

FOX FACTORY



2021 SUSTAINABILITY REPORT

A mountain biker wearing an orange jacket and a helmet is performing a wheelie on a mossy log in a forest. The bike is tilted vertically, with the front wheel high in the air. The background is a dense forest of tall trees.

ADVENTURE IS NEVER DONE

We believe progress happens when we challenge frontiers. So we commit to the adventure of a better world. To bend and break frontiers in relentless pursuit of a future where people and the planet come first. And where adventure is never done.



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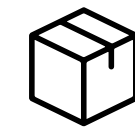
SUSTAINABILITY AT FOX FACTORY



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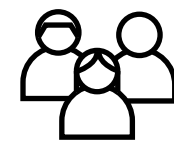
Welcome to our first sustainability report. Whether you are an employee, investor, business partner, athlete, or weekend warrior, we have made this report to share our efforts as we embark on our sustainability journey.

What can you expect to read? We will start with an overview in this section: Sustainability at Fox Factory. We will provide a high-level summary of who we are, the purpose of this report, how we create value, and our governance of sustainability. Next, we cover strategy for sustainability in the section on [Our Guiding Strategy](#). After that, we dive a little deeper into the four pillars of our strategy in the sections:



PRODUCT

Redefining Sustainable Performance



PEOPLE

United in Shared Well-being and Adventure



PLANET

Protecting Our Global Playground



BUSINESS FUNDAMENTALS

Driving High Standards

We then close out with our Material Topic Boundaries and the GRI, SASB, and SDG index tables.

But first, let's sit down for a chat with some of our senior leaders who sponsor and own sustainability at Fox Factory.





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TALKING SUSTAINABILITY WITH OUR LEADERS

In 2021, we embarked on our journey to become a purposefully sustainable company and increase our performance in the environmental, social, and governance areas. We believe that sustainability helps us solve and manage some of our most significant business challenges. To set the stage, **Amanda Scott**, Social Impact Manager, sat down with **Mike Dennison**, Chief Executive Officer, **Scott Humphrey**, Chief Financial Officer, and **Jackie Martin**, Chief Purpose and Inclusion Officer, to discuss why sustainability can help us develop more innovative products, connect more meaningfully with our community, and deliver more value for our stakeholders.

Amanda: *Why are we working toward sustainability? And why now?*

Mike: Those are good questions. Sustainability is a broad concept, but part of the answer is that focusing on sustainability is excellent for our business and the world around us. With a sustainable approach to business, we create value for the economy, the environment, and people while reducing adverse effects. The better we get at that, the better we become for everyone who has a stake in our organization.

Sustainability is becoming more critical as we expand our operations. Over the past years, we have gone through transformational growth in every possible way: our financial results have increased significantly, we have expanded from two to four continents, acquired several businesses, and our family of employees has grown more than five times since 2013. That’s huge! At the same time, it feels like we are only just at the start of our adventure.

Scott: I agree with that! We have clearly stated our ambitions to keep growing rapidly. Our strategy is to grow as much in the next four years as we have in the past forty. That means that we keep developing and changing as a company. We want to do that robustly because today’s work will be our foundation for the future.

From my perspective, sustainability is one pillar that supports long-term success. For Mike and me, a lot of this is new ground. Like most things we do, we approach new initiatives as a team, and we are fortunate to have Jackie as our guiding light in this space.

Jackie: You both captured the basic concepts perfectly. I also want to emphasize how well “doing the right thing” and achieving our business objectives go together. One of the critical first steps was creating a “One Fox” strategic roadmap that outlines our mission, vision, and core values that everyone can look to as our True North. To deliver this, we needed to double down on doing the work to foster a culture of belonging that allows everyone’s voice to be welcomed, heard, valued, and used in our quest to continue to be the best at what we do. So, my team invested early in spearheading our Realizing Inclusion, Diversity, and Engagement (R.I.D.E.) @ Fox initiative, comprised of unconscious bias and anti-harassment training, a virtual learning series, and cultural awareness campaigns, all supported by an employee council. This was the right thing to do. At the same time, we know that inclusive and diverse companies generally perform better than their peers. Both are good reasons, and combined, they are a win-win.

There are many topics, angles, and stakeholders in the sustainability mix. The real challenge is when the rubber hits the road—moving beyond ideas and strategies for working more sustainably and starting to implement change. When sustainability needs to come to life in an organization, it gets more complex. It involves keeping a holistic overview of our impacts and opportunities, and addressing and managing them.



Mike Dennison
Chief Executive Officer



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It requires the entire company’s focus and dedication to get to where we want to be in the future. It requires new systems, processes, tools, and ways of thinking – many of which we are still uncovering. It’s a lot! I acknowledge we don’t have it all figured out...but we are on the right path. Taking things one step at a time and being realistic and authentic in our approach, are two of the crucial lessons we learned in 2021.

Amanda: *Let’s zoom in for a moment. How does sustainability open new opportunities for Fox’s business? And why does investing in sustainability align so well with our business goals?*

Jackie: I love to start with the “why”! Let me explain this from the perspective of our core business. We make a broad portfolio of premium products across multiple brands. How we deliver this is through consistently out-innovating, out-pacing, and out-thinking the competition. That is all well and good but becomes more meaningful if you start with the “why.” As articulated in our purpose, we’re committed to challenging the impossible and leading in the never-ending pursuit of maximum performance. Said another way... we deliver solutions that elevate adventure, push limits, and help win championships. Now, we are in a unique position to lead and push boundaries in an elevated way, one fueled by the sustainability lens. This is challenging to do, to say the least.

One challenge is that we need the most skilled people to research, engineer, and produce our industry-leading and innovative solutions, so we want to be an attractive employer and a home to world-class talent. The answer is expanding and executing on our inclusion, diversity, and engagement strategy to drive equity in all that we do.

Other challenges include limiting our consumption of natural resources and responsibly handling our products at the end of their life. We need to source materials responsibly through our supply chain and not only help customers repair our products, but also innovate around new ways to replace or recycle them. To address these challenges, we need to start with a better understanding of our product life cycle.

And then, we also look beyond the making of our products. How do people enjoy the experience of using them? Nature and the outdoors play a huge part in that, and we want to help protect that experience and be a catalyst for good for the environment. One of the ways we achieve that is by understanding and managing our carbon footprint. In 2021, we also launched Trail Trust, our signature community partnership program focused on preserving and maintaining trails, promoting responsible recreation, and expanding access to outdoor adventuring.

Amanda: *So, sustainability helps us connect with customers too?*

Mike: Absolutely. Society changes, and so does the expectation of what an organization is, what it does, and what it should stand for. In some ways, our sustainability approach expands the concept of whom we serve with our value proposition and helps us better align our business objectives with the needs of all people – whether they currently connect or identify with our brands or are potential future outdoor enthusiasts.

Our weekend warriors, our top athletes, and everyday enthusiasts are deeply involved in the success of Fox,

and that doesn’t end with our many product solutions—it is about the bigger picture. Our OEM partners are experiencing the same with their customers, so we need to be part of the solution to their sustainability challenges. We expect our business partners to support us in our sustainability journey too.

Jackie: In addition to customers, we have seen the same level of engagement with our people—they are spontaneously developing sustainable solutions, from recycling office supplies to contributing to their communities and local trails.

Our employees are strongly invested in our organization, driven by their winning spirit. And we need them to be champions. Because we create premium performance products, our future depends on innovation. So, our sustainability approach serves our people and seeks to emphatically involve them as critical stakeholders in this work.

Scott: This goes for our shareholders and investors, too—they are equally essential partners in this journey. Many risks in business relate to sustainability, and with the proper focus, we can create a comprehensive understanding of those risks and mitigate them.



Scott Humphrey
Chief Financial Officer

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Investors know that, and they increasingly demand that companies, including ours, report their non-financial performance alongside their financial performance. It will help them understand that we are a high-performing and sustainable organization worthy of their investment in every sense of the word.

Amanda: *You weren't kidding about the broad range of topics and stakeholders in the mix. How are we managing all of this?*

Jackie: We are standing in front of a long adventure, and we need to acknowledge that we are at the beginning of it. In 2021, we embarked on our journey and committed to sustainability. Today, we are taking a big step by comprehensively reporting on our starting point for the first time.

Our commitment to sustainability means bringing a more intentional, purposeful, and strategic approach globally. We have started first by assessing the current state from a sustainability perspectives: what are we, what is the world around us, and what can we become?

We then engaged a broad audience of our stakeholders to take in their perspectives, and understand what we do well and where we can improve. We used all that to build a strategy that helps us make a long-term commitment toward product, people, planet, and business fundamentals. It is not an easy task, but we have a solid plan.

Mike: No, not easy at all. And from my point of view, I am immensely proud of seeing this development within the company. Sustainability affects the entire organization, and seeing how people have come together, collaborated, and put their professional

mindset toward it genuinely inspires me. It gives me total confidence that we can unlock potential in all these areas.

Amanda: *So, there's plenty to look forward to in the future?*

Jackie: We have hit a significant milestone by reporting on sustainability for the first time. But it is in our DNA to view this as an aspirational journey of continuous improvement—our “never done” mindset. Now is a great moment to reflect on what we have achieved and where to go next with our stakeholders. Some have asked whether we've identified reduction goals. We aren't there yet. We have intentionally held off on stating any goals until we develop a clear picture of our current state. That's what this report provides. From here, we will align on focus areas, realistic goals and the necessary steps to progress toward them. In 2023, we will be focusing on expanding our efforts in sustainability, the preparation for which is already underway. What we have learned about ourselves and the world around us through our strategy setting and reporting process will guide us in the steps to follow.

Scott: I am glad that we are taking a solid approach to reporting by being transparent about our goals, progress, and performance. Just like we do with our financials, we are using established and recognized frameworks to do this. Not surprisingly, I like data and numbers, so I look forward to improving and simplifying our approach to disclosure in the future.

However, we need to do our due diligence. It takes time to build new metrics, put controls in place, and improve processes, but it is worth it. It is informative

for those who invest their trust, talent, or money in our company, and it helps our leadership and our team better understand how we perform from a non-financial perspective.

Jackie: We will absolutely see an increase in the reporting on good things happening in our organization. We already mentioned launching Trail Trust, and our R.I.D.E @ Fox initiative is in full swing. We have identified more ways to activate solutions to make us more sustainable, so we are all very excited about what the future will bring.

Amanda: *It sounds like we are not wasting any time!*

Mike: Exactly! We don't like to sit still here at Fox. We mean it when we say that our purpose as a company is to challenge the impossible and lead in the never-ending pursuit of maximum performance. Sustainability is another opportunity to invest in that purpose. And in return for putting in that work, we become more robust as a company and even better equipped to perform at our best. It's almost like we're athletes in that way!



Jackie Martin
Chief Purpose and Inclusion Officer

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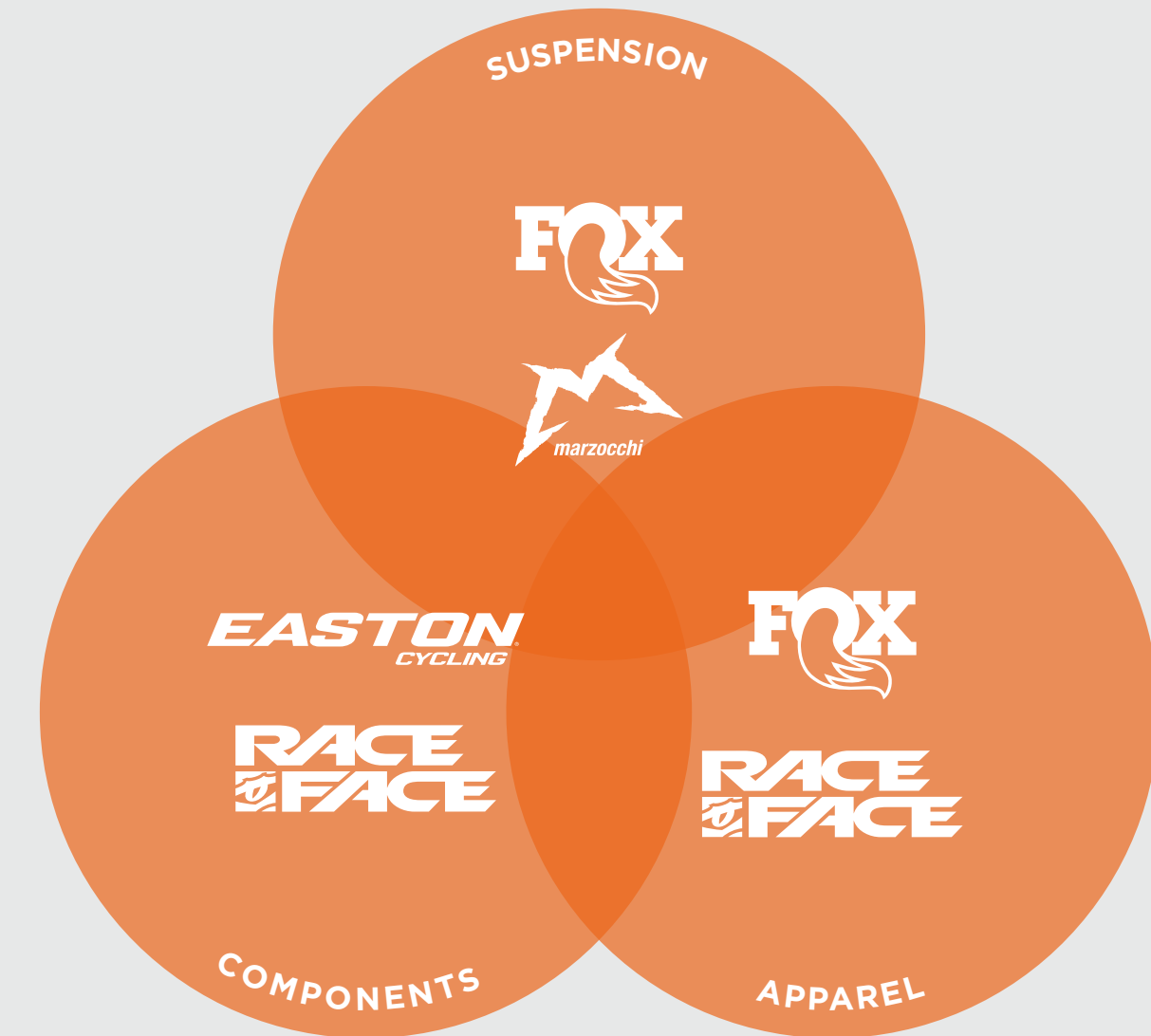
WE ARE FOX FACTORY

The history of Fox Factory starts in California in 1974, when Bob Fox redefined motocross suspension, believing there had to be a better solution. Forty-plus years later, the belief that a better solution is always possible is alive and well. Based on this mantra, we design and manufacture performance products for bicycles, mountain bikes, side-by-side vehicles, on-road and off-road vehicles and trucks, all-terrain vehicles, snowmobiles, specialty vehicles and applications, and motorcycles.

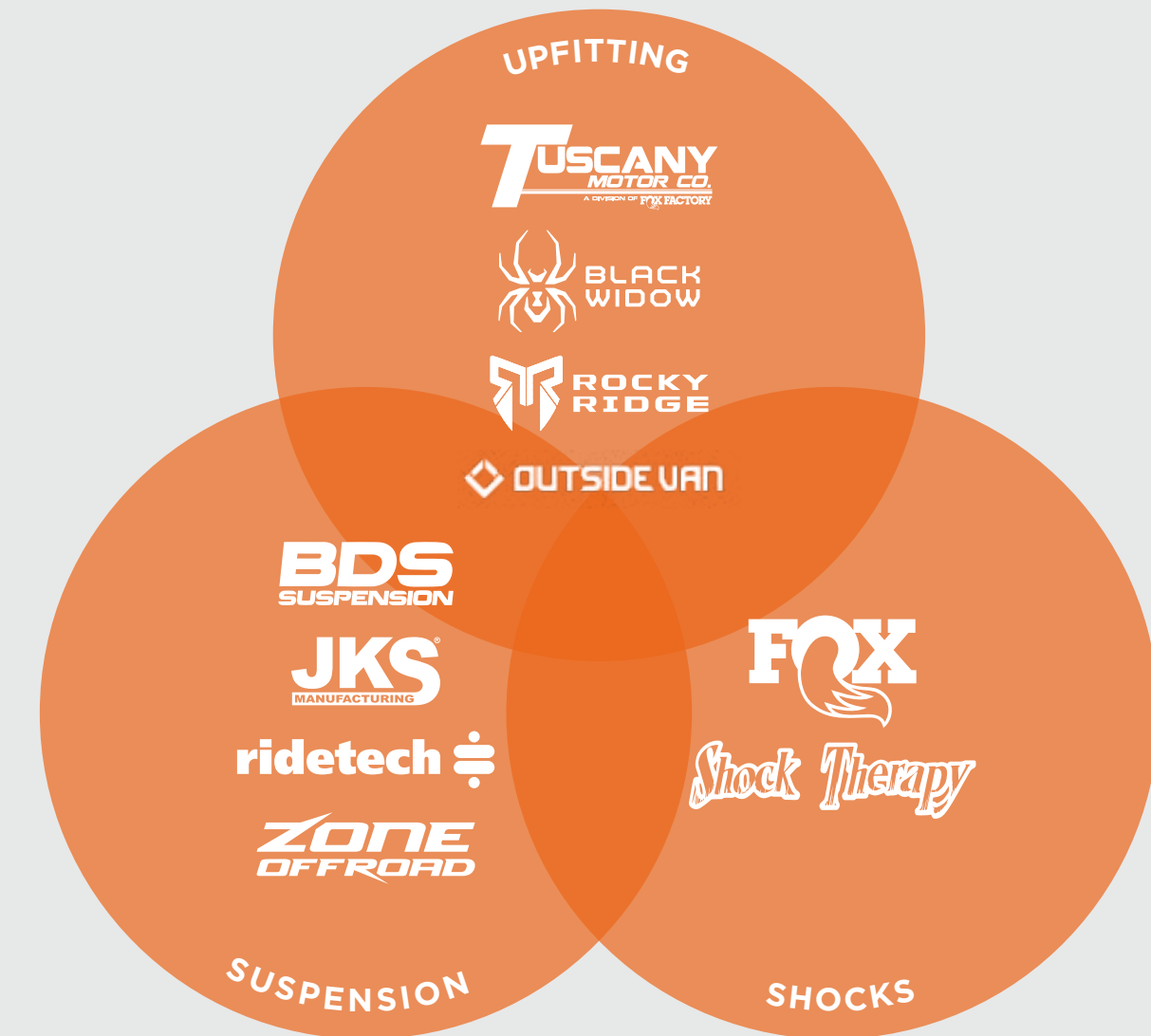
Fox Factory combines a collective of elite brands working tirelessly to push the limits of performance and innovation. We create innovative solutions to help redefine what is possible on the track, trails, and beyond. Our operations are organized into two main groups. Our Specialty Sports Group (SSG) creates cycling and mountain biking components, suspension, apparel, and respective maintenance service. Our Powered Vehicles Group (PVG) designs, tests, and manufactures premium shocks and suspension for countless types of vehicles. Some of our PVG brands specialize in upfitting or altering OEM vehicles. Each brand has a specific strength, and together we are one unstoppable force.

OUR COLLECTIVE OF ELITE BRANDS

SSG



PVG





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GRI 2-1 Fox Factory operates in more than 20 global locations, with new sites in various stages of construction on the horizon. We have state-of-the-art manufacturing facilities, research and development technology centers, administrative offices, customer support centers, and much more. The sun never sets on Fox, as we have sites across Australia, Canada, Germany, Taiwan, and the United States.

GRI 2-1 **OUR LEGAL NAME IS FOX FACTORY HOLDING CORP. WE ARE PUBLICLY LISTED ON THE NASDAQ GLOBAL SELECT MARKET UNDER THE SYMBOL FOXF. OUR PRINCIPAL EXECUTIVE OFFICE IS IN DULUTH, GEORGIA.**

GRI 2-7 Being part of the Fox Family means collaborating as a team and working together to bring the best ideas forward. Our continued success is what happens when more than 4,000 individuals work as one, embodying the Fox values. Below is a quick snapshot of the types of folks who make Fox a leader in the performance industry.

REGION	APAC			EU			NA		
	MALE	FEMALE	OTHER	MALE	FEMALE	OTHER	MALE	FEMALE	OTHER
A total # employees, by gender and region	580	291	176	41	19	5	2054	906	1
B total #									
full-time employees, by gender and region	579	291	176	38	14	3	2043	898	1
part-time employees, by gender and region	1			3	5	2	11	8	

*Note: With 'Other', we mean those employees who don't identify as male or female, and/or employees for whom we have no gender information available. The numbers above are the headcount on December 31st, 2021. On that date, we also had 63 people (headcount) working with us through third-party agencies, so they were not directly employed by us. Those are mainly temporary contract workers working in manufacturing. **GRI 2-7, 2-8**

IN 2021, FOR THE FIRST TIME IN OUR HISTORY, WE GENERATED MORE THAN USD 1 BILLION IN REVENUE. THAT ADDS UP TO ABOUT 46% YEAR-OVER-YEAR GROWTH.

REVENUE	SALES GROWTH (YEAR OVER YEAR)			ADJUSTED EBITDA(*)	ADJUSTED EBITDA GROWTH (YEAR OVER YEAR)	ADJUSTED EBITDA GROWTH (YEAR OVER YEAR)	
	Overall	SSG	PVG			5 year**	1 year
USD 1,299.1 MLN	45.9%	57.8%	37.5%	USD 263.9 MLN	49.7%	43.7%	60.9%

Note: we have taken these figures from the latest Proxy Statement, which you can access via [our investor relations website](#). The Proxy Statement provides the full context of these figures. We have provided these KPIs here for ease of access, but in case of any errors, the Proxy Statement is the leading document.

(*) = Reconciliations of non-GAAP measures are provided in Annex A of the Proxy Statement referred to above.
 (**) = Represents annualized figures

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CREATING VALUE

When we think business and value, we normally tend to think ‘money.’ Of course, our business creates financial results for our investors through stock value. But when we talk about **value**, we look beyond just the financials. We add joy to people’s lives—our products let athletes and enthusiasts more safely enjoy the sports, activities, and adventures they like to engage in. Our employees receive salaries and benefits that contribute to their financial well-being. We generate profits for business partners: we buy products and services from suppliers, and customers use our innovations to create value with their own products. We accelerate the development of the people who work with us, upgrading their skills, knowledge, and experience. We contribute to technological progress with the intellectual property we create. And when we do all of this right, we increase the value of our brands and our company’s reputation.

Without risk there is no reward. We are striving to find the sweet spot where performance and safety are never compromised and we manage our impacts: employee safety remains a top priority, and we conserve resources while reducing waste. Take a look, for example, at what we’ve done so far to protect those who make it all happen under the [Employee Health, Safety, and Well-being](#) section.

In 2021, we have taken our first steps to understand the foundation of our value creation. That includes the inputs we use and the outputs we create, our impacts, and the opportunities we have to amplify our value creation. We describe those opportunities and risks and how we work with them in the relevant sections of this report.



