

Towards sustainable growth



LINDSTRÖM GROUP

Sustainability report
2025

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Highlights from the report

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Co-creating services with our customers. Several new solutions launched.

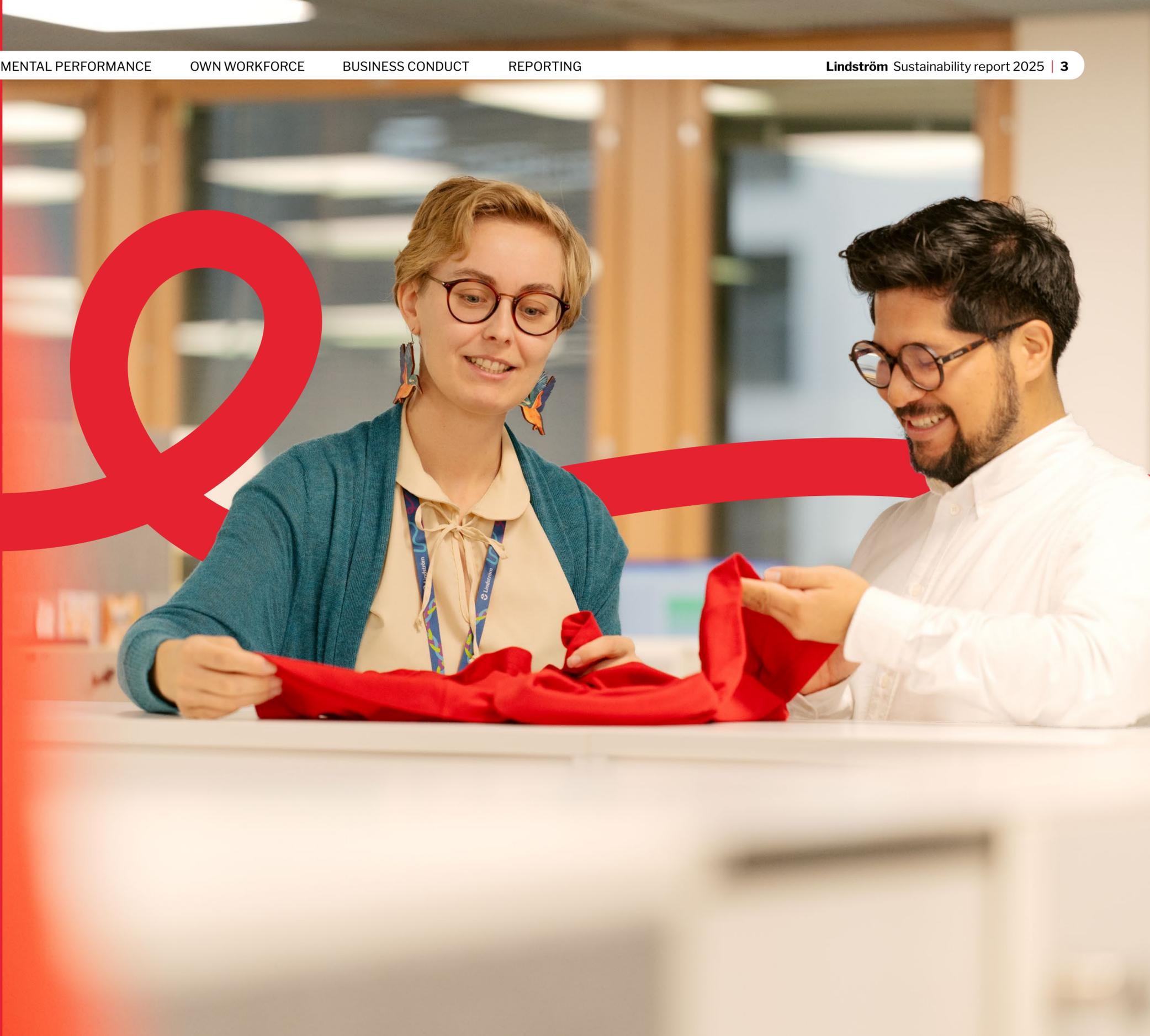
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Our climate transition plan outlines our roadmap for reducing emissions.

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Engaging suppliers to cut emissions through the Sustainability Champions Together programme.





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Lindström in brief

Lindström is a family-owned textile service company with a business model rooted in circular economy principles. We help customers across a wide range of industries focus on their core business by taking care of their textile needs through easy and reliable services. Headquartered in Helsinki, Finland, our operations span 24 countries across Europe and Asia.

Our service portfolio includes workwear, cleanroom textiles, mats, industrial wipers, washroom products, cleaning textiles, and textile services for hotels, restaurants and the healthcare sector. We provide a turnkey solution that covers textile supply, professional laundering and maintenance, as well as recycling or responsible end-of-life disposal.

Sustainability is at the core of how we operate. Guided by our purpose to care for people and the planet, we work to reduce textile overproduction, minimise the use of natural resources and promote responsible practices across our value chain. We continuously aim to improve the customer experience and enhance the sustainability and transparency of our operations to deliver lasting value for customers and society.



- ### Operations in
- EUROPE:**
Austria
Bulgaria
Croatia
Czech Republic
Estonia
Finland
Germany
Hungary
Latvia
Lithuania
Poland
Romania
Serbia
Slovakia
Slovenia
Sweden
Türkiye
Ukraine
United Kingdom
- ASIA:**
China
India
Kazakhstan
South Korea
Vietnam

The figures presented are rounded.



CEO review

Launching our clear path to ambitious growth

2025 marks a turning point for our company. This year, we launched a new strategy. It is simple, clear, and bold enough to guide us toward an ambitious future. The clarity of our strategy has been widely recognised, and it's inspiring to see how quickly the entire organisation has embraced and begun executing it.

Our vision is to double net sales by 2030, focusing on Customer dedication, Service transparency, and becoming a Sustainability champion. These themes define how we work together, innovate, and serve our customers.

This moment is driven by the energy and commitment of our people. The Voice of Employees survey showed excellent satisfaction, and we know that satisfied employees create great customer experiences. This was confirmed by our Voice of Customers results, which showed strong improvements in service quality and trust. Partner feedback was equally positive, reflecting the strength of collaboration and the value of long-term relationships.

Our ecosystem—built on engaged employees, happy customers, and strong partnerships—is driving us forward. Thank you to our customers for trusting us, our partners for collaborating with us, and our employees for

making Lindström a company that cares for people and the planet.

This year, we rolled out our strategy in every market, expanded digital service tools, and launched new initiatives that support innovation and sustainability. These milestones prove that when our direction is clear, progress is swift.

As we look ahead, we will continue to enable sustainable growth, strengthen customer experience, and innovate textile services that make everyday work easier. Thank you for your dedication and for being part of this exciting journey.

Juha Laurio, President & CEO

” Our vision is to double net sales by 2030, focusing on Customer dedication, Service transparency, and becoming a Sustainability champion. These themes define how we work together, innovate, and serve our customers.





Key events of 2025



New strategy sets a clear direction for sustainable growth

A new strategy sets a clear direction towards the ambition of doubling net sales by 2030. Built around customer dedication, service transparency, and sustainability leadership, it defines how we work, innovate, and create customer value.

[Learn more about our strategy →](#)

Energy transition driving emission reductions

Emissions decreased through lower customer delivery emissions and increased use of low-carbon energy. In laundries, 82% of electricity comes from zero-carbon sources, while 27% of kilometres are driven using renewable fuels or electricity as the power source.



[Learn more about our emission reductions →](#)



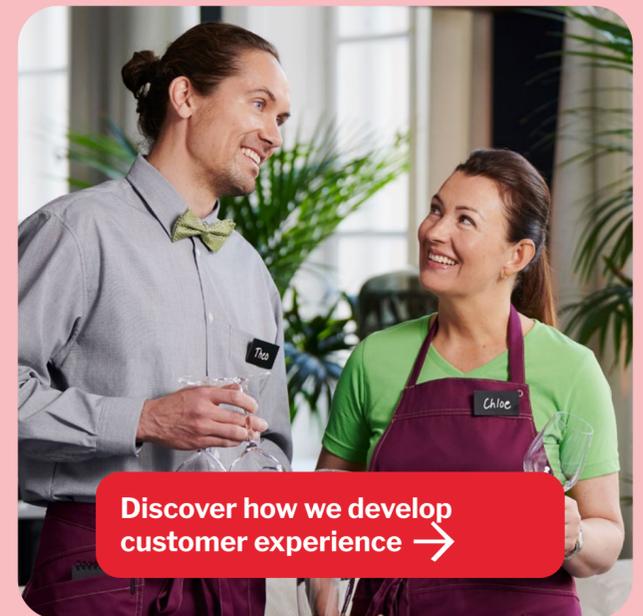
Supplier collaboration strengthens emissions reduction efforts

The Sustainability Champions Together programme, launched in 2025, focuses on supply chain decarbonisation and social responsibility. By year-end, 41 key suppliers have committed to concrete emissions-reduction targets, supporting our progress towards lower-emission services.

[Discover how we collaborate for emission reductions →](#)

Customer experience strengthened through systematic action

Customer experience improved through systematic use of feedback. In 2025, the Net Promoter Score rose by 21% to 37.1, while customer satisfaction remained high at 4.3 out of 5.0.



[Discover how we develop customer experience →](#)



Employee survey shows strong engagement and confidence

Across all five Voice of Employees indicators, performance surpassed global benchmarks, with especially strong results in inclusion, intent to stay and employee wellbeing. The results indicate high confidence in the future and a strong willingness to recommend our services.

Find out how we keep our employees happy →

New cleaning textile service expands our service offering

The launch of the Cleaning Textile Service expands our textile services portfolio to support professional cleaning work. The service improves efficiency and hygiene while reducing environmental impact through reusable, professionally maintained cleaning textiles.



Read more about the Cleaning Textile Service →



Partnerships advance access to clean water

Our new collaboration with ActionAid Vietnam delivered its first results by improving access to safe drinking water in climate-affected schools, benefiting more than 3,300 students and teachers. We also continued our long-standing support for UNICEF's WASH programme in India, promoting access to safe water, sanitation and hygiene.

Find out more about our ActionAid collaboration →



EcoVadis Platinum rating confirms leadership in sustainability

In early 2026, we renewed our EcoVadis Platinum rating, placing us among the top 1% of over 150,000 companies assessed globally for sustainability performance. The result confirms our long-term commitment to responsible business.

Discover more how we performed in different areas of sustainability →



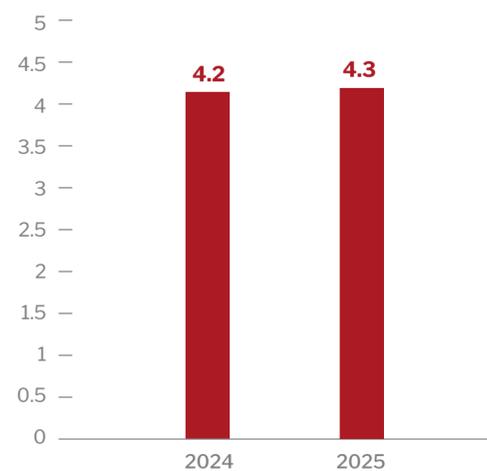
Building long-term customer relationships

Long-term customer relationships are one of our core values and a key part of our strategy. Many of our customer partnerships have spanned several decades. Today, we serve around 87,000 customers at 184,000 sites across a wide range of industries, including pharmaceuticals, healthcare, retail, food, HoReCa, facility management, engineering, and automotive. Our customer base ranges from small businesses to large multinational corporations.

Systematic development of customer experience

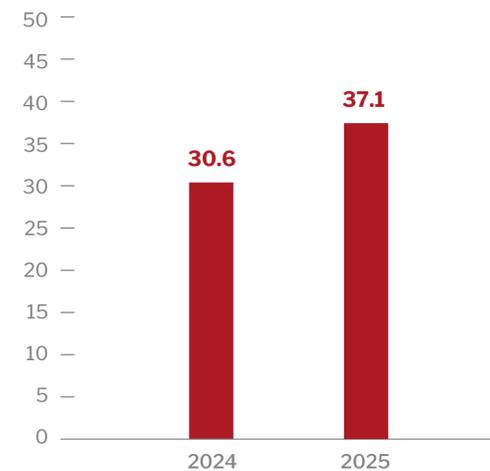
When developing customer experience, our guiding principle is understanding what creates peace of mind for our customers and ensuring they choose us every day throughout their journey with us. We aim to deliver consistent and proactive interactions that build trust and reliability over time. Our Voice of Customers survey helps us assess how well we succeed in delivering this promise.

CUSTOMER SATISFACTION (CSAT)



CSAT measures customer satisfaction with our services on a scale from 0 to 5. The survey included 7,271 respondents in 2025 and 4,932 in 2024.

NET PROMOTER SCORE (NPS)



NPS measures customers' likelihood to recommend our services and is calculated by subtracting the share of detractors from the share of promoters. The survey included 1,086 respondents in 2025 and 732 in 2024.





The Voice of Customers survey launched in 2024 focuses on two key performance indicators. The Customer Satisfaction Score (CSAT) describes how satisfied customers are with our services. The Net Promoter Score (NPS) measures customers' willingness to recommend our services to others. In 2025,

our NPS improved by 21% to 37.1 (2024: 30.6). CSAT remained at a strong level and increased slightly to 4.3 out of 5.0 (2024: 4.2).

To strengthen systematic follow-up, we launched a customer experience playbook in 2025. It provides a structured approach to understanding and using cus-

tomers' feedback to improve experiences. Each country has a named owner responsible for ensuring customer feedback is reviewed and translated into concrete actions.

Looking ahead, we will continue to develop customer experiences systematically by complementing surveys

with in-depth customer interviews. These conversations help us better understand the root causes behind customer feedback and identify the foundations of a reliable and consistent experience at each stage of the customer journey. We also seek opportunities to exceed expectations through proactive actions and genuine care.

Customer-driven service development

Our goal is to provide reliable services that support our customers' operations by allowing them to focus on their core business, while also enhancing sustainability, customer experience and employee wellbeing. Co-creation with customers is central to how we develop our products and services.

In 2025, we launched several new products and services in collaboration with our customers. The Cleaning Textile service extends our textile expertise into a new area by offering high-quality rental cleaning textiles for cleaning and facility management companies.

We also launched Workwear Alarm that relies on the RFID technology embedded in each Lindström garment. This loss prevention system helps ensure that garments are not taken off-site and that all workwear is professionally cleaned and maintained.

In addition, we introduced new updates and tools to help customers improve the efficiency of workwear management. The upgraded Workwear Flex service enhances usability and supports the efficient management of shared workwear. Workwear Optimal is a data-driven add-on service that provides recommendations on non-circulating garments. It helps customers achieve optimal inventory levels and minimise hygiene and safety risks.

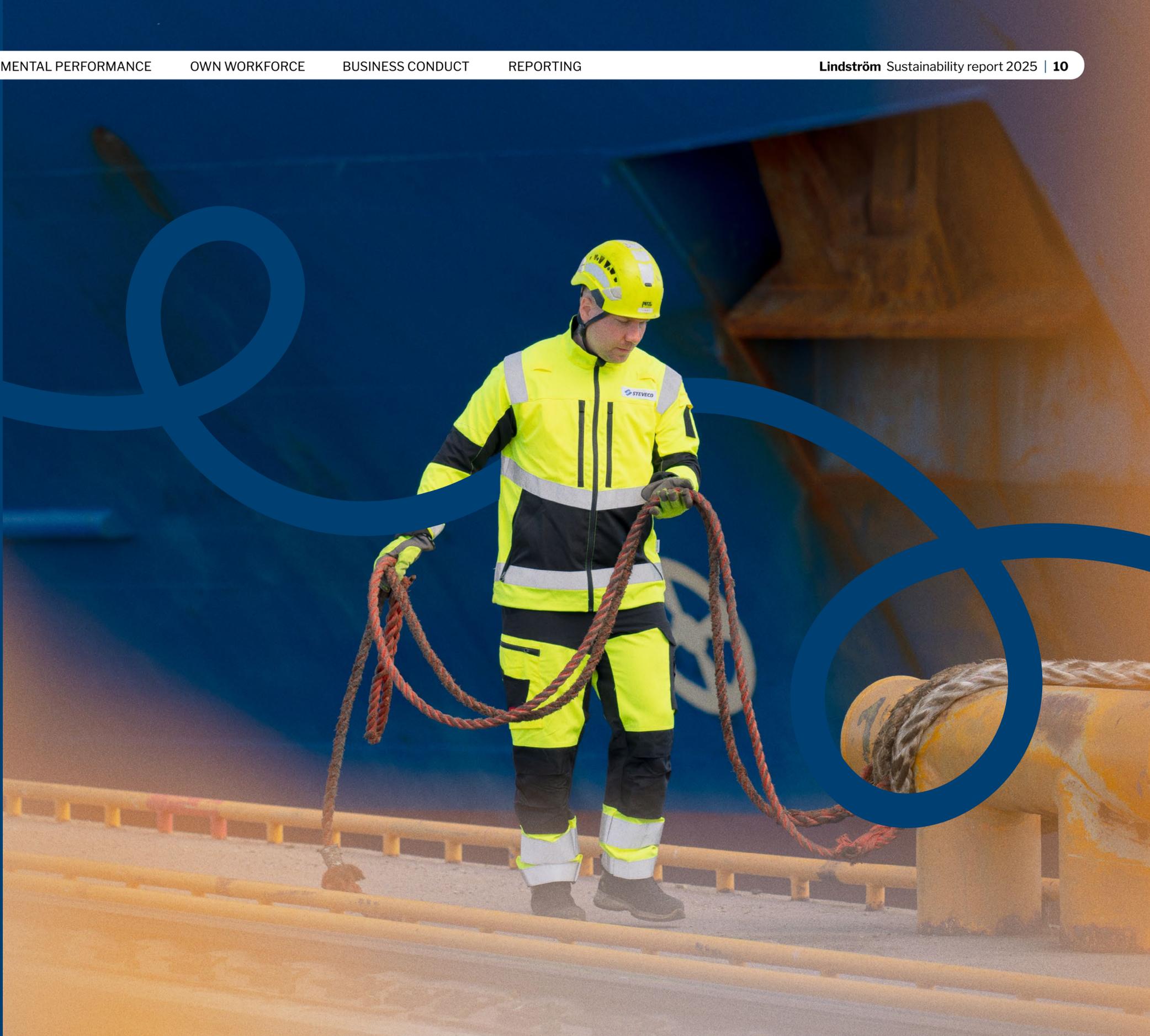
The new WinterPro collection, developed in 2025, addresses the growing demand for modern, certified protection in cold environments. The collection was the first one to utilise 3D tools in workwear design that support more sustainable product development and faster response to customer needs. The collection is scheduled to launch in 2026.





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Income statement

1 January – 31 December

Lindström Group, T€	2025	2024
TURNOVER	541,942	518,096
Materials and services	178,345	162,315
Personnel expenses	174,075	162,364
Depreciation and amortisation	24,094	22,503
Other operating income and expenses	139,966	117,370
OPERATING PROFIT	25,462	53,544
Financial income and expenses	5,793	2,136
PROFIT (LOSS) BEFORE TAXES	31,255	55,679
Income taxes	7,837	12,755
PROFIT (LOSS) FOR THE PERIOD	23,419	42,924

NET PROFIT

23.4 M€

(2024: 42.9 M€)

TURNOVER

541.9 M€

(2024: 518.1 M€)

EBITA

30.9 M€

(2024: 59.7 M€)



Financial performance

In 2025, our business continued to develop across key markets as we strengthened our operational footprint and advanced our service offering. We expanded our presence in Poland and Finland through acquisitions. Our focus was to increase sales capabilities and further refine our service and product concepts, along with ongoing improvements in laundry capacity and infrastructure. These initiatives supported the implementation of our new strategy, which prioritises net sales development as a key driver of future growth.

Development and performance of operations and financial situation

Group's turnover increased to EUR 541.9 million over the previous year by EUR 23.8 million (previous year EUR 518.1 million). Turnover of the parent company was EUR 216.0 million (previous year EUR 216.8 million). The share of the Group's turnover outside Finland was EUR 276.3 million or 51.0% (previous year EUR 257.9 million or 49.8%).

In Poland, Lindström acquired HTS Rental, which was subsequently merged into Lindström Poland. Comforta Oy, based in Finland, acquired Mikkelin Pesula Oy. Additionally, Comforta Oy signed a business purchase agreement with Vistan Pesula Oy, which is scheduled for completion in 2026.

Profitability

Group's pre-tax profit was EUR 31.3 million (previous year EUR 55.7 million). Parent company's earnings before appropriations and taxes were EUR 30.9 million (previous year EUR 50.9 million). Profitability for the period was negatively impacted by non-recurring expenses.

Investments

Group's net investments in the financial year amounted to EUR 19.2 million, whereas in the previous year they were EUR 46.8 million. The parent company's total investments amounted to EUR 5.0 million, whereas the year before they were EUR 11.3 million.

The most significant investments made by the parent company during the financial year were related to service and product concept development. The main investments consisted of continued relocation and expansion of laundry capacity in Sweden, and laundry renewal in Finland, establishment of new laundries in Poland and Vietnam, and renewal of wastewater treatment solutions in Latvia.

Funding and liquidity

During 2025, the parent company did not undertake any material additional capital investments in its subsidiaries. The Group's liquidity remained strong throughout the financial year.

Development operations

Group's development activities were primarily focused on the service concepts and processes. Significant development work took place in the fields of product design, operations & technology development and procurement. Investments related to development activities were recognised as operating expenses.

Estimate of future development

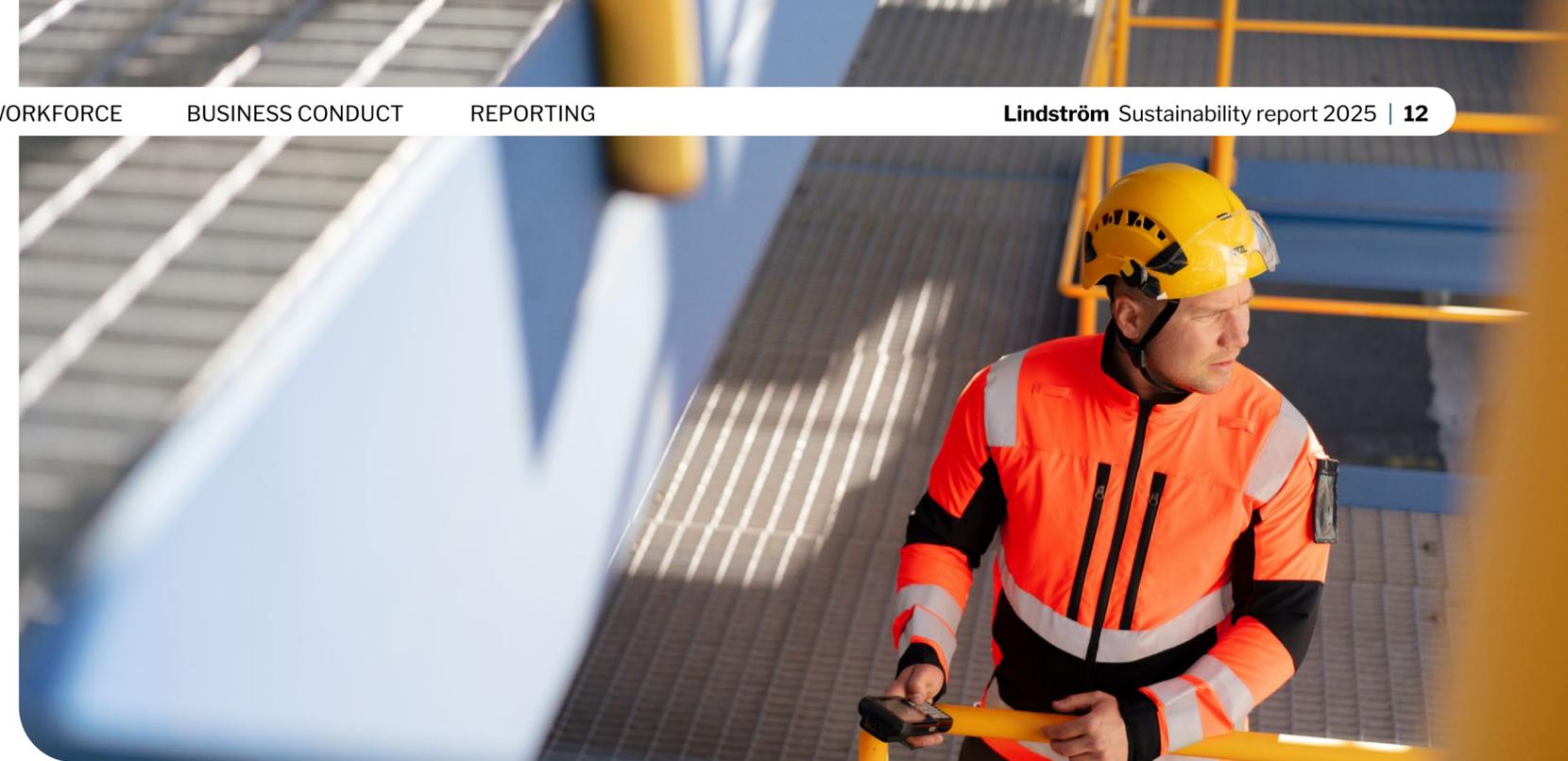
It is estimated that in 2026 turnover of the parent company and Group in total will increase. Profitability can be assured through active customer cooperation and by continuously making the processes more efficient. Continuous new sales and price increase activities will mitigate inflation and ensure that profitability will remain at a similar level to that of 2025, which was significantly impacted by a non-recurring expense.

In 2026, the level of investments is estimated to be notably higher than in 2025 driven by timetable changes in major projects. The parent company plans to continue investments in IT system renewal. Additionally, invest-

ment in modernisation of the laundry infrastructure is planned in several countries. Key investments will include renewal and expansion of laundry capacity in Lithuania, construction of a new service center in Slovakia, opening of new laundry facilities in Bulgaria, South Korea and India, investments in the existing facilities in Finland, and a building extension in Estonia.

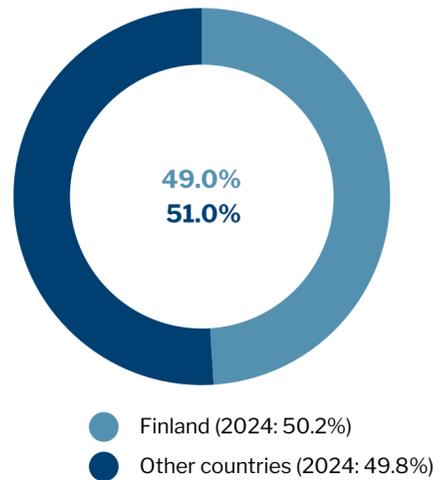
We meet our obligations as a taxpayer

We do not practice aggressive tax planning. Each of our companies is registered in a local business register and pay their taxes in their respective country. We comply with international transfer pricing regulations and local tax laws and regulations. We paid a total of EUR 14.4 million in income tax in the 2025 fiscal year. Besides income tax, we paid for production, services, personnel, and real estate-related taxes, a total of EUR 135.1 million in 2025.

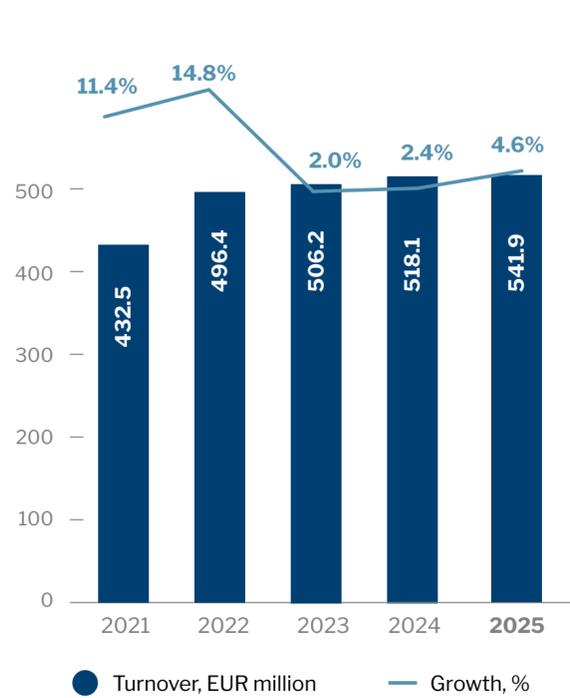




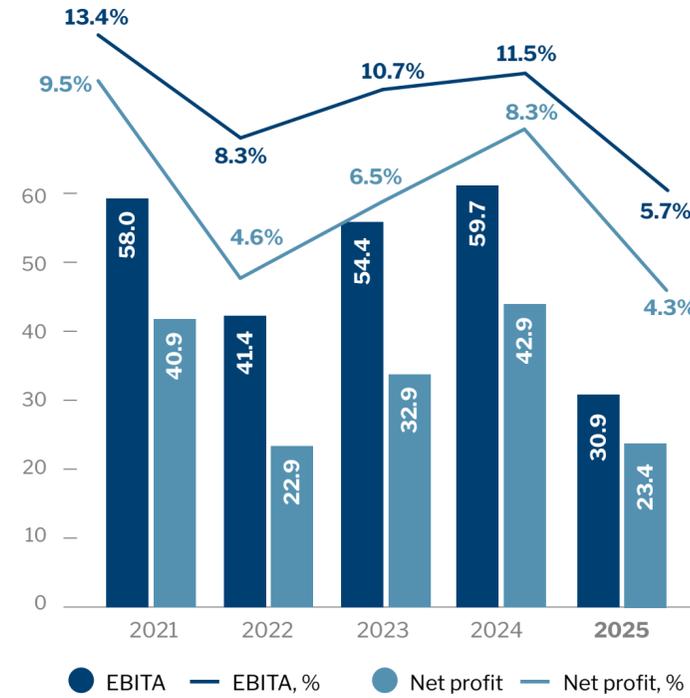
SHARE OF TURNOVER



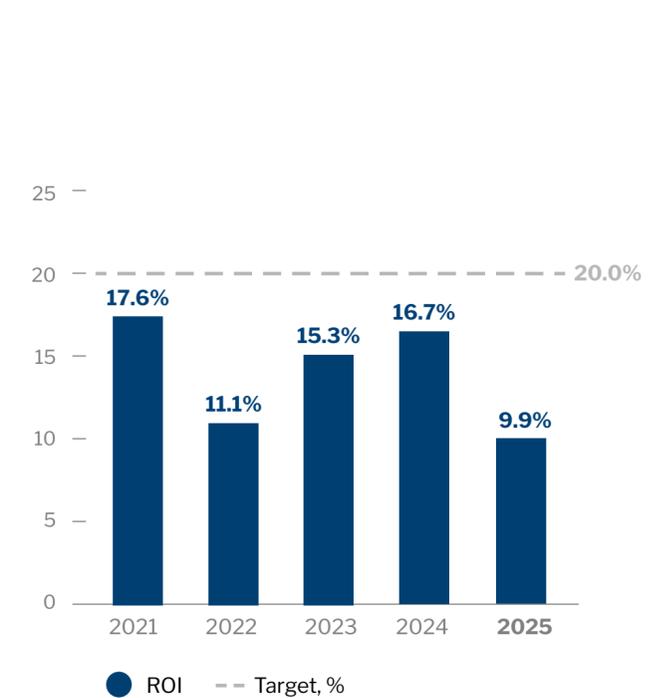
TURNOVER AND ANNUAL GROWTH



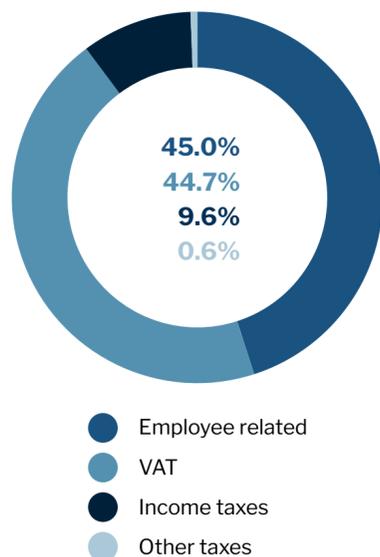
NET PROFIT AND EBITA, EUR MILLION



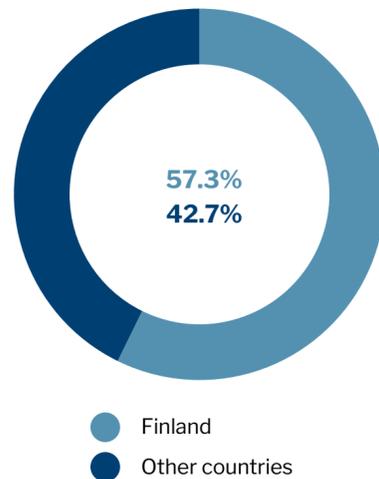
RETURN ON INVESTMENT, %



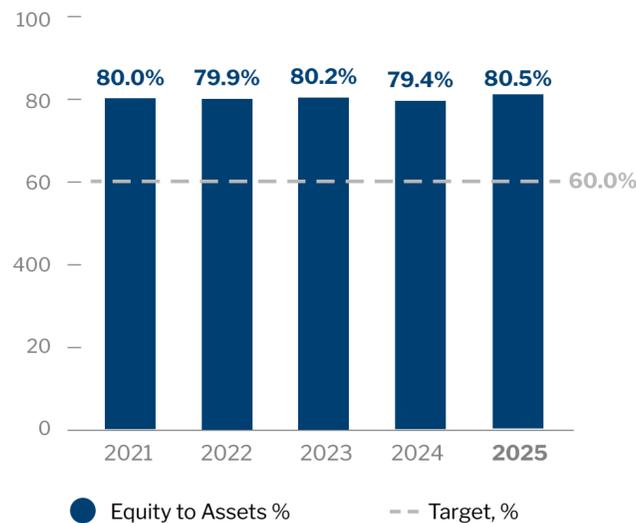
TAXES BY TYPE



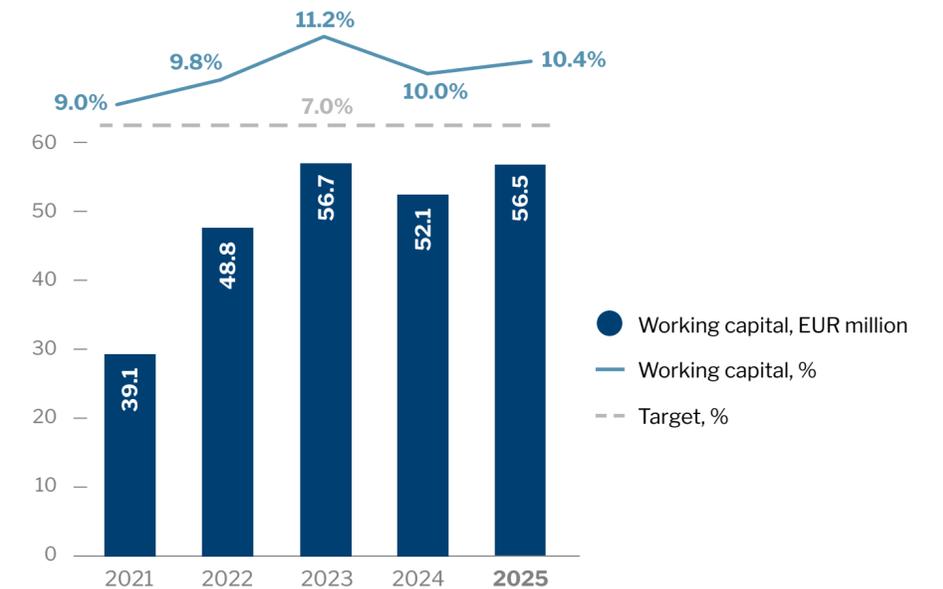
TAXES BY REGION



EQUITY TO ASSETS RATIO, %



WORKING CAPITAL AND % OF TURNOVER



Working capital calculation has been corrected for all years reported due to inaccurate receivables and liabilities used in the past.



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Basis of preparation

BP-1

General basis for preparation of the sustainability statement

This sustainability report is published on a consolidated basis. Its scope of consolidation is the same as that of our Financial Statements, meaning all subsidiaries are included. The reporting period follows our fiscal year, which is the calendar year from 1 January to 31 December.

We have prepared the report in line with the European Sustainability Reporting Standards (ESRS), specifically ESRS 2, E1, E3, E5, S1 and G1. Although we are not yet required to apply these standards, we have chosen to do so voluntarily. The report is assured by EY.

For 2025, our first reporting year, we present figures from the previous year as comparative data where these have been reported and assured earlier. These historical figures were prepared according to the Global Reporting Initiative (GRI) Standards and will only be shown if the calculation logic is comparable. If comparability is not possible, only 2025 figures will be presented. [\(ESRS 2-BP-1-3, BP-1-5a-b\)](#)

Coverage of value chain

We have considered our entire value chain, including both upstream and downstream activities, when preparing the sustainability statement. However, full visibility across all aspects of the value chain is not always available. In such cases, we have applied assumptions based on the best available data, industry publications, and knowledge of relevant sectors and geographies. [\(ESRS 2-BP-1-5c, BP-2-10\)](#)

Omission of information and use of disclosure exemptions

For the first year of voluntary reporting, we have excluded certain elements from this report. Two material standards – E2 Pollution and S2 Workers in the value chain – along with the EU Taxonomy have not been included. Reporting on these areas would have required significant development work, and given the uncertainty around future regulation, such efforts were not considered reasonable at this stage.

We have not used the option to omit information related to intellectual property, know-how, or innovation

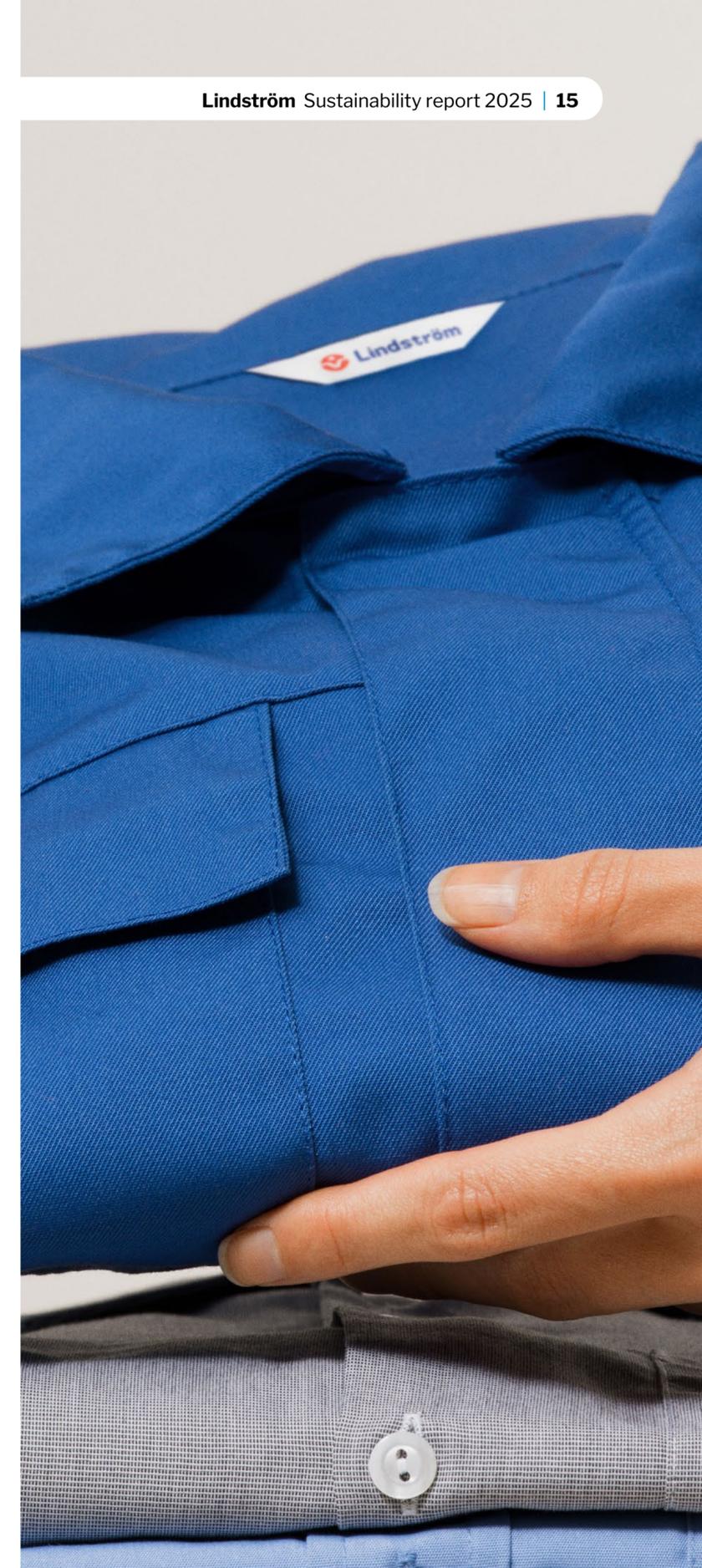
results, nor the exemption for disclosure of impending developments or matters under negotiation, as provided in Articles 19a(3) and 29a(3) of Directive 2013/34/EU. [\(ESRS 2-BP-1-5d-e\)](#)

Time horizons

We have used the same time horizons as defined in ESRS 1, section 6.4, where short term refers to the reporting period, medium term to five years, and long term to anything beyond five years. [\(ESRS 2-BP-2-9a-b\)](#)

Estimation sources and outcome uncertainty

There is some uncertainty regarding the climate transition plan, as it depends on external factors such as the availability of suitable technologies and emission reductions across the value chain. [\(ESRS 2-BP-2-11\)](#)





Governance

GOV-1

The role of the administrative, management and supervisory bodies

Governance structure

Lindström is a Finnish family-owned company, with duties and responsibilities defined in accordance with Finnish law. The Group consists of the parent company, Lindström Oy, and its subsidiaries. Our statutory governing bodies are the General Meeting of Shareholders, the Board of Directors, the Managing Director (President and CEO), and the Auditor.

