

CORPORATE GOVERNANCE GUIDELINES

These Corporate Governance Guidelines (these “**Guidelines**”) were adopted by the Board of Directors (the “**Board**”) of Deckers Outdoor Corporation (the “**Company**”) on September 25, 2025.

These Guidelines are intended as a component of the flexible governance framework within which the Board, assisted by its committees, directs the affairs of the Company. While they should be interpreted in the context of all applicable laws, regulations and listing requirements, as well as in the context of the Company’s Amended and Restated Certificate of Incorporation (“**Charter**”) and Amended and Restated Bylaws (“**Bylaws**”), they are not intended to establish by their own force any legally binding obligations.

I. PURPOSE

The Board has adopted these Guidelines to assist the Board in the exercise of its responsibilities and to serve the interests of the Company and its stockholders. These Guidelines reflect the Board’s commitment to adopting and following sound corporate governance policies, which the Board believes are instrumental in creating long-term stockholder value. These Guidelines are intended to comply with the requirements of the New York Stock Exchange (“**NYSE**”) Listed Company Manual. These Guidelines are subject to modification from time to time by the Corporate Responsibility, Sustainability & Governance Committee as that committee may deem appropriate in the best interests of the Company and its stockholders or as required by applicable law or the NYSE Listed Company Manual. Additionally, the Corporate Responsibility, Sustainability & Governance Committee reviews and evaluates these guidelines annually.

II. ROLE AND FUNCTIONS OF THE BOARD OF DIRECTORS

The role of the Board is to oversee and monitor the Company’s management and to exercise its business judgment to act in what it reasonably believes to be in the best interest of the Company and its stockholders. To fulfill its role, the Board or a Board committee shall perform the following primary functions:

1. oversee the conduct of the Company’s business to evaluate whether the business is being properly managed;
2. review and, where appropriate, approve the Company’s major financial and strategic objectives, plans and actions;
3. oversee the Company’s enterprise risk management functions, and review measures to address and mitigate identified risks;
4. oversee the process for maintaining the accuracy and integrity of the Company’s financial statements and other public disclosures in compliance with applicable law;
5. evaluate regularly the performance and approve the compensation of the Chief Executive Officer (“**CEO**”) and the Company’s other executive officers (together with the CEO, the “**Executive Officers**”);
6. plan for succession of the CEO and monitor management’s succession planning for other executive officers;

7. oversee risks related to our corporate responsibility and sustainability efforts, including environmental and social issues, such as climate change, as well as corporate governance issues;
8. provide advice and counsel to senior management; and
9. ensure that the Company's business is conducted with the highest standards of ethical conduct and in conformity with applicable law.

In fulfilling these obligations, the directors are charged with a fiduciary duty to the Company and its stockholders as may exist under the Delaware General Corporation Law, including the fiduciary duties of care and loyalty. The directors shall be entitled to rely reasonably on the honesty and integrity of their fellow directors, the Company's executives, and its outside advisors and auditors. The directors shall be entitled to (i) reasonable directors' and officers' liability insurance on their behalf; (ii) the benefits of indemnification to the fullest extent permitted by law under the Company's Charter, Bylaws and any indemnification agreements; and (iii) exculpation as provided by state law and the Company's Charter.

The Board may discharge its responsibilities either directly or by delegating them to its committees, except that the Board shall not delegate any of its responsibilities which, under applicable law or the Company's Charter, may not be delegated to a committee of the Board. The Board and each Board committee shall have the full power and authority to hire, at the expense of the Company, independent financial, accounting, legal or other advisors, as necessary to fulfill their duties, without consulting or obtaining the approval of any officer of the Company.

The Board shall promote policies within the Company that encourage a corporate culture of openness, honesty, fairness and accountability. These policies also shall apply to the Board and to relationships among and between the Board, stockholders and employees. The Board shall periodically review and amend these policies as it deems appropriate.

The Board shall recognize that the actual management of the business and affairs of the Company shall be conducted by the CEO and other executive officers under his or her supervision. In performing the management function, the Executive Officers are obligated to act in a manner that is consistent with the oversight functions and powers of the Board and to execute any specific plans, instructions or directions of the Board. The Executive Officers are further obligated to act in a manner consistent with the Company's Charter and Bylaws, the Company's policies and applicable law.

