Lindström

Building bridges for tomorrow

LINDSTRÖM GROUP

Sustainability report

2024

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Introduction

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Lindström in a nutshell

We are a family-owned textile service company with a business model anchored in circular economy principles. Our customers in diverse industries can focus on their core business while we take care of their textile needs with our carefree solutions. Headquartered in Helsinki, Finland, our global footprint extends to 24 countries across Europe and Asia.

We provide a wide range of textile services, including workwear and cleanroom textiles, mats, industrial wipers, washroom products and textiles for hotels, restaurants and the healthcare industry. The comprehensive service covers textile supply, washing and maintenance, and recycling.

Sustainability is the cornerstone of our operations. Our decisions are guided by our purpose of caring for people and our planet. We strive to minimise textile overproduction, reduce the use of natural resources, and promote responsible practices throughout our value chain.

We collaborate with diverse partners to advance resource efficiency and sustainability of our operations. To foster trust with our customers, we enhance the transparency of our services. Furthermore, we invest in our employees' well-being and professional development, enabling them to consistently deliver outstanding customer experiences. These form the building blocks for a better tomorrow.

COUNTRIES OF OPERATION

Austria
Bulgaria
China
Croatia
Czech Republic
Estonia
Finland
Germany
Hungary
India
Kazakhstan
Latvia
Lithuania
Poland
Romania
Serbia
Slovakia
Slovenia
South Korea
Sweden
Türkiye
Ukraine
United Kingdom
Vietnam

COUNTRIES
24

NUMBER OF EMPLOYEES
4,900

TURNOVER
518.1 M€

PIECES OF TEXTILES IN CIRCULATION
21.4 M*

NUMBER OF CUSTOMERS
88,000

NUMBER OF DELIVERY POINTS:
177,000

EBITA
11.5%

ESTABLISHED IN
1848

* the number does not include hotel and healthcare linen.

Building bridges for tomorrow

Sustainability lies at the core of our strategy, business model, and operations, driving our efforts to create meaningful change for people and the planet. By promoting collaboration, advancing innovative practices, and setting ambitious goals, we are building bridges towards a more sustainable future – not only for our business, but also for the communities we serve. In this interview, our CEO, Juha Laurio, and Senior Vice President of Strategy and Sustainability, Kati Pallasaho, reflect on our achievements in 2024 and share their vision for the year ahead and beyond.

What was the year 2024 like for Lindström?

Juha: It was another positive year for Lindström, marked by strong performance across several key areas. One major highlight was the continued improvement in employee satisfaction, supported by an exceptionally high response rate to our survey. It demonstrates the engagement and commitment of our teams, which is also reflected in our high customer satisfaction and retention. Additionally, we achieved a significant milestone by reaching the EcoVadis Platinum rating, which represents a collective effort in advancing our sustainable practices and policies.

Kati: In 2024, we achieved significant progress across several areas of sustainability. One of the key milestones was advancing our textile recycling efforts for mats through a new partnership. It has been a long-standing challenge that we have been striving to address for years. Additionally, we made strides in incorporating recycled fibres into our textiles, introducing a new fabric that includes 10% recycled fibres sourced from our textile waste. In Finland, we took a step forward in reaching our climate targets by transitioning to renewable diesel for our deliveries, substantially reducing greenhouse gas emissions.

Another significant milestone was the introduction of our Diversity, Equity, and Inclusion (DEI) index, which we measured for the first time. The index achieved a strong score of 87/100, demonstrating that our employees feel comfortable and empowered to be their authentic selves at work.

How did the demand for our services evolve in 2024, and what drove these trends?

Juha: The demand for reliable textile rental services continued to increase in our markets. This growth was pri-

marily driven by the rising demand for turn-key solutions that emphasise ease of use, sustainability and transparency. Customers are increasingly seeking reliable partners who take care of every thread so that they can achieve their environmental and operational goals.

What role does sustainability play in our overall strategy?

Juha: In today's world, sustainability is essential for any company's success. At Lindström, it is an integral part of our vision, strategy, and practices at every level of the organisation. It drives our innovation and long-term growth, shaping our decisions to positively impact both people and the planet. We have also set ambitious sustainability goals that drive our development.

Kati: Sustainability is embedded in everything we do, and this was strongly reflected in the Upright Net Impact assessment, which rated our overall net impact as highly positive. Several key factors contributed to this outcome. Our employee-intensive service business creates numerous job opportunities, while our protective workwear ensures the safety of our customers' employees and production processes. Additionally, our circular business model further enhances our positive impact.

What is our strategy for meeting those ambitious sustainability goals?

Kati: Our sustainability goals span multiple areas, including climate action, water conservation, textile recycling, and the use of sustainable fibres. Achieving these objectives requires close collaboration with our partners and leveraging their expertise to rapidly develop new technologies and materials. In 2025, we aim to strengthen these partnerships further, accelerating the creation and implementation of impactful, sustainable solutions.

What are the key priorities for the next year, and how do they align with our long-term vision?

Juha: Our key priorities for the coming year are centred around implementing our new 2030 strategy, which reinforces our ambition to deliver exceptional customer experiences while ensuring transparency and sustainability of our services. We remain firmly committed to achieving our climate goals, with a strong focus on initiatives that drive significant, measurable impacts. Additionally, we will continue to enhance our service portfolio to better meet the evolving needs of our customers. These priorities are fully aligned with our long-term vision of being a forerunner in circular textile services, provided with dedication.

What innovative sustainability initiatives do we plan to implement in the coming years, and how will they drive progress?

Kati: We are committed to decarbonising our laundry operations through our Net Zero Laundry Programme, which focuses on implementing innovative solutions in steam generation, heat recovery, washing and drying processes, and wastewater treatment, all in collaboration with our partners.

To further cut emissions, we are transitioning to renewable diesel, biogas, and electric vehicles across all markets. Additionally, we are exploring material innovations that incorporate recycled and bio-based fibres into our textiles.

Given the critical importance of water conservation, we are prioritising water reduction efforts in high water stress regions. Laundries in these areas will lead the way in developing and adopting advanced water management technologies.

This year, the theme of this report is "Building bridges for tomorrow". What does it mean to you?

Juha: It reflects our commitment to enhancing our capabilities, for example, in digital and AI solutions, to deliver even better services to our customers. It also signifies the importance of collaboration. By working closely with our customers and partners, we aim to co-create solutions that not only address today's challenges but are also tailored to meet future needs. Together, we are building the foundation for mutual growth and long-term sustainability.

> **"In today's world, sustainability is essential for any company's success. At Lindström, it is an integral part of our vision, strategy, and practices at every level of the organisation."**
>
> *Juha Laurio, CEO*

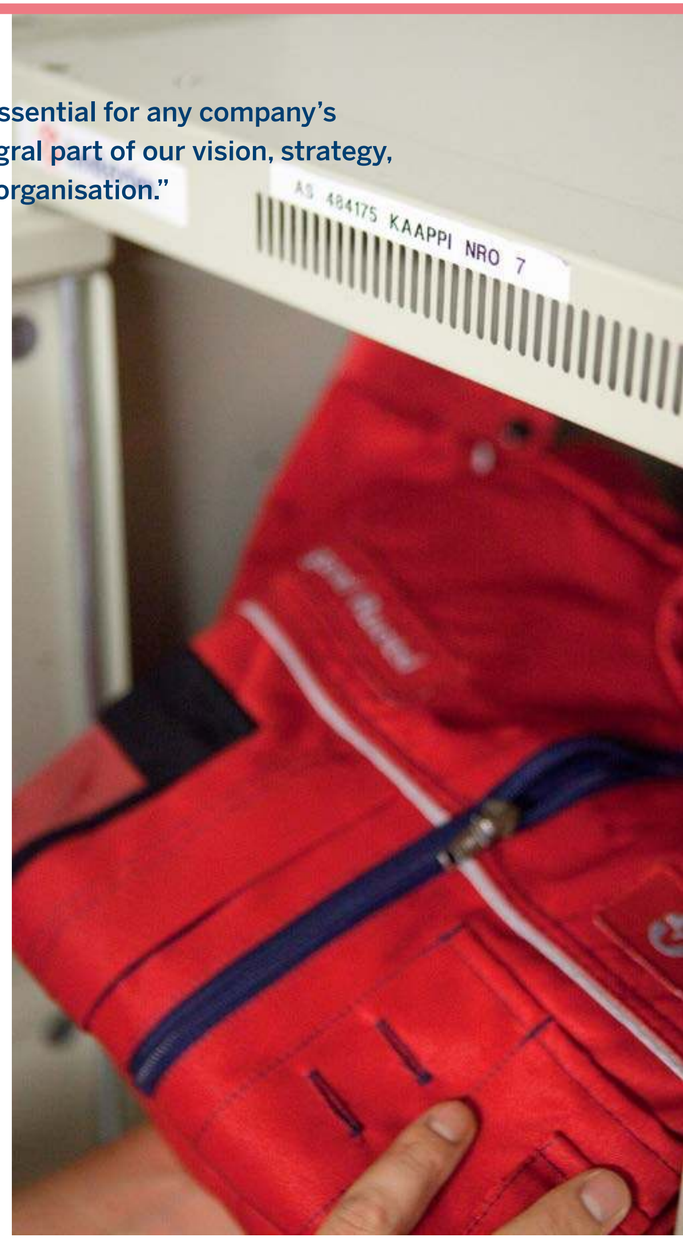
Kati: It also highlights the importance of collaboration within our sector and across industries to advance sustainability and uphold our shared responsibility. In addition to working closely with our customers and suppliers, we actively collaborate within our industry through the European Textile Services Association (ETSA) to drive sustainable practices across the sector.

Furthermore, we have a long-standing partnership with UNICEF in India and have recently established a collaboration with ActionAid in Vietnam, focused on improving people's lives in the communities where we operate.

Do you have any final reflections on our journey in 2024 and the outlook for the future?

Juha: As we reflect on our journey in 2024, I want to express my heartfelt gratitude to everyone who has been part of it. To our employees whose dedication and hard work have been instrumental in delivering superior customer experiences. To our customers, we sincerely appreciate the trust they place in our services. And to our partners, thank you for standing with us and supporting our efforts every step of the way.

Looking ahead, we remain focused on investing in what matters most: the happiness and satisfaction of our employees and customers, as well as our shared responsibility to the planet.



Highlights 2024

Employee happiness reached new heights

We achieved an impressive 83% response rate in our Voice of Employee survey, showcasing our employees' strong commitment to shaping the company's future. Our eNPS rose from 34 to 40, meeting our 2025 target ahead of schedule. Significant improvements were made across most of the ten key areas prioritised by our employees.

Discover our We Care culture

Emissions on the decline

Our efforts to meet ambitious climate targets are delivering results, with a 7% decrease in total emissions! In Finland, we started switching to renewable diesel which reduced customer delivery emissions by 23%, contributing to 5% drop in delivery-related emissions across the Group – a step forward to halve our total emissions by 2030 from 2021 levels.

Read more about our climate targets

Awarded EcoVadis Platinum

The year ended on a high note as we earned the EcoVadis Platinum Medal, placing us in the top 1% of over 130,000 companies assessed. With a score of 83/100, we maintained exceptional environmental performance and made significant progress in Labour & Human Rights, Ethics, and Sustainable Procurement.

Learn how we reached the highest ranking

Mats led the way in recycling

After years of searching for a solution, a new partnership helped us increase our mat recycling rate from 24% to 69%. At the same time, 92% of our standard mat purchases now feature textile material made from 75% recycled fibres. This progress played a key role in surpassing our recycled content target for purchased textiles—aiming for 30%, we achieved 36%!

Learn more about our textile waste recycling

Renewed customer survey provides better insight

We introduced a new methodology and metrics to measure customer satisfaction, enabling more actionable insights and strengthening our customer-centric operations. The 2024 survey results reflect high customer satisfaction with our sales interactions, customer deliveries and onboarding experiences, reaching an overall score of 4.2/5.0.

Find out how we ensure excellent customer experiences

New ventures in Vietnam

We expanded into Vietnam by establishing a new service centre in Southern Vietnam and introducing the first circular economy-based workwear rental concept on the market. Additionally, we partnered with the charity organisation Action Aid to improve access to clean water and hygiene knowledge for 5,000 school children.

Learn more about our operations in Vietnam

Advancing Diversity, Equity, and Inclusion (DEI)

We raised DEI awareness with targeted training and workshops for managers and leaders. In the autumn, we collected employee feedback to understand better what DEI should look like at Lindström. For the first time, we measured our DEI index, reaching 87/100, and set a target of 90 by 2030.

Read how we promote fair employment

Recognised as an industry leader

At the European Textile Service Association (ETSA) conference, we earned three prestigious awards for Corporate Social Responsibility, Customer Experience, and Employer of the Year. We also actively contributed to ETSA work groups and began co-leading the Sustainability Work Group alongside with Jensen Group.

Find out about our collaboration at ETSA

Our approach to sustainability

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Our approach to sus-tainability

Sustainability is deeply embedded in our purpose, vision, and strategy. The material topics identified through our strategic process serve as a foundation for our sustainability reporting. These topics are grouped under our four strategic goals: Passion to Improve, Care for the Planet, Desired Partner, and Getting Stronger.

Our net impact on the world is

+21

positive

The Upright Net Impact model assesses the resources we use and the value we generate with those in four dimensions: society, knowledge, health, and environment. According to the model, our overall net impact on the world is net positive – a result less evident in the textile industry.

18

YEARS OF COLLABORATION WITH UNICEF WASH PROJECT IN INDIA

92%

of employees completed Code Of Conduct training in 2024

DRIVING CHANGE IN OUR INDUSTRY

"The textile service business is uniquely positioned to serve as a benchmark for the wider textile sector, which is increasingly required to transition to circular economy practices."

Leena Kähkönen
Manager, External Communications

PLATINUM Top 1%
ecovadis
Sustainability Rating
DEC 2024

From EcoVadis Bronze to Platinum in three years!

Operating environment

As we want to be prepared for the future and make timely decisions, our group and region strategy work is foresight-driven. This means that we have a good understanding of which phenomena are the most important as well as trends and change drivers in our operating environment.

In our yearly strategy update, we examine what the future may look like given the time horizons of the current strategy period until 2025 and the next one that extends to 2030. As a result, our group, region and country management teams have a unified view of the future and they are able to make informed decisions about the future based on our shared assumptions. It also provides us with a common understanding of what kind of implications and challenges the identified trends and phenomena may bring about for our business model and value chain.

MEGATRENDS

Sustainability and energy transition	Changing demographics	The digital economy with technology-enhanced experiences and services	Geopolitics and global markets shift focus

IMPLICATIONS

Politics and regulation, including the global goals and principles, guide demand and the actions of companies, as well as innovation, funding and investments. New directives to disclosure such as the EU's Corporate Sustainability Reporting Directive (CSRD) will increase transparency. The EU Green Deal and Sustainable textile strategy set requirements for the industry which could bring new competition and new kinds of players to the market.	As the world population is ageing, we can see growing demand in certain industries that we serve, such as the pharmaceutical and healthcare industries. Generation Z has different values and expectations which will affect the decision making of both employees and customers.	The requirements for transparency increase. There is a lot of data available and the expectations for its utilisation will continue to grow. In practice, it means more transparent reporting as well as improved services and customer experience through data-enabled and digital solutions. Omnichannel sales and digitalisation are the norm. Consumerisation and customer expectations are changing as people are expecting similar experiences in B2B as they have experienced as consumers in B2C.	The growth of the world's population will continue, which fosters growth potential especially in the Asian markets and supports our strong presence in the region. The current geopolitical situation has caused countries and regions to promote self-sufficiency. The relocation of businesses and production facilities to premises inside national or regional borders will increase the potential for growth in European countries.

Strategy 2025

We at Lindström focus on making our customers' lives easier by supporting them to shine and their businesses to grow.

Our purpose states that we want to make our customers' lives easier and strengthen their image with textile services while helping them to become more sustainable. Our commitment to care for people and our planet is at the core of our business. Based on the sustainable, circular-economy business model, we serve our customers in 24 countries. Although our service offering varies from country to country, our conceptualised operations ensure that we offer all our customers the same reliable and sustainable textile rental services while meeting different industries' specific hygiene and safety requirements.

By 2025, our vision is to become a forerunner in enabling our customers to become more sustainable with easy-to-use textile services offered with passion and a human touch. We seek to deepen our understanding of the industries we serve. A strong focus on our customers' industries all around our 24 countries also enables us to share our extensive industry knowledge of global and local markets with our customers. Our customers will become more sustainable as we work towards decreasing the carbon footprint of our textile services and recycle 100 % of our end-of-life textiles. The ease of use relies on us digitalising our services for improved transparency, optimised textile volumes, and self-service for our customers. Long-term customer relationships, sustainability, enthusiasm, the joy of learning and profitable growth are the values that guide how we interact with our customers.

We care – We shine – We grow

We care for people and our planet by inspiring people to shine and businesses to grow in a sustainable way.

Strategic goals

Passion to Improve
Care For the Planet
Desired Partner
Getting Stronger

Must wins

Industry Forerunner
Agile Operating Model
Sustainable Solutions
Integrated Lindström

Values

PROFITABLE GROWTH | RESPONSIBILITY | LONG-TERM CUSTOMER RELATIONSHIP | ENTHUSIASM AND THE JOY OF LEARNING

Value creation

Input

Global presence

- 88,000 customers*
- 177,000 delivery points*
- 24 countries of operation (+1)
- 3 on-demand manufacturing units, Prodems (-)
- Global partner network

Products and services

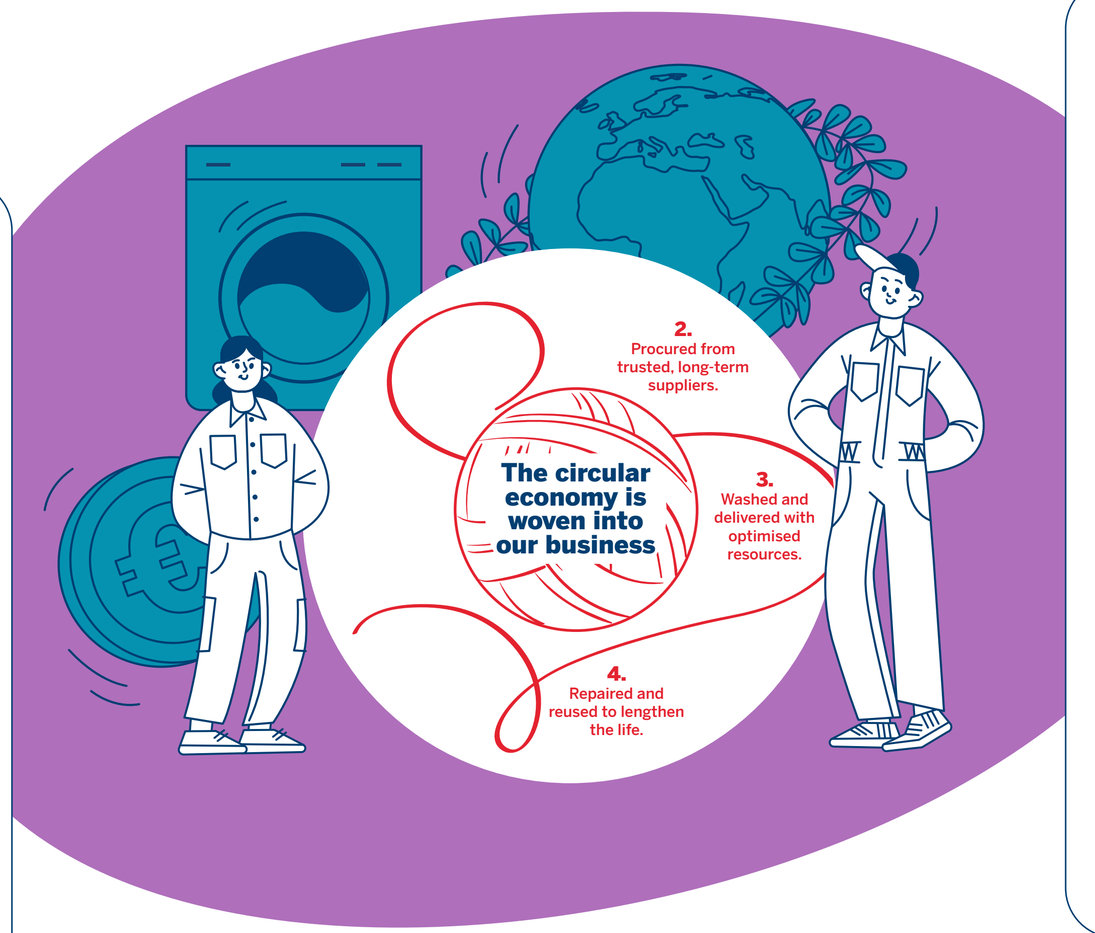
- 21.3 million pcs of textiles in circulation (+0.3)**
- 3,147 tons of new textiles purchased (-742)
- 206,082 tons of textiles washed (+5,211)

Economical assets

- Investments EUR 46.8 million (+16)
- Equity to assets ratio 79.4% (-0.8)
- Working capital of turnover ratio 7.4% (-1.4)

Intangible assets

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



Output and impact

Contributing to the environment

- 70% textile waste recycled (-4)
- Climate targets approved by the Science Based Targets initiative
- 7% reduction in greenhouse gas emissions (+13.5)
- 4.9 million pcs of textiles repaired (+0.1)

Contributing to the society

- EUR 51.8 million (+1.4) 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 136.9 million (+6.0) to salaries and compensation to personnel
- eNPS +40 (+6)
- 1.2 Safety observation per person per year (+0.15)

Bringing value to customers & partners

- Customer satisfaction 4.2/5.0 ***
- Voice of Partners Index 8.8 (+0.5)
- EUR 72 million (+1.3) to subcontractor services

* No comparable data from last year due to a revised definition. A customer is defined as the top level in customer hierarchy (no parent company above)
** Does not include hotel and healthcare linen
*** No comparable data from last year due to the change in methodology.