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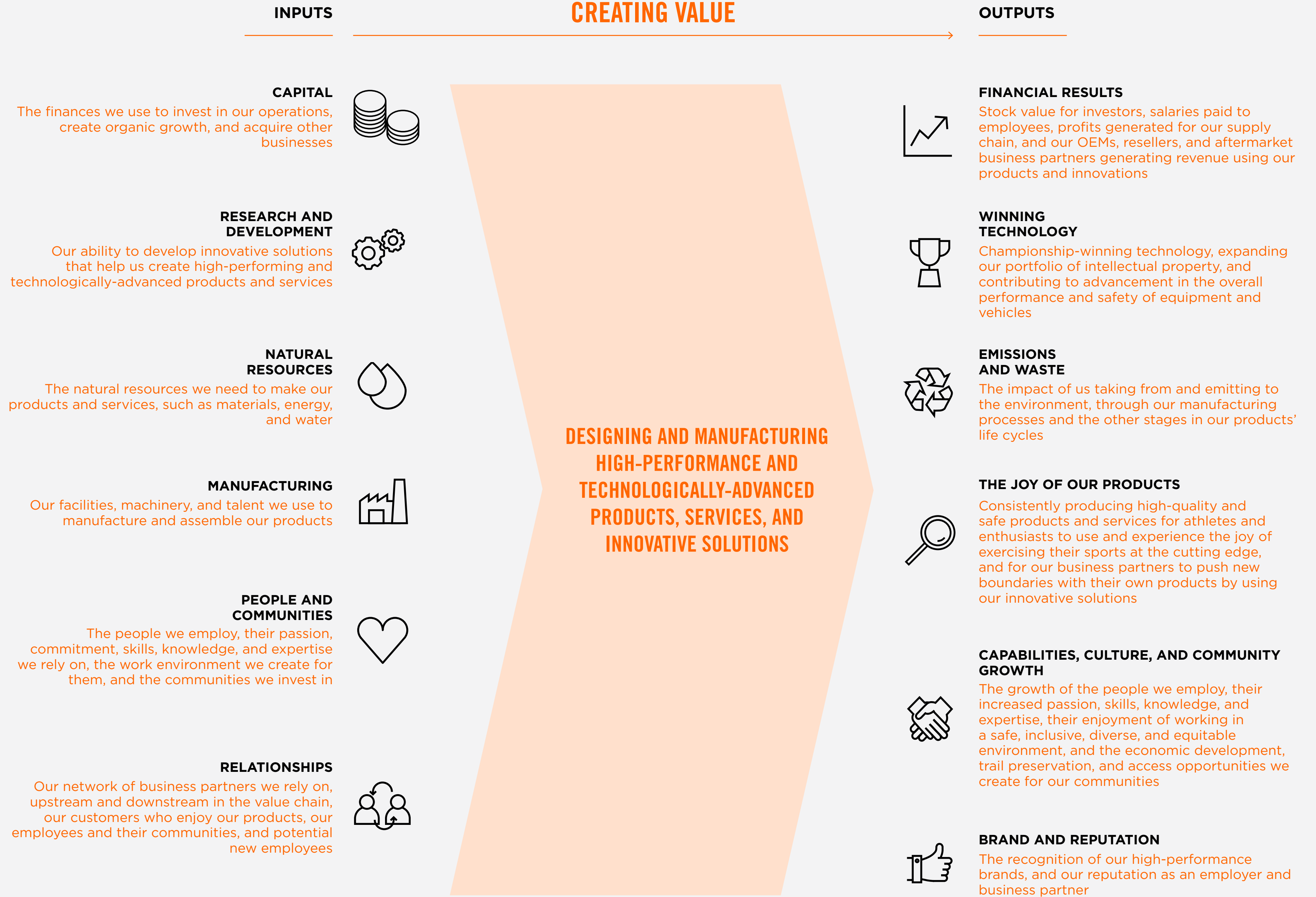
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ABOUT THE REPORT

So, what is sustainability, really? When we say “sustainability” we mean taking a 360-degree approach to our impacts, risks and opportunities, values, performance, and operations in the way described by the UN’s Brundtland Commission: *meeting the needs of the present without compromising the ability of future generations to meet their own needs*. That includes a broad view on all material aspects related to environment, social, and governance topics. In other words, sustainability means doing better now so our current and future customers, employees, investors, athletes, and communities all get to be part of the adventure.

GRI 2-3 This report was published June 6, 2022, and will be published annually going forward. To make it easy on our investors, this report covers the period from January 1st, 2021, up to and including December 31st, 2021, which is the same reporting period for our financial reporting. Our Chief Purpose and Inclusion Officer is responsible for creating this report with input from or on behalf of all other Executive Leadership Team members. The Nominating and Corporate Governance Committee of the Board of Directors and Executive Leadership Team members, including the Chief Executive Officer, the Chief Financial Officer, Chief Human Resources Officer, and the Chief Legal Officer, have reviewed and approved the contents of this report.

GRI 2-3 We would love to hear from you about this report or sustainability at Fox—please reach out to us at ESG@ridefox.com.



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SUSTAINABILITY GOVERNANCE

We cannot make a difference in sustainability without assigning the responsibility to do the work. Someone needs to maintain oversight, make a plan, and put that plan to work. This is what we call governance.

THE OVERSIGHT

GRI 2-12 The oversight is maintained by our Board of Directors. The Nominating and Corporate Governance Committee watches over our purpose, value and mission statements, and policies and goals related to sustainable development and impacts. We have included this as part of their work in the Nominating and Corporate Governance Committee Charter, which you can access via the [Investor Relations](#) section of the [Fox Factory website](#). The Committee identifies important trends and issues and hands the responsibility to act accordingly to the Executive Leadership Team. Committee membership is also influenced by the Charter, which says that the capabilities of Committee members must align with these responsibilities. If some topics are important enough, the Committee or the Chief Executive Officer will bring them to the full Board of Directors for discussion.

GRI 2-17 The Board members were interviewed as part of our materiality assessment process—a way to learn what matters most in sustainability for Fox Factory. Our Chief Purpose and Inclusion Officer presented the results of the materiality assessment to the highest governance bodies in the third quarter of 2021. We also conducted a sustainability strategy-setting exercise, which has been presented to the Board. You can read more about the materiality assessment and sustainability strategy in the [Challenging Frontiers: Our Guiding Strategy](#) section of this report.

GRI 2-17 The Chief Purpose and Inclusion Officer presents quarterly on our sustainability activities and larger trends of stakeholder expectations for sustainability. External experts have been brought in to present to the Board on key sustainability topics, reporting trends, and investor or regulatory requirements, including the recently-proposed SEC rules on climate-related disclosures. The Board has expressed interest in formal sustainability goal-setting to be executed in the future.

In our **2022 proxy statement**, we mentioned:

GRI 2-12 **“Our board is engaged and involved in overseeing the company’s long-term strategy, including evaluating key business risks and opportunities, consumer trends and competitive developments. This also includes aspects of our sustainability initiatives that relate to our corporate strategy, which are discussed at Board meetings. Out of this process, the board has increased its oversight and support of our environmental, social and governance (“ESG”) journey. The company-wide Fox Frontiers strategy focuses on three integrated impact pillars: people, planet, & product - supported by excellence in business fundamentals. This strategic framework will grow and evolve as ESG efforts become more deeply integrated throughout the company and as we initiate specific programs, goals and key performance indicators (“KPIs”).”**

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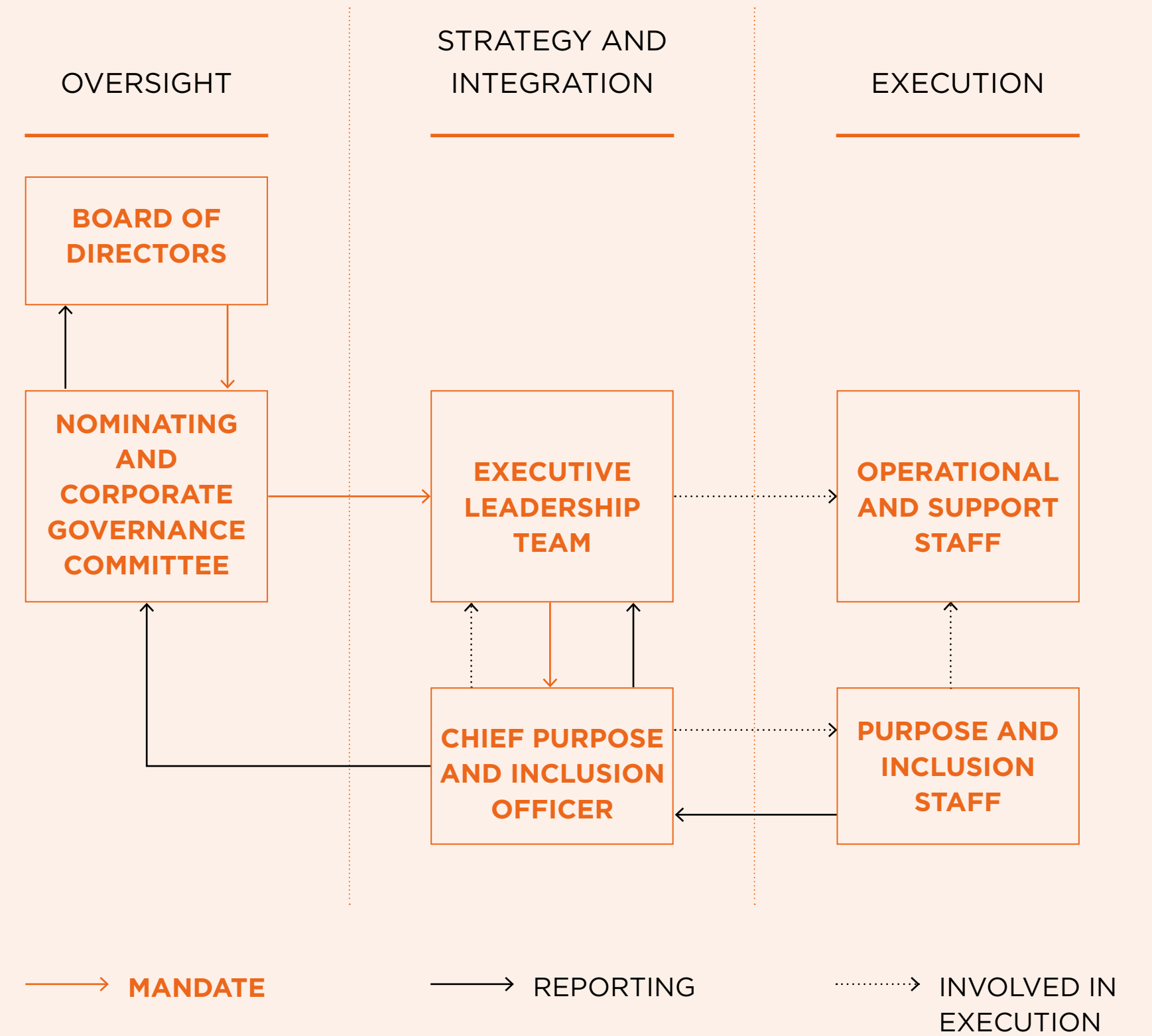
PUTTING SUSTAINABILITY TO WORK

GRI 2-13

The Executive Leadership Team is responsible for making our sustainability plan. This includes **due diligence**: a process to understand and take action against potential negative impacts. It also includes making, approving, and executing strategies, managing sustainability risks, and seizing opportunities. The Chief Purpose and Inclusion Officer leads the work in these areas. Members of the Executive Leadership Team contribute to the sustainability work and stakeholder engagement in line with their roles and responsibilities.

GRI 2-13

The Chief Purpose and Inclusion Officer oversees a team doing sustainability-related work, and they connect with their colleagues at Fox Factory whose work impacts sustainability outcomes. The Chief Purpose and Inclusion Officer reports directly to the Chief Executive Officer on a day-to-day basis, and to the Nominating and Corporate Governance Committee at scheduled quarterly meetings and any other time, if needed. Sustainable development is a recurring topic at Executive Leadership Team meetings.





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04

CHALLENGING FRONTIERS - OUR GUIDING STRATEGY





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The beginning of a successful journey is all about the preparation. That is why we are launching our first-ever sustainability report to share our commitment to sustainability and track the progress of our environmental, social, and governance initiatives. We know that we are at the start of our sustainability adventure. The years to come will likely be marked equally by ambitious achievements, complex challenges, and lessons learned. Building a system of accountability and transparency is a crucial first step in allowing us to skillfully navigate the changes ahead so we can maximize our impact and deliver reliable value to our stakeholders.

In recent years, we have faced defining challenges and grown through those challenges as a company and society. We now know more than ever that investing in sustainability is not just good for the long-term well-being of our business, but that it is an integral part of our commitment to truly serving our community. Responsible growth means intentionally focusing on how our operations and products impact the environment and how we interact with our communities. Building toward a more sustainable future enables us to make new trails that lead to innovation and performance and unlock new opportunities for our business and communities.

In this section, we will first explain our material topics and how we arrived at them. We'll also discuss how we engaged you, our stakeholders. Once that is done, we will tell you all about our sustainability strategy.



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WHAT MATTERS MOST?

GRI 2-29, GRI 3-1

In 2021, we conducted our first materiality assessment, a process that helped us understand the environmental, social, and governance areas that are most important to our stakeholders and our business success. We enlisted the help of an international consultancy group to ensure objectivity, gain expertise, and access all relevant external stakeholders. We formed a joint task force with the consultancy to determine our crucial stakeholder categories—including company leaders, employees, investors, athletes and consumers, customers, and community nonprofits. From there, we conducted desktop research to benchmark customer, competitor, and industry standards, and observed explicit and implicit stakeholder needs.

GRI 2-29, GRI 3-1

We also held over 40 interviews with the critical internal stakeholders, including the Board of Directors and senior company leadership, as well as critical external stakeholders, including B2B customers, investors, our core and growing consumer base (including our athletes and ambassadors), and nonprofit organizations in our communities. In addition, we conducted two employee focus groups. The key driver to engage with our stakeholders was to first understand their needs and expectations of us. We also wanted to know how we can successfully deliver on those needs and understand our broader impacts.

GRI 3-1

Our analysis gave us a comprehensive view of where our business is today and where we want to be in the future. We identified and prioritized material sustainability topics where we cause actual and potential impacts and where we experience them—both positive and negative.

GRI 3-2

These focus areas include:

Environmental Topics

- Climate change and greenhouse gas emissions
- Sustainable products and materials
- Trail access and conservation
- Water stewardship

Social Topics

- Talent, inclusion, and diversity
- Employee health, safety, and well-being
- Supply chain human rights and working conditions
- Community impact

Governance Topics

- Data security and customer privacy
- Product design and innovation
- Business ethics and compliance
- Corporate governance

GRI 2-29

These topics represent the priority impact areas observed by our leaders, customers, employees, and growing consumer base. Though a wide range of sustainability challenges registered as necessary across our community, the most pressing issues included the following: talent, inclusion, and diversity, climate change and greenhouse gas emissions, sustainable products and materials, trail access and conservation, and community impact.

We captured the prioritization of topics in a materiality matrix mapped on two dimensions: *significance to our business and importance to our stakeholders.*



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MATERIALITY MATRIX

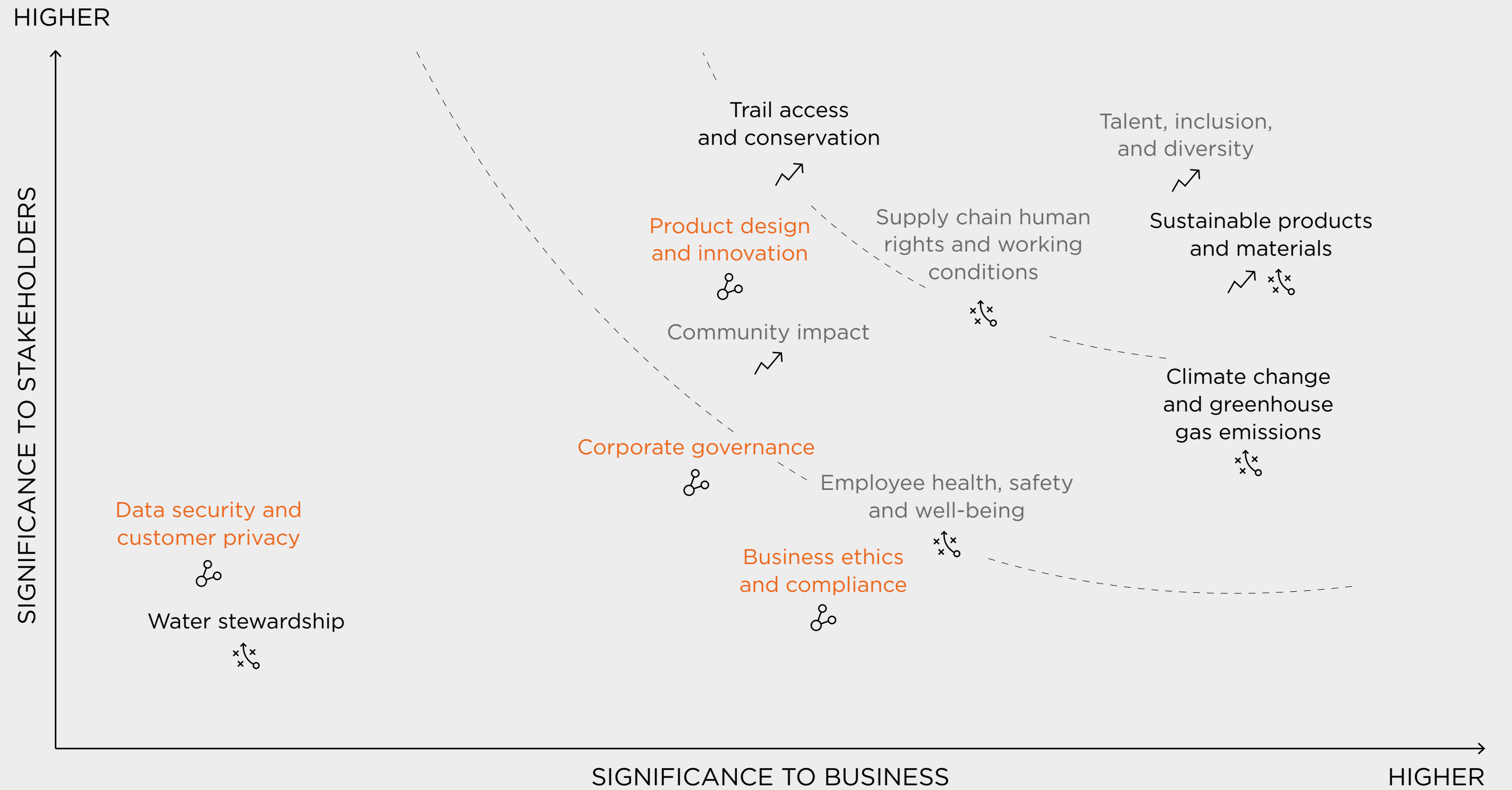
Topics in the top right of the matrix represent the largest opportunities to enhance Fox Factory's brand through sustainable performance

Stakeholders include Fox Factory customers, investors, board members and company leaders, employees, and core/growing consumer base

Importance ratings are relative, not absolute: all of these topics are important and considered material to the company.

Topics look to the future where expectations are rising and what the importance of these topics may be in the next five years.

The matrix does not factor in Fox's performance on these topics; it captures priorities regardless of Fox's performance on the issue.



Environmental
Social
Governance

LEAD: Potential leadership opportunities

SOLIDIFY: Programmatic gaps that may be addressed

MAINTAIN: Continue building program foundations and increase disclosure



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OUR STAKEHOLDERS	ENGAGEMENT	THEIR TOP 5 MATERIAL TOPICS	THEIR KEY TRENDS
B2B Customers	Day-to-day customer relationship management Requests for Proposal Stakeholder Inquiries Channel Partners Supplier Surveys Materiality Assessment	<ol style="list-style-type: none"> 1. Climate change and greenhouse gas emissions 2. Employee health, safety, and well-being 3. Sustainable products and materials 4. Community impact 5. Business ethics and compliance 	Baseline sustainability programs rose in priority, such as: <ul style="list-style-type: none"> · business ethics and compliance; · employee health, safety and well-being; · climate change and greenhouse gas emissions
Investors	Annual General Meetings Quarterly Investor Calls Individual Meetings Investor Days Materiality Assessment	<ol style="list-style-type: none"> 1. Climate change and greenhouse gas emissions 2. Corporate governance 3. Talent, inclusion, and diversity 4. Employee health, safety, and well-being 5. Supply chain human rights and working conditions 	Corporate governance is a foundational priority. Harmonized needs for performance and disclosure across topics, with less emphasis on industry-specifics
Board of Directors and Company Leaders	Quarterly Board Meetings Day-to-Day Leadership Interactions Internal Reporting Structures Materiality Assessment	<ol style="list-style-type: none"> 1. Talent, inclusion, and diversity 2. Sustainable products and materials 3. Climate change and greenhouse gas emissions 4. Trail access and conservation 5. Supply chain human rights and working conditions 	Talent and D&I are a top priority. Sustainability topics for Leadership are primarily driven by direct exposure in their area of the business.
Fox Employees	Global Annual Employee Survey Internal Reporting Structures Town Halls Leadership Site Visits Social Media Internal Digital Newsletter Materiality Assessment	<ol style="list-style-type: none"> 1. Sustainable products and materials and working conditions 2. Supply chain human rights and working conditions 3. Trail access and conservation 4. Talent, inclusion, and diversity 5. Community impact 	A desire to focus on topics related to products and the supply chain. Strong positive response to internal D&I efforts.
Core and Growing Consumer Base	Athlete Outreach Trail Trust Partnerships Community Outreach Racing Events Expos Social Media Digital Newsletters Materiality Assessment	<ol style="list-style-type: none"> 1. Talent, inclusion, and diversity 2. Community impact 3. Trail access and conservation 4. Sustainable products and materials 5. Climate change and greenhouse gas emissions 	A strong desire and movement on community impact efforts, including D&I and trail access & conservation.

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NEW FRONTIERS: OUR PILLARS OF SUSTAINABILITY

When we set our sights on something, we go all out. Whether it is trying to win the Baja 1000—yes, *we did*—or developing a successful sustainability strategy, it is important to start off with an in-depth strategy before launching off the line. Exhaustive research led to our global sustainability strategy which outlines how our production and business practices are evolving to realistically meet, and sometimes exceed, environmental and social standards.

We wanted a strategy that could powerfully express our values, group and organize material topics, focus the actions we will take, apply across our entire business, and resonate strongly with stakeholders. We aim to grow sustainability from a programmatic approach to a purpose-driven core pillar that is integrated into all that we do.

Our stakeholders and our business strategy are essential navigation points in this—to be successful, our strategy must play to stakeholders, needs and the impacts we incur or cause. We worked with a set of questions to promote stakeholder interests within our strategy:

- How can our sustainability priorities contribute to success with customers?
- How can we be more attractive to investors through sustainability efforts?
- How is sustainability important for us to meet our strategic growth objectives?
- How can sustainability contribute to employee engagement and satisfaction?
- What are our most significant opportunities to deliver positive impact and deepen brand relevance with influential industry players?
- How can our sustainability priorities help capture and convert our growing consumer base of performance enthusiasts and general consumers?

Answering those questions delivered navigation points for developing our sustainability strategy with each of our important stakeholder groups.