Board of Directors

At the end of 2025, Lindström Group's Board of Directors comprised seven non-executive members, including two stakeholder representatives. The Board does not include employee representatives. The percentage of independent board members is 71%.

Lindström's Board of Directors on 31 December 2025:

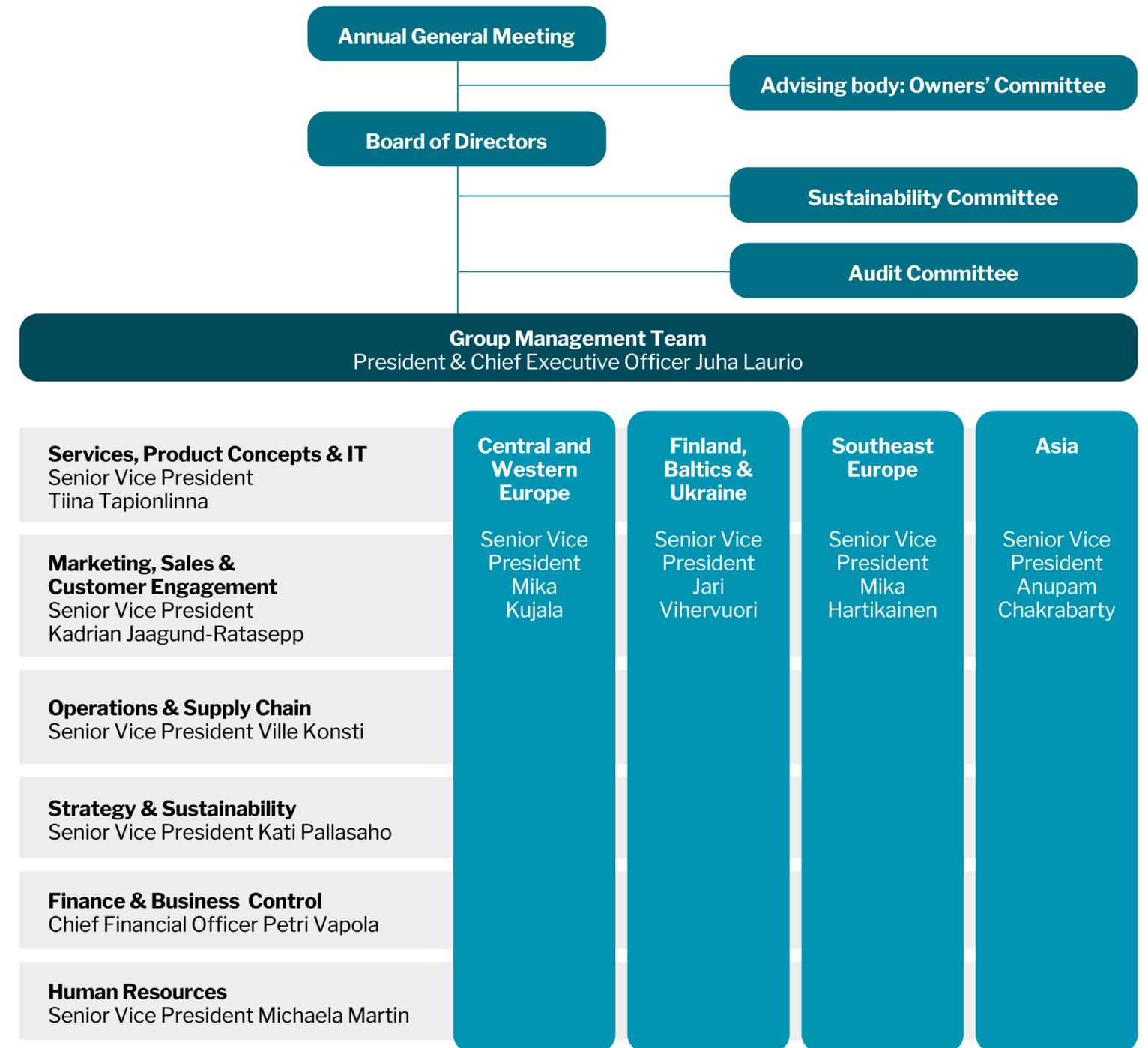
- Harri-Pekka Kaukonen – Board member since 2015
- Eva Nedelkova – Board member since 2022
- Gavin Adda – Board member since 2023
- Eddy Chan – Board member since 2020
- Hanna Kivelä – Board member since 2022
- Petteri Kousa – Board member since 2017
- Max Rautiainen – Board member since 2014

Stakeholder representation: owner family members Petteri Kousa and Max Rautiainen.

Independent members (neither shareholders nor Lindström employees): Harri-Pekka Kaukonen, Eva Nedelkova, Gavin Adda, Eddy Chan and Hanna Kivelä.

Group management team

The Group Management Team consisted of eleven executive members, with no employee representatives. Both the Board and the Group Management Team bring expertise in textile rental services from markets and regions relevant to Lindström, particularly in Europe and Asia. Diversity figures for the Group Management Team are available in chapter S1 Own workforce. (ESRS 2-GOV-1-21a-e)



Organisation chart 31 December 2025



Governance responsibilities and expertise in sustainability

The Board of Directors holds ultimate responsibility for overseeing the Group's impact on the economy, environment, and people, as well as its strategy and sustainability matters. This includes monitoring material impacts, risks, and opportunities. To support this work, the Board has established a Sustainability Committee, which acts as a preparatory body rather than a decision-making entity and reports directly to the Board. The Committee meets regularly to review progress against sustainability targets, monitor regulatory developments, and oversee reporting preparations.

Sustainability Committee members:

- Petteri Kousa
- Hanna Kivelä
- Eva Nedelkova

Kati Pallasaho, SVP for Strategy and Sustainability, participates in and facilitates the Committee meetings.

The Board of Directors conducts an annual self-evaluation, assessing its performance in relation to operational management and strategic objectives. The results are discussed in a meeting, and development actions are agreed upon as needed. The Board also regularly evaluates the ESG skills and competencies of its members to strengthen sustainability governance.

The Group Management Team owns the Group's sustainability agenda and is responsible for implementing sustainability actions within their respective areas. The CEO and the Board of Directors review and approve policies, key sustainability initiatives, and targets. The Board of Directors also reviews and approves the sustainability report.

Sustainability governance responsibilities are distributed across key leadership roles to ensure strategic alignment and regulatory compliance:

- The SVP for Strategy and Sustainability oversees the Double Materiality Assessment (DMA) and ensures sustainability topics are integrated into strategic planning and execution.
- The Chief Financial Officer (CFO) manages Group risk, including sustainability-related risks.
- Both the SVP for Strategy and Sustainability and the CFO report directly to the CEO, who reports to the Board of Directors.
- The SVP for Operations and Supply Chain oversees sustainability in operations and procurement.
- The SVP for Human Resources manages workforce-related sustainability matters.

Each business area and Group function is responsible for ensuring compliance with sustainability targets and action plans, including implementing measures and monitoring data collection and reporting processes.

The Group Management Team has received sustainability training and is regularly updated on regulatory developments. Both the Group Management Team and the Board are supported by internal experts to ensure informed decision-making on sustainability matters.

Governance responsibilities and expertise in business conduct

The duties and responsibilities of Lindström are defined according to Finnish law. The Board of Directors and the Group Management Team serve as Lindström's administrative, management, and supervisory bodies, overseeing business conduct matters. Both bodies bring extensive experience in business conduct, and their expertise is evaluated regularly. [\(ESRS 2-GOV-1-22, 23\)](#)

GOV-2

Sustainability matters addressed by the administrative, management and supervisory bodies

The results of the double materiality assessment, including all material impacts, risks, and opportunities, were presented to both the Board of Directors and the Group Management Team.

The identified impacts, risks, and opportunities, along with target setting, action plans, and monitoring of IROs, are integrated into the Group's risk management processes. Lindström's Group Management Team regularly reviews risk management and plans key results, while the setting and progress of KPIs are monitored on an ongoing basis.

When preparing the strategy, material impacts, risks, and opportunities informed the selection of strategic sustainability targets. All sustainability targets for 2030 address topics identified as material in the double materiality assessment. Progress toward these strategic targets is monitored at least three times a year by the Group Management Team.

Before any major transactions, the Board of Directors reviews proposals using an ESG checklist to ensure envi-

ronmental, social, and governance considerations are incorporated into decision-making. [\(ESRS 2-GOV-2-24, 26\)](#)

GOV-3

Integration of sustainability-related performance in incentive schemes

The incentive schemes for our members of the administrative, management and supervisory bodies do not have sustainability- or climate-related performance targets, and their remuneration is not linked to sustainability matters. [\(ESRS 2-GOV-3-27, 29\)](#)

GOV-4

Statement on due diligence

In line with the OECD Guidelines for Multinational Enterprises, due diligence principles are systematically embedded into Lindström's governance structures, strategic planning, and business model. A detailed explanation of how the due diligence process is integrated across the organisation is provided in the relevant sections of this sustainability statement, covering environmental, social, and governance topics, as shown in the table below. [\(ESRS 2-GOV-4-30, 32\)](#)

Where due diligence is addressed in the sustainability statement

Core elements of due diligence	Paragraphs in the sustainability statement
a) Embedding due diligence in governance, strategy and business model	ESRS2; GOV-1, GOV-2, SBM-3 S1-1, G1-1
b) Engaging with affected stakeholders in all key steps of the due diligence	ESRS2; SBM-2, IRO-1
c) Identifying and assessing adverse impacts	ESRS2; IRO-1, SBM-2
d) Taking actions to address those adverse impacts	ESRS2; E1-3, E3-2, E5-2, S1-3-4, G1-2, G1-3
e) Tracking the effectiveness of these efforts and communicating	E1-4, E3-2, E5-3, S1-5, G1



GOV-5

Risk management and internal controls over sustainability reporting

We manage sustainability reporting through clear governance, defined responsibilities, and strong internal controls. Our aim is to ensure that all reported information is reliable, consistent, and aligned with reporting standards. To achieve this, we work across functions, apply robust reporting practices, and continuously strengthen our processes to identify and manage risks, improve data quality, and support transparent decision-making.

Internal controls for sustainability reporting

Internal controls applied to sustainability reporting vary by reporting area, as different functions contribute data for the report. Each function is responsible for the accuracy of its data and follows internal working instructions. At the consolidated level, control mechanisms and assurance procedures ensure ESG reporting is accurate and comprehensive. Our annual project plan, with clear roles and responsibilities, supports consistency, accountability, and timely delivery of high-quality disclosures aligned with Lindström's strategic objectives and stakeholder expectations. The Annual Sustainability Report Policy provides a structured framework for reporting, including timelines, roles, quality control measures, and alignment with European sustainability standards and internal governance practices.

Managing reporting risks

To ensure reliability, we have identified key reporting risks, including completeness and integrity of information – particularly data sourced from the value chain and manual data collection – as well as timeliness. To address these risks, we maintain a governance framework that clearly defines roles and responsibilities and applies efficient controls, such as second reviews for manual work, to enhance accuracy and punctuality.

Our approach also emphasises automation to minimise errors and allow more time for analysis. For example,

our personnel system (Linda) has undergone significant development in recent years, and improvements continue. In addition, our Energy and Environmental Data reporting solution was renewed at the end of the previous reporting year, providing better controls and audit trails. These systems cover a substantial share of the metrics reported in this report, including parts of emission calculations, which are now automated and based on energy and environmental data.

Ownership and reporting process

The Chief Financial Officer holds overall responsibility for the Sustainability report 2025. The CSRD project manager, appointed from within our Finance & Business Control competence centre, is responsible for data validation and for maintaining close cooperation with data owners and external auditors to ensure consistent application of reporting principles.

Each year, following the publication of the sustainability report, we conduct a comprehensive risk assessment of the reporting process. This review includes feedback from the project team and external auditors to identify potential gaps, control weaknesses, and emerging risks. The results, along with key findings and recommendations, are presented to the Board Sustainability Committee for oversight. Based on these insights, we develop targeted risk mitigation strategies and process improvements, which are integrated into planning for the next reporting cycle.

Internal audit and compliance

To ensure the accuracy and reliability of sustainability data, Lindström operates a comprehensive internal audit programme coordinated by multiple Group-level functions. Supported by the Audit Management Tool, all internal and external audit observations are recorded, tracked, and addressed. Any discrepancies in reporting or measurements can be reported at any time, triggering root cause analysis and corrective and preventive actions. In addition, laundry process audits are conducted regu-



larly to evaluate deviations in measurements and enable immediate corrective measures.

Internal audits follow the Lindström Audit Policy, implemented under the responsibility of the Director, Quality & Compliance, to maintain compliance, risk management, operational efficiency, and transparency in line with cor-

porate governance and legal standards. Internal audit reports are shared with the Group Management Team after each audit. We also conduct an annual review with the Group Management Team, focusing on the high-risk findings that require their attention. ([ESRS 2-GOV-5-36a-e](#))

Key strategic objectives include reducing emissions, improving water efficiency, and fostering diversity, equity, and inclusion within the organisation. The strategic targets apply to the entire Group, but the water efficiency targets are tailored to local conditions, with a particular focus on regions experiencing water stress. Further details on water-related targets are provided in section E3 Water and marine resources.

To achieve these objectives, we operate on a 16-month planning cycle, emphasising innovation and collaborative development initiatives. The main challenge in meeting our sustainability goals lies in identifying effective solutions, particularly for emissions reduction. Success will depend on innovative approaches and strong collaboration between Lindström, our customers, suppliers and other stakeholders throughout the value chain. [\(ESRS 2-SBM-1-40e-g\)](#)

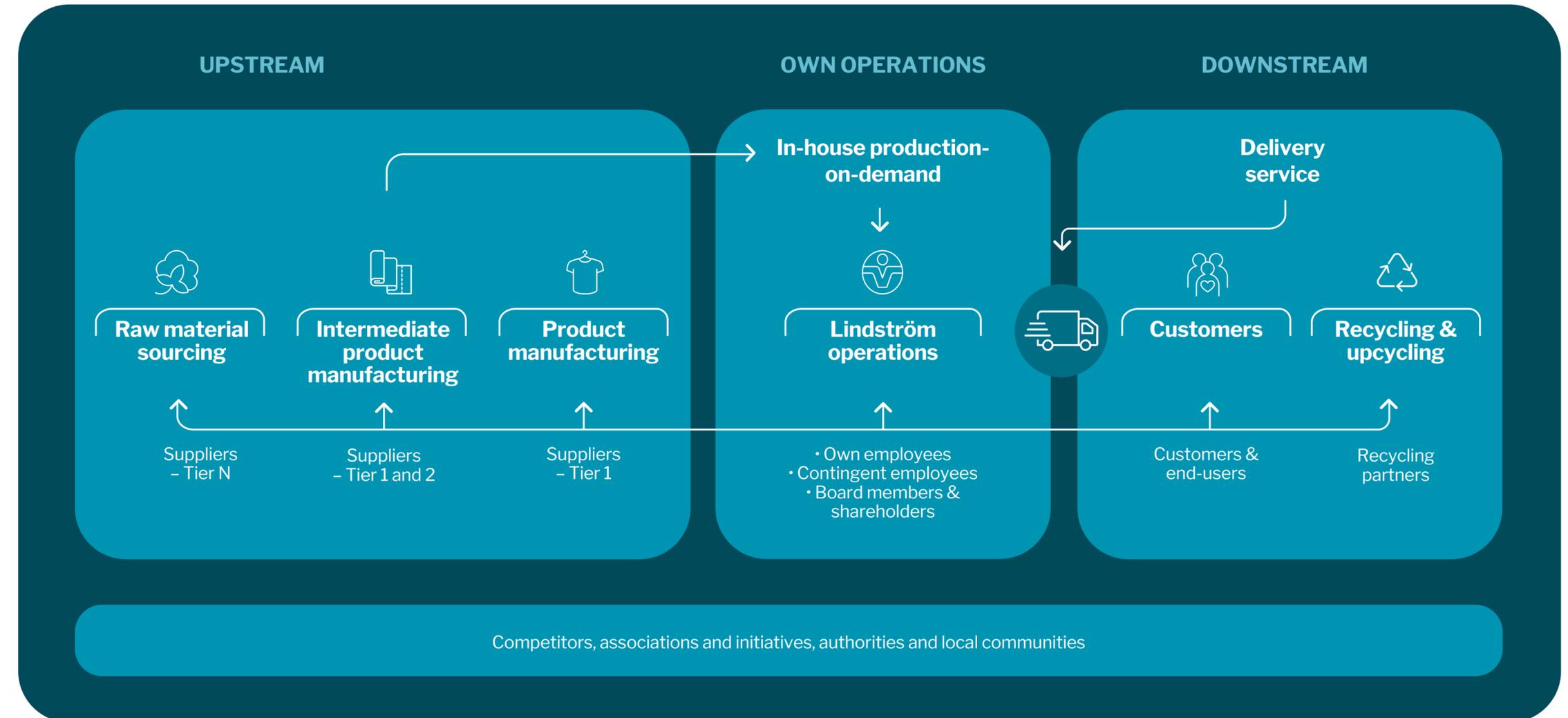
Value chain

A simplified overview of Lindström's value chain is shown on this page, highlighting upstream activities – such as collaboration with suppliers for sustainable raw materials and production – and downstream operations, including delivery services, service use, and end-of-life recycling. In addition to purchasing ready-made garments, Lindström also operates three in-house production-on-demand facilities that manufacture garments based on customer needs.

The upstream stage of our value chain relies on diverse inputs and collaborative relationships spanning raw material sourcing, textile manufacturing, and logistics. These include agricultural products such as cotton, synthetic fibres like polyester, clean water sources, and energy inputs ranging from electricity to renewable fuels such as HVO (Hydrotreated Vegetable Oil). Our operations also depend on a skilled workforce and responsible suppliers across multiple tiers.

Lindström's core operational activities include textile rental services, laundering, logistics, and administrative functions. These are carried out by a dedicated local work-

Value chain and stakeholders



force in 24 countries, whose expertise and commitment ensure high service quality and operational efficiency. Our operations also draw on intellectual assets such as textile

designs, process know-how, and long-standing supplier relationships that support innovation and consistency. Through this integrated approach, we provide custom-

ers with a comprehensive service covering textile rental, laundering, delivery, repair, and recycling – allowing them to focus on their core business. [\(ESRS 2-SBM-1-42a-c\)](#)



Value creation 2025

Input

Global presence

- 87,000 customers (-600)
- 184,000 delivery points (+7,300)
- 24 countries of operation (-)
- 3 production-on-demand units, Prodems (-)
- Global partner network

Products and services

- 21.4 million pcs of textiles in circulation (+0.1)*
- 3,628 tonnes of new textiles purchased (+481)
- 213,611 tonnes of textiles washed (+7,591)

Environmental resources

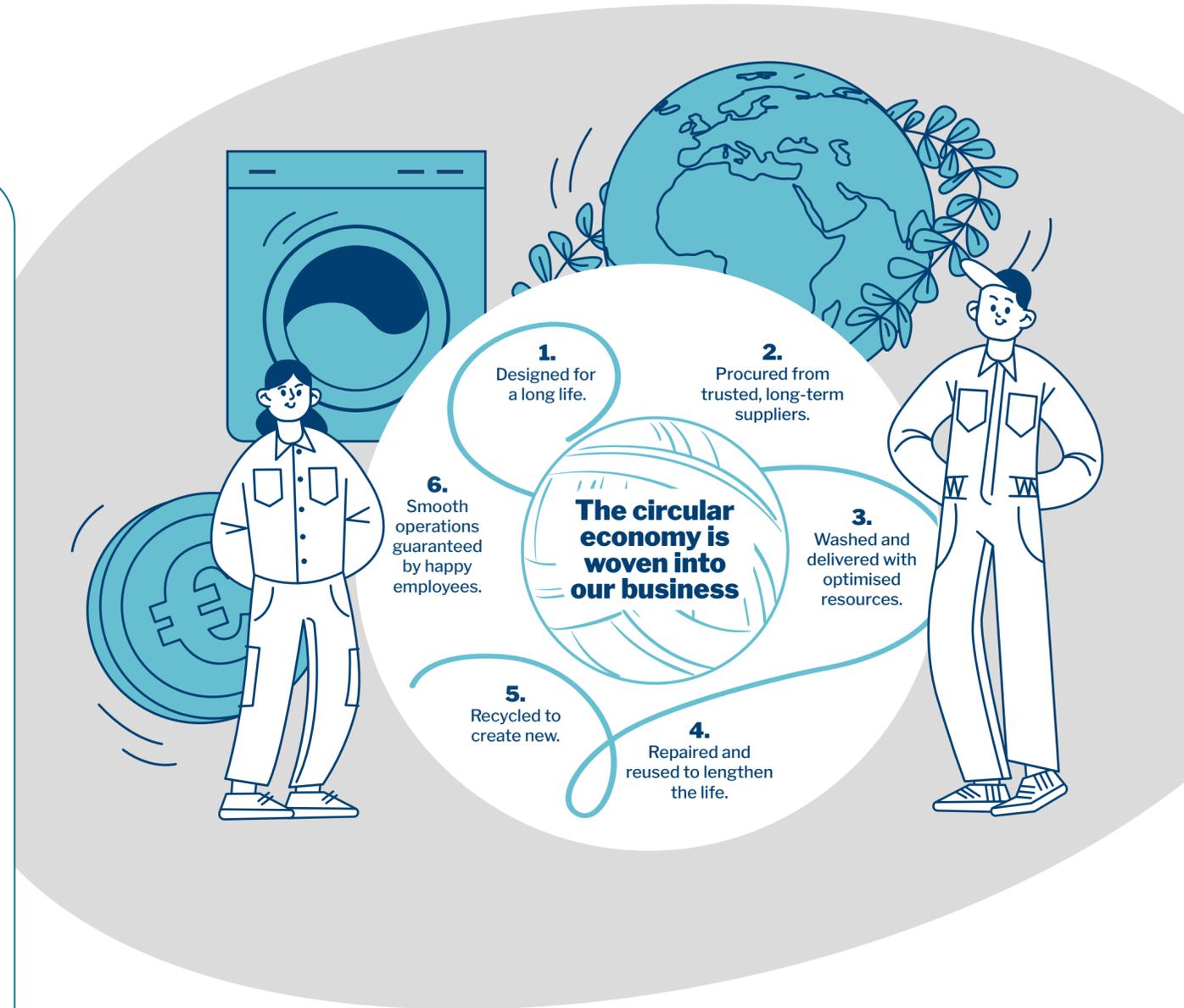
- Used water: 6.8 l /washed textile kg (-0.3)
- Used energy: 0.99 kWh /washed textile kg (-0.02)

Economical assets

- Investments EUR 19.2 million (-27.6)
- Equity to assets ratio 80.5% (+1.1)
- Working capital of turnover ratio 10.4% (+0.4)

Intangible assets

- eLindström customer portal for 24/7 service in all countries
- Intelligent digital solutions for textile tracking and optimisation
- Human capital



Output and impact

Bringing value to customers & partners

- Customer satisfaction 4.3/5.0 (+0.1)
- Voice of Partners Index 8.8 (-)
- EUR 77 million (+4.9) to subcontractor services

Contributing to the environment

- 66% textile waste recycled (-4%)
- 2.9 million pcs of textiles repaired**
- 6% reduction in greenhouse gas emissions
- Climate targets approved by the Science Based Targets initiative

Contributing to the society

- EUR 56.7 million (+4.9) to taxes and social fees paid to authorities
- Support for UNICEF work in India and ActionAid Vietnam for water security and improved hygiene

Enhancing wellbeing & safety

- EUR 145.9 million (+9.0) to salaries and compensation to personnel
- 1.4 safety observations per person (+0.2)

* Does not include hotel and healthcare linen.

** Change in calculation methodology; results not comparable with previous year.



Commitments and certifications

KEY MEMBERSHIPS IN ORGANISATIONS

- The Family Firms Association (Finland)
- The Confederation of Finnish Industries
- The European Textile Service Association (ETSA)
- The Textile Rental Service Association (TRSA)
- Our specialists act on various national and international teams promoting our field of business, standards, and legislation.

OUR COMMITMENT TO INITIATIVES

- The ICC Business Charter for sustainable development
- The Principles of the UN Universal Human Rights Declaration
- The ILO Declaration of Fundamental Rights and Principles
- The Guidelines of the OECD for Multinational Enterprises
- The Science Based Targets initiative (SBTi)*
- The United Nations Global Compact

[* See our commitment](#)

ESG REPORTING SCHEMES

- European Sustainability Reporting Standards (ESRS)
- EcoVadis
- United Nations Global Compact (UNGC), Communication on Progress

Advancing the United Nations Sustainable Development Goals through our sustainability actions



CERTIFICATES

- Our management system is in compliance with four international management system standards:
 - ISO 9001 for Quality
 - ISO 14001 for Environment
 - ISO 45001 for Health and Safety
 - EN 14065 Hygiene and biocontamination control
- Our cleanroom services operate according to ISO 14644 standard (cleanrooms and the associated controlled environment) and adhere to Good Manufacturing Practice procedures.
- An OEKO-TEX® STANDARD 100 certificate is a basic requirement for the textiles we use.
- The Washroom Services in Finland operate in compliance with Nordic Swan Ecolabel.
- We have a Platinum certificate by a global sustainability ratings provider EcoVadis.





SBM-2

Interests and views of stakeholders

We value the views and insights of our stakeholders and maintain continuous engagement with a wide range of groups. Engagement takes place through annual surveys, such as customer, partner, and employee satisfaction surveys, complemented by interviews. These surveys

provide insights into how stakeholders perceive us as an employer, service provider, and partner. Additional interaction occurs through meetings, events, and other touchpoints.

The purpose of stakeholder engagement is to:

- Build trust and strengthen partnerships

- Understand expectations toward Lindström
- Recognise areas for improvement
- Identify new opportunities

During the double materiality assessment process, we engaged key stakeholders to deepen insights on sustainability matters. The aim was to understand what stake-

holders consider material for Lindström and the textile service industry, and to clarify expectations for our sustainability work. Stakeholders included customers, employees, suppliers, recycling partners, delivery service partners, shareholders, and Board members. Affected communities were not engaged as part of this process. We will continue to develop dialogue and engagement in the coming years.

In addition to dedicated surveys for the double materiality assessment, we leveraged existing engagement methods, such as the Voice of Employees survey, to identify expectations related to ESRS topics. We also piloted questions on sustainability expectations in the Voice of Customers survey in 2023 and have continued to collect this feedback systematically and annually.

Stakeholder insights are considered in both operational and strategic decision-making. These views informed the double materiality assessment, which in turn guided the Strategy 2030 process and target setting. The results of stakeholder engagement for the double materiality assessment were presented to the Group Management Team and the Board of Directors.

[\(ESRS 2-SBM-2-45a-d\)](#)

SBM-3

Material impacts, risks and opportunities and their interaction with strategy and business model

Lindström's key impacts, risks, and opportunities (IROs), identified through the double materiality assessment, are primarily concentrated within our own operations and the upstream segments of our value chain. Each material topic is summarised in the table, while detailed descriptions of associated impacts, risks, and opportunities are provided at the start of each topical standard. These descriptions also specify the relevant timeframes and locations within the value chain where the effects are expected to occur.

The identified IROs impacted the development of our Strategy 2030 and its sustainability targets, ensuring

Stakeholder group	How engagement was organised	Affected stakeholder or user or sustainability statement	Stakeholder interests and priorities identified
Employees	<ul style="list-style-type: none"> • DMA survey • Voice of Employees survey annually 	<ul style="list-style-type: none"> • Affected stakeholder 	<ul style="list-style-type: none"> • Circular economy • Water • Working conditions
Customers	<ul style="list-style-type: none"> • DMA survey • DMA interviews • Voice of Customers survey and interviews annually 	<ul style="list-style-type: none"> • Affected stakeholder 	<ul style="list-style-type: none"> • Circular economy • Climate change • Substances of concern • Water
Suppliers	<ul style="list-style-type: none"> • DMA survey • DMA interviews • Voice of Partners survey annually • Sustainability Champions Together programme • Supplier Days 	<ul style="list-style-type: none"> • Affected stakeholder 	<ul style="list-style-type: none"> • Circular economy • Supplier relationships • Climate change • Pollution • Water
Delivery service partners	<ul style="list-style-type: none"> • DMA survey • Voice of Partners survey annually 	<ul style="list-style-type: none"> • Affected stakeholder 	<ul style="list-style-type: none"> • Circular economy • Health, safety and security of the end-users of our products or services • Working conditions
End-of-life textile recycling partners	<ul style="list-style-type: none"> • DMA survey 	<ul style="list-style-type: none"> • Affected stakeholder 	<ul style="list-style-type: none"> • Circular economy • Substances of concern • Working conditions • Biodiversity • Pollution
Board of Directors	<ul style="list-style-type: none"> • DMA survey 	<ul style="list-style-type: none"> • User of sustainability statement 	<ul style="list-style-type: none"> • Circular economy • Climate change • Water • Pollution
Owner's committee	<ul style="list-style-type: none"> • DMA survey 	<ul style="list-style-type: none"> • User of sustainability statement 	<ul style="list-style-type: none"> • Circular economy • Working conditions • Water



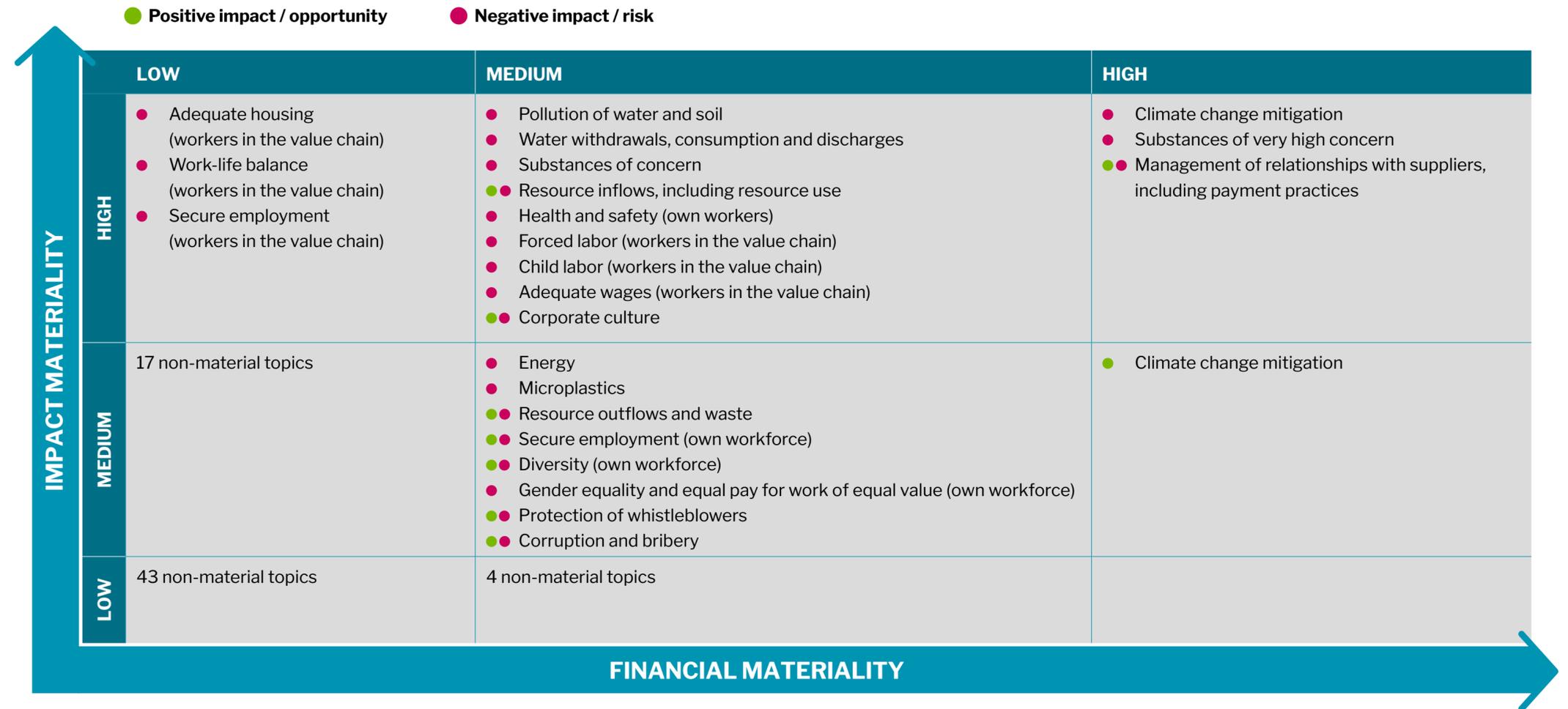
resilience and focus on the most relevant topics. Strategy 2030 plays a central role in addressing these IROs. It focuses on reducing greenhouse gas emissions, improving water efficiency, and advancing diversity, equity, and inclusion to make Lindström a better workplace.

To achieve these targets, we are:

- Transitioning to zero-carbon electricity
- Electrifying our operations to reduce gas consumption
- Increasing the share of fossil-free deliveries
- Engaging suppliers to reduce Scope 3 emissions
- Improving water recycling systems
- Organising diversity, equity, and inclusion training for personnel and management

Further details on actions stemming from our strategy can be found in the respective topical sections. [\(ESRS 2-SBM-3-48a-c\)](#)

Based on Lindström's double materiality assessment of risks and opportunities, no current financial impacts have been identified that would affect the company's financial position, performance, or cash flow. In addition, no significant risks have been observed that would require material adjustments to the carrying amounts of assets or liabilities within the upcoming annual reporting period. [\(ESRS 2-SBM-3-48d\)](#)





Impact, risk and opportunity management

IRO-1

Description of the process to identify and assess material impacts, risks and opportunities

Lindström conducted a double materiality assessment (DMA) in 2024 and updated it in 2025 to define the scope for reporting and provide the foundation for our sustainability strategy. The assessment was based on the topical standards of ESRS, all of which were evaluated and graded to determine material topics for Lindström. The process involved both internal experts and external consultants. Each ESRS topical standard was assessed

across the entire value chain using internal and external data, sources, and knowledge.

The assessment applied two perspectives: inside-out (impact materiality) and outside-in (financial materiality). Internal evaluations were carried out by teams with subject matter experts on specific topics.

Because complete data was not available for all areas of the value chain, general assumptions were made based on industry information, geographical context, and public sources.

We also worked with an external consultant who conducted a data-driven double materiality assessment for

Lindström. In parallel, we performed our own analysis and combined the results to create a comprehensive assessment that included both data-based insights and organizational expertise.

The DMA also included stakeholder engagement to broaden perspectives and understand expectations regarding our sustainability work. Details of this engagement are provided in ESRS 2 SBM-2. [\(ESRS 2-IRO-1-53a\)](#)

Impact materiality – identifying impacts

Expert teams identified the impacts Lindström and its value chain have on ESRS-defined topics. Additional

topics outside ESRS were considered but none were deemed material. All impacts were classified based on factors such as actual or potential impact, positive or negative nature, value chain location, geographical scope, and time horizon.

After identification, impacts were graded according to scale, scope, irremediability (for negative impacts only), and likelihood. Likelihood was assessed only for potential impacts; actual impacts automatically received the highest grade (5). Descriptions of these criteria are provided in the table below. [\(ESRS 2-IRO-1-53b\)](#)

The scoring system for assessing the impact materiality

Score	Scale: the magnitude or extent of the impact	Scope: impacts from one site to all Lindström countries	Irremediability (only for negative impacts): assessing the reversibility or irreversibility of the impact to its prior state	Likelihood
0 Nonexistent	No impacts due to our operations or value chain.	No impacts due to our operations or in the value chain.	The adverse impact is naturally in balance.	Impossible; can't happen. 0%
1 Minimal	Minimal impact; hardly any changes. Impact not possible to observe, only theoretical.	Happens only at one site or one small supplier.	Reversible: the adverse impact can be restored easily and completely.	Very rare; can happen in theory. <10%
2 Low	Impact possible to observe or measure; low-level impact.	Happens at a few sites or at a few small suppliers or one medium size supplier.	Reversible: the adverse impact can be restored with some effort.	Unlikely to happen, but it is possible. 10–30%
3 Medium	Moderate impact, could also be observed by non-Lindströmers.	At several sites or several small or medium suppliers, or one large supplier.	Difficult to reverse: the adverse impact is possible to restore, but it requires time and effort.	Moderate risk; it may happen. 30–60%
4 High	Significant impact.	At significant part of our sites or suppliers.	Partly irreversible: the adverse impact is difficult to restore and can only be restored to some extent.	Likely it will happen. 60–90%
5 Extensive	Extensive impact.	At all sites or all biggest suppliers.	Irreversible: no ability to restore the negative impact.	Actual or almost certain. >90%



Financial materiality – identifying risks and opportunities

A sustainability matter is considered financially material if it triggers or may trigger significant financial effects on Lindström’s development, including cash flows, financial position, and performance, in the short, medium, or long term.

Expert teams identified risks and opportunities related to ESRS topics. All risks were categorised by time horizon, geographical location, source, and risk classification. The identification process was aligned with the Group’s risk management framework, and ratings were applied using the same system as Group risk management. Risks were graded according to probability and consequence, as shown in the table. All material risks identified through the double materiality assessment were incorporated into the Group’s risk management processes.

Opportunities were defined as new financial opportunities for Lindström – meaning only those not yet realised or not fully realised were considered. Opportunities were graded using the same approach as risks, but with financial impact assessed as positive rather than negative. (ESRS 2-IRO-1-53c-g)

Threshold setting and defining materiality

After assessing and grading the impacts, risks, and opportunities for each topic, the results were placed into a matrix for comparison and threshold setting. To determine an appropriate threshold level, input was sought from the Board Sustainability Committee and the Group Management Team. An ambitious yet achievable approach was chosen to ensure focus on core topics and allocate resources to building a solid reporting process for the future.

A topic is considered material if both financial and impact materiality thresholds (10) are met, or if either threshold alone reaches a rating of 18 or higher.

Update of the double materiality assessment in 2025

As the DMA process in 2024 was comprehensive, a full reassessment was not required in 2025. Instead, a review and update were conducted to confirm the relevance and accuracy of identified IROs. The update did not result in adding or removing material topics; however, certain IROs were added, which in some cases led to a topic being classified as both negatively and positively material. The matrix presented reflects the updated results from 2025. (ESRS 2-IRO-1-53h)

IRO-2 Disclosure requirements covered in our sustainability statement

The list of ESRS disclosure requirements that we have complied with in preparing our sustainability statement, based on the outcome of the materiality assessment, is presented as a content index on page 92. The index also includes the page numbers where each related disclosure can be found.