CASE STORIES

Describes contribution in US dollars per year

Our net impact on the world is positive according to the Upright Project

In summer 2024, we have teamed up with the Upright Project to evaluate the impact of our operations. The Upright Net Impact model assesses the resources we use and the value we generate with those in four dimensions: society, knowledge, health, and environment. According to the model, our overall net impact on the world is net positive – a result less evident in the textile industry.

The model utilises machine-learning-based technology to process knowledge from millions of scientific articles to measure our products and services' negative and positive impacts. It covers the entire life cycle from raw materials to the use of our services and the final disposal of products.

Positive impact of jobs, taxes and societal infrastructure

As a service company, we employ thousands of people directly and indirectly. So, it is not surprising that our most positive societal impact stems from the jobs and taxes we create in our entire value chain. Our workwear also supports vital societal infrastructure, aiding professionals in construction, nursing, and other essential fields.

Impact on health and safety

Our products and services impact positively on people's health and safety. The protective features of our workwear, such as flame resistance and high visibility, safeguard workers from injuries and hazards. Our hygiene workwear is vital in preventing contamination and disease in healthcare, pharmaceutical, and food processing industries. Our cotton towel rolls also promote hand hygiene, reducing the spread of illnesses. The negative impact on this category comes mainly of providing workwear for those industries that may have a negative impact on people's health and safety, such as defence industry.

Beyond physical diseases, our products also contribute to overall wellbeing. Research shows that functional interior design, where our mats and cotton towel rolls contribute, positively impacts people's good mood at work and in public spaces. Our hotel textiles enhance the joy and meaning people experience while travelling.

Contribution of circular business model

Like most companies, we use natural resources to provide our products and services. We need raw materials to manufacture our textiles, and we need water and energy to wash them and generate positive contributions, for example to people's health and safety. However, we are committed to minimising our environmental impact.

Our circular business model contributes positively to the environment, as it extends the lifespan of textiles, reduces the need to manufacture new textiles, and decreases the amount of waste. As the Upright Net Impact model does not consider that we already recycle 70% of our textile waste, our impact on waste reduction and the use of natural resources could be even higher.

Creates on average 21% less negative impact than positive impact

Ranks in the **top 49%** across the global universe of companies

+21%

Management of sustainability

Our commitment to sustainability is embedded in our organisation's purpose, vision, and shared values. We breathe life into this commitment through our We Care culture, which our leaders and dedicated teams embody every day. Their actions are guided by our management systems, policies, commitments, and guidelines.

Governance and leadership

The Board of Directors bears the ultimate responsibility for overseeing the organisation's impact on the economy, environment, and people, and approving the strategic sustainability goals. In 2023, it strengthened its engagement in sustainability by establishing the Board Sustainability Committee to dedicate more time to strategic reflections on sustainability and prepare for emerging regulations.

The Group Management Team owns the Group's sustainability agenda and takes responsibility for managing the implementation of sustainability actions within their respective areas. The CEO and the Board of Directors review and approve the policies, primary sustainability initiatives, and targets. The Board Sustainability Committee also reviews and approves the sustainability report in March before publication.

Board development

The Board of Directors' knowledge and skills are enhanced by involving the members in different initiatives and projects, for example, setting science-based Targets and updating strategy. The Board of Directors evaluates its own performance yearly with a self-evaluation, in which the board members evaluate the work they've done with one another and in relation to operational management within the strategy framework. The evaluations are reviewed in the meeting and development actions are agreed upon if needed. The Board also regularly evaluates the ESG skills and competencies of its members to enhance their understanding of sustainability management.

Global functions and sustainability

The Global Sustainability Tribe, comprising key persons from diverse global functions and different business regions, plans and implements sustainability actions to achieve strategic sustainability goals. Regional Sustainability Tribes focus on executing activities and targets on the local level.

Human Resources plays an important role in cultivating the We Care culture and leadership skills, providing a comprehensive framework for learning and development, and supporting line management in wellbeing and employee engagement-related topics. The Health and Safety Steering Group sets priorities and activities for implementation in local Health and Safety Committees, promotes a transparent safety culture, and develops reporting mechanisms.

Our Global Procurement Team defines and implements the supply chain strategy, oversees it, and ensures sustainability in the supply chain. The Global Service and Product Concepts Team develops the circular business model of Lindström's offering, guided by the Group's sustainability goals.

Our guidelines and policies

- The Supplier Code of Conduct defines the fundamental responsibilities and ethical requirements expected of our suppliers and partners. It covers their entire supply chain and is an integrated component of our supplier agreements.
- The Employee Code of Conduct describes the essential requirements of ethical behaviour placed on our own and outsourced employees. It is mandatory training for all Lindströmers in our e-learning platform and it has been translated into multiple languages to facilitate learning.
- The Quality Assurance Handbook ensures the quality of our supply chain, requiring that all incoming goods and materials are manufactured in accordance with our instructions and standards.
- The Slavery and Human Trafficking Statement affirms our commitment to preventing slavery and human trafficking within our business or in our supply chain.
- The whistleblowing channel enables anyone to anonymously report concerns about possible misconduct in business or wrongdoing within our company, fostering transparency and accountability.

Compliance with laws and regulations

We comply with the local and international laws of the applicable legal systems of the countries in which we operate. If international law or company principles are more strict than the local requirement, the Group or international definition supersedes the local one. Our management system complies with the standards ISO 9001, ISO 14 001, ISO 45 001 and EN 14 065. In our product and service development, we ensure our compliance with international and industry standards.

In 2024, there were no (2023: 0) significant instances of non-compliance with laws and regulations in which fines were paid or other sanctions were incurred. Lindström considers an instance of non-compliance to be significant if it impacts over 5% of Group turnover.

Anti-corruption policies

We do not tolerate corruption in any form. Our Code of Conduct strictly forbids giving or taking bribes or allowing personal or family interests to influence our professional judgment. We don't give or take money or anything of value that can be considered a bribe or corruption. We do not knowingly engage in any transactions that facilitate money laundering or the movement of illegally gained money.

To monitor the risk of corruption and promote open competition, our partner Ernst & Young conducted a related-party transaction analysis for 2020 and 2023. This analysis aimed to review whether our country management or their family members have decision-making power in the companies where we have acquired products or services. In case of a conflict, how we have operated regarding purchase decisions is reported. The analysis will be repeated regularly in the future. The members of the Board of Directors are not included in the related party transaction analysis. They were presented and accepted at the 2024 annual general meeting and no conflicts of interest occurred. There are no controlling shareholders as Board members.

Our yearly management review and internal audits regularly survey the corruption-related risks. This survey

covers all our operations (100%), and the corruption risk is monitored at the national and business unit levels. All subsidiaries are included in the management review. Annual internal audits cover a representative sample of units based on the risks assessed. Our guidance is to audit all units at least every three years, but some units are audited more often. We have not identified any significant corruption risks in our risk management process.

To reduce the risk of corruption, we promote value-based leadership and decision-making and use control mechanisms, such as not allowing unilateral decisions on major purchases. Our low hierarchy and short reporting line to the Group level also mitigate the risks related to corruption.

Communication and training about anti-corruption policies and procedures

Our anti-corruption policies and procedures to prevent corruption are covered in our Code of Conduct, updated in 2023, and in our Anti-Corruption Policy, published in 2024. We expect all our employees, suppliers and sub-contractors to act according to Lindström's Code of Conduct in their daily work. Both Codes of Conduct are available on our website.

The training of our Code of Conduct principles is part of our onboarding process. Regular refresher training is compulsory for all employees, and everyone was required to take the training by the end of 2024, either through digital eLearning or through studying printed materials. By 31.12.2024, 92% of eligible employees had completed the training.

Seeking advice and raising concerns

We encourage employees and other stakeholders to report suspected misconduct that is not in accordance with our values, operating principles, and Code of Conduct. We primarily encourage our employees to contact the line manager.

In our whistleblowing channel, anyone can anony mously raise concerns about possible misconduct in business or any wrongdoing noticed or suspected within

the company. An external partner provides the tool to secure anonymity. All messages left via the whistleblowing tool are processed confidently, and retaliatory actions towards whistleblowers are strictly prohibited.

In 2024 (2023: 0) , there were no confirmed incidents of corruption received through the whistleblowing channel or any other means. There were no incidents when contracts were terminated or not renewed due to corruption violations or public legal cases regarding corruption during the reporting period. Anti-corruption policy training is completed by 89% of the target group. Target group for the training is sales and account management, procurement and supply chain, and cost centre responsible managers.

In 2024, we received 18 reports (2023: 14) through the whistleblowing channel. They were mostly related to management practices and financial management situations where guidelines were not followed, as well as procurement. There were no reports related to human rights or equity. After the investigation, some of the incidents led to actions, but none were confirmed as misconduct. Lindström did not take any of the reported matters to the police. The team of dedicated experts in Group HR, Quality & Compliance and Finance & Business Control functions investigates all reports. The Group Management Team follows annually the number of reports received.

Data security and privacy

In 2024, we started creating and updating policies following the ISO 27001 standard. We completed a high-level governance policy, and work continues on more detailed security-related working documents. We also improved our security posture by enhancing the security settings from the current tools to better protect our cloud environments and workstations.

Our Security Operations Centre (SOC) partner monitors our security events 24/7, creates security incident reports, and takes action if critical issues are found. In addition, our service desk partner addresses raised incidents 24/7. Cyber security improvements have been made, and end users' awareness building has been continued with digital training tools. All our white-collar employees have access to these micro-trainings, including mandatory content for targeted risk groups.

Privacy-related improvements were made in policies and practices, like incident investigation, cookie policies and consent models, as well as procedures for handling the data subject requests. In 2021–2024, there have been no legal cases related to information security.

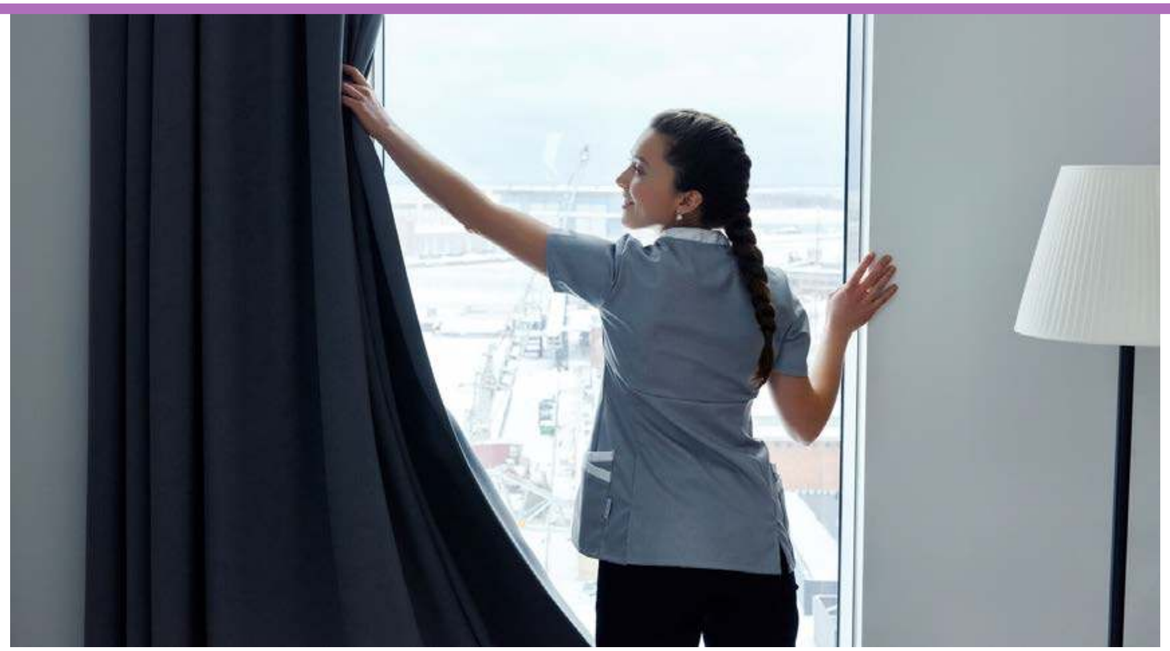
Processes to remediate negative impacts

Despite our best intentions and efforts, we face the risk of things going wrong from time to time across our value chain. We are committed to ensuring that effective grievance mechanisms are in place for our stakeholders, such as employees, customers and suppliers, to report negative impacts related to our operations, products and services, raise issues, and access remedies. We manage grievances as close to the issue as possible. Our grievance mechanisms include customer feedback, Voice of Customer surveys, accident and safety observation reports, Voice of Employee surveys, development discussions and other internal feedback, and our Voice of Partner surveys, among others.

Risk management

Risk management supports us in achieving our business goals, ensures business continuity and compliance, and gives us reaction time for abnormal circumstances. A risk map is reviewed yearly by the Board of Directors and twice a year by the Group Management Team.

We have categorised the significant internal and external risks as strategic, financial, operational or event risks. Strategic risks may endanger the achievement of our strategic or financial goals. Their review is integrated into the annual strategy review process. Financial risks are related to the sufficiency of financing, currency or interest rates, credit or counterpart risks, and reporting processes, and they are monitored monthly. Financial



reporting and internal controls risks are assessed annually as part of the internal audit process. Operational and event risks are related to the nature of business operations. They are assessed and reported monthly as part of a routine management process.

Environmental, social and governance (ESG) risk management is an integral part of Lindström's risk management process. We have assessed that reaching our target for emission reductions and textile recycling may have risks that may result in higher costs or cause challenges in the availability of partners. The water scarcity and impact of climate change may cause risks for our operations as well as our own workforce and workers in the value chain. From a governance point of view, a lack of transparency for the whole supply chain forms a risk.

We will work with the identified risks and continue to develop the ESG risk management process further by aligning the risk management process and double materiality assessment of key sustainability themes. We will also use climate change scenarios for short-, mid-, and long-term risk mapping. The Group Management Team will review the mitigation actions for ESG risks regularly.

Locally we have a site-level evaluation process for environmental aspects and impacts, where environmental risks have to be analysed. In 2024 100% of sites have concluded the risk assessment.

Financial implications and other risks and opportunities due to climate change

Measures to respond to climate change may significantly increase the costs of our operations. They may require large investments in the transition to renewable energy, among other things. The price of recycled materials is also higher. On the other hand, the circular economy model offers an opportunity for us to increase our turnover significantly in the longer term.

Key themes of sustainability

As sustainability lies at the heart of our strategy, many of the key themes of our sustainability work are embedded in our vision and strategic goals. Our vision for 2025 sets the ambition in place to become the forerunner in making our customers more sustainable.

Our four strategic goals – Passion to improve, Care for the planet, Desired partner, and Getting stronger – cluster the most important environmental, social, and governance issues for our internal and external stakeholders. They form a framework for our corporate sustainability reporting.

Material topics have been identified as part of our strategy process. When creating our long-term vision for 2025 and 2030, we focused on defining our societal impact: What is our role in solving global challenges, and what kind of an impact will we have, for example, on the environment? We also assessed how our global development supports and contributes to the United Nations' Sustainable Development Goals.

To define the priorities for our stakeholders, we made contact with several of them and collected their views:

- In 2019, during the creation of 2025 strategy, we organised Dream Sessions, inviting all Lindströmers to envision what our company could be in 2030.
- Every year, we collect feedback and improvement suggestions from all Lindströmers through the Voice of Employees survey.
- We engage with our customers through various means, for example, Lindström Lounge Innovation Workshops, Voice of Customer surveys, and interviews.
- Feedback from suppliers and partners is gathered through our Voice of Partners survey.
- Shareholders' views and sustainability ambitions are communicated through the owners' committee as part of a sustainability-driven strategy.
- As a part of our double materiality assessment process, we survey and interview key stakeholders to understand their expectations and views on our sustainability work.

By synthesising insights from these sources, we identified recurring themes that formed the foundation of our strategy. These material topics now guide our sustainability reporting for 2024.