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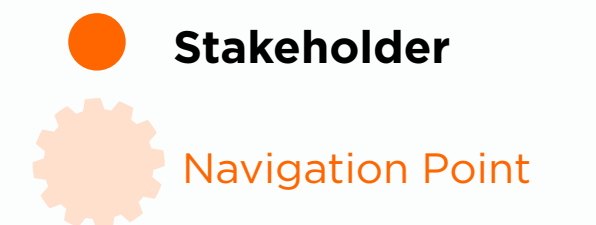
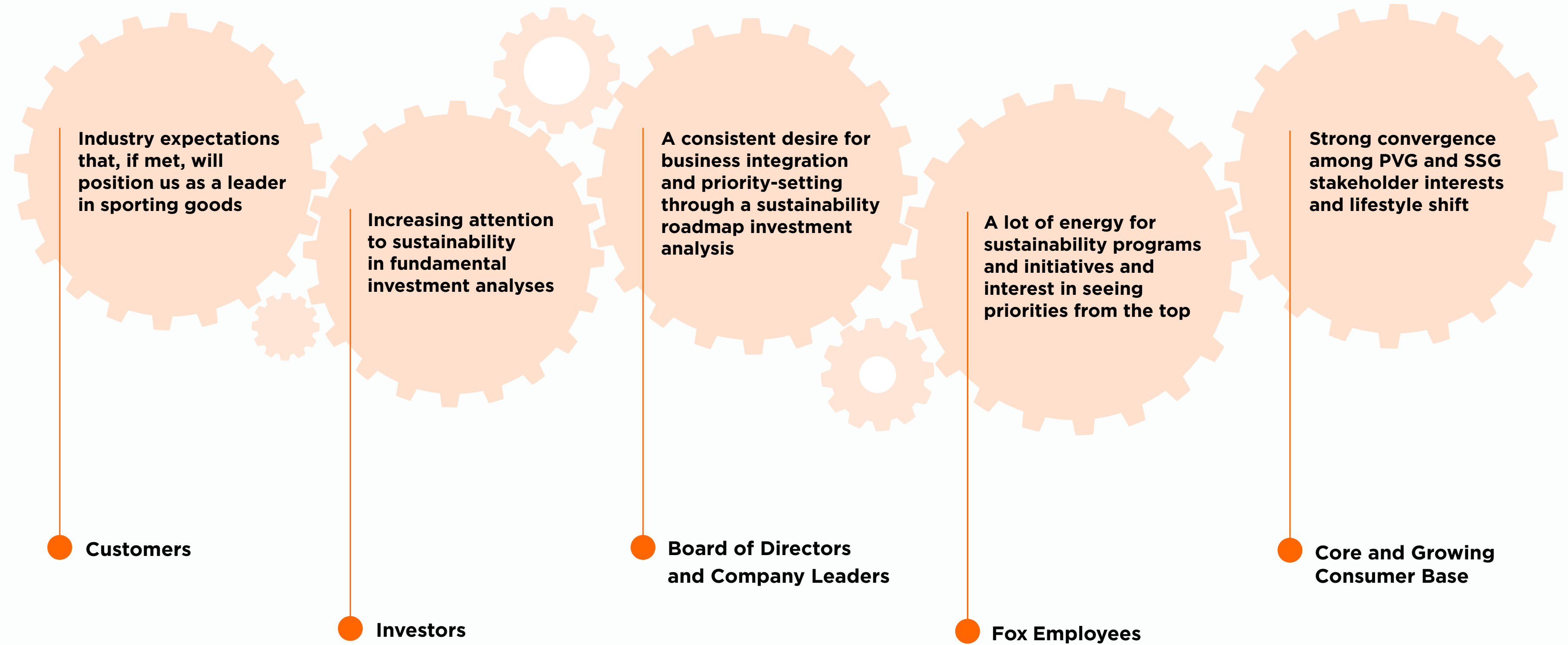
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NAVIGATION POINTS FOR STRATEGY SETTING





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OUR SUSTAINABILITY STRATEGIC FRONTIERS

By combining navigation points with the material topics and risks and opportunities for sustainability that we identified, we developed the Fox Factory Frontiers Strategy.

THE PRODUCT FRONTIER

To redefine performance through sustainable innovation

- Sustainable products and materials
- Product integrity, design, and innovation
- Supply chain social and environmental impact

We are relentless in our pursuit of excellence in everything we do and taking steps to reduce our impact on the environment is no exception. We live for the challenge, that's why we are forging a path where we keep maximum performance as our goal while discovering processes and innovation aligned with sustainability objectives. This includes leading the way in product integrity, design, and innovation, and making sure our supply chain's social and environmental impacts are well-managed.

THE PEOPLE FRONTIER

To unite our communities in shared well-being and adventure

- Talent, inclusion, and diversity
- Community impact
- Employee health, safety, and well-being

We aim to protect and promote our talent and communities and harness the power of diverse experiences to open opportunities for all. Just as we push our customers to be their best, we are pushing our talent and influencing our communities to go further and explore more opportunities for all. We know that the best ideas come from a well-trained professional workforce with diverse backgrounds and experiences. We also partner with nonprofit organizations to help make the world a better place to live, learn, work and, of course, ride.

THE PLANET FRONTIER

To enjoy, protect and renew our global playground

- Trail access and conservation
- Climate change and GHG emissions

Our solutions are an integral part of outdoor adventuring—whether mountain biking, motorcycling, off-roading, snowmobiling, overlanding, or beyond. With that comes the responsibility to promote the conscientious use of land amongst outdoor enthusiasts and protect our shared playground. We also want to expand access to outdoor sports, acknowledging the importance of providing underrepresented groups with opportunities to participate in activities that have historically engaged a fairly homogeneous population. We are also exploring ways to reduce our impact on the environment such as minimizing our GHG emissions.

THE BUSINESS FUNDAMENTALS

To drive the highest standards of ethics, controls, and governance

- Corporate governance
- Business ethics & compliance
- Data security & customer privacy
- Transparency & disclosure

Doing things the right way is foundational to continuing our robust business growth responsibly. When we race, we race to win. The same goes for the processes and policies needed for a successful business. We are fine tuning our business so our experts can focus on making the best products. We want to be successful. We want to win. That's who we are.

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05

**PRODUCT —
REDEFINING SUSTAINABLE
PERFORMANCE**



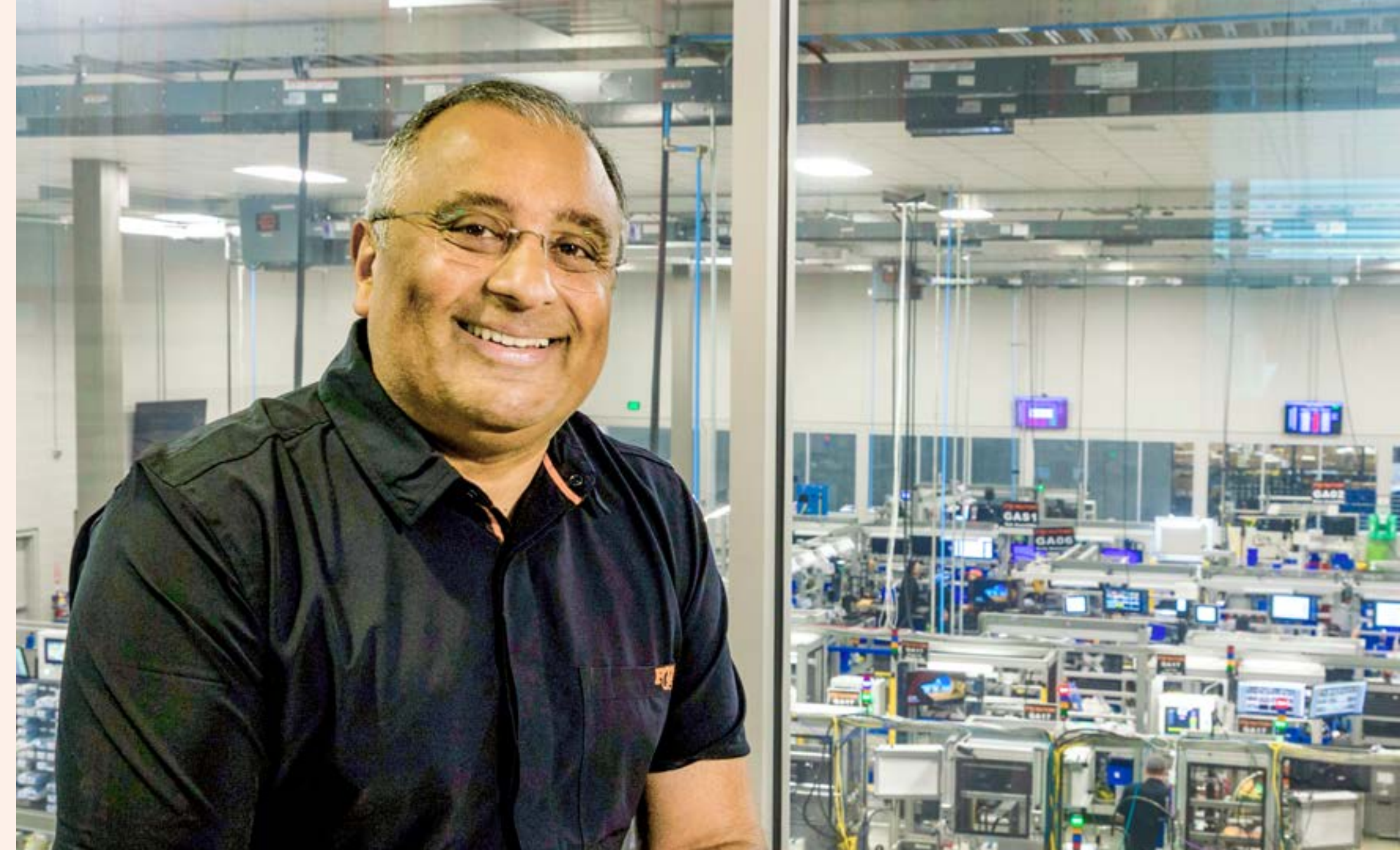
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Our products have amassed an incredible following—for good reason. Our customers are passionate about the products we make and know they can count on consistent high-quality performance to help them achieve all the amazing things they do. We want our customers—and our investors—to feel confident about how we make our products too, so we’re taking things to the next level by looking at how we can make our products more environmentally responsible. Conducting our first Life Cycle Assessment was the initial step in helping us see the impacts of manufacturing some of our top-selling products. We now have a solid foundation for knowing how the raw materials we use impact the environment and can identify opportunities for better processes and policies. This is a new way of thinking about Fox’s products, and we’re excited about the kinds of synergies we can find between quality, reliability, and sustainability.

Mark Garcia
Vice President Supply Chain, Specialty Sports Group

Pradeep Menon
Chief Procurement Officer, Powered Vehicles Group



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THE PRODUCT FRONTIER

Our product is everything. A little over forty years ago, the dual-chamber FOX Air Shox for professional motocross racing became a champion-maker—and Fox Factory was born. A legacy of premium-brand, performance-defining products, services, and technological innovations followed. Nowadays, our solutions are implemented by market-leading brands such as Giant, Orbea, Canyon Bicycles, Santa Cruz Bicycles, Specialized, Trek and Yeti Cycles in Specialty Sports Group, and BRP, Ford, Polaris, Toyota, 4 Wheel Parts, Kawasaki, Yamaha, and Honda in Powered Vehicles Group.

With the development of our Product Frontier, we are asking (and answering) a single, important question: how do we create the highest performing components responsibly?

In this section we talk about how we aim to build our products and innovations to be sustainable, how we ensure durability and safety with testing, and how our people are playing a crucial role in driving innovation. We also say goodbye to one of our biggest and best.



BOB FOX - FOUNDER

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BUILT FOR SUSTAINABILITY

While we are at the start of our sustainability adventure, we have already primed our products to be important contributors to this strategy over the years. Our high-performance product philosophy includes design requirements like robustness, durability, longevity, and reparability, all of which are ingredients to a sustainable product approach.

We make our products with the intent to last a long time, capable of withstanding high amounts of force and strain over long periods. We do that to support athletes, enthusiasts, and high-end users in environments where they adventure past the boundaries of the ordinary and redefine what is possible. That intent also contributes to the durability and longevity of the vehicle or bike. And to make our products last even longer, we offer guidance to our consumers for select products through Fox Academy on how to maximize durability and performance. They can also get many of our products expertly tuned, a service enhanced by our latest acquisition, Shock Therapy, the premier suspension tuning company in the off-road industry.

Our designs allow for our components to be rebuilt and serviceable. Shops can quickly refresh our products with minimal material at regular and incidental service intervals. This increases the life of our products and avoids the need to replace and throw away parts that are still fit for purpose. And when our products ultimately reach the end of their life, the materials we use, mainly metals and some plastics, are relatively easily recycled. Though we don't currently track the total volume of materials, recycled inputs, or reclaimed products across our thousands of SKUs, we are taking steps to understand our baseline and plan to report on goals and metrics in the coming years.

THE LIFECYCLE OF OUR PRODUCTS

Just focusing on how our products could do well from a sustainability perspective and accepting the status quo goes squarely against our *never-done* mentality. We already measure, interpret, and use data to know what's happening with materials that go into our products and with every stage of that product's development so we can create the premium, reliable products our customers rely on. In 2021, we also started asking those questions about our products' impacts on the environment through a lifecycle screening (also called a Lifecycle Assessment or LCA). Screenings are a critical tool in product-making industries that help us understand the environmental impact of what we create, from raw material extraction to end-of-life. With that knowledge, we can support decision-making during our design process and become more conscious and purposeful about avoiding environmental impact and trade-offs. We can identify precisely where the "hotspots" are that contribute to our environmental footprint and compare different material options for use in our products. When we market our products with environmental claims, we can support those claims with data. In other words: it is all about integrating sustainability into our concept of premium performance and being innovative in a whole new way.

In 2021, we asked an external party to make a cradle-to-gate screening of our emissions in the making of four of our high-volume products and translate their production process to environmental impacts. The screening looked at the materials used, the processing and shaping of the materials, the transportation to the manufacturing site, and the energy required for assembly.

The products we included in this screening assessment are:

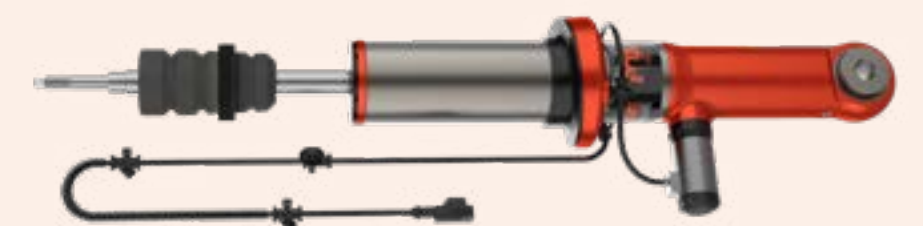
The FOX 36 Rhythm Suspension Fork



The Race Face Next R Carbon Crank



The FOX Raptor Shock



The FOX Rubicon Shock



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The first important conclusion for all four products is that material production is the main contributor to the carbon footprint. Most of the materials used in the products are metal alloys. The amount of ‘secondary metal’ used in their production, as well as the energy grid of the origin countries influence the carbon footprint of those alloys. In addition, some specific materials, such as carbon fiber epoxy and magnesium alloy, have a relatively high contribution to emissions. For some products, the screening LCA showed a significant contribution at the assembly stage of the life cycle of our products. This suggests that a shift to greener electricity suppliers would have a meaningful impact. We found that transportation contributed little across all four products.

We were able to identify key hotspots of the carbon footprint, but we recognize that the cradle-to-gate scope limits the conclusions we can draw. For example, it does not consider the potential gain in durability that an investment in carbon-heavy material could bring. In other words: if a certain material causes more carbon emissions, but the product lasts longer in use because of that material, the result may be better than using a less carbon-intense material that has a shorter lifespan.

GRI 301, 3-3 We see a lot of potential in further developing these LCAs. With deeper screening, we can start using the data to engage in dialogue with our stakeholders, inform innovation and R&D, and incorporate our understanding of the product lifecycle into our overall

business and sustainability strategies. Our next steps will be to evaluate the results, and consider implementing changes in our products, measure for improvement, and potentially report on these efforts in the coming years. In the long term, this work can drive positive value and sustainability impact by enabling revenue growth, enhancing our brand, reducing risks, costs and our environmental footprint, and optimizing our resource usage.



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OBSESSIVELY TESTED

GRI 416, 3-3

Testing is at the core of our mission to push potential further. We have seven global locations with test teams: Scotts Valley (2) and El Cajon in California, Braselton in Georgia, Fletcher in North Carolina, Burnaby in Canada, and Taichung in Taiwan, and a team of over 50 testers. They are responsible for product performance and durability and support all customers, from Australia and Asia, to Europe and the Americas. We focus on product performance, ride quality, and data acquisition with real-world testing. We head out to test locations and put the products through their paces with different settings to reach the vehicle or bike’s performance goals. Often, we test our prototypes with the world’s best athletes—there are few tests as demanding as race conditions!

Real-world, virtual, and lab testing go hand-in-hand. We use the data we gather from real-world testing to accelerate lab testing where we can create even more unique, severe conditions. Virtually, we use high-powered computers to model our designs and test them prior to making prototypes. In the lab, we can make sure the shocks can deal with these crazy moments without having to risk damage to a vehicle. The custom-designed lab equipment that we now use is amongst the strongest and most

versatile in the market. For example, we can run a slow friction test of a snowmobile shock on the same machine that can be used for testing the limits of a sport UTV shock. What makes our equipment unique is the combination of high forces, high speeds, and long strokes. We can apply environmental loads to the components to make the testing more severe and comparable with the real world.

For bicycles, we are not only looking at the strength of components, but we are looking at how our various products interact with one another. For instance, we work with bike frame manufacturers to help them design the best linkages to compliment the activity of our suspension solutions to elevate the total performance package.

GRI 416-1

We set our test requirements, including those for safety, depending on the application, and we always run rigorous internal durability and performance testing before bringing a product to the market. We also frequently add specific requirements to our testing based on what a particular OEM customer might need.

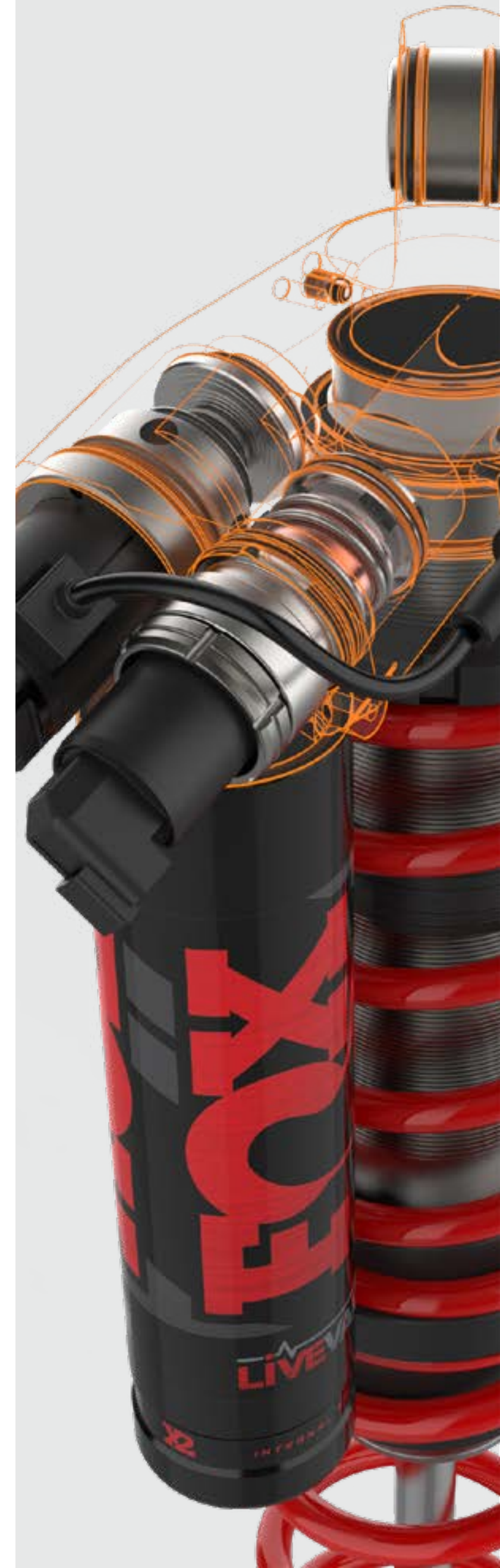
Why do we get so intense about testing? Ultimately, making premium products is not only about high performance. Products that are tested through and through for their durability and capability to withstand extreme

circumstances promote the safety of the bike or vehicle *and* the person riding them.

TRUE INNOVATION REQUIRES TRUE TALENT

Innovation always starts with an idea, understanding a problem and finding a solution. This is where The People Frontier and The Product Frontier come together. Our “One Fox” culture was built to allow people to bring their best selves to work and take risks that allow us to push the boundaries of our innovation—diverse ideas breed brilliant solutions. We go into the details of our culture in the [People - United in Shared Well-being and Adventure](#) section of this report.

As an organization focused on developing the highest-performing technology and outsmarting our competition, we rely on the creativity and ingenuity of our employees. In 2021, we recognized 42 innovators who were either granted patents or submitted patent applications.



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STANDING ON THE SHOULDERS OF A GIANT

What makes a legend? To us, it's someone who forges an unforgettable legacy and leaves a far-reaching, indelible mark on the world, positively impacting people from all walks of life.

In 2021, we lost a racing innovation leader, a mentor and a dear friend: John Marking. He was a true giant as a racer and an innovator and was instrumental in making and keeping FOX a premium performance brand through the decades by contributing to more than 50 patents.

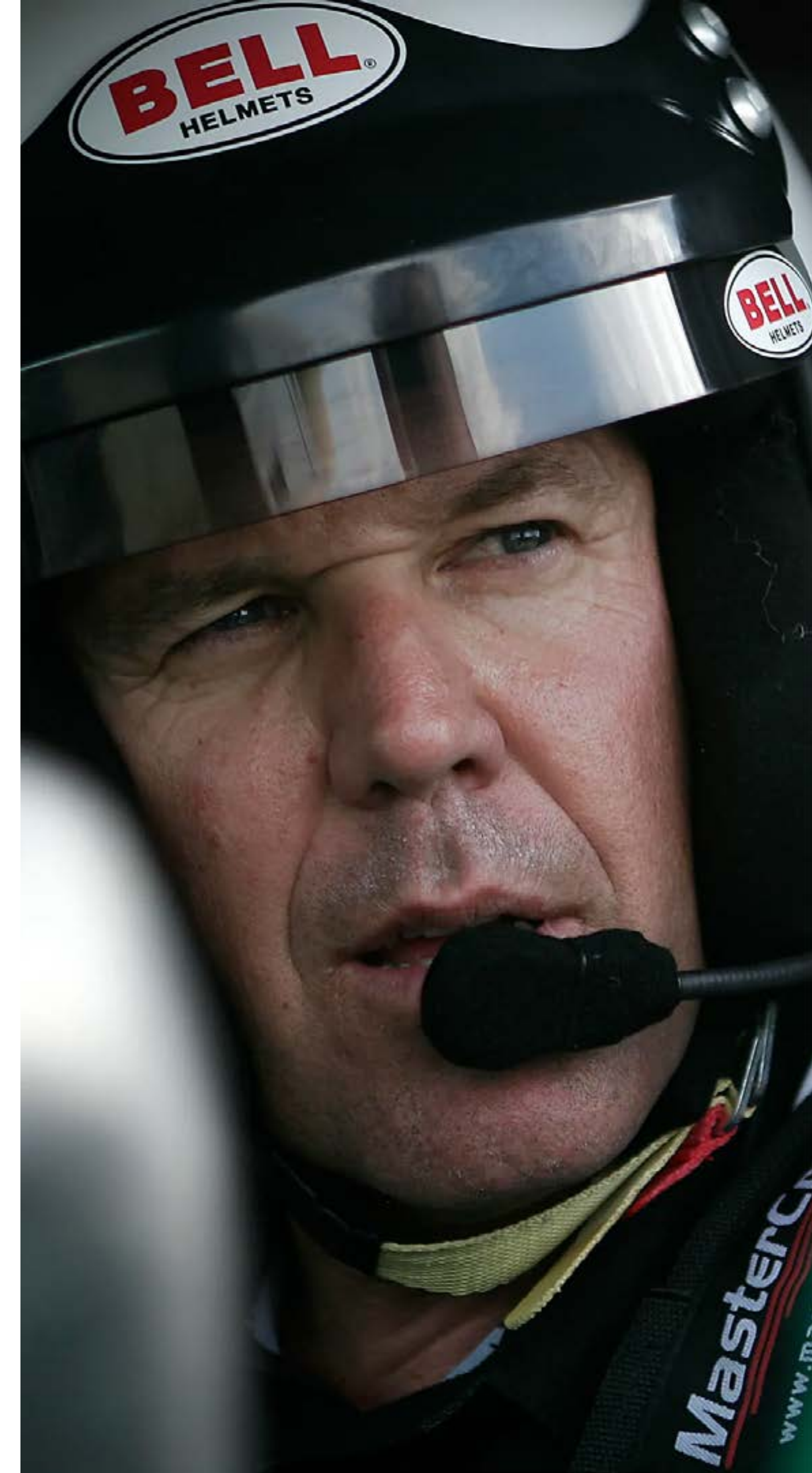
Besides his success as a fierce competitor at various levels of off-road racing, we will remember him for his nearly 30 years of work at Fox Factory. He led the design and development of suspension components and technologies to define the modern era of off-road racing and brought the niche off-road racing community into the mainstream. Our brands' continuing total domination of world-class races like the Baja 1000, Mint 400, San Felipe 250 and others is testament to that.

