



Sustainability

Report 2026



THOMPSON

AERO SEATING

Spotlight

We deliver far more than just seats

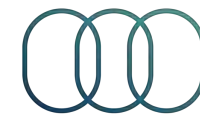
- Focus upon innovation, flexibility, and a true partnership with our customers
- Committed to creating inspirational products of the highest possible quality
- Seating ranges that maximise passenger comfort while optimising every inch of cabin space
- Pledge to prioritising sustainability in all aspects of our business
- Working together as one team, leveraging and celebrating our diverse perspectives, talents & cultures
- Accountable, inclusive & responsible, maintaining the highest ethical standards in all we do
- Being good local neighbours – actively seeking ways to promote wellbeing within our community

Recognised Externally for Excellence

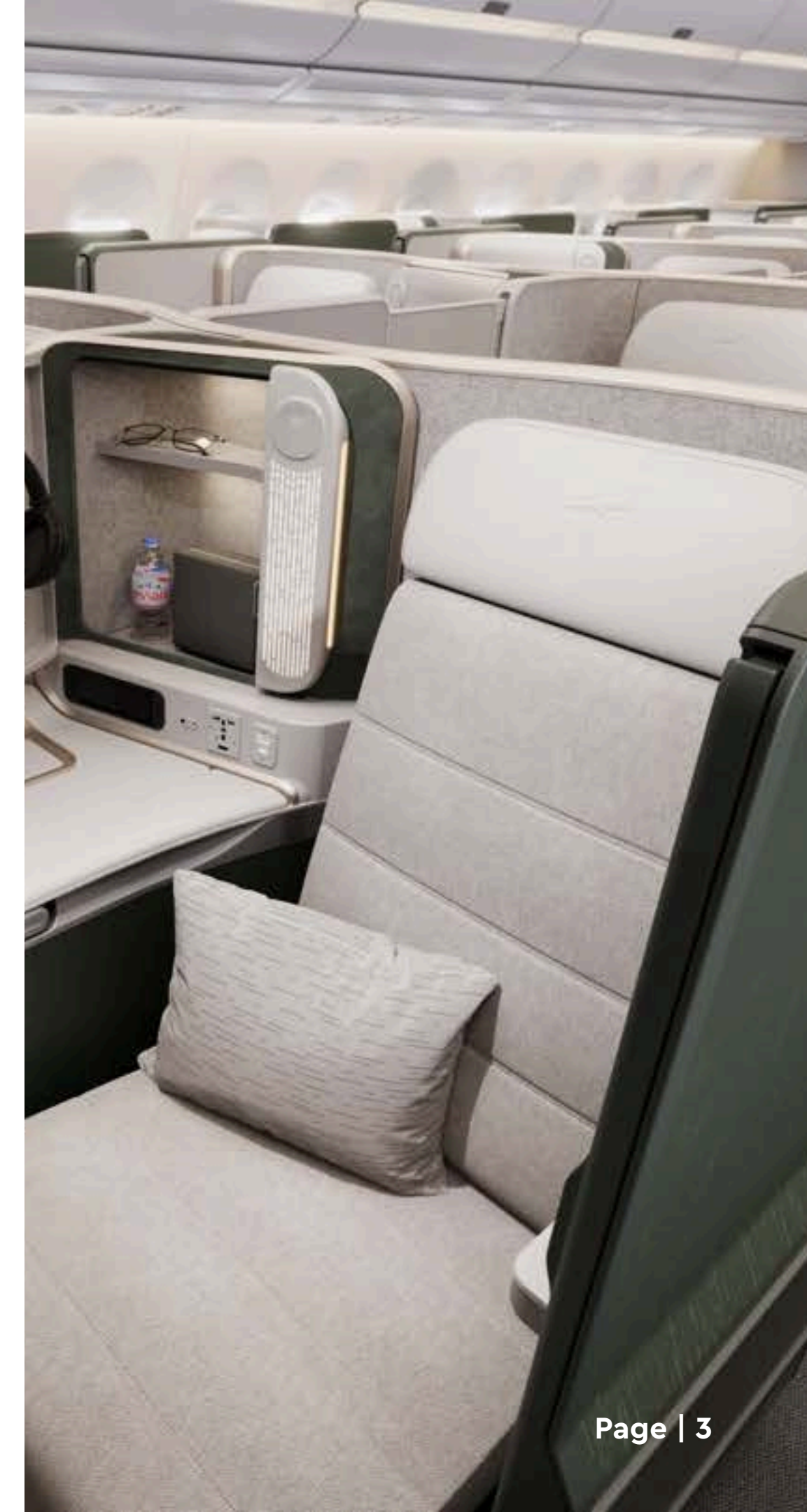


NI Environmental
Benchmarking
Survey 2025

Gold



GREEN CABIN ALLIANCE



Message from our CEO

At Thompson Aero Seating, sustainability underpins how we design, manufacture, and support our products for customers worldwide. This third Sustainability Report demonstrates the tangible progress we are making in embedding responsible practices across our operations while continuing to deliver safe, high-quality, and reliable seating solutions.

Our customers expect performance, resilience, and accountability. We are strengthening our approach to sustainability by reducing environmental impact, improving operational efficiency, and ensuring responsible decision-making throughout our supply chain; without compromising quality, safety, or programme delivery.

This report outlines the actions we have taken, the challenges we are addressing, and our priorities ahead. We remain committed to working in partnership with our customers to support their sustainability goals and to building long-term value through a resilient and responsible business.

“ Sustainability is no longer a parallel ambition; it is core to long-term resilience and to the future of our industry. ”

Keith Anderson



Supporting UN Sustainable Development Goals

We support all 17 SDGs and have identified 9 SDGs where we have the greatest impact



A close-up photograph of a rocky landscape covered in vibrant green moss. The moss is thick and textured, covering the entire surface of the rocks. The lighting is soft, highlighting the various shades of green. The word "Environmental" is overlaid in the center in a bold, white, sans-serif font.

Environmental

Innovation

The ongoing exploration of new concepts, materials and technologies by our pioneering team of designers and engineers ensures that we are always at the forefront of product development.