Double materiality assessment 2024

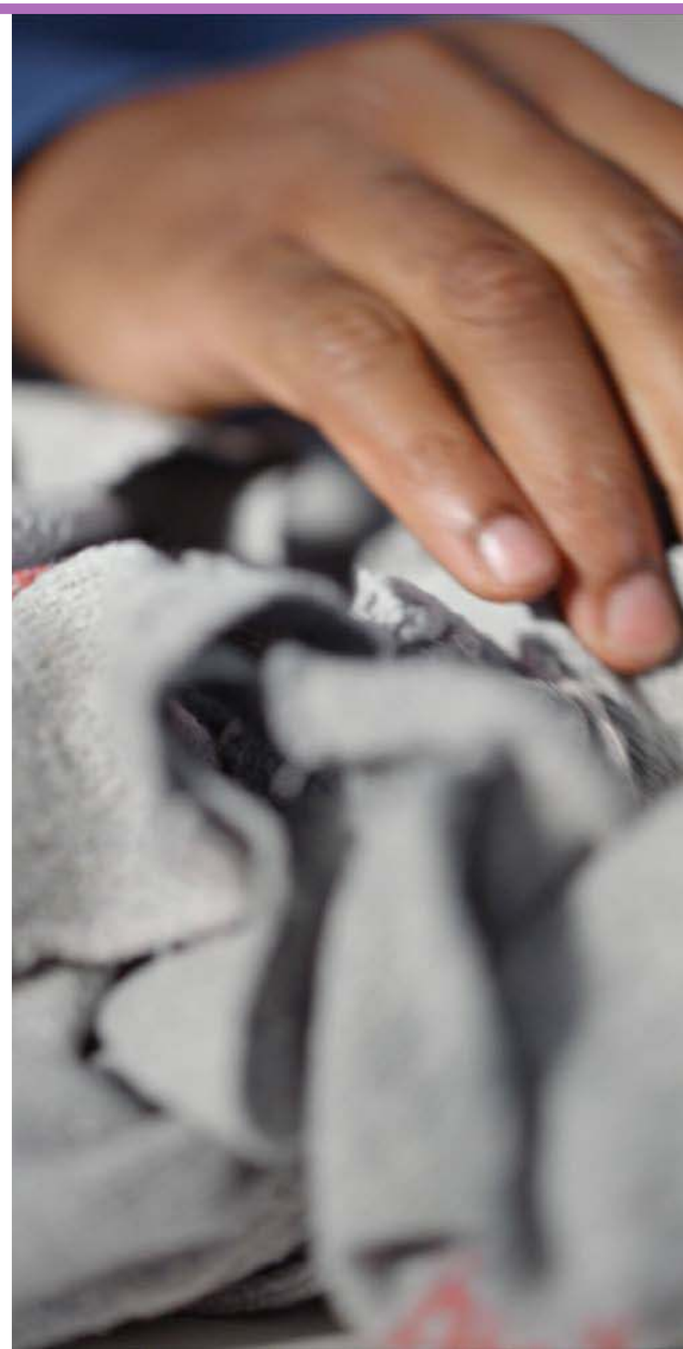
With the evolving regulatory landscape, including the EU's Corporate Sustainability Reporting Directive (CSRD), we have proactively prepared for change. Therefore, in 2024, we completed our first full double materiality assessment, which is mandatory per the directive's European Sustainability Reporting Standards (ESRS). This assessment also helped Lindström identify material topics and sustainability-related risks and opportunities.

The strategic objectives of the double materiality assessment:

- Highlighting and defining the material topics for our sustainability strategy
- Informing our risk management process
- Assessing the financial impacts of different sustainability topics
- Understanding the expectations of key stakeholders regarding sustainability
- Identifying the material topics for sustainability reporting

This assessment enabled us to pinpoint the most important aspects of our sustainability work, considering both our impact on people and the environment and the sustainability-related risks and opportunities with financial implications. The double materiality assessment included recognising and involving our key stakeholders in the process, helping to understand their expectations for our sustainability work.

Looking ahead, we will prepare our first sustainability report according to the EU's Corporate Sustainability Reporting Directive.



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

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.

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.
- Öko-tex 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.

ESG REPORTING SCHEMES

- Global Reporting Initiative (GRI)
- Carbon Disclosure Project (CDP), Climage Change and Water Security
- United Nations Global Compact (UNGC), Communication on Progress
- EcoVadis

STRATEGIC GOAL	MATERIAL TOPICS	Result 2024 (2023)	SDG
PASSION TO IMPROVE **We have passionate and engaged employees that enjoy working at Lindström and making Lindström a better company.**	• Health, safety & wellbeing • Learning & development • Fair employment	eNPS 40 (34)	8 DECENT WORK AND ECONOMIC GROWTH
CARE FOR THE PLANET **We offer solutions that make our customers more sustainable.**	• Textile waste recycling • Sustainable water management • Net-zero emissions	• Textile waste recycling: 70% (74%) • -7% annual reduction of greenhouse gas emissions (+6.5% annual increase)	6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
DESIRED PARTNER **We want to offer the best customer experience in the industry together with our partners and ecosystem.**	• Sustainable supply chain & partnerships • Customer experience	• NPS +30.6* • Voice of Partner Index 8.8 (8.3)	8 DECENT WORK AND ECONOMIC GROWTH 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
GETTING STRONGER **We want to continue growing to serve new customers with the best profitability in the industry.**	Sustainable growth & cost-efficiency	• Organic turnover growth 5.4% (10.1%) • EBITA** 13.1% (12.6%)	8 DECENT WORK AND ECONOMIC GROWTH

* The figure is not comparable to the last year due to the limited number of respondents (771) and the change in the methodology
** The EBITA% figures in the table are management accounting figures used for management's business decision-making. Other financial figures on the Sustainability report are official accounting figures.

IMPACT ASSESMENT OF LINDSTRÖM GROUP

STAKEHOLDER/ SHAREHOLDER	STAKEHOLDER/SHAREHOLDER EXPECTATIONS	MATERIAL TOPIC FROM THE STAKEHOLDER/ SHAREHOLDER PERSPECTIVE	WAY TO MEET EXPECTATIONS
Employees	Responsible and caring employer that pays attention to employees' safety, well-being and development. Diversity, fair treatment and equality are embraced	*Circular economy* *Climate change* *Water & Marine resources* *Working conditions* *Pollution of air, water and soil*	We develop our leadership, provide learning opportunities, and build the culture of caring, empowerment and diversity. We have yearly health and safety risk assessment with mitigation actions. We provide healthcare services and engage people with active safety observations and improvements. Our yearly Voice of Employees survey measures our success, and we make action plans in teams accordingly
Customers	A partner that supports customers' sustainable growth and good employee experience with easy-to-use services.	*Climate change* *Circular economy* *Water & Marine resources* *Biodiversity and ecosystems* *Pollution of air, water and soil*	We collaborate closely to reach in-depth understanding of our customers' businesses and to develop value-added services. Our regular Voice of Customer surveys measure our success and identify areas for improvement.
Suppliers	Long-term partnership that ensures profitable business in the years to come. Open collaboration and trust between partners.	*Climate change* *Circular economy* *Water & Marine resources* *Pollution of air, water and soil*	We aim to build long-term partnerships that bring value and growth to both parties. The yearly Voice of Partner survey guides us with the next actions to strengthen the partnerships further.
Delivery service partners	Long-term partnership that ensures profitable business in the years to come. Open collaboration and trust between partners.	*Circular economy* *Health, safety & security of the end-users of our products/ services* *Working conditions* *Climate change*	We aim to build long-term partnerships that bring value and growth to both parties. The yearly Voice of Partner survey guides us with the next actions to strengthen the partnerships further.
Textile recycling partners	Long-term partnership that ensures profitable business in the years to come. Open collaboration and trust between partners.	*Pollution of air, water and soil* *Circular economy* *Working conditions*	We aim to build long-term partnerships that bring value and growth to both parties. The yearly Voice of Partner survey guides us with the next actions to strengthen the partnerships further
Shareholders	Leading operations according to our values and ensuring our legacy for future generations	*Circular economy* *Working conditions* *Water & Marine resources*	We are a financially solid company with good growth and profitability. We have set ambitious goals to become the industry forerunner and to ensure sustainable development.
Local communities and authorities	Compliance with laws, regulations and agreements, providing jobs and prosperity to the local community. Promoting sustainable and responsible practices.	*N/A*	We work closely with local organisations, municipalities, schools and other companies to develop our operations and services, as well as to generate innovation.
Textile industry	Collaboration, knowledge-sharing and innovation to develop the whole industry	*N/A*	Our specialists are active in various national and international work groups to share knowledge and develop the industry, such as in European Textile Service Association (ETSA). We have set bold targets and collaborate with different partners and organisations to generate new innovations

CASE STORIES

From Bronze to Platinum in 3 years: Our EcoVadis journey

Our journey to earning the prestigious EcoVadis Platinum Medal reflects our commitment to sustainability, collaboration, and continuous improvement. Starting with a Bronze Medal in 2021, we refined our policies, tools, and practices with valuable feedback from EcoVadis.

"EcoVadis isn't just about getting a medal—it aligns with our core values and brings us together toward a common goal," explains Harri Puputti, Director of Quality and Compliance at Lindström. With strong management support, every team played a key role. "We couldn't have reached Platinum without involving everyone at Lindström," adds Kristiina Tiilikainen, Director of Sustainable Procurement.

Key factors behind our success include:

- A dedicated cross-functional EcoVadis team driving change
- Sustainability improvements integrated into the annual goals for all employees
- A commitment to developing our people, processes, and policies, supported by our HR management system.

In 2024, we stepped up our work on human rights and labour practices, and made clear progress in ethics and sustainable procurement. However, sustainability isn't a finish line—it's an ongoing journey, and we'll continue to fine-tune our policies and empower our people to keep progressing.

Read the full story on our website →

Children's rights in focus with UNICEF Finland

Since 2007, Lindström has supported UNICEF's Water, Sanitation and Hygiene (WASH) programme in India. It aims to ensure that every child has access to safe and equitable WASH services and lives in a secure environment.

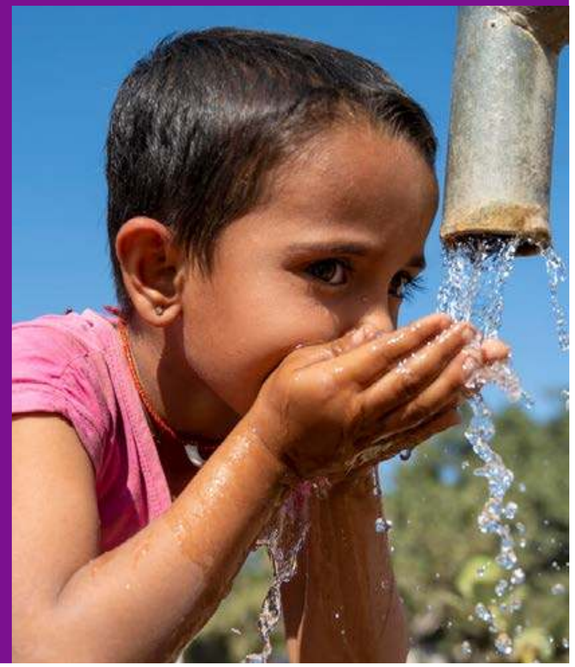
In 2024, our partnership with UNICEF Finland deepened as we increased our understanding of children's rights in business. Our employees participated in a series of webinars designed to increase awareness and knowledge of this critical topic.

UNICEF Finland also conducted a benchmarking study to map how we address impacts on children as part of our human right's due diligence and corporate responsibility efforts. While the study found that many of our commitments and policies are at a good level, there is still room for improvement in promoting family-friendly policies across our group and supply chain. The insights of the study will be invaluable for shaping our future development initiatives.

Additionally, we organised a town hall meeting in India for 140 employees, where UNICEF India shared details of our collaboration to improve the lives of children in the region. The webinar revealed critical challenges, such as the fact that 600 million people in India face high to extreme water stress, and 166.5 million lack access to toilets. With 18% of the world's children (431 million) living in India, the lack of adequate WASH services significantly impacts millions of children.

Each year, we are inspired by the remarkable progress achieved through various initiatives supported by the WASH programme. Many of those empower communities to drive change, such as Jal Bahini water warriors who helped to improve drinking water safety across 9,668 villages.

Lean more about everyday warriors of UNICEF WASH programme →



BUILDING BRIDGES FOR TOMORROW

Collaborating with industry peers at the European Textile Service Association

Leena Kähkönen
Manager, External communications

Together, we have a greater impact than we could ever achieve alone. This belief is a north star guiding our collaboration within our own sector. As the chair of the Communication Steering Committee at the European Textile Services Association (ETSA), I work closely with colleagues from other textile service companies, suppliers and national associations to raise awareness about our industry's value and impact.

I believe the textile service business is uniquely positioned to serve as a benchmark for the wider textile sector, which is increasingly required to transition to circular economy practices. Textiles remain one of the most resource-intensive industries and are a key focus of the EU's Circular Economy Action Plan. However, our sector has been operating according to circular economy principles for decades, making us a pioneer in this space and a so called "essential industrial ecosystem,"

Of course, communication is just one part of our collaborative efforts. At Lindström, we have always taken a leading role in driving sustainable practices across the industry. My colleagues actively benchmark best practices, exchange knowledge, influence upcoming EU legislation, and set shared goals through ETSA's working groups. For example, in the Environmental & Laundry Technology Working Group we have advanced energy and water efficiency and minimised chemical discharge for several years.

More recently, our collaboration expanded further when our Senior Vice President, Kati Pallasaho, began co-leading ETSA's Sustainability Working Group with Carmela Crippa from Jensen. This working group is driving the industry toward setting common sustainability goals and taking united actions where sustainability and competitiveness go hand in hand.

Looking back, one of my personal highlights of the year was winning half of the awards at ETSA's biannual conference in May. This recognition reflected the incredible work happening across our organisation—from triple-win collaborations in corporate sustainability to enhancing customer experience and launching an innovative platform for employee performance, learning, and development.

The conference also marked the launch of our sector's manifesto, which emphasises our critical role in society. The majority of hospitals, hotels, food processing and pharmaceutical production facilities would be forced to close within a few days without a fresh supply of hygienically cleaned textiles.

When leading workshops and discussions to shape the manifesto, I was inspired by the shared commitment of my industry colleagues to sustainability and creating diverse workplaces. For instance, 41% of the people working in our industry come from non-native backgrounds. This diversity is clearly visible at Lindström's Head Office, where employees from 30 nationalities work together, blending decades of experience with fresh ideas from recent graduates.

Looking ahead, I am confident that our collaboration with ETSA will help us tackle the many challenges facing our industry. Whether it is developing new technologies to meet climate targets or navigating complex EU regulations, our collective efforts will be instrumental. Even as competitors, we share common goals: making our companies more sustainable, attracting skilled employees, and setting the benchmark for transitioning the textile sector from linear to circular models.

Passion to improve

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Fair employment 30
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Passion to improve

Lindström operates in 24 countries, and our work community – even within a single country – is truly a multicultural one. We recognise that having a diverse workforce brings a variety of perspectives and ideas, which is essential for innovation and growth. We believe in treating all people equally and guaranteeing our employees safe working conditions and fair compensation for the work they do. The Voice of Employees survey guides our way, and we regularly measure employee satisfaction and Employer Net Promoter Score (eNPS), both of which increased in 2024.

SAFETY OBSERVATIONS

1.2

per person (2023: 1.05)

42%

WOMEN IN COUNTRY MANAGEMENT TEAMS

(2023: 46%)

ISO 45001 STANDARD FOR HEALTH AND SAFETY COVERS

100%

of operations

How likely are you to recommend Lindström to a friend or colleague?

Employee Net Promoter Score 2024:

+40

(2023: +34)

82/100

EMPLOYEE SATISFACTION in 2024

(2023: 81/100)

8 DECENT WORK AND ECONOMIC GROWTH

WE CARE CULTURE
Key focus areas

We Care
Health and safety

- Highest safety standards and guidelines
- Comprehensive safety onboarding and retraining programmes
- Goal of preventing every accident and occupational illness
- Commitment to holistic employee wellbeing

We Care
Learning and development

- Continuous learning and knowledge sharing
- Ongoing development discussions
- Regular daily interaction, collaboration, and feedback
- Individualised development plans and learning paths

We Care
Fair employment

- Fair treatment and respect for labour rights
- Adherence to the Code of Conduct
- Encouragement to speak up about wrongful or unequal treatment

We Care
Leadership

- Excellent experiences of our own and candidate employees
- Ongoing training and support for leaders
- Consistent leadership principles

Our culture sets an example of a caring organisation

Our We Care culture is characterised by listening to each other's opinions, valuing our differences, and treating one another with respect. We strive to foster a safe organisation where everyone can be themselves with their own ideas and perceptions, where we support each other and grow together. We believe in treating all people equally and ensuring safe working conditions and decent terms of employment for all our employees. With around 4,900 colleagues and operations in 24 countries, our work community is truly multicultural. While our operating methods are largely unified throughout our operating countries, we also respect the requirements of different cultures.

Our leaders play a key role in building our culture and creating our employee experience. Our leadership principles – We care, We dare, We shine, We grow – are deeply linked to our values: profitable growth, responsibility, long-term customer relationships, and enthusiasm for learning. We care about our leaders and provide them with training and support for leadership skills, emotional intelligence, self-awareness, building trust, and leading high-performing teams.

Annual People Forum supports information sharing

Our second annual European People Forum was held in Hungary in October 2024. The Forum was established in 2023 to improve information sharing throughout our operating countries in Europe. It gathers each country's People Forum champion together to discuss new perspectives and ideas from different parts of the organisation. This year, the event focused on important topics such as Lindström's Strategy 2030, DEI (diversity, equity and inclusion), and Job Framework, which was renewed in 2024. The forum underlines our commitment to involving our employees in decision-making processes, ensuring that the voices and perspectives of Lindströmers are heard and valued.

Voice of Employees guides our way

We measure employee experience on an annual basis with a comprehensive Voice of Employees survey in October and a shorter pulse survey in May. The survey allows employees to select and rate topics that are most relevant to them to be happy, satisfied and engaged at work. The results help us prioritise development activities.

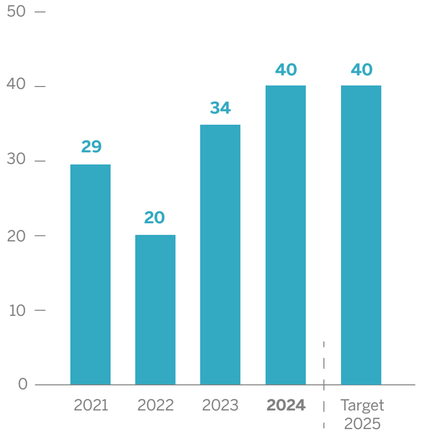
In the Voice of Employees 2024 survey, the response rate was 83% (2023: 75%). Overall employee satisfaction improved and was 82 (81). Employer Net Promoter Score (eNPS), which measures the likelihood of recommending Lindström to a friend or a colleague, also improved from +34 to +40 on a scale from -100 to +100. Our target is to go over 40 by 2025, so this was an excellent improvement.

The top five factors our employees considered the most meaningful were fair salary and perks, work life balance, job security, equal treatment of employees, and fair and competent immediate supervisors. When looking at how the different meaningful factors were realised at work, Lindströmers gave the highest scores to job security, clarity of my own role, fair and competent immediate supervisor, professional colleagues and work life balance. Almost all the ten most meaningful factors increased from 2023.

Although our eNPS score and overall job engagement is rising, we will not stop here. The results are shared with our leaders, who are initiating discussions and action plans to further enhance our work environment. We empower our local leaders to work with their organisations, HR partners and each employee to choose focus areas based on the specific needs.

One of our focus areas in 2024 was increasing attention to attracting and retaining employees. Our employee turnover in 2024 decreased slightly and was 18.3% (20%). However, due to lack of workforce in the market in some countries, there is an ongoing challenge in finding and retaining talent, especially textile care workers and sales staff.

EMPLOYEE NET PROMOTER SCORE (eNPS) 2020–2024



We Care
Health and safety

A strong safety culture is driven by continuous improvement

Our ongoing efforts toward continuous improvement in health and safety paid off in 2024. We saw an increase in safety observations*, while the number of accidents decreased.

Three focus areas remained relevant in 2024:

- Traffic safety
- Machine and fire safety
- Slips, trips and falls

For each of these focus areas we implemented a variety of actions that differed across countries. In some regions, certain actions were prioritised more than the others. For example, in India, China, and Finland, we implemented several actions focused on traffic safety, including safety driving campaigns, webinars, and eLearnings, among others.

For fire safety, we hosted a global webinar to raise awareness. In Finland, machine safety was a key focus, and a series of training was organised in collaboration with a local insurance company. Machine safety will remain a key topic throughout 2025.