As our latest technology and solutions trickle through aftermarket products and onto the dealer lot as standard equipment, it's easy to trace that back to their development and success in racing with Marking at the center of it all.

Spectacular race, John. See you on the podium.

“In October 2021, I had the pleasure of watching John accept his induction into the prestigious Off-Road Motorsports Hall of Fame. Being able to see him personally receive the much-deserved accolades from industry and racing peers before his final days was emotional, to say the least. It was the perfect way for him to say farewell and for those he’s inspired to honor his decades of engineering maximum performance. He truly embodied the Bob Fox ‘never done’ mindset.”

Mike Dennison
Chief Executive Officer





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PEOPLE — UNITED IN SHARED WELL-BEING AND ADVENTURE

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“

Our people are the heart and soul of Fox Factory, and their passion is what fuels us to be the best. Harnessing and unleashing their power is paramount to accelerating our collective growth. 2021 was a big year for us in kickstarting new initiatives to propel a culture of belonging focused on building and retaining a high-performing, diverse workforce, fostering an inclusive workplace, and enhancing our social impact in our communities. From the launch of the ACCELERATE Leadership Development Program to the Realizing Inclusion, Diversity, & Engagement (R.I.D.E.) @ Fox initiative and the launch of our signature outreach program, Trail Trust, we've accomplished a lot. I'm proud of how engaged everyone at Fox has been with this work. Although we are early in our journey, we are dedicated to creating long-lasting change to ensure that everyone at Fox feels seen and valued for their unique experiences and perspectives—that's how you reach new levels of leadership as an organization. As we continue to grow our 'people' programs, we're staying focused on making Fox one of the world's best companies to work for, using a purpose-driven mindset to realize our values of Leadership, Trust, Agility, Collaboration, Service, and Ingenuity in everything we do.

Jackie Martin
Chief Purpose and Inclusion Officer

”



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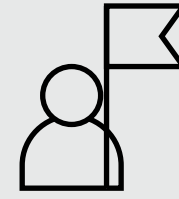
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OUR GUIDING VALUES

We are a company driven by challenge and built on a strong legacy of winning. We saw an opportunity to take our leadership to new levels by putting sustainability front and center.

When we dug into our roots as a company and what has brought us to where we are today, we needed to define who we aspire to be. So, we honed in on the following guiding values: leadership, trust, collaboration, agility, service, and ingenuity. These principles are meant to guide how we interact with one another internally and, ultimately, set the stage for how we aim to connect with our customers and community. We are evolving daily to uphold our core values and continuously practice them in order to out-innovate, outpace, and outthink our competition.

OUR VALUES



Leadership: Do the right thing, act respectfully, value others, and hold each other accountable



Trust: Foster openness, communicate authentically, and deliver on commitments



Collaboration: Empower all to effectively communicate and work together across teams



Agility: Embrace change as an opportunity for growth with ambition and readiness



Service: Take pride in humbly and consistently delivering quality experiences & results



Ingenuity: Innovate continuously with a “never done” mindset, because good is never enough



In this section, we first explain what The People Frontier is, and then dive into our culture, employee health and safety, diversity and inclusion, learning and development, and our social impact.

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THE PEOPLE FRONTIER

The People Frontier focuses on uniting our communities in shared well-being and adventure. We aim to protect and promote our people, harnessing the power of diverse experiences to open up opportunities for all. The People Frontier includes four main focus areas:

- employee health, safety, and well-being
- talent, inclusion, and diversity
- community impact
- supply chain human rights and working conditions

We are on the path to maximizing the performance of every person on our team by not only putting foundational elements in place to uphold a culture of respect and dignity, but by also fostering environments in which our people can grow and thrive. This is the strong foundation on which we build our People Frontier and our initiatives to create a more inclusive, diverse, and equitable business.

GRI 202, 3-3 What does this look like in practice? We connect to our local communities, as they are the home to our manufacturing facilities and offices. We contribute to local economic development through engagement with suppliers and by hiring

locally for most of our workforce. We also offer pay that aligns with the requirements of employees' work, skills, specialization, and experience, and we make it a priority to provide opportunities for employees to upgrade their skills successfully and grow. As a result, their economic potential does not remain fixed, but can increase over time. In return, our organization can retain talent and lean on the experience of our workforce to produce better results.

As part of our dedication to support our people, we launched an employee relief fund in 2021 to support those facing unforeseen financial hardships due to natural disasters or personal events. We announced a transition to a new global bonus program to share the success as the company grows where most employees' incentive will be based on both individual and company financial performance.

GRI 401, 3-3 As we mentioned in the section **True Innovation Requires True Talent**, our employees play a critical part in delivering premium performance products. We invest in attracting and retaining a diverse and talented workforce, we care for their well-being and development, and we offer remuneration and benefits accordingly.

RATIOS OF STANDARD ENTRY-LEVEL WAGE COMPARED TO LOCAL MINIMUM WAGE GRI 202-1

SIGNIFICANT LOCATION OF OPERATION	LOCAL MINIMUM WAGE (GROSS)	OUR ENTRY LEVEL PAY (GROSS)	RATIO
Gainesville, GA	\$7.25/hour	\$15.16	2.09
El Cajon, CA	\$15.00/hour	\$16.67	1.12
Coldwater, MI	\$9.87/hour	\$15.16	1.54
Taiwan	NT\$ 25250/month	NT\$ 27000/month	1.07

Note: We comply with the U.S. Fair Labor Standards Act and strive to pay a competitive wage that top talent demands. Therefore, we calculate with a federal minimum wage in Georgia of \$7.25 (state minimum wage is \$5.15). The threshold for 'significant location of operation' is 250 employees and above.



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**BENEFITS OFFERED TO
EMPLOYEES AND PART-TIME EMPLOYEES**

GRI 401-2

	USA	CANADA	GERMANY	TAIWAN	AUSTRALIA
Standard FT employee benefits vs. other employees:					
I. LIFE INSURANCE	●	◐		●	
II. HEALTH CARE	●	◐		●	
III. DISABILITY AND INVALIDITY COVERAGE	●	◐		●	●
IV. PARENTAL LEAVE	●	●	●	●	●
V. RETIREMENT PROVISION	●	●		●	●
VI. STOCK OWNERSHIP*	○	○	○	○	○

- Full-Time and Part-Time Benefit
 - ◐ Same Benefit, but conditional to a minimum number of hours worked
 - Full-Time Benefit Only
- If no icon is indicated it means that this benefit is not provided to anyone

Note: Significant geographic locations of operation included in this table are all countries with more than ten employees.

(*) Director and above. We additionally have a set budgeted discretionary program that allows for recognition of a subset of our key salary and indirect labor talent.





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Building a strong “One Fox” culture of belonging also means growing our Fox Family alongside the needs of the business and making sure we are managing turnover. We are seeing a high new-hire rate in Asia Pacific and North America. For the former, this is related to an increase in business demand with record growth in production that has led to the need to attract more employees. The same is true in North America, but we are also experiencing a high turnover rate in this region mainly due to general movement in the job market with the current competition for skilled laborers and a generally low unemployment rate. We have also moved some of our locations to different areas in the States, causing anticipated turnover. The good news is we are able to acquire talent at a rate that allows us to outpace the turnover, so we continue to grow.

NEW EMPLOYEE HIRES GRI 401-1

2699 **0.66**

TOTAL **RATE**

REGION NAME				APAC						
#				536						
RATE				0.51						
GENDER GROUP		MALE		FEMALE			NOT DISCLOSED			
#		239		111			186			
RATE		0.41		0.38			1.06			
AGE GROUP		< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
#		97	133	9	61	50	-	Not tracked		

REGION NAME				EUROPE						
#				20						
RATE				0.31						
GENDER GROUP		MALE		FEMALE			NOT DISCLOSED			
#		9		5			6			
RATE		0.22		0.26			1.20			
AGE GROUP		< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
#		2	7	-	1	3	1	Not tracked		

REGION NAME				NORTH AMERICA						
#				2143						
RATE				0.72						
GENDER GROUP		MALE		FEMALE			NOT DISCLOSED			
#		1369		769			5			
RATE		0.67		0.85			5.00			
AGE GROUP		< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
#		677	521	171	334	328	107	Not tracked		

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EMPLOYEE TURNOVER GRI 401-1

1565 **0.38**

TOTAL **RATE**

REGION NAME				APAC						
#				75						
RATE				0.07						
GENDER GROUP		MALE		FEMALE			NOT DISCLOSED			
#		36		26			13			
RATE		0.06		0.09			0.07			
AGE GROUP		< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
#		15	21		14	11	1	Not tracked		

REGION NAME				EUROPE						
#				9						
RATE				0.14						
GENDER GROUP		MALE		FEMALE			NOT DISCLOSED			
#		7		1			1			
RATE		0.17		0.05			0.20			
AGE GROUP		< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
#		2	4	1		1		Not tracked		

REGION NAME				NORTH AMERICA						
#				1481						
RATE				0.5						
GENDER GROUP		MALE		FEMALE			NOT DISCLOSED			
#		999		475			7			
RATE		0.49		0.52			7.00			
AGE GROUP		< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
#		683	131	182	193	213	69	Not tracked		



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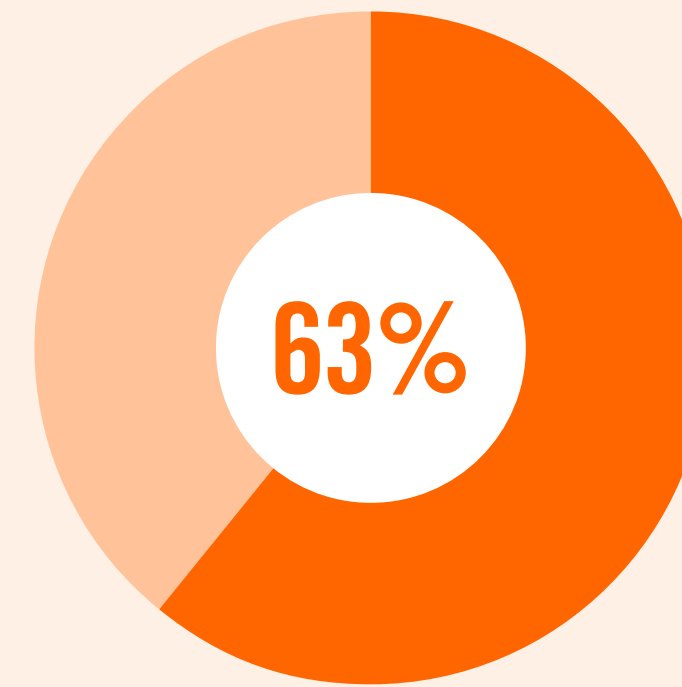
Beyond these metrics, we have begun measuring our overall performance as an employer through annual employee feedback surveys. We launched a small-scale, pilot survey in 2020 which uncovered a need to improve benefits in North America and bonus programs globally. Much of 2021 was spent addressing these factors head-on with the rollout of enhanced programs by the end of the year, both of which have been well received and may put more money in people’s pockets.

In November 2021, we launched our first large-scale global survey and are proud of the 63% participation rate and pleased with the overall engagement score of 64%, given the amount of change and growth throughout the organization.

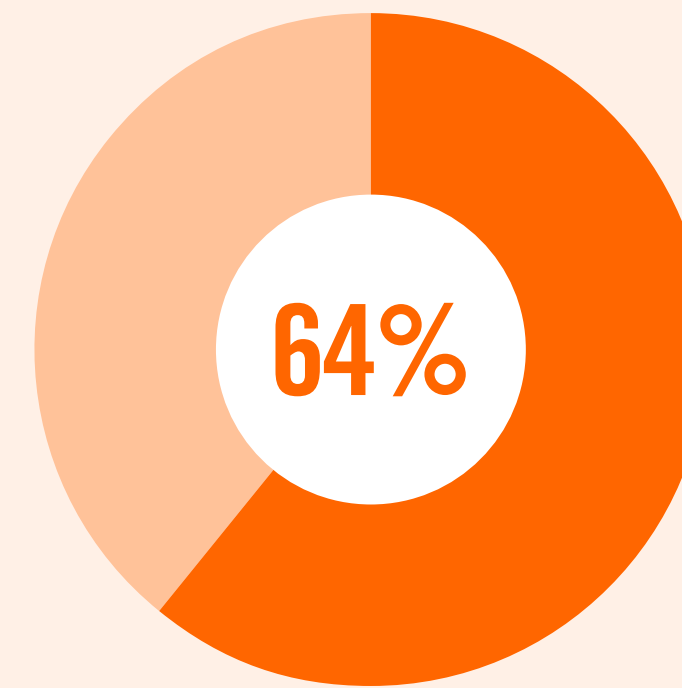
From capturing the voice of our employees, some of the highest marks globally came from people being proud to work at Fox, knowing what’s expected of them, and feeling comfortable in their work environment. Some primary areas of improvement include enhancing activities related to transparency & communications, employee recognition, and pay for performance. With results specific to their functions and sites in hand, leaders across the organization are well on their way to executing action plans to continuously improve.

LARGE-SCALE GLOBAL SURVEY RESULTS

PARTICIPATION RATE



ENGAGEMENT SCORE



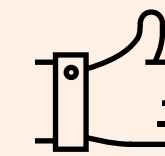
Note: We conducted this survey in partnership with Flex Surveys. Our participation and engagement scores were in line with the average scores of other organizations conducting a large-scale global survey for the first time.

OUR TOP PERFORMING SURVEY AREAS



JOB/ROLE CLARITY

I know what is expected of me at work



WORKPLACE SATISFACTION

I am proud to work at Fox



MANAGER SKILLS

My manager is available when I have questions or need help



COMPANY CULTURE

I feel comfortable being myself in my current work environment



COMMUNICATION & TEAMWORK

There is a strong sense of teamwork and cooperation within my immediate team

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EMPLOYEE HEALTH, SAFETY, AND WELL-BEING

GRI 403, 3-3 Health and safety of employees are important in any organization, and we are not different in that respect—we consider it a high priority. Actual and potential impacts such as lost time, complaints, non-compliance risks, loss of productivity, absenteeism, and low morale are risks in both routine and non-routine activities within our facilities.

We have put strict policies and management systems in place to ensure employees’ safety, and we take action to prevent issues, such as safety audits and layered audits. We also believe advancing employee health and safety needs a “never done” approach, so we hold management and annual performance reviews to monitor our performance and learn from the outcomes. Because our employees are the most important stakeholder for this topic, we want to hear from them and regularly consult them for their feedback.

GRI 403-1, GRI 403-8 We strive to comply with operational health and safety legal requirements, in particular OSHA (US), OSHA (Taiwan), CCOHS (Canada) and EU-OSHA. This applies to all employees and contracted workers at

our facilities from their hiring date (meaning suppliers, customers, and other business partners are not covered). To ensure the quality and consistency of our approach to operational health and safety, we have implemented ISO 45001 and ISO 14001 management systems in our organization. One of our sites in Taiwan has achieved ISO 45001, our plant in Gainesville is in the process of obtaining ISO 45001 and ISO 14001 certifications, and our El Cajon site has an ISO 14001 certification.

GRI 403-2 One of the key elements in employee safety is anticipating what issues are possible in our operations. We identify work-related hazards and assess risks through job hazard or job safety analysis and ensure the quality of these processes through training and skill-testing. Results are displayed on the work floor, through email communications, and in management reviews to continuously improve the OHS management system. Workers can report hazards directly to supervisors, managers, EHS or HR or indirectly, in some locations, through anonymous reporting collection boxes. In 2021, we also launched a new digital employee health and safety portal and mobile app to facilitate employee reporting in the United States. Our policies provide employees with protection against intimidation, threats, or acts that could have a negative

impact on their employment or work engagement, including termination, demotion, loss of compensation, discipline, and any other unfavorable treatment. The policy also covers the right of workers to refuse or stop unsafe or unhealthy work. Workers have the right to remove themselves from work situations that they believe could reasonably cause them or another person injury or ill health.

GRI 403-2 In the event something does happen in our facilities, we investigate incidents through root cause analysis and layered audits to develop corrective and preventative action plans. We also have an employee health and safety team that is trained with recognized qualifications and accreditations for identifying and eliminating risks on the work floor. The internal organization provides these services at the workplace and during working hours. In addition to our audits, general safety training and job-specific safety training provide us with information to track the effectiveness of the actions we take. Tests are usually held after the trainings to judge the effectiveness.



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For example, in Taiwan, all new hires receive a 1.5-day safety training on their first day to make sure they are aware of potential risks in their workplace and know what resources and support are available to protect them from any harm. Then, every three years, employees are required to attend a three-hour safety training to maintain their safety awareness. In Germany, all employees receive safety training once a year, with a specific focus on safe handling equipment within the buildings and the premises.

Within the ISO 45001-based management system, we have set KPIs that help us evaluate our performance further. Where allowed or deemed a bona fide work requirement, we also help protect our employees from workplace incidents by providing the following: drug and alcohol testing and screening, substance abuse monitoring, physical examinations, agility and functional evaluations (POETs), vaccinations and titers, medical surveillance programs, return-to-work examinations, injury prevention and safety training programs, and biomechanical assessments.

At Fox, we go directly to the source to ensure we are maintaining a healthy and safe work environment. Our employees' voices are a critical part of these processes, so we have joint management-worker health and safety committees at all major sites. In addition to the direct participation of workers from all job levels in these committees, workers' representatives are also involved in these joint activities and are authorized to make decisions about occupational health and safety, among other workplace decisions. Regular safety committee meetings are conducted at all manufacturing locations. Discussions at the local level typically include topics such as provision of personal protective equipment the participation of workers' representatives in health and safety inspections, audits, and incident investigations, the provision of training and education, and protection against retaliation.

We know supporting employee health, safety, and well-being includes more than preventing and mitigating safety risks in the workplace, so we also offer our employees in Canada, Taiwan, and the United States access to non-occupational medical and healthcare services through Employee Assistance Programs.

WORK-RELATED INJURIES GRI 403-9

FOR ALL EMPLOYEES

	#	RATE
FATALITIES AS RESULT OF WORK-RELATED INJURY	0	0
HIGH-CONSEQUENCE WORK-RELATED INJURIES (EX. FATALITIES)	0	0
RECORDABLE WORK INJURIES	99	2.7
MAIN TYPES OF WORK-RELATED INJURIES	Lacerations, stress and strains, musculoskeletal disorders, repetitive strain injuries (e.g. carpal tunnel syndrome), and COVID-19 (in locations with required disclosures)	
NUMBER OF HOURS WORKED	7,320,020	

FOR ALL CONTROLLED WORKERS

	#	RATE
FATALITIES AS RESULT OF WORK-RELATED INJURY	0	0
HIGH-CONSEQUENCE WORK-RELATED INJURIES (EX. FATALITIES)	0	0
RECORDABLE WORK INJURIES	0	0
MAIN TYPES OF WORK-RELATED INJURIES	No injuries	
NUMBER OF HOURS WORKED	Not tracked	

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WORK-RELATED HAZARDS THAT POSE A RISK OF HIGH-CONSEQUENCE INJURIES

DETERMINATION OF HAZARDS	JOB HAZARD ANALYSIS
HAZARDS CAUSING OR CONTRIBUTING TO HIGH-CONSEQUENCE INJURIES	Extended reaching, application of excessive force, manual tasks like lifting, torquing, moving, loading
ACTION TAKEN OR UNDERWAY TO ELIMINATE HAZARDS AND MINIMIZE RISK	Trainings, safety audits, engineering controls
ANY ACTIONS TAKEN OR UNDERWAY TO ELIMINATE	Engineering controls and job rotation
RATE BASE 200K OR 1000K HOURS WORKED	200K
WHETHER AND WHY WORKERS HAVE BEEN EXCLUDED FROM THIS DISCLOSURE	No exclusions



GRI 403-10 As they related to COVID-19, we implemented safety protocols across our organization based on local government guidelines and mandates, including but not limited to mask-wearing and social distancing to minimize the risks. We also offered vaccinations in select locations. From sites in locations with government mandated disclosures, we tracked 36 cases of recordable ill health caused by COVID-19 infections, with 0 cases of ill health for controlled workers. These hazards were determined through active testing.

INCREASED SAFETY PRACTICES AT OUR TAIWAN MANUFACTURING SITES

At Fox, we know how important health, safety, and well-being are when it comes to fostering a work environment where employees can thrive and innovate. We also know that investing in employee safety goes beyond just what happens on Fox sites. To truly protect our people, we also need to invest in the health of our environment by limiting pollution, reducing our water usage and emissions, and working toward eliminating the use of hazardous materials.

In 2021, Fox set out to achieve ISO 45001 certification for one of our manufacturing sites in Taiwan to ensure that we are implementing effective health and safety practices. Over the course of 18 months, our employees at the site worked together to build systems for tracking and reporting on both employee safety and environmental impact. We have implemented reporting protocols for work-related injuries that may occur at our manufacturing site or during transportation to the site. We have also built systems to track emissions and run a quarterly check on our fire systems.

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INCLUSION AND DIVERSITY

GRI 405, 3-3

We are proud to be part of the communities in which we operate, and we want our employee population to reflect where we work across all levels of the organization. We have a strong inherent desire to be inclusive, diverse, and equitable in our employment, and we firmly believe that our talent excels in this kind of work environment. This helps us promote our values and achieve our goals.

We recognize that we have some work to do. Our industry, both from an employer and enthusiast perspective, is made up of a fairly homogeneous population—and it is our full intention to expand opportunities for all. Inclusion, diversity, and engagement are firmly rooted in and safeguarded by our policies. Our Health, Safety, and Employment Policy and our Board Inclusion and Diversity Policy set out the objectives, justification, and procedures to promote diversity and equal opportunity. We base all employment decisions—including recruitment, selection, training, compensation, benefits, discipline, promotions, transfers, layoffs, terminations, and social/recreational programs—on merit and the principles of equal employment opportunity.

