

SUSTAINABILITY REPORT





LEADING TODAY INSPIRING TOMORROW

THOR Industries' approach to Corporate Social Responsibility (CSR) is a continuous journey and is an integral part of our culture. This year, we have continued our Environmental, Social and Governance (ESG) efforts to establish a formalized and comprehensive approach to sustainability.

Ensuring we have the best people and practices in place to lead THOR through these sustainability efforts is essential. THOR has established a Sustainability Committee consisting of leaders in different functions across the organization, and is led by our first appointed VP of Sustainability. Our steering committee meets regularly to determine objectives that drive change throughout our global organization. This committee, reporting directly to THOR's Nomination and Governance Committee, is responsible for establishing THOR's commitment in leading sustainability initiatives and providing insight into new developments across the organization. Our commitment to sustainability helps us understand and address environmental, social, and governance risk, while enabling us to have a greater positive impact on our customers, team members, and communities. In addition to doing what's right, sustainability efforts will continue to help us be more resilient and more adaptive.

Changes often come from new ideas and concepts, as well as collaboration among companies, industries and even competitors. Carving out space for innovations that may not exist today is a priority for THOR as we think about the future of our people and operations. The long-term success of our company requires the integration of sustainability efforts into all aspects of our business. THOR strives to always meet the highest standards, and will contribute toward sustainable development to ensure we make a positive and lasting impact on the communities in which we live and operate.

This year, THOR has become a signatory of "Business Ambition for 1.5°C" signifying our further commitment to lead the fight against climate change. Our commitment is to be Greenhouse Gas (GHG) net-neutral in or before 2050, with an interim target of 50% reduction in GHG in or before 2030. We are excited about the journey in which we are embarking and look forward to seeing the impact on our planet, communities, team members and customers.

I have signed the CEO Act!on for Diversity & Inclusion Pledge™ to reinforce our commitment to creating a more inclusive workplace. Our goal is to empower our team members to be their best and, in return, be the best organization we can be with our talent and connections.

2020 will be remembered for many things, not least of which is the widespread disruption and uncertainty wrought by the coronavirus. Tough times test character. I am proud that our team never lost sight of our commitment to sustainability as we weathered the storm. Now, as we continue to confront this global health crisis, we are determined to continue to increase our efforts to better our company and better the world.



COMPANY OVERVIEW Celebrating 40 years in business, THOR is proud of its path to become the global leader in the RV Industry. We've created thousands of jobs in the communities in which we operate and we continue to strive to connect people with nature, and families with each other.

MANUFACTURING 20,611,000 54,506 **NORTH AMERICAN EUROPEAN VEHICLES** VEHICLES

COUNTRIES-FRANCE, GERMANY, ITALY, UK & US

DISTRIBUTION IN 25+
COUNTRIES

3000 DEAL

All data is as of July, 31, 2020.

SUSTAINABILITY APPROACH

THOR's core values of community, trustworthiness, compassion and adventure are the foundation of everything we do. This sense of continuous improvement and empowerment is key to our strategies for being an industry leader in sustainability.

Further emphasizing our commitment to sustainability, a new senior management role was established to lead our efforts. The Vice President of Global Supply Management and Sustainability is tasked with creating strategies and developing goals to embed sustainability across the enterprise. By combining the responsibilities of global supply management with sustainability, we have created a unique opportunity to engage with business partners across the value stream on critical sustainability initiatives.

We are very excited to report that THOR is demonstrating the highest level of ambition on climate change and paving the way to a net-zero carbon future by signing the UN Global Compact "Business Ambition for 1.5°C" Commitment. As a key first step to achieving our vision to be an industry leader in sustainability, THOR has pledged to achieve net-zero greenhouse gas (GHG) emissions in or before 2050. Entering the initial phase of the commitment, we are driving to develop and publish a plan to achieve net-zero emissions backed by interim science-based targets. ¹



As a 2019 signatory, THOR embraces the Ten Principles of the UN Global Compact:

UNITED NATIONS GLOBAL COMPACT



HUMAN RIGHTS

- **1** Businesses should support and respect the protection of internationally proclaimed human right; and
- 2 make sure that they are not complicit in human rights abuses.