Slips, trips and falls are the most common accidents among our personnel. Slipping, especially in winter, is unfortunately a frequent occurrence. To help prevent these accidents, we organised webinar and eLearning sessions.

Personnel training plays a crucial role in driving continuous improvement in safety. In 2024, we provided a total of 7,884 hours of health and safety training, meaning that 38% of personnel participated in some form of training throughout the year.

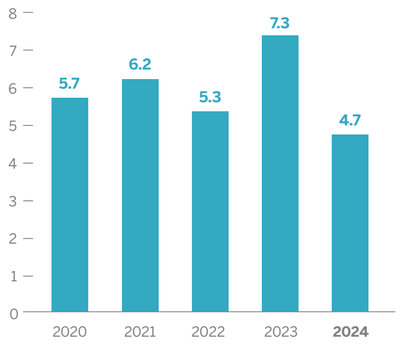
The number of recorded accidents decreased

Last year, we successfully decreased the number of accidents. In 2024, the reported number of accidents was 127, compared to 160 in 2023. These figures also include accidents occurring while commuting to or from work. The injury rate, based on one million working hours, was 4.7 (compared to 7.3 in 2023).

* A safety observation is an event that does not cause personal injury or property damage but involves a risk of an accident at work. E.g., small wounds or bruises are safety observations, if they do not require intervention by a health care professional or sick leave.

Safety observation can also be a positive remark related to health & safety matters.

INJURIES/MILLION WORKING HOURS



*An error has been found in year 2023 LTI1 calculation. Finland accident numbers has been calculated twice by mistake. The right LTI1 number for year 2023 is 7.3 instead of reported 12.5.

We have made improvements to our accident investigation procedures and communication processes and we plan to launch and train employees on the updated procedures at the start of 2025.

By learning from safety observations, we prevent real accidents from occurring

One of our goals was to increase the number of safety observations, and we succeeded. In 2024, over 6,000 safety observations were made (compared to 4,990 in 2023), averaging 1.2 observations per person (up from 1.05 in 2023). The logic behind making these observations is to

- Draw attention to safety issues and raise awareness
- Prevent actual accidents and incidents from happening
- The more safety observations we have, the fewer accidents occur

We made reporting safety observations easier by using mobile phones, and we successfully met our target of having 50% of observations reported via mobile devices.

Standardised safety practices as the foundation of our safety efforts

Behind our outstanding results lies a series of actions, training, meetings, communication, and teamwork. Our certified ISO 45001 health and safety management system provides a strong framework for our operations, covering all of our sites globally. Our work is guided by Code of Conduct.

Our employees are encouraged to contribute to workplace health and safety improvements. Health and safety committees include employee representatives, with managers in each unit responsible for these areas. The group-level organisation handles global action planning and communications.

Local regions and countries have their own health and safety managers, committees, and plans. All employees receive statutory healthcare services, coordinated by local HR and provided by public or private partners.

Several key practices – such as internal and external audits, safety walks, risk assessments, accident investigation procedures, and monthly follow-up meetings – serve as a foundation for strengthening our safety culture. In 2024, nearly all (95%) of our sites conducted risk assessments that identified health and safety risks and defined mitigating actions (2023: 87%).

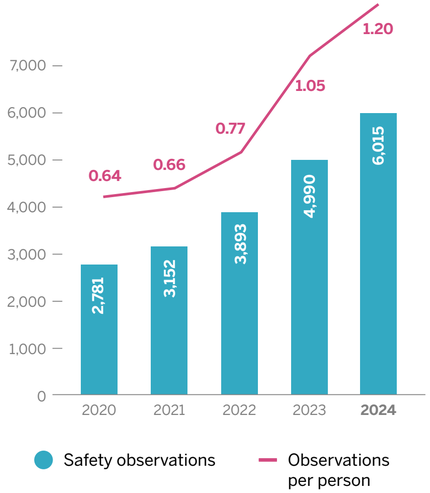
Consistent and structured efforts in health and safety reflect our commitment to employee wellbeing

Our organisational culture is built on a foundation of health and safety, which does not improve on its own. Continuous progress is a result of consistent, day-to-day efforts, including both large and small actions. We show that "We Care" by prioritising the wellbeing of our employees across all sites globally. Our goal is for everyone to feel safe, work safely, and return home safely after each workday.

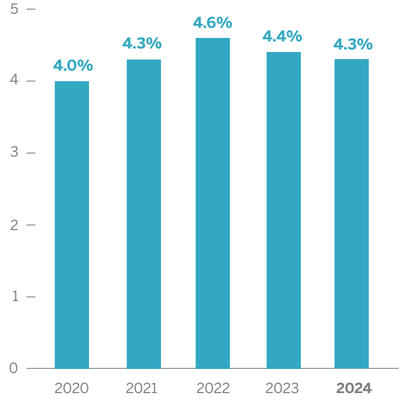
In addition to physical health and safety, we equally prioritise mental health within our occupational health and safety framework. Employee wellbeing is a shared responsibility, involving collaboration between our health and safety team, supervisors, human resources, external healthcare providers, and the employees themselves. If challenges related to an individual's ability to work are identified, we have implemented an early intervention model to address them proactively.

Looking ahead, we plan to further strengthen the safety culture at all sites by launching a safety development programme. Our goal is to systematise and standardise our efforts, learn from incidents and accidents, and reinforce the "safety first" mindset in everyday work. We are also committed to supporting our employees by fostering a culture of wellbeing that is responsive to their needs. This means continually engaging with them, listening to their concerns, and ensuring their voices are heard.

SAFETY OBSERVATIONS



AVERAGE SICK LEAVE RATE (2020–2024)



There were 399,417 (394,654) sick leave hours with an average sick leave rate of 4.3% (4.4%) in 2024. Typical reasons for sick leaves are related to work ergonomics and muscle aches.

We Care
Learning and development

Unlocking the potential of digital learning

We are committed to fostering a culture of continuous learning and knowledge sharing, ensuring that every employee has the tools, resources, and opportunities to develop. We meet the diverse learning needs of our global workforce through a combination of on-demand digital learning, leadership programmes, specialised academies, and face-to-face training.

In 2024, we launched a new digital learning management system, which further enhances access to learning opportunities, providing employees with role-specific development paths and increasing visibility on training needs. Lindström's approach to learning and development follows a 70-20-10 model, covering both people skills and operational and technical skills. Our trainings cover topics ranging from ethics and DEI, health and safety, security and privacy to skills and career development, and sustainability. We continuously develop our learning content based on the feedback from different functions and collaborate on learning content creation to best meet our employees' learning needs.

Our new digital learning management system (LMS) was launched in 2024, offering a broader selection of e-learning available on demand to our employees. The system provides more visibility on the employees' training needs and participation in trainings, while also allowing the building of individual learning and development paths. It has already received a positive response from Lindströmers, receiving praise for both the improved learning and development opportunities as well as the enhanced user experience. The new LMS has improved our reporting capabilities, making our L&D efforts more data-driven and better aligned with business needs.

We are continuously increasing the amount and available languages of our digital learnings. Currently, the LMS is available in all our operating countries for all sales and office employees. In our production, training is currently offered face-to-face, with focus on health and safety, laundry processes and Lindström's products and services. We plan to extend digital learning opportunities for our production staff in the future.

We offer our employees tailored development opportunities at every stage of their career. We conduct annual succession planning and talent reviews at the country, region, and group levels to nurture talent across Lindström. We hold ongoing development discussions with all sales and office employees. These discussions are integrated with our performance and development processes, ensuring that learning opportunities are strategically aligned with both individual progress and organisational goals.

We invest in the development of our leaders through a number of leadership programmes, primarily aimed at improving our leaders' capabilities to lead and inspire people. In addition, our leadership training covers topics such as DEI, sustainability and strengthening our values and culture. In 2024, we implemented a new online training programme for all our line managers and leaders, "Being a Leader at Lindström", which serves as a basis for developing leadership skills.

AVERAGE TRAINING HOURS PER YEAR /EMPLOYEE

All employees	**7.2**
Female employees	**7.13**
Male employees	**7.31**
Blue-collar employees	**3.52**
White-collar employees	**11.72**

We Care
Fair employment

We recognise that our strength lies in our diversity

At Lindström, we believe that a diverse workforce brings a variety of perspectives and ideas, which is essential for innovation and growth. Our DEI initiatives are designed to promote fairness and equity ensuring that all employees can succeed regardless of their background. In 2024, we took significant steps to foster an inclusive environment where every individual feels valued and respected.

We are committed to respecting the basic human rights of employees and prohibiting child labour and forced and compulsory labour. We recognise the right of free association of employees and neither favour nor discriminate against members of employee organisations or trade unions.

Fair working conditions cover a wide range of topics such as fair pay, time off or remuneration for overtime worked, annual vacation and rest periods, occupational healthcare, and safe working environment. We strive to provide employees with adequate remuneration that enables them to meet their basic needs and provides some discretionary income. The minimum wage in each country that we operate in is observed and complied with. Overtime is voluntary and employees are compensated for it according to legislation and collective bargaining agreements where they are in place.

In 2024, we completed our first living wage benchmarking analysis, which covered employees across 22 operating countries. As stated in our Supplier Code of Conduct, we require our suppliers to commit to ensuring fair compensation and working conditions also for our non-employee workers in our value chain.

DEI is important to our success

At Lindström, Diversity, Equity, and Inclusion (DEI) mean creating a friendly and welcoming workplace where everyone can be themselves. Prioritising DEI initiatives creates a more inclusive, equitable, and supportive workplace that enhances job satisfaction, career opportunities, and wellbeing of our employees. Embracing a diverse range of perspectives, backgrounds, and experiences leads to richer ideas and creative solutions, enhancing also our business success.

Diversity in Lindström means ensuring that our teams and workplaces reflect the diverse range of communities that we work in. We recognise the value of diversity in all its forms, including but not limited to race, ethnicity, gender, sexual orientation, age, disability, religion and nationality. We are committed to ensuring fairness and equal opportunities in our recruiting processes and retention activities, and strive to achieve diverse representation in leadership, hiring processes, and decision-making bodies. In 2024, 60% (62%) of all of our employees were women, while 42% (46%) of our country management and 30% (30%) of our group management team were females.

We are dedicated to promoting equity by addressing systemic barriers and ensuring fair treatment, opportunities, and advancement for all individuals. We conduct regular pay equity reviews to identify and address disparities in compensation, provide training and resources to prevent bias and discrimination in the workplace and implement policies and practices that accommodate diverse needs and promote work-life balance. Our target is to keep our gender pay ratio above 95%. In 2024, women were paid 97% (2023: 97%) of men's salaries.

At Lindström, we treat everyone with fairness and respect. We strive to create an inclusive environment where every employee feels welcomed, valued, and able to be themselves. We do not tolerate discrimination of any kind and do not accept behaviour that may harm the dignity of an individual, particularly any physical or verbal harassment. We encourage anyone to raise their concerns and communicate any discrimination, harassment of suspected breaches of the Code of Conduct to their line managers, HR partner, Group Management Team members or anonymously via the Whistleblowing Channel. In 2024, we published our new Human Rights policy and updated our Non-Harassment policy to transparently share our commitment towards our employees.

Strong emphasis on defining our DEI approach

We started to deepen our development and approach to diversity, equity and inclusion in 2023. In 2024, we took a significant step and published our DEI Policy which, along with our Global DEI Strategy, sets out the principles and requirements by which Lindström will enhance DEI throughout the organisation. Our Global DEI strategy is guided by internal and external insights and is continuously evaluated to ensure it remains relevant to meet the changing demands of the communities we operate in. We have set DEI KPIs and are establishing transparent reporting mechanisms to track progress on goals, share data and communicate results.

During the year, we conducted DEI workshops for our leaders to establish a clear leadership commitment to DEI and hold leaders accountable for driving progress in this area. In 2025, we will extend the workshops to cover all office workers and production staff with a goal that 90% of our people have gone through the workshop by the end of 2025.

DEI has a strong connection to the wellbeing, motivation, and happiness of our employees. In 2024, we launched the DEI Index as a metric in our Voice of Employees survey, which included three questions: "Lindström values diversity in the workplace", "All employees are respected and valued", and "In Lindström I can be myself". The overall result was 87/100, with no major variance between questions, countries, or employee groups. The result exceeded our target of achieving 85 by 2025, but we still want to improve and target to reach the DEI Index of 90 by 2030.

Lindströmers in figures 2024

EMPLOYEES BY COUNTRIES BY HEADCOUNT

Country	2024	%
Finland	1,919	39.4%
China	540	11.1%
India	411	8.4%
Hungary	410	8.4%
Latvia	271	5.6%
Estonia	224	4.6%
Great Britain	163	3.3%
Lithuania	129	2.6%
Czech Republic	124	2.5%
Ukraine	116	2.4%
Slovak Republic	108	2.2%
Sweden	70	1.4%
Slovenia	61	1.3%
Turkey	60	1.2%
Poland	59	1.2%
Bulgaria	58	1.2%
Romania	43	0.9%
Serbia	38	0.8%
Croatia	32	0.7%
South Korea	18	0.4%
Kazakhstan	11	0.2%
Vietnam	3	0.06%
All countries, total	**4,868**	**100.0%**

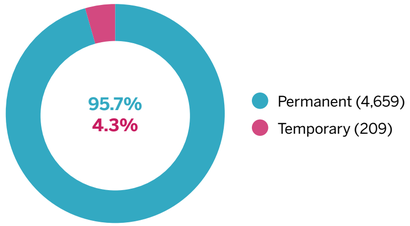
HEADCOUNT BY AREA

	All Employees	Permanent	% of Permanent	Temporary	% of Temporary
Asia	983	943	95.9%	40	4.1%
Central and Western Europe	934	896	95.9%	38	4.1%
Finland, Baltic states and Ukraine	2,659	2,529	95.1%	130	4.9%
South East Europe	292	291	99.7%	1	0.3%
Total	**4,868**	**4,659**	**95.7%**	**209**	**4.3%**

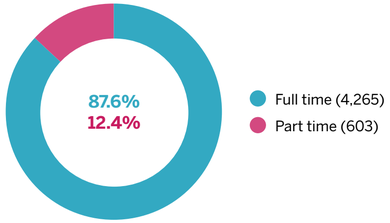
EMPLOYMENT TYPE BY AREA

	Fulltime employee	Part time employee	Fulltime employee, %	Part time employee, %
Asia	981	2	23.0%	0.3%
Central and Western Europe	896	38	21.0%	6.3%
Finland, Baltic states and Ukraine	2,102	557	49.3%	92.4%
South East Europe	286	6	6.7%	1.0%
Total	**4,265**	**603**	**100.0%**	**100.0%**

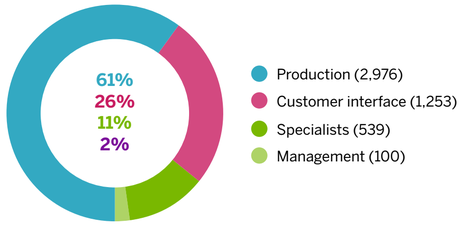
TYPE OF EMPLOYMENT



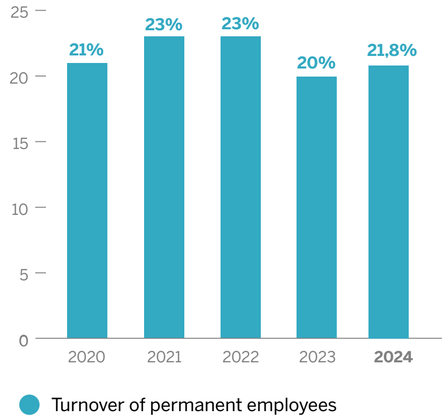
TYPE OF EMPLOYMENT



EMPLOYEE GROUPS



PERSONNEL TURNOVER



JOINERS – PERMANENT EMPLOYMENTS

Total number and rate of new employees by age

Age group	New hires	New hire rate %
<30	303	31.5%
30–49	544	56.5%
50–59	96	10.0%
60+	20	2.1%
Total	**963**	**100.0%**

Total number and rate of new employees by gender

Gender	New hires	New hire rate %
Female	480	49.8%
Male	481	49.9%
Undeclared	2	0.2%
Total	**963**	**100.0%**

Total number and rate of new employees by region

Region	New hires	New hire rate %
Asia	177	18.4%
Central and Western Europe	245	25.4%
Finland. Baltic states and Ukraine	425	44.1%
South East Europe	116	12.0%
Total	**963**	**100.0%**

New hires calculation: (permanent new hires per category/total number of permanent new hires in 2024)*100

LEAVERS – PERMANENT EMPLOYMENTS

Total number of leavers and turnover rate by age

Age group	Number of leavers	Turnover rate %
<30	257	34.0%
30–49	438	16.1%
50–59	107	11.6%
60+	49	18.7%
Total	**851**	**18.3%**

Total number of leavers and turnover rate by gender

Gender	Number of leavers	Turnover rate %
Female	493	17.5%
Male	358	19.5%
Undeclared	0	
Total	**851**	**18.3%**

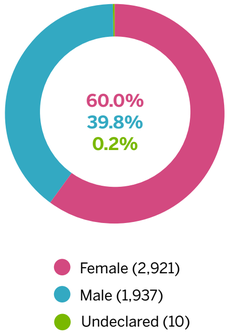
Total number of leavers and turnover rate by region

Region	Number of leavers	Turnover rate %
Asia	128	13.6%
Central and Western Europe	189	21.1%
Finland. Baltic states and Ukraine	450	17.8%
South East Europe	84	28.9%
Total	**851**	**18.3%**

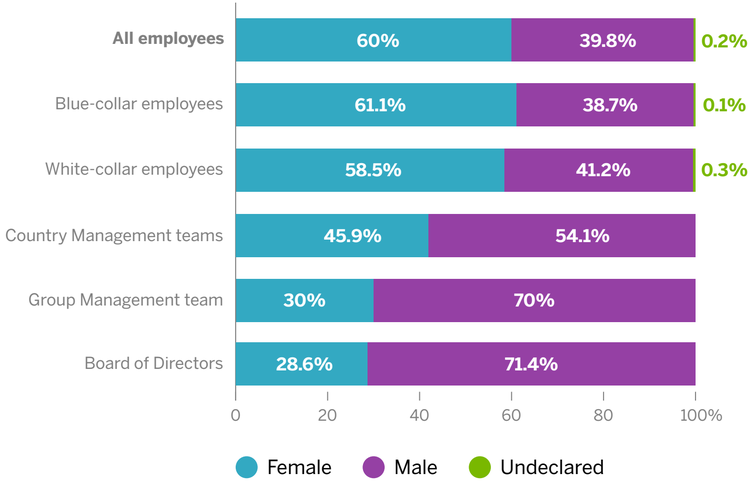
Turnover rate calculation: (total number of leavers with permanent employment per category/ number of permanent employees per category as of December 31. 2024)*100. Turnover includes voluntary and involuntary leavers. as well as retirements.