III. DIRECTOR QUALIFICATIONS

Independence. The Board shall have a majority of directors who meet the independence criteria adopted by the Board. The independence criteria are discussed below under "Director Independence."

Qualifications. A director shall possess personal and professional integrity, have good business judgment, relevant experience and skills, and be an effective director in conjunction with the full Board in collectively serving the long-term interests of the Company's stockholders. Each director is expected to spend the time and effort necessary to properly discharge his or her responsibilities as a member of the Board and its committees, as applicable, in accordance with applicable law and the Company's Charter and Bylaws.

Size of Board. The Board shall determine the appropriate size of the Board within the requirements of the Company's Charter and Bylaws.

Selection Process. In accordance with the policies and principles in its charter, the Corporate Responsibility, Sustainability & Governance Committee is responsible for identifying and recommending potential director nominees to the Board for its approval when there is a vacancy on the Board. In determining whether to recommend any particular candidate for inclusion in the Board's slate of recommended director nominees or to appoint such candidates to fill vacancies on the Board, the Corporate Responsibility, Sustainability & Governance Committee considers a number of factors, including personal and professional integrity, good business judgment, relevant experience and skills, diversity with respect to personal characteristics, ability to effectively serve the long-term interests of the Company's stockholders, and commitment to devoting sufficient time and energy to diligently performing duties as a director. The Corporate Responsibility, Sustainability & Governance Committee does not assign specific weights to particular criteria, and no particular criterion is a prerequisite for each prospective nominee. The Corporate Responsibility, Sustainability & Governance Committee believes that diversity in experience, knowledge, skills and viewpoints enhance the Board's performance and create long-term value for the Company's stockholders. Thus, the Corporate Responsibility, Sustainability & Governance Committee considers such diversity in selecting, evaluating and recommending proposed director candidates. Stockholders of the Company may propose candidates in accordance with the instructions provided in the Company's most recent proxy statement.

Annual Review of Independence and Qualifications. The Corporate Responsibility, Sustainability & Governance Committee shall arrange for a questionnaire to be distributed annually to the Board which includes questions that allow the committee to assess the directors' independence and qualifications.

Change in Position. An individual director shall promptly communicate with the Company's General Counsel in the event such director's principal occupation or business association changes substantially from the position he or she held when originally invited to join the Board. The Corporate Responsibility, Sustainability & Governance Committee shall then consider the continued appropriateness of the director's membership on the Board under the changed circumstances and recommend to the Board whether to seek such director's resignation, or a change in committee responsibilities.

Election of Directors. All directors stand for election annually. In accordance with the Bylaws, each incumbent director standing for reelection is required to submit an irrevocable offer of resignation that becomes effective if the director fails to receive a majority of the votes cast in an uncontested election, and if the Board accepts the resignation. Within 90 days following certification of the election results, the Board, excluding the director in question, will determine whether to accept the resignation, based on the recommendation of the Corporate Responsibility, Sustainability & Governance Committee. In making its recommendation, the committee may consider such factors as the underlying reasons for the voting result, whether the causes are curable, the director's length of service and contributions to the Company, and any potential impact on the Company's compliance with legal, regulatory, or listing requirements, as well as other factors disclosed in the Bylaws. If the Board does not accept the resignation, the director will continue to serve for the remainder of the elected term and until a successor is duly elected and qualified, or until such director's earlier death, resignation, or removal. The Board will publicly disclose its decision and rationale if it does not accept the resignation.

Retirement from the Board. We do not have formal term or age limits for directors. While term or age limits could help ensure that there are fresh ideas and viewpoints available to the Board, such requirements may lead to the loss of directors who have been able to develop, over time, increasing insight into the Company. The Board believes that each director candidate should be evaluated based upon what he or she can contribute to the Board, and periodically reviews

the composition of the Board and makes recommendations to the Board. See also the section titled “*Board Succession Planning and Refreshment*,” below.

