

FISCAL 2021 SUSTAINABILITY REPORT

UNDER ONE SKY



THOR
Go Everywhere. Stay Anywhere.™

WELCOME

A letter from our Board of Directors

As the global leader in the recreational vehicle (RV) industry, promoting sustainable environmental, social and governance practices is an integral part of THOR's culture. 2021 was a historic year, one which presented the world with new realities. We encountered rising consumer demand, record order backlogs and unprecedented global supply chain challenges which tested our ingenuity. We are proud that our experienced and agile team continued to make significant strides in our sustainability journey by maintaining a focus on our Environmental, Social and Governance (ESG) efforts, all while continuing to navigate the disruption caused by the pandemic.

THOR's commitment to sustainability helps us understand and address environmental, social and governance risk, while enabling us to have a positive impact on our consumers, partners, team members, and communities. As a testament to THOR's commitment to sustainability, in June 2021, the Board of Directors formally renamed the Governance and Nomination Committee to the Environmental, Social, Governance and Nomination Committee. We believe, in addition to doing what's right, sustainability efforts will continue to help us be more resilient and more adaptive.

This year, THOR took bold steps towards achieving the 50% reduction in Scope 1 and Scope 2 Green House Gas (GHG) emissions by 2030 – the interim target of our carbon net-neutral goal by 2050 – as part of the commitment THOR made to “Business Ambition for 1.5°C” in June 2020. We are excited to announce our Erwin Hymer Group achieved the significant milestone of carbon net-neutral manufacturing during fiscal year 2021. We are very proud of the Erwin Hymer Group for this accomplishment as it is a first for the RV industry. THOR also achieved the important milestone in our sustainability journey by voluntarily completing the Carbon Disclosure Project (CDP) Carbon & Climate Questionnaire, for which we intend to submit data annually.

Innovation continues to be a priority for THOR as we consider the future of our team members, operations and our ability to positively impact RV travel. In fiscal 2021, THOR's first Chief Innovation Officer was appointed and charged with developing a vision for evolving and optimizing innovation across the THOR family of companies, globally. The long-term success of our company requires the integration of sustainability efforts into all aspects of our business to ensure we make a positive and lasting impact on the communities in which we live and operate.

Our commitment to Diversity, Equity and Inclusion (DEI) continued to strengthen throughout fiscal 2021. THOR's DEI journey included engaging a Chief People and Inclusion consultant to develop a DEI framework and benchmark initiatives, implementing new recruiting and retention strategies, creating an inclusive culture, and building partnerships with organizations which serve diverse communities through our Inclusion Committee.

This year's sustainability report highlights THOR's initiatives to protect and explore our communities. We look forward to the adventure ahead and commit to working with our stakeholders to impact sustainability opportunities in our future.

Respectfully Submitted,

THOR Industries' Board of Directors

BOARD OF DIRECTORS

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Inspiring and empowering people to
Go Everywhere. Stay Anywhere.™



Community

We believe in the invigorating power of human connection, and commit to our team members by teaching our leaders how to nurture, guide and foster strong relationships with them. We commit to our customers through the products we build and the experiences we provide.



Compassionate

We treat others with dignity and respect, practicing thankfulness and gratitude. We build trust with our team members and our customers through caring and transparency. Our leaders listen to feedback; as a company, we are genuine and sincere, recognizing and appreciating others and practicing forgiveness.



Trustworthy

We do right by our team members, our customers and our communities. We strive to operate in a way that our word is trusted, and people know we will always deal with them openly and with integrity in all areas of the business. This is reflected in our commitment to provide safe work environments for our team members, high quality products for our customers, and sustainability and global citizenship initiatives for the betterment of our communities.



Adventurous

We are nimble and innovative. We explore new opportunities and possibilities for growth across our business, our team members and our customers. We acquire companies that will grow with our mission of human connection through outdoor discovery, wherever that may take us. We empower our team members to seize the opportunities around them and give them avenues to grow and learn. We embrace and drive change, enabling our customers to Go Everywhere. Stay Anywhere.



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COMPANY OVERVIEW

Who is THOR? In 1980, THOR Industries embarked on a journey to connect people with nature, and families with each other. Today, we continue that journey by leading a global family of companies that make it easier and more enjoyable for families of all types to create lasting outdoor memories. Together we can Go Everywhere. Stay Anywhere.

THOR is proud of its path to become the global leader in the RV industry.

The THOR family of companies designs, manufactures and markets a comprehensive portfolio of recreational vehicles and supplies for the global RV industry. RV product offerings include travel trailers, fifth wheels, toy haulers, and class A, B and C motorhomes in North America, as well as caravans, campervans and motorcaravans in Europe. THOR is also comprised of companies which supply the RV industry with materials and components and which provide innovative digital experiences.

41 YEARS IN BUSINESS

31,000+ TEAM MEMBERS

MANUFACTURING OPERATIONS IN

5 COUNTRIES – FRANCE, GERMANY, ITALY, UK, & US

397 FACILITIES

23,351,000 SQUARE FEET

DISTRIBUTION IN

25 + COUNTRIES

3,500 DEALERS

VEHICLES MADE & SOLD IN FISCAL 2021

239,608

NORTH AMERICAN VEHICLES

64,875

EUROPEAN VEHICLES

\$12B NET SALES

All data is as of July 31, 2021

THOR TIMELINE

Wade Thompson and Peter Orthwein founded THOR Industries in 1980 with the purchase of Airstream. Since going public in 1984, THOR has grown both organically and through strategic acquisitions. Today, the THOR family of companies is collectively the world's largest producer of recreational vehicles.

 **AIRSTREAM**

1980

 **Dutchmen**

1991

 **KEYSTONE
RV COMPANY**

2001

 **THOR
MOTOR COACH**

2003

 **CROSSROADS**
Recreational Vehicles

2004

 **HEARTLAND**

2010

 **KZ**
EST. 1972
RECREATIONAL
VEHICLES

2014

 **CRUISERRV**
EST. 1986
Great American Trailers.

2015

 **DRV**
Luxury Suites

2015

 **Postle
Aluminum**

2015

 **Jayco**

2016

 **ENTEGRA**
COACH

2016

 **Highland**
RIDGE RV

2016

STARCRAFT

2016

Roadpass
Digital

2018

ERWIN HYMER GROUP

2019

 **TIFFIN**
MOTORHOMES

2020

 **AIRXCEL**

2021



FISCAL YEAR 2021 COMPANY MILESTONES

Airstream Celebrating 90 Years of Innovation

In 1931, Wally Byam opened a small trailer factory in Culver City, California – Airstream’s first factory. Today, 90 years later, we continue to honor his legacy of quality, craftsmanship and iconic design thanks to a dedicated and passionate team of associates, and an adventurous community of travel enthusiasts.



Dethleffs 90-Year Anniversary

The Erwin Hymer Group brand Dethleffs celebrated 90 years in business. In 1931, Arist Dethleffs, a junior manager at his father’s whip and bridle factory, spurred the idea for a caravan. 90 years later Dethleffs is a leader in the caravan industry. To this day, friendship and family have remained at the core of the Dethleffs brand and are embodied in every aspect of the company.



THOR Acquisition of Tiffin Group

In December 2020, THOR acquired Tiffin Group. Operating out of Red Bay, Alabama, the Tiffin Group is comprised of Tiffin Motorhomes, Vanleigh RV, Wynne Enterprises Inc., Roma Enterprises Inc., Tiffin Door Co. Inc., Water-Way Inc., and Drive-A-Way, Inc. Tiffin Group is now part of the THOR family of companies operating across North America.



Together Outdoors Coalition

THOR partnered with the Outdoor Recreation Roundtable (ORR) to establish and fund the Together Outdoors coalition, which helps ensure everyone feels welcome in all facets of outdoor recreation activities. Raising awareness to the equity and inclusion issues in the outdoor space is a priority for THOR as we believe diversity is a mainspring for sustainable development. As a part of the governing council for this initiative, THOR will provide direction to the coalition’s mission and values, program design, communications, fundraising, partnerships and access.



OUR COMMITMENT TO THE PRINCIPLES OF THE U.N. Global COMPACT

Since becoming a signatory to the U.N. Global Compact in 2019, THOR has been committed to making the ten principles part of our strategy, culture and day-to-day operations.

Human Rights

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

Labor

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 labor;
5. the effective abolition of child labor; 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.

THOR engages in collaborative projects which advance the United Nations Sustainable Development Goals. Currently, THOR has the largest impact on these five goals:



No. 3: Ensure healthy lives and promote well-being for all ages, at all ages; pg. 17



No. 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; pg. 19



No. 5: Achieve gender equality and empower all women and girls; pg. 14



No. 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; pg. 30



No. 13: Take urgent action to combat climate change and its impacts; pg. 22



SOCIAL

People are at the center of THOR's sustainability efforts. Social issues ranging from the health and safety of our team members to community engagement are a priority for THOR, and focus in these areas are led by our corporate initiatives. We believe it is critical to have a strong influence on our culture and our communities from a corporate level and plan to continue leading the way for our family of companies.

Through our sustainability efforts we have impacted and educated our future workforce, made continuous efforts to sustain our environment, and supported our team members and communities in times of need.

A major milestone this year was becoming a founder and continuous supporter of the Together Outdoor coalition, which helps ensure everyone feels welcome in all facets of outdoor recreation.

An integral component of sustainability is the ability to embrace diversity in our team members and within our culture. THOR is creating the foundation for these efforts to aid in supporting our family of companies in their personal journeys.





COMMUNITY ENGAGEMENT

THOR advances our sustainable model by engaging with our communities and putting the focus on people while providing opportunities for them to thrive. THOR's community engagement initiatives are about the long-term well-being of society and encompass the Sustainable Development Goals. Annually, THOR identifies non-profit partners to support through direct giving, educational opportunities and volunteer events.

THOR's commitment to providing opportunities and programs for youth in our communities is demonstrated through THOR's LEAP program, our support for the ETHOS Center and the donations made to the Boys and Girls Clubs of Elkhart county, along with many other efforts. These programs strengthen our community by providing practical education intended to foster a capable work force sufficient to sustain our growth and impact generations of future area students as they develop critical thinking and problem-solving skills which are essential in the global market place. THOR was also a vital donor for our local Elkhart Health, Fitness, Aquatic and Community Center which helped to bolster Elkhart redevelopment and contributes to the future population growth in our area.

60+

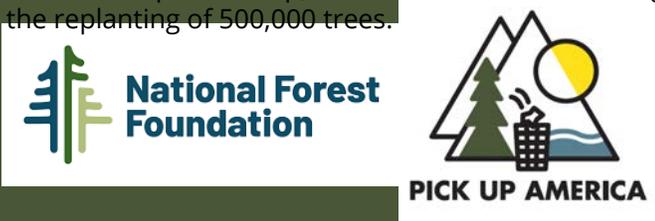
**ORGANIZATIONS
SUPPORTED THROUGH
THOR'S FAMILY OF
COMPANIES**

THOR team members personally embody community as a core value. More than \$100,000 is donated annually by THOR corporate team members to help United Way fight for the health, education and financial stability of people in our community.