LABOUR

- **3** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 4 the elimination of all forms of forced and compulsory labour;
- **5** the effective abolition of child labour; and
- **6** the elimination of discrimination in respect of employment and occupation.



ENVIRONMENT

- **7** Businesses should support a precautionary approach to environmental challenges;
- 8 undertake initiatives to promote greater environmental responsibility; and
- **9** encourage the development and diffusion of environmentally friendly technologies.



ANTI-CORRUPTION

10 Businesses should work against corruption in all its forms, including extortion and bribery.

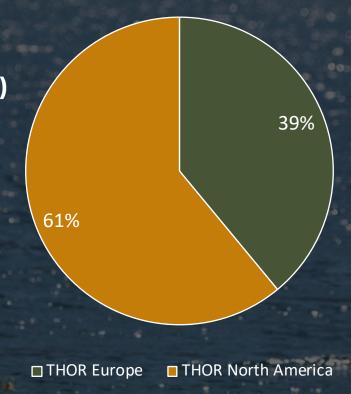


ENVIRONMENTAL

We organize our environmental monitoring and reporting into the categories of Greenhouse Gas (GHG), Restricted Substances and Chemicals (RSC), Solid Waste and Recycling (SWR), Volatile Organic Compounds (VOC) and Water. THOR's fiscal year 2019 (August 1, 2018 to July 31, 2019) has been defined as the baseline period for environmental reporting. Fiscal year 2019 was chosen for the baseline period for environmental data as it is the most recent and stable business cycle that represents THOR accurately.

By signing the "Business Ambition for 1.5°C" Commitment, we have taken bold action to acknowledge the environmental, financial and social risks presented by climate change and commit to achieve net-neutral GHG emissions in or before 2050. Furthermore, we have set the interim target of a 50% reduction in GHG emissions in or before 2030.^{2, 3, 4, 5}

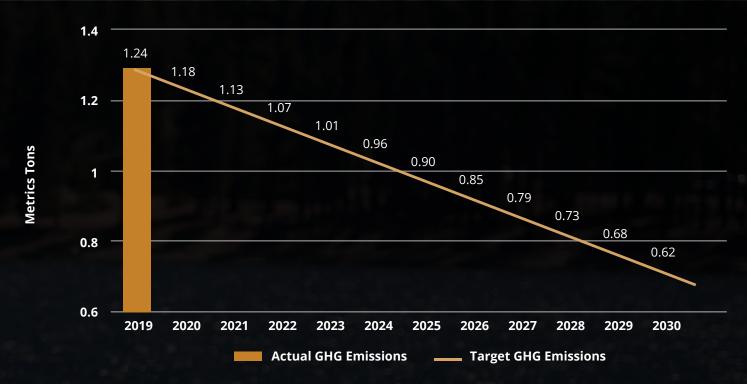
PERCENT OF GHG
EMISSIONS BY
REGION (SCOPE 1 & 2)
AS ADJUSTED BY
\$100K REVENUE



Continuous improvement and increased efficiency are core to THOR's operating principles. We have a systematic approach to develop and implement actions required to achieve our interim target of 50% reduction in GHG emissions in or before 2030, while concurrently studying strategic and operational actions required to achieve our longer-term, net-neutral commitments.

GHG SCOPE 1 & 2 50% EMISSIONS REDUCTION TARGETS BY 2030

AS ADJUSTED BY \$100K REVENUE



Bar graph reflects actual targets and future trends.