Conflicts of Interest: A director shall promptly communicate with the Board in the event there is a substantial conflict of interest between the director and the Company or the Board and shall attempt to resolve such conflict to the satisfaction of the Board. The Board shall consider the continued appropriateness of such director’s membership on the Board in light of the conflict of interest and determine whether to seek the director’s resignation. Prior to any Board discussion or decision related to any matter that potentially affects a director’s personal, business or professional interests, that director shall (i) disclose the existence of the potential conflict of interest to the Chair of the Board, and (ii) if the Chair of the Board (in consultation with legal counsel) determines a conflict exists or the perception of a conflict is likely to be significant, such director shall recuse himself or herself from any discussion or vote related to the matter.

Limit on Number of Public Board Memberships (Directors and ELT). No director may serve on more than four public company boards, including the Board; provided that directors who are public company executives may not serve on more than two public company boards, including the Board. Members of the executive leadership team (the “*ELT*”) may serve on the Board and on no more than one additional company board, whether public or private, unless otherwise approved by the Chair of the Board and the Chief Administrative and Legal Officer (“*CALO*”).

Notice and Approval Prior to Accepting Positions with Other Companies (Directors and ELT):

- *Directorships (Public and Private)*. Directors and members of the ELT shall provide notice to and obtain approval from the Chair of the Board, the Chair of the Corporate Responsibility, Sustainability & Governance Committee, the General Counsel, and, in the case of the ELT, the CEO prior to accepting a position as a director to another for-profit company (public or private).
- *Non-Profit*. Directors and members of the ELT shall obtain prior written approval of the General Counsel if representing Deckers.
- *Change in Directors' Primary Responsibilities*: See “Resignation from the Board” section above.
- *ELT Work Outside of Deckers*: Members of the ELT shall provide notice to and obtain approval from the Chair of the Corporate Responsibility, Sustainability & Governance Committee, the CEO and the General Counsel, prior to accepting a position as an officer or employee of, or a consultant to another company (public or private).
- *Investments*: Directors and members of the ELT shall obtain prior written approval from the General Counsel prior to acquiring a significant financial interest in a competitor or business partner. Directors shall also obtain prior written approval from the Chair of the Board.

Stock Ownership: Within five years of initial election to the Board, directors shall own and maintain, directly or through Company plans, shares of Company common stock (including common stock equivalents held through Company plans) equaling five times the annual cash Board retainer fee (not including any additional fees paid for committee assignments and service as a committee chair) paid to non-employee directors in any given fiscal year within the five- year period. Furthermore, within one year of initial election, directors shall own and maintain directly or through Company plans, shares of Company stock (including common stock equivalents held through Company plans). The Company has adopted Executive Officer Stock Ownership Guidelines, which Executive Officers shall comply with.

IV. BOARD SUCCESSION PLANNING, REFRESHMENT, AND LEADERSHIP

The Corporate Responsibility, Sustainability & Governance Committee reports and makes recommendations to the full Board regarding Board succession planning. The Corporate Responsibility, Sustainability & Governance Committee plans for anticipated vacancies, including those due to directors' plans for retirement, and evaluates the potential need for skills and experience due to the anticipated departures.

The Corporate Responsibility, Sustainability & Governance Committee also oversees robust annual evaluations of the Board's performance and, therefore, the Board does not believe that mandatory term limits for directors based on age or years of service are appropriate. Instead, the Board favors evaluating each director's continued service annually, taking into account the Company's needs, the results of the most recent Board evaluations, the results of voting by stockholders in director elections, the director's participation in and contributions to the activities of the Board and its committees, along with other factors that the Corporate Responsibility, Sustainability & Governance Committee and the Board deem appropriate as part of board succession planning and the nomination of directors.

Board refreshment over time is important to ensure the Board as a whole maintains the appropriate balance of tenure, diversity, experience, knowledge and skills needed to provide effective oversight in light of the Company's current and long-term business strategies. The Company and its stockholders benefit when there is a mix of experienced directors with a deep understanding of the Company and newer directors who bring fresh perspectives, insights and expertise to promote diversity of thought and create a constructive debate of a variety of views and opinions in the boardroom.

The Board shall exercise its discretion in determining whether to combine or separate the offices of CEO and Chairperson of the Board, and shall annually evaluate these leadership positions in making such determination.

V. DIRECTOR INDEPENDENCE

A majority of the members of the Board and all members of the Audit & Risk Management Committee, Talent & Compensation Committee and Corporate Responsibility, Sustainability & Governance Committee shall be independent. The Board shall make an affirmative determination whether or not a director is independent and disclose this determination in the proxy statement relating to each annual meeting of stockholders.