Our latest innovation, seamlessly integrated into the front row of the VantageNOVA platform, the new VantageNOVA First delivers a business class experience with unmistakable first class appeal. Its carefully crafted suite environment creates an enhanced sense of space and luxury, all within the same footprint as an all business class cabin.

Did you know?

VantageNOVA is **19% lighter** than our previous generation of seats. This contributes to improved fuel efficiency and reduced emissions over the lifetime of the aircraft.



"VantageNOVA First elevates the front row to new levels of comfort and luxury, with intelligent engineering that blends privacy, space and premium materials."

Operate Sustainability

We are committed to the protection of the environment, including prevention of pollution, and to the continual improvement of our Environment Management System. We maintain this system in a manner that is consistent with our legal, statutory & regulatory requirements and ISO 14001:2015.

We recognise that the working practices within our factories and offices have an impact on our sustainability. We are looking at our processes and systems to see where they can be updated and improved. This includes reducing the impact of waste and becoming a low-emission business.



REDUCING OUR ENVIRONMENTAL FOOTPRINT

100%

of electricity sourced from renewable electricity sources in 2025

28%

reduction in electricity (kWh) use per PAX produced in 2025 vs 2024

100%

of waste diverted from landfill in 2025

12%

reduction in heating oil (kWh) use per PAX produced in 2025 vs 2024

In 2025 total water consumption was 4,301m³, all of which was attributed to domestic use. We continue to strive for responsible water management across all our sites.

Carbon Footprinting

At Thompson Aero Seating, we are committed to understanding and reducing our carbon footprint. Over the past year, we have established our Scope 1 and 2 emissions and identified key elements of Scope 3, measuring a total of 2,240 tonnes.

With this baseline, we have set clear reduction targets and are driving change through efficiency and sustainable practices. Carbon foot-printing is an ongoing journey, and we remain committed to continuous improvement and collaboration to minimise our impact.

2025 Carbon Footprinting (CO₂e kg)



We are also taking clear action to address our carbon footprint. In 2025, we offset the emissions generated from heating our headquarters by supporting verified projects in South America that focus on preventing deforestation and land degradation.