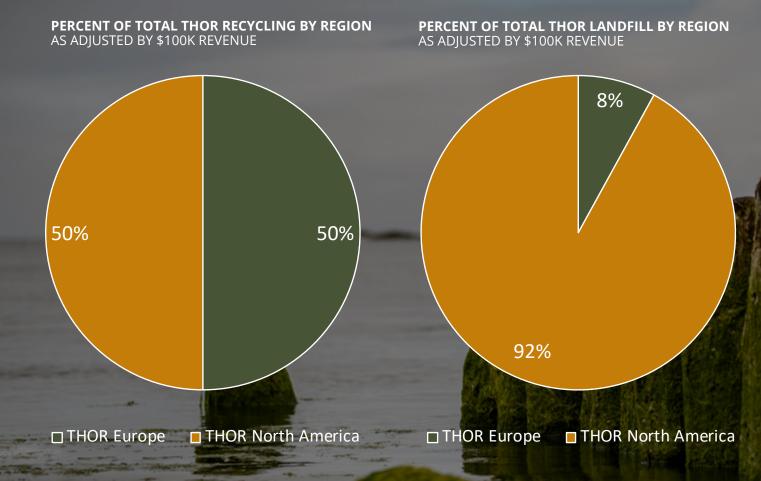
h	Boundary	Focus	Action
0.00	Scope 1 Emissions	Combustion engine mobile equipment (delivery vehicles, fork lifts, tractors, etc.) used at THOR facilities globally	 Analyze unit age, fuel type and operating efficiencies Improve material handling practices to reduce need Convert to rechargeable electric power equipment and vehicles
The second second	Scope 2 Emissions	Purchased energy (electricity and natural gas) consumed at THOR facilities globally	 Invest in renewable energy generation at THOR facilities globally Engage with local electricity providers regarding renewable energy investments Increase efficiencies to reduce energy intensity Research carbon offset and renewable energy credit programs with local electricity providers
	Scope 3 Emissions	GHG emissions not included in Scope 2 that occur upstream and downstream	Under review per "Business Ambition for 1.5°C" commitment

ENVIRONMENTAL

The THOR family of companies has a proud history of leadership in reducing solid waste landfill disposal and increasing recycling. We are pleased to announce our goal of 50% reduction of solid waste landfill disposal in or before 2030.

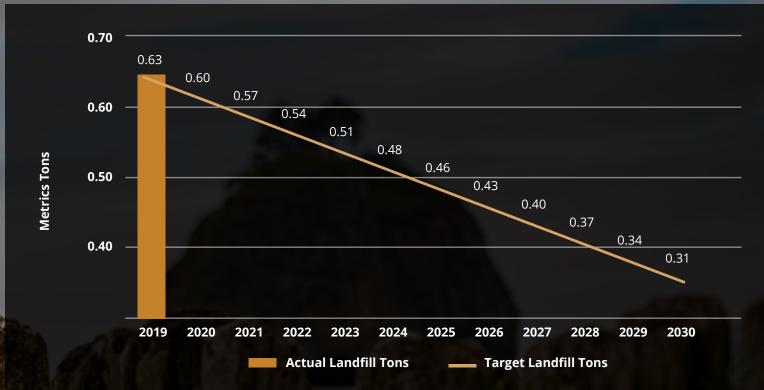
SOLID WASTE & RECYCLING

SUMMARY PER \$100K OF REVENUE



SOLID WASTE DISPOSAL 50% REDUCTION TARGET BY 2030

AS ADJUSTED BY \$100K REVENUE



Bar graph reflects actual targets and future trend.

Achieving this goal requires close collaboration with our value stream partners, particularly suppliers, to design out non-recyclable materials, reduce the quantity of packaging materials used, and increase the frequency of returnable packaging. We continue to aggressively research opportunities to increase waste recycling as technology improves in this area.

For Restricted Substances & Chemicals (RSC), Volatile Organic Compounds (VOC), and Water, THOR has collected baseline data for fiscal year 2019 and fiscal year 2020. We are currently analyzing data collected, establishing processes to measure and report, and working to define meaningful targets to demonstrate industry-leading stewardship for these categories in the future.

In keeping with our operating philosophy of continuous improvements, we have launched an Environmental Management System (EMS) to establish integrated procedures and standardized processes for training team members, along with monitoring, summarizing and reporting environmental performance information. The system has been developed and reviewed by THOR personnel with subject matter expertise on the topic, and the system has been designed to be consistent with the architecture of ISO 14001. We have not engaged third party assurance for our EMS system, but consider this an option moving forward as appropriate.

LEADING THE WAY



PARTNERS FOR CLEAN AIR



Keystone RV has been recognized for proactively utilizing energy efficiency programs to save energy and reduce environmental impacts. In the last three years, Keystone RV has undertaken extensive exterior and interior lighting upgrades across all facilities in Elkhart County, IN in addition to HVAC upgrades and converting to variable speed air compressors. Keystone RV utilized the NIPSCO Energy Efficiency Rebate Program to improve the payback on these investments. Annually, these upgrades are projected to save over 3,387,000 kWh of electricity and 91,584 therms of natural gas. From the electricity reduction alone, this would be equivalent to eliminating the electricity use of almost 300 Hoosier households.