The term "independent" is defined in accordance with the rules of the NYSE Listed Company Manual, the Sarbanes-Oxley Act of 2002, and the Board's business judgment. An "independent director," according to Section 303A.02 of the NYSE Listed Company Manual, is a person that has no material relationship with the Company (either directly or as a partner, stockholder or officer of an organization that has a relationship with the Company). The Board has the responsibility to make an affirmative determination that no such relationships exist. In light of the requirements of the NYSE Listed Company Manual, the Board shall determine that the following directors are not independent:

- A director who is, or has been within the last three years, employed by the Company, or an immediate family member is, or has been within the last three years, an Executive Officer of the Company.
- A director who receives, or has an immediate family member who has received, during any 12-month period within the last three years, more than \$120,000 in direct compensation from the Company, other than (i) director and committee fees and pension or other forms of deferred compensation for prior service (provided such compensation is not contingent in any way on continued service); (ii) compensation

received by a director for former service as an interim chair or Executive Officer; and (iii) compensation received by an immediate family member for service as an employee of the Company (other than as an Executive Officer).

- (i) A director who is or has an immediate family member who is a current partner or employee of a firm that is the Company's internal or external auditor; (ii) a director who is a current employee of such a firm; (iii) a director who has an immediate family member who is a current employee of such a firm and who personally works on the Company's audit; or (iv) a director who was or has an immediate family member who was within the last three years a partner or employee of such a firm and personally worked on the Company's audit within that time.
- A director who is, or has an immediate family member who is, or has been within the last three years, employed as an executive officer of another company where any of the Company's present Executive Officers at the same time serves or served on that company's compensation committee.
- A director who is a current employee, or has an immediate family member who is a current executive officer, of a company that makes payments to, or receives payments from, the Company for property or services in an amount which, in any of the last three fiscal years, exceeds the greater of \$1 million or 2% of such other company's consolidated gross revenues.

For any relationships not addressed above, the determination of whether such relationships are material and whether the director is independent shall be made by the directors who satisfy the independence standards set forth in this section. In making these determinations, the Board shall examine all factors that may appear to affect independence, including, but not limited to, business, financial, banking, consulting, legal, accounting, charitable, familial or personal relationships.

The Company and its affiliates shall not make any personal loans or extensions of credit to directors or executive officers. All directors shall only receive compensation for Board and Board committee service in accordance with policies approved by the Board. The payment of consulting, advisory or other compensatory fees to a director from the Company or one of its affiliates is prohibited.

Each director has an affirmative obligation to inform the Board of any material changes in his or her circumstances or relationships that may impact his or her designation by the Board as "independent."

In addition to the foregoing provisions, members of each committee, as applicable, shall satisfy additional requirements to be considered independent as provided for by the Securities and Exchange Commission, the NYSE Listed Company Manual and other applicable law.

Under Section 162(m) of the Internal Revenue Code, as amended, a member of the Talent & Compensation Committee is an outside director if the director:

- is not a current employee of the Company;
- is not a former employee of the Company who receives compensation for prior services (other than benefits under a tax-qualified retirement plan) during the taxable year;
- has not been an officer of the Company; and

- does not receive remuneration from the Company, either directly or indirectly, in any capacity other than as a director.

VI. BOARD MEETINGS

The Board expects to have four regularly scheduled meetings each year. Upon adequate notice, unscheduled meetings may be called throughout the year as the need arises. The Chair of the Board shall consult with the other Board members in determining the times and duration of the Board meetings. The Board may also take action from time to time by unanimous written consent as it deems necessary or appropriate.

Meeting Attendance: Directors are expected to attend meetings of the Board and of the committees on which they serve. Directors also are expected to devote an adequate amount of time and effort to properly discharge their responsibilities. Directors are expected to attend the Company's annual meeting of stockholders.

Board Materials: Information and data that are important to the Board's understanding of the business to be conducted at a Board or committee meeting should be distributed to the directors sufficiently in advance of the meeting to permit their review. Directors are expected to review these materials in advance of each meeting. A director may request that the CEO or appropriate member of senior management present to the Board specific information as it relates to the Company and its operations.