National Forest Foundation

THOR completed its second year of a multi-year commitment to the National Forest Foundation (NFF), the only nonprofit dedicated to preserving national forests and grasslands. As one of NFF's most significant corporate sponsors, THOR provides unrestricted funds in support of NFF's mission to long-term vitality, sustainability and preservation of over 193 million acres of land. Incremental to the established partnership, THOR committed to funding the replanting of 500,000 trees.



Pick Up America

THOR's national sustainability program encourages people to keep public lands clean by pledging to remove trash from outdoor spaces. Over 240 tons of trash had been pledged to be removed from public lands since the program launched in 2019, including public lands in the communities where we live, work and play.

MULTI YEAR

PARTNERSHIP COMMITMENT

193

ACRES OF NATIONAL FORESTS & GRASSLANDS IN THE U.S.

33,000+

RV ACCESSIBLE CAMPSITES

90,000+

TOTAL CAMPSITES

Global Impact

THOR's community engagement efforts had a global impact with the organizations the Erwin Hymer Group has partnered with. The THOR European family of companies is committed not only to people as individuals but also to fulfilling social responsibility beyond the company. From providing care for sick children and their families to contributing directly to environmental protection, people and communities have been at the center of our focus.





DIVERSITY, EQUITY AND INCLUSION

We strive for an inclusive culture and diverse workforce reflective of the communities in which our companies are located. We believe attracting and retaining talented and diverse team members enables us to be more innovative, responsive to consumer needs and support strong sustained performance and growth. In fiscal year 2021, along with executive leadership training and development, we took progressive action to strengthen our inclusive culture and strategically recruit diverse talent. Over the last year, at the corporate level, we have focused on three key areas to become an inclusive employer of choice.

Recruiting

From partnering with legacy multicultural organizations within the community to creating meaningful and lasting connections with minority-serving colleges and universities, THOR is determined to go beyond traditional recruiting practices to reach, attract and retain the best talent.

Community Partnerships Sub-Committee

THOR is building partnerships with organizations which serve diverse populations and make a positive difference in our communities.

Culture

We are strengthening our connected culture by elevating and communicating the essence of the THOR employee experience through deepening our core values, developing an employee-driven value proposition, and providing cultural knowledge through messaging and events.

THOR's Employee Value Proposition, crafted by our Inclusion Committee team, defines and differentiates THOR amongst the competition, attracts and retains top talent which aligns with our values, and strengthens our connected culture and brand.

"A bigger and brighter adventure is on your horizon; at THOR you are part of a diverse and driven global family, an adventurous team which values different perspectives and life experiences. We believe in cultivating an inclusive culture and investing in our team through career development, rewarding benefits and community involvement. At THOR, you can go anywhere."

– THOR Team Members

A Message From THOR's DEI Consultant

Seeking best practices and structural alignment as we began a robust journey to become a more inclusive, diverse and equitable company, THOR engaged Chandria Harris as our Chief People and Inclusion Consultant in August 2020. In this role, guidance and strategies are provided to the THOR family of companies. Chandria describes her role at THOR as follows:

“The best time to plant a tree was 20 years ago. The second-best time is now. – Chinese Proverb. Now more than ever, employees are demanding work environments to reflect their personal and professional core values. Research shows an intentional call for Diversity, Equity, and Inclusion initiatives to be a priority element interwoven into the DNA of companies with an unwavering commitment to go beyond good to be great. When THOR began this journey, many of the ingredients to foster a more inclusive company were already present. The core strategy was to align inclusive best practices into a framework that will serve as a blueprint for the family of companies and expose THOR’s culture to reach, attract and retain talented professionals. The framework included the rollout of four essential elements to building an inclusive culture: leadership accountability, culture engagement, diverse workplace, and community partnership. When the THOR family of companies begin strategic initiatives in any of the four elements, they are on an effective and impactful journey to success.”

– Chandria Harris
Chief People and Inclusion Consultant



THOR's Inclusion Commitment

- Inspire an inclusive culture which embraces individual differences
- Treat team members fairly and with respect
- Establish a workplace free from discrimination and harassment
- Train team members to be aware of their rights and responsibilities in regards to fair treatment
- Provide equal opportunities based on ability, performance and potential

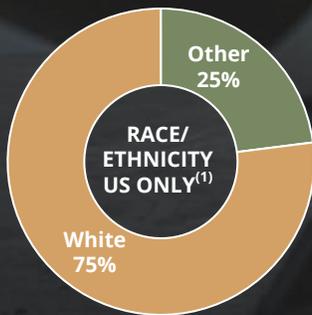
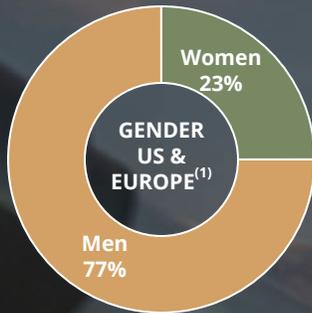
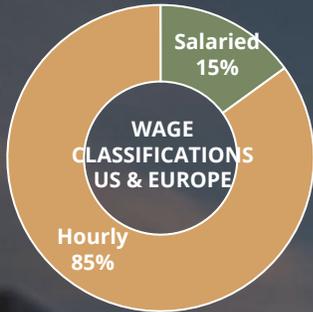
Leadership Commitment

THOR's commitment to diversity, equity and inclusion is supported by our top executive leadership team. Our leadership team is passionate about our journey and proud of the success we've made while leading the way for the RV industry. In 2022 our strategy will include efforts to engage our family of companies on a deeper level. THOR will provide the framework we have been developing over the past year with our corporate team and guide our companies as they begin their journey. THOR's leadership team will continue to lead our DEI efforts as we engage our family of companies.

“Creating a truly inclusive environment that celebrates and empowers differences is essential to THOR. The RV industry has a long history of being identified with a certain race and a specific age group. Changing those stereotypes requires intention. We love this journey, feel good about the first steps we have taken, and look forward to continuing to open our industry to everyone. With our team members at our companies and with the users of our RVs, we are passionate about leading this change in our industry. Chandria has fit right in with our team and been an invaluable resource to us as we drive this important change.”

– Bob Martin
President and CEO

THOR'S Global Workforce Demographics



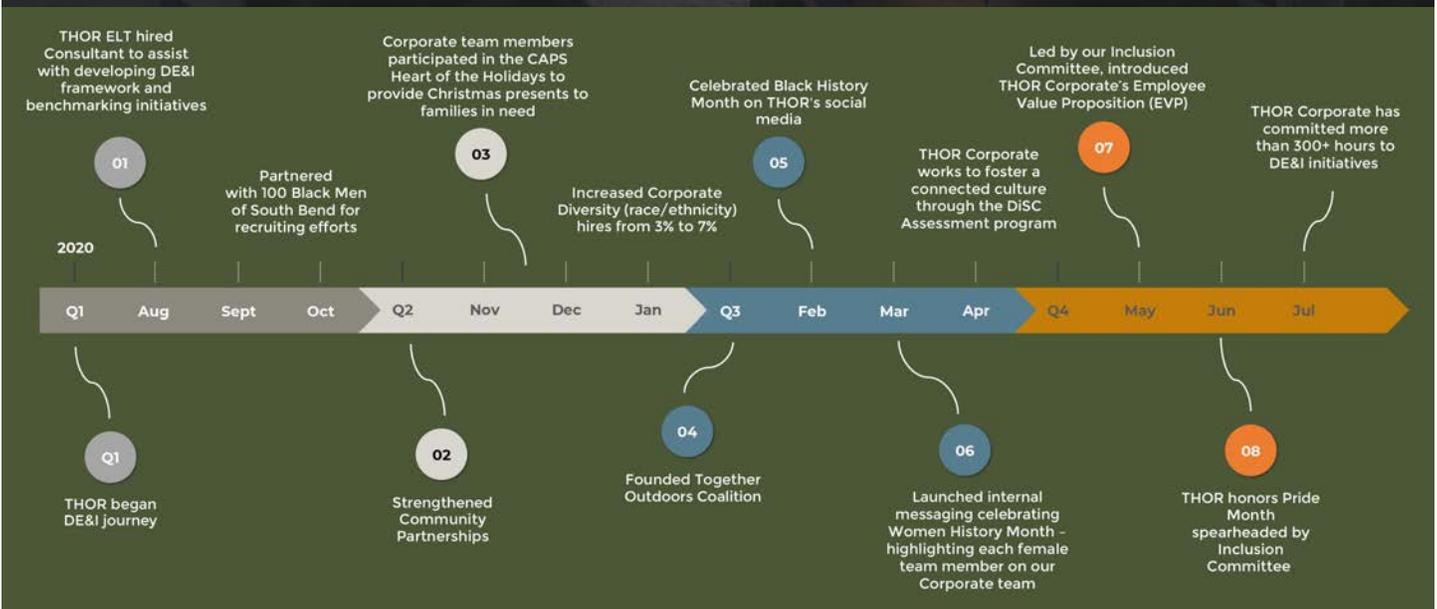
As we continue to launch our DEI efforts across the family of companies, our goal is to reach a greater depth and breadth of experiences and perspectives which we believe is done by focusing on diversity in leadership. Diversity in leadership allows us to foster better relationships with our team members, customers and stakeholders. We strive for all of our employees to feel a sense of belonging at THOR and envision opportunities to advance within our companies. We also believe that different perspectives create opportunities for innovation, which is critical in our sustainability efforts.

Since beginning our DEI journey this fiscal year, the corporate team's diversity as a whole has doubled in size. The growth our team has made shows the strength of the foundation we have started.

200%

INCREASE IN DIVERSE CORPORATE TEAM MEMBERS BASED ON EEO STATISTICS

THOR Corporate's Diversity, Equity and Inclusion Timeline





SAFETY AND WELLNESS

THOR puts the health and safety of our team members first and is committed to maintaining a robust safety culture that aims to prevent workplace injuries. This commitment is supported through regular, effective communication, transparent reporting and external benchmarking. Within our manufacturing and distribution facilities across the globe, we have site-specific environmental health and safety plans designed to keep team members safe and prevent risk.

2021 presented the combination of a record year of production of units with a challenging workforce due to COVID 19 and the dearth of team members due to the high production levels in the RV industry. These factors led to increased turnover at our operating companies. A very large volume of new team members operating at the highest production levels in the history of our company created a unique challenge for our health and safety teams. As a consequence, our recordable incident rate increased in 2021, as did our lost time per incident.

