

Progressing Sustainability Through Science

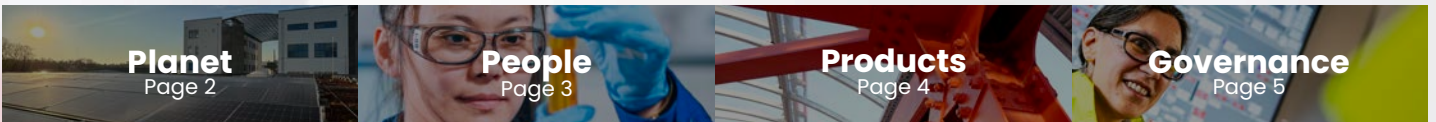


At THOR, we have been advancing the performance, durability, and safety of everyday products for more than 65 years.

We develop and supply a wide range of biocides, disinfectant products, flame retardants, multi-functional additives, and personal care ingredients that help customers improve product performance while supporting more sustainable outcomes.

In 2025, we launched our inaugural sustainability strategy, built around the four key pillars of Products, Planet, People, and Governance. This strategy was shaped through a double materiality assessment and establishes a clear framework for embedding sustainability into decision making, strengthening governance, and supporting long-term environmental and social progress.

The four pillars of our sustainability strategy are explored on the following pages



Sustainability is embedded in how we operate at THOR and fundamental to our growth. 2025 marked key firsts, including our first sustainability strategy, global ESG reporting, and a Gold EcoVadis rating. Building on this momentum, 2026 strengthens governance, leadership, and our decarbonisation agenda. Through our UN Global Compact commitment and Board level engagement, we will keep ourselves accountable. Our purpose at THOR is to **create lasting solutions that enable the extraordinary**, and by combining microbial and climate science, we are creating long-term value for our business, our customers and our communities."



Philip McDonald, Group CFO

★ External Recognition and Commitments

Ecovadis
GOLD

Top 5% of rated companies globally



UN Global Compact
Signatory

Signatory status achieved in 2024



Our Product Sustainability Performance contributes towards these UN Sustainable Development Goals:



Planet

Decarbonise & Protect

Protecting the planet is integral to how THOR operates and grows responsibly.

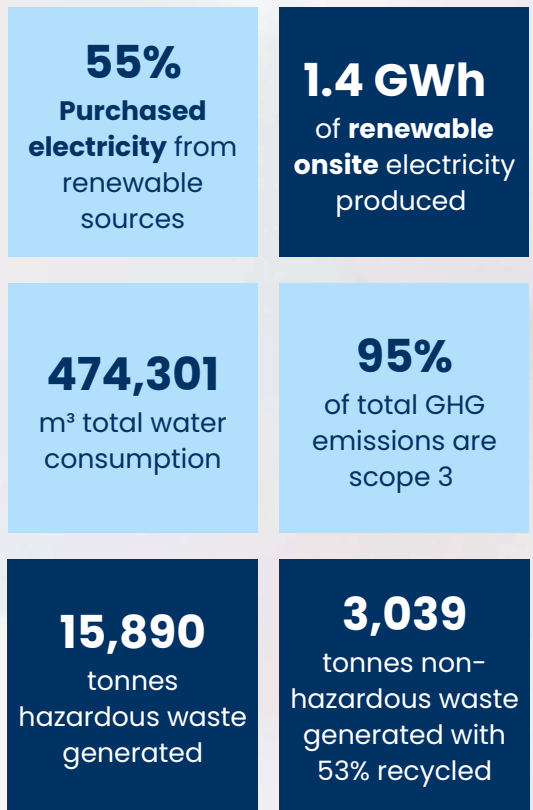
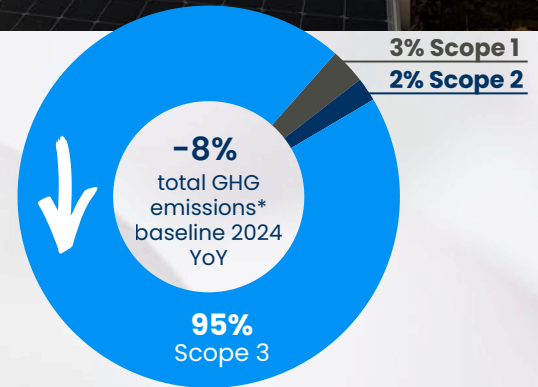
Our Planet pillar sets out our approach to decarbonisation, resource efficiency and environmental protection, focusing on reducing emissions, managing water and waste, and preventing pollution across our global operations.