GRI 405, 3-3

OUR POLICIES PROMOTE EQUAL EMPLOYMENT OPPORTUNITIES FOR ALL EMPLOYEES AND APPLICANTS, WITHOUT REGARD TO RACE, COLOR, ANCESTRY, NATIONAL ORIGIN, GENDER, GENDER IDENTITY, GENDER EXPRESSION, SEXUAL ORIENTATION, MARITAL STATUS, RELIGION, AGE, PHYSICAL DISABILITY (INCLUDING HIV AND AIDS), MENTAL DISABILITY, RESULTS OF GENETIC TESTING, SERVICE IN THE MILITARY, OR ANY OTHER CHARACTERISTIC PROTECTED BY THE LAWS OR REGULATIONS OF ANY JURISDICTION IN WHICH WE OPERATE.

GRI 406, 3-3

As we promote inclusion, diversity, and engagement to drive change for the better, we take a zero-tolerance approach to discrimination. Improper interference with the ability of other employees to perform their expected job duties is not tolerated, and leads to disciplinary action, up to and including dismissal for cause.

DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES GRI 405-1

% OF INDIVIDUALS IN GOVERNANCE BODIES

BY GENDER	MALE	FEMALE	NOT DISCLOSED
% BOARD	71%	29%	-
% EXECUTIVE MANAGEMENT	89%	11%	-

BY AGE GROUP	< 30	30 - 50	> 50
% BOARD	-	-	100%
% EXECUTIVE MANAGEMENT	-	33%	67%

OTHER INDICATORS OF DIVERSITY	UNDERREPRESENTED GROUPS
% BOARD	14%
% EXECUTIVE MANAGEMENT	11%

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% OF EMPLOYEES

BY GENDER	MALE	FEMALE	NOT DISCLOSED
EXECUTIVES	89%	11%	-
% SENIOR MANAGEMENT	83%	17%	-
% EMPLOYEES	65%	30%	5%

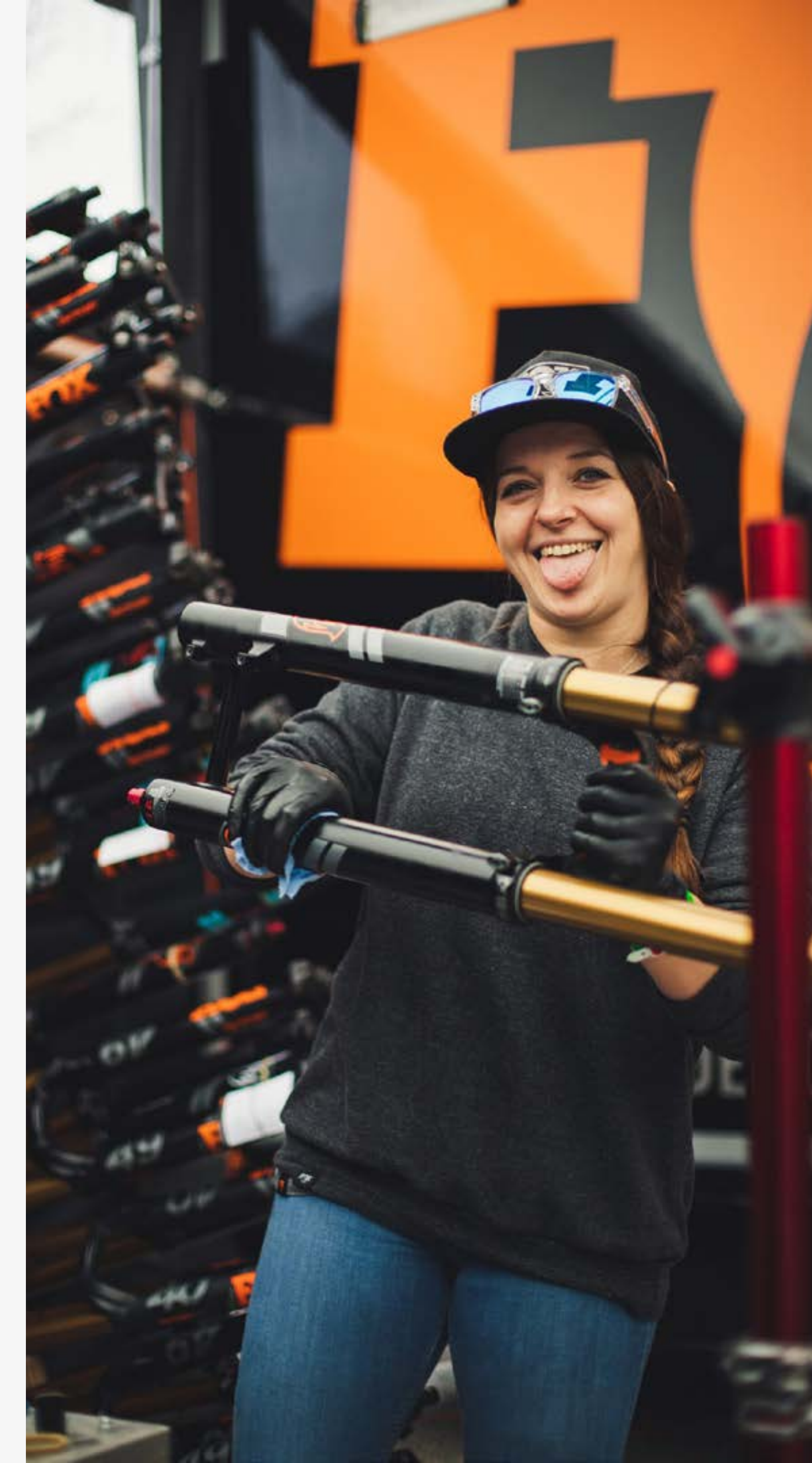
BY AGE GROUP	< 30	30 - 50	> 50
EXECUTIVES	-	33%	67%
% SENIOR MANAGEMENT	-	54%	46%
% EMPLOYEES	37%	47%	16%

OTHER INDICATORS OF DIVERSITY

UNDERREPRESENTED GROUPS

DESCRIPTION	Hispanic or Latino	Asian	Black or African American	Two or more races	American Indian, Native Alaskan, Native Hawaiian, Other Pacific Islander
EXECUTIVES	-	-	11%	-	-
% SENIOR MANAGEMENT	7%	11%	3%	-	-
% EMPLOYEES	31%	6%	8%	2%	1%

Note: The scope of 'Other Indicators of Diversity' is limited to US operations and only includes those that disclosed.





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REALIZING INCLUSION, DIVERSITY, & ENGAGEMENT (R.I.D.E.) @ FOX

By attracting and retaining a world-class team, we aim to continue positioning ourselves as a leading innovator, ensuring we can keep delivering winning solutions to customers and consumers. We recognize that personal differences and diverse perspectives can be an opportunity to bring new ideas and strengths to the drawing board, helping us outsmart the competition.

Our never-ending pursuit of maximum performance speaks to more than just our products. It is a message meant to reflect the ways in which we connect with each other and, together, reach new levels of success as a company. The “One Fox” culture we are building aims to foster an inclusive space that encourages our people to share their perspectives, take risks, and explore new ideas so that we are continuously pushing boundaries. We believe Fox will thrive if we continue to nurture a workplace that breaks down barriers and empowers the best and brightest minds.

To increase awareness and spark action, we launched our internal Realizing Inclusion, Diversity, & Engagement (R.I.D.E.) @ Fox initiative. This initiative includes a learning series, unconscious bias workshops, anti-harassment

training, an employee council, and cultural awareness campaigns.

As part of our roadmap, in 2021, we hosted a six-part virtual learning series that spanned a range of topics, from defining diversity and inclusion to an introduction to mindfulness and more. Through unconscious bias workshops and anti-harassment training, employees learned more about how they can individually make an impact and be a force for positive change.

Since R.I.D.E. @ Fox launched, we’ve also introduced an employee council that leads purpose and inclusion work within their local environments, from hosting Lunch and Learns to performing community outreach.

870 EMPLOYEES PARTICIPATED IN 6 VIRTUAL R.I.D.E. WORKSHOPS

25 EMPLOYEES SERVED ON THE R.I.D.E. EMPLOYEE COUNCIL AND ARE ACTIVATING ON THIS WORK IN THEIR LOCAL COMMUNITIES.

In November 2020, we made a public commitment to advancing equity in our organization when CEO Mike Dennison took the pledge at CEO Action for Diversity and Inclusion. In doing so, Fox joined nearly 2,000 other companies globally in the shared vision of creating a more diverse, inclusive, and equitable workplace through purposeful engagement. This was a catalyst for roadmapping our renewed vision as a new kind of leader and the birth of the R.I.D.E. @ Fox initiative. In April 2021, we participated in CEO Action’s Day of Understanding, with members of the executive team hosting Unconscious Bias virtual workshops for HR, People Leaders, and other inspired team members.

CEO ACTION FOR DIVERSITY & INCLUSION

CELEBRATING DIVERSITY AT FOX

As part of our R.I.D.E. @ Fox initiative, we kicked off virtual storytelling campaigns in recognition of a diverse array of holidays and heritage months celebrated around the world. Using internal corporate communications and external social media channels, we were able to highlight the stories and heritage of employees and athletes throughout the year in a way that built empathy and understanding as well as provided a strong sense of pride and recognition. One

example is our **Trailblazers: Highlighting Herstory** campaign in celebration of International Women’s Day and Women’s Heritage Month. Throughout the month of March in 2021, we used digital storyboards to share the trailblazing story of 15 women at Fox Factory, coupled with a dynamic video interview montage with six of our trailblazing female FOX athletes. This was an inspiring boost for both our team and the greater sporting community.

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INVESTING IN OUR EMPLOYEES: LEARNING AND DEVELOPMENT

GRI 404, 3-3 Fox is committed to doing more to create and maintain a workplace where all employees have an opportunity to contribute to the success of the business and are valued for their skills, experience, and unique perspectives. This commitment is embodied in company policy and is an important principle of sound business management. When we say the “adventure is never done,” we mean that for each employee’s journey as well as for our products. That’s why we are embarking on making training, learning, and development fundamental pillars of our employees’ success to help us successfully retain and develop the talent we need to keep making our

great solutions. They also will help us build a “One Fox” culture and instill in our employees a sense of purpose and belonging. Our ultimate objective is to have a roadmap to personal and organizational success for every employee, achieved by a mix of internal training courses, self-service learning resources, and external training or education.

GRI 404, 2 We are seeking to assist employees in developing this roadmap and facilitating continued employability through the creation of career and learning paths that synergize training and competencies with individual desired growth areas.



OUR THREE GUIDING PRINCIPLES FOR BUILDING LEARNING AND DEVELOPMENT AT FOX FACTORY



FOUNDATIONAL



REPEATABLE



SCALABLE

OUR KEYS TO SUCCESS ARE DEFINED AS



REINFORCEMENT



ACCOUNTABILITY



SIMPLICITY

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We are focused on building our efforts in a few distinct areas. Here are a few examples:

- Our Test and Engineering staff in PVG receive mandatory two-day training on the essentials of safely operating off-road vehicles, and online training focused on the safety and environmental aspects of off-road driving. They also receive on-road driver training, focusing on car control and safe vehicle operation, and online training for those operating vehicle lifts.
- At our Gainesville facility, we offer Georgia Quick Start training to our hourly employees as part of their new hire onboarding. Training specific to assemblers and material handlers includes all safety training, as well as identification of shock parts and pieces, job-specific skills, and more. Forty hours of CNC training is conducted monthly for our newly-hired machine operators. We also rolled out new leadership training in Gainesville for our recently joined supervisors and managers. Modules include Supervisory Success Skills, Coaching in Action, and Effective Interviewing.
- Highlights from Taiwan in 2021 included a three-month training for over 50 supervisors and new managers to help employee retention. Upon completion, all participants achieved their targeted retention rate of team members. We also held an experiential training program for our frontline leaders so they can better

GRI 404-2

serve as mentors for new assemblers who are coming on board in large numbers to support our company’s fast-growing needs in Taiwan.

- In California, we leveraged Employment Training Panel (ETP) to offer high-quality training with a primary focus on our manufacturing workers. We trained them in basic tooling, reading work instructions and assembly at mock stations off the line. Supervisors also regularly led continuous improvement trainings on the shop floor. Other employees benefited from computer and soft-skills training as well. During the two-year ETP contract, which culminated in 2021, our California-based employees logged over 17,000 training hours.
- We also offer general assistance for continuing formal education and job transitions. In the U.S., Canada, and Taiwan, we provide tuition assistance to employees who wish to explore formal opportunities to gain new skills that will help them professionally in their current position or prepare them for future roles. Upon the completion of an approved college course with a grade of “C,” or better, Fox will reimburse 100% of the cost of tuition, fees, books, and supplies for the course, up to the relevant governmental limit. In case of a job transition, depending on individual circumstances, our support may include severance pay, outplacement assistance, and/or career counseling services.

GRI 404-2



In December of 2020, we began the pilot of a company-wide leadership development program, ACCELERATE, to serve the growth needs of our middle management roles. After much success, this expanded to a full roll-out in 2021. This six-month cohort-based program was designed to build transformational leaders that nurture a culture of belonging, inspiring & empowering others to continuously perform at their highest potential. Using the Fox core values & core competency expectations, participants acquired the skills to:

- Confidently present & deliver communications to different audiences to maximize understanding and drive action
- Equitably assess individual team member needs
- Effectively provide timely coaching to build talent
- Foster a collaborative environment, leveraging the unique skills of individuals
- Proactively mitigate conflicts
- Lead through change
- Enable prioritization through goal setting techniques

Given the success of ACCELERATE, our leadership development roadmap is being expanded into multiple tiers that will service our full population from interns to senior and executive leadership. This will be the basis of the growth of our competency model and skills development across the organization, realized through our Performance Management strategy.

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GLOBAL GIVING PROGRAM: PARTNERING FOR IMPACT

One of the great things about our Fox Family is that our employees want to support our communities the way we support each other. Community impact is a key piece of our People pillar and is a way for us to build sustainable and thriving connections with our broader stakeholders (our extended Fox Family, if you will!) and advance diversity, inclusion, and equity beyond Fox.

Our community impact grantmaking aims to break past access barriers and build education

and career pipelines that can serve everyone. We additionally want to help those who are underserved in our communities that face issues related to food, housing and employment.

We've partnered with a third-party platform to power our corporate grantmaking as well as BOOST, our employee giving and volunteering program launching in 2022. The BOOST portal enables employees to donate to causes they care about and sign up for volunteer events. Fox will then maximize the impact of these contributions of time and money through matched donations and volunteer rewards.



OUR CORPORATE CHARITABLE GIVING FOCUS AREAS

STEM EDUCATION

WORKFORCE DEVELOPMENT

SOCIAL EQUITY IN THE SPACES WE LIVE, WORK, AND PLAY

In 2021, we partnered with Bicycle Industry Employers Association (BIEA) to support their bicycle technician certification program that launched at community colleges in Minneapolis, MN and Bentonville, AR. This two-semester program is designed to prepare students for employment in the bicycle industry, teaching skills including extensive bicycle repair, service work, assembly, and service department management. BIEA's diversity scholarship program ensures that students across the U.S. from a variety of backgrounds have the opportunity to enter an industry that has historically been very homogeneous, with the goal of 50% of each class being from underrepresented populations.

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07

**PLANET —
PROTECTING OUR
GLOBAL PLAYGROUND**



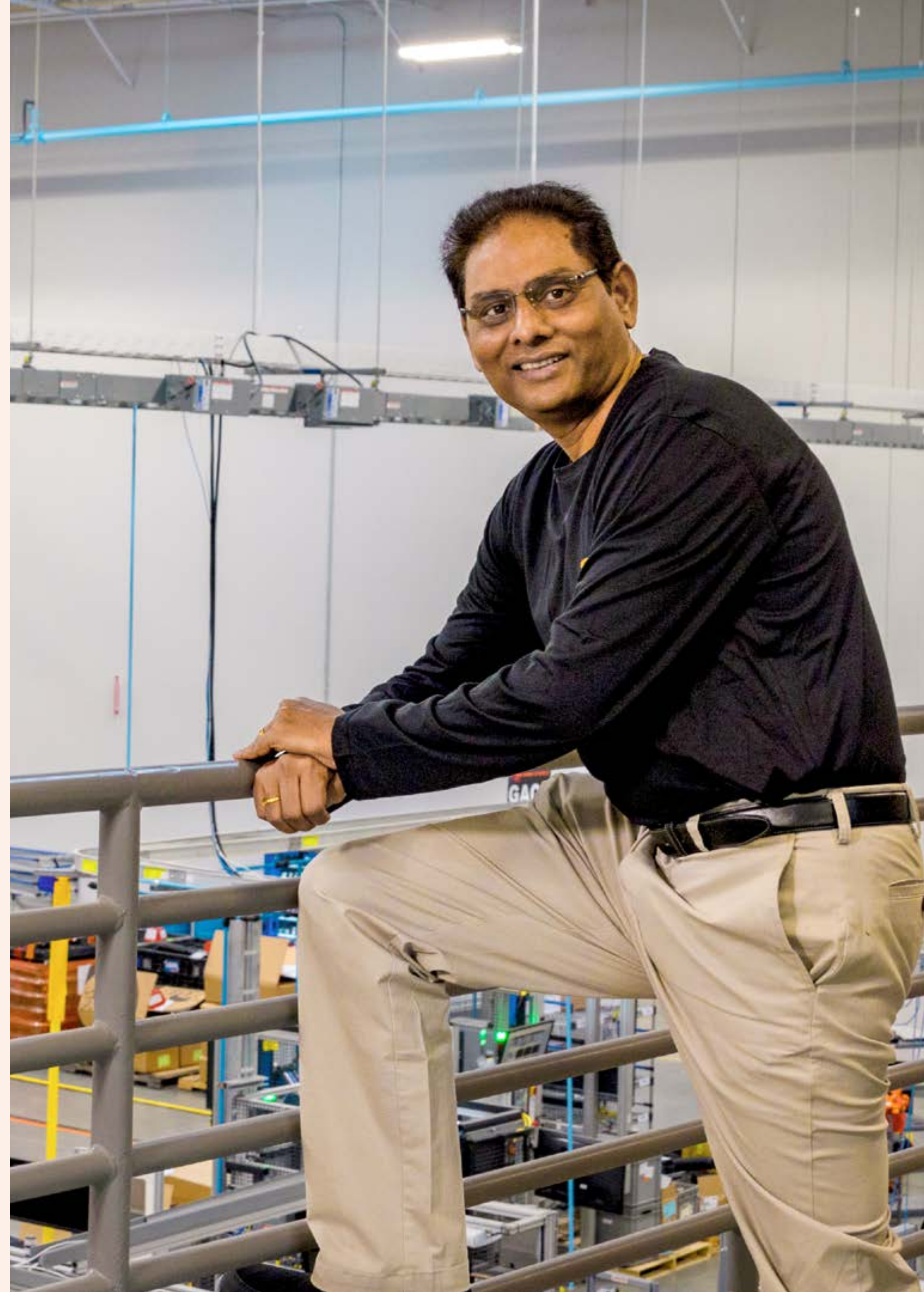
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“

Fox’s communities and products are deeply connected to the environment. That means we have a special responsibility to make that connection a positive one. We made great progress in 2021, starting with introducing a digital platform in the U.S. for tracking Environmental Health & Safety (EH&S) needs and incidents as well as sustainability metrics. While this is just the start to efforts that will continue in future years, we are laying the groundwork for advancements in our Greenhouse Gas emissions tracking and EH&S programs. We are also gaining a level of visibility into our operations and processes that will make us even stronger as a company. Fox’s commitment to putting time and resources into reporting on our emissions and other environmental impacts is going to serve us well in the coming years as we develop key performance indicators and a leading environmental strategy.

Suresh Inakollu
Director of Environmental Health and Safety

”



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PRESERVING THE OUTDOORS

We are driven by our desire to enjoy, protect, and renew our global playground. As a leader in our industry, we recognize our responsibility to also be a leader in driving positive change. That not only means ensuring that our business operations and manufacturing processes are sustainable, but also seeking to design, build, and package products with as minimal an impact on the environment as possible throughout their entire lifecycle.

Our commitment to environmental stewardship extends beyond what we do as a business. Our products are meant to be used outdoors, and we are committed to taking proactive measures to protect and preserve our planet.

In this section, we will tell you what The Planet Frontier is and how we contribute to a better environment through Trail Trust. We also identify our impacts on Greenhouse Gas (GHG) emissions, water and waste.





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THE PLANET FRONTIER

Our materiality assessment pointed to mitigating climate change and reducing GHG emissions as two of the most critical areas of focus. This year, we are working to establish foundational practices for our climate strategy. These efforts include building out our capacity to report on climate-related issues such as emissions, water usage, waste management, and electricity usage. With a strong baseline of reporting, we can implement realistic, measured, and direct initiatives to reduce our environmental impact. We are analyzing the feasibility of emissions reduction goals and establishing governance and management systems, exploring the use of opportunities to build more sustainable products, improving trail access and conservation efforts, and taking measures to reduce our water usage throughout our entire supply chain.

To support our efforts in driving positive change and reducing our footprint, we have also implemented environmental management systems in our largest facilities. El Cajon is certified for ISO 14001, one of our Taiwan facilities was recently certified for ISO 45001, and Gainesville is in the process of achieving the ISO 14001 and ISO 50001 certifications.

DELIVERING SUSTAINABLE ADVENTURE THROUGH TRAIL TRUST

Trail Trust represents our commitment to the future and plays a pivotal role in activating The Planet Frontier. When we launched Trail Trust in November 2021, it was one of the first outputs in our pursuit of a future where people and planet come first and adventure is never done. With Trail Trust, we combine the joy people experience from our products with respect and understanding for our planet by providing the world with increased access to the outdoors while preserving the places we love to play. Prioritizing the well-being of our trails is essential for maintaining a wealth of nature and an environment in which cycling, power sports, and outdoor activities can continue to flourish.

Increasing trail access responsibly also means expanding opportunities for people to become involved in our industry, especially for those that have historically been excluded. Through our Trail Trust program, we invest in our communities and ensure that we fund initiatives that focus on engaging a diverse group of people.

THREE PILLARS OF TRAIL TRUST



Responsible Recreation:

We advocate for the safe and responsible use of trails/land and educate the public about minimizing the environmental impact of outdoor adventuring.



Trail Building & Maintenance:

We want to meaningfully enhance trail/land access and maintenance for both mountain biking and power sports.



Expanded Opportunities:

We seek to diversify the population that participates in the cycling and power sports industries, which have historically seen inadequate representation.

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PARTNERSHIPS

We contributed approximately \$500,000 to Trail Trust partners in 2021 including:

\$50,000

TAIWAN MOUNTAIN BIKING ASSOCIATION

\$25,000

TREAD LIGHTLY!

\$50,000

GROW CYCLING FOUNDATION

\$15,000

INDIGENOUS YOUTH MOUNTAIN BIKE PROGRAM

\$30,000

NATIONAL OFF-HIGHWAY VEHICLE CONSERVATION COUNCIL

\$10,000

CATALYST SPORTS

\$25,000

POST WILDFIRE OHV RECOVERY ALLIANCE

\$10,000

SIERRA BUTTES TRAIL STEWARDSHIP



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“BEING A PART OF TRAIL TRUST MEANS REMOVING PHYSICAL AND SOCIAL BARRIERS TO ALLOW MORE ACCESS FOR MORE PEOPLE. WITH FOX’S SUPPORT, WE HAVE BEEN ABLE TO PROVIDE HUNDREDS OF INDIVIDUALS WITH DISABILITIES THE FIRST-TIME EXPERIENCE OF ACCESSING TRAILS AND NATURE LIKE NEVER BEFORE.”