Our focus on the health and safety of our team members remains our top priority. Our goals with incident rates is not just reduction but prevention. The experience of 2021 offered many lessons and opportunities for improvement. Our companies continue to face incredible challenges to our workforce which result in excessive turnover and a large inflow of new employees. To meet the challenges, our companies have bolstered site-specific safety plans and rely on regular, effective

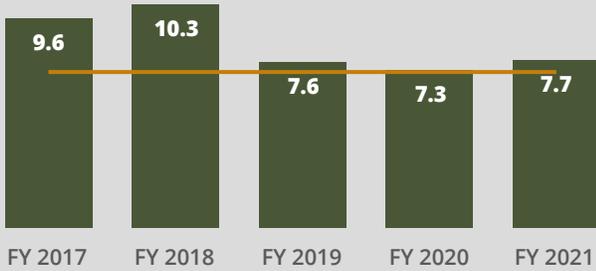
communication and transparent reporting to promote prevention and facilitate progress. We remain confident that our health and safety programs will drive improvement even in the face of these challenges.

No longer content with using only industry benchmarks to gauge our performance, THOR is establishing internal benchmarks which will help further drive engaged participation with health and safety plans while fostering a culture of continuous improvement and a community where team members look out for themselves and, more importantly, each other. Our number one goal is to provide the safest environment possible for all current and future team members. In 2021, we had zero team member or contractor fatalities.

To find more information about THOR's safety efforts please see our [Occupational Health and Safety Policy](#) on our Sustainability website.

Safety and Wellness Statistics

RECORDABLE INCIDENT RATE (RIR)
 PER 200,000 HOURS WORKED;
 NA RV Operations FY21⁽²⁾



■ Recordable Incident Rate THOR
 — Recordable Incident Rate NAICS Benchmark

LOST TIME INCIDENT RATE (LTIR)
 PER 200,000 HOURS WORKED;
 NA RV Operations FY21⁽²⁾



■ Recordable Incident Rate THOR
 — Recordable Incident Rate NAICS Benchmark

COVID-19 Response

To support our employees, communities and other stakeholders, we made employee safety our top priority, following protocols which aligned with governmental authorities and health organizations, including the CDC. During fiscal year 2021, THOR took numerous enterprise-wide stringent measures to protect our workforce during the pandemic including, but not limited to:

- Implementing robust, consistent cleaning and disinfecting protocols;

- Providing and requiring proper Personal Protective Equipment, while also enforcing social distancing and face covering protocols;
- Providing testing locations, free of charge, to team members and requiring team members to stay home, with no actual or implied penalties, if they were feeling ill;
- Restricting on-site visitors and eliminating company tours;
- Restricting, or in many cases eliminating, employee work-related travel;
- Updating our protocols and procedures, as needed, when new information became available; and
- Implementing detailed contact tracing procedures and quarantine protocols for those who may have been exposed.



THOR was at the forefront of the pandemic response and implemented a playbook of protocols across the comprehensive THOR family of companies. In addition, THOR met with CDC leaders and maintained regular communications with city and county officials to ensure everything possible was being done by the THOR family of companies to keep our team members and communities safe.



COMPANY CULTURE

Commitment to Ethical Behavior

THOR provides a safe and respectful workplace and is committed to having a high standard of business ethics for our team members and our customers. THOR requires team members, based on their role and level in the organization, to participate annually in business ethics training. Providing our team members with resources and an ethics program cultivates strong teamwork and productivity. Issues can be communicated anonymously via phone, email or online inquiry system using our multilingual third-party hotline. Every report is investigated and, if warranted, corrective actions are taken and/or implemented. THOR protects team members who report issues from any retaliation. THOR's commitment to business ethics is set forth in our business ethics policy, which is provided to every team member, and is available on our company website.

Assessing Our Culture

For the past two years, THOR has offered an opportunity for our operating companies to participate in a culture survey. The goal of the culture survey is to identify areas needing improvement and use results to determine changes in strategy, leadership needs and organizational changes. 64% of survey participants completed the survey, and feedback was reviewed at the corporate level and shared with respective operating companies.

At THOR, we believe in doing business the right way. We act with integrity and always comply with the law, provide team members with a fair and safe work environment, and deal fairly with members of the public (including our customers, investors and competitors).

Training and Development

Due to the pandemic, THOR's program with Notre Dame's Mendoza College of Business was interrupted. However, THOR continued to provide opportunities for team members by partnering with the Full Circle Group and executive leadership coaches. As in previous years, THOR invested in a bank of coaching hours to provide ongoing development support. THOR corporate and some of the operating companies partnered directly with coaches and launched new leadership development programs. THOR remains committed to offering quality opportunities to our future leaders as we reimagine and develop new executive leadership initiatives.

ENVIRONMENTAL



THOR's approach to sustainability is a journey of continuous improvement. We're excited to share with you the strategies, plans and actions we are taking as the industry leader to combat the risks posed by climate change. In this report, we will share year-over-year data for Greenhouse Gas (GHG) CO₂e emissions for fiscal year 2020 (August 1, 2019 to July 31, 2020) and fiscal year 2021 (August 1, 2020 to July 31, 2021) as compared to our baseline of fiscal year 2019 (August 1, 2018 to July 31, 2019). In addition to extensive disclosures concerning Carbon and Climate, we will share strategies, plans and actions addressing Risk and Opportunities, Natural Resources, and Waste and Toxicity.

In June 2020, we took bold action to lead the fight against climate change, committing to be greenhouse gas (GHG) net-neutral in or before 2050, with the interim target of 50% reduction in GHG Scope 1 and Scope 2 emissions in or before 2030 by signing "Business Ambition for 1.5° C."

THOR achieved a significant milestone in our climate commitment in July 2021 by voluntarily participating in Carbon Disclosure Project's (CDP) Carbon & Climate Questionnaire. CDP, a not-for-profit charity, operates the global disclosure system allowing investors, companies, cities, states, and regions to manage their environmental impacts. Over the past 20 years, the CDP's system has resulted in unparalleled, worldwide engagement on environmental issues.

Moving forward, it is THOR's intent to continue to disclose data with CDP providing transparency to our commitments for GHG net-neutral and related reduction targets.^{3, 4, 5, 6, 7, 8}

We are very excited to announce that during fiscal 2021, the Erwin Hymer Group achieved the significant milestone of carbon net-neutral manufacturing. This accomplishment is not only a first for the THOR family of companies, but also an RV industry first, further demonstrating our commitment and leadership in the fight against climate risks.



RISK AND OPPORTUNITIES

Sustainability Risk Management

We recognize the risk and opportunities presented by climate change, and have taken actions to incorporate climate into our strategic planning and assessment activities. We are the first in the RV industry to share the development of a comprehensive sustainability risk management (SRM) process, which is stand-alone from THOR's existing enterprise risk management (ERM) process.

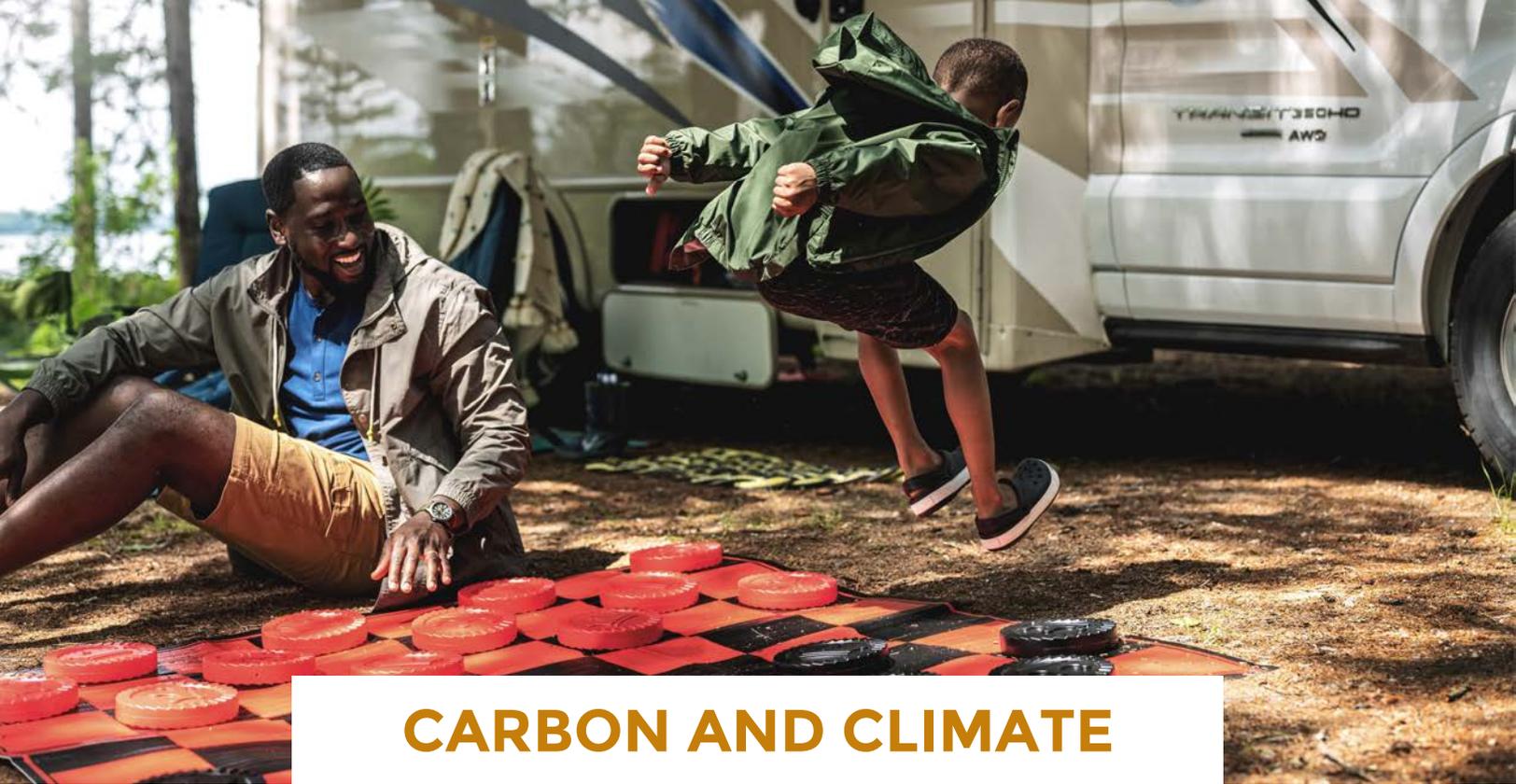
Consistent with THOR's current ERM process, the findings of the SRM are reported directly to the Board of Directors and Executive Leadership Team, and shared across the THOR family of companies through the Sustainability Operating Committee.

THOR's enterprise level environmental policy addresses such critical topics as the risks presented by climate change, carbon emission and waste reduction targets, creating a healthier and safer workplace, commitments to prevent pollution and to continuously improve environmental performance. As previously reported, in fiscal 2020, THOR rolled-out an Environmental Management System (EMS) across the THOR family of companies. While our EMS is not ISO 14001 attested at this time, the process was modeled for such compliance and we may consider such accreditation in the future. THOR's Environmental Policy and EMS documents can be found at www.thorindustries.com.