Diversity

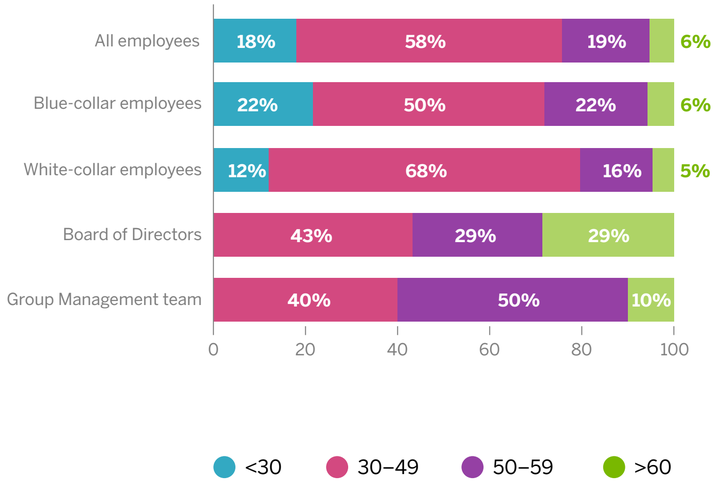
GENDER DISTRIBUTION



GENDER DISTRIBUTION IN 2024



EMPLOYEES BY AGE GROUP



FEMALE

Full time	**87.0%**
Part time	**13.0%**
Permanent	**96.4%**
Fixed	**3.6%**

MALE

Full time	**88.5%**
Part time	**11.5%**
Permanent	**94.6%**
Fixed	**5.4%**

UNDECLARED

Full time	**80.0%**
Part time	**20.0%**
Permanent	**100.0%**
Fixed	**0.0%**

EMPLOYMENT TYPE BY GENDER

	Female	Male	Undeclared	Female	Male	Undeclared
Full time	2,542	1,715	8	59.6%	40.2%	0.2%
Part time	379	222	2	62.9%	36.8%	0.3%
Total	**2,921**	**1,937**	**10**	**60.0%**	**39.8%**	**0.2%**

CONTRACT TYPE BY GENDER

	Female	Male	Undeclared	Female	Male	Undeclared
Permanent	2,817	1,832	10	60.5%	39.3%	0.2%
Temporary	104	105	0	49.8%	50.2%	0.0%
Total	**2,921**	**1,937**	**10**	**60.0%**	**39.8%**	**0.2%**

PERFORMANCE FORMS BY GENDER

Female	Male	Undeclared	Female	Male	Undeclared
1115	737	6	60,0%	39,7%	0,3%

DEVELOPMENT FORMS BY GENDER

Female	Male	Undeclared	Female	Male	Undeclared
1042	648	5	61,5%	38,2%	0,3%

Due to current technical limitations our blue collar workers do not yet have access to the HR management system (performance and development forms). To maintain transparent and equitable approach and to empower all employees in their development and performance, we are guiding our leaders to support the career growth of blue collar workers through alternative methods. These methods include local management initiatives, paper-based solutions, and other manual approaches. While it is within our scope to eventually include them in the system, this process requires extensive time, planning, and coordination among several stakeholders which we aim to get realised as a longer term project.

“Communicating both internally and externally is a major part of my job. That’s why learning from each other and caring for others is crucial, especially in today’s globalised world. I appreciate the work-life balance at Lindström, which allows me to dedicate time for my passion for sports.”

George Zhao
Global Sourcing Manager

Shanghai, China

Read the full story on our website

“I have learned so much during my time at Lindström, from different leadership styles to project management and change management. The company encourages employees to take on challenging tasks and projects, which has allowed me to continuously expand my skill set. The We Care culture is pivotal in fostering personal and professional growth.”

Olga Gasheva
Director of Group Financial Reporting and Control

Riga, Latvia

Read the full story on our website

“Lindström has a family-like atmosphere, despite having locations all around the world. The company respects all employees, from account executives to laundry workers, providing everyone opportunities to grow and learn new skills.”

Ramunė Kudzmanienė
Key Account Manager for Lithuania

Vilnius, Lithuania

Read the full story on our website

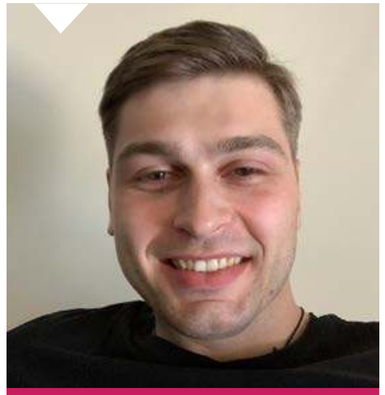
“What stands out to me is that at Lindström everyone is appreciated and valued regardless of their background. The manager-subordinate relationship at Lindström works exceptionally well. In my working environment, we have an atmosphere of trust. I can take part in discussions about everything at Lindström and feel heard and appreciated.”

Sirpa Honkanen
Textile Care Worker

Hämeenlinna, Finland

Read the full story on our website

“My onboarding process was smooth and stress-free, thanks to the wonderful support and warm welcome I received from both the team and the company. Lindström has cultivated an open, friendly, and supportive working environment where I feel comfortable from day one. I appreciate the freedom I have to organise my workdays and approach tasks in my own way.”

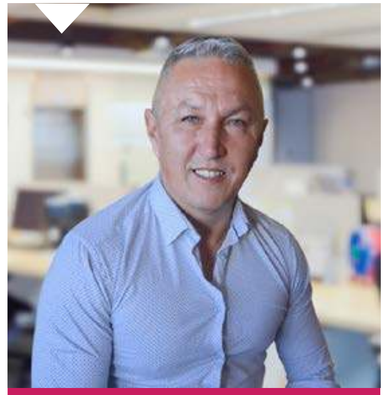


Maxim Caciur
Group Assistant Controller

Helsinki, Finland

Read the full story on our website

“I’m fortunate to have not only an excellent manager but also amazing colleagues who support me both personally and professionally. I believe in the power of sharing knowledge, and in sales, teamwork is essential for maintaining daily motivation. What I really enjoy about my job is the variety – every sales visit brings a new opportunity to experience and create something new.”



Tibor Toplak
Sales Representative

Vas, Hungary

Read the full story on our website

CASE STORIES

Empowering employees through language

In Sweden, we have launched a language training initiative for employees with language impairments, supported by EU funding and in collaboration with the Swedish trade union IF Metall. The Jönköping unit has been selected as one of ten companies to receive support for this project, which aims to address language barriers among the company's multicultural workforce.

Many employees, including those from Syria, Iraq, Afghanistan, and various European countries, face challenges in understanding Swedish and English, hindering their ability to follow work instructions and communicate effectively. The goal of the language intervention is to improve employees' ability to understand work instructions, interact with colleagues, and engage in workplace activities.

By the end of the programme, participants will be more confident in using Swedish in their daily work, making it easier to access training, improve their skills, and integrate both in the workplace and society.

Read the full story on our website

Our team in Latvia honored for family-friendly workplace culture

Our commitment to creating a family-friendly and inclusive workplace in Latvia was recognised in 2024 with two prestigious awards: the highest Gold status in the "Employer Open to Diversity" programme and the Family-Friendly Workplace award.

These honours reflect our strategic efforts in Latvia to foster a supportive environment through initiatives like offering flexible work arrangements, providing child-friendly spaces, and reimbursing transportation costs for employees. In Latvia, we have also introduced paid leave for parents on the first day of school and provided stationery sets for children starting school, showcasing our commitment to work-life balance.

We Care culture plays a central role in driving employee engagement and satisfaction. For example, by participating the Jurmala Color Run, where employees can bring their children, and supporting charitable causes through employee gift drives for orphaned children, we foster a sense of community and shared purpose.

By offering comprehensive benefits like health insurance, wellness programmes, and regular safety training, we ensure that employees feel supported both professionally and personally.

"We believe it's essential for employees to find joy in their daily work. Our employees highly appreciate the We Care culture, and it's a key factor in their engagement and satisfaction," says **Aleksandra Safonova**, HR Partner in Latvia.

Read the full story on our website

CASE STORIES

Caring for people and the planet – a special birthday gift from Lindström

Since the 1940s, wildfires in Türkiye have been on the rise, with climate change worsening extreme weather conditions. This has led to increased soil erosion and growing environmental concerns.

In response, our local team has started a unique initiative to celebrate employees' birthdays. Since the beginning of 2024, we have been donating 10 trees for each employee's birthday to be planted in areas in Türkiye that have been affected by wildfires.

The trees are planted in collaboration with TEMA, the Turkish Foundation for Combating Soil Erosion, as part of their Memorial Forest project. Employees receive a certificate with the location of their trees as a meaningful and sustainable birthday gift.

The programme has received positive feedback and will continue, helping support TEMA's efforts in forest restoration and soil erosion prevention.

"Rather than just words, it is a tangible act of sustainability that demonstrates care for both the planet and the people," concludes **Arzu Erguner,** Regional HR Partner for Southeast Europe.

Read the full story on our website →

Protecting lives and creating a culture of responsibility on the road

In India's busy and congested streets, responsible driving is crucial for both safety and environmental sustainability. To address this, we have launched a Defensive Driving Training Initiative in India, aimed at equipping employees with the skills to drive safely and sustainably.

In partnership with INDSAFE Consulting, we have organised tailored training sessions across all our units. These sessions, supervised by local Health & Safety managers, focus on developing responsible driving habits while emphasising the environmental benefits of defensive driving. By adopting simple habits such as maintaining a steady speed, keeping safe distances, and avoiding sudden braking, drivers can improve fuel efficiency, reduce emissions, and lower our carbon footprint.

This initiative not only promotes road safety but also contributes to cleaner air and a healthier environment. Through defensive driving, we are helping to reduce congestion, minimise emissions, and create a culture of responsibility, benefiting both urban mobility and the planet's wellbeing.

Read the full story on our website →

Our workwear service cross-functional team on agile journey

Our workwear service cross-functional team was formed in September 2023 as part of the company's Strategy 2025. It is committed to improving our service offering and staying globally competitive. As part of a broader effort to create a more agile and efficient organisational structure, the team has embraced the agile methodology, specifically Scrum.

Scrum enables the team to work in two-week cycles called Sprints, which helps break down tasks into smaller, manageable pieces, ensuring faster delivery of functional products and services. The five-member cross-functional team collaborates closely with customers and the locals sales and account management teams, all bringing their diverse skills to the process.

By following Scrum, the team has improved collaboration, flexibility, and speed in delivering products that meet user needs. Scrum's structure provides regular checkpoints that help maintain alignment with customer needs, allowing the team to adjust priorities and make improvements.

After over a year and a half of using Scrum, the team has seen increased clarity on task progress, better integration of feedback, and more efficient delivery. This collaborative, iterative approach has proven valuable in many ways. it has helped fostering team learning and optimising working methods. And most iimportantly, It contributes to better understand customer needs and create value for them.

"Working in a cross-functional team with agile way of working has not only taught new skills and ways of working but also demonstrated the power of collaboration with diverse experts and the value it brings," says **Milla Nygård**, Process Specialist.

Read the full story on our website →

BUILDING BRIDGES FOR TOMORROW

Empowering our employees for a sustainable future

Anita Bela
Manager,
Global HR Operations

Before applying to Lindström, I did my own background research to ensure that the workplace where I would spend my eight hours a day reflected values I consider important. One of the most compelling aspects that drew me to the company was its unwavering commitment to sustainability. Lindström's dedication to creating a sustainable future resonated deeply with my beliefs. Once I started working here, I experienced this commitment in everyday actions and behaviours. This focus on sustainability is also a significant opportunity for employer branding, showcasing Lindström as a forward-thinking and responsible employer that attracts top talent.

In 2024, Lindström's Human Resources (HR) team is focused on building a sustainable future by empowering our employees through various initiatives and policies. If I had to sum up this year in a few words, they would be listening, exploring, and challenging the status quo. But before diving into these themes, it is important to pause and reflect on change. It is a vital part of our lives, and we all are empowered to choose how we look at it and turn it to our own benefit. Just as our HR team has done, with passion. In fact, 27% of our HR team members globally joined Lindström in 2024, including myself.

When I say we were listening, I mean that at each level of the organisation with the utmost compliancy, including anonymous feedback channels. As the leader of our Voice of Employees programme, I have the privilege of seeing in-depth results and witnessing firsthand how equal treatment and a sense of belonging contribute to employee happiness and satisfaction. To uphold a transparent and accountable work environment, we also maintain an active whistleblowing channel. Listening to employees is crucial for understanding their needs and concerns. That's why our People Forum also provides a platform to share ideas, discuss challenges, and collaborate on solutions.

We have also taken action by joining programmes such as EcoVadis and the Target Gender Equality Accelerator from the United Global Compact. These choices reflect our commitment to gaining valuable insights, challenging the status quo, and improving the way we work. The process has required a critical look at our existing practices, helping us to identify outdated policies or processes. Fresh ideas, including insights from EcoVadis framework for a Platinum-level employer, have been key to benchmarking ourselves to our competitors.

We have carefully selected our material topics, reflected our people's needs, and complied with the European Sustainability Reporting Standards (ESRS). Our commitment to fair employment, health & safety, wellbeing, and learning & development, all underpinned by our dedication to diversity, equity, and inclusion (DEI), has been the cornerstone of our strategy for creating a thriving and inclusive workplace.

Now, after almost a year at Lindström, I can confidently say that our strength lies in our teamwork, not only within individual teams and departments but across different teams, and functions. By fostering collaboration and mutual support, we can achieve our goals more effectively and create a more cohesive work environment. We focus on all our employees, regardless of their roles. All employees and employee groups, whether in production, sales or office-based functions, are equally important to our success, and we strive to provide everyone with the support and resources they need.

I have also learned that fair employment at Lindström is not just a policy, but a practice embedded in our culture. In 2024, we launched our Human Rights Policy to ensure our commitment to fair pay, clear employment, and a safe working environment. Having a policy means that we follow it through with concrete actions. This led us to benchmark market standards and revamp our job framework and compensation principles.

Another key learning has been that employee wellbeing is at the heart of our We Care culture. We believe that a happy and healthy workforce is essential for our success. We understand that wellbeing is a combination of safety, physical and mental health, learning and care. Therefore, we have strengthened the collaboration between our Health & Safety and HR departments, and I have been fortunate to represent the HR voice in this effort.

Before closing, let me give a sneak peek into the future. Some of our priorities include business and human rights practices, an ambitious digital portfolio, and employee wellbeing, to name a few. We aim to retain our talent by providing growth opportunities and ensuring that everyone knows they are equally important. This approach fosters a sense of purpose and belonging among our employees. As we move forward, we remain dedicated to building bridges that empower our employees for a sustainable future. Every day, we work to create a workplace where every employee can thrive and contribute to our collective success. Together, we are building a brighter and more sustainable future for all.

Care for the planet

Textile waste recycling 41
Sustainable water management 46
Towards net-zero emissions 50
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Care for the planet

We continuously aim to improve the sustainability of our services and operations. Our climate targets, approved by the Science Based Targets initiative in 2023, guide our actions for the next few decades. We aim to halve our greenhouse gas emissions by 2030 and reach net zero by 2050, compared to the base year 2021. This ambitious commitment covers the entire value chain, meaning we go beyond our own operations to reduce emissions across our supply chain. Achieving this will require collaboration and innovative low-emission solutions. In 2024, we managed to decrease the emissions of our operations by 7% while continuing our business growth.

Reduction in greenhouse gas emissions

-7%

(2023: +6.5)

TEXTILE WASTE RECYCLING:

70%

(2023: 74%)

PURCHASED TEXTILES INCLUDING **RECYCLED CONTENT**

36%

(2023: 18%)

4.9M

(2023: 4.8 M)

Million pieces textiles saved by repairing

"In today's world, sustainability should be woven into all operations across different countries, sites, and throughout the value chain."

Ulla Luhtasela,
Sustainability Director

Ambitious targets for textile waste recycling

Our circular business model is preventing and reducing the creation of textile waste in many ways, but still textiles are one of our biggest waste streams. Therefore, we have set an ambitious goal to recycle 100% of our textile waste by 2025. We do not only seek to reduce the amount of waste but also aim to decrease the use of virgin materials. Textile waste can be used as raw material for different industries, including the textile industry itself. Our bold aim is to close the loop, using end-of-life textiles as raw material for new textiles.

Our waste hierarchy

The long lifespan of textiles is a key in textile waste prevention

Our waste hierarchy guides us on how to handle the eliminated textiles in order of priority. Waste prevention is on the highest level of the hierarchy. When materials and products are used efficiently and for a long time, fewer resources are needed. It takes resources to manufacture, transport, and to dispose of products, so the reduction of waste minimises the use of virgin resources.

Our circular business model promotes this in various ways – for example, by using durable materials, circular designs, and by reusing and repairing. We ensure the durability of our materials via test washes and user trials. The reusability and repairability are considered as early as the design phase, for example, with adjustable features, modular designs, and reinforcement patches. Every year, we repair around 4.9 million pieces of textiles. We collaborate with our suppliers and recycling partners to develop the recyclability of our products together.

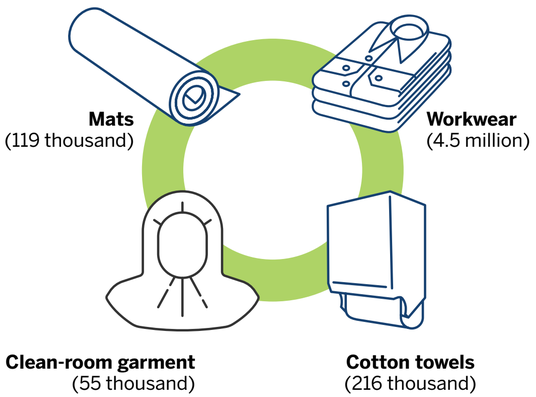
Through product life cycle management and by producing additional orders on demand in our own production facilities, Prodems, we can control our stock levels and reduce the risk of textile obsolescence. We also cross-use textiles between laundries to avoid producing new textiles.

Collaboration with partners is the key to reaching the goal

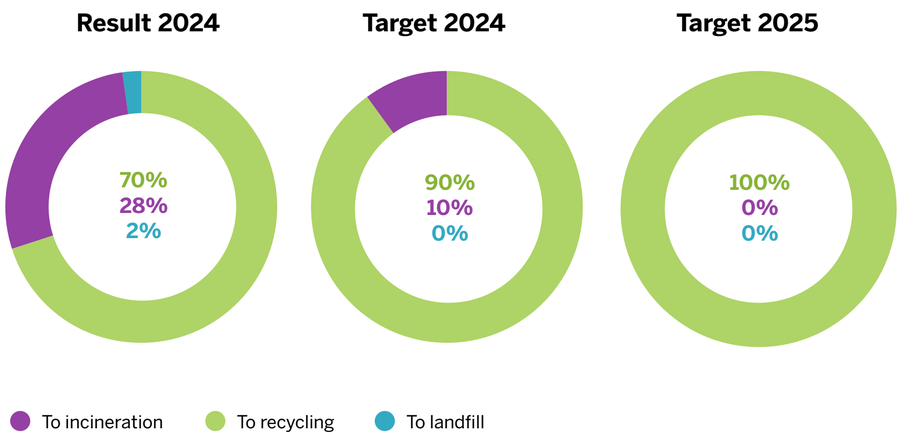
In 2024, the percent of discarded workwear was 1.4%, which is calculated from our end-of-life workwear tally divided by the total number of pieces we have in circulation.