ERIC GRAY, FOUNDER AND EXECUTIVE DIRECTOR OF CATALYST SPORTS



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TRAIL TRUST PARTNER: TREAD LIGHTLY!

Early in our Trail Trust program, we partnered with *Tread Lightly!*, a U.S.-based nonprofit dedicated to promoting responsible outdoor recreation through stewardship and educational programs. We're supporting their development of a responsible e-bike education campaign, which includes public service announcements (PSAs), educational videos, and an online course to teach new and seasoned e-bike riders the importance of riding with minimal impact, how to yield on a shared trail, what safety gear to wear and more. The PSAs and courses highlight

the T.R.E.A.D. Principles, an easy acronym that highlights the tenants of the Tread Lightly! ethic:

- Travel responsibly
- Respect the rights of others
- Educate yourself
- Avoid sensitive areas
- Do your part

We encourage you to visit our [Trail Trust website](#) to stay up to date on our latest partners, impact stories, and information on how nonprofits can apply for support.

“AS E-BIKES GROW IN POPULARITY, IT’S IMPERATIVE THAT WE TEACH USERS WHERE TO RIDE AND HOW TO RIDE RESPONSIBLY. THANK YOU TO FOX FACTORY FOR PARTNERING WITH US THROUGH TRAIL TRUST TO HELP ADDRESS THESE ISSUES HEAD ON SO WE CAN EDUCATE RIDERS ON HOW TO PROTECT TRAILS AND ACCESS TO THOSE TRAILS.”

**MATT CALDWELL, TREAD LIGHTLY!
EXECUTIVE DIRECTOR**



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GRI 302, 3-3, 305

CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS

One of the most important ways we can preserve natural resources is by reducing Greenhouse Gas (GHG) emissions, which will help mitigate the effects of climate change, natural disasters, and other negative impacts that come from it. Working to reduce our energy usage will deliver a healthier and more sustainable environment. It may also uncover opportunities for cost efficiencies, to the benefit of our employees, customers, the communities in which we operate, and the company.

At Fox, we value performance in our products, which we achieve through rigorous design, manufacturing, and quality assurance. We believe companies should take the same thorough and deliberate approach to reducing our environmental impact, so we're starting with the critical step of setting our baselines and identifying the current scope of that impact. We are in the process of establishing foundational programming, including measuring company-wide GHG emissions (Scope 1-3), establishing GHG governance, identifying key risks, setting goals, and reporting annually. This includes gauging our energy and water consumption and efficiency, examining fuel use and alternative fuels, measuring our impact on air quality and pollution, evaluating our waste management practices, and developing strategies to transition to a low-carbon economy.

GRI 302-4, 3-3, 305

While we work on the foundational pieces, we also know there are immediate steps we can take to improve our energy performance. We have implemented and will further develop energy efficiency programs in accordance with the principles established in our ISO 50001, ISO 14001, and ISO 45001 Management Systems. We are using a framework for setting and reviewing energy objectives and goals to improve energy performance and reduce the relevant energy sources used, and to continuously improve our approach to energy management.

OUR TAIWAN MANUFACTURING SITES HAVE WORKED HARD TO REDUCE ENVIRONMENTAL IMPACTS. THIS MEANS LIMITING THE USE OF HAZARDOUS MATERIALS WHERE POSSIBLE, DOUBLING DOWN ON RECYCLING MATERIALS AND PRODUCTS, AND TRANSITIONING TOWARD CLEAN ENERGY. IN 2021, WE ACHIEVED A SIGNIFICANT REDUCTION IN WATER USAGE DUE TO RECYCLING WATER AND ARE ACTIVELY WORKING TO TRANSITION OUR ENERGY USAGE TO RENEWABLES ACROSS ALL FOUR OF OUR SITES.



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GRI 302-1, 305-1, 305-2, 305-3

ENERGY & EMISSIONS PERFORMANCE

Our first full Scope 1, 2, and 3 GHG inventory, based on 2021 data, was conducted to quantify our operational, upstream, and downstream emissions related to energy consumption and other factors. This inventory involved working with stakeholders across Fox, including our Powered Vehicles Group (PVG), Specialty Sports Group (SSG), Finance, and others. Though many companies choose to limit the scale of their inventory in their first reporting year (e.g.,




by evaluating only Scopes 1 and 2), we chose to tackle this the Fox way and push the boundaries from the outset. Per best practices, we completed the inventory based on the methodology presented in the Greenhouse Gas Protocol Corporate Standard (WBCSD/WRI) and the GHG Protocol Corporate Value Chain Standard (Scope 3). The preliminary results of our initial inventory can be reviewed in the performance table. It's important to note that we're at the early stages of our energy reduction journey and will be working on two key things following this report: improving the granularity of

GRI 302-5, 305-5

our data and establishing energy and emissions goals. Because we are working to set our baseline, we do not currently have data we can use to compare improvement activities at the company level or to track broad energy reduction in our operations or products. We look forward to providing our stakeholders with information regarding our energy consumption, corresponding emissions, and reduction actions annually, which will track our progress on relevant goals and indicators. Some of the information in our performance table may change over time as we build our tracking capacity across

Fox locations and add further detail to our baseline datasets. Specifically for Scope 3 GHG emissions reporting, we were able to determine 'Category 3 - Fuel and Energy Related Services' emissions (4,779 tCO₂e), but without completing other categories, especially 'Category 1 - Emissions From All Purchased Goods And Services', we can not yet provide a representative picture. We aim to disclose our Scope 3 emissions through our 2022 CDP reporting, and will identify changes to include in future reports wherever feasible.

ENERGY & EMISSIONS PERFORMANCE

ENERGY CONSUMPTION WITHIN THE ORGANIZATION <small>GRI 302-1</small>		2021
TOTAL FUEL CONSUMPTION FROM NON-RENEWABLE SOURCES, ONSITE AND MOBILE FUELS		 59,200,133¹ MJ (= kWh: 16,444,481)
TOTAL FUEL CONSUMPTION FROM RENEWABLE SOURCES		Not currently tracked
ENERGY CONSUMED ² , BY USE	ELECTRICITY ³	 30,894,242 kWh (= MJ 111,219,271)
	HEATING	0
	COOLING	0
	STEAM	0
TOTAL		 170,419,404 MJ (= 47,338,723 kWh)

¹ Propane is currently our only reported fuel. We internally track the use of natural gas for all major sites and are in the process of implementing ISO 50001. Annual audits and performance reviews in addition to preventative maintenance on all HVAC equipment help us track and mitigate potential impacts.
² We do not currently have any records of energy sold.
³ 2021 data does not include electricity use at some leased properties that do not pay a separate electricity bill.

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ELECTRICITY USE BY REGION	UNITS	2021
UNITED STATES	kWh	23,613,157
CANADA	kWh	3,467,520
TAIWAN	kWh	2,843,588
AUSTRALIA	kWh	1,800,000
GERMANY	kWh	1,169,977
TOTAL	kWh	30,894,242

ENERGY INTENSITY¹

GRI 302-3

2021

36,440

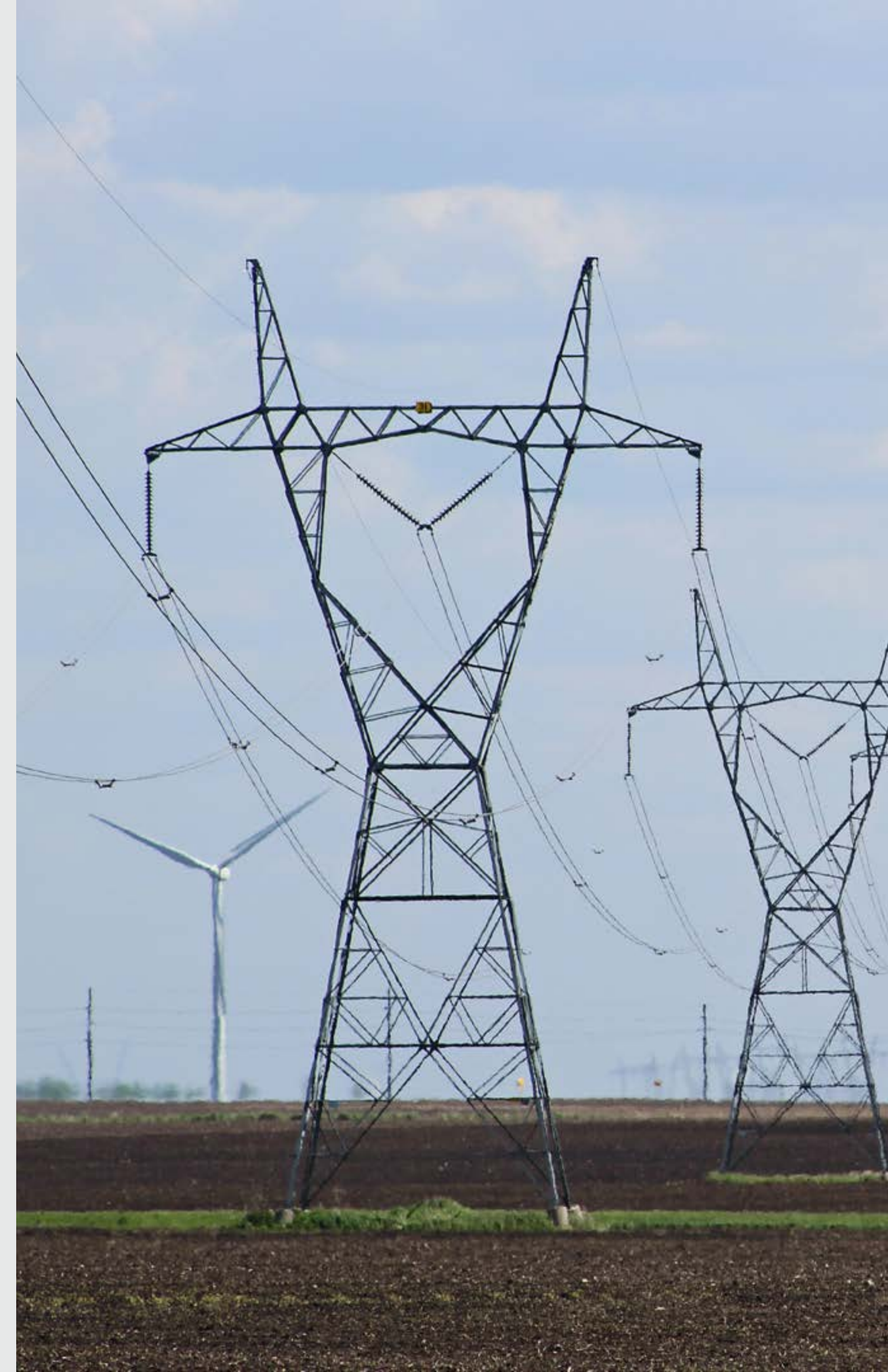
ENERGY INTENSITY RATIO BY REVENUE
kWh/\$ million Revenue

2021

21.6

ENERGY INTENSITY RATIO BY BUILDING AREA
kWh/sqft

¹ Intensity ratio includes fuel, electricity, and heating consumption within the organization.





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GHG EMISSIONS

GRI 305-1, 305-2, 305-3

UNITS

2021

GROSS DIRECT (SCOPE 1) GHG EMISSIONS ^{1,2}		tCO ₂ e	3,296
GROSS ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS ^{3,4}	LOCATION-BASED	tCO ₂ e	11,506
	MARKET-BASED	tCO ₂ e	12,780
TOTAL (USING LOCATION-BASED SCOPE 2)		tCO ₂ e	20,855
TOTAL (USING MARKET-BASED SCOPE 2)		tCO ₂ e	19,581

¹Our calculation included all gases identified in GRI 305-1. We do not currently have any biogenic CO₂ emissions to report.
²The consolidation approach was chosen as “Operational Control” to reflect Fox’s alignment with the GHG Protocol.
³Our calculation considered all gases identified in GRI 305-2, though some were not explicitly stated in this assessment.
⁴The consolidation approach was chosen as “Operational Control” to reflect Fox’s alignment with the GHG Protocol.

Our Scope 1 and 2 data will be undergoing verification after the publication of this report.

Note on conversion factors: All emissions of non-CO₂ greenhouse gases are converted to CO₂-equivalent emissions by multiplying by the global warming potential (GWP). As per U.S. EPA factors published in March 2018, Fox uses the Intergovernmental Panel on Climate Change (IPCC), Fifth Assessment Report (AR5) GWPs. Global Fuel and Energy-related emissions are assessed using emissions factors from IEA (2021), and regional emissions factors from EPA eGrid (2020) and the UK DEFRA/BEIS (2021). [GRI 302-1, 302-3](#)

Note on energy consumption outside of the organization: We currently track energy consumption related to scope 1 and 2 consumption and are looking into ways in which we can effectively and accurately capture scope 3 energy consumption. [GRI 302-2](#)

Our calculation included all gases identified in GRI 305-3. We do not currently have any biogenic CO₂ emissions to report.

We are in the process of calculating our Gross Other Indirect (Scope 3) GHG Emissions and will publish the results in a future report.

Note on emissions of ozone-depleting substances, nitrogen oxides, sulfur oxides, and other significant air emissions: Initial inventories did not result in any reported ozone-depleting substances (ODS), but we do not currently track these substances at a company level. We have not identified any NO_x or SO_x emissions for our sites to date, though we did identify some Volatile Organic Compounds (VOCs). We are further evaluating this data to verify our tracking mechanisms and calculation methodologies. [GRI 305-6, 305-7](#)

GHG EMISSIONS INTENSITY

GRI 305-4

2021

12.4

GHG EMISSIONS INTENSITY RATIO BY REVENUE (MARKET-BASED)
tCO₂e /\$ million Revenue

2021

11.4

GHG EMISSIONS INTENSITY RATIO BY REVENUE (LOCATION-BASED)
tCO₂e /\$ million Revenue

¹Intensity ratio includes direct Scope 1 and energy indirect Scope 2 emissions.
²Our calculation considered all gases identified in GRI 305-2, though some were not explicitly stated in this assessment.

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WATER CONSERVATION

GRI 303, 3-3

Water is an essential resource to all life, yet issues with access to clean water and water stress have grown globally over the last decades. The manufacturing industry contributes to these issues through potential and actual impacts, including our level of water consumption and potential pollution from our manufacturing activities. If we are committed to putting people and the planet first, we need to identify areas where challenges exist and seize opportunities for driving solutions. This includes developing an in-depth understanding of how we can mitigate risks stemming from water use and find opportunities to lower our impacts.

GRI 303-1

The first step in conservation is knowing where we get our water. All of our locations receive water from the local cities or counties. Water is not withdrawn directly from any catchment or water bodies. The majority of our facilities use dry processes with the exception of a high-water-volume anodizing process at Gainesville and a washout process for carbon crank production in Taiwan. The next step is knowing how much water we use. We conduct environmental audits on a three-year cycle as part of our ISO 14001

GRI 303, 3-3

certification at all major sites and submit monthly reports to regulatory agencies as needed by our permits. We also adhere to guidelines in our EHS Policy and maintain a percent reduction goal for each of our major sites on water usage levels. We strive to reduce water withdrawal, consumption, discharge, and associated impacts through efficiency measures, such as water recycling and reuse, and process redesign, as well as through collective actions that extend beyond our operations within the catchment.

GRI 303-2

We also need to know where our water goes after we use it. Our wastewater is discharged to Publicly Owned Treatment Works (POTW) for proper treatment before being released to waterways. No illegal discharge is allowed in any of our owned or leased facilities. We work in accordance with locally applicable regulations and determine minimum standards for facilities with no requirements through local POTW limitations.

WATER PERFORMANCE

GRI 303-3, 303-4, 303-5

	UNITS	2021
THIRD-PARTY WATER WITHDRAWAL	ML freshwater	139,603
THIRD-PARTY WATER DISCHARGE	ML	97,722
TOTAL WATER CONSUMPTION	ML	41,881

Note: some sites that are below our threshold of 15 employees are not included in this disclosure.



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WASTE MANAGEMENT

GRI 306, 3-3

It is in the best interest of our company and the environment to minimize our waste impact as much as possible across our sites, but we also know that's one of the most difficult challenges to tackle in manufacturing. We recognize that our operations and products may have the potential for negative impacts on the environment, including the use of low amounts of non-recyclable materials in some of our products. We are dedicated to doing more to promote positive practices in waste management and recycling across our facilities, and we work to be compliant with all local, state, federal, and international environmental laws, regulations, and standards that relate to our operations.

GRI 306-2

Our primary sources of waste in our business are procurement and manufacturing of products and services. This includes both the inputs to our products—some of which become waste after production—and the outputs related to warehouse operations, machine shop, and assembly operations. It also includes the eventual end-of-life waste related to retiring products. (GRI 306-1) Wherever possible, we work to recycle waste materials. We manage this through scheduled pick-ups and receive data from the third-party vendors who process our waste. We are also in the process of performing lifecycle screenings of high-volume products in our portfolio to explore tactics to reduce waste along the product lifecycle.

EMPLOYEES AT OUR FACILITY IN FLETCHER, NC, PACK THE VAST MAJORITY OF ALL OUTGOING SHIPMENTS IN MATERIALS THEY RE-USE FROM RECEIVING, ALMOST COMPLETELY ELIMINATING THE NEED FOR VIRGIN PACKING MATERIAL SINCE 2018. WHEN REUSABLE MATERIALS AREN'T AVAILABLE, SHIPMENTS ARE PACKED WITH KRAFT PAPER THAT IS COMPOSTABLE/RECYCLABLE. THEY'VE ALSO SET UP COLLECTION BINS FOR HARDER-TO-RECYCLE ITEMS LIKE STYROFOAM, BATTERIES, PRINTER CARTRIDGES, AND SMALL ELECTRONICS TO PREVENT THESE MATERIALS FROM GOING INTO LANDFILLS.

WASTE OUTCOMES

2021 WASTE OUTCOMES GRI 306-1, 306-4, 306-5

	WASTE GENERATED	WASTE DIVERTED FROM DISPOSAL	WASTE DIRECTED TO DISPOSAL
Weight in Metric Tons			
MUNICIPAL TRASH	288	-	288
CARDBOARD	255	255	-
SCRAP METAL	591	591	-

Note: Included in this data are our facilities in El Cajon, Gainesville, and Jasper (US), and Germany



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BUSINESS FUNDAMENTALS — DRIVING HIGH STANDARDS



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“

At Fox, we are always looking to grow and push the boundaries of innovation, and one of the biggest growth areas we've seen recently is in sustainability. No company can jump into this work without strong governance, and we're proud to have a new sustainability oversight structure that allows us to innovate ethically and efficiently. We are committed to maintaining various processes that support our ambitions and help to ensure our work stays closely aligned with Fox Factory's values. Two big areas of that system are compliance and disclosure, and this report is a first step in our commitment to transparency. We always aspire to be on the leading edge in our industry and getting these fundamentals right is critical to that ambition.

Toby Merchant
Chief Legal Officer

”



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BUSINESS FUNDAMENTALS

We know that growing our business is best supported by solid business fundamentals and governance. At Fox, we're committed to ensuring standards of ethics and compliance, data security, transparency, and governance appropriate for our business so we can scale responsibly. We are proud of the governance fundamentals on which we have built our business. At the same time, we recognize that we need to adapt as we grow so we can continue to lead as the environment around us changes.

With rapid growth comes an increased need for appropriate oversight. It also comes with the need for accountability and transparency. We are taking a company-wide view of our ethics and compliance policies and making efforts to improve our global programs, with an eye toward scalability. Writing our first sustainability report is also a major step toward building out our systems to stay accountable for our commitment to sustainability. Our materiality assessment showed us that developing and implementing a company-wide governance structure to manage our sustainability efforts is a priority. In the next year, we're focusing on determining key sustainability metrics, continuing to align material topics and disclosure priorities, and establishing a replicable process for annual reporting.

In this section, we explain how governance works at Fox Factory. We talk about ethics and compliance, our approach to human rights, and our approach to tax. For our Sustainability Governance approach, please see the [Sustainability Governance](#) section.

GOVERNANCE STRUCTURE AND COMPOSITION

GRI 2-9, 2-11 Strong, dedicated leadership is essential to our success. We have an Executive Leadership Team and a Board of Directors made up of seven individuals, six of which are independent. You can find additional information about our Board members in [our 2022 proxy](#), which includes an overview of Board diversity, tenure, and backgrounds (pages 5 and 12). You can also find this information on our [website](#).

Our Board's primary responsibilities are to provide oversight, strategic guidance, counseling, and direction to our management. There are three committees within the Board: the Audit Committee, the Nominating and Corporate Governance Committee, and the Compensation Committee. For more information about the composition of the Board committees, please visit our [webpage on Corporate Governance](#).



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GRI 2-9, 2-10

BOARD DIVERSITY

The Board adopted a formal Board Inclusion and Diversity Policy in May 2021 to make sure it uses a diverse and inclusive lens in identifying, evaluating, nominating, and selecting members of the Board. While this policy is specifically applicable to the Board, it embodies the direction set out by the Fox Code of Ethics, the Employee Handbook, and other global policies that outline the Company’s broader commitment and behaviors related to inclusion, diversity, and engagement.

CHAIR OF THE BOARD

The Board does not have a policy on whether the Chair should be an independent director. Still, when the Chair is not an independent director, the independent directors appoint a “Lead Independent Director.” Mr. Mendenhall, an independent director, currently serves as our Board Chair.

CONFLICT OF INTEREST

Section IV of our Code of Ethics, available on the Investor Relations section of the [Fox Factory website](#), sets the boundaries on conflicts of interest, including what conflicts of interest are, which behavior should be avoided by those representing Fox Factory, and how those persons can get advice to prevent a conflict of interest.

Fox Factory follows legal and regulatory reporting obligations for potential conflicts of interest. Currently, there are no conflicts of interest affecting the highest governance bodies in relation to cross-board memberships, cross-shareholding with suppliers and other stakeholders, the existence of controlling shareholders or related parties, their relationships, transactions, and outstanding balances.

GRI 2-18

EVALUATION

The evaluation of the Board of Directors, the CEO, and other Executive Leadership Team members is set out in the Corporate Governance Guidelines, the Compensation Committee Charter, and the Nominating and Corporate Governance Committee Charter. These documents are available on the [Investor Relations](#) section of our website.

PAY AND ADDITIONAL INFORMATION

We provide detailed information about Directors and Executives’ pay in our [2022 proxy statement](#), pages 18 and 29 and onward, the Corporate Governance Guidelines, and the Compensation Committee Charter. These documents are available on the [Investor Relations](#) section of our website.

For more information about Corporate Governance, please see page 20 and onward of our [2022 proxy statement](#). This section outlines, amongst other things, Governance Guidelines, Leadership Structure, Risk Oversight, Meetings, Stock Ownership, Hedging and Pledging, and Clawback Policies.

GRI 2-19



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ETHICS AND COMPLIANCE

Business fundamentals are all about driving high standards of ethics and compliance, controls, data security, transparency, and governance. As we rapidly grow our company, we are putting processes in place to minimize the gap between our employees and corporate governance. That means starting to do more to ensure that our employees are familiar with our policies and standards, and that they understand them and feel empowered to act in accordance. This year, we are taking a renewed look at our policies to improve our compliance and ethics program. We are also working to increase our insights into compliance so we can standardize approaches, processes, and training.