These projects avoid greenhouse gas emissions while enhancing long-term carbon storage through the protection of forests and peatlands.

Through this support, we have offset 123 tonnes of carbon; equivalent to our headquarters heating emissions for the year, while contributing to the preservation of critical ecosystems.



Low Carbon Commuting

We support lower-carbon commuting through our electric vehicle (EV) salary-sacrifice scheme, that has been taken up by 23 employees in 2025.

Based on typical commuting distances to our Portadown headquarters, this is estimated to remove over 150,000 miles per year from petrol and diesel vehicles, avoiding approximately 27 tonnes of CO₂ annually from vehicle exhaust emissions.

As EV leases typically run for 2-4 years, these savings are sustained year on year. In addition, hybrid vehicles have been introduced into our company fleet to reduce fuel use and emissions associated with business travel.

Waste reduction at our facilities

We are actively reducing waste by embracing circularity and finding practical ways to keep materials in use for longer.

In 2025 we worked with local community groups to achieve this examples of such being where surplus wooden pallets were repurposed into robust bins, which were then reused across our facilities, extending the life of materials that would otherwise become waste.

In addition, off-cut leather from our operations was reused to create durable aprons for use by these community groups, supporting skills development while reducing landfill.

These initiatives demonstrate how collaboration and creative reuse can turn waste streams into valuable resources, delivering environmental and social benefits.



Leading the Reduction in our Environmental Impact

We are committed to reducing our environmental impact through continuous improvement in energy efficiency, waste reduction and sustainable sourcing.

Our efforts have been recognised with a Gold Award in the NI Environmental Benchmarking Survey, highlighting our leadership in sustainable business practices.



Product Sustainability

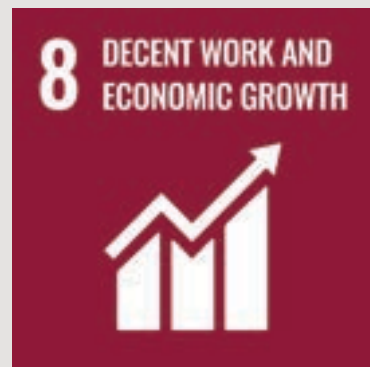
There are several elements of our products that support environmental sustainability:

- **Recyclability** – as many parts of our seats as possible use recycled materials and are also recyclable.
- **Longevity** – our seats are built to last, minimising the need for replacement. They are also designed so that trim and finish can be easily updated, with a 'refresh' rather than a 'replace' philosophy.
- **Lightweight** – we are continually developing our seats to make them lighter weight, a major factor in reducing the carbon footprint. We have made significant weight savings on several of our products over the last few years.
- **Innovation** – our R&D programmes aim to ensure that new, more sustainable products and materials are brought to market, along with lighter weight designs. This capability has been further enhanced with the opening of our own Dynamic Test Facility.

We carefully consider the materials we use for our seats and their impact on sustainability.

These materials are:

- **60% Metal** – easily recycled. We are also actively engaged with our supply chain to increase non-virgin metals in our product.
- **25% Plastics** – easily recycled but also available to purchase as a recycled product.
- **15% Other** – not easily recycled today but we are working with our supply chain to address this.



Product innovation that improves sustainability

We take a proactive, design-led approach to sustainability, working closely with customers and suppliers to develop high-performance materials that meet both environmental and aesthetic requirements. Sustainability is embedded at the material selection and product development stages, supporting circularity, resource efficiency, and long-term lifecycle performance.

Key areas of innovation:

Fabrics: We prioritise natural and recycled materials, including undyed wool to reduce water use and chemical processing. Designs also consider end-of-life through improved recyclability and reuse. Additionally, the use of mono-material constructions in dress cover applications is actively promoted, as it simplifies material separation and enhances recyclability within circular systems.

Plastics: High-performance thermoplastics are specified with recycled content where possible, while maintaining aviation standards. For example, materials such as KYDEX® 5555 RCL and Simona Boltaron TERREFORM® 9865 incorporate recycled polymer content. All thermoplastics used are fully recyclable, supporting material recovery.