THOR recognizes our commitment to sustainability must expand beyond our factory walls. We regularly engage our supply partners on the criticality of sustainability. In fiscal year 2020, THOR completed our initial Supplier Sustainability Self-Assessment to baseline supplier knowledge and encourage commitment to continuous improvement in sustainability. Our strategy is to have key supply partners complete the survey bi-annually, with the next event planned for fiscal year 2022. THOR's Supplier Sustainability Self-Assessment document can be found at www.thorindustries.com.

During fiscal year 2021, the THOR family of companies did not experience a reportable environmental incident or environmental controversy.

Refer to Appendix A for more details concerning THOR's sustainability risk management (SRM) process.



CARBON AND CLIMATE

Baseline and Target Setting

As a natural expansion of THOR's commitment to the UN Global Compact, we became a signatory of the "Business Ambition for 1.5° C" in June 2020. THOR, as the industry leader, took this bold action as recognition of the environmental, social and governance risks posed by climate change, and commit to be carbon net-neutral by 2050. Further, we have set the interim target of 50% reduction in Scope 1 and Scope 2 GHG emissions by 2030.

In 2019, THOR acquired the Erwin Hymer Group (EHG), a leading RV manufacturer in Europe. One of the biggest reasons EHG was a strategic fit for THOR was their global leadership in sustainability efforts in the RV industry. EHG was far ahead of the curve on sustainability in both Europe and North America. This created a great opportunity for THOR to build upon established practices and to learn from EHG's own journey. EHG continues to lead the industry. By the end of our fiscal year 2021, EHG became the first RV manufacturer to reach the milestone of carbon net-neutral manufacturing. This is an incredible milestone not just for EHG and THOR but for the entire RV industry, as EHG paves the way that others must follow as our industry drives towards a truly sustainable manufacturing profile.

THOR achieved a significant milestone in our sustainability journey by voluntarily completing the Carbon Disclosure Project (CDP) Carbon & Climate Questionnaire. CDP, a not-for-profit charity, operates the global disclosure system allowing investors, companies, cities, states, and regions to manage their environmental impacts. Over the past 20 years,

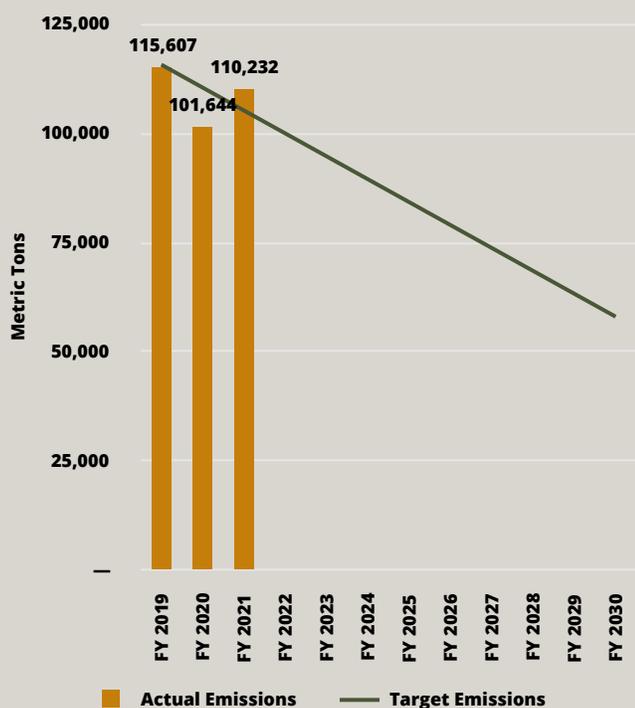
the CDP's system has resulted in unparalleled, worldwide engagement on environmental issues. We shared data from our fiscal year 2019 baseline period, and intend to submit year-over-year emissions and related data according to THOR's fiscal year calendar moving forward. For example, THOR's July 2022 CDP submission will include data from our fiscal 2020 and fiscal 2021 years as compared to the baseline of fiscal year 2019.

THOR's fiscal year 2019 was selected as the reporting baseline, recognizing that the COVID-19 pandemic would distort economic activity during fiscal year 2020 and create risk of variance in emission data. As we will further discuss, the COVID-19 pandemic has had a significant impact on THOR operations. We define the reporting boundary for climate-related impacts from the perspective of operational control, as this methodology is consistent with established company reporting norms.

Emissions data is calculated using actual energy consumption. Greenhouse gas emissions are calculated using the EPA Simplified GHG Calculator (SGEC)⁹, which summarizes output in CO₂, CH₄ and N₂O, collectively reported as CO₂ equivalents. For the purposes of this report, we are using greenhouse gas, CO₂ equivalents and carbon emissions interchangeably. Scope 2 emissions are reported using market actuals as provided by electricity providers. We do, however, calculate emissions for the United States using regional averages as provided by the SGEC for internal reference. Also, this data is characterized as absolute or gross emissions and normalized as a factor of USD\$ revenue.

Chart 1 summarizes absolute GHG emissions for fiscal year 2020 (August 1, 2019 to July 31, 2020) and fiscal year 2021 (August 1, 2020 to July 31, 2021) as compared to the adjusted fiscal year 2019 baseline for total THOR. THOR's combined target for absolute Scope 1 and Scope 2 GHG emissions for fiscal year 2020 was 110,353 metric tons. Actual GHG emissions measured 101,644 metric tons, translating to 8,709 metric tons better than target.

CHART 1: THOR GLOBAL - ABSOLUTE GHG EMISSIONS FOR 50% REDUCTION IN SCOPE 1 AND SCOPE 2 BY 2030



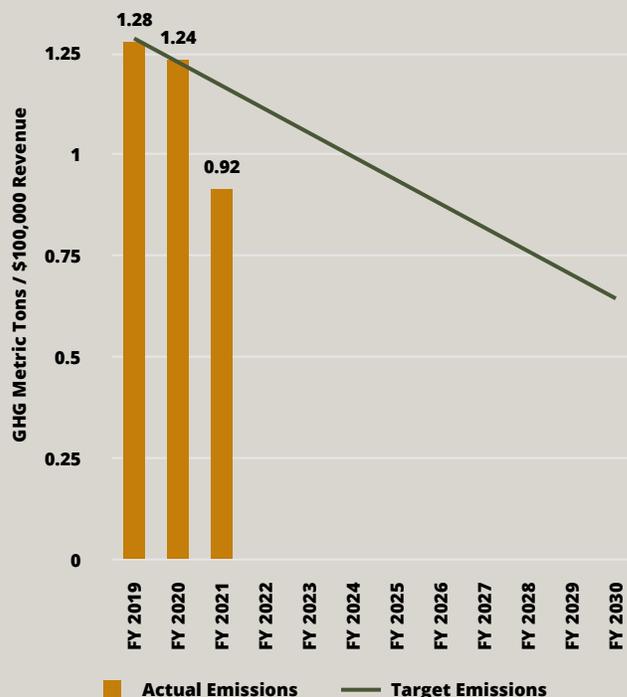
Turning our attention to fiscal year 2021 GHG emissions, absolute emission target for the period was 105,098 metric tons. THOR's total GHG emissions for fiscal 2021 totaled 110,232, translating to 5,135 metric tons above goal. It is noteworthy that while not achieving the reduction target for fiscal year 2021, actual emissions were below the fiscal 2019 baseline by 5,375 metric tons.

The impact of the COVID-19 pandemic is a significant factor in GHG emissions for fiscal years 2020 and 2021. In terms of absolute emissions, overall energy consumption was significantly reduced during mid-calendar year 2020 as a result of multi-week shutdowns at the THOR family of companies' manufacturing locations globally, as well as significant remote working schedules by support team members.

However, this abrupt reduction of manufacturing activity early in the onset of the global COVID-19 pandemic was followed by explosive growth in RV demand for the remainder of fiscal 2020, resulting in significant revenue growth over baseline fiscal 2019. We're pleased to report the strong demand for RV products continued through fiscal year 2021. The challenge and opportunity for THOR in the context of absolute GHG emissions is how to accelerate and expand programs to reduce both energy intensity and actual emissions through wider-scale conversion to renewable energy sources while continuing to drive economic growth that affords investments in community, innovation and team members.

Chart 2 summarizes GHG emissions data as normalized as a factor of USD\$100,000 of revenue for total THOR. Scope 1 and Scope 2 actual GHG emissions for baseline period fiscal 2019 as normalized for revenue was 1.28 metric tons per USD\$100,000. Actual normalized for revenue emissions for fiscal year 2020 were 1.24, translating to 0.01 metric tons per USD\$100,000 of revenue above target of 1.23 metric tons. And the 0.92 metric tons of emissions normalized for revenue in fiscal year 2021 equates to performance of 0.25 metric tons better than target of 1.17 metric tons per USD\$100,000 of revenue.

CHART 2: THOR GLOBAL - GHG EMISSIONS NORMALIZED TO REVENUE USD\$ FOR 50% REDUCTION IN SCOPE 1 AND SCOPE 2 BY 2030



THOR expects the strong demand for RVs experienced over fiscal year 2020 and fiscal year 2021 to continue, as demonstrated by such factors as buyer demographics, order backlog and dealer inventory levels, as discussed in other THOR disclosures. We are excited with the near-target performance for fiscal year 2020 and better-than-target normalized emissions for fiscal year 2021, as compared with the baseline period of fiscal year 2019. However, we recognize the need to drive continuous improvement in reducing energy intensity, as well as gross emissions, to achieve our longer-term climate change commitments.

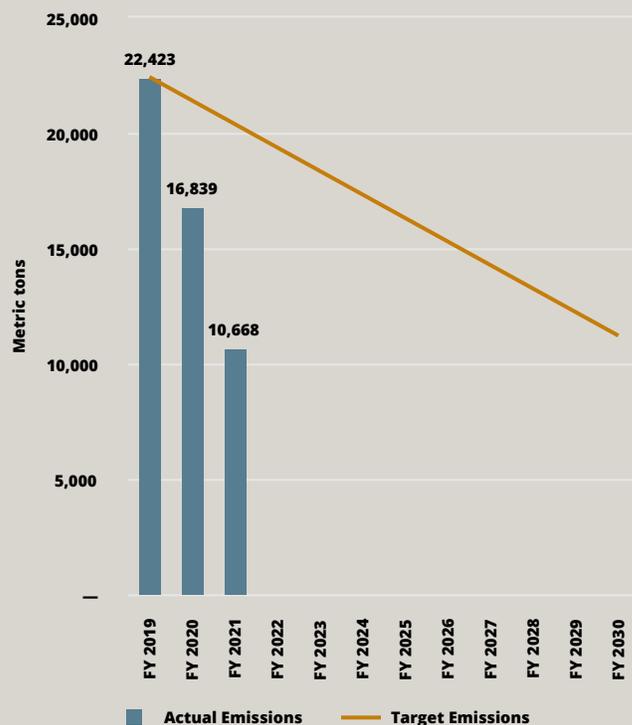
CHART 3: NORTH AMERICAN REGION – ABSOLUTE GHG EMISSIONS FOR 50% REDUCTION IN SCOPE 1 AND 2 BY 2030



A discrepancy in GHG emissions values becomes evident when comparing Europe and North America performance, with THOR EU region operations performing significantly better than target. We are excited to announce that during fiscal 2021 our Erwin Hymer Group achieved the milestone of carbon net-neutral manufacturing – an RV industry first. This monumental achievement was accomplished through a multi-step approach of: Scope 1 GHG emissions reduction by conversion of facility heating to biofuels and away from natural gas, conversion of mobile equipment fleet to battery electric, and wide-scale investment to further reduce energy intensity.