When our textiles reach the end of their lives, we strive to recycle the waste close to where it is generated. That is why our national organisations play such a crucial role in reaching our goal of recycling. If no suitable recycling option is found at local level, we investigate options beyond the borders. We are always aiming to minimise incineration and landfilling by finding alternative ways to

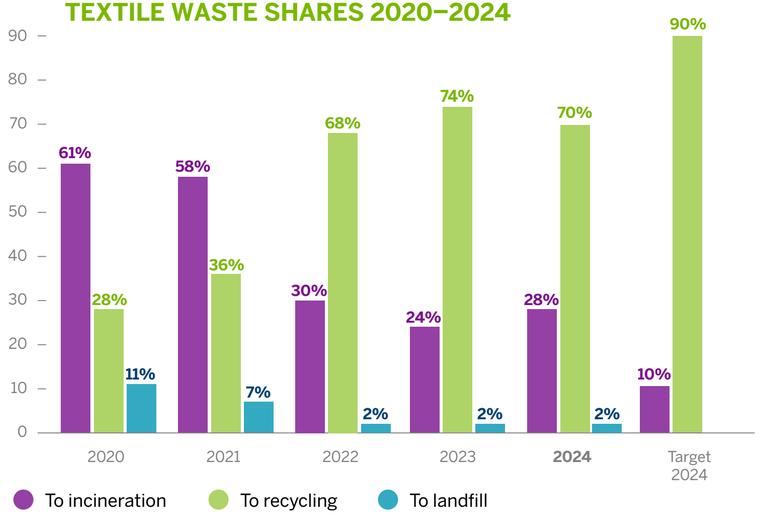
REPAIRED TEXTILES IN OUR SERVICE CENTRES 2024 (4.9 MILLION)



TEXTILE WASTE SHARES



TEXTILE WASTE SHARES 2020–2024



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

utilise valuable materials. However, we need to view the situation holistically, in order not to increase other environmental impacts. In some cases, it may be smart to transport these valuable waste streams also longer distances, but these situations are evaluated case-by-case.

The biggest impact we made in recycling during 2024 was the groundbreaking collaboration we started with Infinity Mat Recycling. Lindström mats are made from synthetic rubber, with nylon yarn vulcanised together on top. Separating these two materials at the end of the mat lifecycle is a challenge and we have been looking for a solution for many years. This new collaboration increased the mat recycling rate from 23.5% (2023) to 69.3% (2024), which was above the expectations and our target (50%).

Throughout the years, we have gradually increased the recycling rate from 35.5% (2021) to 68.3% (2022), reaching the level of 73.8% by end of 2023. Our target for 2024 was 90%, which we unfortunately didn't achieve, due to some unexpected stoppages with our key partners. Even with the significant increase in mat recycling, we landed at 69.9%, demonstrating how difficult it is to find partners with capabilities to recycle some of our textiles, such as industrial wipers and complex textiles with reflectors and accessories. Luckily, we found a partner among our existing vendors, who can process also some of these more challenging textiles. As we were able to expand the collaboration only at the end of 2024, this didn't raise our numbers to the targeted level. But, we expect to be able to achieve higher percentages during 2025, keeping the long-term vision to reach 100% recycling rate, even if there are no recycling technologies available today to reach that target immediately.

Our laundries have already reached the target of 0% of waste to landfill. However, cutting waste from our Production on Demand facilities, Prodems, is still partly landfilled. This figure decreased slightly to 1.6%, (2.0% in 2023) out of total amount of textile waste. We have improved the quality of this waste fraction by separating the plastics from the cutting waste and this way trying to make it more appealing to our recycling partners. Our Indian Prodem is leading the way, as on that site we are already able to recycle 100% of our cutting waste through a local recycling partner. We are trustful that our current partners will be able to support us to improve our results further during 2025.

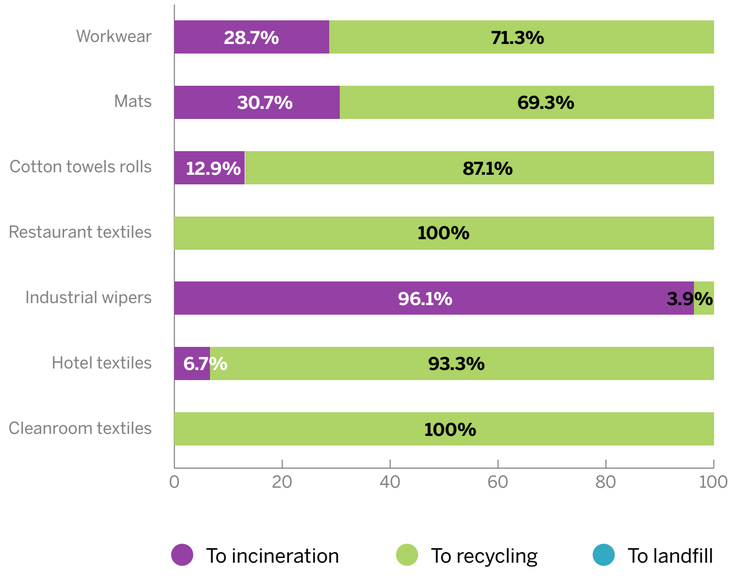
Lindström has accelerated the development of the circular textile industry by becoming a shareholder in Rester (2022), one of the pioneering companies in the circular economy. Rester recycles a significant fraction of our end-of-life textiles in Finland and the Baltics. Lindström is currently second-largest shareholder of Rester.

We have also set a target that 30% of purchased textiles will include recycled and bio-based fibres by 2025. During 2024, we reached the level of 36%, already exceeding the target. Biggest achievement was created in our mat service line, where we have been able to add recycled content into 96% of the mats, whereas the respective share was only 26% in 2023. Our ultimate goal is to close the loop to the point where recycled materials produced from our textile waste are used as raw material for new textiles. As textile durability and long-life span are our key demands, it is carefully evaluated when testing new fabrics from recycled material.

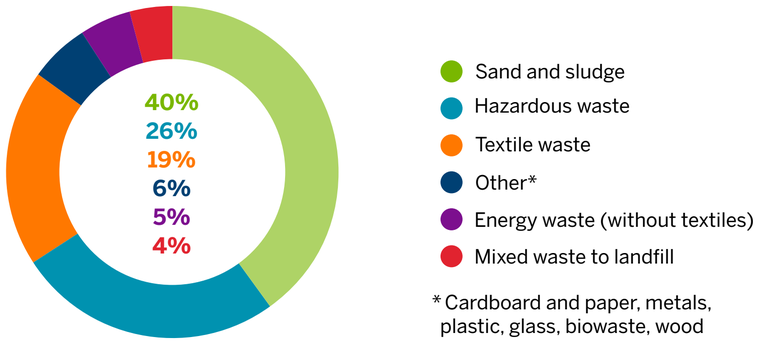
The lack of end users of recycled materials is a major challenge

The lack of available technology and solutions is still a challenge, especially for those garments which contain accessories and are more complex designs. Separating different elements put together requires often manual work, making it more costly and less attractive for recycling businesses. We also observed that recyclers are

RECYCLING BY PRODUCT 2024



WASTE BY TYPE 2024



* Cardboard and paper, metals, plastic, glass, biowaste, wood

getting more focused on certain materials and do not accept a broad variety of different materials, as they used to do. This is due to a challenge to find end users for all recycled fibres, particularly in case there are any impurities, such as pieces of reflectors or other unwanted elements. Many recyclers choose carefully today which materials they are accepting, in order to ensure the best outcomes of their operations.

However, in some markets, we have already found recycling solutions even for more challenging products. For example, in India, we have found a partner who is accepting 100% of our garments. Their processing is mainly based on manual work, enabling them to remove zippers and other valuable accessories, which can be reused in other textile solutions.

Other waste streams are primarily generated in our service process

In 2024, our total amount of waste (9,621 tons) from laundry operations increased by 13% from the previous year. 23% of the total generated waste was recycled (2,215 tons). All our waste is handled in compliance with local rules and regulations using licensed contractors.

Sludge and sand (40%) and hazardous waste (26%) were two of our most significant waste categories in terms of weight during the reporting period. Sludge and sand originate from wastewater treatment and washing of mats. As mats are our second largest service line and their primary purpose is to keep the dirt off our customer's premises, their washing generates tons of sand and sludge throughout the year.

There was an increase in the quantities of several waste categories compared to previous year. The most significant rise occurred in the amount of hazardous waste which grew by 50%, surpassing textile waste as the second biggest waste category in terms of weight. The waste-to-energy increased by 15% and our biggest waste category, sludge and sand, experienced 7% growth since 2023.

Industrial wipers are a major contributor to hazardous waste in general, as they are used for wiping chemicals, oils, and greases in different industries. The observed increase in hazardous waste amounts is solely explained by the growth of hazardous sludge from our wastewater treatment.

One of our sites had technical issues with their wastewater treatment plant, increasing the amount of hazardous sludge temporarily, before the problem was managed. Secondly, at two additional sites the sludge was re-categorised as hazardous in 2024. Thirdly, in the case of our Bradford laundry, we are gradually trying to raise the amount of recycled water back to washing processes, which is decreasing the amount of fresh water needed. This in turn has a side effect, as the more water is recycled, the more sludge is created in the process.

Growth in waste-to-energy and sludge and sand amounts is mostly explained by the improved reporting practices of some of our service centres. Some laundries have also reported waste-to-energy in 2024 instead of mixed waste to landfill like in 2023.

Positive development is that also the other waste group grew by 9% which includes many smaller waste types (glass, paper, cardboard, biowaste, wood, plastics, metals) that are recycled. All the waste streams are handled in accordance with our operating instructions for waste sorting and the instructions are revised regularly following the local requirements. The waste is sorted into appropriate containers and the amounts are recorded monthly in the reporting tables. We aim to reuse and recycle the waste generated by our operations whenever possible. For example, empty cardboard packages are reused for deliveries and empty plastic barrels, canisters and containers are returned to detergent suppliers for reuse whenever possible.

Looking forward: The development of new solutions accelerated by regulators

In many countries, regulators and authorities are already setting requirements and supporting textile waste recycling. The European Union strategy for sustainable textiles requires textiles to be designed for circularity, promoting reusability and recyclability. Its Waste Framework Directive imposes separate textile waste collection, and we are closely following up the implementation of this directive in the countries where we operate.

In China, the 5-year plan for the textile industry includes promotion of circular economy and support for textile waste recycling. These several initiatives in our key markets support the development and adoption of textile waste recycling solutions and technology.

During 2025 we will work hard to close the gap between our current recycling rate and the target of 100%. We will focus on accelerating the recycling of industrial wipers and cutting waste from workwear manufacturing at our Prodem sites in Europe. We also need to deepen our collaboration with existing recyclers to further improve the quality of recycling and to ensure they are able to process our materials and increasing volumes projected for future, to be in line with our ambitious growth targets for 2030.

BUILDING BRIDGES FOR TOMORROW

Working with local organisation and partners: An inspiring trip to India

Ulla Luhtasela
Sustainability Director

In today's world, sustainability should be woven into all operations across different countries, sites, and throughout the value chain. Ensuring our practices are eco-friendly and uphold the highest standards of human rights is crucial for the long-term success and integrity.

As a new Sustainability Director at Lindström, I needed to witness our commitments firsthand and to step out of the "Head Office bubble" during onboarding. India is one of the key growth markets for our business, and certainly not a country where sustainability can be taken for granted. Cultural differences are obvious compared to Finland, where I am based, and therefore, I was excited to make India as my first long-haul destination. Having never been to India before, it was particularly important for me to experience in person how we do business in this interesting market.

Overall, my trip was nothing short of amazing. I visited four of our workwear and cleanroom laundry sites in Delhi, Chennai, Pune, and Mumbai. In the latter, I also visited our unique "production on demand" facility, Prodem. It enables small, customer-specific workwear production, preventing overproduction.

First of all, I was very pleased to see how Lindström's We Care culture was visible in everyday life at our sites. The commitment to the quality of our services and the safety and wellbeing of employees was evident. It was amazing to see textiles being repaired on all sites; with textile care workers actively using sewing machines and contributing to the nearly five million pieces of textiles we annually repair globally.

Secondly, as we operate in water stress areas, I was keen to learn more about water recycling. In Chennai and Pune, our experts shared with me how we purify the used water coming from our laundries with several techniques and reuse it again. We want to expand these techniques and learnings to our other regional sites, as water is in focus for the 2030 strategy period. Therefore, understanding our opportunities, limitations, and alternatives was valuable for me.

As we put a lot of resources and investments into sustainability, it is important to understand our customers' expectations and how we can support them. To benchmark, learn and engage with customers I had the pleasure of meeting several local and international customers, such as Serum Institute of India, BASF Environmental Catalysts & Metal Solutions and Nokia. We discussed water, GHG emissions, and circular economy and shared many targets. It was interesting to learn what can be achieved at the local level and how we could collaborate in the future and support each others' targets.

The second part of my trip focused on suppliers, covering fabric and garment manufacturing, and recycling our discharged garments. One of the highlights was visiting Bhopal, where the leaders of Vardhman Textiles Ltd. introduced us to how they spin the yarn and manufacture fabrics according to our specifications. It was great to see firsthand their commitment to sustainability such as decarbonising their operations, for example, by installing multiple solar panels. We shared a mutual understanding of the importance of reducing fossil energy and ensuring the wellbeing of the employees throughout the value chain.

In Mumbai I had two striking moments. First, I saw the contrast between local laundry services and our high-tech textile rental facilities. The famous Dhobi Ghat open-air laundry is constructed in 1890 and known as the world's largest outdoor laundry. The washers clean clothes and linens from Mumbai's hotels and hospitals in rows of open-air concrete wash pens, each fitted with its own flogging stone. Over 7,000 people work there daily, washing, scrubbing, dyeing, and drying clothes. Dhobi Ghat is a popular tourist attraction and a significant part of Mumbai's cultural heritage. I would not start comparing the environmental impacts and social responsibility with our own sites, but one may only imagine the differences.

The second sticking moment really impressed me with the enormous positive environmental impact: RiverRecycle combats plastic pollution in the rivers. They operate in seven countries, including India, focusing on collecting and recycling plastic waste and floating debris. Seeing them remove floating litter from Mumbai's Mithi River before it reached the ocean, and the nearby beaches was incredible. I have been a big fan of this company since it was established in Helsinki in 2019, and I was thrilled to meet the team and see them in real action.

From meeting with local partners to understanding the unique cultural nuances, every moment was a learning experience. The energy and enthusiasm of the people I met reinforced my belief in the potential of this market. The dedication to sustainable practices was evident, though there remains room to enhance these efforts further. I believe that our commitments resonate very well with our customers and suppliers. Together, we can drive the sustainability agenda in India, leading the way for a better future.

Ensuring sustainable water management

Water plays a crucial role in ensuring a hygienic and safe textile rental service. We have optimised our water usage over the decades through various methods. We have implemented responsible wastewater management practices, and invested in water recycling technologies to enhance efficiency and reduce the need to withdraw fresh water from local communities. Given that many of our laundries are in high water stress areas, we actively address water usage in our environmental, social, and governance (ESG) risk assessments and mitigation strategies.

Optimising water usage in our washing process

The majority (88%) of the water withdrawn for our washing processes comes from third-party suppliers that use municipal water. Some of our sites also use groundwater (8%), such as well water or surface water (4%), like filtered river water, as a water source. Well water is used, for example, in Hungary and India, where tanker trucks deliver groundwater to some of our Indian sites.

Each laundry creates a yearly environmental programme to set targets for water usage, follow up on the results, as well as to find and plan actions for reductions and optimising water efficiency. In addition, we have set a group-level benchmark value for water usage and share best practices between the laundries.

In most laundries, water is recovered from rinsing phases and used again in the washing phase. In a few larger plants with more than one service line, washing and rinsing water of cleaner products is used to wash dirtier textiles. In addition, we actively maintain our machines and equipment, since well-maintained washing machines which work correctly consume less water and energy. By doing process control, we can make sure our machines work properly.

To further optimise the washing process and find solutions to achieve the lowest possible water usage per washed textile kilogramme, we collaborate with our partners, such as detergent suppliers. We also actively participate in industry-level collaboration in the workgroups of the European Textile Service Association.

Managing wastewater in a responsible way

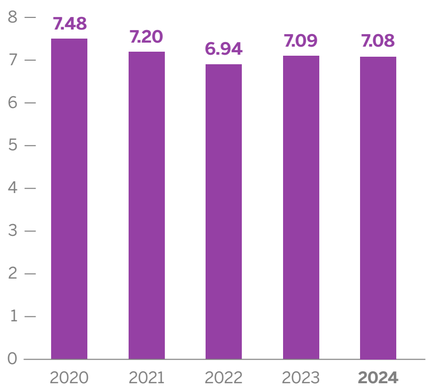
When the textiles are washed, the used washing water becomes wastewater at the end of the process. In all our laundries, we have filters in place for removing suspended solids like dirt, lint, and some amounts of microplastics from wastewater before it is led either to our own or to a municipal treatment plant. We monitor the quality of the wastewater and have our own wastewater treatment plants installed in laundries when necessary. Wastewater treatment plants are needed when the limit-values set by local authorities for specific indicators cannot be met and as a result the laundries are not allowed to lead the water forward for further treatment.

The wastewater quality in our laundries is monitored by taking composite samples frequently, at least once per year and more often if needed or required by local authorities. In laundries with wastewater treatment plants, samples are collected from the wastewater before and after the treatment. This way, we get information about the reduction capacity of the treatment plant, which allows us to develop the cleaning process further.

The measurement results of wastewater analyses are always compared with limit values determined by local authorities to control whether parameters are under the set limits. If the results exceed the limit values, the analysis is repeated. If the values exceed typical values or limits repeatedly, the reason behind these excesses is clarified. For example, the information recorded by the laundries on the test day may help to analyse the results later and figure out the underlying reasons. Local authorities are consulted when necessary, and if the need arises, better wastewater treatment solutions are established to solve the issues.

All laundries must measure the indicators required by local authorities and comply with the limit values set for those indicators. We also require that all our laundries measure the following indicators even though that may not be required locally: pH, conductivity, CODCr, BOD7 (or BOD5), total phosphorus, total nitrogen, chlorides, sulphates, suspended solids, mineral oils, and greases. In addition, we require that most of our laundries measure VOC compounds (C4 - C10) and the following heavy metals: mercury (Hg), silver (Ag), cadmium (Cd), chrome (Cr), copper (Cu), lead (Pb), nickel (Ni), zinc (Zn), arsenic (As) and cobalt (Co) especially in services with a risk of the dirty textiles having these compounds on them. The list includes indicators that authorities often require to be measured, so we have decided to use these indicators as a common guideline for all our laundries, regardless of local requirements.

WATER USAGE PER WASHED TEXTILE KILOGRAMMES 2020–2024, L/KG



Water withdrawal and water usage

Even though our group-wide total water withdrawal (1,458 ML) in 2024 has increased by 2.4% compared to 2023, water usage per washed textile kilogramme has decreased a little from 7.09 l/kg in 2023 to 7.08 l/kg in 2024, which indicates a 0.2% decrease. The total amount of textile kilogrammes washed has increased 2.6% from the previous year while the total water withdrawn has increased a little less. This leads to a slightly lower water intensity figure, which indicates improved water efficiency, more textiles are washed with less fresh water.

Water intensity in l/kg has decreased inside almost all our service lines except for industrial wipers where the

figure has steeply jumped by 68% compared to 2023. It seems that water was withdrawn 68% more for the washing of industrial wipers in 2024 but at the same time levels of washed kilogrammes have stayed on the same level as in 2023. This is mainly explained by a faulty meter on one of our sites which reported higher than should have figures for withdrawn water.

The differences in water usage between service lines

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.

In 2024, the biggest contrast in average water usage per washed textile kilogramme was between mat service with the lowest (4.5 l/kg) and cleanroom service, with the highest (19.9 l/kg) water intensity figure. Water recycling is often not possible in our cleanroom laundries because fresh high-quality water is required in many stages of washing, increasing the water usage considerably compared to other services. Even though this is the case, out of all service lines cleanroom service's l/kg figure has dropped the most, 3.5%. Tianjin and Hyderabad laundries were not fully operational in 2023 and only had test runs with their water systems for which water was used, but not many textiles were yet washed during that year. This resulted in a higher overall figure of 20.6 l/kg for the service line in 2023.