Board Meeting Agenda: The Chair of the Board shall establish the agenda for each Board meeting. Each director shall be furnished with a copy of the agenda in advance of the Board meeting if possible, and if advance distribution is not possible, then the agenda shall be distributed at the Board meeting. Each director may suggest the inclusion of agenda items. Each director can bring up, at any Board meeting, subjects that are not on the agenda for that meeting.

Non-Management Executive Session of Directors: The non-management directors shall meet in executive session at each regularly scheduled Board meeting or more frequently, if necessary.

VII. BOARD COMMITTEES

The Board shall have at all times an Audit & Risk Management Committee, a Talent & Compensation Committee and a Corporate Responsibility, Sustainability & Governance Committee. All members of these committees shall be independent directors as determined by the Board in accordance with the aforementioned independence criteria. Committee members shall be appointed by the Board upon recommendation of the Corporate Responsibility, Sustainability & Governance Committee.

The Audit & Risk Management Committee, Talent & Compensation Committee and Corporate Responsibility, Sustainability & Governance Committee each shall have a written charter that sets forth the committee's structure, membership qualifications, purposes, responsibilities, and procedures for appointing and removing committee members. The charters also shall provide that each committee annually evaluates its performance relative to the requirements of its charter.

Each committee chair, in consultation with the committee members, shall determine the frequency and length of the committee meetings consistent with any requirements set forth in the committee's charter. Each committee chair, in consultation with the appropriate members of the committee and management, shall develop the committee's agenda. Each committee shall regularly report to the Board its activities, findings and recommendations.

As it deems necessary or appropriate, the Board may, from time to time, establish or maintain additional committees of the Board with such powers and authority as shall be determined in accordance with the Company's Charter and Bylaws, the Board resolutions pursuant to which the committee was established and applicable law.

Each committee shall have the full power and authority to hire independent legal, financial or other advisors as it may deem necessary, without consulting with or obtaining the pre-approval of any Executive Officer or the Board. The Company will pay the fees and expenses of these advisors.

Any director may attend any committee meetings, whether or not he or she is a member of that committee, provided that he or she has obtained pre-approval to attend from the committee chair or a majority of the committee.

VIII. CHAIR OF THE BOARD

The Board shall appoint a Chair of the Board who may be (but is not required to be) the CEO. The Chair of the Board will chair all regular sessions of the Board and set the agenda for Board meetings, subject to the right of each Board member to suggest the inclusion of items on any agenda.

IX. DIRECTOR ACCESS TO OFFICERS, EMPLOYEES AND INDEPENDENT ADVISORS

Directors are encouraged to keep themselves informed with regard to the Company and its operations. Directors shall have full and free access to Company officers and employees. Any meetings or contacts that a director wishes to initiate may be arranged through the CEO, the Company's General Counsel or directly by the director. Directors shall use their judgment to ensure that any such contact is not disruptive to the Company's business operations.

Directors may request to have Executive Officers and other employees attend Board meetings. Directors shall also have access to the Company's independent advisors following consultation with the CEO to the extent not inappropriate. The Board may hire independent advisors, experts or legal counsel in connection with discharging its duties to the Company. The Company shall pay all expenses incurred by the Board or any committee in retaining or utilizing the services of any such advisors.

X. INTERACTION WITH STOCKHOLDERS AND OTHER CONSTITUENTS

The Board believes that the CEO and other members of the executive management team should generally make communications on behalf of the Company, whether to stockholders, customers, employees, or other constituents of the Company. If individual directors receive inquiries from any such constituents regarding the Company's operations or management, they should generally refer such inquiries to management. Management will work with the Board to determine an appropriate response to inquiries that, in the discretion of management, require Board input or approval. Individual Board members may, from time to time and at the request of management, meet or otherwise communicate with various constituents of the Company.

XI. DIRECTOR COMPENSATION

All directors shall receive compensation for Board and committee service in accordance with policies approved by the Board from time to time. The Board shall endeavor to provide compensation to the directors and committee members that is generally consistent with the compensation provided to directors of companies that are of comparable scope and size to the Company. The Board believes the amount of director compensation should fairly reflect the contributions of the directors to the performance of the Company. Directors' compensation may be in the form of cash, Company equity awards, including options and restricted stock units, or any combination thereof, as well as any additional compensation or benefits approved by the Board. The exact amount and form of director compensation shall be reviewed at least annually by the Talent & Compensation Committee in accordance with the policies and principles set forth in its charter and shall be approved by the Board. The Talent & Compensation Committee shall have the power and authority to retain compensation consultants or other advisors as necessary to fulfill their duties in connection with determining the compensation of the directors. See also the "Stock Ownership" section under "Director Qualifications" above.