Scope 2 GHG emissions reduction was achieved by conversion to renewable clean energy sources of electricity. For example, Scope 2 GHG emissions in Europe have been reduced by 96% in year-over-year comparison of fiscal year 2020 to fiscal year 2021 (8,692 metric tons for fiscal 2020 versus 354 metric ton for fiscal 2021). To offset remaining carbon emissions, the Erwin Hymer Group partnered with external organizations to retire 3,200 Gold Standard¹⁰ Voluntary Emission Reduction (VER) Credits.

CHART 4: EUROPEAN REGION – ABSOLUTE GHG EMISSIONS FOR 50% REDUCTION IN SCOPE 1 AND 2 BY 2030



THOR is actively studying Scope 3 greenhouse gas emissions, and we look forward to continued engagement within the sustainability community regarding Scope 3 emissions boundaries to facilitate incorporation into reporting and target setting in the future.

Refer to Appendix B for more details concerning GHG emissions, target setting and status to metrics.

Energy Consumption and Emissions Reduction

We organize our energy sources as electricity, natural gas, diesel, unleaded gas, biomass, and liquid propane. Chart 13 in Appendix C summarizes consumption for fiscal years 2019 – 2021 for THOR North America. As data collection activities continue to improve, we are excited to include this information for THOR European operations commencing in fiscal year 2021.

By far, the largest contributor to THOR's climate emissions is electricity consumption. We are pursuing a multi-pronged approach to 1) engage with electricity providers to understand their respective timeline for conversion to renewable energy from fossil fuels, 2) invest internally in renewable energy self-generation, and 3) take actions to reduce energy intensity. As mentioned, THOR European operations benefit from the advanced capacity of renewable energy within the EU power supply network.

Currently, an estimated 16% of THOR's North American electricity supply is derived from renewable energy sources. The percentage of clean energy is expected to increase significantly to an estimated 29% by 2028 based on engagement with our electricity supply partners. These actions by THOR's electricity suppliers translates to an estimated reduction of 17,325 MT of GHG emissions annually, at fiscal year 2019 base values. While this is strong progress by our energy partners, we continue to encourage more aggressive conversion to renewable sources of energy.

Several of the THOR family of companies secure renewable energy credits (REC) in partnership with their local electricity suppliers. Using fiscal year 2019 data, these operations consumed 5,978 MWH of electricity, and the REC's represent the avoidance of 3,088 MT of greenhouse gas emissions. THOR's global operations are in close dialogue with our energy suppliers to identify opportunities for partnership with locally produced REC projects, as well as participation in regional and/or national renewable energy markets.

To compliment the actions of our electric suppliers to reduce their dependency on energy derived from fossil fuels, to-date THOR has committed to invest more than \$8,622,000 in multiple Solar Photovoltaic Systems capable of generating in excess of 7,615 MWH, with the first phase having gone live in late 2020. THOR's investments in renewable energy self-generation will further reduce GHG emissions by an estimated 5,447 MT annually.

We are currently studying additional opportunities to further expand our clean energy production capacity.

Continuous improvement is an integral part of THOR's business culture. We recently invested more than \$1,279,000 to reduce the energy intensity of our operations. These actions represent annual savings of an estimated 10,815 MWH of electricity, with a corresponding 4,203 MT reduction in carbon emissions at fiscal year 2019 base values.

Refer to Appendix C for more details concerning THOR's energy consumption and emissions reduction actions.

\$8.6M

INVESTED FOR SOLAR POWER GENERATION

\$9.9M

INVESTED TO IMPROVE ENERGY EFFICIENCY AND SOLAR POWER GENERATION



NATURAL RESOURCES

The Fiscal Year 2021 Sustainability Report is THOR's first disclosure regarding water consumption, source and disposal. From an operations perspective, the THOR family of companies do not use process water in the manufacturing of RV products and components. THOR's water usage can be described in the following categories: 1) general sanitation, 2) tank leak-testing, and 3) RV finished goods leak testing. At this time, we have data on total water usage for North America for fiscal years 2020 and 2021, and for Europe for fiscal year 2021. Tank and finished goods RV testing water are currently recycled. However, at this time we do not have details concerning quantity and frequency of recycling. We will endeavor to better define current water usage, and from this baseline, identify opportunities for continuous improvement to reduce fresh water consumption going forward.

THOR supports the water stewardship principles of the UN Global Compact CEO Water Mandate, and the six commitment areas of:

1. Direct Operations
2. Supply Chain and Watershed Management
3. Collective Action
4. Public Policy
5. Community Engagement
6. Transparency

THOR is currently reviewing CDP's Forests Questionnaire and are considering the suitability of future participation.

Refer to Appendix D for more details concerning THOR's first-ever disclosure on water usage, water sources and waste water discharge.

CHART 5: FRESH WATER CONSUMPTION BY REGION

Fiscal Year	North America	Europe	Total	Unit
FY 2020	44,739,313	—	44,739,313	Gallons
FY 2021	63,191,988	22,126,324	85,318,313	



WASTE AND TOXICITY

Volatile Organic Compounds (VOC) and Hazardous Materials

THOR discloses quantitative information on other significant air emissions, and specific targets for reducing N₂O and CH₄ in the Carbon and Climate section. We do not have significant air emissions from other nitrogen oxide and sulfur oxide compounds.

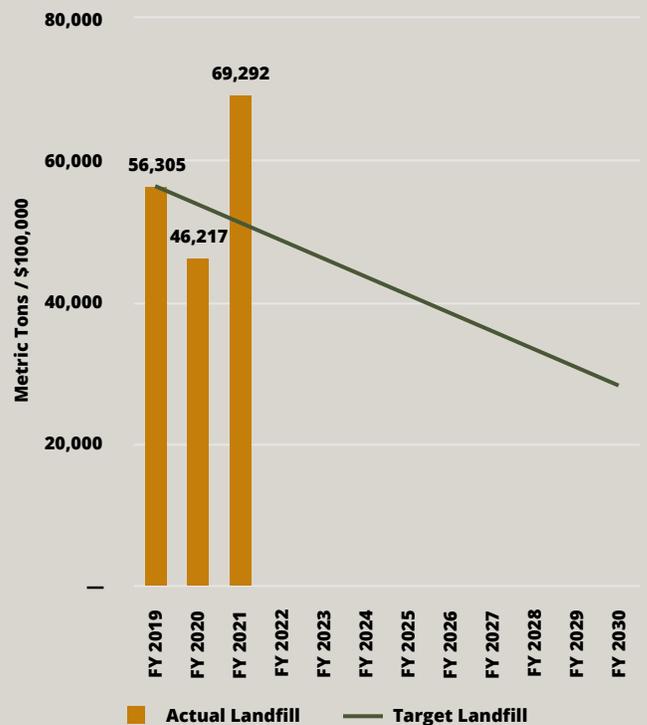
Refer to Appendix E for details concerning THOR's first-ever disclosure of VOC and hazardous waste data.

Solid Waste & Recycling

As the industry leader, THOR announced the aggressive target of 50% reduction in solid waste to landfill in or by 2030. We understand that achieving this goal requires close collaboration with our value stream partners, particularly suppliers, to design out the use of non-recyclable materials, reduce the quantity of packaging used, and increase the frequency of returnable packaging. We aggressively research opportunities to increase waste recycling as demand and technologies evolve in this area.

Consistent with target setting for GHG emissions, we selected fiscal year 2019 as the baseline for solid waste data. Chart 6 summarizes absolute solid waste disposal for fiscal year 2020 and fiscal year 2021 as compared to the fiscal year 2019 baseline.

CHART 6: THOR GLOBAL - ABSOLUTE SOLID WASTE TO LANDFILL FOR 50% REDUCTION BY 2030



THOR's global target for solid waste to landfill for fiscal year 2020 was 53,746 metric tons. Actual waste to landfill measured 46,217, translating to 7,529 metric tons better than target.

Turning our attention to fiscal year 2021 solid waste to landfill, the global target for the period was 51,187 metric tons. THOR's global absolute waste to landfill for fiscal 2021 totaled 69,292 metric tons, translating to 18,105 metric tons above goal.

COVID-19 had a significant influence on solid waste to landfill performance. THOR's global operations were shut-down for several weeks in 2020 at the onset of the global pandemic; reducing manufacturing activity and, hence, solid waste generation. This heavily influenced the better-than-target performance for fiscal year 2020.

However, as THOR experienced robust demand for products in later fiscal year 2020 and fiscal year 2021, global supply chain disruptions became a day-to-day phenomenon. This forced our operating companies to search for alternative sources of supply, modify established logistics channels, and adapt to less than ideal packaging scenarios as a means of securing critical raw materials and components.

A geographic discrepancy in solid waste to landfill values becomes evident when comparing Charts 8 and 9. As demonstrated, THOR EU region operations are performing significantly better-than-target for solid waste reduction. Key factors influencing this trend are the proactive policies promoting recycling and waste reduction of the European Union, significantly more restrictive regulations concerning waste disposal, and much higher costs of landfill disposal as compared to the United States, for example. THOR continues to aggressively look for opportunities to minimize both the in-bound receipt of difficult to recycle materials and reduction of waste generated from internal operations.

Chart 7 summarizes solid waste disposal normalized to revenue for fiscal years 2020 and 2021 as compared to the fiscal year 2019 baseline. THOR's global target for solid waste disposal normalized to revenue for fiscal year 2020 was 0.60 metric tons per USD\$100,000. Actual normalized performance was 0.56 metric tons per USD\$100,000, translating to 0.04 metric tons better than target.