For the latest reporting period, mat service had the lowest water intensity, and it has dropped 2.8% from 2023. Washing of mats can be done with less water because the rubber bases of the mats do not soak up a lot of water. At the same time, the water can be recycled very efficiently during the process since all the washed products are colourful. As a result, the water usage stays low.

Hotel textiles had the second lowest water intensity figure in 2024 with 5.5 l/kg. Hotel textiles are mostly white which enables efficient water recycling from rinsing to washing phases. They are washed with continuous batch washer machines, which recycle water efficiently in the process. Hotel textiles are also often quite clean when they arrive at the laundry for washing, which means they need fewer washes to achieve the required level of cleanliness and hygiene.

Industrial wiper service had the lowest water intensity figure (3.9 l/kg) in 2023, but the low figure was actually impacted by a faulty water meter in one of our laundries until June 2024. The meter reported lower than should figures for withdrawn water for the laundry and due to this the 2024 figure jumped to 6.5 l/kg for industial wipers after the meter was fixed. Even though industrial wipers' water intensity figure is now higher the service line still has the third lowest water intensity of all our services. This is explained by technological advantages in Bradford which is one of our biggest industrial wiper laundries. It has a closed wastewater treatment system which recycles the water and does not require much fresh water.

Our workwear service has the second highest water intensity (13.0 l/kg) after cleanroom service as the dirtiness of the textiles varies a lot, impacting the number of washing and rinsing cycles needed. In addition, there is a wide variety of colours which sometimes prevents efficient water recycling.

Both roll towels of washroom service (8.0 l/kg) and restaurant textiles (9.2 l/kg) land in the middle series regarding water intensity. The type of washing machines and water recycling possibilities within the process impact the water usage of these services. Restaurant textiles have larger variation in the level of dirtiness and colours, which affects the requirements for the washing programmes, thus increasing the water usage compared to roll towels.

Sustainable water management

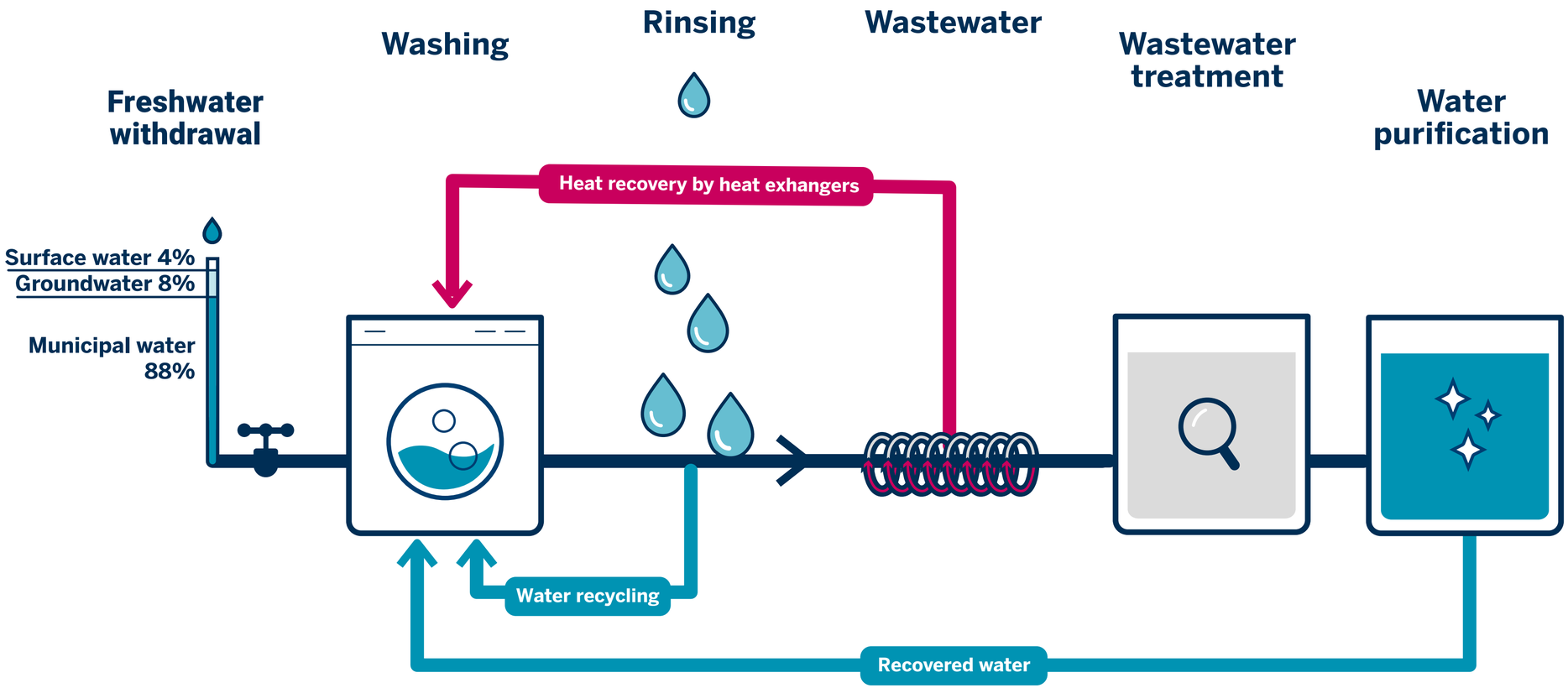
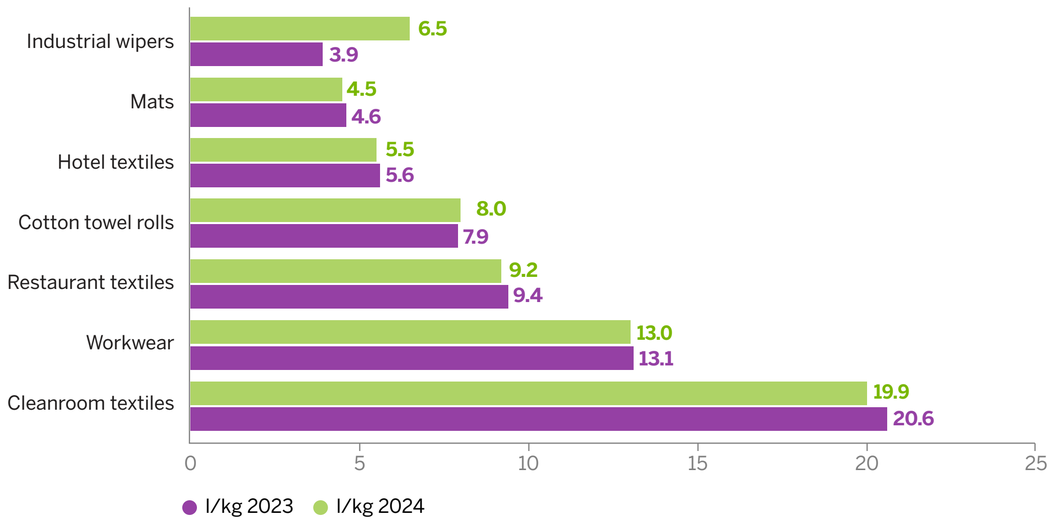
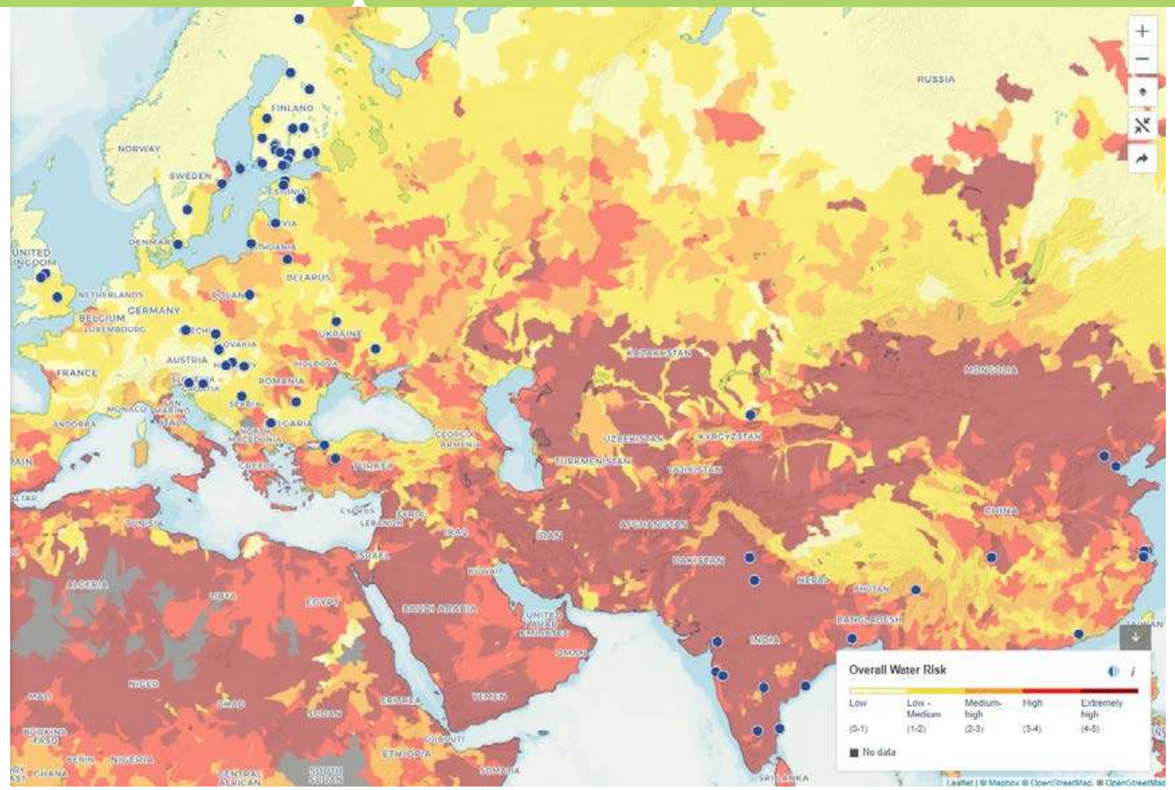


Illustration of the process in general, practices vary between laundries.

WATER USAGE L/KG BY SERVICE LINE





Water stress areas

Water stress means the (in)ability to meet the human and ecological demand for water. The level of stress is measured as the ratio of total annual water withdrawal to total available renewable water supply. An area is under high water stress if this ratio is 40–80% or extremely high water stress if it exceeds 80%.

Most of our service centres located in areas with the highest levels of water stress are in Asia and Southeast Europe (see the map). Out of our 72 service centres in various locations, 5 are in high and 11 are in extremely high water stress areas. This means that 22% of our service centres are located in areas with limited availability, quality, or accessibility of water. Total water withdrawal in these water stress areas was 21% (302 ML in 2024, 289 ML in 2023, 4.7% increase) of the water withdrawn in all Lindström laundries (1458 ML) 2024. 7% (95 ML in 2024, 76 ML in 2023) of the water was withdrawn in high water stress areas and 14% (207 ML in 2024, 213 ML in 2023) in extremely high water stress areas. When it comes to the water sources used in these areas, 93% (280 ML) of the water withdrawn was municipal water and 7% (22 ML) was surface water.

Water usage per washed kilogramme in high and extremely high water stress areas was 11.1 l/kg and has decreased 1.2% from 2023 (11.2 l/kg). In more detail, the water intensity figure was 9.5 l/kg in high and 12.0 l/kg in extremely high water stress areas. Most of the laundries located in the areas impacted the worst by water stress are workwear and cleanroom laundries, which have the highest water usage per washed kilogramme of all our service lines.

Future ambitions

Our 2030 -strategy is aiming to further improve the water efficiency, especially in the regions where we experience water stress. Our target is to improve 50% of the water efficiency in the selected laundries, for example by investing in water recycling technologies, reducing the quantities of freshwater withdrawals per washed Kg significantly.

Water stress

- Low (10%)
- Medium – High (20–40%)
- High (40–80%)
- Extremely High (>80%)
- No Data

Our service centres in water stress areas

- High (40–80%)
- Extremely High (>80%)

Towards net-zero emissions

We have a long history of improving energy efficiency, optimising customer deliveries, and reducing textile overproduction — all of which help lower our emissions. Committing to net-zero emissions was a natural next step in our journey toward more sustainable services. Our Net-Zero Laundry initiative plays a key role in reducing emissions from our own operations by implementing innovative technical solutions that reduce energy consumption or transition it to greener sources. We believe that these initiatives, along with our other emission-reducing efforts, will also support our customers in achieving their sustainability goals.

Getting prepared for the Net Zero journey

Guided by our purpose, we have made a commitment that will guide our decisions for the coming decades. We aim to halve our absolute greenhouse gas emissions by 2030 compared to the base year 2021 and reach net zero by 2050 across our value chain. In 2023, our targets were validated by the Science Based Targets initiative to ensure that they are aligned with the latest climate science. Reaching the target requires a lot of work, investment, and innovation to rethink our business to fit into the net-zero future. In 2024, we made a roadmap of how we will tackle the emissions both in our operations and further in the value chain. We also executed concrete actions that will lead us in the right direction. The most significant investment identified so far is the Net Zero laundry project, which we initiated in 2024. As our operations form only about a quarter of our total carbon footprint, it's crucial to work together with stakeholders in our value chain.

Year 2024 in terms of emissions

Lindström Group's total greenhouse gas emissions were 162,202 tCO_2e in 2024. Our carbon footprint is -7% compared to 2023. This change can be partly explained by the reduction actions done (described in the following sections) and partly by the improved data and lower emissions factors. Total Scope 1, 2 and 3 emissions are still above our base year 2021 levels, but Scope 1 & 2 have decreased, and for the time being, it seems that we have passed the peak of total emissions in 2023. Scope 3, and especially emissions related to purchases, remain the main cause of our greenhouse gas emissions. This indi-

The Science Based Targets initiative (SBTi) is a global body enabling businesses to set ambitious emissions reduction targets in line with the latest climate science. It is focused on accelerating companies across the world to halve emissions before 2030 and achieve net-zero emissions before 2050. The initiative is a collaboration between the Carbon Disclosure Project (CDP), the United Nations Global Compact (UNGC), the World Resources Institute (WRI) and the World Wildlife Fund for Nature (WWF), and one of the We Mean Business Coalition commitments. The SBTi defines and promotes best practices in a science-based target setting, offers resources and guidance to reduce barriers to adoption, and independently assesses and approves companies' targets.

Read more about the Science Based Targets

OUR CLIMATE TARGETS

Lindström Group commits to reach net-zero GHG emissions across the value chain by 2050 from a 2021 base year.*

NEAR-TERM TARGET	LONG-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 by 50% within the same timeframe.	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.

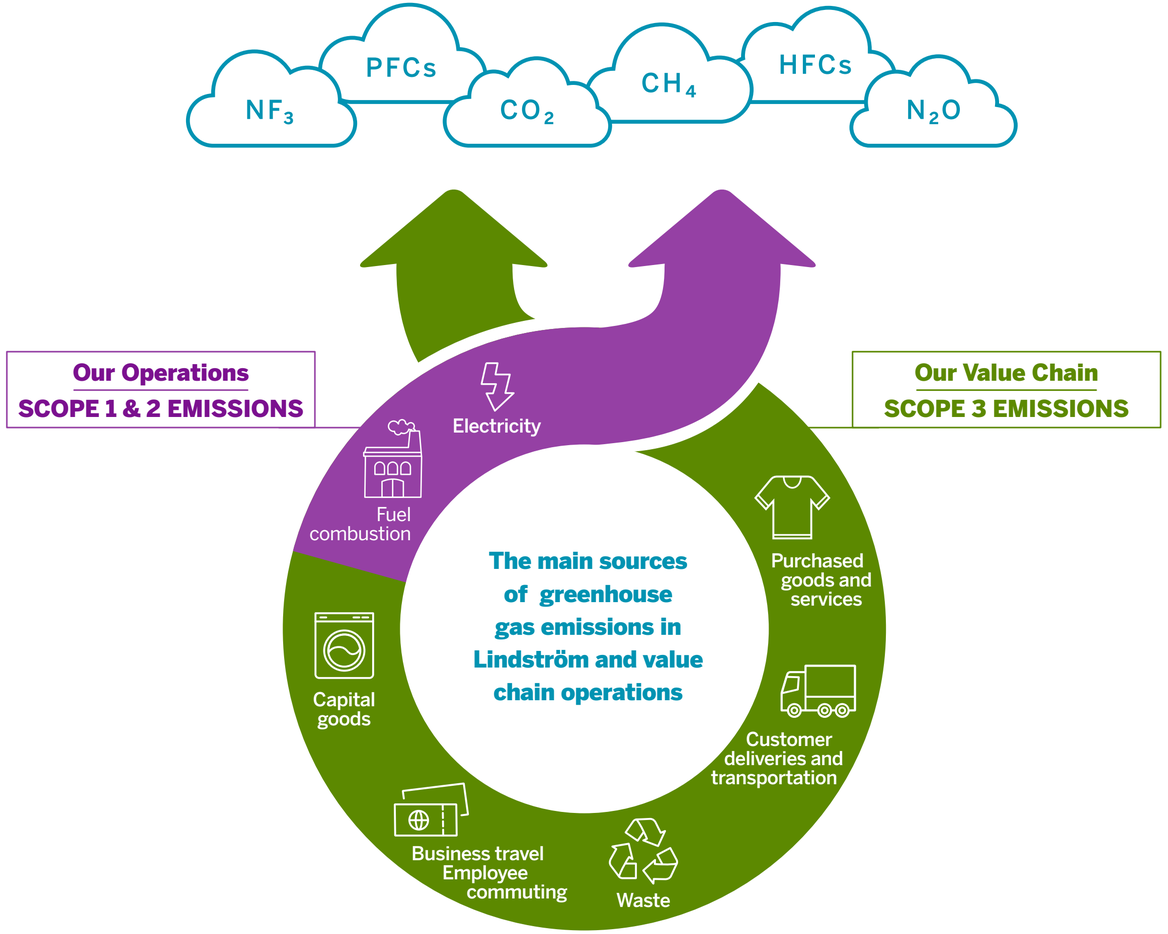
* The target boundary includes land-related emissions and removals from bioenergy feedstocks.

cates the importance of the value chain and the related actions in support of emissions reductions. To be able to grow and reduce emissions at the same time, we must engage our suppliers to do their part in supporting our climate targets.

Bigger volumes with lesser emissions (Scope 1 & 2)

Our Scope 1 emissions, 34,473 CO_2e (2023: 34,093), are mainly connected to natural gas and propane, producing heat and steam for our laundry processes. Currently, the most effective way to decarbonise these emissions is to improve energy efficiency. To accelerate the needed change towards energy efficiency and low-carbon solutions, we have initiated a project building the path to Net Zero laundry by 2050. In 2024, we built a new service centre in Gothenburg, Sweden, with circular economy principles and equipped with advanced energy-saving technology aiming to reduce energy consumption by 30%. We have also invested in energy-efficient practices by renewing our hotel textile laundry in Jyväskylä, Finland, where automation and energy efficiency go hand in hand. To have a bigger impact on the Group-wide, we need to scale these types of projects globally.

Renewable energy, which includes green electricity and biogas, covered 6% of our total energy consumption in 2024 (2023: 2.4%). Biogas (1% of our total energy use) is only used in Oulu, Finland, where biogas production is located next to our facilities. Due to biofuel options not being widely available, and in addition, those causing biogenic emissions, we are not investing in biofuels on a larger scale. Biogenic emissions are the CO_2 emitted when bio-based materials are burned. These emissions are part of our SBTi target boundary when used to create energy in Scope 1 and 2. Using biofuels would decrease our emissions in Scope 1 or 2 but cause these biogenic emissions (reported separately) and not significantly bring us closer to our climate targets.