Leathers: We work with suppliers to reduce waste and environmental impact through efficient cutting processes and lower-impact tanning and finishing methods.





Sustainability within our Supply Chain

We are committed to ensuring ethical sourcing throughout our supply chain by working closely with our suppliers to uphold the highest standards of labour practices, environmental responsibility, and business integrity.

We conduct regular assessments and audits to monitor compliance with our Supplier Code of Conduct, which outlines our expectations for fair treatment of workers, safe working conditions, and responsible environmental practices.

By fostering transparent and responsible partnerships, we aim to create a sustainable and ethical supply chain that aligns with our core values.



Greener skies initiative

Thompson Aero Seating is committed to prioritising sustainability in all aspects of our business.

Our goal is to empower our customers to make eco-conscious choices by minimising the environmental impact of aviation seating and cabin interiors through innovative design and engineering, improved manufacturing processes and ongoing collaboration and commitment with our suppliers.

Protecting the environment is critical to protecting our future and future generations. That's why we are proud to be part of the Green Cabin Alliance, a network of like-minded and passionate industry experts committed to creating a better environment for us all.

Our partnership with the Green Cabin Alliance is essential to support our sustainable journey, enabling us to make informed decisions and drive meaningful change. Together, we will continue to work towards a greener future for our industry and beyond.



Social

Our People and Social Sustainability

Social sustainability begins with our people. We are committed to building an inclusive and supportive workplace where every employee feels valued, respected, and empowered to contribute. Across all our sites, we prioritise wellbeing through transparent communication, active employee engagement, and initiatives that promote both physical and mental health.



Health, Safety & Wellbeing

Safety remains a fundamental priority across our operations. Last year, we achieved ISO 45001 certification, confirming that our occupational health and safety management system meets internationally recognised standards. This milestone reflects the dedication of teams at every level to proactively manage risk, enhance safe systems of work, and maintain a safer working environment for all employees.

2025 in numbers

92

internal
HSE audits

445

health surveillance
pre-placement

339

risk assessments
published /
reviewed

1160

hazards reported



Biodiversity

We see the importance of addressing biodiversity conservation and recognised we need to take action, not just locally but globally.

From holding local litter picks & creation of on site green areas, sponsoring wild flower meadow creation to support native bees to focussing on nature based carbon avoidance schemes, specifically deforestation prevention and wetland restoration in South America, TAS has shown we are willing to take action.



Investing in Our People

Our employees have access to a wealth of education, wellbeing and employee mobility opportunities to grow their skills and support their development. We support STEM education and encourage innovation and development among our Apprentice / Graduate intake.

Our 'Project Take Off' programme provides an exciting journey for ambitious graduates and HLAs ready to soar in the aerospace industry. We are ready to inspire and impact the future of aviation together!

We invest in our people through a range of different training courses such as ILM Leadership and Management and Mental Health First Aid. In 2025 we dedicated 2,900 hours to HSE training. This included first aid, fire warden, forklift truck and pallet stacker, demonstrating our dedication to provision of quality education/training and provides our staff with opportunities to grow and develop.



Inclusion in Action

As is typical of the manufacturing industry, women are often under-represented.

Our company has established initiatives such as our "Women in Thompson" Forum, aimed at increasing representation of women throughout our workforce and promote gender equality in a traditionally male-dominated industry.

At Thompson Aero Seating we believe that a diverse and inclusive workforce drives innovation, creativity, and long-term success. One of our key priorities is to increase the representation of women across all levels of our organisation – and we're taking meaningful steps to make that happen.

To support this commitment, we've recently enhanced our family-friendly policies, with a particular focus on supporting women through different stages of life and career.

Making a Difference

We raised an incredible £1,278.95 for Women's Aid through a recent bake sale held across our sites. This fantastic achievement is a testament to the generosity and community spirit of our team.

Every contribution helps Women's Aid continue their vital work supporting individuals and families affected by domestic abuse.