CHART 7: THOR GLOBAL – SOLID WASTE TO LANDFILL NORMALIZED FOR REVENUE

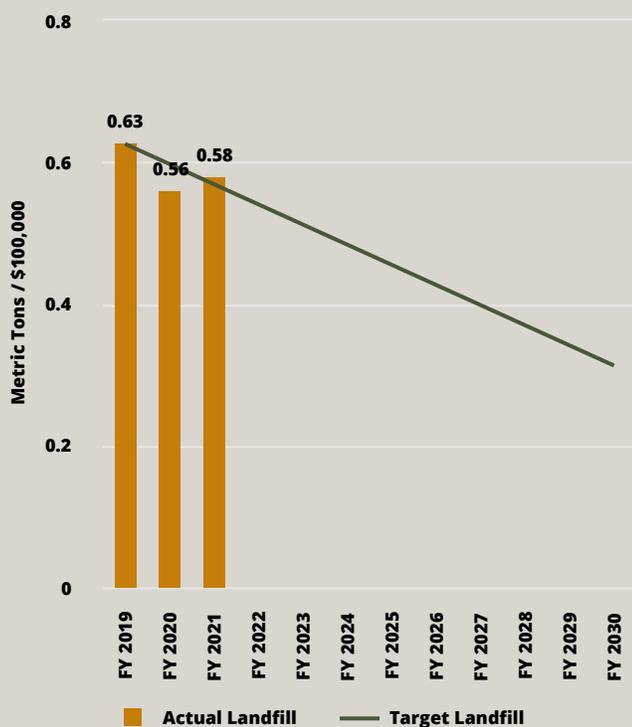
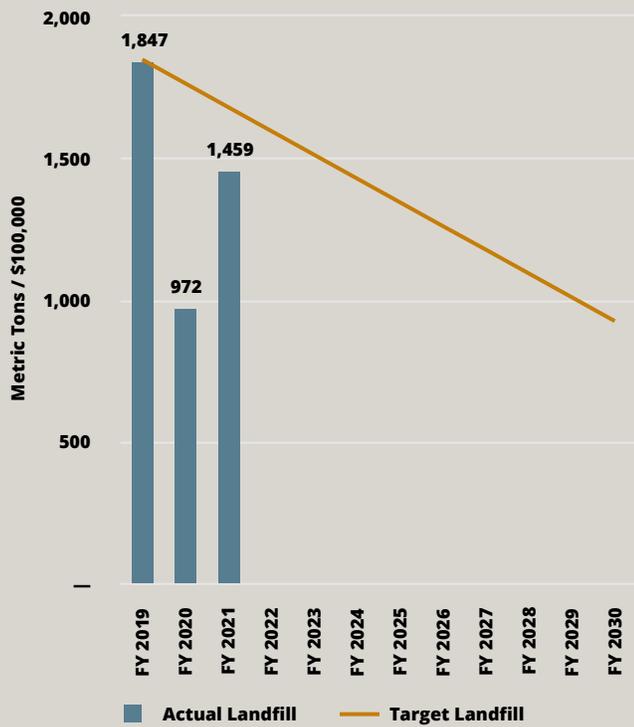


CHART 8: NORTH AMERICAN REGION – ABSOLUTE SOLID WASTE TO LANDFILL FOR 50% REDUCTION BY 2030



CHART 9: EUROPEAN REGION – ABSOLUTE SOLID WASTE TO LANDFILL FOR 50% REDUCTION BY 2030



As previously discussed, performance for fiscal year 2021 is mixed. On the one hand, we experienced unprecedented supply chain and operational disruptions, primarily driven by the global impact of the COVID-19 pandemic. Conversely, the THOR family of companies delivered record setting manufacturing performance to support incredible growth in demand for our RV products.

The target for solid waste to landfill normalized per USD\$100,000 revenue for fiscal 2021 was 0.57 metric tons. Actual performance measured 0.58 metric tons per USD\$100,000, missing the target by 0.01 metric tons.

CHART 10: NORTH AMERICAN REGION – SOLID WASTE TO LANDFILL NORMALIZED FOR REVENUE

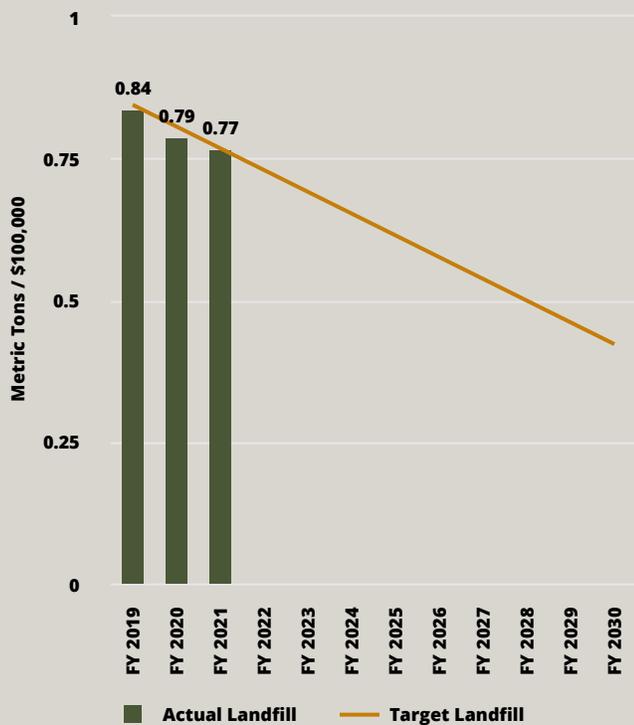
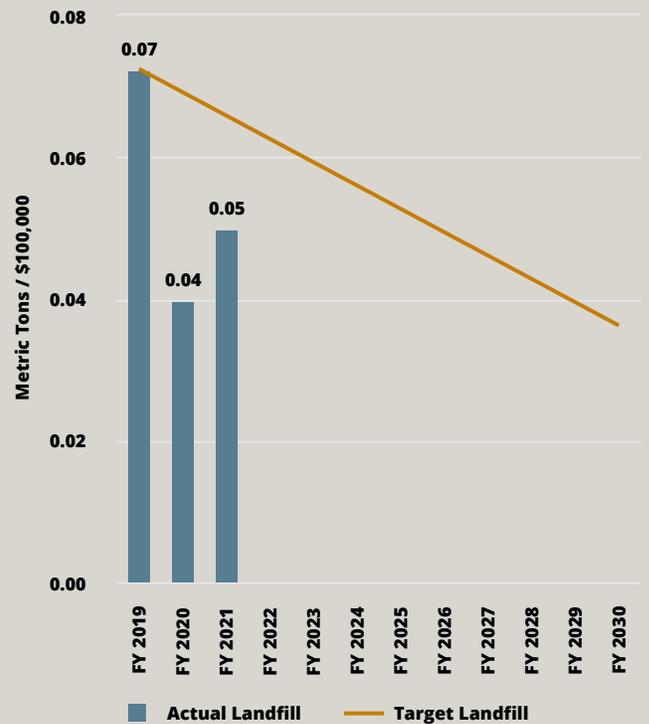


CHART 11: EUROPEAN REGION – SOLID WASTE TO LANDFILL NORMALIZED FOR REVENUE



INNOVATION

AIRSTREAM

Innovation is a key opportunity in our sustainability journey. Traditionally, our industry has focused on product-related innovation designed to make the RVs that our companies make more enjoyable for our users. However, innovation at THOR is viewed much differently today. While our companies continue to drive market-leading innovations on their products, THOR has recognized that long-term innovation strategies which affect the global enterprise and the industry are essential to deliver on the initiatives of today to meet the challenges of tomorrow. Our sustainability strategy rests heavily upon our innovation strategy.

In the RV industry, manufacturers like THOR are considered assemblers, as they rely upon the supply of both motorized and towable chassis from key suppliers such as Ford, Fiat, Mercedes, and Lippert. RV manufacturers then build the RV on these third-party supplied chassis. The motorized chassis are a significant factor in our sustainability journey. While we do not manufacture the combustible engines that drive our motorized chassis today, THOR, as the leader in the RV industry, is making significant investment in the development of alternative energy solutions designed to reduce the carbon footprint of the RVs that our companies sell. THOR is engaged with its supply chain in an effort to quickly address the realization of alternative fuel needs. THOR's focus on innovation includes improving the sustainability of the parts and chassis that are supplied to our companies by third-party suppliers.

This strategy of driving change within our supply chain rather than waiting for the suppliers to offer change requires a specific strategic focus and a willingness to make significant investment.

THOR has set that focus and has and will continue to make that investment. THOR's investment has paved the way for meaningful progress in the RV industry. As previously mentioned, THOR's acquisition of EHG created a number of synergistic opportunities that relate to our sustainability profile. In 2018, a year before THOR acquired EHG, EHG initiated a project with a key automotive supplier and partner, ZF Friedrichschafen AG, to create an electric-powered towable RV which would function with an electric tow vehicle in a manner so as to significantly minimize and even improve the range of the electric vehicle. This seemingly insurmountable challenge was met and put on full display when Dethleffs, one of EHG's operating companies, displayed its innovation in the E.HOME Caravan Alps Challenge. Typically, electric vehicles experience a significant loss of range when towing an RV (often measured by more than 50% reduction). However, the E.HOME caravan has its own electric powered drive which self-propels the RV. Sophisticated sensors enable the trailer to match the speed of the tow vehicle, greatly reducing the loss of range of the tow vehicle. In the summer of 2021, an Audi e-tron, with a stated range of 393 km, pulled the trailer 386 km from Germany to Italy (including over the Alps) on a single charge. The E.HOME is a product of the investment in innovation being driven by THOR and EHG, and while it remains a prototype, the E.HOME has advanced the technology in the RV space significantly and we are confident that it will result in a more sustainable solution for the RV industry in the coming years.

As we look ahead, our focus on innovation will be a key driver to our success on our sustainability journey.

GOVERNANCE



The board of directors, emphasizing the importance of the continued development of sustainable practices throughout the company, renamed the former Governance and Nomination Committee to the Environmental, Social, Governance and Nomination Committee (ESGN Committee) in June 2021. Consisting of four independent directors, the ESGN Committee provides direction and oversight of the company's sustainability efforts and reports those efforts to the board at least quarterly.

THOR recognizes effective assessment of sustainability-related risks and opportunities, and the achievement of the company's goals require persistent leadership and consistent communication with our operational teams. Accordingly, the ESGN Committee established the THOR Sustainability Committee to design and implement THOR's sustainability strategies, initiatives and policies, and to be responsible for sustainability performance and reporting. Comprising several members of senior management and chaired by THOR's VP of Sustainability, the Sustainability Committee provides operational leadership among the THOR family of companies, helping our companies identify sustainability-related risks and opportunities, establishing consistent metrics to enable meaningful measurement, and coordinating the collection of data to enable consistent reporting.

The Sustainability Committee meets at least monthly to ensure consistent progress towards our sustainability goals, and the committee reports to the ESGN Committee at least quarterly.

THOR established the Sustainability Operating Committee (SOC) in order to operationally coordinate and advance sustainability initiatives across the family of companies. Under the leadership of THOR's VP of Sustainability and the oversight of the Sustainability Committee, the SOC is comprised of executive leaders from each of THOR's operating companies. The SOC meets monthly to align on the implementation of sustainability initiatives, identify challenges and opportunities, communicate progress towards sustainability goals, identify common metrics and coordinate the collection of data. THOR's VP of Sustainability also chairs the Sustainability Operating Committee.



DATA PRIVACY AND INFORMATION SECURITY

The THOR family of companies collect, generate and maintain a growing body of data derived from a variety of sources including data 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.

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 which are attuned to the needs of dealers and consumers.

THOR recognizes these opportunities have inherent risks. Consumers increasingly demand transparency and control with respect to their data. Bad actors are employing increasingly sophisticated means to access data and/or to infiltrate information systems. Data privacy and information security laws and regulations and corresponding compliance obligations are rapidly evolving.