SOLAR PROJECT

Keystone RV has successfully installed a roof mounted solar photovoltaic system with annual energy capacity of 1.45M KWh at their Goshen, IN campus. At the time of project approval, local energy provider NIPSCO reported this to be the largest private solar power system investment in Northern Indiana. Keystone continues to study opportunities for new investment to promote and expand their usage of renewable energy thereby further reducing their dependence on fossil fuels.



ENERGY PROJECT



Airstream expanded their partnership with the Village of Jackson Center. Airstream has further invested in clean energy by partnering with the Village of Jackson Center, OH to reduce their carbon footprint by purchasing renewable energy credits (RECs) to offset 100% of electricity requirements, including for the newly completed 723,500 sq. ft. manufacturing facility.

BUILDING NEW PARTNERSHIPS

At THOR, we view our suppliers as integral partners in our sustainability journey. We recognize meeting our ESG goals cannot be achieved without their long-term commitment. To this end, we completed our first-ever CSR/Sustainability supplier self-survey to establish a baseline for our current state and create a process for future engagement.

SOCIAL RESPONSIBILITY

Taking care of our team members by supporting them in their personal and professional goals is a priority at THOR. We do this by engaging and connecting with our team members to help in their development. We continue to implement resources to cultivate and empower our people around the globe. THOR is proud of the work we do in our communities, as they are a valuable resource to our success. We continue to develop our culture and organization every day.

COVID 19 RELIEF EFFORTS



As communities grappled with the growing pandemic, many of the RV companies owned by THOR Industries made efforts to support healthcare workers with critical supplies and mobile units to fight the spread of the virus.















UNITS OF PERSONAL PROTECTIVE EQUIPMENT

SUBSIDIARY	CONTRIBUTION
Heartland RV	400 face masks 700 chemical protective suits 4 RVs
Keystone RV	700 face masks 300 sets of eye protection 4 RVs
Thor Motor Coach	320 face masks 100 chemical protective suits
	Provided fabric for employees to make masks while furloughed
Airstream	3,000 face masks 60 Gowns 2 RVs
Jayco	360 face masks 100 sets of eye protection
	17,000 pairs of nitrile and vinyl gloves 3 RVs
KZ-RV	4,000 face masks
Erwin Hymer Group	1,000 face masks
THOR Industries	15,000 face masks



THE FOREST RIVER/THOR COMMUNITY FUND



The Forest River/THOR Industries Community Fund is designed to assist our employees in emergency situations and identify opportunities to offer financial grants of up to \$20,000. This gives us an opportunity to give back to our employees and to help relieve some of the financial burdens they may be experiencing. In FY 2020 the Forest River/THOR Industries Community Fund gave over \$160,000 to 30 hard-working team members and these numbers will continue to grow. We understand that this will not take away any pain that our team members are experiencing, however, we strive to help them any way we can.

ETHICS AND COMPLIANCE



As a leader in the RV industry, THOR is dedicated to helping set standards around ethics and compliance. We hold ourselves to the highest ethical standards. By providing our team members with business and ethics training, they are given the tools to make better business decisions that impact THOR and our communities.

In the fiscal year 2021, we will put a large focus on launching THOR's Core Values to align with our culture and what we stand for.

COMMUNITY TRUSTWORT Y COMPASSI NATE ADVENTU PE

Our team members receive and are required to review our Business Ethics Policy annually, as well as complete training in business ethics based on their role and level of responsibility. We continue to monitor and maintain our compliance hotline, a place where issues can be communicated anonymously.

HUMAN RIGHTS, DIVERSITY, EQUITY AND INCLUSION



THOR is dedicated to creating a workplace that respects and values people with diverse backgrounds while enabling our team members to do their best work. This year, we launched a commitment statement in support of starting a stronger Diversity, Equity and Inclusion (DEI) initiative. THOR Industries, Inc. recognizes the values and contribution of people with differences in experience, perspectives and capabilities.