We conducted a comprehensive data point mapping exercise following the double materiality assessment. This work was guided by the identification of our material IROs, ensuring that the reported data points reflect the most relevant sustainability matters. When determining the material disclosures, we considered both the relevance of the information to each topic and its usefulness in supporting stakeholders’ decision-making. (ESRS 2-IRO-2-59)

Sustainability risk rating at Lindström

Probability x Consequence = Risk rating

Probability		
Weight	Probability %	
1	Very rare	<10%
2	Unlikely	10%–30%
3	Moderate	30%–60%
4	Likely	60%–90%
5	Almost certain	>90%

Financial impact (to profitability, fiscal year)		
Weight	Consequence	Financial impact
1	Insignificant	<100T€
2	Minor	100T€–1M€ Internal damages
3	Harmful	1M€–5M€ Larger internal damages, some consequences to external parties
4	Severe	5M€–20M€ Large external damages
5	Catastrophic	>20M€

Risk rating is calculated by multiplying probability with consequence. The maximum value for the risk rating is 25. Additionally, risks are presented in three time horizons and three geographical horizons.

Time horizon	
Time horizon	Description
Short-term	Current year – end of next calendar year (0–2 years)
Medium-term	Until end of strategy period 2030 (2–5 years)
Long-term	Until end of 2048, when Lindström turns 200 years old (5–25 years)

Geographical scope	
Scope	Description
Country	Limited to one country
Region	Multiple countries within a region
Global / Group	Global or group-level risk/opportunity



Material impacts, risks and opportunities (IROs)

Positive Negative

ESRS Standard	Topic	Description	Type	Value chain	Time horizon
E1: Climate change	Climate change mitigation	Our textile service – including textile purchases and the washing and drying machinery – may have a positive carbon handprint, as it generates fewer emissions for our customers compared to the linear business model.	Potential impact	Whole value chain	Short-term
		Lindström uses a significant amount of energy in its laundry processes, most of which is still non-renewable. Also, our supply chain partners use a significant amount of (non-renewable) energy in their operations.	Actual impact	Whole value chain	Short-term
		Customers are increasingly aware of the climate crisis and are seeking more sustainable and circular solutions. This presents an opportunity to increase demand for our products and services due to consumers' growing interest in solutions that help mitigate climate change.	Opportunity	Own operations, downstream	Short-term
		Technologies and solutions needed to achieve our climate targets may not be available at the required scale or may increase our operational costs.	Risk	Whole value chain	Short-term
	Energy	Lindström uses a significant amount of energy in its laundry processes, and most of which is still non-renewable. Also, our supply chain partners use a significant amount of (non-renewable) energy in their operations.	Actual impact	Whole value chain	Short-term
		We may invest in an energy source or technology that will not form a viable long-term solution.	Risk	Own operations	Medium-term
E3: Water and marine resources	Water consumption	A notable portion of water (estimated at a minimum of 15%) is lost through evaporation during textile drying processes, with variation across service lines. Cotton cultivation also demands substantial water input, contributing to local water stress through irrigation and groundwater use. Water is also bound within the plant material itself, further reducing availability in water-stressed areas.	Actual impact	Own operations, upstream	Short-term
	Water discharges	Wastewater generated from laundry washing processes ultimately flows into natural water bodies. Despite undergoing purification, the water cannot be entirely returned to its original state.	Actual impact	Own operations	Short-term
		Increased costs for handling the wastewater and potential regulatory changes concerning water discharges.	Risk	Own operations	Medium-term
	Water withdrawals	Lindström operates in several water-stressed areas where our processes require significant water withdrawals. This contributes to local water scarcity. Additionally, cotton – one of our key raw materials – requires large volumes of water for cultivation and is often grown in water-scarce areas.	Actual impact	Own operations, upstream	Short-term
		Water scarcity may lead to increased water prices in affected areas. In areas with poor water quality, pre-treatment of fresh water for washing may result in higher operational costs.	Risk	Own operations	Medium-term
		Limited water availability or complete depletion could disrupt our operations.	Risk	Own operations, downstream	Long-term



⊕ Positive ⊖ Negative

ESRS Standard	Topic	Description	Type	Value chain	Time horizon
E5: Resource use and circular economy	Resource outflows related to products and services	Our circular model aligns product volumes with customer needs and extends lifecycles, reducing material use and inventory. This improves cost-efficiency, lowers procurement and working capital needs, and strengthens customer relationships through long-term value-added services.	Opportunity	Whole value chain	Short-term
	Resources inflows, including resource use	Lindström's circular business model reduces environmental impact by minimising resource use and waste. We design textiles for long life, enabling reuse and repair. Reusable packaging and demand-driven production help avoid excess. We also use recycled and bio-based fibres and low-impact detergents to reduce chemical loads.	⊕ Actual impact	Own operations, upstream	Short-term
		Our operations rely heavily on virgin materials like cotton and fossil-based polyester, which contribute to water use, pesticide application, and resource depletion. Textile manufacturing also generates waste and involves chemicals and detergents that may harm people and the environment. We cooperate with suppliers, follow dosing guidelines, and monitor wastewater to reduce these impacts.	⊖ Actual impact	Own operations, upstream	Short-term
		Our circular business model helps reduce environmental impacts compared to linear alternatives by minimising resource inflows. This leads to lower input costs and improved cost efficiency.	Opportunity	Own operations	Short-term
		Recycled and preferred bio-based fibres are generally more expensive than conventional materials, and their availability and technical suitability for our products may be uncertain.	Risk	Whole value chain	Short-term
		The future use of cotton also presents risks due to potential limitations in availability, rising prices, and evolving customer expectations. Alternatives can be expensive and may not meet durability or performance needs, affecting product quality and cost-efficiency.	Risk	Upstream, own operations	Long-term
	Waste	We apply circular economy principles through targeted actions in our textile operations. By producing garments on demand in Prodems, we reduce the risk of overproduction and textile obsolescence. We improve material recyclability to enable reuse or recycling at end-of-life, and minimise waste through smart design, efficient production, and circular end-of-life strategies.	⊕ Actual impact	Own operations	Short-term
		We may not meet our textile recycling targets due to limited capacity among recycling partners and weak demand for final products.	Risk	Downstream	Short-term
		Lindström generates a variety of waste streams across its operations, many of which currently lack efficient or scalable recycling solutions. Our largest waste stream by weight – sludge and sand from mat washing – cannot be fully recycled.	⊖ Actual impact	Own operations	Short-term
	G1: Business conduct	Corporate culture	We have built a strong We Care culture, rooted in ethics and compliance. This is especially important in countries where local practices or legislation may not align with our standards and values.	⊕ Actual impact	Own operations
In some locations, local ways of working may override our We Care culture if not successfully implemented. This poses a risk to maintaining consistent ethical standards across our operations.			⊖ Actual impact	Own operations	Short-term
A strong culture of ethics and compliance supports sustainable growth. Successfully embedding our values in all countries of operation helps reduce risks and build trust.			Opportunity	Whole value chain	Short-term
If our We Care culture is not effectively implemented in new or existing locations, especially where local norms differ, it may lead to ethical risks and hinder sustainable business development.			Risk	Whole value chain	Short-term



Positive Negative

ESRS Standard	Topic	Description	Type	Value chain	Time horizon
G1: Business conduct	Corruption and bribery	We operate in regions with elevated corruption risk and take proactive steps to prevent it. Our We Care culture promotes ethics and compliance across our operations and supply chain. We require suppliers to follow our Code of Conduct, conduct audits for strategic partners, and encourage whistleblowing. Internally, we train our personnel and maintain strong financial controls.	Actual impact	Whole value chain	Short-term
		Proactive anti-corruption efforts – through training, controls, and transparency – help build stakeholder trust, reduce legal risks, and support long-term cost savings and brand value.	Opportunity	Whole value chain	Short-term
		We and our suppliers operate in jurisdictions where local business practices may not fully align with international anti-bribery standards. While no incidents have been reported and internal controls are in place, there remains a residual risk of undetected corruption or bribery, particularly in high-risk geographies.	Risk	Whole value chain	Short-term
	Management of relationships with suppliers, including payment practices	We promote responsible practices by working closely with strategic suppliers, offering sustainability training, and maintaining transparent communication. Supplier selection follows our Source to Contract guideline, and we conduct regular audits and evaluations. We build trust by respecting contracts and ensuring fair payment practices.	Actual impact	Upstream	Short-term
		Some smaller suppliers may not go through the full Source to Contract process or formal audits, which can pose a risk. Our current IT systems also limit supplier management capabilities, increasing the chance of missed compliance steps.	Potential impact	Whole value chain	Short-term
		Being a reliable partner helps us build long-term, trust-based supplier relationships. Regular audits and collaboration improve visibility, support corrective actions, and enable benchmarking. This strengthens sustainability alignment and brings operational benefits like flexibility, cost efficiency, and supply chain resilience.	Opportunity	Upstream, downstream	Short-term
		Limited screening and auditing – especially for smaller suppliers – combined with IT system constraints, increase the risk of working with partners who do not meet our standards. Gaps in automated workflows and reporting may lead to oversight, reputational damage, supply disruptions, or non-compliance.	Risk	Upstream, downstream	Short-term
	Protection of whistleblowers	We encourage everyone to report suspected wrongdoing, knowing their concerns will be taken seriously, investigated appropriately, and kept confidential. Whistleblowers can raise concerns in good faith without fear of retaliation – even if mistaken.	Actual impact	Own operations	Short-term
		Limited awareness and training may prevent employees from reporting issues. If the process is not trusted or well known, critical concerns – such as environmental or human rights violations – may go unreported, increasing the risk of non-compliance.	Risk	Own operations	Short-term



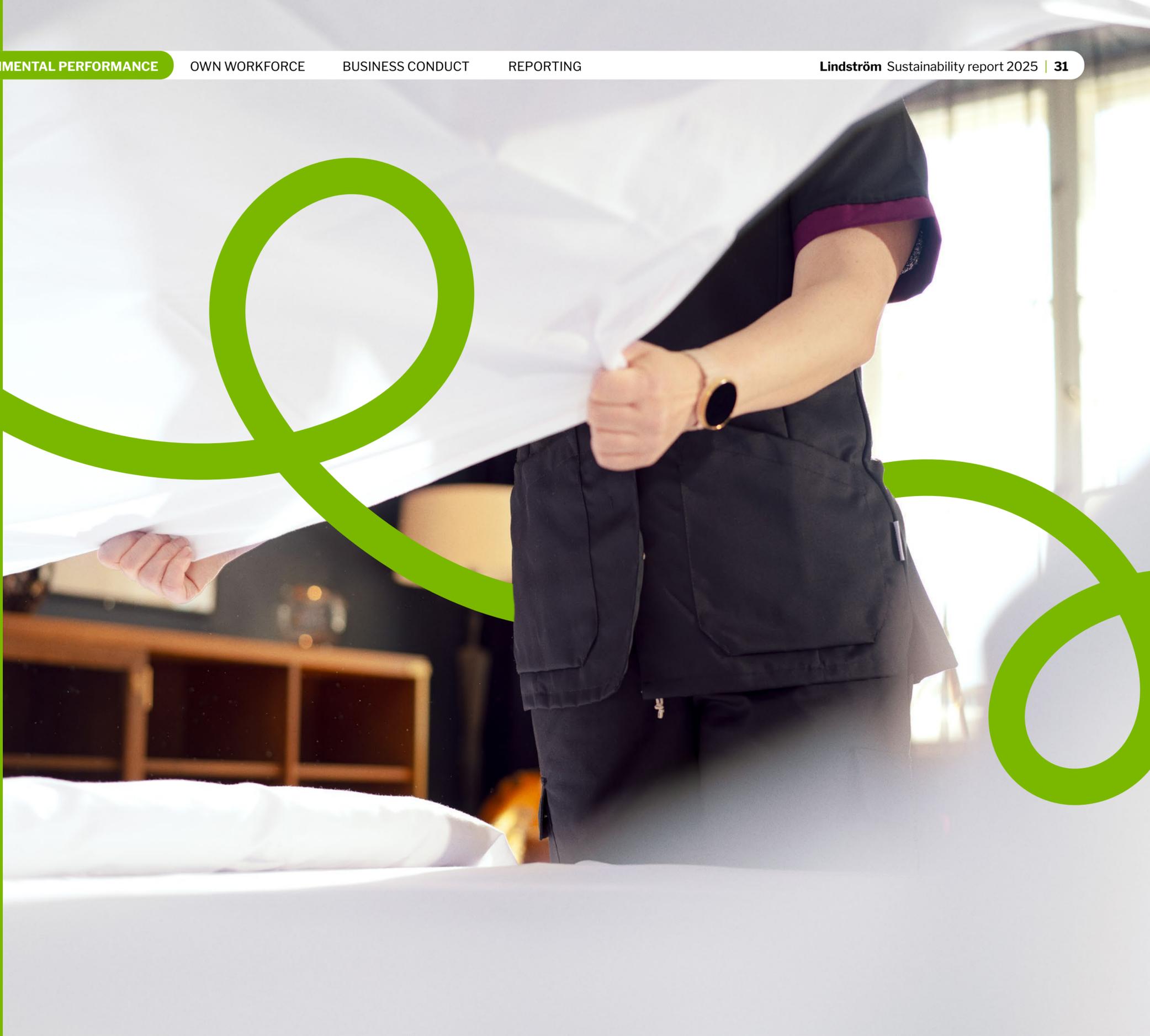
Positive Negative

ESRS Standard	Topic	Description	Type	Value chain	Time horizon
S1: Own workforce	Equal treatment and opportunities for all	We foster an inclusive work environment where people feel free to be themselves. Strong DEI Index results and our multicultural workforce reflect this. Using English as our working language supports collaboration across diverse teams.	Potential impact	Own operations	Medium-term
		We recognise the low representation of women in senior leadership roles and the presence of a slight, unjustified pay gap.	Actual impact	Own operations	Short-term
		Implementing a clear and inclusive DEI agenda – with measurable goals – strengthens our position as an attractive employer. Addressing gender equality and pay equity helps us access diverse talent, boost innovation and engagement, and reduce recruitment costs.	Opportunity	Own operations	Medium-term
		Low female representation in senior leadership and a slight gender pay gap may signal missed opportunities to improve fairness and inclusivity. These gaps can affect profitability, innovation, and talent retention – and may also impact ESG ratings and investor confidence as gender equity gains importance in sustainability assessments.	Risk	Own operations	Short-term
	Working conditions	Stable employment supports wellbeing, retention, and engagement. In 2025, job security was rated the third most meaningful factor by employees, with an 84/100 satisfaction score, which can be considered good.	Actual impact	Own operations	Short-term
		We face risks of work-related accidents and illnesses, particularly slips, trips, falls, traffic, commuting, and fire incidents. Climate change worsens hot working conditions for textile care workers.	Actual impact	Own operations	Medium-long term
		We experience high employee turnover, particularly among sales personnel. While turnover in sales roles is common across industries, frequent changes can weaken team cohesion and increase pressure on remaining staff.	Actual impact	Own operations	Short-medium term
		A stable workforce supports operational continuity, lowers recruitment costs, and enhances productivity. It also strengthens Lindström's employer brand, supporting talent attraction and retention.	Opportunity	Own operations	Short-term
		Work-related accidents and illnesses can lead to lost workdays, lower productivity, and higher insurance costs. Additionally, high turnover, especially in sales, increases operational expenses for recruitment, training, and onboarding. Frequent staff changes can also disrupt workflows and lower overall productivity.	Risk	Own operations	Short-term



Environmental performance

E1 – Climate change	32
E3 – Water and marine resources	47
E5 – Resource use and circular economy	54





E1 – Climate change

Climate change brings both risks and responsibilities for us, as rising temperatures, pressure on water resources and more frequent extreme weather events can affect our operations, our people and our value chain. Our long history of improving energy efficiency, optimising customer deliveries and reducing textile overproduction helps us manage these risks and has built a strong foundation for our climate transition work. Committing to net-zero emissions strengthens this path, with our net-zero laundry initiative reducing energy use and shifting consumption towards cleaner sources. Through these actions, we aim to cut our emissions while supporting our customers in reaching their sustainability goals and strengthening our shared transition towards a circular, low-carbon future.

Energy	
Negative impact	Lindström uses a significant amount of energy in its laundry processes, and most of which is still non-renewable. Also, our supply chain partners use a significant amount of (non-renewable) energy in their operations.
Financial risk	We may invest in an energy source or technology that will not form a viable long-term solution.
Climate change mitigation	
Positive impact	Our textile service – including textile purchases and the washing and drying machinery required – may have a positive carbon handprint, as it generates fewer emissions for our customers compared to the linear business model.
Negative impact	The energy consumption mentioned above contributes to greenhouse gas emissions, which in turn accelerates global warming.
Financial opportunity	Customers are increasingly aware of the climate crisis and are seeking more sustainable and circular solutions. This presents an opportunity to increase demand for our products and services due to consumers' growing interest in solutions that help mitigate climate change.
Financial risk	Technologies and solutions needed to achieve our climate targets may not be available at the required scale or may increase our operational costs.



Delivery emissions
compared to the previous year

-22%
(2024: -5%)

Total GHG emissions
compared to the previous year

-6%
(2024: -7%)

Electricity
The share of zero-carbon of total electricity used

82%
(2024: 62%)



ESRS 2 SBM-3

Material impacts, risks and opportunities and their interaction with strategy and business model**Material climate-related risks**

We have identified climate-related risks that are material to our business strategy and business model. These risks, presented in the table on the previous page, are considered transition risks. We have not identified any climate-related physical risks to be material at group level. However, climate change is likely to have negative impacts on some of our operations and parts of our supply chain, as described in the following chapter.

(ESRS 2-SBM-3-18)

Climate change scenario analysis

Climate resilience is a key element of our strategic approach and daily operational practices. While we have not yet completed a formal resilience analysis fully aligned with the CSRD requirements, we carried out an initial evaluation as part of our double materiality assessment.

In 2024, we conducted our first climate change scenario analysis. We followed the recommendations of the Task Force on Climate-related Financial Disclosures and selected three scenarios from the Representative Concentration Pathway framework: RCP 2.6 (1.5°C–2°C), RCP 4.5 (2.5°C–3°C), and RCP 8.5 (around 5°C). We chose RCP 2.6 to align the assessment with our own climate targets.

We applied the time horizons defined in ESRS 1 section 6.4: short-term as the reporting period, medium-term as five years, and long-term as more than five years. The analysis covered four of our operating countries across different regions and environments: Finland, Croatia, India and China. Our work focused on our own operations in these countries, meaning that impacts on the wider supply chain and other operating countries were given less weight.



There were uncertainties in the analysis. It did not estimate financial impacts of the identified risks, and it did not fully cover all our operating countries or the complete value chain. The scenario analysis results were used as input for the double materiality assessment related to E1 Climate Change and were aligned with our group-level risk management processes. *(ESRS 2-SBM-3-19a-b)*

Key findings of the scenario analysis

The results of the scenario analysis varied across geographical locations, but several common themes emerged across all four assessed regions and are likely relevant for our other operating areas as well.

The warming climate increases heat stress, which challenges us to maintain tolerable and safe working conditions for our employees, especially in our laundries

and delivery services. Higher temperatures also create more favourable conditions for the spread of diseases and raise the risk of future pandemics.

Climate change will also place growing pressure on water systems in many regions. This is especially true in Southeast Europe and Asia, where water scarcity affects our operations and the wellbeing of the communities around us.



The frequency and severity of extreme weather events are expected to increase as the climate continues to warm. These events take different forms across regions, but at worst they can damage our facilities, disrupt our value chain and delivery services, and create safety hazards for our employees. These risks also affect our customers operating in the same areas and may influence their willingness to remain in the region, which could impact our business. Extreme weather events are already a reality, and the risks will most likely grow in the coming decades.

Our customer base spans several countries and industries. In addition, we can relocate our laundries relatively easily, which makes our business model more resilient to the effects of climate change. However, climate change still poses significant risks for us, and we recognise both our responsibility and our opportunity to contribute to climate change mitigation. [\(ESRS 2-SBM-3-19c\)](#)

Resilience of our business model and strategy

Our circular business model naturally strengthens our resilience to climate change. It:

- mitigates transition risks by reducing our reliance on virgin materials and fossil fuels
- adapts to physical risks by minimising resource dependency and waste
- aligns with regulatory developments such as the European Union's sustainable textiles strategy
- responds to market shifts towards sustainable and circular solutions

We are well-positioned to adjust our operations when needed. Our service portfolio is broad and flexible, which allows us to respond effectively to climate impacts. Our people already possess the core competencies required to operate in a changing environment, meaning we do not anticipate a significant need for reskilling. We also do

not expect material impacts on our physical assets, nor do we foresee substantial effects on the cost of capital.

Our Strategy 2030 further strengthens our resilience to climate-related risks. By embedding climate and water targets into our strategic objectives, we ensure that our business model proactively addresses environmental challenges. Planned and ongoing actions – such as shifting to decarbonised delivery options and electricity – support our ability to adapt. These initiatives reduce our environmental footprint and enhance our operational flexibility, continuity management and long-term resilience. [\(ESRS 2-SBM-3-19, AR 8b\)](#)

ESRS 2 IRO-1

Description of the process to identify and assess material impacts, risks and opportunities

Impacts on climate change

Our operations impact climate change through greenhouse gas emissions. We have calculated our emissions for more than a decade, and as we use fossil fuels in our own operations and operate in a high-emitting textile sector, our climate impact was known before the double materiality assessment. During our target-setting process for the Science Based Targets initiative, we expanded the 2021 greenhouse gas calculations beyond our laundry operations and delivery services. This highlighted the importance of value chain emissions, especially those linked to purchased textiles.

We have assessed our climate impact and related risks across the short, medium and long term, with the main focus on the medium term up to 2030. This reflects both our near-term climate targets and our five-year strategy period. A more detailed description of the climate scenario analysis used is reported under section ESRS 2 SBM-3 of E1 Climate change. [\(ESRS 2-IRO-1-20a, 21\)](#)

Physical risks in our own operations and the value chain

We have identified climate-related hazards as part of our group-level risk assessment. Local risks were first assessed at laundry level, and country-level findings were then consolidated into our group risk map. The double materiality assessment focused on general group-level transition and physical risks, meaning that not all individual locations were assessed in detail.

The climate scenario analysis supported this work. It highlighted increasing heat and water stress across several locations – both chronic and acute – as well as the potential for local natural disasters. While both assessments focused primarily on our own operations, supply chain risks were also examined, particularly those related to product availability and possible disruptions. Due to our decentralised operations and diverse supply chains, physical risks were not considered material at group level. [\(ESRS 2-IRO-1-20b, 21\)](#)

Transition risks and opportunities in our own operations and the value chain

Our transition risks mainly relate to energy sources and new technologies. Phasing out fossil fuels is essential for the transition. However, the market for alternative power sources suitable for our industry is still developing. This creates a risk that we may select a technology that is not future-proof or significantly increases operational costs.

At the same time, the transition also creates opportunities. We see growing demand for circular textile services as customers become more aware of solutions that reduce climate impacts. [\(ESRS 2-IRO-1-20c\)](#)



Climate transition plan

E1-1

Transition plan for climate change mitigation

We are committed to limiting global warming to 1.5°C in line with the Paris Agreement. This means halving our emissions by 2030 and achieving net-zero emissions by 2050. Our climate targets were validated by the Science Based Targets initiative in 2023. Since then, we have worked to create a group-wide emissions reduction roadmap and a climate transition plan.

Our business is built on textile rental and the circular economy, so the transition does not require major changes to our business model. However, phasing out fossil fuels across our own operations and supply chain is essential for aligning with a 1.5°C cross-sectoral pathway. Our transition plan focuses on the near term up to 2030 and the decarbonisation levers required to meet our climate targets. [\(E1-1-14, E1-1-16a\)](#)

Decarbonisation levers

Our main decarbonisation levers in the transition plan are:

- building a net-zero laundry concept
- continuous improvement of energy efficiency
- transitioning to zero-carbon electricity
- fossil-free delivery services and route optimisation
- supplier engagement
- circular textile strategy

Ongoing and planned actions towards 2030 are reported in more detail under section E1-3. [\(E1-1-16b\)](#)

Potential locked-in emissions relate to the energy infrastructure and machinery used by us and by our suppliers. Much of this equipment still runs on fossil fuels. Given the long technological lifespan of assets such as boilers, replacing them before the end of their lifecycle would not be feasible or sustainable. Our decarbonisation levers are therefore based on a gradual transition. If implemented as planned, locked-in emissions should not jeopardise our ability to meet our 2030 targets. [\(E1-1-16d\)](#)

Investments

Transitioning towards a 1.5°C pathway requires targeted investments from us. The most significant capital expenditures relate to our laundry network as we switch energy sources and improve energy efficiency. Total laundry capacity investments, including new laundries and renewals, are estimated to reach EUR 20–40 million by 2030.

Investments in alternative energy sources and improved energy efficiency will support reductions in greenhouse gas emissions and can be considered, to some extent, climate-related costs. Phasing out fossil fuels will influence energy-related costs. However, we do not expect any significant increases in operational expenditure. [\(E1-1-16c\)](#)

EU Paris-aligned benchmarks

We operate in the textile service industry and are therefore not excluded from Paris-aligned benchmarks. [\(E1-1-16g\)](#)

Alignment with strategy and governance model

Our commitment to set science-based targets in 2021 was approved by the Group Management Team. These near- and long-term climate targets, validated by the Science Based Targets initiative, have guided our strategic planning and business decisions ever since.

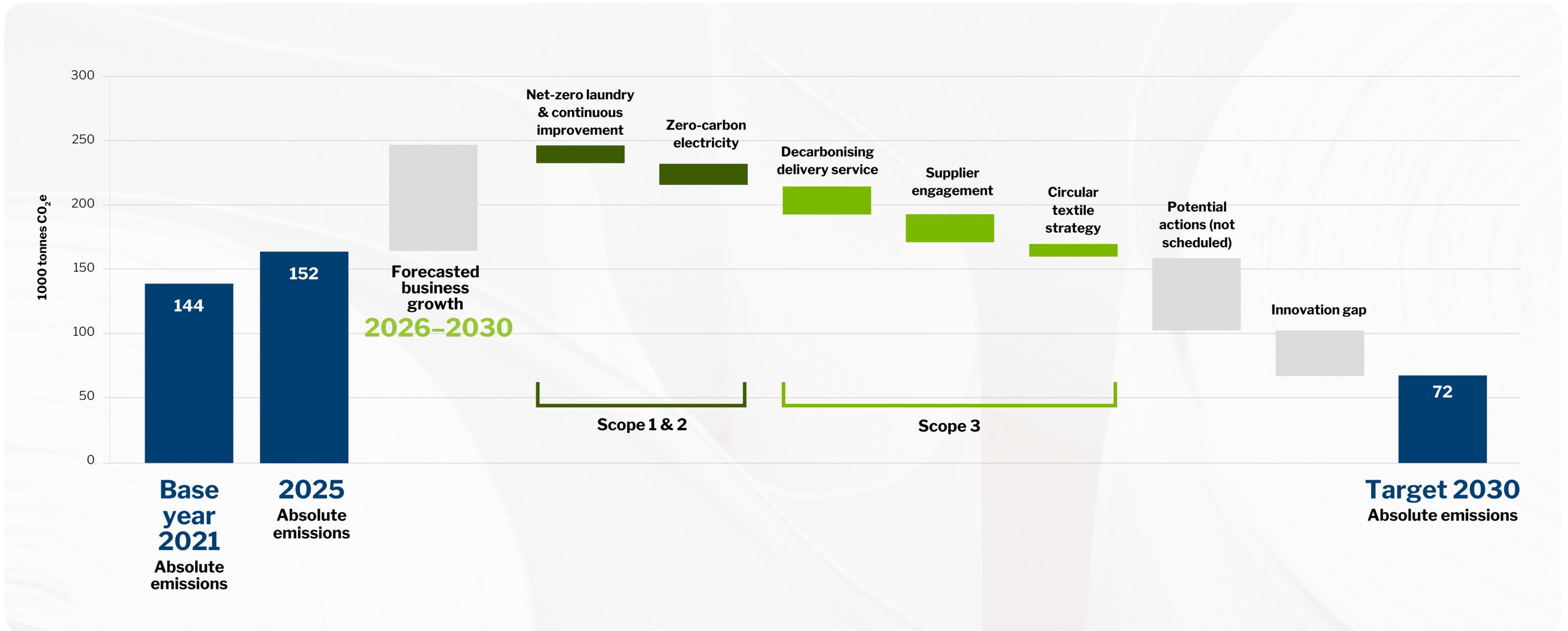
Our climate targets form an integral part of our 2030 business strategy. The transition plan is embedded into our decision making and everyday business. The transition plan is updated annually, and reviewed by the Group Management Team and the Board of Directors. [\(E1-1-16h-i\)](#)

Progress in implementing the transition plan

Our CSRD-compliant transition plan was compiled in September 2025 and includes both ongoing and planned actions. By the end of 2025, we were 17% below the 2021 base-year level for Scope 1 and Scope 2 emissions, and 17% above the 2021 level for Scope 3 emissions. Progress is described in more detail under section E1-3. [\(E1-1-16j\)](#)



Decarbonisation levers towards 2030 target





Policies

E1-2 Policies related to climate change mitigation

We have several policies that guide our work on climate change mitigation. Our key policies include Environmental Policy, Climate Transition Plan, and Employee and Supplier Codes of Conduct. Climate change adaptation did not emerge as a material topic in our double materiality assessment and is therefore not reported separately.

Environmental Policy

Our Environmental Policy sets out our strategic environmental commitments. These include our net-zero targets validated by the Science Based Targets initiative, our commitment to the Ten Principles of the United Nations Global Compact, compliance with ISO 14001, and the integration of sustainability into our governance and operations.

The policy defines measurable goals across climate (Scopes 1–3), water efficiency, pollution control and resource use. It includes oversight mechanisms such as annual self-assessments, supplier evaluations and Board-level reviews. The policy also describes our environmental risk management practices and refers to related internal policies, including our Sustainable

Procurement Policy and our Risk Management procedures. It covers the material environmental topics raised by our customers and other stakeholders.

As part of our management system documentation approved by the Group Management Team, the Environmental Policy summarises our environmental work and is targeted especially at Lindström leaders.

Climate Transition Plan

Our Climate Transition Plan is a strategic and actionable roadmap that shows how we will move towards a low-carbon and climate-resilient future, in line with the Paris Agreement 1.5°C target. The plan visualises the actions that respond to our stakeholders' expectations and outlines a decarbonisation trajectory towards 2030. It includes key actions such as improving energy efficiency and increasing renewable energy use, aligned with our absolute greenhouse gas reduction targets for Scopes 1, 2 and 3.

Climate Transition Plan also includes our long-term vision for achieving net-zero emissions by 2050. The plan is described in more detail under section E1-1. The Climate Transition Plan guides strategic target setting and business decisions throughout the company and is reviewed by the Board of Directors.

Employee Code of Conduct and Supplier Code of Conduct

Our Employee Code of Conduct and Supplier Code of Conduct support our climate-related governance by outlining ethical and environmental expectations for all employees and partners. These policies include commitments to environmental stewardship, circular economy principles and responsible sourcing. They reinforce our climate mitigation strategy across all parts of the organisation and value chain.

Code of Conduct training is mandatory for all employees as part of the induction process, and all employees must commit to following the Code. Similarly, signing our Supplier Code of Conduct is a requirement for all suppliers. Both Codes are approved by the Group Management Team and are publicly available on our website.

Third-party standards

Our net-zero climate targets are validated by the Science Based Targets initiative. We publicly report our greenhouse gas emissions and our progress towards our targets each year. The Science Based Targets initiative reviews our performance according to its guidelines.

We are committed to the Ten Principles of the United Nations Global Compact. Principles seven to nine relate

to the environment. These principles require businesses to support a precautionary approach to environmental challenges, promote greater environmental responsibility, and encourage the development and diffusion of environmentally friendly technologies. These commitments guide our climate action and strengthen our long-term sustainability work.

Material topics covered in policies

The policies described above position climate change mitigation as a key driver of our sustainable business. Global warming is closely linked to greenhouse gas emissions from fossil fuels. Phasing out fossil fuels and shifting to renewable energy sources and energy-efficient solutions are therefore essential for us.

Our Codes of Conduct stress the actions required across the value chain. They commit our employees and suppliers to work together towards our climate targets and promote responsible practices throughout our business. (E1-2-25)



Actions and resources

E1-3

Actions and resources in relation to climate change policies

Our decarbonisation levers, key actions and expected outcomes during the reporting year and the years ahead support our policy commitments and our targets to align our business with a net-zero future and halve emissions by 2030 compared with the 2021 base-year level.

Building a net-zero laundry concept

Combustion of fossil fuels – natural gas, propane and oil – to produce heat and steam for our laundry processes is the main source of our direct emissions. To address this, we initiated the net-zero laundry concept. The concept introduces alternative energy solutions, such as electrifying steam production, and integrates new energy-efficient technologies.

During the reporting year, the design of new laundry concept was started. Also, we started projects within steam production electrification and waste heat utilisation in two laundries. The estimated emissions reduction from these projects over 1,000 tCO₂e annually once implemented. In total, the impact of the net-zero concept related investments is estimated at 9,000 tCO₂e in 2030.

The full benefits of the concept and pilots will be realised in the coming years.

Continuous improvement of energy efficiency

Energy efficiency, measured as kilowatt hours per washed kilogramme of textiles, improved by 3.2% during the reporting year. This improvement resulted from targeted laundry investments and enhanced processes. For example, our service centres in Jyväskylä and Gothenburg, both renewed in 2024 with heat-recovery and heat-pump solutions, were fully operational in 2025. These upgrades delivered significant energy savings and lower emissions and contributed positively to our group-level results.

As we continue to roll out similar improvements across our service centres, we expect efficiency to improve annually. The total emissions impact of energy-related improvements is estimated to be -8,000 tCO₂e in 2030.

Transitioning to zero-carbon electricity

In 2025, 82.2% of the electricity used across our operations came from renewable or nuclear sources, and was considered zero-carbon. The share of zero-carbon electricity increased by 20.7% as several countries shifted from grid electricity to renewable electricity during the

year. These actions reduced our Scope 2 emissions by 48%. Total Scope 2 emissions were 6,294 tCO₂e in the reporting year (12,064 tCO₂e in 2024). Most of our electricity was purchased, but six sites – located in China, Finland, Hungary and Latvia – also generated renewable electricity using solar panels.

Our target is for all operations to transition to zero-carbon electricity by 2030. Achieving this would reduce our emissions in 2030 by an estimated 18,000 tCO₂e. Our garment manufacturing units (Prodems) also run on renewable energy, ensuring low-emission production for garments manufactured on demand.

Fossil-free delivery services and route optimisation

During the reporting year, the use of renewable diesel increased significantly, and also the number of electric vehicles rose by a few vehicles. Group-wide, 27% of kilometres driven were completed with either renewable diesel (Hydrotreated Vegetable Oil, HVO) or electric vehicles. In Finland, the share was 90%. These actions reduced our delivery service emissions by 22% compared to previous year.

In 2025, we launched a route optimisation project and started piloting a new route planning tool in one country. Both will be rolled out group-wide from 2026 onwards,

and these actions will have a significant impact on reducing delivery-related emissions. With continued improvements in route optimisation and wider adoption of low-emission fuels and vehicles, we expect delivery-service emissions to be halved by 2030.

In 2025, one kilogramme of washed textiles travelled an average of 225 metres during the reporting year, compared with 217 metres in 2024. In Finland, where we operate more service centres, the distance travelled was only 90 metres (97 metres in 2024).

Supplier engagement

In spring 2025, we launched our supplier engagement programme Sustainability Champions Together and encouraged our main suppliers to set ambitious climate targets and reduce their greenhouse gas emissions. Several activities took place during the year, including C-level discussions on sustainability, webinar trainings on greenhouse gas emissions reduction, and a two-day face-to-face event, Lindström Supplier Days, focusing on collaboration.

By the end of 2025, we exceeded our annual target of having 40 main suppliers committed to reducing their emissions. 41 suppliers gave their commitment, and the impact will become more visible towards 2030 as actions



are implemented and data availability improves. By 2030, we aim that all strategic, key and critical suppliers, total 60 companies, are engaged to emissions reductions.

In 2025, we also received more primary data from our suppliers, replacing the earlier spend-based model for part of our calculations. This improved the accuracy of emissions data for 51% of purchased products by weight.

Circular textile strategy

This decarbonisation lever focuses on our key assets: textiles. Selecting materials with a lower environmental impact and keeping products in circulation for longer through careful maintenance, reuse and repair are important elements of our approach. Through optimised procurement and supply chain processes, we purchase and deliver based on true demand, avoiding obsolete stock. At the end of their lifecycle, products are recycled and, in the best case, returned to our service as new products. The total impact of these actions will materialise gradually, and the resulting greenhouse gas reductions are difficult to estimate.

A key action under this lever is increasing the share of recycled or preferred bio-based fibres in purchased textiles. Preferred bio-based fibres refer to non-cotton plant-based fibres, primarily man-made cellulosic fibres such as lyocell. Our target is that by 2030, 30% of new textile materials used by weight will come from either recycled or preferred bio-based fibres. In 2025, 10.5% of textile materials met this requirement. [\(E1-3-26, E1-3-29a-b\)](#)

Financial resources

Our solid financial foundation and strong balance sheet give us the resilience and capacity needed to support long-term investments in sustainable growth and the climate transition. We do not expect significant operating or capital expenditure to arise from implementing our action plan. This is because our plan is based on existing and cost-efficient decarbonisation solutions, with the exception of the innovation gap for which no viable solution exists yet.



Many actions include a cost premium associated with choosing more sustainable options, such as replacing diesel with renewable diesel. However, these additional costs have not been significant enough to report separately. The most notable capital expenditure relates to our net-zero laundry concept and energy-efficiency improvements. Building new laundries and upgrading existing facilities is business as usual for us. With the decarbonising strategy, we now consider the greenhouse gas emissions impact more than before, which may create some incremental sustainability-related costs. [\(E1-3-26, E1-3-29c\)](#)

Progress during prior reporting years

We have reduced our total Scope 1 and Scope 2 emissions from the base year over the past two reporting years. In 2023, emissions were 48,103 tCO₂e (-2% compared with the base year). In 2024, they decreased further to 46,537 tCO₂e (-5% compared with the base year). Most of this reduction comes from Scope 2, driven by shifting from grid electricity to renewable and nuclear electricity.

Our Scope 3 emissions decreased in the previous reporting year compared with the year before, but remained 17% above the base-year level. This is due to business growth and relatively low base-year emissions. Our emissions intensity, measured as CO₂e per washed textile kilogramme, has improved every year since 2022. In 2024, emissions intensity was twenty-three percent lower than in the base year 2021.



Targets and metrics

E1-4 Targets related to climate change mitigation and adaptation

Net-zero commitment

We commit to achieving net-zero greenhouse gas emissions across our entire value chain by 2050, using 2021 as the base year. This long-term ambition is supported by science-based targets that align with limiting global warming to 1.5°C. These targets were validated by the Science Based Targets initiative in 2023. (E1-4-34e, E1-4-16a)

Our climate targets form a core part of our 2030 Strategy and are also included in our Code of Conduct. They are described in detail in our Environmental Policy as part of our management system. While the targets were formulated internally, they are aligned with stakeholder expectations, including the requests of our customers.

Near-Term Target: Lindström Group commits to reduce absolute Scope 1 and 2 GHG emissions by 50% by 2030 from a 2021 base year.* Lindström Group also commits to reduce absolute Scope 3 GHG emissions 50% within the same timeframe.

Long-Term Target: Lindström Group commits to reduce absolute Scope 1 and 2 GHG emissions by 90% by 2050 from a 2021 base year.* Lindström Group also commits to reduce absolute Scope 3 GHG emissions by 90% within the same timeframe. *The target boundary includes land-related emissions and removals from bio-energy feedstocks. (E1-4-30)

GHG emission reduction targets





Framework and methodology

To ensure robustness and transparency, we have adopted absolute emission reduction targets. This means that business growth will not dilute the ambition or effectiveness of our targets. These are gross targets, and greenhouse gas removals, carbon credits or avoided emissions are excluded from our accounting methodology. Our targets follow the Corporate Net-Zero Standard of the Science Based Targets initiative, which requires at least a 90% reduction in greenhouse gas emissions across the value chain (Scopes 1, 2 and 3) and the use of permanent carbon removal for residual emissions.

Emissions calculations and reporting are based on the Greenhouse Gas Protocol, covering Scope 1, Scope 2 and Scope 3 emissions. For Scope 2, we apply the market-based accounting method and use guarantees of origin for renewable and nuclear electricity. While our targets are not derived from a standardised sectoral decarbonisation pathway, they reflect a customised trajectory grounded in our operational realities, including our circular textile service model and country-specific service lines.