Failure to appropriately govern the use and collection of data may therefore result in, among other things, data enforcement actions by regulators, civil and criminal legal liability, loss of business assets, disruption of our operations, unauthorized disclosure of confidential, proprietary, and/or personal information, reputational damage, and loss of confidence of consumers and investors.

THOR is committed to soundly governing the data it possesses and controls in a manner which respects the rights of individuals, provides transparency, complies with applicable laws and regulations, and appropriately secures the data from unauthorized use or access.

Data Governance

The board of directors oversees the company's data privacy and information security practices. Several directors have significant experience in data privacy and information security matters. The board's Audit Committee has primary responsibility for information security. Each director serving on the Audit Committee is independent.

THOR's commitment to governance of data privacy and information security is reflected in the hiring of the company's first, full-time Data Protection Officer (DPO) in 2019. The DPO reports directly to the board of directors at least quarterly as to data privacy and information security matters. The DPO works with IT, legal, internal audit, and other teams across our companies to stay abreast of the rapidly changing regulatory environment, to coordinate and evaluate the company's data collection and privacy practices, and to assess and test data security measures across the THOR family of companies, products and services.

Resilience

The RV industry has seen a number of high-profile cyberattacks. While it is not possible to defend against every conceivable threat, we have implemented and regularly review programs to improve our resistance to these types of attacks through reasonable administrative and technical safeguards. Our safeguards include the establishment of appropriate and reasonable internal levels of security, written information technology procedures, procedures governing regular review of our security measures and processes designed to prevent and detect unauthorized access to our information systems. The THOR family of companies also have information security training programs appropriate for the nature of their operations

We strategically enhance our internal capabilities as needed. For example, we have partnered with several leading cybersecurity firms to improve our ability to detect and recover from attacks on our data.

Although we seek to resist attacks, we also have implemented plans in the event an attack succeeds. Our operating companies have established backup and disaster recovery procedures, as well as incident response plans. THOR also maintains information security risk or cyber insurance risk policies of insurance with coverages appropriate for the nature and scope of its operations.



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About this Report

THOR Industries, Inc. (NYSE:THO) is the global RV leader and one of the largest manufacturers of recreational vehicles in the world. The information presented in this Sustainability Report pertains to FY2021 (ended July 31, 2021) unless otherwise indicated.

Although THOR acquired the Tiffin Group in December of 2020, the report excludes Tiffin Group Environmental data for FY2021. 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 FY2021. Additional information can be found at www.thorindustries.com, including our FY21 Annual Report (Form 10-K) and materials presented in our dedicated Corporate Responsibility section.

- 1 U.S. statistics based on EEOC race classifications; excluding Tiffin Group as they were acquired partially through FY21
- 2 Excluding Tiffin Group as they were acquired partially through FY 21
- 3 Signatories of "Business Ambition for 1.5°C" have 2 years from date of commitment acceptance to release a plan to achieve net-neutral greenhouse gas emissions (GHG) that is approved by Science Based Targets initiative (SBTi).
- 4 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.
- 5 "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, including interim science-based targets.
- 6 THOR commits to a 50% reduction in GHG Scope 1 and Scope 2 emissions, from the baseline of fiscal year 2019, achieved in or before 2030
- 7 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 in-scope for the 50% reduction interim target.
- 8 Carbon Disclosure Project (CDP). www.cdp.net.
- 9 Simplified GHG Calculator | EPA Center for Corporate Climate Leadership. www.epa.gov/climateleadership/simplified-ghg-emissions-calculator.
- 10 Goldstandard.org for information about Gold Standard Foundation or Gold Standard Registry.
- 11 COSO Enterprise Risk Management - Integrated Framework. www.coso.org.
- 12 The Global Risk Report | World Economic Forum. www.weforum.org.
- 13 National Oceanic and Atmospheric Administration | Climate. www.noaa.org.
- 14 THOR Industries Partners with National Forest Foundation to Plant 500,000 Trees in Five Years. <https://ir.thorindustries.com/investor-resources/press-releases/press-release-details/2020/THOR-Industries-Partners-with-National-Forest-Foundation-to-Plant-500000-Trees-in-Five-Years/default.aspx>



THOR

The THOR Family of Companies

NORTH AMERICA



EUROPEAN



Go Everywhere. Stay Anywhere.™



THOR

Go Everywhere. Stay Anywhere.™

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APPENDIX A

Sustainability Risk Management

THOR has a well-developed enterprise risk management (ERM) process based on the Committee of the Sponsoring Organizations (COSO) of the Treadway Commission Enterprise Risk Management – Integrated Framework¹¹. THOR's ERM process includes an annual assessment of risks facing the company, typically highlighting a one-year time horizon, where participants force-rank a number of risks based on financial impact and likelihood of occurrence. The top ten risks, identified as a result of the annual ERM survey, are reviewed with THOR's Executive Leadership Team and Board of Directors.

In order to identify THOR's sustainability risk level, the initial strategy was to incorporate sustainability risk and opportunities management as an "add-on" to our current ERM process. However, we quickly identified several obstacles with this approach:

- Sustainability risks are more difficult to quantify than traditional risks.
- Longer timelines of 10, 20, even 30 years are used when considering sustainability risks.
- Unpredictability exists with many sustainability issues.
- Sustainability risks are emerging without direct historical references.

Research to determine the best way to identify sustainability risks led us to The World Economic Forum's Global Risk Report¹². This report shows that societal and environmental risks represented four out of the top five global risks in terms of likelihood, and three out of five global risks in terms of impact. This is a significant shift from years prior when economic, geopolitical and technological risks comprised the majority of top global risks in terms of impact.

THOR recognizes the criticality of sustainability risks and is passionate about mainstreaming a sustainability risk assessment. Accordingly, we pursued a stand-alone sustainability enterprise risk management process to ensure sustainability is prioritized and not diluted in importance by other business challenges. THOR launched a new program for sustainability risk management (SRM) which focuses exclusively on environmental, social and governance risks and opportunities of climate change. To address the challenges outlined above, management training on sustainability and climate change preceded the roll out of the SRM tool. Consistent with THOR's current enterprise risk management process, the findings of the SRM are reported directly to the board of directors and executive leadership team, and shared across the THOR family of companies through the Sustainability Operating Committee.

Our sustainability risk management process borrows from The World Economic Forum's Global Risk Report to define top risks by probability and impact:

Probability

1. Large-scale involuntary migration
2. Extreme weather events
3. Failure of climate change mitigation or adoption
4. Interstate conflict
5. Natural catastrophes
6. Failure of national governance
7. Unemployment or underemployment
8. Data fraud or theft
9. Water crisis
10. Illicit trade

Impact

1. Failure of climate mitigation or adoption
2. Weapons of mass destruction
3. Water crisis
4. Large scale involuntary migration
5. Energy price shock
6. Biodiversity loss and ecosystem collapse
7. Fiscal crisis
8. Spread of infection
9. Asset bubble
10. Significant social instability

As outlined above, key challenges of launching an SRM process are quantifying the scenarios over a longer-than-typical time horizon, and educating enterprise leadership as to the contributing factors and causal relationships. For this task, we focused our research on information published by the National Oceanic and Atmospheric Administration (NOAA)¹³.

In the SRM process, we consider three scenarios for greenhouse gas emissions and corresponding global average temperature increase using the concepts: High – carbon emissions continue to increase at current rates; Medium – assumes relative balance between greenhouse gas emissions and other renewable energy solutions (emissions slow from current levels); Low – in this scenario greenhouse gas emissions peak in the coming decades and gradually decline to achieve 1990 levels (consistent with "Business Ambition for 1.5°C").

In a matrix format, the SRM process considers the variables of the three greenhouse gas emission projections, changes to average global temperature, and the resulting impact on ice cap melt, precipitation, sea levels and sea temperature over the time horizons of 1, 5 and 10 years. Participants were asked to consider these scenarios versus the risk factors based on probability and likelihood as defined above.

APPENDIX B

Baseline, Target Setting and Status to Metrics

Using the EPA Simplified GHG Calculator, Chart 12 contains a summary of emissions by chemical type for THOR North America for the period of fiscal year 2019, and compares emissions by chemical for the periods fiscal 2020 and 2021. Note the chart also contains annual reduction targets by chemical. At this time, we are unable to disclose like information for our European operations, but continue to analyze opportunities and methods to improve global reporting capabilities.

CHART 12: NORTH AMERICAN REGION – ABSOLUTE EMISSION BY TYPE FOR 50% REDUCTION IN CO₂E BY 2030

Absolute Emission Type (Metric Tons)			FY 2019	FY 2020	FY 2021
Fiscal Year					
Scope 1 Emissions	CO ₂	Actual	38,115	38,304	48,029
		Target	38,115	36,382	34,650
	CH ₄	Actual	1.00	1.07	1.15
		Target	1.00	0.95	0.90
	N ₂ O	Actual	0.20	0.23	0.45
		Target	0.20	0.19	0.18
Scope 2 Emissions	CO ₂	Actual	53,055	45,151	49,161
		Target	53,055	50,644	48,232
	CH ₄	Actual	6.72	6.34	6.05
		Target	6.72	6.42	6.11
	N ₂ O	Actual	5.91	3.89	6.91
		Target	5.91	5.64	5.37
Scope 1 and 2	CO ₂	Actual	91,170	83,455	97,191
		Target	91,170	87,026	82,882
	CH ₄	Actual	7.72	7.41	7.20
		Target	7.72	7.37	7.02
	N ₂ O	Actual	6.11	4.11	7.36
		Target	6.11	5.83	5.55

APPENDIX C

Energy Consumption and Emissions Reduction

We organize our energy sources as electricity, natural gas, diesel, unleaded gas, biomass, and liquid propane. Chart 13 below summarizes consumption for fiscal years 2019 – 2021 for THOR North America. As data collection activities continue to improve, we are excited to include this information for THOR European operations commencing in fiscal year 2021.

Currently, an estimated 16% of THOR's North American electricity supply is derived from renewable energy sources. The percentage of clean energy is expected to increase significantly to an estimated 29% by 2028 based on engagement with our electricity supply partners. These actions by THOR's electricity suppliers translates to an estimated reduction of 17,325 MT of GHG emissions annually, at fiscal year 2019 base values. While this is strong progress by our energy partners, we continue to encourage more aggressive conversion to renewable sources of energy. Chart 14 attempts to forecast the possible reduction in GHG emissions resulting from publicly disclosed projects by THOR's North American Region electricity providers.

While we have emphasized performance versus the target of 50% reduction in Scope 1 and Scope 2 emissions by 2030, THOR's carbon net-neutral by 2050 goals are in focus. Chart 15 summarizes actual emissions performance versus annual reduction targets to achieve the 2050 target. In summary, THOR's global fiscal year 2019 baseline of combined Absolute Scope 1 and Scope 2 emissions was 115,607 metric tons. For fiscal year 2020 we achieved better-than-target performance, achieving actual emissions of 101,644 metric tons versus a target of 111,878 metric tons. However, consistent with previously mentioned economic factors, emissions for fiscal year 2021 exceeded target on a global scale by 2,083 metric tons, with actual absolute emissions of 110,232 metric tons versus the target of 108,149 metric tons.