AT THOR WE ARE COMMITTED TO:

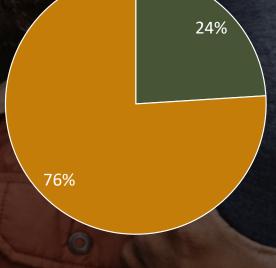
- · Inspiring an inclusive culture which embraces individual differences
- · Treating team members fairly and with respect
- Establishing a workplace free from discrimination, harassment and bullying
- Training team members to be aware of their rights and responsibilities in regards to fair treatment
- Providing equal opportunities based on ability, performance and potential

As part of our DEI journey, THOR's President and CEO, Bob Martin, has signed the CEO Act!on for Diversity and Inclusion, which is the largest CEO-driven business commitment to advance diversity and inclusion. As we continue working on strengthening our diversity and inclusion efforts, we will be participating in leadership training, classes and conversations to broaden our knowledge and perspective on this topic.

GENDER - US AND EUROPE 23% 77%



WORKFORCE DIVERSITY - US



□ Other □ White

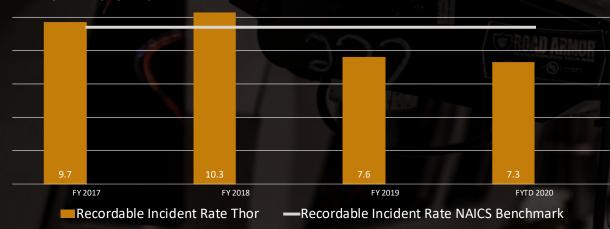
US statistics based on EEOC race classifications.

WORKFORCE SAFETY

THOR's focus on safety requires a group effort, with each of our subsidiaries championing their own health and safety initiatives that best align with the needs of their team members. In addition to providing standards to which each subsidiary must comply, THOR company safety leads meet on a regular basis to discuss challenges, share successes, and gain insights into best practices. This collaborative focus has resulted in great strides being made in improving safety in all of our NA manufacturing locations as evidenced in our year-over-year safety performance improvement, which despite the very slight uptick in THOR's lost time incident rate for FY 2020, continues to operate well below the industry benchmark. THOR will continue to move toward creating "zero injury" work environments for our team members through education and training for supervisors, with a continued focus on collaboration and best practices.

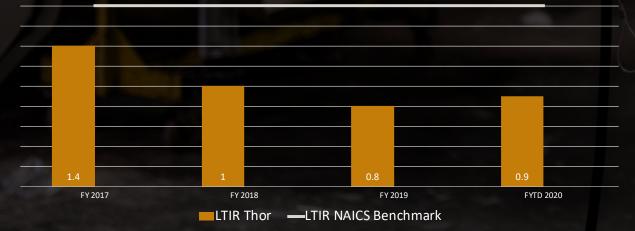
RECORDABLE INCIDENT RATE (RIR)

PER 200,000 HOURS WORKED; NA RV OPERATIONS FY20



LOST TIME INCIDENT RATE (LTIR)

PER 200,000 HOURS WORKED; NA RV OPERATIONS FY20



VEHICLE SAFETY

THOR operating companies produce recreational vehicles in accordance with the state of the art, industry standards applicable to our products, and applicable governmental safety regulations as embodied under such statutes as the National Traffic and Motor Vehicle Safety Act in the United States, the Motor Vehicle Safety Act in Canada, and the EU Whole Vehicle Type Approval requirements in Europe.

Within the United States, we are a member of the Recreational Vehicle Industry Association (RVIA). The RVIA is a voluntary association of recreational vehicle manufacturers which adopted the National Fire Protection Association (NFPA) and the American National Standards Institute (ANSI) codes and standards impacting electrical, plumbing and propane systems as well as fire & life safety systems and construction. Each of our recreational vehicles produced in the United States bears the RVIA Seal. This seal certifies that each RV complies with the codes and standards impacting RVs. Our United States manufacturing facilities are routinely inspected by RVIA for code compliance. Similarly, recreational vehicles produced by our European operations must all conform with the EU Whole Vehicle Type Approval requirements, which provide similar levels of safety measures.