The underlying climate scenario is aligned with the 1.5°C pathway, consistent with the Corporate Net-Zero Standard and global climate goals. Climate change mitigation is one of our material topics, and clear targets guide the management of impacts, risks and opportunities. (E1-4-33, E1-4-34a-f, E1-4-16a, E1-7-60)

During the Science Based Targets initiative validation process, the year 2021 was selected as the base year for our climate targets. COVID-19 still affected our operations in 2021, meaning that the year does not represent “business as usual”. Some emission categories – such as Purchased goods and services – were therefore at a lower level, creating a more challenging baseline for future reductions.

During the reporting year, no changes were made to target boundaries. Acquisitions completed during the year did not trigger a base-year recalculation. We will

reassess the base year if recalculation is required under Science Based Targets initiative guidelines or if our targets are updated. (E1-4-32)

Milestones and performance against the targets

When assessing progress towards our near-term 2030 target of reducing absolute greenhouse gas emissions by 50% from the 2021 base year, we are currently at +5.4%, due to business growth. Our science-based targets are divided into a Scope 1 and Scope 2 target, and a Scope 3 target. For Scope 1 and Scope 2, we are at -17% compared with 2021 and -12.7% compared with the previous reporting year. For Scope 3, we are at +17% compared with 2021 and -3.6% compared with the previous reporting year.

Additional targets are linked to some of our decarbonisation levers, with progress and milestones outlined in the table below.

Our transition pathway towards achieving a 50% reduction in absolute greenhouse gas emissions by 2030 from the 2021 base year level is illustrated under section E1-1. The potential contribution of each decarbonisation

lever is based on current knowledge and available data. These levers will be updated annually as data quality improves and new opportunities emerge. At present, we face an innovation gap of 28,000 tCO₂e by 2030, reflecting areas where viable decarbonisation solutions have not yet been identified.

Business growth is the most significant driver influencing our future emissions. We expect annual growth during the 2025–2030 strategy period, which makes achieving absolute reductions more challenging. Nevertheless, we remain committed to scaling decarbonisation actions in line with this growth.

Meeting our targets will require investments in new technologies and energy sources, both within our own operations and across our supplier network. A supportive societal environment is also essential for enabling the green transition. Our circular business model – based on textile rental and reuse – offers customers a more sustainable alternative to ownership. By optimising resource use and reducing environmental impacts, the model ensures that business growth supports collective climate goals rather than undermines them. (E1-4-34f)

PROGRESS PER DECARBONISATION LEVER WITH MILESTONES

Decarbonisation lever	Target 2030	Status 2025
Transitioning to zero-carbon electricity	100% of electricity used is zero-carbon (= renewable or nuclear)	82%
Fossil-free delivery services and route optimisation	-50% on GHG emissions compared to 2021	-19%
Supplier engagement	Strategic, key and critical suppliers, total 60 companies, engaged to emissions reductions	41 companies engaged
Circular textile strategy *	30% of the material content of new textile materials comes from recycled or preferred bio-based fibres	10.5%

* New, updated target as described in section E5-3.





E1-5

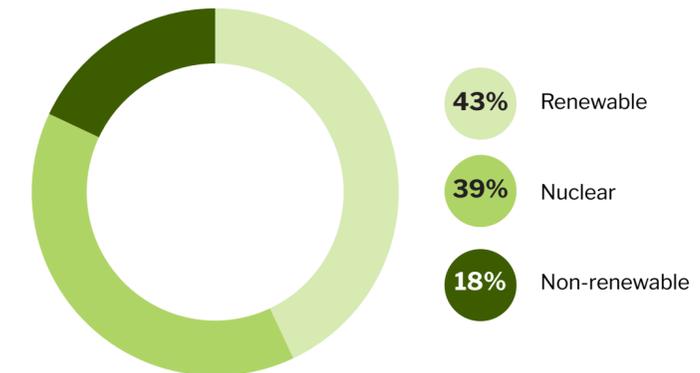
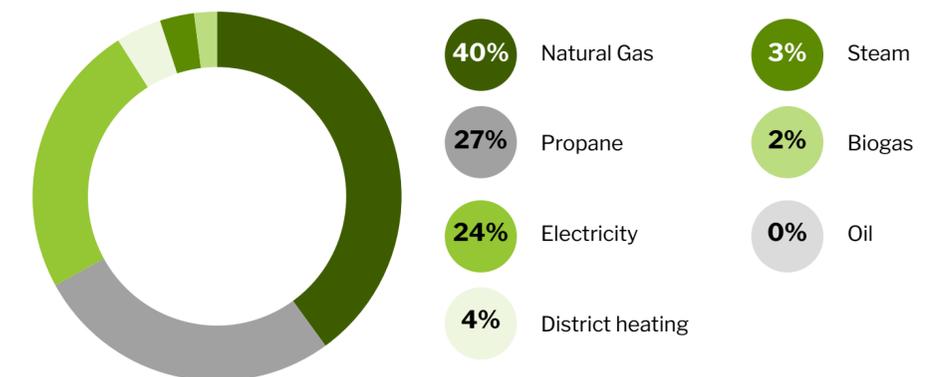
Energy consumption and mix

Energy consumption and mix	2024	2025
1) Fuel consumption from coal and coal products (MWh)	0	0
2) Fuel consumption from crude oil and petroleum products (MWh)	11,938	9,632
3) Fuel consumption from natural gas (MWh)	81,739	84,906
4) Fuel consumption from other fossil sources (MWh)	61,221	57,278
5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources (MWh)	31,665	21,872
6) Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	186,563	173,688
Share of fossil sources in total energy consumption (%)	85%	79%
7) Consumption from nuclear sources (MWh)	20,150	20,184
Share of consumption from nuclear sources in total energy consumption (%)	9%	9%
8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	2,739	3,754
9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	9,823	22,571
10) The consumption of self-generated non-fuel renewable energy (MWh)	443	453
11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	13,005	26,777
Share of renewable sources in total energy consumption (%)	6%	12%
Total energy consumption (MWh) (calculated as the sum of lines 6, 7 and 11)	219,718	220,649

(E1-5-37a-c)

Energy intensity per net revenue, Prodems	2025
Total energy consumption from activities in high climate impact sector (MWh)	1,287
Total energy consumption from activities in high climate impact sector per net revenue (MWh/EUR)	0.0000753
Net revenue from activities in high climate impact sectors (mEUR)	17.1

(E1-5-40)

LAUNDRY AND PRODEM ELECTRICITY CONSUMPTION BY SOURCE IN 2025**LAUNDRY AND PRODEM ENERGY CONSUMPTION BY SOURCE IN 2025**



E1-6

Gross Scopes 1, 2, 3 and Total GHG emissions

	Retrospective				Milestones and target years		
	Base year 2021	2024	2025	% 2025 / 2024	2030	2050	Annual % target 2030 / Base year
Scope 1-GHG emissions							
Gross Scope 1 GHG emissions (tCO ₂ eq)	32,546	34,473	34,331	-0.4%	-	-	-
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0%	0%	0%		-	-	-
Scope 2 GHG emissions							
Gross location-based Scope 2 GHG emissions (tCO ₂ eq)	15,491	14,436	14,623	1.3%	-	-	-
Gross market-based Scope 2 GHG emissions (tCO ₂ eq)	16,428	12,064	6,294	-47.8%	-	-	-
Scope 1 and 2 GHG emissions (market-based)	48,974	46,537	40,624	-12.7%	24,487	4,897	5.56%
Significant scope 3 GHG emissions							
Total Gross indirect (Scope 3) GHG emissions (tCO ₂ eq)	95,322	115,665	111,472	-3.6%	47,661	9,532	6%
1 Purchased goods and services	37,420	50,140	51,522	2.8%	-	-	-
2 Capital goods	7,171	14,153	16,203	14.5%	-	-	-
3 Fuel and energy-related activities (not included in Scope1 or Scope 2)	11,036	9,982	10,287	3.1%	-	-	-
4 Upstream transportation and distribution	19,759	22,921	18,012	-21.4%	-	-	-
5 Waste generated in operations	10,549	2,958	3,063	3.5%	-	-	-
6 Business traveling	1,282	6,020	2,334	-61.2%	-	-	-
7 Employee commuting*	6,395	6,767	7,058	4.3%	-	-	-
8 Upstream leased assets	1,710	2,723	2,992	9.9%	-	-	-
9 Downstream transportations	0	0	0		-	-	-
10 Processing of sold products	0	0	0		-	-	-
11 Use of sold products	0	0	0		-	-	-
12 End-of-life treatment of sold products	0	0	0		-	-	-
13 Downstream leased assets	0	0	0		-	-	-
14 Franchises	0	0	0		-	-	-
15 Investments	0	0	0		-	-	-
Total GHG emissions							
Total GHG emissions (location-based) (tCO ₂ eq)	143,359	164,575	160,426	-2.5%	-	-	-
Total GHG emissions (market-based) (tCO ₂ eq)	144,296	162,202	152,096	-6.2%	-	-	-

* In 2025, business travel emissions were recalculated following an update of emission factors.

As a result, emissions decreased compared to prior years; however, this reduction is driven by the change in emission factors. (E1-6-44a-d)



GHG intensity per net revenue	2024	2025	Change %
Total GHG emissions (location-based) per net revenue (tCO2eq/EUR)	0.000318	0.000296	-7%
Total GHG emissions (market-based) per net revenue (tCO2eq/EUR)	0.000313	0.000281	-10%
Total net revenue (mEUR)	518.1	541.9	5%

Biogenic emissions (tCO2eq)	Scope	2024	2025
Biogenic emissions of CO2 from the use of biogas	Scope 1	545	747
Biogenic emissions of CO2 from the use of renewable district heating	Scope 2	299	45
Biogenic emissions of CO2 from the use of biofuels for delivery vehicles	Scope 3	2,157	6,879
Total biogenic emissions		3,001	7,671

(E1-6-53, AR 43-46)

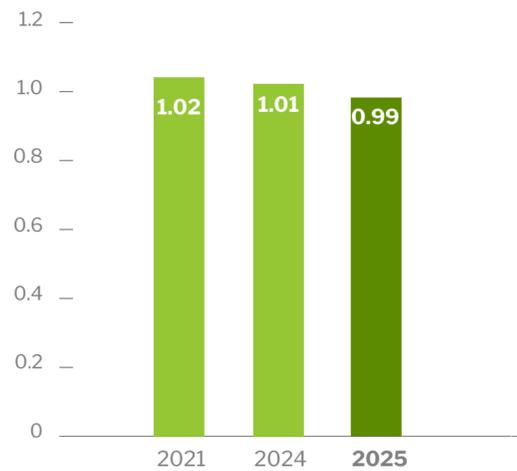
E1-8

Internal carbon pricing

We do not currently apply internal carbon pricing schemes. However, we began piloting shadow pricing

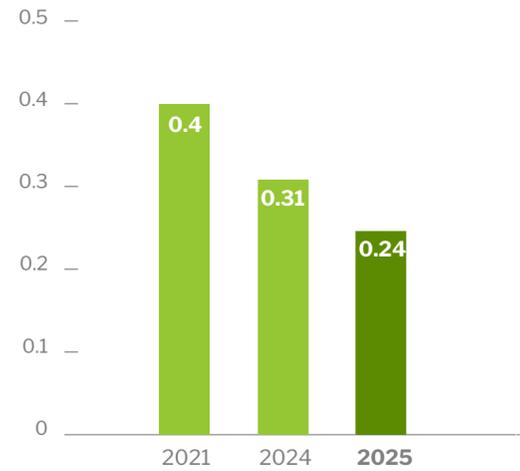
for capital expenditure investments above EUR 100,000 from autumn 2025 onwards. (E1-8-62)

ENERGY/WASHED KG (KWH/KG)



The energy intensity metric (energy per washed kg) includes only energy consumed in Lindström laundries and excludes mobile combustion emissions from company-owned vehicles.

GREENHOUSE GAS EMISSIONS (KG CO2E/WASHED KG)



Includes Scope 1, 2 emissions from laundry operations and Scope 1, 2, 3 emissions from deliveries for customer services.

GHG intensity (kg CO ₂ e / washed textile kg)	2021	2024	2025
Scope 1	0.20	0.17	0.16
Scope 2	0.10	0.06	0.03
Scope 1+2	0.30	0.23	0.19
Scope 3	0.60	0.56	0.52
Scope 1 + 2 + 3	0.90	0.79	0.71





Scope	Category	Emission factor sources
1	Mobile Combustion	The amount of EUR spent on fuel and diesel in each country was used along with the average retail price of diesel in 2024 to calculate the quantity of diesel purchased. For delivery vehicles owned by Lindström Group, kilometres driven per vehicle type was used. Reporting included all GHG emissions: CO ₂ , CH ₄ , N ₂ O. The emission factor is an average of diesel for non-delivery vehicles from UK BEIS (2024). The emission factor for delivery vehicles is GHG emissions per km driven for vehicle type provided by UK BEIS (2024).
	Refrigerants	Activity data was collected for each service unit. Included GHG: HFC, PFC. Ozone depleting potentials (ODP) equivalents have been obtained from UK BEIS (2025).
	Stationary Combustion	Activity data was collected for each service unit. Included GHG: CO ₂ , CH ₄ , N ₂ O. UK BEIS (2025) emission factors were used.
2	Electricity (location-based)	Activity data was collected for each service unit. Emission factors were obtained at the country level from Ember (2025), CT (2022), AIB (2025) and UK BEIS (2024). Included GHG: CO ₂ , CH ₄ , N ₂ O.
	Electricity (market-based)	Activity data was collected for each service unit. Emission factors were obtained at the country level from AIB (2025) and CT (2022). Included GHG: CO ₂ , CH ₄ , N ₂ O
	Heating & Steam	Activity data was collected for each service unit. Included GHG: CO ₂ , CH ₄ , N ₂ O. Emission factors have been obtained from UK BEIS (2022a).
3	Purchased goods and services	<p>Emissions data was requested from our biggest suppliers. This data was used to calculate emissions/kg purchased and using LCA data provided by suppliers. For the suppliers and products where LCA data or emission intensity data was unavailable, expenditure data reported in EUR was used to calculate emissions.</p> <p>For emissions data based on EU - A full - worldwide coverage - life cycle approach was considered using an environmentally extended multi-regional input-output model (EE-MRIO) (EXIOBASE v3.8.2, 2021). Calculations have been done following the traditional Leontief model applicable to EE-MRIO, where the total final demand vector (Y) has been replaced by the expenditure data reported by Lindström Group, the Leontief (L) matrix is calculated using data from EXIOBASE v3.8.2, where the emissions vector (b) reflects the industry/product global recipe (snapshot) for a given year.</p> <p>EQ 1: $E = b' * L * Y$</p> <p>Prior to applying this method, a bridging between the data reported by Lindström Group and the different categories was applied. This bridging consisted of a full reclassification based on the International Standard Industrial Classification of All Economic Activities (ISIC), rev 4. UN (2008).</p> <p>Given that EXIOBASE is limited to 44 countries and 5 worldwide regions, for the missing reporting countries, a regional intensity factor was considered, taking into account the United Nations and EXIOBASE native country classification.</p> <p>Included GHG: CO₂, CH₄, N₂O, HFC/PFC, SF₆.</p>
	Capital goods	“Capital goods categories” have been calculated using expenditure data reported in EUR. This approach is similar to expenditure based calculations for “Purchased Goods and Services”. All GHG emissions were reported together.
	Fuel- and energy-related activities	Scope 1 and 2 energy consumption data was considered. For each energy source category, a specific emission factor was used (UK BEIS, 2024). For electricity, both well-to-tank (WTT) and transmission and distribution (T&D) emissions were calculated, whereas for the rest, only well-to-tank emissions. Included GHG: CO ₂ , CH ₄ , N ₂ O.

MDR-M

Reporting principles for metrics

All GHG emissions calculations have been done following the GHG Protocol Guidelines for Scope 1, 2 and 3 accounting. Particularly for emissions associated with the category Upstream Transportation and Distribution, the GLEC Framework has run the approach to calculations methodology. The covered greenhouse gases of the Kyoto Protocol are extensive and include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PCFs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). Our consolidation approach for emissions is operational control.



Scope	Category	Emission factor sources
3	Upstream transportation and distribution	<p>a. Activity data was collected for each service unit. Three calculation approaches were followed in line with the GLEC Framework (Smart Freight Centre, GHG Protocol, Global Logistics Emissions Council, 2022) to calculate the GHG emissions. First, cases in which suppliers provided activity data (logistics) and associated GHG emissions. Second, in cases in which suppliers provided activity data and distances or distance estimations, the corresponding emission factor for the specific mode of transport was used. Third, whenever supplier logistics data was not provided, GHG emissions were calculated following the haversine distance method (I.Y. Davydenko et al., 2021; European Standard, 2012) utilizing a compound emission factor that accounts for the proximity of suppliers to buyers. The compound emission factor hence reflects differences in logistics choices. Included: GHG: CO₂, CH₄, N₂O.</p> <p>b. For delivery services, specific distances and modes of transportation were collected on a year-round basis. Hence, the total travelled distance was used with emission factors from various sources (UK BEIS 2024; JRC, 2014: Smart Freight Centre, GHG Protocol, Global Logistics Emissions Council, 2022). Whenever information on the actual load and the fuel type was available, these criteria were used, otherwise average load emission factors were applied. Included GHG: CO₂, CH₄, N₂O.</p>
	Waste generated in operations	Waste data was reported at the facility and country level, with a common classification across countries. A specific emission factor was used for the known waste management practices for the different wastes. For the unknown management practices for specific wastes, based on governmental statistics an equal based approach was used to allocate waste to different compartments (e.g., incineration, landfill, recycling) for which a specific emission factor was applied. UK BEIS 2025 emission factors and Statistics Finland (2024) were used.
	Business travel	Business travel followed the approach using expenditure data reported in EUR. Included GHG: CO ₂ , CH ₄ , N ₂ O, HFC/PFC, SF ₆ . Emission factors for 2025 were updated for business travel.
	Employee commuting	Employee commuting has been calculated using the online tool available from the GHG Protocol and developed by Quantis (2021) based on the total headcount. Included GHG: CO ₂ , CH ₄ , N ₂ O.
	Upstream leased assets	Collected actual electricity and heating expenditure data from Lindström Group operations at the country level, which was later used to calculate energy consumption based on country-specific energy prices. GHG emissions have been calculated based on the collected energy values utilizing the same emission factors used for Scope 1 and Scope 2. Included GHG: CO ₂ , CH ₄ , N ₂ O.





E3 – Water and marine resources

Water plays a crucial role in providing a hygienic and safe textile rental service. Over the decades, we have optimised our water usage through several methods. We use responsible wastewater management practices and invest in water recycling technologies to improve efficiency and reduce the need to withdraw fresh water from local communities. As many of our laundries operate in areas with high water stress, we actively address water usage in our environmental aspects and impacts evaluations, double materiality assessment and mitigation strategies.

Water withdrawals	
Negative impact	Lindström operates in several water-stressed areas where our processes require significant water withdrawals. This contributes to local water scarcity. Additionally, cotton – one of our key raw materials – requires large volumes of water for cultivation and is often grown in water-scarce areas.
Financial risk	Water scarcity may lead to increased water prices in affected areas. Limited water availability or complete depletion could disrupt our operations. In areas with poor water quality, pre-treatment of fresh water for washing may result in higher operational costs.
Water consumption	
Negative impact	A notable portion of water (estimated at a minimum of 15%) is lost through evaporation during textile drying processes, with variation across service lines. Cotton cultivation also demands substantial water input, contributing to local water stress through irrigation and groundwater use. Water is also bound within the plant material itself, further reducing availability in water-stressed areas.
Water discharges	
Negative impact	Wastewater generated from laundry washing processes ultimately flows into natural water bodies. Despite undergoing purification, the water cannot be entirely returned to its original state.
Risk impact	Increased costs for handling the wastewater and potential regulatory changes concerning water discharges.



Water-stress areas

Water use reduction per kilogramme of washed textiles

-8.3%

(2024: -0.6%)

Water usage

per washed textile kilogramme

6.8 l/kg

(2024: 7.1 l/kg)

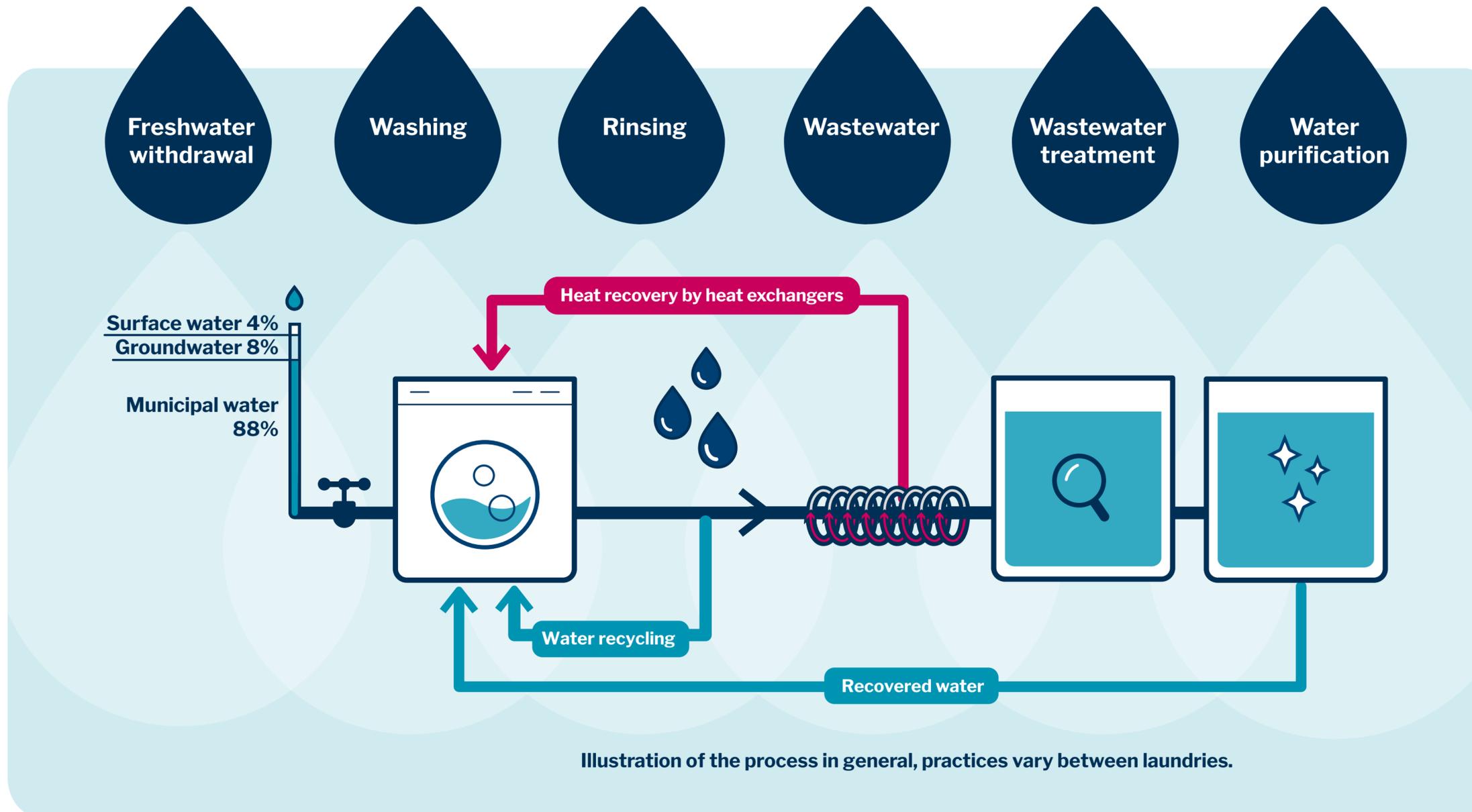
Water recycling

Number of projects planned by 2030 in water-stressed areas

13



Sustainable water management



ESRS 2 IRO-1

Material impacts, risks, and opportunities

When assessing the topical standard on water and marine resources, we began by mapping our value chain and operations, along with all interfaces and dependencies related to water resources. Water was identified as a vital resource for us, both in our own operations and in the upstream value chain, and the material impacts, risks and opportunities were defined accordingly.

For our own operations, we relied primarily on data from our laundries to understand our impacts on water withdrawal, consumption and discharge. We also evaluated the locations of our sites to determine their exposure to water stress. To assess water stress and water scarcity, we used the Aqueduct Water Risk Atlas tool to identify where our operations and value chain are situated in areas facing water-related risks. Material impacts and risks were identified in sites located in water-stressed areas.

The assessment did not include consultations with affected stakeholders. (ESRS 2-IRO-1-8)



Policies

E3-1

Policies related to water and marine resources

Our Environmental Policy is the key policy guiding how we manage our material impacts, risks and opportunities related to water and marine resources. Approved by the Group Management Team as part of our management system documentation, it summarises our environmental work and supports our leaders across the entire Group. The policy responds to the material environmental topics raised by our customers and other stakeholders.

The policy recognises water as a vital and limited resource and commits us to responsible sourcing and efficient use. We optimise laundry processes, apply water-recycling techniques and technologies, and carry out annual assessments in our laundries against benchmark values to support continuous improvement.

[\(E3-1-12a-i\)](#)

It also sets requirements for water treatment. We treat and reuse water within our laundries to reduce withdrawals and monitor pollutants in wastewater to meet legal requirements. Where local guidance is missing, we follow internal parameters applied across all service centres. These measures help us minimise environmental impacts and protect natural water bodies. [\(E3-1-12a-ii\)](#)

To prevent and reduce water pollution, the policy acknowledges the potential impact of textile and laundry operations. We monitor wastewater quality, ensure legal compliance and apply stricter internal requirements when needed. We also optimise detergent use together with our suppliers. [\(E3-1-12a-iii\)](#)

The policy covers product and service design with a focus on circularity and responsible chemical management to reduce water-related impacts and protect marine resources. Our textile rental model supports durability and reuse, lowering the upstream water footprint of producing new textiles. We require REACH compliance and OEKO-Tex 100 certification for fabrics. [\(E3-1-12b\)](#)

In addition, the policy commits us to reducing water consumption across our operations, particularly in high and extremely high water-stress areas. We support this through optimised washing processes and increased water reuse and recycling. The durability and reuse of textiles in our textile rental service further reduce upstream water demand, while our chemical requirements influence supplier practices and support more sustainable value chains. [\(E3-1-12c\)](#)

We currently do not have specific policies directly related to sustainable oceans and seas. [\(E3-1-14\)](#)





Actions and resources

E3-2

Actions and resources related to water

We address water resource management by optimising our water use and handling wastewater responsibly. Every laundry sets annual water-usage targets and prepares an environmental programme to monitor performance, identify improvements and plan actions for reducing water use. We share best practices across the Group, recover water from rinsing phases for reuse in washing, and maintain machinery to ensure high water efficiency. We also work with partners, such as detergent suppliers, to develop more efficient and innovative washing processes.

All our laundries remove suspended solids from wastewater before discharge, and we operate our own treatment plants when required to meet local authority limits. We consistently monitor wastewater quality using a wide set of indicators that go beyond local requirements. When water quality allows, we reuse the final rinse water from one service line, such as washroom towels, as prewash water for another, such as industrial wipers, to further reduce withdrawals. Based on our risk assessment and double materiality assessment we prioritize water efficiency and handle it by investing in water-recycling technologies. Our 2030 strategy aims to improve water efficiency by 50% in selected laundries located in water-stressed areas.

Actions we take to mitigate negative impacts and risks related to water:

1. Targeted improvements in water-stressed areas

We implement dedicated actions to improve water efficiency at laundries located in high or extremely high water-stress areas. These include treating wastewater and upgrading systems so that treated water can be recycled back into the laundry process, significantly reducing our reliance on fresh water. Our first upgraded service centre was established in 2022 in Chennai, India. Three additional projects have been initiated or planned during 2025 in India and China. Our goal is to upgrade two to four centres per year, reaching 13 upgraded centres by 2030.

Water withdrawal is a material topic for us, and these upgrades directly reduce the demand for external water resources which reduces the negative impacts. The financial investments linked to these projects are currently assessed as non-significant. The investment model is still being defined and may vary between service centres, depending on whether operational or capital expenditure is the preferred model for each site.

Implementation of the strategy includes:

- Investing in advanced water-recycling technologies in laundries operating in high and extremely high water-stress areas, significantly reducing dependence on freshwater sources.
- Optimising washing processes to achieve the lowest possible water usage per kilogram of washed textiles. This includes reusing rinse water for washing phases and, in larger plants, using water from cleaner products

to wash dirtier textiles.

- Maintaining machines and applying process control to ensure efficient water consumption.
- Collaborating with partners, including detergent suppliers, to develop new solutions for improved water efficiency.
- Using comprehensive wastewater-management practices, including filtering suspended solids and microplastics, operating treatment plants where needed, and monitoring water quality consistently. Responsible discharge supports the protection of aquatic ecosystems, including those that may connect to marine environments.

2. Annual environmental programmes and internal benchmarking

We maintain a group-level benchmark for water use across all laundries. Each laundry prepares an annual environmental programme to set water-usage targets, follow up on results and identify improvement actions. These activities are part of routine continuous-improvement processes and do not require significant investments.

3. Reducing virgin material use

We also implement actions that reduce the use of virgin materials, described in detail in chapter E5 Resource use and circular economy. Increasing the share of recycled and biobased fibres reduces upstream water withdrawals and consumption in our value chain. (E3-2-15)

4. Zero discharge of untreated wastewater

We ensure that no untreated wastewater is discharged. All laundries filter suspended solids and some microplastic fractions from wastewater, and our own treatment plants are used when needed to meet local authority limits before discharge. This prevents pollution that could harm aquatic and marine environments.

5. Comprehensive wastewater monitoring

We follow a consistent monitoring protocol across all laundries. Regardless of local regulations, we require measurement of multiple indicators, including pH, conductivity, CODCr, BOD, total phosphorus, total nitrogen, chlorides, sulphates, suspended solids, mineral oils, greases, VOCs and heavy metals. This extensive monitoring ensures a high level of environmental protection for water bodies.

Our commitment to addressing water impacts and risks in high water-stress areas is embedded in our operational planning and strategic direction. Water use is included in our environmental risk assessments, our double materiality assessment and our mitigation strategies. Water is critical for ensuring hygienic and safe textile rental services, especially where resources are scarce.

These actions – supported by technological investments, operational improvements and strong collaboration – demonstrate our commitment to mitigating water-related impacts and risks in the most vulnerable areas. (E3-2-19)



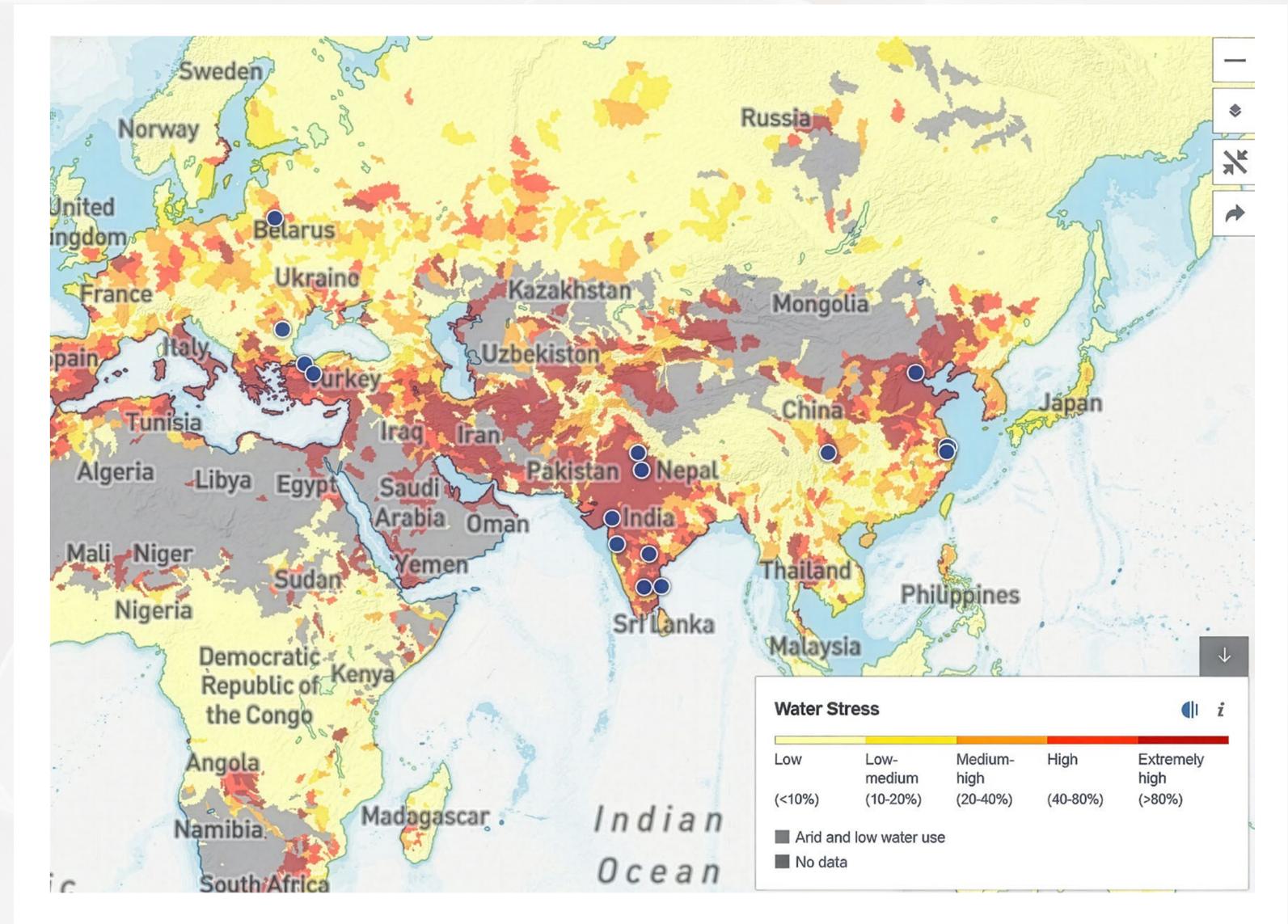
Targets and metrics

Our service centres in high or extremely high water-stress areas

Water stress

- Low (<10%)
- Low-Medium (10–20%)
- Medium-High (20–40%)
- High (40–80%)
- Extremely High (>80%)

Source: World Resources Institute Aqueduct tool



E3-3 Targets related to water and marine resources

Our key water-related target is to improve water efficiency by 50% by 2030 in areas experiencing high or extremely high water stress, compared to the level of 2023. This target supports our efforts to reduce our material impacts linked to water withdrawals and is included in our Environmental Policy.

In our double materiality assessment, water withdrawal in high and extremely high water-stress areas was identified as a material topic. Our stakeholders also recognised water as a material issue. As a result, during the development of Strategy 2030, reducing our water-related impacts in these areas was established as a strategic priority. (E3-3-23a)



We aim to achieve this target by improving water use efficiency and adopting new water recycling technologies, which are expected to reduce the amount of fresh water needed per washed kilogramme. The target also applies to any new laundries opened in high and extremely high water-stress areas. It is a

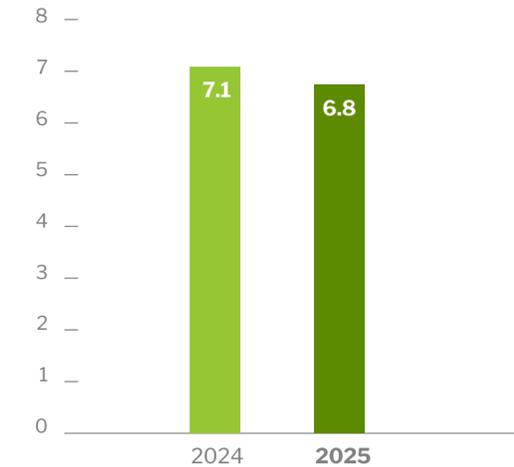
voluntary target and is not required by legislation. The target covers our own operations and does not include impacts in our upstream or downstream value chain.

With 22% of our facilities located in these vulnerable zones, we prioritise significantly reducing freshwater withdrawals there. (E3-3-23c)

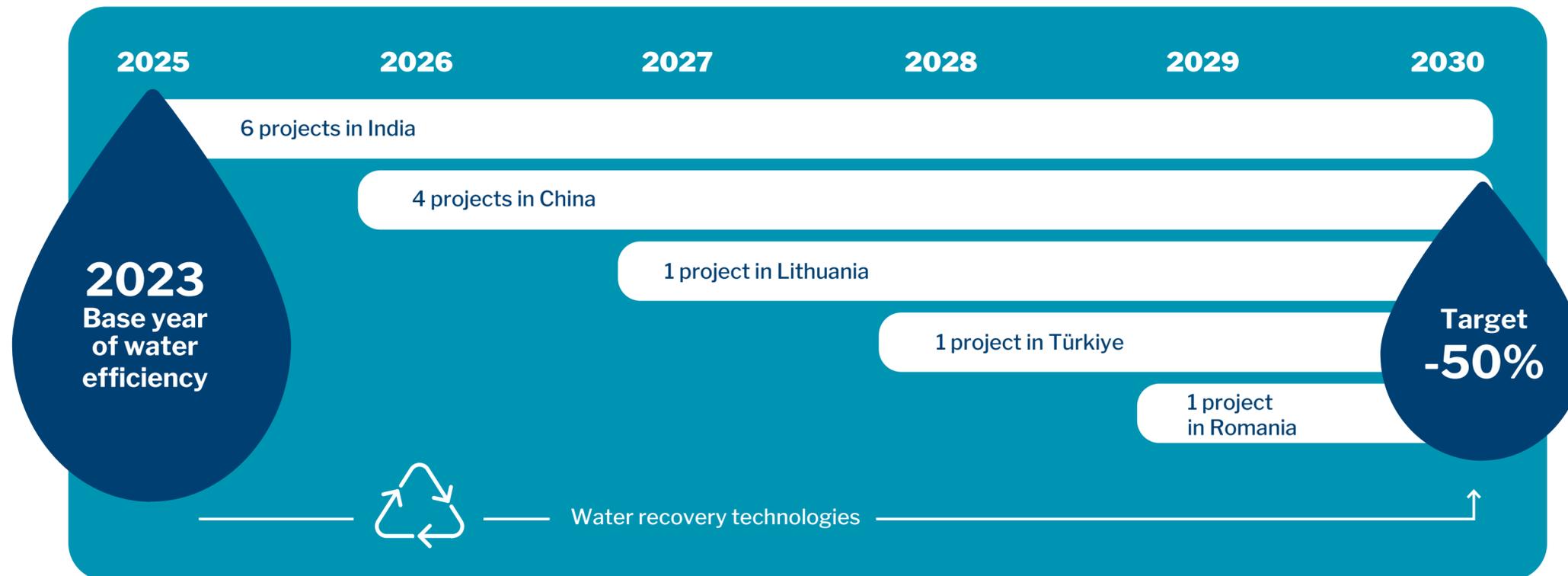
E3-4 Water consumption

In 2025, our water consumption per cubic metre decreased by 0.17% from 2024. Although our overall water use declined, we washed 3.68% more textiles than in the previous year. As a result, our water use per kilogramme of

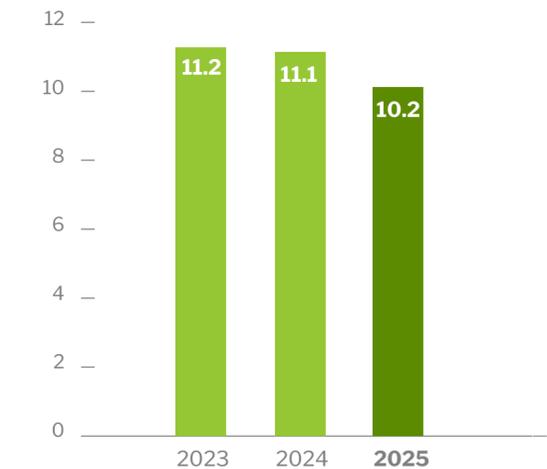
WATER USAGE (LITRES) PER WASHED TEXTILE KILOGRAMMES



Enhancing water efficiency via recovery technology in water-stressed areas



WATER USAGE PER WASHED KG IN WATER-STRESSED AREAS

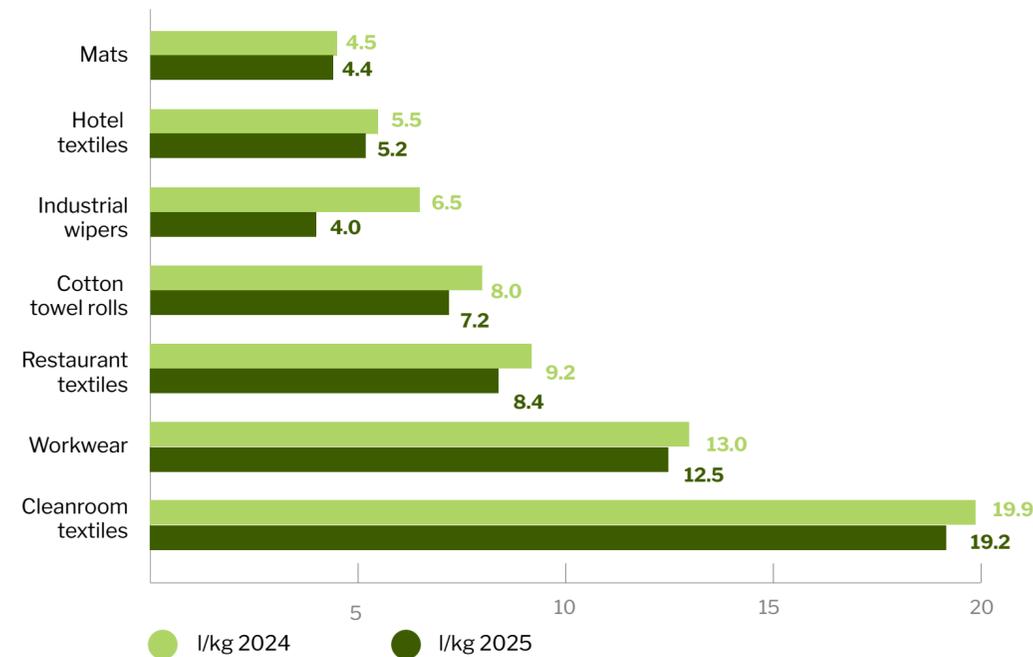




WATER CONSUMPTION

	2024	2025
Total water consumption in m ³ <i>(E3-4-28a)</i>	1,459,256	1,456,843
Total water consumption in m ³ in areas at water risk, including areas of high water stress <i>(E3-4-28b)</i>	302,465	291,964
Total water consumption in m ³ per million EUR net revenue <i>(E3-4-29)</i>	2,817	2,688

WATER USAGE (LITRES) PER WASHED TEXTILE KILOGRAMMES BY SERVICE LINE



washed textiles fell from 7.08 litres in 2024 to 6.82 litres in 2025, marking a 3.67% improvement. Since we have seven different service lines and many purposes of use for our textiles, the amount of water used for washing depends primarily on what is being washed and related differences in washing processes. The type of washing machines used, water recycling possibilities, dirtiness and colour of the textiles, and the required level of hygiene and cleanliness are some of these differences. The most significant contrast in average water usage per washed textile kilogramme was between industrial wiper service with the lowest (4.0 l/kg) and cleanroom service, with the highest (19.2 l/kg) water intensity figure.