Citizenship in Action



Governance



Haiyuan Fang
Managing Director of the Board



Keith Anderson
Chief Executive Officer



Peter Bell
Chief Financial Officer



Andy Morris
Chief Commercial Officer

ESG & Sustainability

Our executive team are committed to developing Thompson's Environmental, Social, and Governance (ESG) strategy and are proactively engaging with all stakeholders across the business to improve our policies and procedures as we move towards a more sustainable future.



Jonny McGreevy
Chief Technical Officer



Eva McElroy
Head of HR&D



Ross Kane
VP Programmes



Emma Stewart
VP Quality & HSE



Edwin Ratnam
VP Aftersales and Services



Christopher Agnew
Head of Manufacturing



Stephen Acheson
Head of Planning



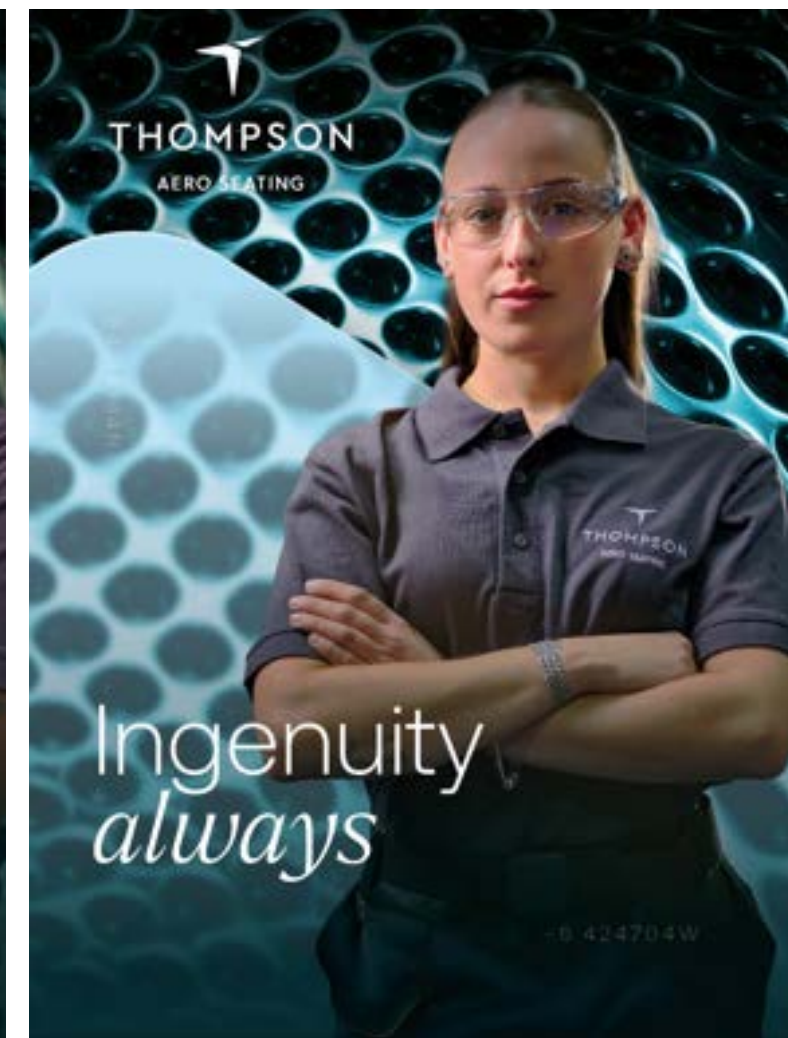
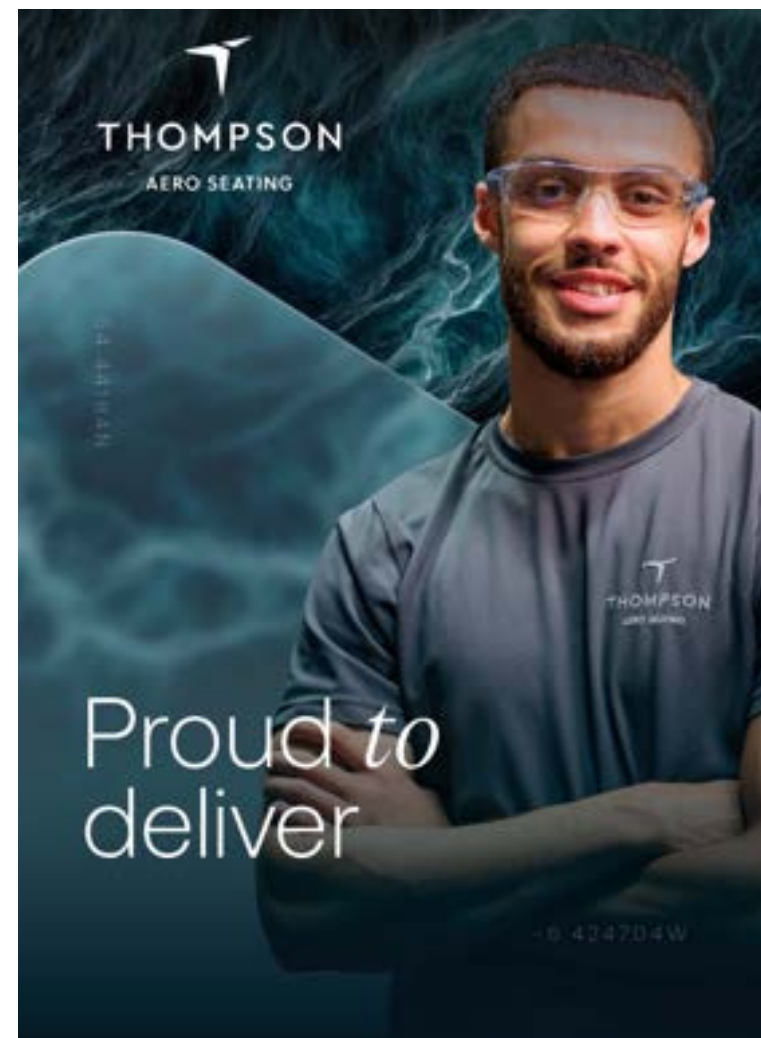
Sinéad Taggart
VP, Supply Chain