XII. DIRECTOR ORIENTATION AND CONTINUING EDUCATION

All new directors shall receive an orientation package provided by the Company's General Counsel. The package shall include a copy of the Company's Charter and Bylaws, the Code, the Corporate Governance Guidelines, and any other pertinent information. The new director shall attend a meeting with the CEO to be briefed on the Company's strategic plans, its significant risk management issues and current significant exploration and development projects.

Each director is expected to maintain the necessary level of expertise to perform his or her responsibilities as a director, and shall receive director education in subjects relevant to the duties of a director, including the study of corporate governance best practices and ethics. This education may be as a result of a program planned by the Company or by the director attending a pre-approved seminar or webinar, with all expenses paid by the Company.

XIII. LEADERSHIP DEVELOPMENT

CEO Evaluation. The Corporate Responsibility, Sustainability & Governance Committee shall ensure that the full Board oversees the annual goal-setting process and performance evaluation of the CEO as set forth in the committee's charter. The evaluation shall include an assessment of corporate performance, development of the Company's Executive Leadership Team, the accomplishment of annual objectives and long-term strategic goals, and such other criteria as the Board may determine to be appropriate.

Succession Planning. One of the Board's primary responsibilities is assuring that the Company has the appropriate successor to the current CEO in the event of his or her death, disability or retirement. The entire Board shall work periodically to nominate and evaluate potential successors to the CEO, and shall implement policies regarding succession in the event of an emergency or the retirement of the CEO. The full Board shall develop a CEO specification and identify recommendations and evaluations of potential successors for the CEO. An annual report regarding succession planning of the CEO shall be discussed by the Board. To assist the Board, the CEO shall annually provide the full Board with his or her recommendations and evaluations of potential successors, along with a review of any development plans recommended for such individuals, and make available, on a continuing basis, his or her recommendation on succession in the event he or she were disabled.

Management Development. A comprehensive presentation on management development programs and the identification of high potential or experienced managerial candidates to succeed present senior officers shall be discussed annually by the Board. The CEO shall review senior management succession with the full Board without the presence of employee directors, the

Corporate Secretary and other corporate officers (with the exception of the head of Human Resources).

XIV. ANNUAL EVALUATIONS

The Corporate Governance Committee shall have responsibility for conducting and overseeing the annual performance evaluations of the Board to determine whether it and its committees are functioning effectively, and reporting the results to the Board following the end of each fiscal year. The evaluations will be based on such objective and subjective criteria as the Board deems appropriate.

XV. CODE OF ETHICS

The Board shall adopt, maintain and receive an annual training on the Code of Ethics that is applicable to the directors, officers and employees of the Company. The code shall be posted on the Company's website. The purpose of the code shall be to focus the directors, officers and employees on areas of ethical risk, provide guidance in recognizing and dealing with ethical issues, provide mechanisms to report unethical conduct and help foster a culture of honesty and accountability. Waivers of the Code of Ethics for any officer or director may only be made by the Board. Any waiver for an officer or director shall be posted on the Company website and otherwise disclosed as required by law and the NYSE Listed Company Manual.

Individual directors may communicate directly with the Securities and Exchange Commission or other regulatory authorities regarding potential violations of law or governance concerns. No director shall be subject to retaliation or adverse action for doing so in good faith.

XVI. REPORTS OF IRREGULARITIES

Any reports of concerns regarding accounting, internal controls, or other irregularities or concerns, whether financial or otherwise, shall be brought to the attention of the Chair of the Audit & Risk Management Committee. These reports are confidential and may be anonymous if made using the Anonymous Reporting Hotline maintained by the Audit & Risk Management Committee. The Board shall be notified of these reports at every quarterly Board meeting or sooner, if necessary.

Department Responsible: Legal

Approved by: Board of Directors

Date of Last Review: September 25, 2025

Date of Last Approval: September 25, 2025