In laundries located in areas of high or extremely high

water stress, our water efficiency improved by 8.3% compared to 2024, which showcases progress towards our target of 50% improved water efficiency. This progress is mainly due to optimised water recycling processes.

MDR-M
Reporting principles for metrics

Environmental data, such as washed kilogrammes and the usage of water are collected from the monthly environmental reports of the laundries and garment factories (Prodems), which are entered into the Energy and Environmental Data Input (EEDI) application. The Power BI reporting system is used to combine these data into reports. The metrics for reused and recycled water are

not available, as we do not yet have suitable meters to measure them.

Effluent load is calculated using wastewater measurement analysis results and yearly, laundry-specific water withdrawal volumes. Wastewater results from different sites are combined to provide complete Group-level data. Laundries located in areas of high or extremely high water stress are identified by entering site coordinates, based on their addresses, into the World Resources Institute's Aqueduct tool.

In water evaporations estimates are used, as there are meters in one laundry per service line. No other estimates were used in the preparation of the metrics.





E5 – Resource use and circular economy

Our business model is rooted in circular economy principles. It is designed to minimise resource consumption, extend product lifetimes through reuse and repair, and reduce waste generation throughout the textile life cycle. Supported by strong environmental and procurement policies, we work closely with suppliers and partners to increase the share of recycled and preferred bio-based fibres, improve recyclability, and advance closed-loop solutions.

Resources inflows, including resource use

Positive impact	Lindström's circular business model reduces environmental impact by minimising resource use and waste. We design textiles for long life, enabling reuse and repair. Reusable packaging and demand-driven textile production help avoid excess waste. We also use recycled and preferred bio-based fibres to reduce the use of virgin fibres and optimised washing processes to reduce chemical impacts.
Negative impact	Our operations rely heavily on virgin materials like cotton and fossil-based polyester, which contribute to water use, pesticide application, and resource depletion. Textile manufacturing and daily maintenance generates waste and involves chemicals that may harm the people and the environment. We mitigate the impact by co-operating with suppliers, follow dosing guidelines, and monitor wastewater to reduce these impacts.
Financial opportunity	Our circular business model helps reduce environmental impacts compared to linear business models by minimising resource inflows. This leads to lower input costs and improved cost efficiency.
Financial risk	Recycled and preferred bio-based fibres are generally more expensive than conventional materials, and their availability and technical suitability for our products may be uncertain. The future use of cotton also presents risks due to potential limitations in availability, rising prices, and evolving customer expectations. Alternatives can be expensive and may not meet durability or performance needs, affecting product quality and cost efficiency.



Textile repairs

Workwear, mats, cleanroom garments and cotton towel rolls repaired

2.9 M

(Not comparable with 2024 data)

Textile materials

Purchased textiles that include recycled or preferred bio-based materials

30%

(2024: 36%)

Textile waste

The share of textile waste recycled

66%

(2024: 70%)



Resource outflows related to products and services

Financial opportunity	Our circular model aligns product volumes with customer needs and extends life cycles, reducing material use and inventory. This improves cost efficiency, lowers procurement and working capital needs, and strengthens customer relationships through long-term value-added services.
Waste	
Positive impact	We apply circular economy principles through targeted actions in our textile operations. By producing garments on demand in Prodems, we reduce the risk of overproduction and textile obsolescence. We improve material recyclability to enable reuse or recycling at end-of-life, and minimise waste through smart design, efficient production, and circular strategies.
Negative impact	Lindström generates a variety of waste streams across its operations, many of which currently lack efficient or scalable recycling solutions. Our largest waste stream by weight—sludge and sand from mat washing—cannot be fully recycled.
Financial risk	We may not meet our textile recycling targets due to limited capacity among recycling partners and weak demand for recycled end-products. Recycling forms part of our sustainability commitment to customers, and shortcomings in this area may pose a financial risk as it can be an important decision criterion for customers.

ESRS 2 IRO-1
Material impacts, risks, and opportunities

Resource use and circular economy assessment

We began the assessment of the topical standard on resource use and circular economy by mapping our value chain and our own operations in textile production and laundry services. This included identifying all interfaces and dependencies related to resource use and circularity. Textile materials, such as cotton and polyester, were recognised as critical resources both in our upstream value chain and in our own operations.

We identified a variety of waste streams, primarily within our own operations but also in the upstream value

chain linked to textile production. Our circular business model was highlighted as a material opportunity, as it is designed to reduce environmental impact by minimising resource use and waste throughout the entire product life cycle. All material impacts, risks, and opportunities were assessed. (E5.IRO-1-11a)

For our own operations, we relied mainly on data from purchases, laundry services, and textile production to understand the impacts we have on resource use and circular economy. We also used information on the locations of raw material production in our upstream value chain.

The assessment did not include consultation with affected stakeholders. (E5.IRO-1-11b)





Policies

E5-1 Policies related to resource use and circular economy

Environmental Policy

Our key policy for managing resource use and circular economy is the Environmental Policy. Its purpose is to provide a clear understanding of our commitment to actively reducing the environmental impact of our products and services, and to explain how we manage identified impacts, risks, and opportunities.

The Environmental Policy applies to all our business activities and locations worldwide. It is the responsibility of every employee and executive, with ultimate accountability resting with our Group Management Team (see ESRS 2 GOV-1). The policy is available to all employees through our management system portal.

Sustainable Procurement Policy

Our Sustainable Procurement Policy ensures that sustainability is embedded in all our procurement activities and supports both our sustainability and financial targets. Through our procurement work, we promote responsible practices across the supply chain, encourage sustainable sourcing, and collaborate closely with our suppliers to drive continuous improvement and innovation. At the same time, we contribute to cost efficiency and effective working capital management. All suppliers are also required to comply with our Code of Conduct.

We build the necessary sustainability competence through mandatory training for all procurement personnel. This supports the requirements for internal capability building and the embedding of sustainability into our internal processes. The policy applies to all relevant procurement stakeholders, and it is authorised by our Vice President of Procurement and Supply Chain to ensure clear oversight, accountability and policy approval. It is available to all employees through our management system portal.

Quality Assurance Handbook

Quality Assurance Handbook outlines the Lindström Group Quality Assurance (QA) processes and standards applicable to products delivered to Lindström Group. It is intended for all suppliers of Lindström-specific products to understand quality expectations prior to quoting and to serve as a reference throughout the manufacturing process. The QA Handbook is owned cross functionally within Lindström Group, including Procurement, Service Concepts, and Product Development and Quality. (E5-1-12)

Resource use and circular economy in value chain

Circular economy principles are embedded in our business model. Our textile rental services reduce the use of virgin resources and minimise waste by keeping products in circulation for extended periods. Multiple use cycles increase product utilisation rates, extend service life,

and reduce overall material consumption and resource inflows. Throughout their use phase, textiles are maintained in a resource-efficient manner through regular care, repair and reuse practices that maximise their functional lifetime.

Overproduction is prevented through a production-on-demand sourcing model, supported by digital tools that optimise stock levels. At the end of life, textiles are handled in line with the waste hierarchy, with priority given to material recovery over disposal. Our ambition is to move towards closed-loop solutions that return fibres back into new textiles. (E5-1-12, 14)

Our Environmental Policy guides the transition from virgin materials towards increased use of recycled resources. This transition is integrated across our business model, product design, and supply chain collaboration. (E5-1-15a-b)

Our Sustainable Procurement Policy commits us to working closely with key suppliers to increase the use of recycled materials, introduce sustainable bio-based alternatives, and improve material recyclability across the value chain. Environmental impacts are considered from the start of planning, including transport, product design, and material selection. According to our policies, we prioritise sustainable raw materials to reduce our environmental footprint. (E5-1-15b)

We follow circular practices in our own operations and supply chain to reduce resource use and waste. Upstream, our targets for recycled and preferred bio-based fibres

guide sourcing and strengthen demand for sustainable materials. Downstream, we focus on responsible textile end-of-life recycling and work towards closed-loop solutions through strategic collaborations. Our rental model also enables customers to choose a sustainable end-of-life alternative for their discarded textiles. (E5-1-16)

Quality assurance and product durability to lengthen textile lifetimes

Ensuring long product lifespans is a key enabler of resource efficiency. We collaborate closely with suppliers to develop durable fabrics suitable for intensive rental use. Our Quality Assurance Handbook defines the quality standards for Lindström-specific products and supports suppliers throughout the quoting and production process.

Before fabrics or products are approved, they are tested in our industrial laundries with a minimum of 25 wash cycles per sample. Testing covers shrinkage, colourfastness and appearance. Where necessary, additional tests such as pilling and abrasion resistance are conducted by external laboratories, while suppliers typically perform general fabric property testing. This systematic quality assurance process helps extend textile lifespans and reduces the need for virgin materials. (E5-1-12, 14)

Actions and resources

E5-2

Actions and resources related to resource use and circular economy

Circularity in practice

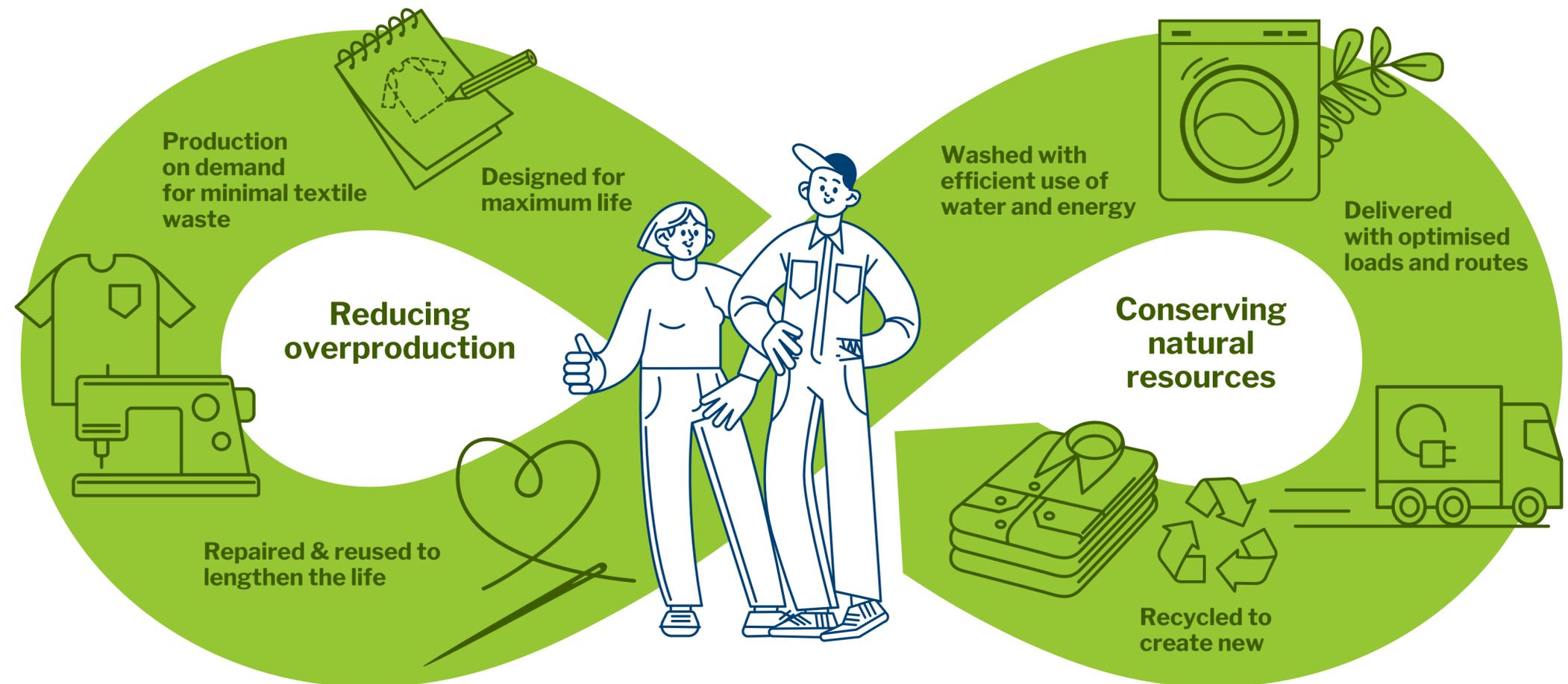
Our circularity work is based on using materials efficiently and extending the lifetime of our textiles. When materials and products are used for longer, fewer resources are needed. Manufacturing, transport, and end-of-life treatment all require energy and raw materials, so reducing waste helps us minimise the use of virgin materials. Our circular business model supports this by focusing on durability, circular design, and the reuse and repair of textiles throughout their life cycle. *(E5-2-17)*

To prevent waste generation in the upstream value chain, we focus on the design, materials, and production of our textiles. Durability and long-term performance of materials and products are ensured through test washes and user trials. Test washes verify compliance with the requirements of our industrial laundry processes, while wearer trials provide user feedback to support continuous improvement of product quality and performance.

Circularity is incorporated from the design phase with adjustable features, modular structures, and reinforcement patches that support reparability. Every year, we repair around three million textile items, helping us avoid millions of kilogrammes of unnecessary textile production and waste. Repair and reuse are essential parts of our daily operations and continuous services.

(E5-2-20c-e)

Circular business model



We apply product life cycle management to optimise material use. By producing additional orders on demand in our Prodem production facilities, we manage stock levels efficiently and reduce the risk of textile obsolescence. Cross-using textiles between laundries further reduces the need for new production.

Across the value chain, we work to eliminate unnecessary packaging and promote reusable alternatives. For upstream deliveries, suppliers use cardboard boxes that we can reuse in our own internal cross-order deliveries between laundries. For downstream deliveries, we rely on washable laundry bags and roll containers with fabric covers, which are returned for washing alongside used textiles. Metal containers are used for industrial wipers and mat deliveries, and plastic bags are used only in small volumes for workwear items that customers return when garments are taken out of service.

When textiles reach the end of their useful life, we collect them back from customers, wash, and sort them, and direct them to the most suitable end-of-life treatment. We work with recycling and waste management partners to ensure responsible handling and treatment.

In our own washing processes, we further support circularity by optimising water and energy use. Washing textiles at lower temperatures reduces environmental impact and helps extend product lifetime, contributing to more efficient resource use across the value chain. [\(E5-2-20c-e\)](#)

Circular designs

We design products for maximum life cycle to reduce replacements and lower dependence on virgin materials. Circular design considers end-of-life, making recycling more effective and increasing the supply of secondary resources.

We consider reuse and repair already in the design phase by incorporating adjustable parts, modular structures, and reinforcement patches that extend the lifetime of our products.

- In product design, we explore ways to reduce material use and minimise surplus by applying smart design

Smart design for a longer life cycle



choices and efficient pattern solutions. [\(E5-3-24c\)](#)

- In 2025–2026, we are running a product longevity project within our workwear services in Europe. The project evaluates the repair needs and repair effectiveness of workwear products. The primary goal is to make

garments last longer and ensure they are easier to repair and recycle. The project will result in clear guidelines for design for circularity, reparability, and reuse.

- In addition to our own development work, we monitor the progress of the Ecodesign and Sustainable Prod-

uct Regulation (ESPR) in Europe to ensure future compliance and alignment with circular design requirements. [\(E5-2-20c-e\)](#)

Reusing and repairing

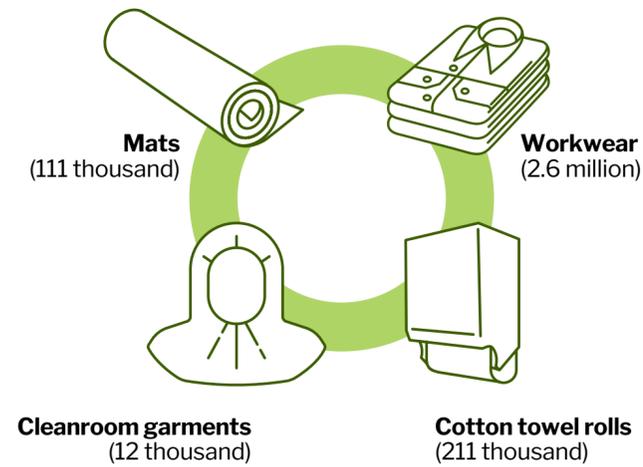
We repair around three million textile items every year, extending their lifespan and reducing the need for new production. *(E5-2-20c)*

We use customer-specific user groups for workwear, agreed together with customers and partly based on their industry segment. These user groups define the level of repair possible during the service process. *(E5-5-36b)*

In 2025, only repair scan data from our workwear and cleanroom laundries is included in the calculation. This means that only products scanned during the repair process are recorded. If a scan is not completed, the repair is not documented in the repair figures. This may lead to less repairs recorded than done in practice. We still repair the same way with same principles as we did last year, but we want to move into more accurate reporting that is not based on estimations.

This change has lowered the recorded repair volumes for workwear and cleanroom services compared with previous years. Previously, repaired pieces were counted manually over a selected time period, and the same repair percentage was applied across the full year based on delivered pieces. In mat and cotton towel rolls laundries reporting is carried out manually as in previous years.

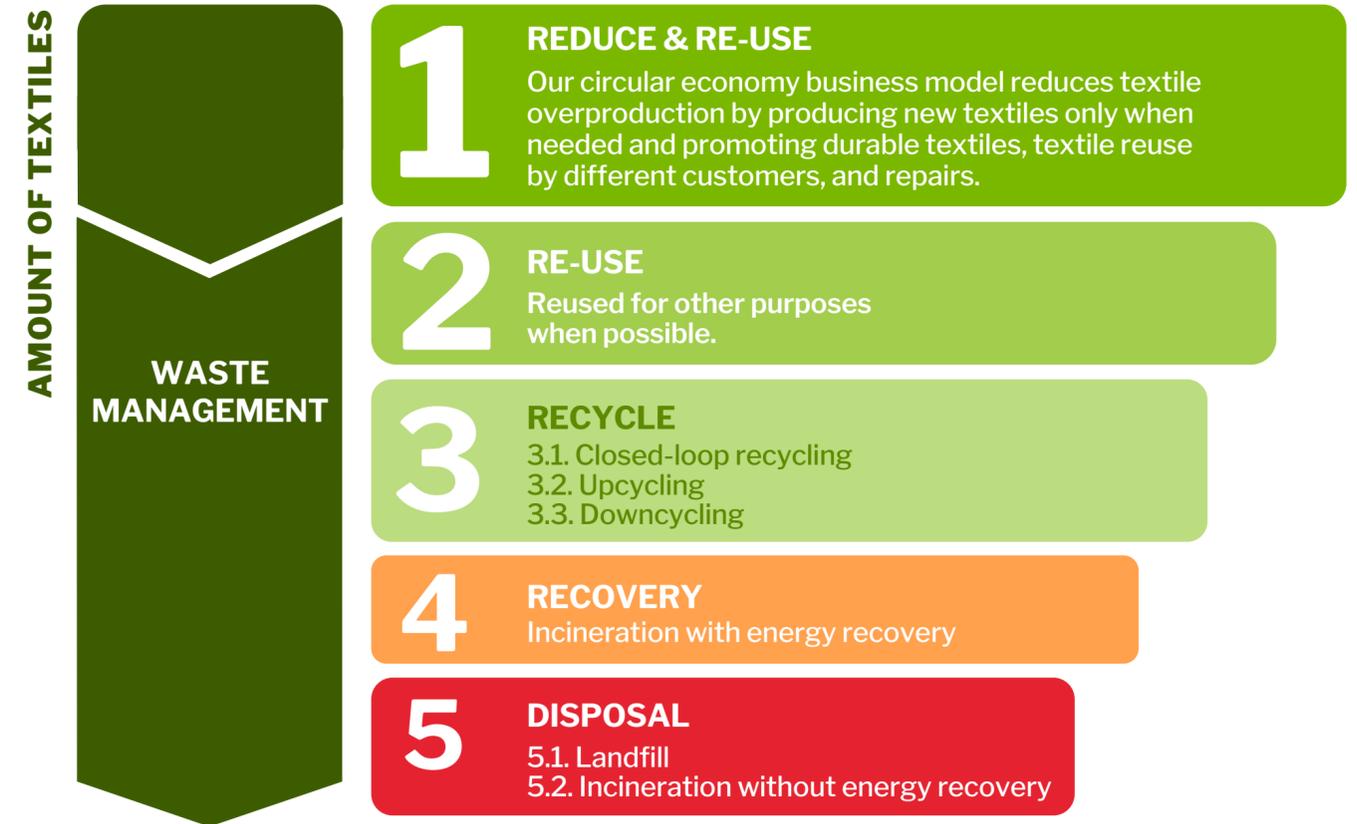
REPAIRED TEXTILES IN OUR SERVICE CENTRES 2025 (2.9 MILLION)



Using recycled and preferred bio-based fibres

We aim to increase the use of recycled and preferred bio-based fibres in our textile products. We follow this target annually by monitoring the share of these fibres in our purchased textiles. Each product line has its own roadmap to guide progress towards the target. We collaborate actively with our suppliers to identify and develop new fibre solutions that support our goals. *(E5-2-17)*

Our waste hierarchy



Actions for coming years to increase recycled and preferred bio-based materials

Service / Function	Action (Task)	Goal	Time Horizon
Procurement	Organise supplier days addressing a range of sustainability and business topics, including recycled and preferred bio-based materials.	Increase suppliers' knowledge of Lindström's sustainability targets and accelerate adoption of recycled and preferred bio-based materials.	2027-2028
Hotel Textile Services	Tender product selections with explicit criteria for recycled and preferred bio-based materials, particularly in regions currently using only virgin materials.	Increase the share of recycled and preferred bio-based materials in hotel textile selections across all regions.	2026
Mat Services	Explore possibilities to expand the use of recycled materials in the mat production portfolio where virgin fibres are still used.	Increase the share of recycled materials in mat products currently made from virgin fibres.	2026
Industrial Wiper Services	Test industrial wiper products containing recycled materials in regions still using virgin material wipers.	Introduce and increase the availability of industrial wiper products made with recycled materials.	2026
Workwear Services	Implement development projects focused on increasing the use of fabrics containing recycled materials.	Expand the material selection of workwear fabrics with recycled content.	2026-2027



Targets and metrics

E5-3

Targets related to resource use and circular economy

To manage our material impacts, risks and opportunities related to resource use and the circular economy, we have set ambitious targets for textile waste recycling. Our circular business model already prevents and reduces the creation of textile waste in many ways, yet textiles remain one of our largest waste streams. For this reason, we have committed to recycling 100% of our textile waste by 2025. We aim not only to reduce waste volumes but also to decrease the use of virgin materials. As we increase the use of recycled materials, the need for virgin materials will correspondingly decrease. (E5-3-23)

End-of-life textiles can serve as raw material for several industries, including the textile industry itself. Our long-term aim is to close the loop by using end-of-life textiles as raw material for new textiles. (E5-3-21)

To support this ambition, we have also set a target for increasing the share of recycled and preferred bio-based materials in our textile purchases. Preferred bio-based means reducing the use of cotton and replacing it with more sustainable alternatives available in the market. A key challenge is ensuring that these materials are suitable for industrial laundering and provide the same long-life length as cotton. (E5-3-23, 24d)

The material target is calculated from textiles purchased during the reporting year across all regions and

service lines. Purchased pieces and fabric metres are converted into kilogrammes to allow combined reporting. The percentage share of products containing recycled or preferred bio-based materials is calculated based on material kilogrammes. The target focuses on new textiles, as these textile purchases have been identified as most relevant in our double materiality assessment.

For our strategy period towards 2030, we will refine the material target to be more precise. Instead of reporting the share of products containing recycled or bio-based materials, we will calculate the actual fibre content of recycled and preferred bio-based materials in purchased textiles. (E5-3-21, E5-3-23)

All our environmental targets are voluntary and exceed what is required by law. (E5-3-27) Our goal for 30% of our new textiles to contain recycled and bio-based fibres by 2025 is linked to layers one, two and three of the waste hierarchy illustrated on the page 59, while our aim to reach 100% textile waste recycling by 2025 relates to layers three, four and five of the hierarchy. (E5-3-25, 27)

Textile waste management

All recycled textiles must be clean and dry to ensure they can be used as raw material for new circular products and fibres. The waste generated in our operations

is collected and sorted by each laundry in line with our operating instructions for waste sorting. Waste types and quantities are reported monthly in our energy and environmental data input system, which then feeds the data into our reports for analysis and decision-making. These targets, together with our strategy to minimise incineration and landfilling, form the core of our waste management practices. Each laundry also sets its own annual targets to support these efforts. Our long-term ambition to “close the loop” by recycling old textiles into new ones reflects our broader circular economy commitment. (E5-3-24e)

Tracking effectiveness of targets

We track the effectiveness of our targets by monitoring the annual increase in the use of recycled and preferred bio-based materials in our purchased textiles and the amount of textile waste. We began following the share of new products containing recycled and preferred bio-based materials in 2022, when the global result for new purchases was about 10%. Since then, we have improved our calculation methods and data accuracy, especially in 2023 and further in 2024, which has enabled more precise measurement across all service lines. As a result, the overall use of recycled and preferred bio-based materials has increased significantly.

In our target, cotton is not classified as a preferred

Circular economy targets for 2025

30%

of textiles purchased globally should contain recycled or preferred bio-based fibres by 2025

100%

of textile waste recycled globally by 2025



bio-based material due to its high water and energy consumption during production. For this reason, we continue to search for better alternatives, such as wood-based solutions. Lyocell is currently the most commonly used bio-based material in our products.

We track textile waste generated in our laundries and production units monthly, and we compile a yearly total to provide a clear overview of our waste streams. We have a long history of monitoring textile waste, and this systematic approach supports our commitment to responsible resource management. (E5-3-23)

Progress in recycled and preferred bio-based fibre use

As our work to increase the share of recycled and preferred bio-based fibres progresses, the results show clear improvements across several product lines over recent years. Our target has been to reach 30% recycled or preferred bio-based content in new textile purchases by 2025. Thanks to rapid development in mats, hotel textiles and workwear during 2024, we exceeded this level early and reached 36%. In 2025, the overall share of new purchases remained at 30%, in line with the target, although results varied between service lines. (E5-3-24b)

In 2025, purchases of cotton towel rolls with recycled content decreased compared with 2024. This reduced the share of products with recycled and preferred bio-based content. We chose to divide purchases between several suppliers to secure product availability.

In our industrial wiper services, as well as in our health care and hotel textile services, the strong performance we achieved in 2024 declined in 2025. This was caused by significant purchases of products that do not contain recycled materials. In 2026, we will continue testing products with recycled materials, aiming to broaden their use across these service areas.

In our workwear services, the share of purchases containing recycled or preferred bio-based materials remained relatively stable. At the beginning of 2025, we introduced new workwear products in the European

market made from fibres recycled from our own end-of-life textiles. We are rolling out this closed-loop material gradually. Progress in adding more sustainable materials across our entire workwear range takes time, as workwear must meet strict durability and performance requirements. However, steady development is already visible. Supporting our longterm improvements, our sewing yarn supplier also shifted from virgin polyester to recycled polyester in 2025. This transition will help us expand the use of recycled materials in our workwear products from 2026 onwards. (E5-3-24b-c)

As we increase the proportion of recycled fibres, maintaining durability is essential. Our textiles must withstand heavy use, industrial washing, and tumble drying, and finding the right balance between sustainability and performance remains crucial. Environmentally friendly materials can also be more expensive than virgin fibres, as new technologies and products initially come at a premium. Costs are expected to decrease as demand grows. Some recycled materials already perform well; for example, recycled polyester matches the durability and wearer comfort of virgin polyester.

Polyester-based fabrics require less water and energy during washing than pure cotton, supporting environmental performance during the use phase. As new technologies continue to develop, we expect further improvements in both material quality and circularity. We are actively collaborating with recycling companies and fabric manufacturers to find solutions that meet both our durability requirements and customer expectations. (E5-3-23)

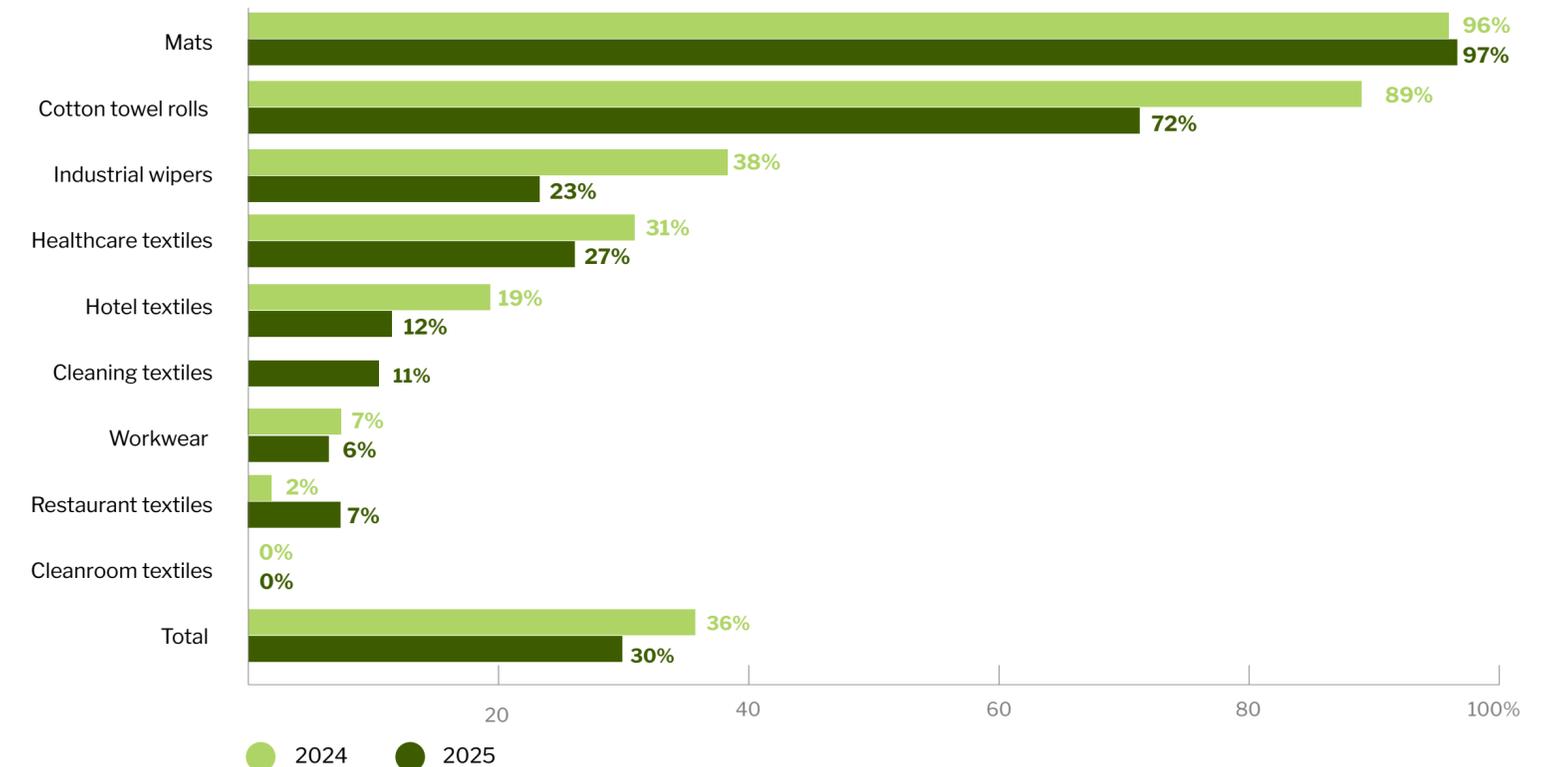
Challenges in reaching in textile recycling targets

When our textiles reach the end of their lives, we aim to recycle the waste as close as possible to where it is generated. This is why our subsidiaries play such a crucial role in achieving our recycling ambitions. If no suitable recycling option is available locally, we look for alternatives across borders.

We always aim to prevent incineration and landfilling by finding better ways to utilise valuable materials. At the

SHARE OF NEW TEXTILES WITH RECYCLED OR PREFERRED BIO-BASED CONTENT

(E5-3-23)



The 2024 result is corrected due to an error in workwear calculations. Cleaning textiles is a new service launched in 2025.

The figures reflect the share of purchased textile products containing any recycled or preferred bio-based content and are not directly comparable with fibre mass shares.

same time, we must take a holistic view to avoid increasing other environmental impacts. In some cases, it may be sensible to transport these valuable waste streams longer distances for recycling, but such decisions are evaluated case by case.

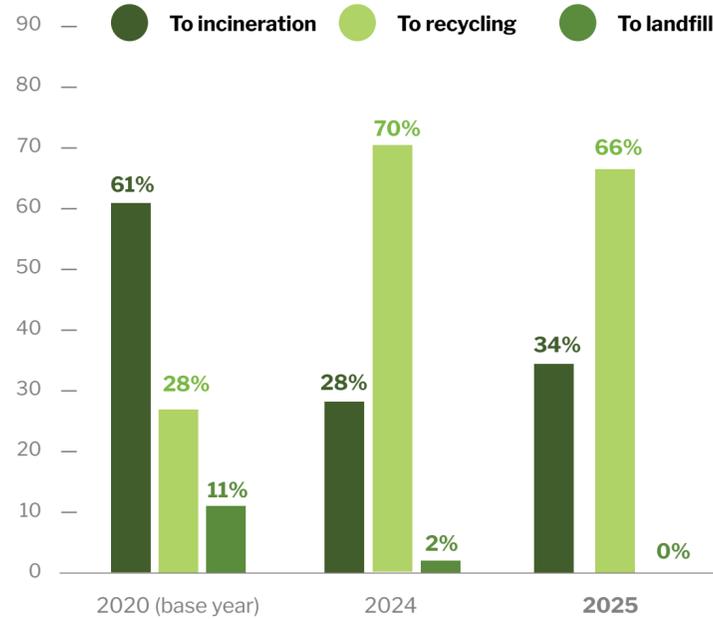
Over the years we have worked consistently towards our target and gradually increased the recycling rate of our textile waste. Our target for 2025 was to recycle

100% of our textile waste, which we unfortunately did not achieve due to challenging market conditions. We faced stoppages with key recycling partners, which resulted in our recycling rate reaching 66%, a slight decrease from 2024 (69.9%).

The lack of available technology and suitable recycling solutions remains a challenge, especially for garments with accessories or more complex designs. Separating



TEXTILE WASTE SHARES

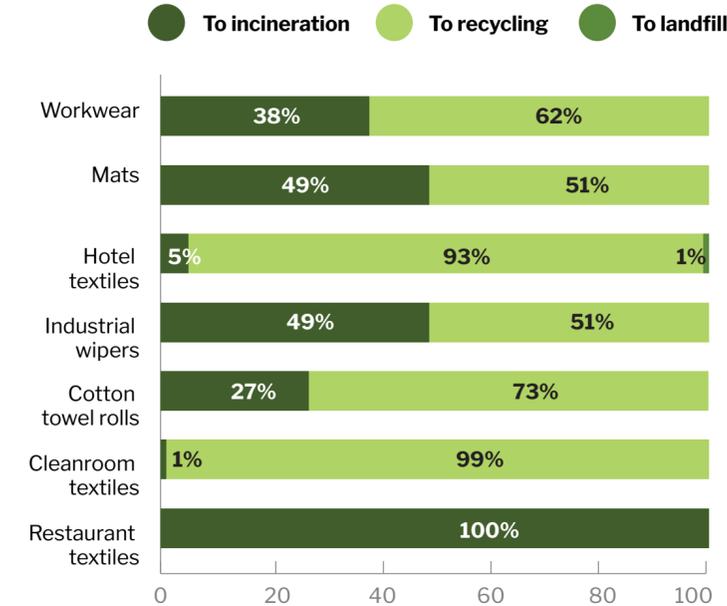


The figures include all textile waste, including cutting waste from our garment manufacturing facilities, Prodems.

different components often requires manual work, which makes the process more costly and less attractive for recycling businesses. We have also observed that recyclers are becoming more specialised in certain materials and no longer accept the broad variety they used to. This is mainly because it is difficult to find end users for all recycled fibres, particularly when the material contains impurities such as reflector pieces or other unwanted elements. As a result, many recyclers now select materials more carefully to ensure the best outcomes for their operations.

The recyclable content in products depends on the recycling technologies and infrastructure available. There is still a lack of recycling companies able to process

RECYCLING BY PRODUCT 2025



certain materials, especially mixed fibres, and a further lack of material users who can utilise these recycled materials, which are often more expensive than virgin materials. All products made from 100% cotton or 100% polyester can be recycled, and part of our mixed-material products can also be recycled. (E5-5-36c)

However, in some markets we have already found recycling solutions even for more demanding products. For example, in India we have partnered with a company that accepts 100% of our garments. Their processes rely mainly on manual work, enabling them to remove zippers and other valuable accessories, which can then be reused in other textile solutions. (E5-3-23)

E5-4 Resource inflows

Our resource inflows mainly consist of newly purchased textiles and accessories. We also use water, energy, and detergents in our laundry services, and energy in our garment manufacturing. From a circular economy perspective, only new textiles and detergents are identified as material inputs for us. (E5-4-30)

In 2025, we purchased 3.6 million kilogrammes of new textiles. Of this amount, 364.4 tonnes of recycled materials were used, representing 10% of the total, while 0.4% of the textiles purchased were preferred bio-based materials, amounting to 15.2 tonnes, excluding cotton. Our most commonly used preferred bio-based material is lyocell, and our suppliers use certified lyocell. These figures do not include packaging materials. (E5-4-31a-c)

In addition to total detergent consumption, detergent efficiency is internally monitored by measuring grams of detergent per kilogramme of washed textiles. This indicator is considered particularly relevant for process optimisation, as it reflects actual washing efficiency. (E5-4-30)

E5-5 Resource outflows

The textiles in our service circulate continuously between our washing process and our customers. In 2025, we washed, finished and packed for our customers 213,611 tonnes of textiles.