THOR companies are also required to recall and repair vehicles which have safety-related defects or which do not meet federal safety standards. Our regular engagement with National Highway Traffic Safety Administration ("NHTSA") and Transport Canada allows us to quickly understand the nature of an issue requiring a recall and take prompt action to notify our owners. Prompt recalls help us remedy potential safety concerns more quickly, providing safer and more reliable product to consumers. Our European operations are governed by a different regulatory framework with respect to product safety recalls, and each self-reports potential recall conditions in conformance with applicable regulations.

Thor's Vehicle Safety and Regulatory Compliance Department (VSRC) oversees and coordinates product safety and code compliance across the company in cooperation with each operating company's product safety committee. The VSRC also fosters communication and collaboration to help identify potential product safety issues, to facilitate recall efforts, and to provide leadership and training on emerging product safety issues.

The Senior Director of Vehicle Safety and Regulatory Compliance reports directly to THOR's Senior Vice President and General Counsel, promoting efficient and direct communication to THOR's highest levels of management.

GOVERNANCE

THOR Industries is governed by our executive officers and Board of Directors. Our President and Chief Executive Officer is a board member, while we operate with an independent Chairman of the Board.

The Board maintains the following standing committees:

- · Audit Committee: Ensures the integrity of our financial statements and compliance with legal and regulatory requirements. Manages our internal and external auditors.
- · Compensation Committee: Has overall responsibility for evaluating and approving the structure of our executing plans, policies and programs.
- Executive Committee: Exercises all of the powers and authority of the Board of Directors in the management of the business and affairs of the company when the full board is not in session.
- Nominating and Governance Committee: Oversees the composition of the Board of Directors by regularly reviewing membership and nominating prospective members.

New for fiscal year 2020, we have implemented a policy to review Environmental, Social & Governance (ESG) priorities, action plans and execution status as a standing agenda topic with the Nominating and Governance Committee of the Board of Directors during quarterly meetings.

Our corporate governance guidelines assist our directors in fully understanding and effectively implementing their duties, while assuring the company's ongoing commitment to high standards of corporate conduct and compliance.

We use an enterprise risk management process that actively engages the board and executives of THOR and its companies in assessing the risks and opportunities facing our company. The board receives a full assessment annually and is updated on the most critical risks on an ongoing basis. A list of our risk factors can be found in the fiscal year 2020 annual report. And commencing with our fiscal year 2021, ESG has been added to the annual risk management assessment process.

12 YEARS

AVERAGE DIRECTOR TENURE



AVERAGE DIRECTOR AGE

11%

WOMEN ON BOARD



INDEPENDENT CHAIRMAN



OTHER BOARD POSITIONS

STAKEHOLDER ENGAGEMENT

We seek opportunities to engage with our employees, suppliers, dealers, consumers, local community members, and other stakeholders to better identify and manage potential risks and to identify opportunities to provide support and leadership for our communities. This year our executive leadership team met with the CDC and local government officials to share experiences with COVID-19 and plans to reopen our facilities. We have also taken opportunities to interact with our supply base to foster engagement.

At THOR we believe that frequent engagement with stakeholders is a critical element in driving continuous improvement in our communication, cooperation and sustainability practices impacting our global communities, operations and team members. During our fiscal year 2020, this engagement identified opportunities to improve processes for collecting, analyzing and reporting environmental information, and for the standardization of policies and processes supporting various social programs.

DATA SECURITY

Social responsibility includes respecting the rights of individuals through their personal data, and compliance with data protection laws and regulations applicable to our operations. We take this responsibility seriously.

We collect, generate, and maintain a growing body of data derived from a variety of sources, including data resulting from internal business functions, personal information provided by our employees through the course of their employment, and data collected through our websites, products, mobile applications, and other services.

We believe this data has the potential to provide deeper insights into our products, services, and operations, to facilitate better evidence-based decision making, and to provide products and services that are attuned to the needs of consumers and dealers.

We also believe we have a responsibility to collect, use, and maintain data in a manner which both complies with our legal and regulatory obligations and which respects the rights of those individuals and businesses that trust us with their data.