Climate Action & Decarbonisation Strategy
 THOR has developed decarbonisation strategies and roadmaps across its major manufacturing sites, aligned with science based scenarios. Roll-out began in 2025, positioning the Group to set near- and long-term climate targets. With Scope 3 emissions accounting for 95% (427,230 tCO₂e), supplier engagement is recognised as a critical delivery lever, with >80% of scope 3 emissions in purchased goods and services (category 1).

Renewable Energy & Energy Efficiency
 Increasing the use of renewable energy and improving efficiency are key levers in reducing Scope 1 and 2 emissions. In 2025, THOR purchased 22,400,452 kWh of renewable electricity and generated 1,440,521 kWh on-site via solar. Further Power Purchase Agreements, on-site generation and energy efficiency investments are under evaluation across our global sites.

Water Management
 THOR operates in regions that have long term water-stress and is prioritising consumption reduction measures. We are committed to completing a Group-wide water use and efficiency review by the end of 2027, water process maps at all sites, and implementing water stewardship and risk management programmes at all manufacturing locations.

Waste & Circular Economy
 THOR is working to reduce waste per tonne of production across all sites while ensuring the safe management of hazardous materials. Group-wide waste baseline mapping is underway supporting further waste reduction, recovery and circularity initiatives.



Commitments & Targets

2026	2027	2027	2030
Decarbonisation strategy rollout set to robust but ambitious climate targets. Air pollution assessments and monitoring at all operational sites.	Group-level water use & efficiency review completed; water intensity, water, waste and air reduction targets set.	Group-level packaging reuse & recycling assessment completed; reuse & recycling targets set.	Decarbonise in line with a near-term science-based reduction target. Baseline for biodiversity dependency, impact and risk assessment.



People

Safe, Inclusive, & Engaged

THOR's people enable the extraordinary. Our People pillar focuses on providing a safe, inclusive and engaging workplace, while upholding human rights and supporting wellbeing across our global organisation. Through strong safety culture, fair employment practices and investment in talent, we aim to create an environment in which our colleagues can thrive and contribute to THOR's long-term success.

Health & Safety

Protecting the health and safety of our colleagues is our highest priority. THOR has never had a fatality on site and is committed to maintaining this record through strong leadership, clear standards and a proactive safety culture. ISO 45001 certification has been achieved at all manufacturing sites.

Diversity, Equity & Inclusion

THOR is working to build a more inclusive workplace that supports equal opportunity and representation. The Group has established a 2030 ambition for women to hold at least 40% of leadership roles. All managers have completed training covering Diversity, Equity, and Inclusion (DEI) awareness. Partnerships with universities and schools support STEM outreach and early talent development.

Talent, Engagement & Wellbeing

Engaged and supported colleagues are critical to delivering THOR's strategy. Our latest employee survey reported an eNPS of 13 and voluntary attrition of 7.5%, reflecting strong engagement and retention. Colleagues globally have access to a mental health portal and helpline through our Global Employee Assistance Programme, alongside regular engagement through Executive Board and functional town halls.

Living Wage & Human Rights

THOR completed its second annual living wage benchmark review across global operations, achieving 99.9% alignment in 2025 against a 99.8% baseline in 2024. Plans are being developed to support continued progress and maintain alignment with our fair pay commitments across the Group. No incidents of child labour, forced labour or human trafficking were identified within operations or the value chain during the 2025 reporting period. A Group-wide human rights maturity and scoping exercise is targeted by the end of 2026.