We do not circulate any of our products in biological cycles. Instead, we aim to recycle all textiles into new materials or products. (E5-5-35)

We select all materials and products based on durability, and design them with circular principles in mind, such as durability, reusability, repairability and recycling. Before selecting any new material or product, we carry out washing, wearing and usage tests to ensure long-term performance. There is no industry average for the life length of rental textiles, but we calculate a lifetime of three years for most workwear products. This is based on our workwear lifetime report, which uses data from

RFID tags when garments are replaced or removed from circulation for different reasons. We continue to develop our methods for tracking and analysing the life length of different products to improve accuracy. (E5-5-36a)

All of our packaging materials are recyclable. Small amounts of plastic bags are sent to plastic recycling. Laundry bags and roll container covers, which are made of polyester, can be washed and reused many times and recycled for textile use at the end of their life. Cleanroom product packaging can be recycled as plastic or paper. For most products, we do not use any packaging materials. (E5-5-36c)

Waste

In 2025, we generated a total of 9,188 tonnes of waste, representing a 6% reduction compared to 2024 (9,736 tonnes). This decrease was mainly driven by lower volumes of non-hazardous waste, while hazardous waste increased slightly. Non-recycled waste accounted for 6,608 tonnes, or 72% of total waste in 2025. (E5-5-37d)

All our waste is handled in line with local rules and regulations and processed by licensed contractors. The waste streams relevant to our operations are sludge and sand and textile waste. (E5-5-38a)

Sludge, sand and textile waste were our largest waste categories by weight during the reporting period. Sludge and sand result from wastewater treatment and the washing of mats. Mats are our second-largest service line and are designed to prevent dirt from entering our customers' premises. Their washing therefore generates significant amounts of sand and sludge throughout the year.

Our sources of hazardous waste include sludge from effluent treatment plants, waste oil, paint, solvents and detergents, as well as electrical waste, batteries and fluorescent lamps. Industrial wipers also contribute significantly to hazardous waste, as they are used to wipe chemicals, oils and greases in various industrial environments. Other waste streams generated by our operations include cardboard, paper, metal, plastic, wooden pallets, biowaste and glass. (E5-5-38b)



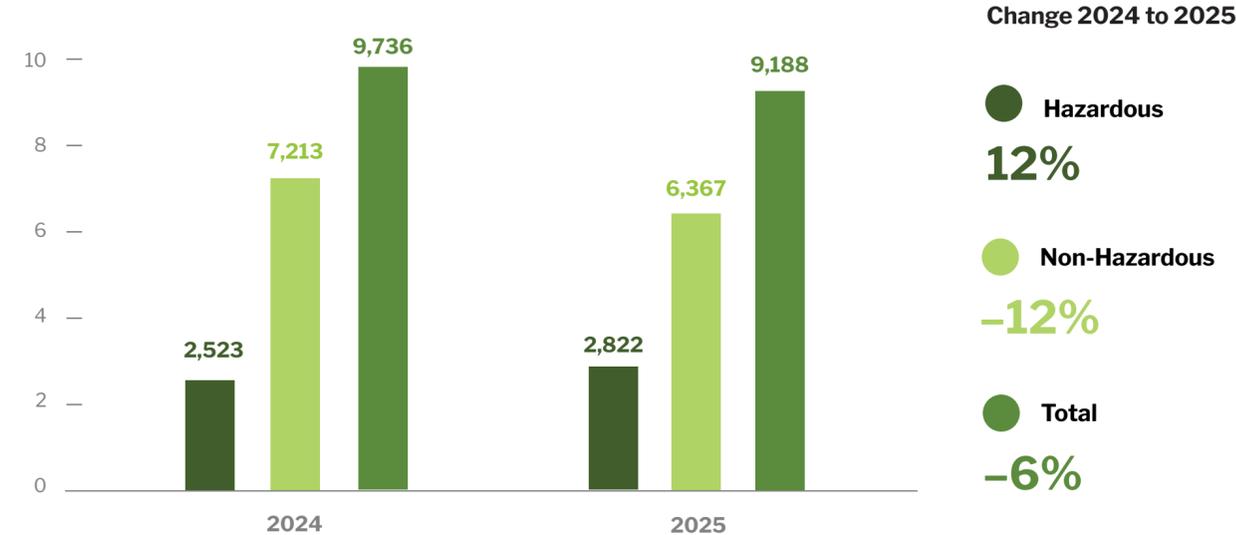
KEY OPERATIONAL DATA (TONNES)

Resource type	2024	2025
New textiles	3,147	3,628
Detergents	2,710	2,957
Chlorine*	207	237
Washed textiles	206,020	213,611

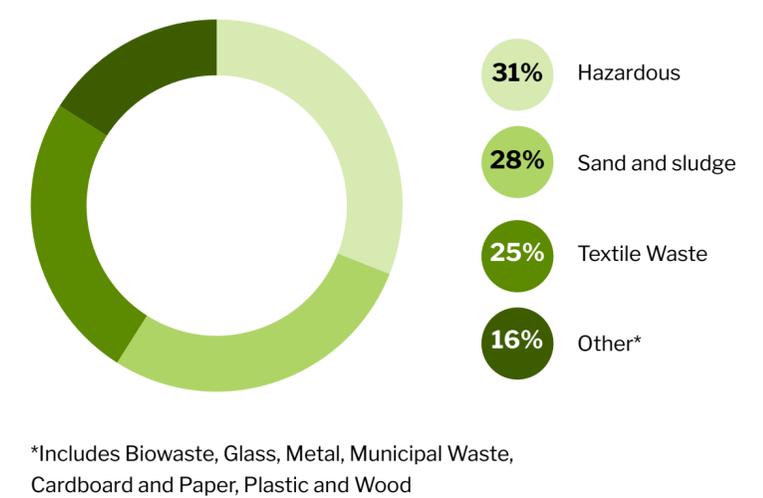
(E5-4-30, 31)

*Chlorine refers to bleaching detergents, which typically contain approximately 5–30% chlorine.

TOTAL WASTE



WASTE BY TYPE 2025



All waste streams are managed according to our operating instructions for waste sorting, which are reviewed regularly to reflect local requirements. Waste is sorted into the correct containers, and the amounts are recorded monthly in our reporting tables. We aim to reuse and recycle our waste whenever possible. For example, empty cardboard packages are reused for deliveries, and empty plastic barrels, canisters and containers are returned to our detergent suppliers for reuse whenever possible. (E5-5-33)

MDR-M Reporting principles for metrics

Environmental data, including washed kilogrammes, the amounts of different waste categories, and the use of detergents and chlorine, is collected from the monthly environmental reports of our laundries and garment factories (Prodems) in the Energy and Environmental Data Input (EEDI) application. All consumption data of laundries and Prodems is sourced from direct measurements. We use the Power BI reporting system to combine this data into reports.

The number of purchased textiles is based on Direct Purchase Orders data from our internal opera-

tional system. Product weight data is retrieved from the Data Warehouse, which uses our Product Lifecycle Management (PLM) software as its source. The share and use of recycled and bio-based materials in the purchased textiles are calculated from the same textile purchase data, complemented with material content information and fabric suppliers' reports on delivered fabrics. All products without known content data are assumed to be made from virgin materials.

The number and share of repaired textiles are collected and calculated from the laundries' productivity reports. In 2025, only repair scan data from workwear and cleanroom laundries is used in these calculations. In

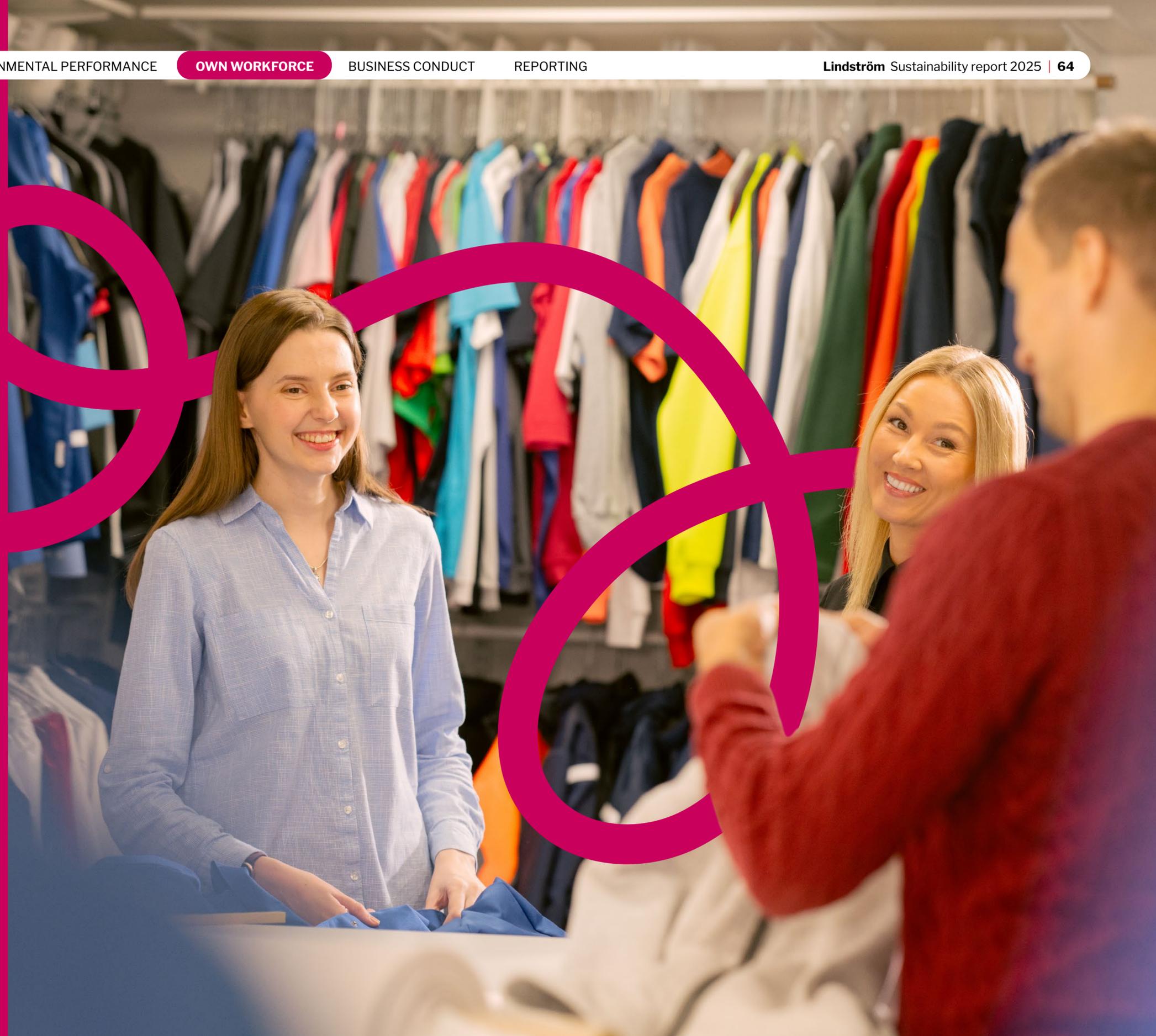
mat and roll towel laundries, repairs are recorded manually at the time they are carried out.

To ensure clarity and consistency in our reporting, we differentiate between two indicators used to track recycled and preferred bio-based materials. The 30% target refers to the proportion of purchased textile products that contain any recycled or preferred bio-based materials. In contrast, the figures disclosed in section E5-4 represent the actual fibre mass share of recycled and preferred bio-based materials within purchased textiles. As these indicators are based on different methodologies and measure distinct aspects, they are not directly comparable. (E5-5-40)



Own workforce

Policies	68
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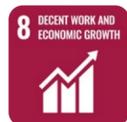




S1 – Own workforce

People are fundamental to Lindström’s success and sustainability. Our business relies on skilled and committed employees across laundries, logistics, and offices. In 2025, employee feedback showed strong engagement, inclusion, and a high sense of job security. By focusing on safe working conditions, fair treatment, development opportunities and open dialogue, we aim to support wellbeing, strengthen retention, and create long-term value for both our people and the business.

Working conditions	
Positive impact	Stable employment supports wellbeing, retention, and engagement. In 2025, job security was rated as the third most meaningful factor by employees, with an 84/100 satisfaction score, which can be considered as good. Our latest (October) employee survey results show strong favorability within our engagement and inclusion KPIs, both scored above the benchmarks.
Negative impact	We face risks of work-related accidents and illnesses, particularly slips, trips, falls, traffic, commuting, and fire incidents. Climate change worsens hot working conditions for textile care workers. In addition, we experience high employee turnover, particularly among sales personnel and in some countries textile care workers. While turnover in sales roles is common across industries, frequent changes can weaken team cohesion and increase pressure on remaining staff.
Financial opportunity	A stable workforce supports operational continuity, lowers recruitment costs, and enhances productivity. It also strengthens Lindström’s employer brand, supporting talent attraction and retention.
Financial risk	Work-related accidents and illnesses can lead to lost workdays, lower productivity, and higher insurance costs. Additionally, high turnover, especially in sales, increases operational expenses for recruitment, training, and onboarding. Frequent staff changes can also disrupt workflows and lower overall productivity.



Safety observations

1.4

per person (2024: 1.2)

DEI training

90%

of employees trained by the end of 2025

Voice of employees

89%

shared their feedback in the survey (2024: 83%)



Equal treatment and opportunities for all

Positive impact	We foster an inclusive work environment where people feel free to be themselves. Strong Inclusion Index results and our multicultural workforce reflect this. Using English as our working language supports collaboration across diverse teams.
Negative impact	We recognise the low representation of women in senior leadership roles and the presence of a slight, unjustified pay gap.
Financial opportunity	Our DEI actions—with measurable goals for gender equality and pay equity—enhance diversity of thought across teams. Diverse thinking supports stronger innovation and decision-making, which contributes to long-term business performance and talent attraction.
Financial risk	Low female representation in senior leadership and a slight gender pay gap may signal missed opportunities to improve fairness and inclusivity. These gaps can affect profitability, innovation, and talent retention—and may also impact ESG ratings as gender equity gains importance in sustainability assessments.

ESRS 2 SBM-3

Material impacts, risks and opportunities and their interaction with strategy and business model

Introduction to social impacts, risks and opportunities for our own workforce

Sustainability is embedded in our business model and strategy. Circularity and resource efficiency guide how we design and deliver textile services, while respect for human rights and equal opportunities shape our culture. People are at the centre of this approach and our business. We believe that stable employment and equal opportunities create wellbeing, engagement, and long-term value for both our organisation and society. Our approach combines job security with an inclusive culture where everyone feels respected and free to be themselves. Strong employee engagement (76%, three points above the global benchmark) and inclusion (82% favourability, five points above the global benchmark) results reflect our progress, yet we continue to address challenges such as workplace safety, turnover and gender equality.

Most of the impacts, risks and opportunities concerning our workforce stem from the nature of our business: textile rental, including washing processes and deliver-

ies. In our laundries, employees may be exposed to heat, noise, and chemicals. Delivery services are mainly provided by suppliers who face vehicle and road safety risks, although in some countries these tasks are handled by our own employees. These identified impacts, risks, and opportunities have shaped our strategy and business model. Health and safety has always been a priority due to the nature of our operations. We have clear policies, measurements, and targets in place, and actions are planned accordingly.

Diversity, gender equality, and equal pay for work of equal value have long been integral to our approach. In our new strategy, diversity, equity and inclusion (DEI) has been elevated to one of our strategic goals, reflecting our commitment to our We Care culture and Strategy 2030. We believe that sustainable growth and innovation require a workplace where everyone feels respected, valued, and empowered to be themselves. To embed inclusion into our core operations, we launched a DEI roadmap in 2023, focusing on managers in 2024 and the entire organisation in 2025. This shift is driven by both internal values and external imperatives: DEI enhances wellbeing, strengthens collaboration, and improves decision-making by embracing diverse perspectives. It also supports our ambition to be a sustainability champion

and a trusted partner in circular textile services.

We have also focused on how our people are financially compensated. As part of this emphasis, we introduced a new Job Framework in 2025 to ensure roles are placed at the right level, with transparent overviews for everyone. We believe that people development is key to addressing negative material impacts, such as high turnover and low female representation in senior leadership roles. For this reason, we have strengthened the foundation for learning and development across our workforce through our group-wide People Development Policy, which we launched in 2025.

Our social commitments are closely linked to our overall sustainability strategy, which is built on circularity, resource efficiency, and respect for human rights. These social aspects also have clear financial implications. A stable workforce supports operational continuity, lowers recruitment costs and strengthens our employer brand—helping us attract and retain talent. At the same time, risks such as work-related accidents and illnesses can lead to lost workdays, reduced productivity, and higher insurance costs. High turnover, particularly in sales roles, increases expenses for recruitment and onboarding, and can disrupt workflows. Similarly, gaps in gender representation and pay equity may affect innovation and talent retention as sustainability assessments gain importance. *(S1.SBM-2.12) (S1.SBM-3-13a-b)*

These impacts can have significant consequences. Actual negative impacts are generally limited to a small number of individuals and are not systematic. The overall scale of negative impact is assessed as medium and, in most cases, can be addressed through remediation measures that require time and resources. *(S1.SBM-3-14b)*

Key negative impacts identified

Under working conditions, we face risks of work-related accidents and illnesses, particularly slips, trips, falls, traffic, commuting, and fire incidents. Climate change also worsens the hot working conditions for textile care workers. In addition, we experience high employee turn-

over, especially among sales personnel. While turnover in sales roles is common across industries, frequent changes can weaken team cohesion and increase pressure on remaining staff.

Under equal treatment and opportunities for all, we recognise the low representation of women in senior leadership roles and the presence of a slight, unjustified pay gap. *(S1.SBM-3-14b)*

Key positive impacts identified

We have identified material positive potential impacts related to diversity and actual positive impacts linked to secure employment, covering our entire workforce. The implemented measures reflect our desire for positive impacts, as we believe that simply following legislation and good business practices is not enough. *(S1.SBM-3-14c)*

Financial risks and opportunities identified

Identified material risks include work-related accidents, high turnover and low female representation in senior leadership roles. Our business model—textile rental services encompassing industrial laundries and logistics—creates specific impacts and dependencies on our workforce that shape both risks and opportunities.

Employees in laundries may be exposed to heat, noise, and chemicals, while delivery roles involve road safety challenges. These operational realities present material risks such as occupational accidents, health issues, and potential absenteeism, which could lead to productivity loss and increased costs. To mitigate these risks, health and safety has long been a strategic priority. We maintain safety protocols, continuous training and monitoring systems, supported by measurable targets and audits.

Beyond risk management, our workforce is central to unlocking opportunities. Investing in skills development and engagement enhances service quality and operational efficiency, while fostering innovation in circular textile solutions. Diversity, equity and inclusion (DEI) has been elevated to a strategic focus area under our 2030 Strategy, recognising that inclusive workplaces



strengthen collaboration, decision-making and resilience. Initiatives such as our DEI roadmap, pay equity reviews and leadership training aim to create fair employment systems and empower all employees. These actions not only advance social sustainability but also improve talent retention and brand reputation, supporting long-term competitiveness.

Our dependency on a skilled, motivated workforce means that workforce-related impacts directly influence financial performance. Addressing health and safety reduces accident-related costs, while DEI and learning programmes drive productivity, innovation and customer satisfaction. These factors are integrated into our strategic planning and risk management processes, ensuring alignment with ESRS principles of double materiality. In short, managing workforce impacts and leveraging opportunities is essential for sustaining growth, fulfilling stakeholder expectations and delivering our commitment to responsible business practices.

Opportunities relate to increased productivity, attractiveness as an employer, employee engagement, and loyalty. Good working conditions, maintaining health and safety, active promotion of diversity, equity and inclusion, and investment in training and skills development all contribute to seizing these opportunities. *(S1.SBM-3-14d)*

Identifying vulnerable workforce segments

We have undertaken a structured approach to identify workforce groups that may be more vulnerable to harm, based on our double materiality assessment conducted in 2023. We did not identify any distinct subcategories within our employee base, except in one category where we looked at the leadership role distribution within genders. Therefore, we consider our entire workforce as one population, with a minor distinction between employees based on working location, namely working in office environments and those in laundries or delivery roles, which represent manual labour.

Our strategy reflects this understanding through targeted policies, safety protocols, and DEI initiatives, which



have been elevated to strategic priorities. Stakeholder consultations, including employee surveys and interviews, have informed this assessment, ensuring that the views and lived experiences of affected individuals are integrated into risk mitigation and strategic planning.

As part of this process, we continuously identify health and safety hazards related to work tasks and evaluate the risks associated with those hazards. Mitigating actions are implemented to secure safe working conditions for everyone. Employees in operational roles—such as laundry workers and delivery drivers—were identified as being more exposed to physical risks like heat, chemicals and road safety hazards.

Additionally, at some working sites we recognised that individuals living in a foreign country and may not be speaking well enough the language of the host country may face systemic disadvantages in career progression or inclusion. These insights were gathered through stakeholder consultations, employee surveys, and line manager observations.

By integrating this understanding into our strategic planning and DEI initiatives, we demonstrate a proactive approach to identifying and mitigating risks for vulnerable workforce segments, in full alignment with CSRD requirements. *(S1.SBM-3-15, 16)*

We have not identified significant risk of incidents of forced labour or compulsory labour nor child labour in any of our operations or locations. *(S1.SBM-3-14f-g)*

We have a transition plan in place to mitigate climate change (see section E1-1 for details). We do not consider this plan to have material impacts on our workers. *(S1.SBM-3-14e)*

When reading the report, note that in line with current reporting requirements, information regarding non-employees is optional. Therefore, we have chosen not to disclose data on non-employees. At the same time, all individuals within our own workforce who can be materially impacted by our operations are included in the scope of disclosure. *(S1.SBM-3-14a)*



Policies

S1-1 Policies related to own workforce

Our policies define the framework and set clear, transparent expectations for how we operate. They articulate our commitments to human rights, fair and inclusive employment, a safe and healthy workplace, and responsible business conduct. These policies support our management of the material impacts, risks and opportunities (IROs) identified in our double materiality assessment and help ensure alignment with international standards. They are implemented under senior leadership oversight and made accessible to all relevant stakeholders.

These include Human Rights Policy, Employee Code of Conduct, Supplier Code of Conduct, Diversity, Equity and Inclusion Policy, Non-harassment Policy, Health & Safety Management Policy, People Development Policy, Total Rewards Strategy and Philosophy, Base Salary Management Policy and Annual Bonus Policy. In addition to these Group-level policies, which cover the whole workforce, Lindström subsidiaries have their own local policies and regulations concerning, for example, working time and leave of absence.

Employee responsibility, reporting and employee engagement

Our Human Rights Policy clearly sets out our values and expectations and makes them part of every employee's

responsibility. Employees are expected to act when they encounter or suspect violations. We aim to maintain an environment where fairness is prioritised and concerns can be raised safely. To support this, in addition to legal requirements, we provide accessible reporting channels and forums:

- Line managers and Human Resources partners are available for employee consultations.
- Whistleblowing channel for reporting misconduct, either with a name or anonymously.
- European People Forum for employee representation and dialogue.
- Health and safety committees, established at every Lindström site with more than 20 employees, including employee and employer representatives.
- Voice of Employees survey, conducted twice a year, offering an anonymous way to share feedback on engagement and inclusion.

If a negative human rights impact occurs, these channels enable immediate action. The full process is described in section S1-3. (S1-1-20a-c)

We promote equal opportunities and raise awareness through training and frequently encourage reporting of any behaviour that does not comply with our standards and advance diversity and inclusion in the workplace.

(S1-1-24a-b)





Policies related to own workforce

Human Rights Policy	Scope	Responsibility	Standards and stakeholder input	Accessibility
Our Human Rights Policy sets out our commitment to respect and promote human rights across all operations and the value chain. It addresses impacts, risks and opportunities related to fair employment, equal treatment and safe working conditions, and requires employees to act responsibly and report any suspected violations. We recognise internationally accepted human rights principles and work to prevent labour and human rights abuse in our operations and supply chain. Together with our Employee Code of Conduct, the policy prohibits harassment, discrimination, child labour and forced or bonded labour. We foster an inclusive and safe environment and do not tolerate discrimination based on race, colour, gender, age, religion, national origin, ethnicity, disability, sexual orientation, gender identity or expression, genetic information, citizenship status, marital status, military or veteran status, or any other characteristic protected by law. Recruitment decisions are based on skills and competencies, supported by clear and transparent processes. We avoid misleading practices, do not charge recruitment fees and clearly communicate employment terms. We only work with agencies that follow these principles and comply with local labour laws. <i>(S1-1-22), (S1-1-24a-b)</i>	Applies to all employees, contractors and suppliers globally, with no exclusions.	Senior Vice President, Human Resources.	Aligned with the UN Guiding Principles on Business and Human Rights and ILO conventions, the 10 principles of United Nations Global Compact and the OECD Guidelines for Multinational Enterprises. <i>(S1-1-21)</i>	Published on our internal SharePoint and shared during onboarding and audits.
Employee Code of Conduct	Scope	Responsibility	Standards	Accessibility
The Employee Code of Conduct defines the expected behaviours and ethical standards for all employees. It sets clear expectations for integrity, transparency and compliance, reflecting our We Care culture and our organisational values. The Code incorporates international anti-bribery principles and, similar to our Human Rights Policy, relates to impact related opportunities and risks concerning fair employment, equal treatment and safe working conditions.	All employees globally.	Group Management Team.	Based on UN Global Compact principles and ILO conventions.	Part of employee onboarding and published on our internal SharePoint.
Diversity, Equity and Inclusion Policy	Scope	Responsibility	Stakeholder input	Accessibility
This policy embeds diversity, equity, and inclusion into Lindström's strategic foundation to foster a culture of belonging and openness. It promotes fair recruitment, leadership representation, and systemic equity through pay reviews and inclusive practices. It promotes equal opportunities and an inclusive culture, addressing IROs on gender equality, diversity, and fair pay.	All employees globally.	Senior Vice President, Human Resources.	Informed by employee surveys and external DEI best practices.	Published on our internal SharePoint and integrated into leadership training programmes.
Non-harassment Policy	Scope	Responsibility	Stakeholder input	Accessibility
Our Non-harassment Policy ensures a safe and respectful workplace, prohibiting harassment and discrimination. It sets a zero-tolerance stance on harassment and outlines procedures for addressing complaints. It relates to IROs on wellbeing and equal treatment.	All employees and contractors globally.	Senior Vice President, Human Resources.	Strong connection to our whistleblowing process.	Available on our internal SharePoint.
Health & Safety Management Policy	Scope	Responsibility	Standards	Accessibility
This policy sets standards for safe working conditions and continuous improvement in occupational health and safety. It addresses IROs on workplace accidents and wellbeing. Our certified ISO 45001 health and safety management system provides a framework for managing occupational safety and covers 97% of our personnel globally. Two sites acquired during 2025, are not yet ISO 45001 certified but are scheduled to be integrated into Lindström processes and certifications during 2026. Our work is guided by the Code of Conduct, and the ISO 45001 system includes procedures for accident prevention. <i>(S1-1-23)</i>	All employees and contractors in operational roles, including laundries and logistics.	Director, Quality & Compliance.	Compliant with ISO 45001.	Shared on our internal SharePoint and displayed at operational sites.



Policy	Scope	Responsibility	Accessibility
People Development Policy Our People Development Policy focuses on skills growth, career progression and engagement, supporting IROs on retention and productivity. The goal of this policy is to ensure that all Lindströmers have equal opportunities for development and that development activities are aligned with Lindström's strategic goals and conducted in a consistent manner throughout the company.	All employees globally.	Director, People & Culture.	Available on our internal SharePoint and integrated into development discussion processes.
Base Salary Management Policy This policy ensures fair and transparent salary structures, addressing IROs on equal pay and competitiveness.	All employees globally.	Senior Vice President, Human Resources.	Communicated through HR channels and compensation-related trainings and available on our internal SharePoint.
Total Rewards Strategy and Philosophy Our Total Rewards Strategy and Philosophy defines our commitment to fair, transparent and competitive rewards that support wellbeing and engagement across all operations. It addresses impacts, risks and opportunities related to pay equity, living wage compliance and employee satisfaction, and requires managers to apply these principles consistently. We benchmark compensation regularly, ensure compliance with local labour laws and maintain gender pay equity. Our approach combines financial rewards, benefits, and career development opportunities to foster long-term engagement and trust. We prohibit discriminatory practices and link rewards to performance and development through annual discussions and succession planning. Feedback from our Voice of Employees survey guides improvements, with fair salary and perks consistently ranking among the top factors for a good employee experience.	Applies to all employees globally, with no exclusions.	Senior Vice President, Human Resources. Standards and stakeholder input: Aligned with ILO conventions, local labour legislation and our Employee Code of Conduct. Supports principles of fairness, transparency, and equal treatment.	Published on our internal SharePoint and communicated during onboarding and annual reviews.
Annual Bonus Policy Our Annual Bonus Policy defines performance-based rewards, supporting engagement, and retention. It is partially addressing IROs on equal pay and competitiveness.	Eligible employees globally.	Senior Vice President, Human Resources.	Available on our internal SharePoint and communicated each year about the upcoming year targets before the year starts. <i>(S1-1-17), (S1-1-19)</i>

S1-2 Processes for engaging with own workforce and workers' representatives about impacts

Employee voice and engagement

We foster a speak-up culture supported by multiple communication channels. Employees are encouraged to share feedback directly with line managers or Human Resources without fear of retaliation. Employees who prefer informal communication can connect with People Forum champions in European subsidiaries, who help amplify staff voices and foster collaboration. These employees (People Forum Champions) voluntarily represent their country or region in the forum, acting as a link between local teams and the wider European network.

They ensure two-way communication by sharing updates and bringing local perspectives to discussions on topics that influence our culture and operations. Through regular meetings and engagement sessions, they promote transparency and inclusion and support initiatives on wellbeing, diversity, equity, and safety.

We also conduct an employee experience survey twice a year, giving employees the opportunity to rate their experience and provide anonymous feedback. In 2025, we introduced a new employee listening platform to enable deeper analysis and external benchmarking.

Health and safety committees are established at every site with more than 20 employees. These committees include representatives of both employees and management and are responsible for annual risk assessments

and evaluating health and safety impacts. Employees are encouraged to contribute to workplace safety improvements.

Finally, those who would like to report misconduct for a thorough investigation can do so by sending those concerns through our established whistleblowing tool (see details in section S1-3). *(S1-2-25)*

Employee perspectives informing decisions

The perspectives of our workforce inform decisions through structured engagement processes. We engage directly with employees and their representatives via multiple channels.

In countries where applicable and in line with local employment law, we maintain proactive, two-way dia-

logue with trade unions and employee representatives to ensure their perspectives are incorporated into decision making.

The People Forum – established to represent our employees within the European countries where we are present – provides a platform for dialogue at country level and through three global forums each year, ensuring local issues and insights are considered in decision-making. Representation is structured according to workforce size to ensure fair and effective participation.

Our Voice of Employees survey, conducted twice annually, captures feedback on engagement and inclusion and supports action planning based on results. The tool is available for all our employees. We do not have a dedicated forum for specific groups such as women,



migrants or people with disabilities. However, we can gain insights into subgroup perspectives through survey analysis. For example, if a subgroup has at least five responses, we are able to filter and review results for that group, such as responses from women. This approach helps us identify trends and address potential concerns among employees who may be more vulnerable or marginalised. [\(S1-2-28\)](#)

In addition, Health and Safety committees are established at every site and meet at least twice a year, and in some countries monthly, either face-to-face or online. These committees include employee and employer representatives and are responsible for assessing health and safety risks and impacts. They promote employee participation, which enhances communication, trust and cooperation, helps identify and eliminate hazards, prevents accidents, improves working conditions, and supports productivity and quality. Recommendations from these committees guide yearly improvement actions such as training, equipment upgrades and awareness initiatives, ensuring the wellbeing of our workforce remains a priority.

We also prepare at the Group level consolidated feedback of recurring issues arising through the whistleblowing channel, which we review and document in our Audit Management Tool for improvement or share with other stakeholders as per the need.

Through these mechanisms, every employee's input shapes activities aimed at managing actual and potential impacts on our workforce. We provide the same opportunity and option to all employees equally and do not have a specific process for people from groups at particular risk of vulnerability. [\(S1-1-24d\)](#)

Our people processes are led by the People & Culture function and owned by the Senior Vice President, Human Resources. Our Health and Safety processes are under the scope of Quality & Compliance, overseen by Senior Vice President, Operations and Supply Chain. [\(S1-2-27a-e\)](#)

Our approach to employee representation and dialogue

We build our approach on a strong foundation of collective agreements and social dialogue mechanisms across all our operating countries. We respect and uphold freedom of association, enabling employees to form or join representative groups and take part in organised activities to express their views.

A key element of this commitment is the European People Forum, established in 2023.

We maintain full representation in all countries where collective bargaining is regulated by law, for example, Romania, Finland, Sweden and Slovenia have formal collective agreements covering employment conditions, working hours, compensation, health and safety, leave policies and employee development. These agreements are supported by designated employee representatives.

Through these agreements and forums, we gain direct insight into the views of our workforce. This feedback informs decision-making, risk assessments, and the development of programmes that promote diversity, equity, inclusion, and wellbeing. Our integrated approach ensures compliance with international and national regulations while fostering a culture of transparency, engagement and continuous improvement across all Lindström sites. [\(S1-2-27a-e\)](#)

Listening to our people and acting on feedback

We regularly review the results of employee surveys and feedback to identify areas for improvement and guide organisational initiatives. For example, to increase transparency and to respond to questions and some concerns about job levelling, we decided to renew our job framework to clarify roles and career progression. Similarly, feedback highlighting the need for more engagement activities led to the creation of a comprehensive engagement programme, scheduled for launch in 2026. These actions demonstrate how employee input drives tangible changes, ensuring our practices evolve in line with workforce needs and expectations.

The effectiveness of engagement mechanisms such as the People Forum and the Voice of Employees survey are assessed through both quantitative and qualitative measures. For the Voice of Employees survey, we track response rates and changes in key indicators. Survey results are shared with leaders and teams, who then initiate discussions and develop action plans based on feedback. Progress is reviewed regularly, and subsequent surveys measure improvements and identify new areas for action. Starting in 2025, we were able to change the way we share the survey results and collaborate on action planning. The global level results are aggregated and shared at the Group level during our monthly Spyglass session (monthly session to which all employees are welcome and is used as a forum to share companywide updates and receive questions), and local leaders communicate outcomes through channels such as Town Halls and small departmental or team meetings. With the new tool, employees also may get access to an action planning feature, ensuring that everyone can contribute to change not only by sharing opinions but also by acting. In addition, local leaders are encouraged to use culturally appropriate methods for dialogue and feedback, including physical or hybrid gatherings, one-to-one sessions, open-door policies for Managing Directors, and informal coffee meetups. [\(S1-2 AR 24a-b\)](#)

For the People Forum, effectiveness is evaluated by the breadth and depth of participation, the diversity of topics discussed and the extent to which feedback from champions is incorporated into decision-making and programme development. Updates and outcomes from the Forum are communicated to employees, and champions are encouraged to share information locally and support the implementation of approved programmes. The impact of these forums is reflected in the alignment of practices across regions and the development of initiatives such as our Diversity, Equity and Inclusion (DEI) strategy and engagement programmes.

Health and safety issues are reviewed regularly in management reviews. Local reviews are summarised in

a global management review once a year.

Responsibility for the People Forum sits within our People and Culture function, with the most senior accountable role being the Senior Vice President, Human Resources. Health and safety governance is overseen by our Health and Safety function, with ultimate responsibility held by the Senior Vice President, Operations & Supply Chain. [\(S1-2-27a-e\)](#)

Driving improvement through employee insights

Following the latest survey period, we initiated several global actions to enhance employee experience and deliver meaningful change. A key development was the transition from our previous survey tool to a new platform. This upgrade enables real-time dashboards, custom KPIs such as the Inclusion Index, and integrated action planning tools linked to our Linda system (Employee Central). The change was supported by targeted communications and training sessions, including the Global HR Info Call in August, which focused on preparing Linda data and equipping HR teams.

Survey results indicated improvements in several indicators, prompting teams to revisit and update their action plans. We also prioritised DEI training and reached 90% completion rate by the year-end, with progress tracked centrally in Linda Learning, our internal learning management system. Looking ahead, we have scheduled a Pulse Survey for May 2026 and implementation of structured lifecycle surveys to identify challenges related to onboarding, as well as key factors influencing employee turnover.

These efforts are complemented by the European People Forum, where People Champions facilitate local engagement and feedback sharing. Employee insights are integrated into sustainability reporting, aligning with ESRS requirements and informing strategic planning. In addition, the Group HR team has implemented actions based on previous survey results, including initiatives to strengthen wellbeing, expand learning and development opportunities, and renew employer branding and recruitment practices. [\(S1-2 AR 21\)](#)



S1-3

Processes to remediate negative impacts and channels for own workforce to raise concerns**Addressing negative material impacts through our speak-up culture**

We recognise several negative impacts on our workforce and operations. Addressing these issues is a priority, and we have established mechanisms to ensure transparency, accountability, and continuous improvement.

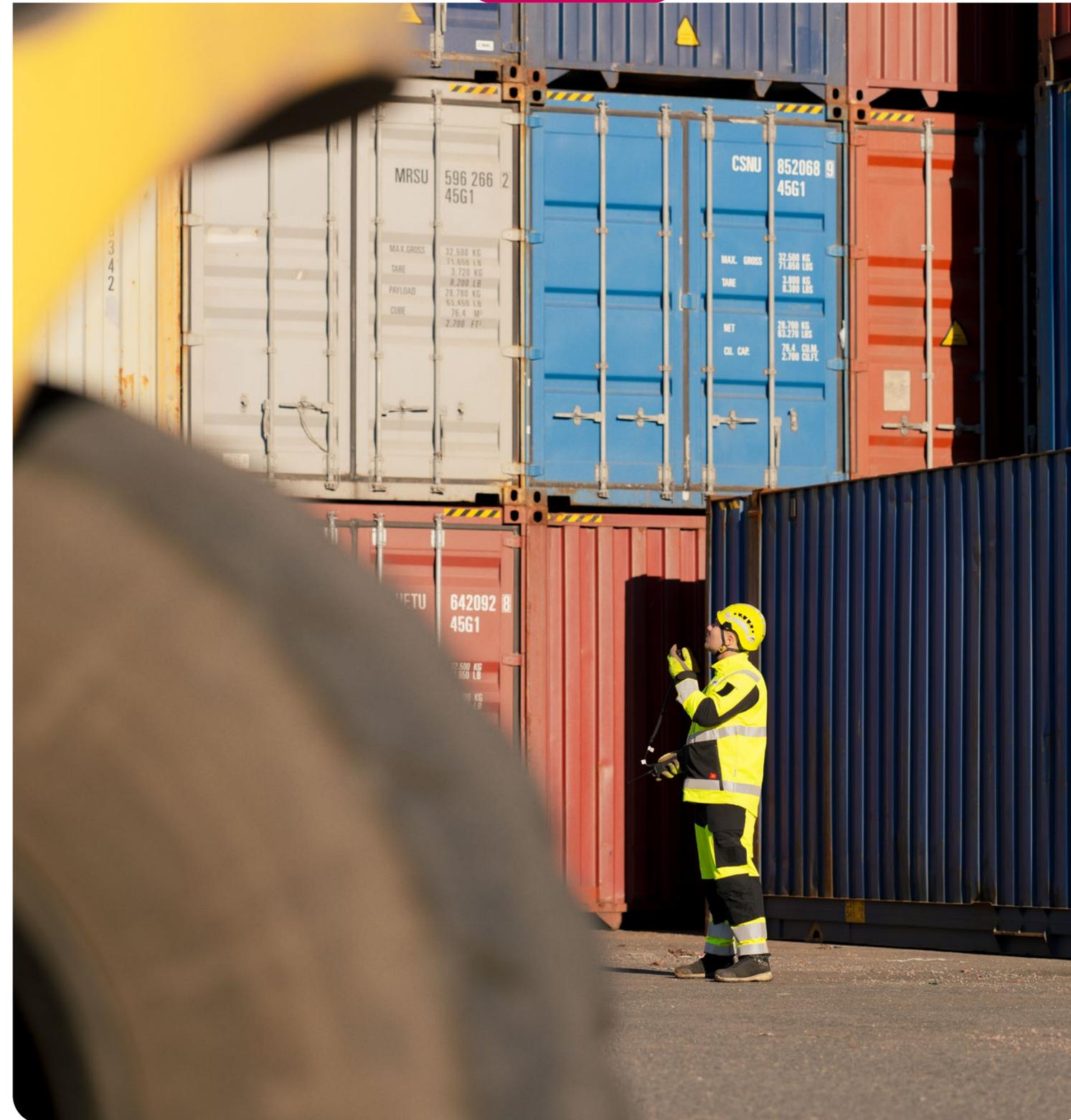
We handle all concerns in line with our Speak-Up culture, which includes a due diligence process to verify facts and identify remedies for adverse impacts. Retaliation against individuals who report in good faith or participate in investigations is strictly prohibited and may result in disciplinary action, where the local legal regulations allow.