Chart 16 details Scope 1 and Scope 2 emissions as normalized for \$USD revenue as aligned with net-neutral by 2050 targets. CO2e emissions normalized to revenue for fiscal year 2020 met target with actual emissions of 1.24 metric tons per \$100,000 revenue. For fiscal year 2021, we achieved better-than-target performance of 0.92 metric tons per \$100,000 as compared to the target of 1.20 metric tons.

THOR is actively studying Scope 3 greenhouse gas emissions, and we look forward to continued engagement within the sustainability community regarding Scope 3 emissions boundaries to facilitate incorporation into reporting and target setting.

CHART 13: ENERGY CONSUMPTION BY TYPE AND REGION

Energy Consumption (kWh)						
Fiscal Year	Electricity			Natural Gas		
	North America	Europe	Total	North America	Europe	Total
FY 2019	100,040,017	—	100,040,017	175,395,780	—	175,395,780
FY 2020	99,051,227	—	99,051,227	170,983,536	—	170,983,536
FY 2021	110,928,699	42,451,753	153,380,453	216,687,638	34,178,678	250,866,316
Fiscal Year	Diesel			Unleaded Gas		
	North America	Europe	Total	North America	Europe	Total
FY 2019	7,070,019	—	7,070,019	5,795,142	—	5,795,142
FY 2020	8,611,194	—	8,611,194	4,595,014	—	4,595,014
FY 2021	7,839,160	5,478,674	13,317,834	6,516,279	308,797	6,825,077
Fiscal Year	Liquid Propane			Heating Oil	Biomass	
	North America	Europe	Total	Europe	Europe	
FY 2019	15,731,907	—	15,731,907	—	—	
FY 2020	18,046,234	—	18,046,234	—	—	
FY 2021	25,913,382	484,559	26,397,941	6,619,036	11,016,642	

CHART 14: NORTH AMERICAN REGION - ELECTRIC SUPPLY CONVERSION TO INCREASED RENEWABLE ENERGY

Fiscal Year	Supplier 1 Emission Reduction (Metric Tons)	Supplier 2 Emission Reduction (Metric Tons)
FY 2019	—	—
FY 2020	—	—
FY 2021	—	—
FY 2022	—	—
FY 2023	9,894	—
FY 2024	9,894	—
FY 2025	9,894	—
FY 2026	9,894	—
FY 2027	9,894	—
FY 2028	12,199	—
FY 2029	12,199	—
FY 2030	16,265	1,060

CHART 15: THOR GLOBAL - ABSOLUTE GHG EMISSIONS FOR NET-NEUTRAL IN SCOPE 1 AND 2 by 2050

Absolute Emissions (Metric Tons)		Scope 1 Emissions			Scope 2 Market-based Emissions			Scope 1 & 2 Emissions		
Fiscal Year		2019	2020	2021	2019	2020	2021	2019	2020	2021
North America	Actual	38,200	38,336	48,193	54,984	46,469	51,372	93,184	84,804	99,564
	Target	38,200	36,968	35,736	54,984	53,211	51,437	93,184	90,178	87,172
Europe	Actual	9,438	8,148	10,314	12,985	8,692	354	22,423	16,839	10,668
	Target	9,438	9,133	8,829	12,985	12,567	12,148	22,423	21,700	20,977
Total	Actual	47,638	46,483	58,507	67,970	55,160	51,726	115,607	101,644	110,232
	Target	47,638	46,101	44,564	67,970	65,777	63,584	115,607	111,878	108,149

CHART 16: THOR GLOBAL - GHG EMISSIONS NORMALIZED TO REVENUE USD\$ FOR NET-NEUTRAL IN SCOPE 1 AND 2 BY 2050

Normalized Emissions (Metric Ton/\$100,000)		Scope 1 Emissions			Scope 2 Market-based Emissions			Scope 1 & 2 Emissions		
Fiscal Year		2019	2020	2021	2019	2020	2021	2019	2020	2021
North America	Actual	0.59	0.67	0.55	0.85	0.81	0.58	1.45	1.48	1.13
	Target	0.59	0.57	0.55	0.85	0.83	0.80	1.45	1.40	1.35
Europe	Actual	0.37	0.33	0.32	0.51	0.35	0.01	0.88	0.68	0.33
	Target	0.37	0.36	0.35	0.51	0.49	0.48	0.88	0.85	0.82
Total	Actual	0.53	0.57	0.49	0.76	0.67	0.43	1.28	1.24	0.92
	Target	0.53	0.51	0.50	0.76	0.73	0.71	1.28	1.24	1.20

APPENDIX D

Waste water from THOR's operating companies is treated by local municipality waste water treatment facilities as specified by federal, state and local regulations. Chart 18 summarizes the municipal entity and discharge locations of effluent water.

For the purposes of this report, aquifer is defined as “any underground geological formation (consolidated or unconsolidated) that has the ability to receive, store and transmit water in amounts sufficient for the satisfaction of any beneficial use.” Consolidated aquifers exist in bedrock formations such as sandstone, limestone and shale. Unconsolidated aquifers consist of loose material, typically sand and gravel deposited by rivers or glaciers.

Chart 17 details the THOR operating company location(s) in North America, and lists water source(s). At the time of this report, we were not aware of any of the referenced water sources to be defined as stressed or unhealthy, and we will continue to assess as appropriate.

CHART 17: NORTH AMERICAN REGION – FRESH WATER SOURCES

County	Service Provider	Service Location		
		City	State	Water Source
Canyon	City of Nampa	Nampa	ID	Snake River Plains Aquifer
Cass	Village of Cassopolis	Cassopolis	MI	Aquifer Group North of Quaternary continental Glaciation and east of the Rocky Mountains
Elkhart	Bristol Municipal	Bristol	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
Elkhart	Elkhart Public Utilities	Elkhart	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
Elkhart	Goshen Water & Sewer	Goshen	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
Elkhart	Middlebury Water & Sewer	Middlebury	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
Elkhart	Nappanee Water Utilities	Nappanee	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
Elkhart	Town of Wakarusa Municipal Utilities	Wakarusa	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
Kosciusko	Town of Syracuse	Syracuse	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
LaGrange	LaGrange City Utility District	Howe	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
LaGrange	Town of Shipshewana Utilities	Shipshewana	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
LaGrange	Town of Topeka	Topeka	IN	Devonian and Mississippian Coldwater, Ellsworth, and Antrim Shales Aquifer System
Shelby	Village of Jackson Center	Jackson Center	OH	Great Miami Buried Valley Aquifer
Twin Falls	City of Twin Falls	Twin Falls	ID	Snake River Plains Aquifer
Umatilla	City of Pendleton	Pendleton	OR	Umatilla River

CHART 18: NORTH AMERICAN REGION – WATER TREATMENT AND DISCHARGE LOCATIONS

Water Treatment Plant	Discharge Location	Water Treatment Plant	Discharge Location
Bristol Waste Water Treatment Plant	Saint Joe River	Pendleton Waste Water Treatment Plant	Umatilla River
City of Nampa Sewer Treatment Plant	Indian Creek, Tributary of the Boise river	Sturgis Waste Water Treatment	Fawn river
Dowagiac Waste Water Treatment Plant	Dowagiac Creek	Town of Shipshewana Waster Water Utility	Shipshewana Lake
Elkhart Public Utilities Water treatment	Saint Joe River	Town of Syracuse Water Treatment Plant	Turkey Creek
Goshen Water Treatment Plant	Elkhart River	Town of Topeka Water Treatment Plant	Barr Ditch
Jackson Center Waste Water Treatment Plant	Jackson Creek	Twin Falls Waste Water Treatment Plant	Snake River
Middle Burry Waste Water Treatment Plant	Elkhart River	Wakarusa Water Treatment Plant	Baugo Creek
Nappanee Waste Water Treatment Plant	Derksen Ditch		

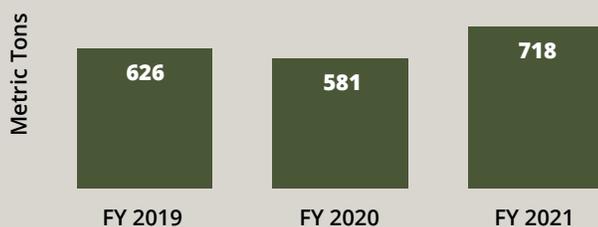
APPENDIX E

Volatile Organic Compounds (VOC) and Hazardous Materials

THOR discloses quantitative information on other significant air emissions, and specific targets for reducing N₂O and CH₄ in section Carbon and Climate. We do not have significant air emissions from other nitrogen oxide and sulphur oxide compounds.

Non-methane volatile organic compounds (VOC's) are generated from assembly processes, including adhesive, aerosols, cleaners, solvents, paints and other coatings. Each THOR operating company tracks VOC emissions based on purchase records for the period, and not necessarily from actual consumption. Typical chemicals that generate VOC emissions are toluene, xylene, ethyl benzene, tert-butyl acetate and styrene. Reporting requirements are based on each location's air permit requirements, and are considered in monthly, quarterly and annually periods, as appropriate. New products are carefully reviewed for permit compliance prior to approval and use within the locations. THOR is constantly engaging with supply partners to evaluate new products that offer reduced VOC emissions. Chart 19 summarized VOC generation by fiscal year in North America.

CHART 19: NORTH AMERICAN REGION - VOLATILE ORGANIC COMPOUNDS (VOC) EMISSIONS



THOR was not assessed any significant fines or penalties from any government agencies due to environmental non-compliance issues for the period fiscal years 2019, 2020 and 2021. Any spills were not of reportable levels and were promptly remediated without harm to human health or the environment. All THOR North American sites comply with "Right to Know" reporting requirements. Specifically:

- Tier II: information alerting community and first responders of hazardous chemicals on-site that exceed established reporting thresholds.
- Tri 313: the reporting of hazardous material emissions released on-site that exceed established reporting thresholds.

Hazardous waste materials are accounted for and shipped to licensed Treatment, Storage and Disposal Facilities (TSDF). All THOR sites keep records of hazardous waste shipments and report to government agencies, if appropriate, based on the category rating of the respective facility (VSQG, SQG or LQG). Chart 20 details hazardous waste generation totals for fiscal years 2020 and 2021 for THOR North America. We are currently working with our European operations to better understand product usage, potential emissions, and local, state, and regional reporting expectations. However, initial assessment is that there are no significant quantities of VOC emissions or hazardous materials disposal at this time.

CHART 20: NORTH AMERICAN HAZARDOUS WASTE GENERATED

Hazardous Waste (Metric Tons)	FY 2020	FY 2021
North America	37	44

A majority of THOR's hazardous waste disposal in North America is derived from painting operations. The THOR family of companies are actively engaged with our paint suppliers to test and evaluate alternate paint chemistries to: 1) reduce VOC emissions, 2) increase speed of curing to reduce energy consumption, and 3) convert formulas to greater solids content and/or use of exempt solvents thereby reducing hazardous waste generation.