GRI 2-23, 2-24

Our main policy to drive overall responsible business conduct is our Code of Ethics. This Code applies to all employees at Fox, including our Board of Directors and Executive Leadership Team. It outlines expectations that we behave honestly and ethically, stay compliant with our obligations, report financial and non-financial disclosures accurately, and avoid conflicts of interest. The Code, and all other policies mentioned here, can be accessed via the [Corporate Governance](#) section of our website. Our Code of Ethics is communicated to all employees during onboarding and is communicated again to employees at the Director-level and

above at least once a year. Beginning in 2022, all salaried employees globally will be required to complete a Code of Ethics training which will elaborate on issues within the policy.

In addition to the Code of Ethics, other policies support responsible business conduct in our operations including the Anti-Corruption Policy, the Human Rights Policy, and the Conflict Minerals Policy. The process of due diligence, in relation to impacts as intended in the GRI Foundation 2021 Framework, is made effective through the Nominating and Corporate Governance Committee Charter. Please see the [Sustainability Governance](#) section in this report for further details.

- Our Human Rights Policy stipulates our commitment to respecting human rights. In the policy, we recognize that human rights and labor practices are a cause for concern in some countries. These practices are usually related to child labor, poor wages, health and safety, forced labor, physical and verbal abuse, harsh working conditions, and long hours. We are committed to prohibiting and preventing unlawful practices that in any way violate local, state, federal, and international law and standards regarding labor practices and human rights.
- Our Anti-Corruption Policy ensures compliance by all employees,

officers, and directors of Fox, and its subsidiaries and affiliates with the FCPA and related anti-corruption laws of other countries in which Fox does or intends to do business. This Policy covers the following: Bribes, Kickbacks or Other Corrupt Payments, Facilitation Payments, and Relationships with Third Parties.

- The goal of our Conflict Minerals Policy is to ensure that Fox’s products do not directly or indirectly finance or benefit armed groups through mining or mineral trading in the Democratic Republic of the Congo (“DRC”) DRC and adjoining countries. If Fox becomes aware of a supplier whose supply chain includes a smelter or refiner that is not compliant with the relevant Conflict-Free Smelter Program assessment protocol, Fox will take appropriate action to remedy the situation in a timely manner, including reassessment of supplier relationships. Fox has management systems in place and files annual reports with the SEC as contemplated by the Conflict Minerals Rule.





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GRI 2-23, 2-24

All the policies mentioned in this section are created by our Legal Department, mandated and approved by the Board of Directors or one of its Committees, the Executive Leadership Team, or both, and they carry their respective authority. They apply to all of our activities. They are communicated to new employees and are publicly posted on the [Corporate Governance](#) section of our website. We promote an “open door” culture where employees are encouraged to voice their concerns to their managers and/or HR. We will be augmenting our Financial Concern Hotline in 2022 to include several new issue categories to ensure that any new employee concerns can be investigated.

GRI 2-24, GRI 2-26

To ensure that we keep doing things the right way, we maintain a system of internal controls that reinforce compliance with legal, accounting, tax and other regulatory requirements. If any person suspects financial fraud or any other serious misconduct, they are asked to report their concerns to our Legal Department or via our confidential and anonymous Financial Concern Hotline. We have a Whistleblower Policy that governs the process and extends protection to those who raise legitimate concerns, and ensures we meet the relevant requirements of the Sarbanes-Oxley Act of 2002. Whistleblowers can remain anonymous, their reports are confidential, and we protect them from retaliation through this policy. The policy is published internally.

GRI 2-26

KEY INITIATIVES

EXPANDING OUR HOTLINE

We are expanding our hotline to encompass nearly a dozen more issues including workplace harassment, conflicts of interest, and improper dealings.

RISK MANAGEMENT

We are building out our risk analysis systems to expand vendor management capabilities so we can take a risk-informed approach to doing our due diligence with vendors.

POLICY MANAGEMENT

We are looking at our policy language and ensuring that we have consistent public messaging about what we do and what we stand for as a company.

UPDATING OUR CODE OF ETHICS

In the Fall of 2021, we completed a thorough update of our Code of Ethics. As our business operations and landscape change, we feel it is important to regularly update our Code of Ethics and communicate expectations to our employees. This way, we can continue to grow while maintaining adherence to our core values.

DATA PRIVACY

Data privacy is of paramount importance to our customers, employees, and partners, and we strive to handle the data in our care with the utmost integrity and respect.



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HUMAN RIGHTS

GRI 407, 3-3

We recognize the importance and respect the rights of employees to freedom of association and collective bargaining, and we do not interfere with this right, neither directly nor indirectly. The right to freedom of association and collective bargaining, and to remain free from child or forced labor, is protected by law in all the countries in which we operate. In addition, Germany, Taiwan, The United Kingdom, and The United States have a National Action Plan on Business and Human Rights in place. For the remaining countries, Australia and Canada, there are non-state initiatives, and we have no indications that the fundamental rights

GRI 407-1, GRI 408-1, GRI 409-1

for employees in our operations are in jeopardy. We do not explicitly track this information for our suppliers at this moment, but we may consider developing this capacity in the future.

We have embedded safeguards in our Human Rights Policy, available via the [Corporate Governance](#) section of our website, to protect workers' fundamental rights. Practices that constitute child labor, poor wages, health and safety violations, forced labor, physical and verbal abuse, harsh working conditions, and long hours are prohibited by this policy. We are committed to prohibiting unlawful practices that in any way violate local, state, federal, and international law and standards

regarding labor practices and human rights. Violations of human rights are to the detriment of the persons involved, and our company.

GRI 408, 3-3, GRI 409 3-3

We condemn child labor and in no event will we employ any person below the age of 15, unless this is pursuant to a government-authorized job training or apprenticeship program that would be clearly beneficial to the people participating. We will not use forced labor in any form and will not tolerate physically-abusive disciplinary practices.



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APPROACH TO TAX

GRI 207-3, 207-2 Paying taxes is one way we can contribute to the general development of the communities where we operate. The Audit Committee of the Board of Directors is responsible for tax. The responsibility to deal with tax matters is mandated to the Executive Leadership Team. Our tax strategy is to comply with all statutory regulations, including tax rules and regulations, and offer transparency to relevant tax authorities. Our finance group reporting to the Chief Financial Officer manages the tax affairs of all our subsidiaries under our standards of governance.

GRI 207-1, 207-3 We align our tax strategy with our business and commercial strategy, and tax planning opportunities are evaluated within clear risk parameters. Our tax department seeks to support the business in creating, fostering, and protecting shareholder value. We are committed to working positively, proactively, and transparently with tax authorities to minimize the extent of disputes, to reach early agreement on disputed issues when they arise, and achieve certainty, wherever possible. We do not advocate on tax-related public policy matters.

GRI 207-1, 207-2 Our Chief Financial Officer is responsible for overseeing and managing the operational accounting and tax risks of our business and regularly consults with our financial, accounting, tax, and legal teams to ensure compliance with applicable tax rules and regulations, and, as appropriate, seeks professional expert advice from independent advisors on tax matters. We base our tax arrangements on our business and economic activities. Our policy is to avoid tax planning strategies that do not support our commercial and economic goals or that negatively impact our brand and corporate and social responsibilities.

GRI 207-2 We know that tax is a complex matter subject to frequent changes in law and subjectivity in transfer pricing. Tax compliance, therefore, carries an inherent risk. We monitor changes in relevant tax legislation and review the operations of our company around the world to identify any impact and to realign the tax arrangements of Fox Factory when necessary to be compliant with applicable tax rules and regulations. Fox Factory works to comply with the Organization for Economic Co-Operation and Development (OECD) guidelines and the various applicable jurisdictional guidelines to ensure that

the transfer pricing policies of Fox Factory Holding Corp. respect arm's length standards. We aim to diligently apply professional care and judgement, ensuring that all decisions are taken at an appropriate level and supported by documentation that supplies evidence for the judgements involved.





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A background image showing three cyclists in blue and black racing gear riding a road bike on a paved path. The cyclist in the foreground is wearing a white helmet and a blue jersey with a white star. The cyclist behind them is wearing a white helmet and a blue jersey with a white star. The cyclist in the background is wearing a white helmet and a blue jersey with a white star. The background is a blurred natural setting with trees and a building.

THANK YOU FOR JOINING US
IN OUR JOURNEY WHERE WE
CHALLENGE THE IMPOSSIBLE
AND LEAD IN THE NEVER-
ENDING PURSUIT OF
MAXIMUM **SUSTAINABLE**
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MATERIAL TOPIC BOUNDARIES





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These are the boundaries for our material topics, and their relation to relevant GRI Disclosures.

MATERIAL TOPIC	TOPIC BOUNDARIES	RELEVANT GRI DISCLOSURES
ENVIRONMENTAL TOPICS		
CLIMATE CHANGE AND GREENHOUSE GAS EMISSIONS	Monitor, track, and reduce greenhouse gas emissions and energy consumption across Fox’s value chain, from energy used by suppliers to our own operations and energy consumed by aftermarket products. This includes renewable energy and alternative fuels, transition to a low carbon economy, and air quality.	GRI 302 GRI 305
SUSTAINABLE PRODUCTS AND MATERIALS	Seek to increase the use of more sustainable materials and substances in our products; aim to incorporate circular economy and end-of-life solutions early in the design process of products and packaging; eliminate and manage waste/hazardous substances, as well as explore R&D opportunities in eco-design, clean technologies, and electrification.	GRI 301 GRI 306 GRI 308
TRAIL ACCESS AND CONSERVATION	Undertake efforts to preserve the Earth’s ecosystem across Fox’s value chain by engaging in biodiversity and habitat conservation, regeneration, productive use of natural resources, and land management and protection. This also includes efforts to mitigate noise pollution, erosion, and deforestation.	



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MATERIAL TOPIC	TOPIC BOUNDARIES	RELEVANT GRI DISCLOSURES
WATER STEWARDSHIP	Monitor and track water withdrawal and consumption, analyze operations in vulnerable or water-scarce regions, take measures to decrease water pollution, and increase accountability across our value chain through our products and technologies.	GRI 303
SOCIAL TOPICS		
TALENT, INCLUSION, AND DIVERSITY	Search for, recruit, and develop talent to assemble a skilled, diverse, and motivated workforce. Includes providing our employees with professional development opportunities through training and continuous education, engaging employees, and listening to their concerns with the intention of employee retention. Includes providing fair compensation, benefits, and recognition to create a diverse, equitable, and inclusive workplace.	GRI 202 GRI 401 GRI 404 GRI 405 GRI 406 GRI 407
EMPLOYEE HEALTH, SAFETY, AND WELL-BEING	Employ EHS management systems, policies, and programs that encompass all Fox operations and products. Includes training and engagement programs, offering/managing/supporting alternative work settings and work-life balance, and promoting physical and mental health and well-being.	GRI 403 GRI 404
SUPPLY CHAIN HUMAN RIGHTS AND WORKING CONDITIONS	Develop policies, systems, and efforts to protect and ensure the integrity of human rights and working conditions throughout Fox's supply chain. This includes protecting and enforcing OHS, labor rights, young workers' and children's rights, supporting workers' mental health, well-being, unionization, and eliminating forced labor. Additionally, providing avenues to report grievances, wrongdoing, etc., anonymously.	GRI 408 GRI 409 GRI 414



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MATERIAL TOPIC	TOPIC BOUNDARIES	RELEVANT GRI DISCLOSURES
COMMUNITY IMPACT	Engage stakeholders and communities through non-profit partnerships, company-wide giving and volunteering programs, and inclusive product and monetary donations. This also includes the local economic development of communities.	
GOVERNANCE TOPICS		
DATA SECURITY AND CUSTOMER PRIVACY	Implement policies, measures, and network infrastructure that protect Fox’s business and customer data from being breached, compromised or stolen. Cybersecurity systems focus on prevention, preparation, and contingency planning. Training related to cybersecurity and data protection.	GRI 418
PRODUCT DESIGN AND INNOVATION	Deploy guidelines, standards, and general frameworks that Fox uses to assess the quality of our products. This includes ensuring product safety, transparent communications in recalls, repairs, and liabilities, and promoting innovation and protecting IP.	GRI 301 GRI 416 GRI 417
BUSINESS ETHICS AND COMPLIANCE	Maintain consistent ethical and transparent policies and conduct in operations and among employees, suppliers, and business partners. Includes compliance management; inclusive whistleblowing and corporate criminal liability policies; fair business, marketing, and competition.	GRI 205 GRI 206 GRI 207 GRI 408 GRI 409 GRI 415
CORPORATE GOVERNANCE	Develop policies that include corporate strategy, risk management, executive compensation, stakeholder engagement, non-financial reporting, and transparent and secure grievance mechanisms and remediation.	GRI 201



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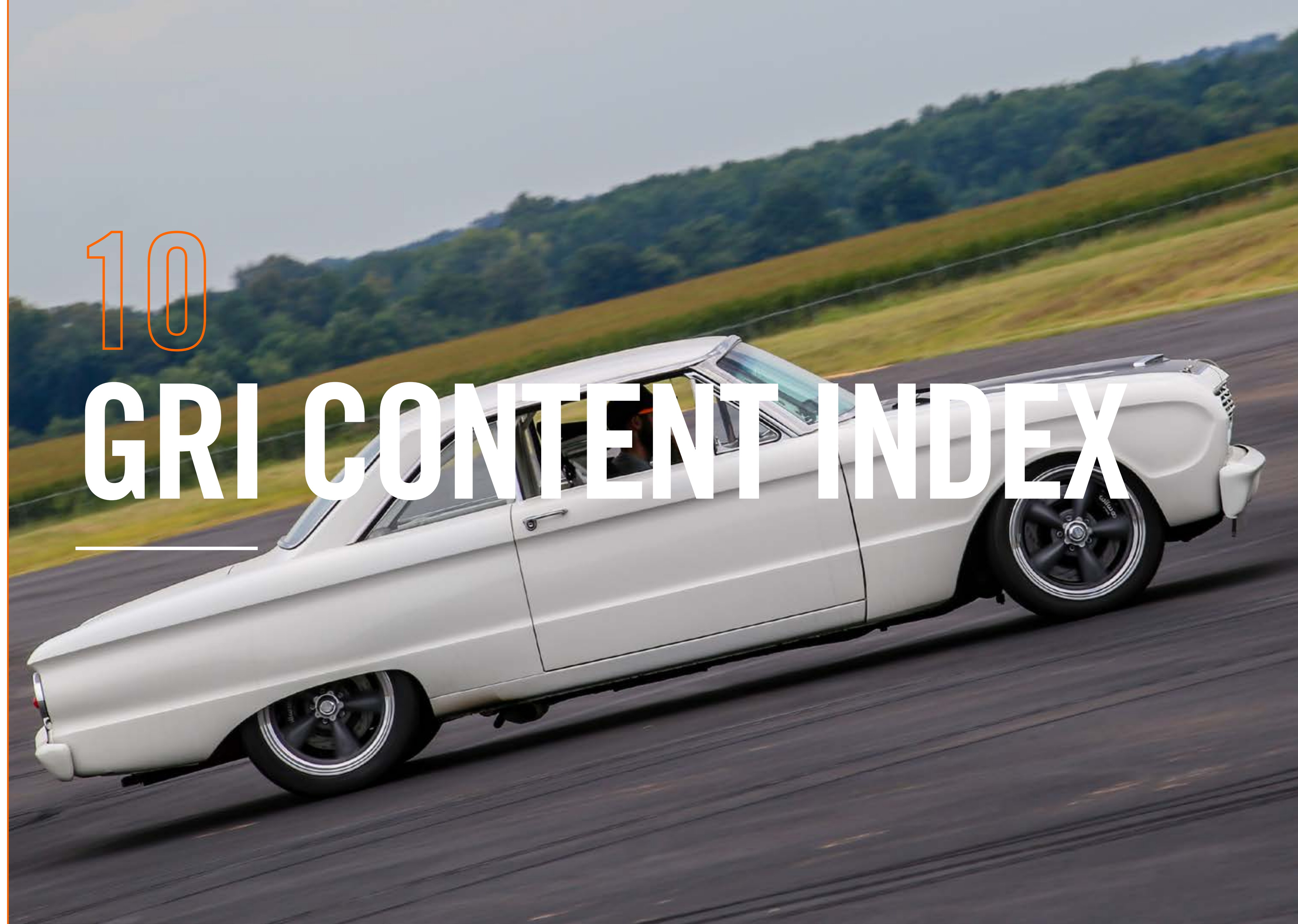
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Statement of use: Fox has reported the information cited in this GRI content index for the period January 1st, 2021 to December 31st, 2021 with reference to the GRI Standards.

GRI 1 used 'GRI 1: Foundation 2021'

GRI 2: GENERAL DISCLOSURES 2021		
DISCLOSURE 2-1	Organizational details	See the We are Fox Factory section on p. 9
DISCLOSURE 2-2	Entities included in the organization's sustainability reporting	See the We are Fox Factory section on p. 9 and Form 10-K submission , Exhibit 21.1
DISCLOSURE 2-3	Reporting period, frequency and contact point	See the About the Report section on p. 13
DISCLOSURE 2-4	Restatements of information	There are no restatements.
DISCLOSURE 2-5	External assurance	No external assurance was performed, unless indicated otherwise.
DISCLOSURE 2-6	Activities, value chain and other business relationships	See the Creating Value section on p. 11
DISCLOSURE 2-7	Employees	See the We are Fox Factory section on p. 10
DISCLOSURE 2-8	Workers who are not employees	See the We are Fox Factory section on p. 10
DISCLOSURE 2-9	Governance structure and composition	See the Governance Structure and Composition on p.64 , the Corporate Governance subsection on the Investor Relations section of our website, and the 2022 Proxy Statement in the SEC filings section . Any KPIs not provided are not currently tracked by Fox Factory.
DISCLOSURE 2-10	Nomination and selection of the highest governance body	See the Governance Structure and Composition on p.64 , and the Nominating and Corporate Governance Committee Charter, accessible via the Investor Relations section of our website.



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DISCLOSURE 2-11	Chair of the highest governance body	See the Governance Structure and Composition section in this report on p. 65
DISCLOSURE 2-12	Role of the highest governance body in overseeing the management of impacts	See the Sustainable Governance section on p.14
DISCLOSURE 2-13	Delegation of responsibility for managing impacts	See the Sustainable Governance section on p.14
DISCLOSURE 2-14	Role of the highest governance body in sustainability reporting	See the Sustainable Governance section on p.15
DISCLOSURE 2-15	Conflicts of interest	See the Governance Structure and Composition section on p. 65
DISCLOSURE 2-16	Communication of critical concerns	Fox Factory currently does not have a formalized process in place for the communication of critical concerns, as its direct impacts to its surroundings are limited, but we may opt to explore this possibility in the future.
DISCLOSURE 2-17	Collective knowledge of the highest governance body	See the Governance Structure and Composition section on p. 65
DISCLOSURE 2-18	Evaluation of the performance of the highest governance body	See the Governance Structure and Composition section on p. 65
DISCLOSURE 2-19	Remuneration policies	See the Governance Structure and Composition section on p. 65



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DISCLOSURE 2-20	Process to determine remuneration	See the Governance Structure and Composition section on p. 65
DISCLOSURE 2-21	Annual total compensation ratio	See p. 54 of the 2022 Proxy Statement in the SEC filings section
DISCLOSURE 2-22	Statement on sustainable development strategy	See the New Frontiers: Our Pillars of Sustainability section on p. 22
DISCLOSURE 2-23	Policy commitments	See The Business Fundamentals section on p. 66
DISCLOSURE 2-24	Embedding policy commitments	See The Business Fundamentals section on p. 66
DISCLOSURE 2-25	Processes to remediate negative impacts	We have not identified direct impacts caused that require a grievance mechanism to remediate and will monitor future developments for those needs.
DISCLOSURE 2-26	Mechanisms for seeking advice and raising concerns	See The Business Fundamentals section on p. 67
DISCLOSURE 2-27	Compliance with laws and regulations	Any instances that meet our threshold of significance are reported in our Form 10-K submission , on p. 33 under Item 3.
DISCLOSURE 2-28	Membership associations	We participate in the Automotive Industry Action Group, CEO Action for Diversity and Inclusion, People for Bikes, and National Minority Supplier Development Council.
DISCLOSURE 2-29	Approach to stakeholder engagement	See the Our Material Issues and Stakeholder Engagement section on p. 18



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DISCLOSURE 2-30	Collective bargaining agreements	None of our employees are covered by collective bargaining agreements.
GRI 3: MATERIAL TOPICS 2021		
DISCLOSURE 3-1	Process to determine material topics	See the Our Material Issues and Stakeholder Engagement section on p. 18
DISCLOSURE 3-2	List of material topics	See the Our Material Issues and Stakeholder Engagement section on p. 18 , and the Material Topic Boundaries section on p. 71
GRI 201: ECONOMIC PERFORMANCE 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See the Creating Value section on p. 11
DISCLOSURE 201-1	Direct economic value generated and distributed	Please see our Form 10-K submission , on page 67 and onward
DISCLOSURE 201-2	Financial implications and other risks and opportunities due to climate change	Please see our Form 10-K submission , on page 13 and onward
DISCLOSURE 201-3	Defined benefit plan obligations and other retirement plans	Information on our 401-K profit sharing plan can be found on the Department of Labor website . The EIN for the most recent submission is 94-2472535 003. On October 15, 2021, the plan had 1508 participants and USD 37,7 MLN in assets. Further information is also available in our Form 10-K submission , on page 94 and onward.

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DISCLOSURE 201-4	Financial assistance received from government	We have received USD 59,2 MLN in tax relief and credits, of which 59,2 MLN in the US and 0,03 MLN in Canada.
GRI 202: MARKET PRESENCE 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See The People Frontier section on p. 35
DISCLOSURE 202-1	Ratios of standard entry level wage by gender compared to local minimum wage	See The People Frontier section on p. 35
GRI 205: ANTI-CORRUPTION 2016		
DISCLOSURE 3-3	Topic Management Disclosure	<p>We are committed to conducting business fairly, honorably, with integrity, and in compliance with all applicable laws. Efforts to uphold this commitment are part of the way we operate, and this ensures that we are a reliable business partner to our stakeholders.</p> <p>The Board of Directors and Executive Leadership have set a common perspective on ethical conduct. The responsibility to deliver policies that safeguard ethical conduct is delegated to our Legal department.</p> <p>Please see our Code of Ethics and Anti-Corruption Policy, available via the Investor Relations section of our website.</p>
DISCLOSURE 205-1	Operations assessed for risks related to corruption	We have not performed a specific assessment for our operations in relation to corruption. Instead, we have opted to impose stringent requirements for our employees to conduct business without committing acts of corruption.

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DISCLOSURE 205-2	Communication and training about anti-corruption policies and procedures	While we currently do not track the communication and training about anti-corruption policies and procedures at the employee level, we plan to develop capacity to do so in the future. Additionally, Anti-Corruption policies and procedures are included in the employee handbook and posted publicly on our Corporate Governance site.
DISCLOSURE 205-3	Confirmed incidents of corruption and actions taken	There have been no confirmed incidents of corruption.
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016		
DISCLOSURE 3-3	Topic Management Disclosure	<p>We are committed to conducting business fairly, honorably, with integrity, and in compliance with all applicable laws. Efforts to uphold this commitment are part of the way we operate, and this ensures that we are a reliable business partner to our stakeholders.</p> <p>The Board of Directors and Executive Leadership have set a common perspective on ethical conduct. The responsibility to deliver policies that safeguard ethical conduct is delegated to our Legal department.</p> <p>We operate in compliance with the requirements of competition law and regulations, as part of our requirements imposed by the Code of Ethics, available on the Investor Relations section of the Fox Factory website.</p>
DISCLOSURE 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There are no legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and anti-monopoly legislation in which the organization has been identified as a participant.