Our whistleblowing process, outlined in section G1-1, is designed to uphold ethical standards and ensure accountability across the organisation. Our whistleblowing tool is monitored internally by a dedicated team of members. If a case results in improvement findings, these are logged in the Audit Management Tool and assigned to responsible owners. This structured approach ensures transparency, accountability, and timely resolution of all reported concerns. (S1-3-30)

In addition to speak-up portal, employees can report issues directly to a team leader, manager or colleagues from Human Resources, Managing Director of the country, SVP of the region and Group Management. All reports are treated with the utmost sensitivity, and confidentiality is protected to the greatest extent possible.

Across all our sites globally, we encourage people to continuously improve our safety culture by making safety observations on areas that need improvement. Every observation is investigated, and corrective and preventive actions are implemented accordingly.

Finally, as in S1-2 section we outlined, there is the possibility to report via our regular Voice of Employees



process and as a response to our ad-hoc surveys. Our employees have the option of raising concerns to our trade union, local representative and people forum champions. (S1-3-32a-e)

Assessing awareness and trust in reporting mechanisms

We regularly assess workforce awareness and confidence in our concern-raising structures through employee surveys. Participation rates are monitored as a key indicator of engagement and familiarity with these processes. To evaluate trust in the effectiveness of these mechanisms, our latest survey included the question: “How much do you trust that, as a result of this survey, improvements will happen?” This helps us measure employees’ perception of follow-through and responsiveness.

In addition, we have a Whistleblowing Process Policy that clearly states zero tolerance for retaliation. The policy ensures that individuals, including workers’ representatives, who raise concerns in good faith are protected from any adverse consequences. It guarantees confidentiality and sets out clear procedures for investigation and resolution. This is something we also explain before any investigation starts, not only with the whistleblower, but with any witness whom we invite to the investigation process. (S1-3-33)



Actions and resources

S1-4

Actions on material impacts on own workforce

How we take action and measure its impact

We address material impacts, manage risks, and pursue opportunities through a structured and inclusive process. Our actions are informed by insights from previous years, including observation results, audits, legislation, and external expectations. Ideas are generated through group work, and for health and safety planning we involve representatives from different regions and functions. These inputs guide the annual global health and safety focus areas, which shape local action plans. Larger programmes may be launched when needed to reduce negative impacts and mitigate risks.

Initiatives led by the People and Culture team, as well as those run by Regional or Local HR, follow the same approach. We also use feedback from the Voice of Employees survey, stakeholder discussions, and People Forum sessions to ensure actions reflect employee needs. Success is tracked through key performance indicators and follow-up surveys. Actions are reviewed quarterly, and multi-year programmes are used when the scope or investment requires it. When needed, we allocate operational or capital expenditure along with training budgets, safety equipment, and digital tools.

If material impacts occur, we prioritise corrective actions and remedies. Lessons learned are integrated into future planning. This ensures our actions remain comprehensive, inclusive, and aligned with fair treat-

ment, wellbeing, and continuous improvement across all geographies. (S1-4-35)

Our management strategy centres on working conditions and equal treatment and opportunities for all, as these are essential for safeguarding employee wellbeing, safety and engagement while fostering fairness and inclusion across our international workforce.

Strengthening workforce wellbeing, development and safety

We recognise that working conditions are a material topic and a key driver of retention. Our method combines group-wide initiatives with country-specific measures to create a secure, inclusive, and stable environment wherever we operate. We adopt a holistic approach to addressing material impacts, risks and opportunities linked to working conditions across all operations globally, without exclusions. In 2025, we introduced actions impacting the entire company that strengthen the positive effect of job stability and the financial benefits of workforce continuity, while mitigating negative impacts such as occupational accidents and high turnover. These initiatives – applicable to all our employees – included updating the job framework to clarify roles and career paths while also ensuring that our employees' awareness has broadened within the concept and become clearer around their scope.

We continued our work to ensure fair and equitable pay across our organisation. Our analysis showed that adjusted pay gaps were lower than the unadjusted

figures, confirming that most of the variation stemmed from structural factors such as role distribution. We remain committed to addressing any gaps left and took the following actions during the year, such as carrying out our annual pay equity audit and making corrective adjustments where needed. We reviewed our remuneration policies to ensure they remain aligned with equal pay principles. We also strengthened compensation governance by integrating diversity and inclusion objectives into our processes.

We launched a People Development Policy to provide a clear, structured framework for employee growth, development and career progression across all geographies. The purpose was to strengthen job security and engagement, which our materiality analysis identified as a key positive impact and financial opportunity. By formalising development practices, we ensure learning opportunities, while supporting fairness and access to advancement. This policy also helps us address risks linked to high turnover by improving retention and building internal talent pipelines. It aligns with our strategic goal of fostering a skilled, motivated workforce and reinforces our commitment to inclusion and long-term sustainability.

We deployed new digital tools during 2025 to enhance workforce engagement and recruitment quality across all geographies. This included new tools for employee feedback and a candidate assessment solution. The introduction of our employee feedback platform enables real-time insights into engagement, wellbeing and inclu-

sion, ensuring that employee voices are systematically captured and acted upon. This tool supports continuous improvement by providing data for KPIs and trend analysis, which informs decision-making and helps us measure the effectiveness of our actions. In parallel, we implemented a new candidate assessment solution to standardise and improve recruitment processes globally. This tool ensures fair and objective evaluation of applicants, reduces bias, and strengthens the quality of hires, contributing to long-term workforce stability and operational continuity. Both tools are part of our multi-year roadmap and are integrated into our HR systems to guarantee scalability and consistency. Resources allocated include investment in software licences, training HR teams, and dedicated IT support for implementation. Effectiveness is monitored through adoption rates, feedback response levels and recruitment quality indicators, with early results showing improved data accuracy and faster decision-making compared to previous processes. We also adopted a gender-neutral recruitment template to advance fairness and inclusiveness and reinforced onboarding through global, sales and customer interface programmes.

Leadership capability was strengthened through a dedicated programme and the regional trainer concept, while mentoring schemes were introduced to encourage knowledge sharing and career progression. Each trainer brings extensive experience in local sales roles and delivers tailored training aligned with global standards while addressing regional needs. Resources include



investment in training content, digital platforms, AI skills, and regional coordination, while effectiveness is assessed through adoption rates, participant feedback, and improvements in onboarding speed and sales performance.

We remain committed to strong ethical standards as part of our core values, which is reflected in the fact that 95% of our employees completed the Code of Conduct training during 2024–2025.

To reduce health and safety risks, we conducted annual risk assessments at most of our sites, maintained emergency response plans, and introduced global induction training courses alongside improved accident investigation procedures. At the Group level, we set focus areas for local actions, including traffic safety, machine and fire safety and slips, trips and falls. These interventions are reviewed annually, with broader global programmes such as the health, safety and wellbeing roadmap spanning 2025–2027 to secure long-term impact and the lower incident rate.

At country level, tailored actions included a health and safety week in China, a road traffic safety week in Finland and collaboration with local partners on traffic safety through webinars, information sessions and training materials. Additional measures involved new maintenance safety protocols and related training in Finland, India and China, daily management improvements in laundries through visual communication of safety indicators and the adoption of 5S lean methodologies to minimise risks. We also introduced wellbeing initiatives such as leisure benefits and mental health support in partnership with healthcare providers in the UK and Finland. Local training enhancements included a new platform in the UK, supervisor responsibility training in Finland and ergonomic training for office environments.

These measures are monitored annually, with multi-year programmes ensuring continuity, and effectiveness is evaluated through audits, health and safety observations and accident frequency rates as lagging indicators. Resources include operational funding for





safety equipment, training systems and digital tools, alongside capital investments for facility improvements.

Driving fairness and inclusion

We strengthened equal treatment and opportunities for all through several completed actions that support our commitment to diversity, equity and inclusion and address impacts, risks and opportunities. We delivered DEI trainings and reached 90% of our employees by the end of 2025, to build awareness and inclusive behaviours. This was the second stage of our DEI strategy, where we aimed to reach our entire organisation and conduct productive

workshops to initiate change in our culture. We kicked off the implementation of a digital learning tool for roles in production to ensure equal access to development. At this stage, the tool focuses solely on providing e-learning resources. We also started the project of sourcing a new external e-learning library to broaden learning opportunities across the organisation. The selection and implementation are to be finished during 2026, with the office and sales people having access first.

We also revamped our talent review process to improve transparency and fairness in career progression. The Human Resources department started to

prepare global dashboards to highlight KPIs and insights from the Group HR perspective at the global Lindström Management Model review meetings (LMM) to monitor workforce changes and ensure proactive workforce management and people process implementations and adaptations. These actions mitigate risks of unequal treatment and limited access to growth while creating opportunities for engagement and career development. We monitor effectiveness through participation rates, feedback and workforce metrics, and when business pressures arise, we prioritise fairness and transparency in decision-making. Dedicated HR and DEI teams lead these initiatives, supported by investments in training platforms and external tools, with significant time and budget allocated to ensure implementation across all employee groups.

Looking ahead: Building a stronger future together

At Lindström, we believe that caring for our people is the foundation of our success. As we look to the future, we will share the initiatives that will strengthen engagement, learning, and growth across our organisation.

To enhance employee experience, we are introducing lifecycle surveys, giving us valuable insights to improve every stage of the employee journey, from recruitment, through onboarding and even addressing those who decide to continue their career journey outside of our company. We aim to go live with the tool in stages, latest by our third tertial of 2026. Alongside this, the Recruitment and Onboarding module in Linda will make joining Lindström smoother and more engaging. We have built a staged launch plan that will enable us to focus on specific regions at once and implement the tool across all our countries while addressing specific country needs. Most of our HR colleagues and hiring managers will get trained in the process during February 2026 and supported this learning journey throughout the year.

Learning and development remain key priorities. In the coming year, we are preparing to launch an external learning library broadening learning opportunities, com-

plemented by a mentoring programme during the first and second tertial of 2026 that fosters collaboration and career growth. For our operational teams, we plan to start the pilot during 2026 with a digital learning tool to support practical, flexible and accessible e-learning in local languages. In addition, the Sales Onboarding Programme will provide tailored support. At the same time, we are embedding a 3-year DEI roadmap to strengthen diversity, equity, and inclusion, reinforcing a non-harassment focus to ensure a safe and respectful workplace, and implementing whistleblowing processes with clear targets to promote transparency and accountability. (S1-4-35, 37, 38a-d, 39, 40a-b)

We ensure that our practices do not cause or contribute to negative impacts on our workforce by prioritising health, safety, and fair treatment in all operations. We apply strict ethical standards in procurement and sales and follow robust data privacy principles. When business pressures arise, we place employee wellbeing first, making decisions that safeguard people over short-term gains. (S1-4-39, 41)

We evaluate the effectiveness of our actions by setting clear targets and monitoring progress regularly, which is detailed in section S1-5. Additionally, we conduct surveys, internal and external audits, stakeholder feedback, and structured processes such as LMM and other regional review meetings. Quality is supported through management reviews using our dedicated quality tool, and the governance is strengthened by the Audit Management Tool and its oversight, ensuring that every initiative delivers measurable impact and continuous improvement. (S1-4-42)

We allocate significant resources to manage material impacts, including dedicated teams in HR, Quality & Compliance, and Sustainability, as well as investments in training, safety programmes, and wellbeing initiatives. (S1-4-43)



Targets and metrics

S1-5

Targets related to own workforce

To address impacts, risks, and opportunities related to working conditions, we have established clear, measurable targets for 2025 that support our commitment to employee wellbeing, engagement, and safety. These targets include achieving a minimum of 75% participation in the Voice of Employees survey and a Wellbeing KPI score that meets or exceeds the global benchmark, reflecting our focus on health and satisfaction. We aim for an Intent to Stay KPI that meets or exceeds the global benchmark, as well as the Engagement KPI, ensuring strong retention and motivation. To foster career development, we aim to have documented Development and Performance Plans for at least 85% of all eligible employees, promoting growth and transparency. Safety remains a critical priority, with a target of at least one reported safety observation per person per year, reinforcing proactive risk management. Our Inclusion Index remains a key measure, and we aim to be ranked among the top 10% of companies globally.

We set our targets based on industry standards, regulatory requirements, and internal priorities that align with our long-term sustainability goals. After setting the 2030 business strategy and implementing our new employee listening tool, we redefined our previous targets accordingly. For health and safety, targets are defined by benchmarking best practices and ensuring compliance with legal obligations, while focusing on continuous improvement. We review historical performance data, risk assessments, and feedback from audits to identify areas where we can raise the bar. Although we do not engage directly with the workforce when setting these targets,

every action is designed to improve wellbeing, minimise risks, and ensure that everyone returns home healthy and safe. (S1-5-47)

Progress towards engagement, wellbeing, and safety targets

Over the past three years, we have made progress towards our key targets, reflecting our commitment to engagement, wellbeing, and safety. Participation in the Voice of Employees survey has grown from 81% in 2023 to 83% in 2024 and reached 89% in 2025, demonstrating the importance of employee feedback in shaping our actions. Since introducing the survey tool, we have also measured wellbeing, starting with a work-life balance score of 81% in 2023 and 83% in 2024 using our previous survey tool, and achieving 80% favourability in 2025 with a more comprehensive assessment of wellbeing factors with the new survey tool. This year, thanks to new reporting capabilities, we reviewed for the first time how employees set developmental and performance goals, finding that 56% of our office and sales employees had set developmental goals and 90% performance goals. We are committed to supporting managers to enable goal setting, hence we set the target to document development goals for at least 85% of our employees, as it is essential for professional growth. Our proactive safety culture continues to strengthen, with reported observations increasing from 6,015 in 2024 (1.2 per person) to 7,115 in 2025 (1.4 per person). We will continue building on this progress to meet and exceed our long-term targets. (S1-5-44 a-c, 46)





S1-6

Employee characteristics**EMPLOYEE HEADCOUNT BY GENDER**

Gender	Number of employees (headcount)	%
Male	2,056	40.5%
Female	3,012	59.3%
Other*	N/A	N/A
Not reported	10	0.2%
Total employees	5,078	100.0%

(S1-6-50a)

*The gender category 'Other' is not applicable for our reporting and will not be disclosed in the following tables.

EMPLOYEES BY CONTRACT TYPE AND GENDER

2025 headcount	Female	Male	Not disclosed	Total
Number of employees	3,012	2,056	10	5,078
Number of permanent employees	2,928	1,984	9	4,921
Number of temporary employees	84	72	1	157
Number of non-guaranteed hours employees	212	171	3	386
Number of full-time employees	2,629	1,795	7	4,431
Number of part-time employees	383	261	3	647

*(S1-6-50b)*In 2025, a total of 842 employees left Lindström, giving an employee turnover of 17.1%. *(S1-6-50c)***EMPLOYEES PER COUNTRY**

Country	Number of employees (headcount)	%
Finland	1,986	39.1%
China	531	10.5%
India	427	8.4%
Hungary	404	8.0%
Latvia	275	5.4%
Estonia	218	4.3%
United Kingdom	168	3.3%
Poland	138	2.7%
Czech Republic	132	2.6%
Lithuania	125	2.5%
Ukraine	121	2.4%
Slovakia	102	2.0%
Sweden	88	1.7%
Bulgaria	77	1.5%
Türkiye	71	1.4%
Slovenia	59	1.2%
Romania	45	0.9%
Serbia	44	0.9%
Croatia	30	0.6%
South Korea	20	0.4%
Kazakhstan	12	0.2%
Vietnam	5	0.1%
Total	5,078	100.0%

(S1-6-50a)



S1-8
Collective bargaining coverage and social dialogue

	Collective Bargaining Coverage	Social dialogue
Coverage rate	Employees – EEA (For countries with >50 employees representing >10% total employees)	Workplace representation (EEA only) (For countries with >50 employees representing >10% total employees)
0-19%		
20-39%		
40-59%		Finland
60-79%	Finland	
80-100%		

(S1-8-60)

S1-9
Diversity metrics

Gender distribution at top management	Female	Female %	Male	Male %
Board of Directors	2	29%	5	71%
Group Management Team	4	36%	7	64%

(S1-9-66a)

Employee distribution by age	Number	%
Under 30 year old	819	16.1%
30-50 years old	2,963	58.3%
over 50 years old	1,296	25.5%

(S1-9-66b)

S1-13
Training and skills development metrics

Performance and development reviews by gender	Male	Female	Not disclosed	Total
Performance reviews, all employees	42%	39%	50%	40%
Development reviews, all employees	24%	25%	30%	25%
Performance reviews, white collar employees	89%	91%	100%	90%
Development reviews, white collar employees	53%	58%	75%	56%

(S1-13-83a)

Due to current technical limitations, our blue-collar employees do not yet have access to the HR management system (performance and development forms). To ensure a transparent and fair approach, and to support everyone's growth, we guide our leaders to foster the career development of blue-collar employees through alternative methods. These methods include local management initiatives, paper-based tools and other manual practices. We plan to include all employees in the system in the future.

Training hours by gender	Male	Female	Not disclosed	Total
Training hours	7,338	8,025	143	15,685
Average training hours per employee	3.6	2.7	14.3	3.1

(S1-13-83b)

S1-14
Health and safety metrics

Health and safety metrics	2025
% of own workforce who are covered by health and safety management system	97%
Number of recordable work-related injuries for own workforce (number) (Total Recordable Injuries)	103
Rate of recordable work-related injuries for own workforce (Total Recordable Injury Rate per million working hours, TRIR)	11.3
Number of fatalities as a result of work-related injuries for own workforce	0
Number of fatalities as a result of work-related injuries for other workers working on site	0

Additional health and safety metrics	2024	2025
Number of safety observations	6,015	7,115
Safety observations per person	1.2	1.4

TRIR (Total Recordable Injury Rate) is not reported prior 2025 and thus target level for this KPI has not been set for year 2025. We continue to learn from near miss cases before actual accidents occur, which is why we have monitored the number of safety observations for several years. (S1-14-86, 88)



S1-16

Remuneration metrics (pay gap and total remuneration)**Gender pay gap analysis**

We conduct annual pay equity reviews to ensure fair and transparent compensation. In the reporting year, the analysis covered 4,549 employees across all relevant pay elements. The results were:

- Unadjusted gender pay gap, total remuneration: 11.37%
- Adjusted gender pay gap, total remuneration: 1.62%

Positive percentages indicate that, on average, men receive higher pay than women.

Gender pay gap methodology

Our global pay equity analysis includes all employees on our payroll in participating countries, excluding contractors. Total remuneration, including base pay, bonuses and cash allowances, is converted to full-time equivalent values and validated using templates prepared by a global compensation consultant. The analysis is conducted in an external pay analytics platform, where the dataset is standardised and segmented by job function, grade and geography.

The unadjusted gender pay gap shows the overall difference in average total remuneration between women and men. The adjusted pay gap is calculated using regression modelling that controls legitimate factors such as role, grade, location, tenure, experience, performance, hire status, and market differences. This approach isolates the unexplained component. The tool also identifies employee-level outliers and supports remediation actions.

Pay ratio analysis

We assessed the ratio between the highest paid individual and the median employee salary, excluding the highest paid individual. In 2025, the annual total remuneration ratio is 20 to 1. This ratio increases transparency on internal pay equity.

Our remuneration policy promotes fair pay and supports our sustainability and social responsibility objectives, which we describe in section S1-1. (S1-16-97a-c)

S1-17

Incidents, complaints, and severe human rights impacts**No severe human rights incidents reported in 2025**

In 2025, we recorded zero severe human rights incidents. Severe incidents are defined as confirmed cases of modern slavery, human trafficking or child labour. Based on information from our whistleblowing tool, legal disputes, media sources and allegations listed by the Business & Human Rights Resource Centre, we found no cases of these issues within our workforce during the year. Consequently, no fines, penalties, or compensation were paid. There were also no cases of non-compliance with the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises. (S1-17-104a-b)

The total number of whistleblowing reports is disclosed in section G1-4. As our Whistleblowing Channel is designed to fully protect the whistleblower, safeguarding anonymity is a key principle. Because of this, we do not have information on whether individual reports originate from our own employees or from external parties.

MDR-M

Reporting principles for metrics

Own workforce refers to Lindström's own employees. The S1 figures only pertain to Lindström's internal workforce and do not include any external workforce or contractors. When calculating the employee demographics, such as number of employees by gender, employment type, employee role, and age distribution, the Lindström HR system (Linda) was used as the data source. Figures include all active employment at the end of the year and do not include any external workforce or contractors.

When calculating metrics, the Lindström HR system (Linda) was used as the data source. The local Human Resources department has collected the total number of sick leave hours, theoretical and actual working and overtime hours. The source of data is primarily the local payroll system.

We calculate the share of employees who take part in regular performance and development reviews by extracting goal data from our reporting system and aligning it with our verified headcount. The data is processed by exporting the relevant reports, structuring the information into a table, and removing unnecessary columns. We combine undefined and undeclared genders into one category, add an indicator showing whether an employee has set goals, and classify employees accordingly. A pivot table is used to compare those who have goals with those who do not, after which the values are added to a summary table that includes headcount figures. Final percentages are then calculated. Average training hours per employee, including by gender, are determined by checking all completed training hours during the reporting year, adding the figures to an analysis table, confirming the corresponding headcounts, and dividing training hours by headcount. The resulting averages are rounded to one decimal point.

Employee turnover rate calculation: (total number of leavers with permanent employment per category / number of permanent employees per category as of 31 December 2025) × 100. Turnover includes voluntary and involuntary leavers, as well as retirements.

ISO 45001 health and safety management system is certified by third-party auditors. The certification provided by DNV lists all competence centres and locations covered by certified ISO 45001:2018 system at Lindström.

Work-related injuries and fatalities registered in Lindström's own health and safety reporting system. An accident at work is an injury caused by a sudden external factor at work, for example at the customer's place, at work or on a business trip. It causes an injury or illness to

an employee - physical or mental - and requires sick leave or a visit to the doctor and medical measures. Accidents while commuting to work or home are excluded.

Fatal injuries are based on fatal accidents reported in Lindström's own health and safety reporting system resulting in death. Number of fatalities resulting from work-related injuries within the own workforce. Number of fatalities resulting from work-related injuries for other workers working on site.

Total Recordable Injuries (TRI): number of recordable work-related injuries for own workforce recorded in Lindström's own health and safety reporting system. Accidents while commuting to work or home are excluded.

Total Recordable Injury Rate (TRIR): rate of recordable work-related injuries for own workforce (Total Recordable Injury Rate per million working hours, TRIR). This represents all injuries reported in Lindström reporting system per one million hours worked.

A safety observation refers to an event that does not result in personal injury or property damage but carries a risk of leading to an accident at work. Minor issues, such as small wounds or bruises, are considered safety observations when they do not require treatment by a health care professional or cause sick leave. The number of safety observations and accidents is collected from the health and safety dashboard, based on data from our operational management tool. The injury rate includes all work-related accidents, excluding commuting incidents, and is calculated by dividing the total number of injuries by one million working hours.

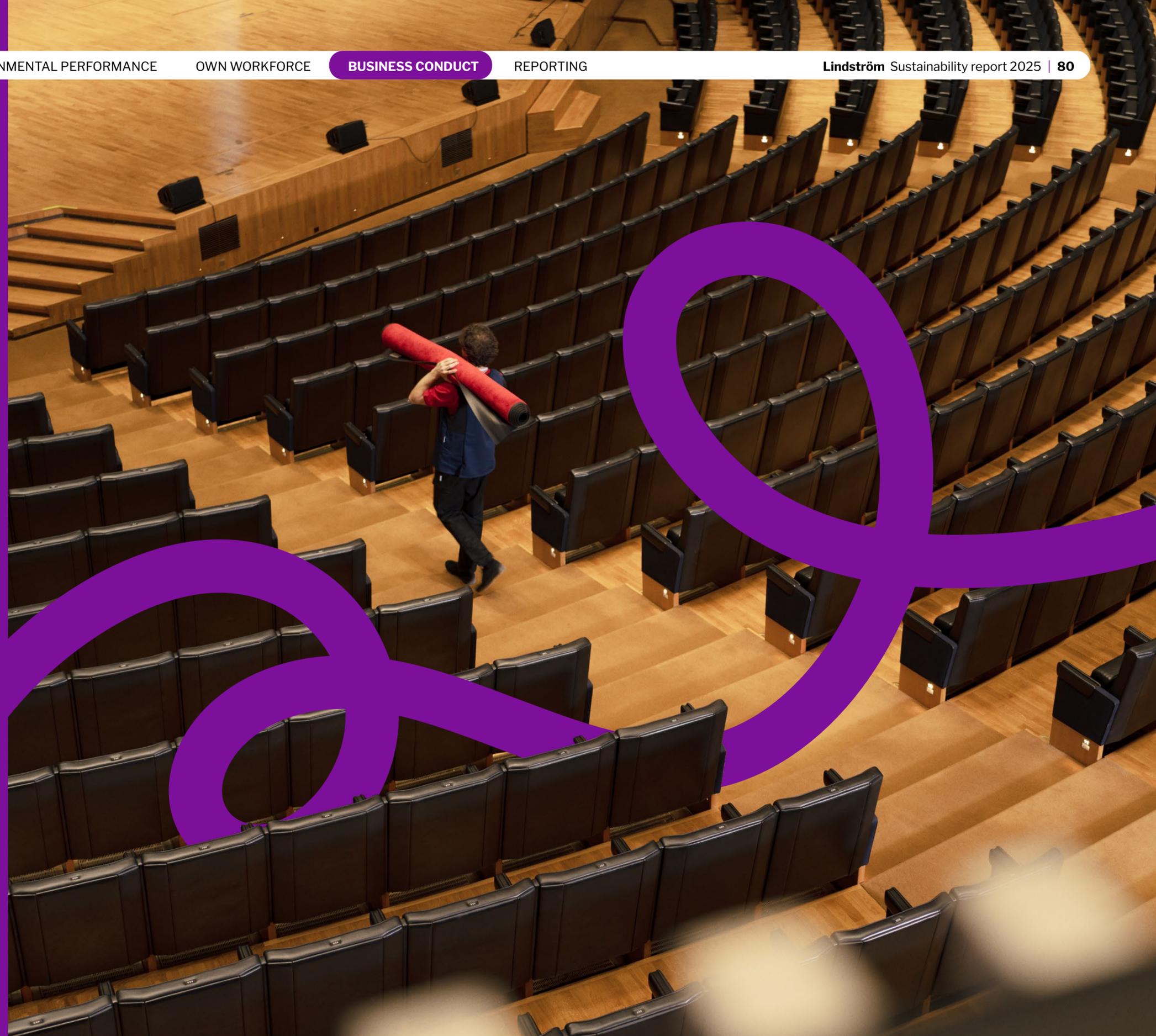
Employee feedback results, including index scores, are compiled and reported using the annual Voice of Employees survey.



Business conduct

Policies	83
Supplier relations	86
Anti-corruption oversight	90

83
86
90





G1 – Business conduct

Business conduct is a key part of Lindström’s sustainability and long-term success. Our We Care culture sets clear expectations for ethical behaviour and compliance across our operations and value chain. It guides how we prevent corruption and bribery, work with suppliers, ensure fair payment practices and protect whistleblowers. Through policies, training and ongoing dialogue, we aim to apply our values consistently across all countries while managing risks linked to different local practices.

Corporate culture

Positive impact	Lindström has built a strong We Care culture, rooted in ethics and compliance. This is especially important in countries where local practices or legislation may not align with our standards and values.
Negative impact	In some locations, local ways of working may override our We Care culture if not successfully implemented. This poses a risk to maintaining consistent ethical standards across our operations.
Financial opportunity	A strong culture of ethics and compliance supports sustainable growth. Successfully embedding our values in all countries of operation helps reduce risks and build trust.
Financial risk	If our We Care culture is not effectively implemented in new or existing locations, especially where local norms differ, it may lead to ethical risks and hinder sustainable business development.

Corruption and bribery

Positive impact	We operate in regions with elevated corruption risk and take proactive steps to prevent it. Our We Care culture promotes ethics and compliance across our operations and supply chain. We require suppliers to follow our Code of Conduct, conduct audits for strategic partners, and encourage whistleblowing. Internally, we train our personnel and maintain strong financial controls.
Financial opportunity	Proactive anti-corruption efforts—through training, controls, and transparency—help build stakeholder trust, reduce legal risks, and support long-term cost savings and brand value.
Financial risk	We and our suppliers operate in jurisdictions where local business practices may not fully align with international anti-bribery standards. While no incidents have been reported and internal controls are in place, there remains a residual risk of undetected corruption or bribery, particularly in high-risk geographies.

Anti-corruption

training for relevant target groups

92%

completed the interactive training

Voice of Partner

supplier satisfaction on a 4–10 scale

8.8/10

(2024: 8.8/10)

Emission reductions

in the Sustainability Champions Together programme

41

key suppliers committed

**Management of relationships with suppliers including payment practices**

Positive impact	We promote responsible practices by working closely with strategic suppliers, offering sustainability training, and maintaining transparent communication. Supplier selection follows our Source to Contract guideline, and we conduct regular audits and evaluations. We build trust by respecting contracts and ensuring fair payment practices.
Negative impact	Some smaller suppliers may not go through the full Source to Contract process or formal audits, which can pose a risk. Our current IT systems also limit supplier management capabilities, increasing the chance of missed compliance steps.
Financial opportunity	Being a reliable partner helps us build long-term, trust-based supplier relationships. Regular audits and collaboration improve visibility, support corrective actions, and enable benchmarking. This strengthens sustainability alignment and brings operational benefits like flexibility, cost efficiency, and supply chain resilience.
Financial risk	Limited screening and auditing—especially for smaller suppliers—combined with IT system constraints, increase the risk of working with partners who do not meet our standards. Gaps in automated workflows and reporting may lead to oversight, reputational damage, supply disruptions, or non-compliance.

Protection of whistleblowers

Positive impact	We encourage everyone to report suspected wrongdoing, knowing their concerns will be taken seriously, investigated appropriately, and kept confidential. Whistleblowers can raise concerns in good faith without fear of retaliation—even if mistaken.
Financial risk	Limited awareness and training may prevent employees from reporting issues. If the process is not trusted or well known, critical concerns—such as environmental or human rights violations—may go unreported, increasing the risk of non-compliance.

ESRS 2 IRO-1

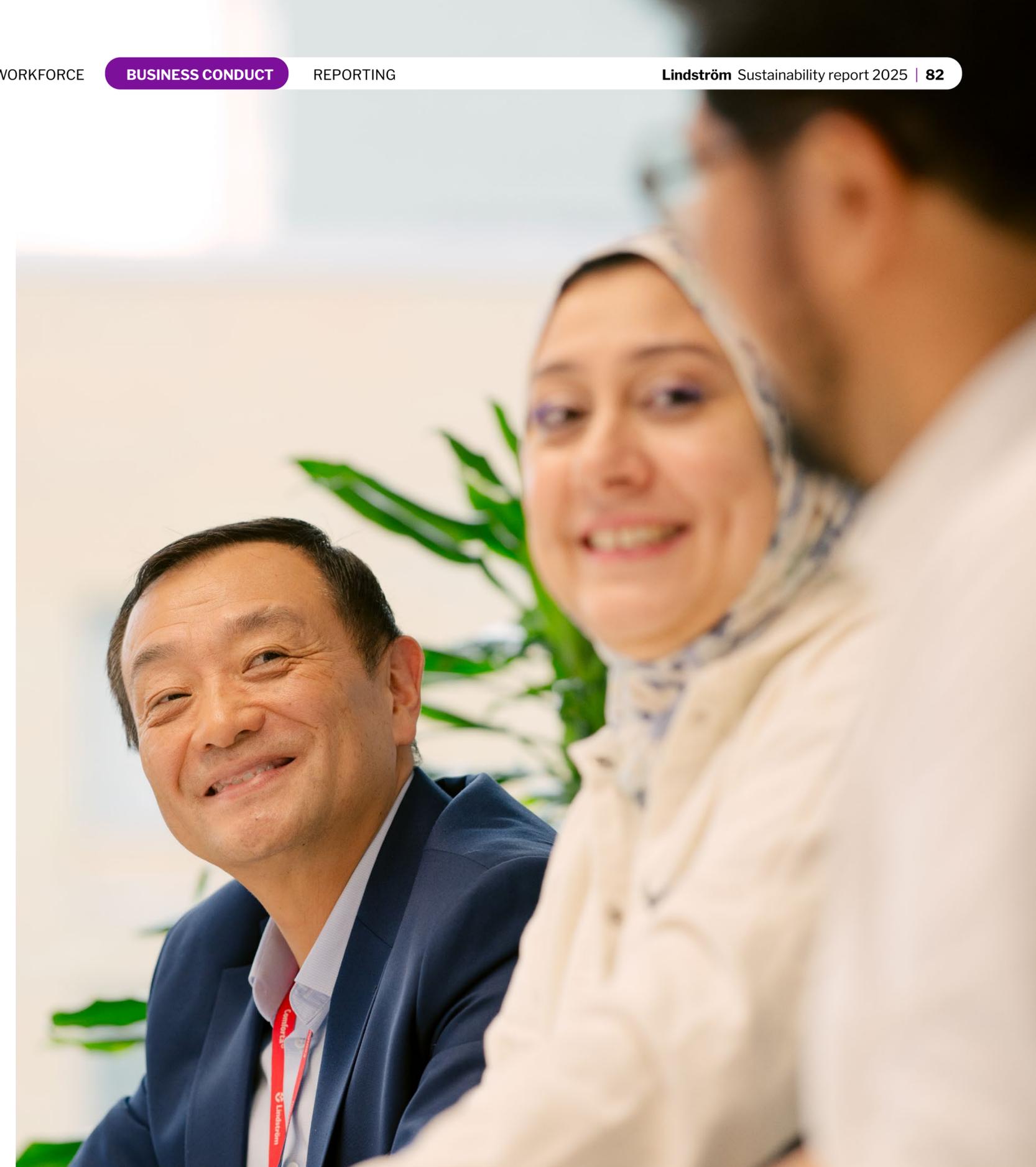
Material impacts, risks, and opportunities

We identified and assessed material business-conduct impacts, risks, and opportunities through a structured, risk-based process embedded in our management system and overseen by the Group Management Team. We used country and market risk data, internal audit results, whistleblowing insights, supplier assessments, and management self-assessments to score likelihood and severity across financial, legal, and social effects. Prioritisation thresholds are reviewed regularly.

Our criteria included location-based factors such as corruption exposure, the effectiveness and consistency

of regulatory enforcement, and prevailing business practices. Activity-based factors cover exposure in sales and account management, procurement, cost-centre purchasing, and stakeholder interactions that create financial exposure or risk. Sector-based factors reflect the characteristics of the textile service industry, including outsourced production, logistics, service operations, supplier dependency, and concentration risk. Context-based factors involve market dynamics, partner dependencies, and the maturity of internal controls and training.

(IRO-1-6)





Policies

G1-1

Business conduct policies and corporate culture

Ethical business practices and anti-corruption commitment

We are committed to upholding ethical business practices and fostering a responsible corporate culture. We apply a zero-tolerance approach to all forms of corruption, as outlined in our Employee and Supplier Codes of Conduct and our Group-wide Anti-Corruption Policy.

When drafting and updating policies on ethical business conduct, we consider the interests and expectations of our key stakeholders – including employees, customers, and suppliers – through structured engagement processes embedded in our governance and management systems.

To promote transparency, integrity, and accountability across all operations, we have established Group-wide policies under the accountability of the General Management Team. These policies cover ethical business conduct, anti-corruption, anti-bribery, and whistleblower protection, forming a core part of our responsible business framework.

Embedding ethical policies into everyday business culture

Our policies form the foundation for ethical behaviour and integrity in the workplace. To ensure their effective implementation, they are systematically integrated into our management system, guiding decision-making, oper-

Area	Management of impacts, risks, and opportunities (IROs)	Policy (public/internal)	Enforcement
Business conduct, corporate culture	<p>Actual positive impact: We Care culture integrated into our daily operations and Code of Conduct helps to ensure ethical behavior and maintain business integrity.</p> <p>Risk: Negative cultural shifts or poor integration in new markets could weaken compliance and transparency.</p>	Employee Code of Conduct (public)	Active promotion of proper business conduct, internal audits, internal controls, training, whistleblowing mechanism.
Anti-corruption, anti-bribery	<p>Risk: Suppliers in high-risk regions may not fully comply; training gaps identified.</p>	Supplier Code of Conduct (public)	Corruption risk assessment, internal controls, supplier audits, contractual obligations, compliance reporting (UN Global Compact, EcoVadis), whistleblowing mechanism.
Anti-corruption, anti-bribery	<p>Risk: Lack of targeted training sessions and clear guidance on the topics.</p>	Anti-Corruption Policy (internal)	Corruption risk assessment, internal audits, internal controls, policy acknowledgement training, in-depth targeted training with additional guidance, whistleblowing mechanism.
Protection of Whistleblowers	<p>Actual positive impact: Encourages reporting of illicit and unethical conduct and fosters a transparent work environment.</p> <p>Risk: Local cultural norms may discourage reporting; employees may fear retaliation.</p>	<p>Policy outlined in Code of Conduct and Anti-Corruption Policy.</p> <p>Whistleblowing process is described in an internal document.</p> <p>Whistleblowing channel is available for all stakeholders.</p>	Secure reporting channels, non-retaliation assurance, independent investigation, internal controls.

Policies marked as 'public' are available on the company website. (G1-1-7)



ations, and employee conduct. The management system is regularly reviewed to assess, develop, and enhance the effectiveness of these policies.

Risk management, supported by periodic risk map updates, plays a key role in establishing, developing, and evaluating corporate culture and policies, ensuring proactive identification and mitigation of potential risks. Customer, employee, and supplier surveys contribute to the evaluation and development of corporate culture, while internal audits assess compliance, risk management effectiveness, and transparency in corporate governance, supporting continuous improvement.

We actively promote our corporate culture through public policies, Group-wide communication channels, including our internal portal, and structured engagement initiatives such as training programmes, virtual town hall events, and leadership messaging. Our company values and “We Care” culture are consistently reinforced across all levels of the organisation to ensure alignment with business conduct expectations.

The development and evaluation of corporate culture and business conduct policies take place through multi-level governance processes, ensuring continuous improvement and alignment with strategic objectives. These include:

- Group Business Review (strategic level)
- Group Management Team meetings (operational level)
- Business Reviews (business unit and country levels)
- Business Situation Overviews (business unit level)

Findings from these reviews and assessments drive policy updates, training enhancements, risk management adjustments, and targeted action plans to strengthen corporate culture, compliance, and stakeholder engagement. (G1-1-9)

Mechanisms for reporting and managing ethical concerns

We have established clear mechanisms to identify, report,

and investigate concerns related to illicit or unethical behaviour in support of the policies referenced in the table above.

Employees are encouraged to report any suspected or actual instances of corruption or other unethical activities. Reports are first reviewed at the managerial level and escalated if necessary. If concerns are not adequately addressed or if an employee prefers an alternative reporting channel, they may use our Whistleblowing Channel, accessible via the intranet and website. This channel has been established in accordance with Directive (EU) 2019/1937 and is available to both internal and external stakeholders, ensuring a broad and effective reporting mechanism.