Commitments & Targets

2025	2026	2030	2030
All THOR manufacturing sites to achieve ISO 45001 certification.	Complete an initial Group-wide human rights risk maturity and scoping exercise by end of 2026. Blending sites to achieve ISO 45001 certification.	Reduce Lost Time Incident Rate (LTIR) by 20% from 2023 baseline of 2.06. Ensure at least 90% of employees agree THOR is committed to employee safety. (2023 baseline: 88%)	At least 40% of leadership roles held by women. 100% of employees to earn a living wage. At least 80% of employees feel included and respected.

Our Product Sustainability Performance contributes towards these UN Sustainable Development Goals:



Products

Safe and Sustainable by Design

At THOR, **our products are central to how we contribute to sustainability.**

By applying science to preservation, protection and performance, we help extend the life of everyday goods, reduce waste, and support more sustainable value chains. This pillar sets out how product safety, responsible sourcing and innovation underpin our approach to sustainable growth.

Chemical and Product Safety

Maintaining high standards of chemical and product safety is fundamental to our licence to operate and long-term success. We support customers through product stewardship, hazard and risk communication, hygiene audits, training, and regulatory monitoring. Our proactive approach ensures products remain effective, compliant, trusted, and commercially viable globally.

Product Life Cycle Assessment (LCA)

Product carbon foot printing (PCF) and LCA supports customer reporting requirements and decision-making. THOR has established PCF methodologies across EMEA and is expanding capability globally to strengthen customer disclosures and product sustainability assessment.

Sustainable Procurement

Responsible sourcing supports product integrity and supply chain resilience. Where palm-derived raw materials are used, THOR supports certified sourcing through RSPO principles and works with suppliers and customers to improve transparency and traceability.



75%

of products (by volume) at our Germany facility have completed PCFs

25%

of largest suppliers by spend were risk-ranked for ESG



Commitments & Targets

2025



25% of largest suppliers risk-ranked for ESG.

100% of suppliers to receive ESG T&Cs in purchase orders.

2026

Expand ESG supplier risk assessments across targeted suppliers. Continue rolling out Product Carbon Footprinting (PCF) capability across APAC and the Americas.

2027

Design a PSA framework using best practice guidance from WBCSD PSA v2.0 and conduct first Portfolio Sustainability Assessment pilot.

2028

Product related targets set and PSA training rolled out to commercial teams and R&D.



Governance

Transparent & Ethical

Strong governance underpins THOR's approach to sustainability and long-term value creation. Our Governance pillar focuses on clear oversight, ethical business conduct and robust risk management, ensuring accountability, transparency and integrity across the Group. Through effective structures, policies and controls, we support responsible decision-making and sustainable performance.

Governance Structure

The Main Board of Directors retains oversight of sustainability performance and ESG-related risks. Sustainability is reviewed regularly through Board and Executive governance forums, supported by the dedicated Sustainability Committee launched in 2026.

Operational delivery is coordinated by the Head of Sustainability in partnership with Regional Chief Operating Officers (COO) and Managing Directors.

Ethics & Corporate Culture

Ethical conduct and corporate integrity are central to how THOR operates and builds trust with stakeholders.

All employees complete Ethics and Code of Conduct training.

A confidential SpeakUp channel is available globally, with all reports reviewed and investigated through formal governance processes.

Cyber Security

Robust information security is essential to protecting THOR's operations, data and stakeholders. The Group's IT controls framework is monitored by Internal Audit, with independent third-party ethical hacking undertaken periodically to test site resilience.

100%

of workforce trained on the THOR Code of Conduct

100%

of sites audited internally on policy compliance

1st

Sustainability statement published

0

confirmed information security incidents

29

whistleblowing reports received in 2025

3

Regional COOs are accountable for embedding sustainability, and sit on both the Executive and Main Boards

Commitments & Targets

2025



100% of computer users to complete annual cyber security training by the end of the year.

Establish Sustainability Committee.

2026

Launch Sustainability Committee.

Publish internal Sustainability Framework Policy and public Sustainability Statement.

2030

Achieve ISO27001 information security certification.

[Read our Sustainability Strategy Launch Report 2024 here >](#)