Louise Bradley
Head of Manufacturing
Engineering

OUR VALUES

Our values drive our focus towards safety, strong governance, diversity & inclusion, responsible environmental management, and support for the communities where we live and work.



Speaking up

Whistleblowing hotline

Thompson Aero Seating is committed to conducting its business with honesty, integrity, transparency, and complying with all applicable laws.

We expect our suppliers, contractors and other business partners to follow similar principles when working on our behalf. We operate a whistleblowing hotline service which encourages persons to speak up and report potential, suspected or actual breach of any laws and regulations.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Whistleblowing hotline

Our hotline is a service provided and maintained by EthicsPoint, a third-party provider, and is available 24 hours a day, 7 days a week. The service allows a report to be made anonymously.

You may submit a report by calling the local freephone number on 08000465397 or by submitting an online report here:

<https://secure.ethicspoint.eu/domain/media/en/gui/108262/index.html>

The hotline is accessible to all employees and is also available to our customers, suppliers and the general public.

Policy and Statements

Equality, Diversity, and Inclusion Policy

Thompson Aero Seating is committed to ensuring our workplace is committed to equality and fairness and freedom from discrimination.

Modern Slavery Statement

It continues to be a priority for Thompson Aero Seating to ensure that we trade ethically, source responsibly and work to prevent modern slavery and human trafficking throughout our organisation and in our supply chain.

Anti-Bribery and Corruption Policy

Thompson Aero Seating is fully committed to operating its business honestly, professionally and with integrity. We are committed to conducting all our activities free from the illegal and improper influence of bribery or corruption and take a zero-tolerance approach to tax evasion or the facilitation of tax evasion, whether under UK law or under the law of any foreign country.

Integrated Management (HSE) Policy

We strive to provide safe and healthy working conditions to prevent work-related injury and ill health through eliminating hazards and reducing Health & Safety risks. In addition, we pledge to protect the environment, prevent pollution, and to contribute to the continual improvement of our documented IMS. We will maintain the system in a manner that is consistent with our legal, statutory, regulatory and interested parties' requirements.





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AERO SEATING