Reports submitted through the Whistleblowing Channel are handled confidentially by designated representatives and escalated as needed to prevent conflicts of interest. Anonymous reporting is allowed, and we are committed to protecting whistleblowers from retaliation. All reported incidents are investigated promptly and thoroughly, ensuring due process is followed.

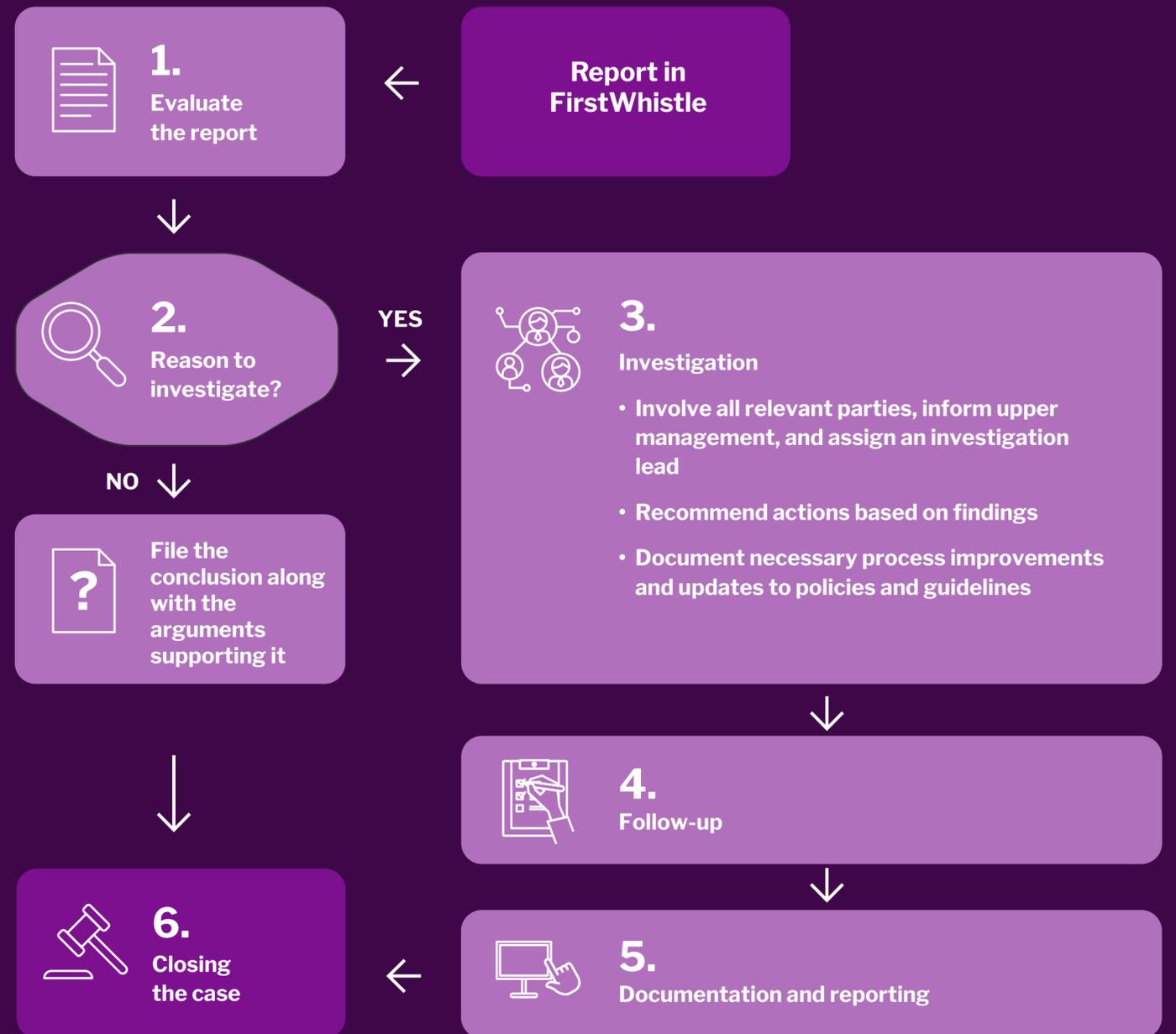
Internal audits play a critical role in monitoring compliance and supporting governance structures. The objective of the internal audit function is to help the organisation achieve its targets while ensuring compliance with the management system, risk management processes, operational efficiency, corporate governance transparency, and legal requirements. Audit findings strengthen our framework for ethical business conduct and continuous improvement.

In addition, we conduct periodic integrity risk assessments for managing directors to identify conflicts of interest and risks related to bribery, fraud, and misconduct. (G1-1-10a-d)

Investigation procedures for business conduct reports

Lindström has established clear procedures to promptly, independently, and objectively investigate business conduct incidents. Upon receiving a report, an initial

Whistleblowing process





assessment is conducted by appointed personnel to determine the scope of the investigation. The whistleblower is informed of the assessment outcome and may be asked to provide additional information. Investigations are carried out by designated personnel with relevant expertise, ensuring a fair and thorough process. Investigators may also provide recommendations to mitigate risks and prevent future misconduct. While efforts are made to keep whistleblowers informed of progress, confidentiality requirements may limit the details shared. Lindström upholds a strict non-retaliation policy, ensuring that employees who raise concerns in good faith are protected from dismissal, disciplinary actions, or any form of retaliation. Any individual engaging in retaliatory behavior may be subject to disciplinary measures. In line with Directive (EU) 2019/1937, whistleblowers receive an acknowledgment of their report within seven days, and a response regarding the outcome is provided within three months. In complex cases, this timeline may be extended for up to six months. Once an investigation is concluded, relevant documentation is archived in accordance with data retention policies. (G1-1-10e)

Training and awareness on business conduct and anti-corruption

We provide mandatory, Group-wide Code of Conduct training to all employees, covering business conduct principles and corporate culture. Mandatory acknowledgment of the Anti-Corruption Policy and interactive in-depth training on anti-corruption, anti-bribery, and whistleblower protection are required for identified target group, including sales and account management, procurement and supply chain, and cost centre responsible managers. All anti-corruption training modules are accessible to all employees, and completion outside the target group is actively encouraged.

Anti-Corruption Policy training was launched in September 2024, and the in-depth anti-corruption training was launched in January 2025. At the end of 2025, anti-corruption policy training had been completed by

TRAINING ON BUSINESS CONDUCT AND ANTI-CORRUPTION

Area of training provided	Title	Frequency	Depth of coverage
Business conduct, corporate culture	Code of Conduct training	Onboarding, non recurring	Mandatory for all employees
Anti-corruption, anti-bribery, protection of whistleblowers	Anti-Corruption Policy training	Targeted, non recurring	Mandatory for the identified risk functions, available to all employees
Anti-corruption, anti-bribery, protection of whistleblowers	Anti-corruption in-depth training	Targeted, non recurring	Mandatory for the identified risk functions, available to all employees
Identified risk function	Description		
Sales & Account Management	Employees working with customers and prospects in sales or account management.		
Procurement & Supply Chain	All employees involved in purchasing, sourcing, or logistics.		
Cost centre responsible managers	Employees authorised to make purchases of products or services on behalf of the undertaking.		

(G1-1-10h)

95% of the target group, while the in-depth training had been completed by 92% of the target group.

The need for specialised training and updates to training materials is assessed through multi-level governance processes, including periodic reviews of relevant policies and management system documentation. (G1-1-10g)

Data protection

We uphold data protection and privacy practices across all operations and countries in accordance with applicable laws and regulations.

Our privacy policy is available on our [website](#).

The universal data protection principles set out in the General Data Protection Regulation (EU) 2016/679 – including lawfulness, fairness and transparency, purpose limitation, data minimisation, accuracy, storage limitation, integrity, confidentiality, and accountability – are embedded into our policies, processes, and employee conduct. All employees complete mandatory onboarding training on these principles.

Our privacy governance model provides a framework for continuous processes and procedures, including drafting and updating data protection and privacy documentation, maintaining internal registers, managing con-

tractual aspects, reporting incidents, and handling personal data access requests.

Information security

Our internal Security Policy defines the information security framework applied to all daily operations to protect the confidentiality, integrity, and availability of data.

Access to information and systems follows the principles of necessity and least privilege. User identities and data access are managed through role-based controls and documented approvals. Entitlements are reviewed regularly and withdrawn without delay when required.

We maintain a layered security posture across networks, infrastructure, and endpoints. Network traffic is monitored and filtered using industry-standard controls to detect and block malicious activity. Known vulnerabilities are remediated promptly under a defined patching process with risk-based prioritisation.

In 2025, we delivered seven security awareness training packages and conducted 17 phishing simulations to strengthen employees' ability to recognise and respond to threats. Completion rates were strong in most locations, with targeted actions launched where mandatory training had not yet started.

Core systems run on reputable, independent service providers that follow recognised security and reliability practices. Server environments are hardened and continuously monitored, and protective technologies are employed to reduce malware and other threats. Data resilience is supported through appropriate backup and recovery arrangements.

Company devices are protected by security controls tailored to device type and use to reduce the risk of unauthorised access or data loss.

We operate data security procedures for supplier due diligence and incident response in alignment with recognised standards. Controls are continuously improved through testing, monitoring, and oversight. Data classification tools are also used to protect and label sensitive information.



Supplier relations

G1-2

Management of relationships with suppliers

Our supply chain plays a vital role in the sustainability of our business. We work with suppliers in two ways: by selecting partners whose sustainability ambitions align with ours and by actively collaborating to reduce emissions and aiming to create positive social impacts across our value chain. Our Supplier Code of Conduct sets out the ethical principles all suppliers are expected to follow. Through audits, training, and ongoing dialogue, we support suppliers in improving their operations.

We manage an extensive global supplier network of around 900 direct suppliers. In addition, we work with thousands of other suppliers providing materials and services – from detergents to cleaning, maintenance, and IT support. While many of our largest suppliers operate globally, we also collaborate with numerous local partners, particularly in Europe and Asia. To improve transparency and reporting across our supply network, we will introduce a new enterprise resource planning (ERP) system in the coming years.

We operate our own manufacturing units, called Prodems, in Latvia, Hungary and India. In addition, we outsource manufacturing to garment producers who make items according to our specifications. In some cases, we also include third-party workwear in our services.

In 2025, we launched the Sustainability Champions Together programme to strengthen collaboration with our supplier network on sustainability topics. At this first stage, we focused on 54 key suppliers. Throughout

the year, we organised numerous meetings, webinars and discussions on various sustainability issues, with a particular emphasis on reducing greenhouse gas emissions.

We set a target to secure emission reduction commitments from 40 suppliers by the end of the year. We exceeded this goal, receiving commitments from 41 of the 54 targeted suppliers.

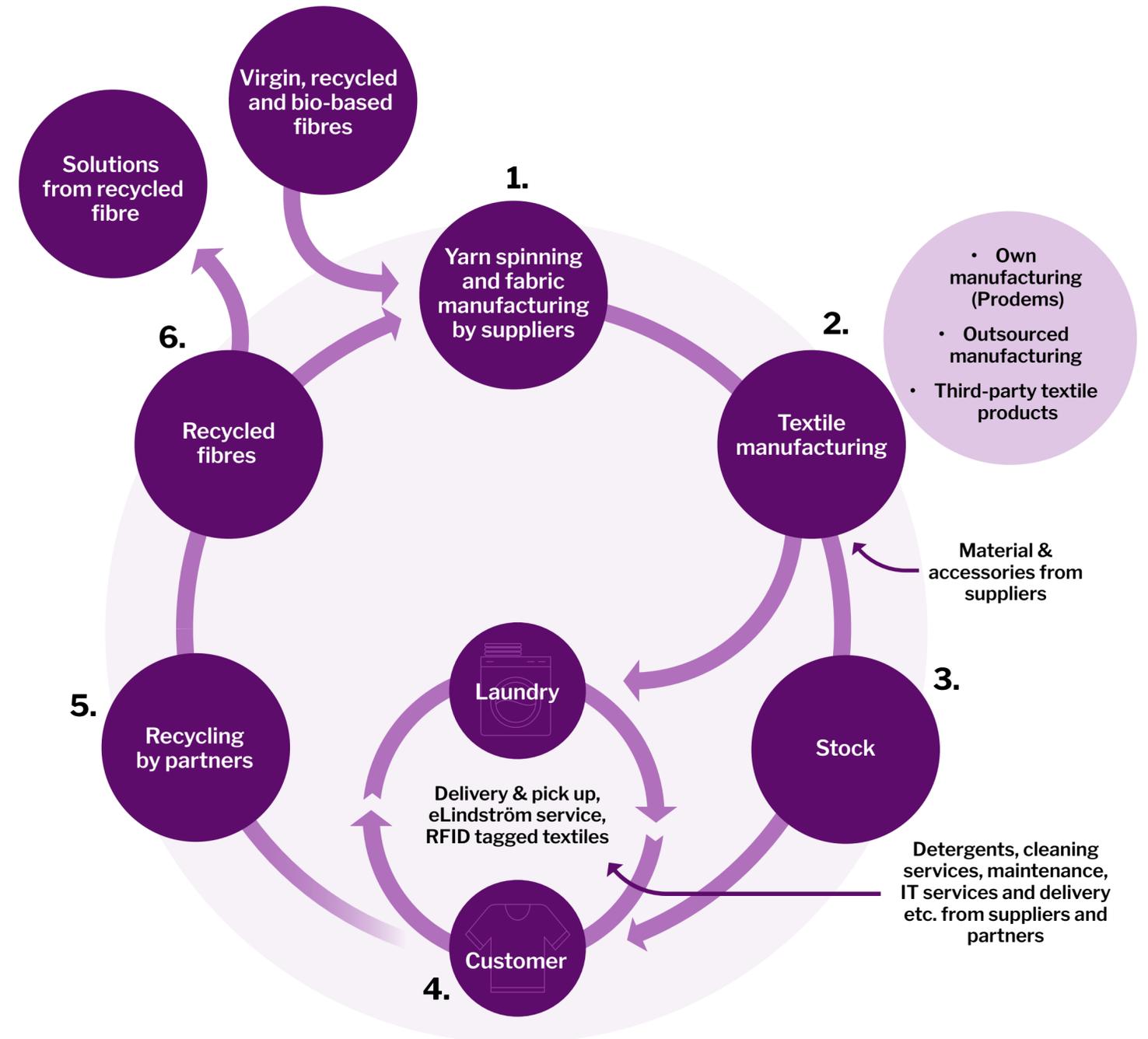
In addition to supplier training and other forms of collaboration, we want to ensure that our employees understand what sustainability in the supply chain means in practice. Therefore, in 2024 we organised training sessions for our entire procurement team on how to integrate both environmental and social sustainability topics into their work. The training material has also been made available to all new procurement personnel in 2025 to ensure that 100% of our procurement staff receive this training.

Following Lindström’s company regulations, we have written contracts with our suppliers, and all suppliers sign the Lindström Code of Conduct for Suppliers as an attachment to the contract.

Sustainable supply chain management

We manage our supplier relationships through a structured framework that ensures compliance, transparency and long-term collaboration. Our Supplier Code of Conduct sets clear expectations for suppliers regarding business ethics, environmental responsibility and social compliance. Supplier selection, evaluation and ongoing

Value chain of our services





monitoring follow the Supplier Management Guideline, Supplier Audit Guideline and Supplier Evaluation Guideline. These define the processes for engagement, performance reviews and compliance requirements. The guidelines also specify key aspects of supplier interactions, such as audit frequency, sustainability criteria and contractual obligations.

Supplier management follows a planned annual cycle that includes supplier development, identifying performance gaps, ensuring supplier commitment, and holding annual development meetings. The evaluation process is based on performance metrics, sustainability commitments, and legal compliance to ensure suppliers meet required standards. Continuous oversight is maintained through audits, risk assessments, and engagement programmes to promote alignment with our corporate values and sustainability goals.

We have made it possible for suppliers and their employees to use the Lindström whistleblowing tool to report any grievances. This option is presented in our Supplier Code of Conduct and during supplier meetings.

We audit all our strategic suppliers every three years. These audits cover environmental sustainability (including compliance with REACH regulations), social responsibility (such as the representation of minorities in the workforce and management positions), and operational topics. In 2025, we conducted on-site audits at 25 companies, identifying two critical nonconformities related to environmental requirements in China and three minor nonconformities related to social requirements in Portugal, Finland, and the Netherlands, primarily concerning work safety. There were no observations of human rights violations or instances of corruption. Due to factors such as political unrest, prolonged handovers, and bankruptcies, only 76% of planned audits were completed in 2025 (33 planned versus 25 performed).

As part of our supplier relationship management, we analyse supplier dependencies to identify critical suppliers. This assessment ensures that alternative solutions



and contingency plans are in place to mitigate potential supply chain disruptions. (G1-2-12)

Commitment to timely supplier payments

Our Accounts Payable processes comply with local instructions and national legislation in each operating country to ensure timely and compliant payment practices. We maintain strong payment discipline, supported by our good solvency, which enables suppliers – including small and medium-sized enterprises – to rely on receiving payments on time. To monitor performance, we track payment status daily and conduct a monthly analysis of our Payment on Time KPI, which reflects our operational effectiveness in meeting agreed due dates. In December 2025, 88.1% of our payments to suppliers were made on time. (G1-1-14)

Management of supplier-related risks

We manage supplier risks through a structured framework that integrates sustainability as a core component. Risk assessments evaluate suppliers based on factors such as environmental policies, level of sustainable practices, financial stability, ethical compliance, operational reliability, regulatory adherence, and cyber security.

Our supplier evaluation scorecard is a key tool in risk assessment. It measures contract fulfilment, compliance with legal and sustainability obligations, and overall risk levels. For high-risk suppliers, we develop a risk mitigation plan and monitor corrective actions. If compliance cannot be ensured despite corrective measures, we review the supplier relationship and consider alternative sourcing options. In addition, major suppliers are required to provide sustainability reporting as part of their compliance obligations to maintain transparency and accountability.

We also conduct audits to assess quality systems, security measures, and supply chain reliability. Suppliers must have a recognised quality management system in place, such as ISO 9001, ISO 14001, or ISO 45001 certification, or an equivalent. (G1-2-15a)



Sustainable supply chain

Long-term supplier relationships
Over 900 direct suppliers

Our policies

Our policies set the requirements for quality and sustainable practices in our supply chain.

- Supplier Code of Conduct
- Quality Assurance Handbook
- Sustainable Procurement Policy
- Human Rights Statement

Monitoring

Risk evaluations of supplier countries and suppliers every year.

Regular supplier audits complemented with 3rd party audits in risk countries.

- 25 audits (2025)

Development

Sustainability Champions Together programme for supply chain decarbonisation and social responsibility through trainings and collaboration.

- 41 key suppliers committed to concrete emission reductions

Voice of Partner measuring supplier satisfaction and developing the relationship.

- Voice of Partner 8.8/10 (2025)

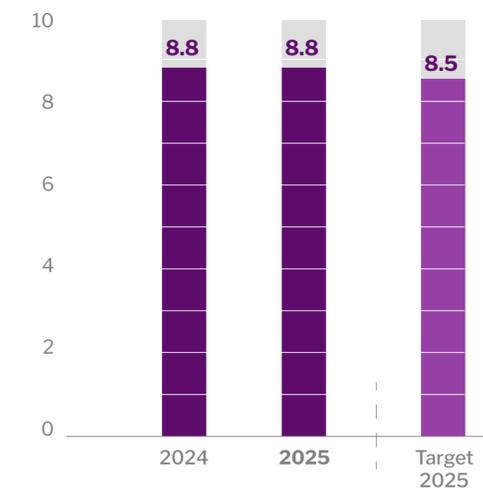


Continuous improvement

We work closely with our suppliers and partners to drive continuous improvement. Many of these relationships have been in place for decades, built on mutual trust that enhances product quality and encourages investment in innovation. To gain valuable insights into improving our collaboration, we conduct an annual Voice of Partner survey among the suppliers and partners that provide goods and services to us.

In 2025, 224 people participated in the survey, resulting in a response rate of 33%. On a scale of 4–10, the overall score for 2025 was 8.8 (2024: 8.8). Our suppliers expressed strong confidence in our reliability, with a consistent score of 9.4 (2024: 9.4) for keeping promises, respecting deadlines, and fulfilling obligations. They also considered the partnership valuable to their business, reflected in a score of 9.4 (2024: 9.1). However, it is clear that we need to strengthen our collaborative efforts towards more sustainable solutions, as the score dropped to 8.5 (2024: 8.9). While we have succeeded in long-term cooperation, relationships, and communication, there is still room for improvement in providing new

VOICE OF PARTNER





business opportunities and ensuring an adequate level of communication.

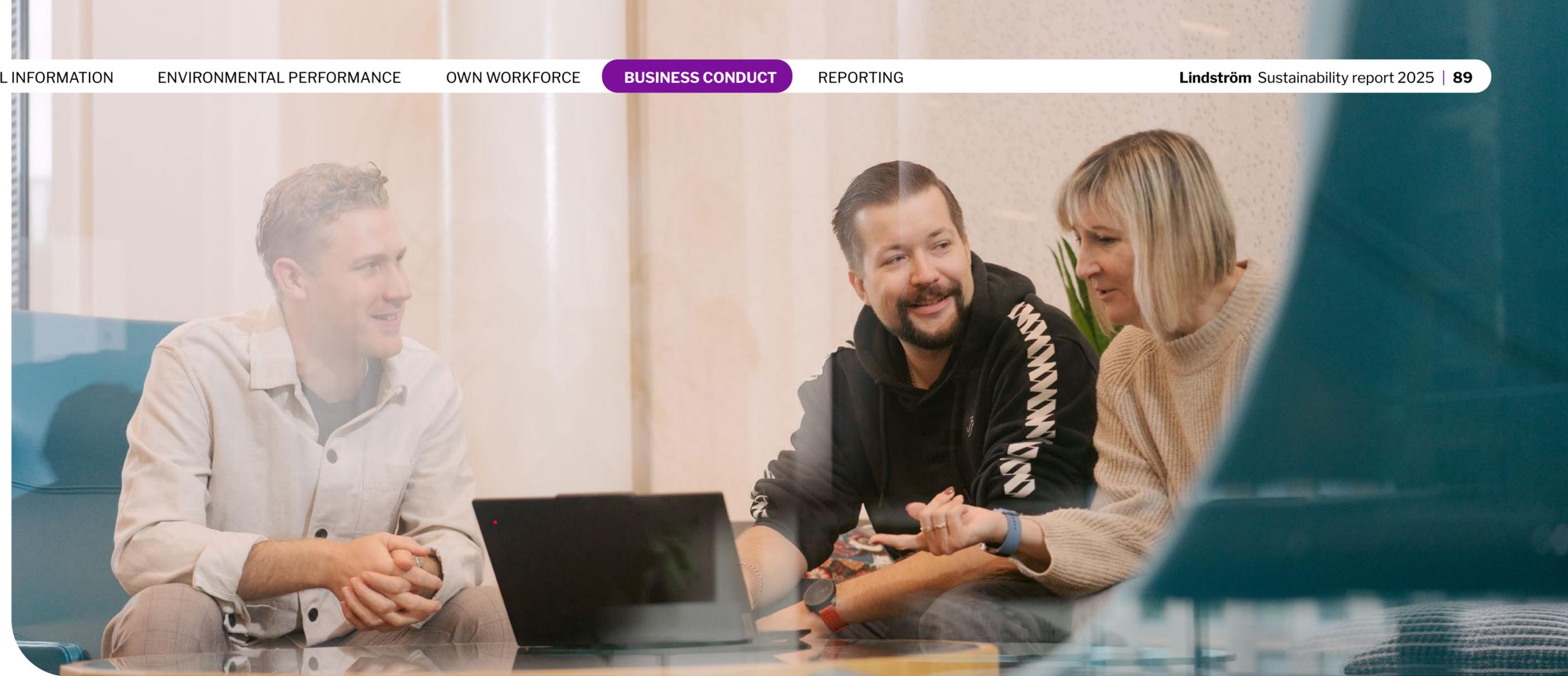
Based on the feedback from the survey, we have launched several development initiatives in our supply chain. We have clarified contract terms, added new, more sustainable products to our range, and agreed on regular meetings with suppliers. Each supplier, subcontractor, partner, and IT vendor has a nominated Lindström owner responsible for reviewing the survey results and driving improvements in cooperation with the supplier, subcontractor, or partner. Procurement is following up on the action plans.

We are developing incentive programmes for suppliers based on their environmental and social performance. In September 2025, we organised Supplier Days, where selected suppliers received Supplier Awards for achievements such as using recycled materials, reducing emissions, and creating grievance mechanisms for workers.

Selection of new suppliers is driven by sustainability

We integrate social and environmental criteria into our supplier selection and approval processes. The process includes an environmental assessment, where suppliers must provide data on greenhouse gas emissions, sustainability targets, recycling initiatives, and pollution control measures. Social responsibility assessment ensures that policies on equal pay, ethical employment, human rights protection, and safe working conditions are reviewed. Legal compliance and due diligence checks involve verifying tax records, liability insurance, contractor responsibility compliance, and ownership, along with conducting sanctions list screenings. Supply chain transparency verification requires suppliers to disclose their supply chain structure and undergo third-party audits to ensure compliance.

To be approved, all suppliers must sign our Supplier Code of Conduct, which mandates compliance with human rights, labour standards, anti-corruption principles, and environmental responsibility. Suppliers are also



expected to implement continuous improvements in sustainability performance, such as programmes to prevent discrimination and harassment in the workplace. Failure to meet these expectations may lead to a review of the business relationship. [\(G1-1-15b\)](#)

G1-6 Payment practices

We are committed to maintaining transparent, fair, and timely payment practices in full compliance with contractual obligations and local legislation across the countries where we operate.

Lindström's standard payment term for purchases is at least 30 days in Europe and 60 days in Asia. In India, the maximum payment term for micro and small enterprises is 45 days, as required by local legislation. Payment terms

may be reconsidered on a case-by-case basis, particularly for smaller suppliers and one-time suppliers. 87% of our payments handled centrally in Europe are made within 30 days.

On average, it takes 25 days for Lindström to pay an invoice from the date when the contractual or statutory payment term begins.

Lindström is not involved in any legal proceedings related to late payments. [\(G1-6-33a-d\)](#)

MDR-M Reporting principles for metrics

Reporting principles for payment practices

The calculations for average payment time and the payment-on-time KPI are based on purchase invoices

recorded in our centralised purchase invoice system. This system includes entities that account for 80% of all Group purchase invoices in 2025.

The average payment time is calculated for all purchase invoices paid in 2025 as the difference between the payment date and the invoice date. For invoices paid on the same day, the payment time is zero days.

The percentage of payments made within 30 days is calculated from the same database, excluding Asia, as a 30-day payment term is common for our suppliers in Europe. The calculation includes paid invoices but excludes unpaid overdue invoices.



Anti-corruption oversight

G1-3

Prevention and detection of corruption and bribery

Procedures to prevent, detect and address corruption and bribery

We have established comprehensive procedures to prevent, detect, and address allegations or incidents of corruption and bribery.

To prevent corruption, we use Transparency International's annual Corruption Perceptions Index to assess the level of perceived corruption in different countries. For operations in higher-risk countries, stricter internal controls and oversight measures are implemented.

Approval and authorisation rights are clearly defined in internal policies, and monetary thresholds are set for approval limits to ensure accountability in financial decision-making and procurement processes.

To detect and address allegations of corruption and bribery, we have established a whistleblowing channel in accordance with Directive (EU) 2019/1937, providing a secure and confidential mechanism for reporting concerns for both internal and external stakeholders. (G1-3-18a)

Investigation process for business conduct breaches

We ensure that investigations into allegations of corruption, bribery, and other business conduct violations are conducted independently from the management chain involved in the matter.

Reports submitted through the Whistleblowing Channel are handled confidentially by designated representatives with relevant expertise and escalated in a structured manner to avoid conflicts of interest.

The investigation process follows a clear escalation procedure. Concerns raised at the country level are initially addressed by the appropriate management and HR representatives. If the issue involves senior country management or the reporter prefers not to escalate it locally, the matter is referred to regional leadership or corporate management.

Matters concerning regional leadership can be escalated directly to corporate management, where designated senior executives responsible for human resources, finance, operations, compliance, and other relevant areas oversee the process. The Director of Quality and Compliance investigates all verified instances of corruption escalated to this level. If a case is closed with an improvement finding, it is documented in the internal system and assigned to an owner to ensure follow-up and implementation of corrective actions. This structured approach ensures impartial investigations. (G1-3-18b-c)

How we communicate our policies to stakeholders

We ensure that our policies are effectively communicated and accessible to all relevant stakeholders.

Employees can access policy documents through the internal portal and company website, while public poli-

cies are also available to external stakeholders. To reinforce understanding, the release of policy-related training modules is announced via the internal news portal, and key policy messages are highlighted in corporate communications and meetings with external stakeholders.

Employees are required to confirm that they have read and understood key policies, such as the Code of Conduct and Anti-Corruption Policy. This process helps ensure awareness and compliance with our ethical and operational standards. (G1-3-20)

Anti-corruption training for leadership and risk functions

Anti-corruption and anti-bribery training is mandatory for all relevant managers from identified risk functions, all Managing Directors, Directors of Competence Centres, and members of the Group Management Team, including the CEO.

This ensures that individuals in critical roles have the knowledge needed to identify and mitigate corruption risks and uphold ethical standards. (G1-3-21-c)

G1-4

Incidents of corruption or bribery

In 2025 (2024: 0), there were no confirmed incidents of corruption reported through the whistleblowing channel or any other means. There were also no cases where business relationships were discontinued due to corrup-

tion concerns, nor were there any public legal proceedings related to corruption involving our organisation. (G1-4-22)

In 2025, we received 21 reports (2024: 18) through the whistleblowing channel. Most of these concerned management practices where guidelines were not followed. There were no reports related to human rights or equity. Each case was reviewed by individual experts in line with our internal whistleblowing process guideline, with the Director, Quality & Compliance responsible for implementation. Following investigation, some reports required internal actions. However, no cases were classified as misconduct, and none were referred to external authorities.

A dedicated team of experts from Group HR, Quality & Compliance, and Finance & Business Control investigates all reports. The Group Management Team monitors the number of reports annually.



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ESRS Index

IRO-2

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Section	Disclosure requirement	Disclosure requirement name	Page
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(ESRS 2-IRO-2-56)



IRO-2

LIST OF DATAPPOINTS IN CROSS-CUTTING AND TOPICAL STANDARDS THAT DERIVE FROM OTHER EU LEGISLATION

Disclosure Requirement	Related datapoint	Datapoint name	Reference to the Disclosure Regulation (SFDR)	Reference to Pillar 3	Reference to the Benchmark Regulation	Reference to the EU Climate Law	Page
ESRS 2 GOV-1	21 (d)	Board's gender diversity	X		X		78
ESRS 2 GOV-1	21 (e)	Percentage of board members who are independent			X		16
ESRS 2 GOV-4	30	Statement on due diligence	X				17
ESRS 2 SBM-1	40 (d) i	Involvement in activities related to fossil fuel activities	X	X	X		Not material
ESRS 2 SBM-1	40 (d) ii	Involvement in activities related to chemical production	X		X		Not material
ESRS 2 SBM-1	40 (d) iii	Involvement in activities related to controversial weapons	X		X		Not material
ESRS 2 SBM-1	40 (d) iv	Involvement in activities related to cultivation and production of tobacco			X		Not material
ESRS E1-1	14	Transition plan to reach climate neutrality by 2050				X	35
ESRS E1-1	16 (g)	Undertakings excluded from Paris-aligned Benchmarks		X	X	X	35
ESRS E1-4	34	GHG emission reduction targets	X	X	X		40
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	X				Not material
ESRS E1-5	37	Energy consumption and mix	X				42
ESRS E1-5	40-43	Energy intensity associated with activities in high climate impact sectors	X				Not material
ESRS E1-6	44	Gross Scope 1, 2, 3 and Total GHG emissions	X	X	X		43
ESRS E1-6	53-55	Gross GHG emissions intensity	X	X	X		44
ESRS E1-7	56	GHG removals and carbon credits				X	Not material
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks			X		Phase-in
ESRS E1-9	66 (a)	Disaggregation of monetary amounts by acute and chronic physical risk		X			Phase-in
ESRS E1-9	66 (c)	Location of significant assets at material physical risk					Phase-in
ESRS E1-9	67 (c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes		X			Phase-in
ESRS E1-9	69	Degree of exposure of the portfolio to climate- related opportunities			X		Phase-in
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	X				Phase-in
ESRS E3-1	9	Water and marine resources	X				49
ESRS E3-1	13	Dedicated policy	X				49
ESRS E3-1	14	Sustainable oceans and seas	X				49
ESRS E3-4	28 (c)	Total water recycled and reused	X				53
ESRS E3-4	29	Total water consumption in m ³ per net revenue on own operations	X				53
ESRS 2 -SBM-3 - E4	16 (a) i		X				Not material
ESRS 2 -SBM-3 - E4	16 (b)		X				Not material
ESRS 2 -SBM-3 - E4	16 (c)		X				Not material
ESRS E4-2	24 (b)	Sustainable land / agriculture practices or policies	X				Not material
ESRS E4-2	24 (c)	Sustainable oceans / seas practices or policies	X				Not material



Disclosure Requirement	Related datapoint	Datapoint name	Reference to the Disclosure Regulation (SFDR)	Reference to Pillar 3	Reference to the Benchmark Regulation	Reference to the EU Climate Law	Page
ESRS E4-2	24 (d)	Policies to address deforestation	X				Not material
ESRS E5-5	37 (d)	Non-recycled waste	X				62
ESRS E5-5	39	Hazardous waste and radioactive waste	X				63
ESRS 2 – SBM-3 – S1	14 (f)	Risk of incidents of forced labour	X				67
ESRS 2 – SBM-3 – S1	14 (g)	Risk of incidents of child labour	X				67
ESRS S1-1	20	Human rights policy commitments	X				68
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			X		69
ESRS S1-1	22	Processes and measures for preventing trafficking in human beings	X				69
ESRS S1-1	23	Workplace accident prevention policy or management system	X				69
ESRS S1-3	32 (c)	Grievance/complaints handling mechanisms	X				72
ESRS S1-14	88 (b) and (c)	Number of fatalities and number and rate of work related accidents	X		X		78
ESRS S1-14	88 (e)	Number of days lost to injuries, accidents, fatalities or illness	X				Phase-in
ESRS S1-16	97 (a)	Unadjusted gender pay gap	X		X		79
ESRS S1-16	97 (b)	Excessive CEO pay ratio	X				79
ESRS S1-17	103 (a)	Incidents of discrimination	X				79
ESRS S1-17	104 (a)	Non-respect of UNGPs on Business and Human Rights and OECD	X		X		79
ESRS 2 – SBM-3 – S2	11 (b)	Significant risk of child labour or forced labour in the value chain	X				Phase-in
ESRS S2-1	17	Human rights policy commitments	X				Phase-in
ESRS S2-1	18	Policies related to value chain workers	X				Phase-in
ESRS S2-1	19	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	X		X		Phase-in
ESRS S2-1	19	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			X		Phase-in
ESRS S2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	X				Phase-in
ESRS S3-1	16	Human rights policy commitments	X				Not material
ESRS S3-1	17	Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines	X		X		Not material
ESRS S3-4	36	Human rights issues and incidents	X				Not material
ESRS S4-1	16	Policies related to consumers and end-users	X				Not material
ESRS S4-1	17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	X		X		Not material
ESRS S4-4	35	Human rights issues and incidents	X				Not material
ESRS G1-1	10 (b)	United Nations Convention against Corruption	X				84
ESRS G1-1	10 (d)	Protection of whistleblowers	X				84
ESRS G1-4	24 (a)	Fines for violation of anti-corruption and anti-bribery laws	X		X		90
ESRS G1-4	24 (b)	Standards of anti- corruption and anti- bribery	X				90

(ESRS 2-IRO-2-56)



Independent practitioner's assurance report

To the management of Lindström Oy

Scope

We have been engaged by Lindström Oy (hereafter Lindström) to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements (ISAE 3000), here after referred to as the engagement, to report on Lindström's Sustainability Report 2025 (the "Subject Matter") for the period 1.1.2025-31.12.2025.

Criteria applied by Lindström

In preparing the Subject Matter, Lindström utilized the European Sustainability Reporting Standards (ESRS). The Report does not contain all the information required by the ESRS standards and is not a Statutory Sustainability Statement prepared in accordance with the Finnish Accounting Act chapter 7. As a result, the subject matter information may not be suitable for another purpose.

Selected sustainability information

The Selected sustainability information within the scope of assurance covers:

- ESRS 2 – General disclosures
- E1 – Climate change
- E3 – Water and marine resources
- E5 – Resource use and circular economy
- S1 – Own employees
- G1 – Governance

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Lindström's responsibilities

Lindström's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000') and the terms of reference for this engagement as agreed with Lindström on 9.6.2025. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance



engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The determination of greenhouse gases is subject to inherent uncertainty due to the incomplete scientific data used to determine the emission factors and the numerical values needed to combine emissions of different gases.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Sustainability Report 2025 and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- a) Updating our understanding of Lindström's material sustainability reporting topics, organization and activities,
- b) Interviews with senior management to understand Lindström's corporate responsibility leadership,

- c) Interviews with personnel responsible for gathering and consolidation of the corporate responsibility information to update understanding of the system, processes and controls related to gathering and consolidating the information,
- d) Assessing corporate responsibility data from internal and external sources and checking the data to reporting information on a sample basis to check the assurance of the data.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to Sustainability Report 2025 for the period 1.1.-31.12.2025, in order for it to be in accordance with the Criteria.

Helsinki 26.3.2026

Ernst & Young Oy
Authorized Sustainability Audit Firm

Juha Hilmola
Partner, Authorized Public Accountant



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Lindström Group companies 2025

Lindström Oy group ownership structure 31.12.2025

Lindström Oü, Estonia

Lindström Kft, Hungary

Lindström s.r.o, Czech Republic

Lindström d.o.o., Slovenia

Lindström Ltd, United Kingdom

Lindström Services AB, Sweden

Lindström GmbH, Germany*

Lindström Sp.z.o.o, Poland

Lindström S.R.L, Romania

Lindström (Suzhou) Co., Ltd, China**

TOV Lindström, Ukraine

Lindström Tekstil Hizmetleri Ticaret Limited Şirketi, Türkiye

Lindström Services India Private Limited, India

EOOD Lindström, Bulgaria

Lindström d.o.o., Croatia

Lindström LLP, Kazakhstan

Lindström doo, Serbia

Lindstrom Korea Co., Ltd., South Korea

Lindstrom (Beijing) Co., Ltd., China

Lindstrom (Shanghai) Co., Ltd, China

Lindstrom Textile Leasing Service (Chengdu) Co., Ltd, China

Lindstrom (Tianjin) Enterprise Service Co., Ltd, China

Lindström (Suzhou) Enterprise Service Co., Ltd, China

Lindstrom (Guangzhou) Enterprise Service Co., Ltd, China

Lindstrom (Wuhan) Enterprise Service Co., Ltd.

Lindström HK Limited, China

Lindström (Suzhou) Co., Ltd, China

Lindström (Guangzhou) textile Leasing Service Co., Ltd, China

Lindstrom (Jiaxing) Enterprise Service Co., Ltd, China

Lindstrom Vietnam Company Limited, Vietnam

Lindstrom Thailand Co., Ltd.***

Lindström SIA, Latvia

Lindström UAB, Lithuania

Lindström s.r.o., Slovakia

Comforta AB, Sweden

Lindstrom Prodem SIA, Latvia

Lindström Prodem Hungary Kft, Hungary

HTS Rental Sp. z o.o.****

Comforta Oy, Finland

Lindström Åland Ab, Finland, Åland

Mikkelin Pesula Oy*****

*Lindström GmbH, Germany is in liquidation process.

**Lindström (Suzhou) Co., Ltd, China was liquidated in 2025.

***Lindstrom Thailand Co., Ltd. was established during the financial year 2025.

****HTS Rental Sp. z o.o. was acquired and merged with Lindström Sp.z.o.o, Poland during financial year 2025.

*****Mikkelin Pesula was acquired by Comforta Oy in 2025 together with its subsidiary Puhdaspalvelu Oy.

Project team

Project Manager and contact person

Leena Kähkönen

Lindström project team

Anita Bela

Phuong Do

Seija Forss

Lauri Hyppölä

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Antti Suomalainen

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Krista Viisanen

Katariina Wessman

Production

Bravura Oy

Assurance

Ernst & Young