DATA PROTECTION AND REGULATORY COMPLIANCE

Our commitment to data privacy, security and regulatory compliance is reflected in the hiring of our first, full-time Data Protection Officer in 2019. Our DPO works with IT, Legal, Marketing and Internal Audit Teams, as well as other teams across our operating companies, stays abreast of the rapidly changing regulatory environment, evaluates our data collection and privacy practices, and assesses and tests our data security measures across our companies, products, and services. Our DPO further coordinates data privacy and security compliance efforts with the data protection teams within our European companies.

PRIVACY PROGRAM

In 2020, we have updated our consumer-facing websites to provide more transparency into our policies and allow consumers more choice in how they interact with us. We work with trusted partners to ensure our websites are engaging and relevant to our consumers while also meeting our data handling and data security standards.

We understand what it means when you entrust THOR with your personal data. We are committed to ensuring that you can do this with confidence.

RESILIENCE

Our industry has seen a number of high-profile cyber attacks. THOR has implemented programs to improve our resistance to these types of attacks. In a world of bad actors, it is impossible to defend against all manner of threats. Given this reality, we have partnered with several leading cyber security firms to improve our ability to detect and recover from attacks on our data.

INNOVATION **S**



Thor is committed to improving our processes and bringing new and improved products to the market. In fiscal year 2021, Josef Hjelmaker, THOR's newly appointed Chief Innovation Officer, will be leading our innovation teams to develop a vision for optimizing and evolving the global product innovation portfolio of the THOR family. THOR's product innovation is focused on helping people who use our products fully connect and achieve adventurous milestones.





Patents and patent applications owned by Thor Industries, Inc.

PRODUCT INNOVATION

The RV lifestyle allows our consumers to Go Everywhere, Stay Anywhere. Technology is enhancing this lifestyle by enabling our consumers to connect with their vehicles in new and innovative ways. While these advancements are exciting and engaging for our consumers, we are investing now in talent and resources to allow us to offer new and exciting features while also securing consumer information and our own proprietary business information.

THOR CONTACTS

GLOBAL SUPPLY MANAGEMENT AND SUSTAINABILITY

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ETHICS AND COMPLIANCE

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ABOUT THIS REPORT:

THOR Industries, Inc. (NYSE:THO) is the largest manufacturer of recreational vehicles in the world. THOR is also the largest manufacturer of RVs in North America, and one of the largest manufacturers of RVs in Europe. The information presented in this Sustainability Report pertains to FY2020 (ended July 31, 2020) unless otherwise indicated. All environmental data pertains to FY2019 (ended July 31, 2019) to establish a baseline for target setting and future comparative reporting, and has been generated following industry standards. Although THOR acquired Erwin Hymer Group effective February 1, 2019, the report provides pre-acquisition Erwin Hymer Group Environmental data for FY2019 to establish the baseline. All entities included in our consolidated SEC financial statements are covered in this report with the exception of data from companies divested or acquired during FY2020. Additional information may be found at www.thorindustries.com, including our FY20 Annual Report (Form 10-K) and materials presented in our dedicated Corporate Responsibility section.

- 1 Signatories of "Business Ambition for 1.5°C" have 2 years from date of commitment acceptance to release a plan to achieve net-zero emissions that is approved
- 2 GHG emissions are defined as: Scope 1 = emissions from sources owned or controlled by the company, Scope 2 = emissions from purchased energy consumed by the company, and Scope 3 = emissions not included in Scope 2 that occur upstream and downstream of the company.

 "Business Ambition for 1.5°C" Commitment is defined as net-zero GHG emissions in or before 2050 for Scope 1, Scope 2 and to be verified percentage of Scope 3,
- THOR commits to a 50% reduction in GHG Scope 1 and Scope 2 emissions, from the baseline of fiscal year 2019, achieved in or
- 5 Baseline GHG emissions for fiscal year 2019 are restricted to Scope 1 and Scope 2. Quantifying and measuring Scope 3 emissions are under review, and not inscope for the 50% reduction interim target.



FAMILY OF COMPANIES

NORTH AMERICAN

































EUROPEAN





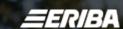






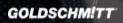








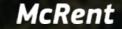








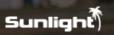




MOVERA













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