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GRI 207: TAX 2019

DISCLOSURE 3-3	Topic Management Disclosure	See The Business Fundamentals section on p. 64
DISCLOSURE 207-1	Approach to tax	See The Business Fundamentals section on p. 69
DISCLOSURE 207-2	Tax governance, control, and risk management	See The Business Fundamentals section on p. 69
DISCLOSURE 207-3	Stakeholder engagement and management of concerns related to tax	See The Business Fundamentals section on p. 69
DISCLOSURE 207-4	Country-by-country reporting	We do not provide reporting on a country-by-country basis.

GRI 301: MATERIALS 2016

DISCLOSURE 3-3	Topic Management Disclosure	<p>In manufacturing our products, we rely on materials and their supply chain, from extraction to refinement. Therefore, we inevitably have an impact on the environment. In addition, some of the materials we use are hazardous.</p> <p>We build our products to last and be repairable to maximize the efficient use of the materials incorporated in our products. We are also in the process of understanding the impacts of the materials we use. See the Product Frontier section on p. 28</p>
DISCLOSURE 301-1	Materials used by weight or volume	See The Product Frontier section on p. 28

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DISCLOSURE 301-2	Recycled input materials used	See The Product Frontier section on p. 28
DISCLOSURE 301-3	Reclaimed products and their packaging materials	See The Product Frontier section on p. 28
GRI 302: ENERGY 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See The Planet Frontier section on p. 57
DISCLOSURE 302-1	Energy consumption within the organization	See The Planet Frontier section on p. 57
DISCLOSURE 302-2	Energy consumption outside of the organization	See The Planet Frontier section on p. 59
DISCLOSURE 302-3	Energy intensity	See The Planet Frontier section on p. 58
DISCLOSURE 302-4	Reduction of energy consumption	See The Planet Frontier section on p. 56
DISCLOSURE 302-5	Reductions in energy requirements of products and services	See The Planet Frontier section on p. 57
GRI 303: WATER AND EFFLUENTS		
DISCLOSURE 3-3	Topic Management Disclosure	See The Planet Frontier section on p. 60
DISCLOSURE 303-1	Interactions with water as a shared resource	See The Planet Frontier section on p. 60
DISCLOSURE 303-2	Management of water discharge-related impacts	See The Planet Frontier section on p. 60



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DISCLOSURE 303-3	Water withdrawal	See The Planet Frontier section on p. 60
DISCLOSURE 303-4	Water discharge	See The Planet Frontier section on p. 60
DISCLOSURE 303-5	Water consumption	See The Planet Frontier section on p. 60

GRI 305: EMISSIONS 2016

DISCLOSURE 3-3	Topic Management Disclosure	See The Planet Frontier section on p. 57
DISCLOSURE 305-1	Direct (Scope 1) GHG emissions	See The Planet Frontier section on p. 59
DISCLOSURE 305-2	Energy indirect (Scope 2) GHG emissions	See The Planet Frontier section on p. 59
DISCLOSURE 305-3	Other indirect (Scope 3) GHG emissions	See The Planet Frontier section on p. 59
DISCLOSURE 305-4	GHG emissions intensity	See The Planet Frontier section on p. 59
DISCLOSURE 305-5	Reduction of GHG emissions	See The Planet Frontier section on p. 57
DISCLOSURE 305-6	Emissions of ozone-depleting substances (ODS)	See The Planet Frontier section on p. 59
DISCLOSURE 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	See The Planet Frontier section on p. 59



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GRI 306: WASTE 2020

DISCLOSURE 3-3	Topic Management Disclosure	See The Planet Frontier section on p. 61
DISCLOSURE 306-1	Waste generation and significant waste-related impacts	See The Planet Frontier section on p. 61
DISCLOSURE 306-2	Management of significant waste-related impacts	See The Planet Frontier section on p. 61
DISCLOSURE 306-3	Waste generated	See The Planet Frontier section on p. 61
DISCLOSURE 306-4	Waste diverted from disposal	See The Planet Frontier section on p. 61
DISCLOSURE 306-5	Waste directed to disposal	See The Planet Frontier section on p. 61

GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016

DISCLOSURE 3-3	Topic Management Disclosure	<p>Like our own operations, our suppliers' operations may cause negative impacts on the environment in the areas of emissions, water, and waste.</p> <p>As part of our effort to understand these impacts, we have conducted a life-cycle assessment of four of our key products. We have also determined our Scope 3 emissions. The results of these analyses are reported on p. 28 and p. 59 respectively.</p> <p>While we do request some information on environmental criteria in our supplier screening process, we recognize we can do more in this area, and are working to improve this process.</p>
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DISCLOSURE 308-1	New suppliers that were screened using environmental criteria	We currently do not track metrics for supplier screening.
DISCLOSURE 308-2	Negative environmental impacts in the supply chain and actions taken	We currently do not assess suppliers for environmental impacts.
GRI 401: EMPLOYMENT 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See The People Frontier section on p. 35
DISCLOSURE 401-1	New employee hires and employee turnover	See The People Frontier section on p. 37
DISCLOSURE 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	See The People Frontier section on p. 36
DISCLOSURE 401-3	Parental leave	See The People Frontier section on p. 36
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018		
DISCLOSURE 3-3	Topic Management Disclosure	See The People Frontier section on p. 40
DISCLOSURE 403-1	Occupational health and safety management system	See The People Frontier section on p. 40
DISCLOSURE 403-2	Hazard identification, risk assessment, and incident investigation	See The People Frontier section on p. 40



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DISCLOSURE 403-3	Occupational health services	See The People Frontier section on p. 40
DISCLOSURE 403-4	Worker participation, consultation, and communication on occupational health and safety	See The People Frontier section on p. 41
DISCLOSURE 403-5	Worker training on occupational health and safety	See The People Frontier section on p. 41
DISCLOSURE 403-6	Promotion of worker health	See The People Frontier section on p. 41
DISCLOSURE 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See The People Frontier section on p. 41
DISCLOSURE 403-8	Workers covered by an occupational health and safety management system	See The People Frontier section on p. 40
DISCLOSURE 403-9	Work-related injuries	See The People Frontier section on p. 41
DISCLOSURE 403-10	Work-related ill health	See The People Frontier section on p. 42
GRI 404: TRAINING AND EDUCATION 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See The People Frontier section on p. 46



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DISCLOSURE 404-1	Average hours of training per year per employee	We are implementing a learning management system with the capability to track training hours per employee. The system's implementation will be iterative and slated to launch by late 2022. We plan to report metrics as soon as data is available.
DISCLOSURE 404-2	Programs for upgrading employee skills and transition assistance programs	See The People Frontier section on p. 47
DISCLOSURE 404-3	Percentage of employees receiving regular performance and career development reviews	We are implementing functionality in our people management system (Workday) to start tracking this information in 2022.
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See The People Frontier section on p. 43
DISCLOSURE 405-1	Diversity of governance bodies and employees	See The People Frontier section on p. 43
DISCLOSURE 405-2	Ratio of basic salary and remuneration of women to men	We currently do not have reliable data to perform these calculations. We intend to perform a pay equity audit during 2022 and may report the outcomes in the future.
GRI 406: NON-DISCRIMINATION 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See The People Frontier section on p. 43



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DISCLOSURE 406-1	Incidents of discrimination and corrective actions taken	Incidents of discrimination are currently managed locally and not registered centrally or in a uniform manner. We are currently in the process of building capacity to formally track relevant metrics across the organization.
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See The People Frontier section on p. 68
DISCLOSURE 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	See The People Frontier section on p. 68
GRI 408: CHILD LABOR 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See The People Frontier section on p. 68
DISCLOSURE 408-1	Operations and suppliers at significant risk for incidents of child labor	See The People Frontier section on p. 68
GRI 409: FORCED OR COMPULSORY LABOR 2016		
DISCLOSURE 3-3	Topic Management Disclosure	See The People Frontier section on p. 68
DISCLOSURE 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	See The People Frontier section on p. 68



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GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016

DISCLOSURE 3-3	Topic Management Disclosure	Like our own operations, our suppliers' operations may cause negative social impacts. We expect our suppliers to respect fundamental human rights and operate in compliance with all relevant rules and regulations.
DISCLOSURE 414-1	New suppliers that were screened using social criteria	We are currently revising our approach to engaging new and existing suppliers. As part of that assessment, we may consider including social criteria as part of the screening process for suppliers.
DISCLOSURE 414-2	Negative social impacts in the supply chain and actions taken	We have not actively sought to identify negative social impacts in the supply chain.

GRI 415: PUBLIC POLICY 2016

DISCLOSURE 3-3	Topic Management Disclosure	We believe that political processes should be fair and equitable, and accessible to all stakeholders on a level playing field. We do not take measures to regularly advocate for our interests, but may convey our views when asked to, or in incidental cases of particularly important developments that could affect our business.
DISCLOSURE 415-1	Political contributions	We have not made political contributions in 2021.



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GRI 416: CUSTOMER HEALTH AND SAFETY 2016

DISCLOSURE 3-3	Topic Management Disclosure	We work hard to deliver high performance and durable components. Safety impacts are regularly assessed for improvement across our product line. We test to extreme standards to ensure utmost safety for our customers. See The Product Frontier section of the report.
DISCLOSURE 416-1	Assessment of the health and safety impacts of product and service categories	See The Product Frontier section on p. 30
DISCLOSURE 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In 2021, Fox Factory had no incidents of non-compliance with regulations concerning health and safety impacts of products and services. Any time we are made aware of issues related to our products' safety, we issue recalls and repair as appropriate.

GRI 417: MARKETING AND LABELING 2016

DISCLOSURE 3-3	Topic Management Disclosure	We seek compliance with all local, state, federal, and international environmental laws, regulations, and standards that relate to its operations, to ensure correct marketing and labeling.
DISCLOSURE 417-1	Requirements for product and service information and labeling	We are subject to enhanced environmental regulations applicable in the State of California. These regulations include Proposition 65, which requires notification about chemicals in products, in the workplace, or in the environment, and which is designed to protect consumers from harmful substances by protecting drinking water sources and reducing exposure to these substances. The Company has implemented systems to provide for required Proposition 65 notifications on its products.

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DISCLOSURE 417-2	Incidents of non-compliance concerning product and service information and labeling	We have not registered any incidents during 2021.
DISCLOSURE 417-3	Incidents of non-compliance concerning marketing communications	We have not registered any incidents during 2021.
GRI 418: CUSTOMER PRIVACY 2016		
DISCLOSURE 3-3	Topic Management Disclosure	We strive to protect personal data by handling such information with the utmost care. We are committed to complying with the legal standards imposed by The European Union General Data Protection Regulation and other applicable data protection and privacy laws. In connection with its commitment to such compliance the Company has developed and implemented a number of privacy policies for the processing of personal data as well as notifying certain employees with respect to such processing of personal data.
DISCLOSURE 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	There have been no such incidents recorded in 2021.

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SASB DISCLOSURES





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SASB AUTOPARTS 2018

TR-AP-130A.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	(1) 170419 GJ (2) 65.3% (3) 0% (We are currently not centrally tracking renewable energy consumption in the organization)
TR-AP-150A.1	(1) Total amount of waste from manufacturing, (2) percentage hazardous, (3) percentage recycled	(1) 1134 metric tons (2) We currently do not track hazardous waste, but are identifying opportunities to potentially do so in the future (3) 75% The scope for reporting is limited, please see GRI 306-1
TR-AP-250A.1	Number of recalls issued, total units recalled	1 recall issued; Fox determined that certain trucks could experience a failure in their OEM ball joint after upfitting. We issued a recall and notified owners in November of the approximately 2,646 trucks affected, and to date have remedied over 50% of the affected population of trucks.
TR-AP-410A.1	Revenue from products designed to increase fuel efficiency and/or reduce emissions	Our range of products does not include components that are typically subject to design that could increase fuel efficiency or reduce emissions.
TR-AP-440A.1	Description of the management of risks associated with the use of critical materials	Some of the listed critical materials are present in our products and/or used in the fabrication process. Risks are mitigated by issuing compliance surveys to ensure suppliers do not exceed regulatory limits and do not use banned substances.



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TR-AP-440B.1	Percentage of products sold that are recyclable	We do not have this information available. Our products are manufactured using materials such as metals and plastics that have the potential to be recycled. We are conducting initial analyses to establish the life cycle of our high-volume products. See the section The Lifecycle of Our Products on p. 28 of this report.
TR-AP-440B.2	Percentage of input materials from recycled or remanufactured content	We do not have this information available. Our design specifications often require virgin raw materials to meet durability and safety requirements.
TR-AP-520A.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Fox Factory has not been the subject of legal proceedings alleging violation of anti-competitive behavior regulations.
SASB TOYS AND SPORTING GOODS 2018		
CG-TS-250A.1	Number of (1) recalls and (2) total units recalled	No recalls for this category have been issued in 2021.
CG-TS-250A.2	Number of Letters of Advice (LOA) received	No Letters of Advice were received.
CG-TS-250A.3	Total amount of monetary losses as a result of legal proceedings associated with product safety	No monetary losses as a result of legal proceedings associated with product safety were incurred.



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CG-TS-250A.4	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	We are subject to enhanced environmental regulations applicable in the State of California. These regulations include Proposition 65, which requires notification about chemicals in products, in the workplace, or in the environment, and which is designed to protect consumers from harmful substances by protecting drinking water sources and reducing exposure to these substances. We also materially comply with the local implementations of the EU's RoHS Directive on restricting the use of certain hazardous substances in electrical and electronic equipment and the Registration, Evaluation, Authorization and Restriction of Chemicals ("REACH") Regulation, which requires companies to register the chemicals employed in manufacturing with the European Chemical Agency ("ECHA") and ensure their safe use.
CG-TS-430A.1	Number of facilities audited to a social responsibility code of conduct	We currently do not conduct audits.
CG-TS-430A.2	Direct suppliers' social responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) priority nonconformances and (b) other nonconformances	We currently do not conduct audits.

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SUSTAINABLE DEVELOPMENT GOALS

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests. (source: <https://sdgs.un.org/goals>)

While the SDGs are intended for UN Member States, we must play our role in helping to achieve these goals—so that is what we do. In the table below, we indicate the link between the SDGs, our GRI disclosures, and the material topics, so you can see how our efforts contribute to achieving these goals.



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SDG	TARGET	GRI	MATERIAL TOPICS
	1.1	207-1, 207-2, 207-3	Business ethics and compliance
	1.2	202-1	Talent, inclusion, and diversity
	1.3	207-1, 207-2, 207-3	Business ethics and compliance
	3.2	401-2	Talent, inclusion, and diversity
	3.3	403-6	Employee health, safety, and well-being
		403-10	
	3.4	403-10	
	3.5	403-6	
	3.6	403-9	
	3.7	403-6	
		403-6	
	3.9	305-1, 305-2, 305-3, 305-6, 305-7	
306-1, 306-2, 306-3, 306-4, 306-5		Sustainable products and materials	
403-9, 403-10		Employee health, safety, and well-being	
	4.3	404	Talent, inclusion, and diversity
	4.4		404
	4.5		404

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SDG	TARGET	GRI	MATERIAL TOPICS
	5.1	202-1	Talent, inclusion, and diversity
		401-1, 401-3	
		404-1, 404-3	Talent, inclusion, and diversity
		405-1, 405-2	Employee health, safety, and well-being
		406	Talent, inclusion, and diversity
	5.2	408-1	Supply chain human rights and working conditions
		409-1	Business ethics and compliance
		414-1, 414-2	Supply chain human rights and working conditions
	5.4	401-2, 401-3	Talent, inclusion, and diversity
	5.5	2-9	Talent, inclusion, and diversity
2-10			
405-1			
	6.3	303-1, 303-2, 303-4	Water stewardship
		306-1, 306-2	Sustainable products and materials
	6.4	303-1, 303-3, 303-5	Water stewardship
		306-1, 306-3, 306-5	Sustainable products and materials
	6.A	303-1	Water stewardship
	6.B		
	7.2	302-1, 302-2	Climate change and greenhouse gas emissions
	7.3	302-1, 302-2, 302-3, 302-4, 302-5	

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SDG	TARGET	GRI	MATERIAL TOPICS
	8.1	201-1	Corporate governance
	8.2		
		404-1, 404-2	Talent, inclusion, and diversity Employee health, safety, and well-being
	8.4	301-1, 301-2, 301-3	Sustainable products and materials
		302-1, 302-2, 302-3, 302-4, 302-5	Climate change and greenhouse gas emissions
		306-2	Sustainable products and materials
	8.5	2-7	Talent, inclusion, and diversity
		2-8	
		202-1	
		401-1, 401-2	Talent, inclusion, and diversity
		404-1, 404-2, 404-3	Talent, inclusion, and diversity Employee health, safety, and well-being
		405-1, 405-2	Talent, inclusion, and diversity
	8.6	401-1	Talent, inclusion, and diversity
	8.7	408-1	Supply chain human rights and working conditions
	409-1		
8.8	2-30	Employee health, safety, and well-being	
	403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8, 403-9, 403-10		
	406-1		
	407-1		
	414-1, 414-2	Supply chain human rights and working conditions	

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SDG	TARGET	GRI	MATERIAL TOPICS
	9.1	201-1	Corporate governance
	9.4		
	9.5		
	10.3	2-7	
		401-1	Talent, inclusion, and diversity
		404-1, 404-3	Talent, inclusion, and diversity Employee health, safety, and well-being
	405-2	Talent, inclusion, and diversity	
10.4	207-1, 207-2, 207-3	Corporate governance	
	11.6	306-1, 306-2, 306-3, 306-4, 306-5	Sustainable products and materials
	12.2	301-1, 301-2, 301-3	Sustainable products and materials
		302-1, 302-2, 302-3, 302-4, 302-5	Climate change and greenhouse gas emissions
	12.4	303-1	Water stewardship
		305-1, 305-2, 305-3, 305-6, 305-7,	Climate change and greenhouse gas emissions
		306-1, 306-2, 306-3, 306-4, 306-5	
	12.5	301-2, 301-3	Sustainable products and materials
		306-1, 306-2, 306-3, 306-4, 306-5	
12.8	417-1	Product design and innovation	

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SDG	TARGET	GRI	MATERIAL TOPICS
	13.1	201-2	Corporate governance
		302-1, 302-2, 302-3, 302-4, 302-5	Climate change and greenhouse gas emissions
		305-1, 305-2, 305-3, 305-4, 305-5	
	14.3	305-1, 305-2, 305-3, 305-4, 305-5, 305-7	Climate change and greenhouse gas emissions
	15.1	306-3, 306-5	Sustainable products and materials
	15.2	305-1, 305-2, 305-3, 305-4, 305-5, 305-7	Climate change and greenhouse gas emissions

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SDG	TARGET	GRI	MATERIAL TOPICS
	16.1	403-9, 403-10	Employee health, safety, and well-being
		414-1, 414-2	Supply chain human rights and working conditions
	16.2	408-1	Supply chain human rights and working conditions Business ethics and compliance
		16.3	2-23
2-26			
2-27			
206-1	Business ethics and compliance		
416-2	Product design and innovation		
417-2, 417-3			
418-1	Data security and customer privacy		
16.5	205-1, 205-2, 205-3	Business ethics and compliance	
	415-1		
16.6	2-11		
	2-15		
16.7	2-9		
	2-10		
	2-12		
	2-20		
	403-4	Employee health, safety, and well-being	
16.10	418-1	Data security and customer privacy	



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SDG	TARGET	GRI	MATERIAL TOPICS
	17.1	207-1, 207-2, 207-3	Business ethics and compliance
	17.3		



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ABOUT FOX FACTORY HOLDING CORP. (NASDAQ: FOXF)



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Fox Factory Holding Corp. designs and manufactures performance-defining ride dynamics products primarily for bicycles, on-road and off-road vehicles and trucks, side-by-side vehicles, all-terrain vehicles, snowmobiles, specialty vehicles and applications,

motorcycles, and commercial trucks. The Company is a direct supplier to leading powered vehicle OEMs. Additionally, the Company supplies top bicycle OEMs and their contract manufacturers and provides aftermarket products to retailers and distributors.

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CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

This Sustainability Report includes forward-looking statements, which are subject to the “safe harbor” created by Section 27A of the Securities Act of 1933, as amended (the “Securities Act”), and Section 21E of the Securities Exchange Act of 1934, as amended (the “Exchange Act”). We may make forward-looking statements in our United States (“U.S.”) Securities and Exchange Commission (“SEC”) filings, press releases, news articles, earnings presentations and when we are speaking on behalf of the Company—including this Sustainability Report.

Forward-looking statements generally relate to future events or our future financial or operating performance that involve substantial risks and uncertainties. In some cases, you can identify forward-looking statements because they contain words such as “may,” “might,” “will,” “would,” “should,” “expect,” “plan,” “anticipate,” “could,” “intend,” “target,” “project,” “contemplate,” “believe,” “estimate,” “predict,” “likely,” “potential” or “continue” or the negative of these words or other similar terms or expressions that concern our expectations, strategy, plans or intentions. Forward-looking statements contained in this Sustainability Report

are subject to numerous risks and uncertainties, and you should not rely upon forward-looking statements as predictions of future events.

We have based the forward-looking statements contained in this Sustainability Report primarily on our current expectations and projections about future events and trends that we believe may affect our business, financial condition, results of operations, and prospects and the outcomes of any of the events described in any forward-looking statements are subject to risks, uncertainties, and other factors. In addition to the risks, uncertainties and other factors discussed anywhere in this Sustainability Report, the risks, uncertainties, and other factors expressed or implied discussed in the *Annual Report on Form 10-K* (filed with the SEC on 02/24/2022) *Item 1A. “Risk Factors,”* could cause or contribute to actual results differing materially from those set forth in any forward-looking statement.

Moreover, we operate in a very competitive and challenging environment. New risks and uncertainties emerge from time to time, and it is not possible for us to predict all risks and uncertainties that could have an impact on the forward-looking statements contained in this Sustainability Report. We cannot

assure you that the results, events, and circumstances reflected in the forward-looking statements will be achieved or occur. Actual results, events, or circumstances could differ materially from those contemplated by, set forth in, or underlying any forward-looking statements.

For all of these forward-looking statements, we claim the protection of the safe harbor for forward-looking statements in Section 27A of the Securities Act and Section 21E of the Exchange Act.

The forward-looking statements made in this Sustainability Report relate only to events as of the date on which the statements are made. We undertake no obligation to update any forward-looking statements made in this Sustainability Report to reflect events or circumstances after the date of this Sustainability Report or to reflect new information or the occurrence of unanticipated events, except as required by law. We may not actually achieve the plans, intentions, or expectations disclosed in our forward-looking statements and you should not place undue reliance on our forward-looking statements. Our forward-looking statements do not reflect the potential impact of any future acquisitions, mergers, dispositions, joint ventures or investments we may make.

NON-GAAP FINANCIAL MEASURES

Within this Sustainability Report, FOX includes certain forward-looking non-GAAP financial measures including Adjusted EBITDA and non-GAAP adjusted earnings per diluted share. These forward-looking non-GAAP financial measures reflect management’s current expectations and beliefs regarding the potential benefits of the proposed transaction. Fox is not able to reconcile forward-looking non-GAAP measures to meaningful comparative GAAP financial measures without unreasonable efforts because it is not possible to predict with a reasonable degree of certainty the actual impact or exact timing of items that may impact comparability. These non-GAAP measures should be considered in addition to, not as a substitute for, or superior to, net earnings or other measures of financial performance prepared in accordance with GAAP as more fully discussed in FOX’s financial statements and filings with the SEC.



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