The share of renewables has still increased as many of our countries have switched to renewable electricity during 2024. The use of renewable electricity made our Scope 2 emissions decline, resulting in 12,064 t CO_2e in 2024 (2023: 14,010). Renewable electricity (100%) was used in Bulgaria, Latvia and Lithuania, and partly in China, Czech Republic, Estonia, Hungary, India, Poland, Serbia, Sweden, Turkey and the United Kingdom. In addition to purchasing renewable electricity, we also generated electricity with solar panels in three of our sites in China, Hungary and Latvia — the Guangzhou service centre in China being the newest to invest in it in 2024. Finland used nuclear electricity, which is also considered CO_2-free. 61% of our total electricity used was considered emissions-free. The switch to renewable electricity continues in 2025, and Scope 2 emissions are expected to decline in the coming years.

Our total washing volume has increased by 2.6% from 2023. Washed kilogrammes have increased, especially in cleanroom service, which has gained ground in China and India. At the same time, total energy usage has increased only by 1.5%. That slightly improves our energy intensity; energy used per washed kilogramme of textiles is 1.01 kWh/kg (2023: 1.02). Emissions per washed kilos (Scopes 1 & 2) have decreased, as in addition to energy efficiency, we have used more renewable energy. The emissions intensity for Scope 1 and 2 laundry operations is 0.23 kg CO_2e /washed kg (2023: 0.24). In total, the emissions from our operations, Scope 1 & 2, have decreased by 3% compared to the previous year and 5% compared to our base year of 2021. There is still a lot to do to halve the emissions by 2030, but we are on the way.

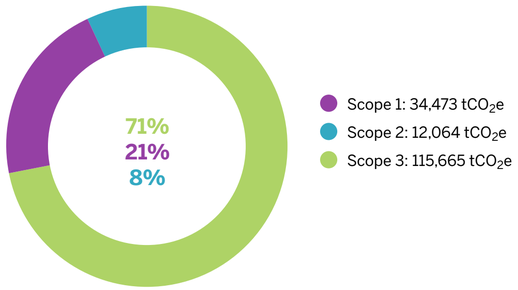
Scope 3: Customer deliveries

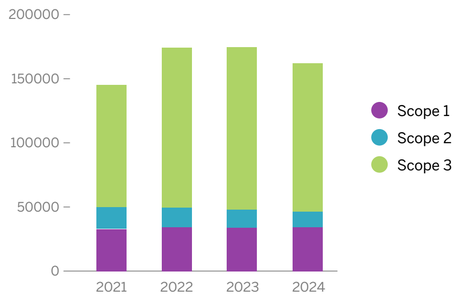
Customer deliveries, which are mostly reported under the Upstream transportation and distribution category, caused 19,851 tCO_2e (2023: 20,863), covering 12% of the Lindström Group's GHG emissions in 2024. The Group's total kilometres driven annually (44,7 million km) have increased by 4% from the 2023 total. The average distance travelled per washed kilogramme of textiles is 217 metres (2023: 214). In Finland, the distances are shorter, thanks to a variety of service centres close to our customers, and a kilogramme of washed textile travels only 92 metres (2023: 97) on average. Comparable delivery emissions for the whole Group were 5% less than in 2023, thanks to renewable diesel used in Finland, Estonia and Sweden. We started utilising renewable diesel (Hydrotreated Vegetable Oil, HVO) instead of diesel during the year. As of January 2025, 78% of Lindström's and 98% of Comforta's delivery kilometres were already covered by low-emission alternatives in Finland. The aim is to achieve 100% by the end of 2025 in Finnish deliveries. As the low-emission fuel was used mainly in the second half of the year, the reduction impact will be more effective from 2025 onwards. As a longer-term action, we continue to electrify our deliveries. Currently, our emphasis on e-vehicles is in China, where an increased number of kilometres driven were powered by electricity in 2024. During the year, the data quality of deliveries improved and also impacted a recalculation of 2023 figures (see GRI tables).

Scope 3: Purchased goods and services

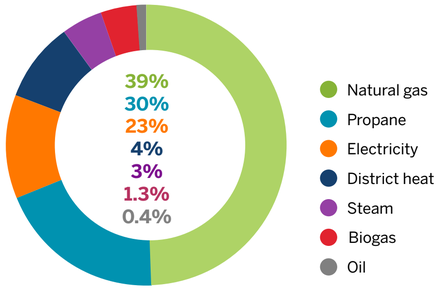
Purchased goods and services is our biggest emissions category, which covers 31% of our carbon footprint. Most our purchases consist of textiles needed to provide service for our customers. In 2024, emissions in this category decreased because fewer textile purchases fell into this year due to natural variation. We also got more primary data from our suppliers, which impacted the emissions compared to the earlier used spend-based model. 47% of products purchased by quantity were calculated with this more exact data. To collect this data, we collaborated with our biggest suppliers and provided them with tools for calculating emissions. Some of our suppliers have already increased the share of renewable energy they use, which is crucial for

LINDSTRÖM GROUP'S GREENHOUSE GAS EMISSIONS IN 2024 (tCO_2e)

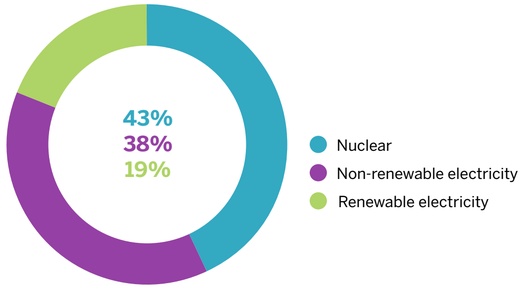




LAUNDRY OPERATIONS' ENERGY CONSUMPTION BY TYPE IN 2024

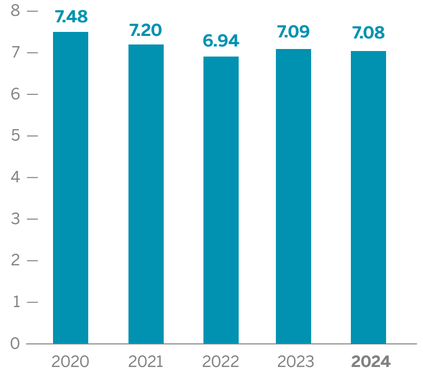


LAUNDRY OPERATIONS' ENERGY CONSUMPTION BY SOURCE IN 2024

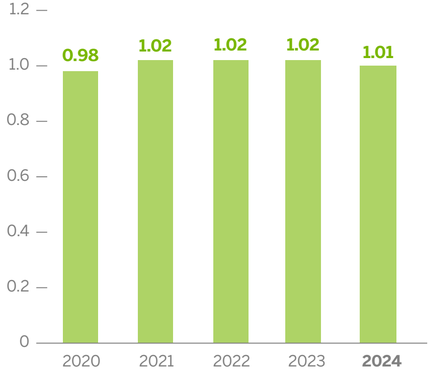


RESOURCE INTENSITY / WASHED TEXTILE KILOGRAMME

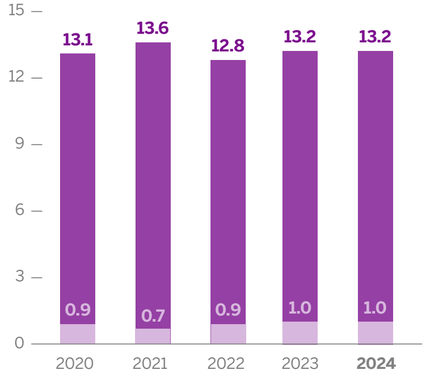
Water (l/kg)



Energy (kWh/kg)



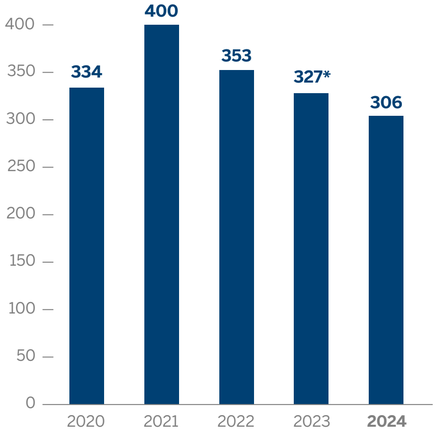
Washing detergents (g/kg)



Chlorine consumption, g/kg

Chlorine means bleaching detergents which contain a varying portion (usually 5–30%) of chlorine

Greenhouse gas emissions (g CO_2e/kg)



* Includes Scope 1 and 2 emissions from laundry operations and customer services. Year 2020 reported as it was calculated before setting the base year. Updated method in use from 2021 onwards.

In 2023, emissions from delivery services were recalculated after we received better vehicle load data in 2024. We believe this issue also impacts the 2021 and 2022 data, leading to increased emissions for those years. We will recalculate the 2021 emissions data next year.

reducing the carbon footprint of the products we purchase from them.

Another key component is the material choice. Currently, over a third of our purchased products include recycled or bio-based fibres, already exceeding the target set for 2025. Preferably, we aim to use recycled textile fibres from our products according to closed-loop principles. In 2024, we launched a workwear fabric containing 10% recycled polyester and cotton from our end-of-life textiles, a result of years of collaboration with our partners.

Scope 3: Other categories

Our Scope 3 emissions consist of nine different categories, which combined form 71% of our total emissions. In addition to the earlier mentioned Purchased goods and services (31%), the other categories are Upstream transportation and distribution (14%, including both customer deliveries and upstream logistics), Capital goods (9%), Fuel and energy-related activities (6%), Employee commuting (4%), Business travel (4%), Waste generated in operations (2%) and Upstream leased assets (2%). During the year, the category "Investments" was scoped

out as it's not considered material for our core business and stakeholders.

When initiating reduction activities, we have mainly focused on the two biggest ones so far since the biggest potential lies there. Nevertheless, waste emissions have decreased significantly due to improved emission factors. In general, Scope 3 emissions have uncertainties since most emissions calculations are based on spend-based or average data. At the same time, when targeting emissions reductions, we must improve the data quality and develop the emissions calculations.

Collaboration with stakeholders

Most of our greenhouse gas emissions are caused in the value chain. That is why it is extremely important to engage our suppliers and other partners to set their ambitious climate targets and act towards them. Our net-zero commitment will continue to be on the agenda of supplier collaboration as, in 2025, we will launch the Sustainability Champions Together programme for our supplier engagement. We are also happy to discuss this topic with our customers and respectively support their climate targets. To ease customer collaboration, we created a tool and reporting template for the customer interface to calculate & communicate customer-specific emissions. In addition to customer and supplier collaboration, we have actively participated in peer networking events and training provided by the United Nations Global Compact (UNGC) and the Finnish Business & Society corporate responsibility network (FIBS). We have also trained our employees internally on the topic and launched a new e-learning course on GHG emissions. 14% of our all employees received training on sustainability, climate change and environmental issues during 2024.

Enhancing reporting

In 2024, we improved our in-house capability to both calculate and automate emissions calculations. We have gathered more precise data from our laundries and suppliers. During the year, we improved our policies, actions and reporting and achieved a platinum certificate on the Ecovadis sustainability rating, placing us among the top 1% of the +130 000 companies assessed. Our work to mitigate climate change was noticed with an outstanding score of 90/100 on the Environment theme. In 2024, we also reported our climate actions through the CDP Climate Change and Water Security questionnaire. As a signatory member of the United Nations Global Compact initiative, we also reported on our climate initiatives & other sustainability topics through the Communication on Progress reporting platform. Based on our net-zero target, we continued to be recognised among UN Global Compact's Forward Faster companies.

Scope 1 & 2 – Our own operations
Energy efficiency
Renewable energy & electricity

Scope 3 – Our value chain

Purchased textiles
- Supplier engagement
- Recycled & bio-based materials

Customer deliveries
- Electrification & biofuels
- Route optimisation

Target 2030

–50% in Scope 1, 2 & 3
compared to base year 2021

–50%

Target 2050

Net zero –90% in Scope 1, 2 & 3
compared to base year 2021

NET ZERO

Recycled and preferred bio-based materials in our textiles

As part of our commitment to reducing emissions, we have aimed to increase the number of purchased materials containing recycled and preferred bio-based fibres to 30% by 2025. Due to significant progress in mats, hotel textiles, and workwear, we surpassed this target in 2024, reaching 36%.

We began tracking purchases of recycled and preferred bio-based materials in 2022. Since then, we have continuously improved our calculation methods and data accuracy, particularly in 2023 and further in 2024, ensuring more precise measurements of total textile purchases across our service lines. The overall use of recycled and preferred bio-based materials has increased significantly. Notably, we do not classify cotton as a preferred bio-based material due to its high water and energy consumption during production and that is why we are searching for better alternatives like wood based solutions. Most commonly used bio-based material in our products is lyocell.

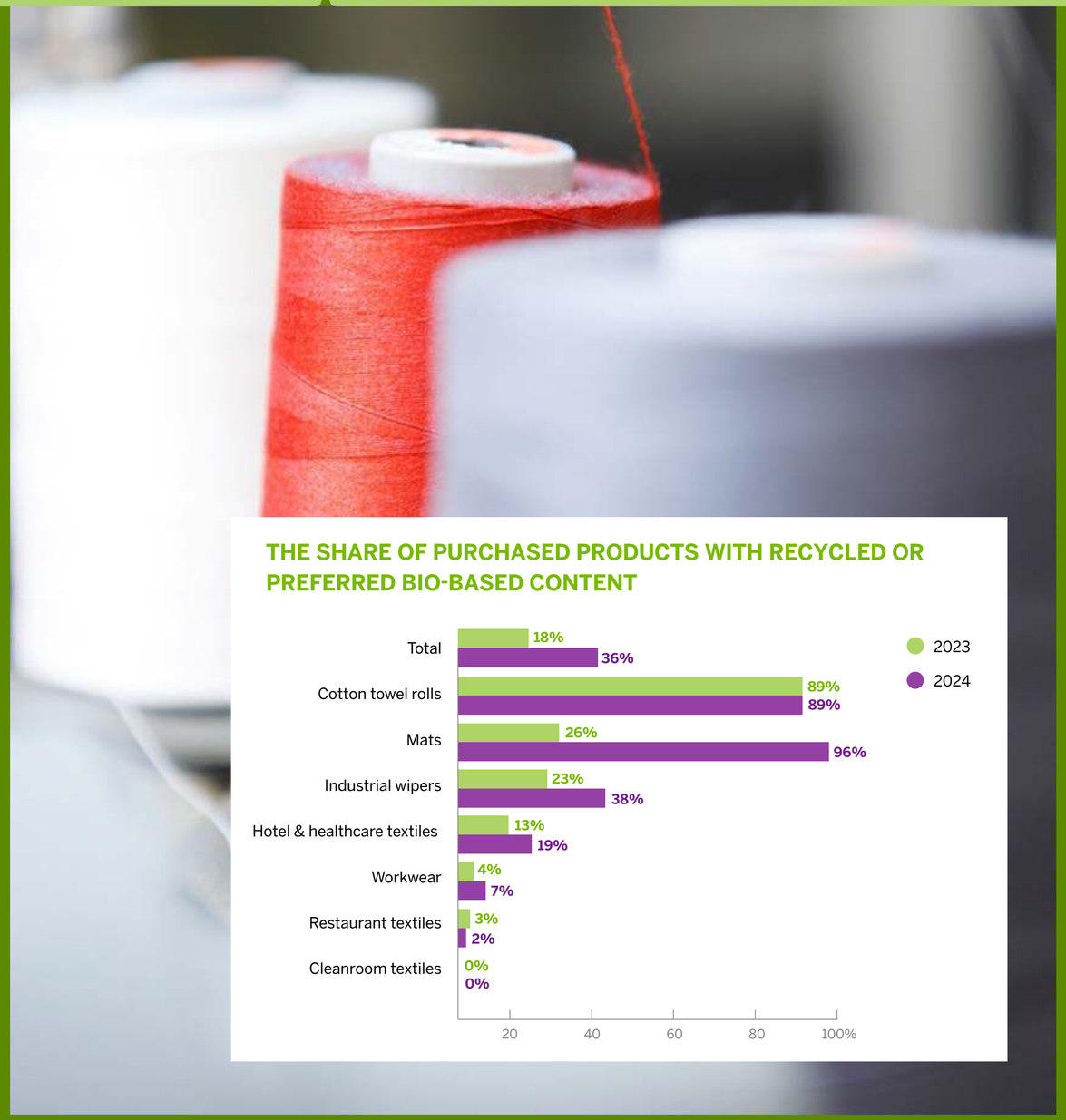
Significant progress in the use of recycled content

Overall, in 2024, 36% of all new textile purchases across the group included recycled or preferred bio-based fibres (2023: 18%). However, there are significant variations across product lines (see picture).

In hotel textiles, one of our key suppliers transitioned its bed linen collection to include recycled materials, increasing the products containing recycled content in hotel and healthcare linen from 13% to 19%. Additionally, at the end of 2023, we introduced standard mats with textile made from 75% recycled fibres. By 2024, nearly all our standard mat purchases featured this new material, leading us to exceed the targets with a 96% share of purchased mats containing recycled materials.

Our workwear purchases that included recycled or preferred bio-based materials increased from 4% to 7%. In 2023, we introduced our first broad selection of workwear incorporating recycled and preferred bio-based materials for the European HoReCa market, which has been well received by our customers.

In 2024, we replaced virgin polyester with recycled materials in several regions. In India, two fabric types were switched to versions containing recycled polyester. In Europe, the WorkerPro collection was expanded with new garments containing fabrics, which are using recycled polyester.



CASE STORIES

From old textiles to pioneering new fabric

Our collaboration with fabric manufacturer Klopman and recycling company Rester has resulted in a new fabric incorporating fibres from retired workwear. Development began in 2021, aiming to create scalable applications for recycled fibres from discarded textiles. By reducing the reliance on virgin fibres, we strive to address the significant environmental impact of fibre production, including land use, energy, and water.

The new fabric contains 10% recycled post-consumer polyester-cotton fibres – a novel solution in workwear fabric production. Since most of our garments are made from polyester-cotton blends, we can maintain a steady supply of raw materials for the process.

Rigorous testing in laboratories, industrial washing trials, and real-world use confirm the fabric's quality and durability. Material Manager **Seija Forss** highlights the importance of these efforts: "Our fabrics must withstand heavy use in professional environments. Our workwear is typically worn for at least three years and, in some industries, even up to seven years, equating to hundreds of uses."

Forss envisions the broader benefits of scaling its impact: "As more businesses adopt this fabric, it will enhance production efficiency and multiply its environmental benefits."

Read the full story on our website →

Looking ahead, at the beginning of 2025, we will launch new workwear products in Europe made from recycled fibres sourced from Lindström's end-of-life textiles, recycled as raw material for new fabrics. These developments will further increase our use of recycled and bio-based materials in the coming years.

Measuring the impact

Despite our progress, challenges remain in assessing the environmental impact of these materials. The textile industry still lacks comprehensive data on CO_2 emissions, making it difficult to fully quantify the benefits of increased use of recycled and bio-based fibres. Our current reporting calculates textile emissions at a general level, but more precise estimates are needed for individual materials. Further developments in data availability and methodology will be essential to accurately reflect our impact on emissions.

Challenges with durability, quality and price

Our textiles must withstand heavy use and rigorous industrial washing and tumble drying. As we increase the proportion of recycled fibres, we must find a balance to ensure product longevity is not compromised.

In many cases, environmentally friendly materials remain more expensive than materials that use virgin fibres. New technologies, innovations, and product lines often come at a premium in the early stages, with costs expected to decrease as demand grows. Additionally, achieving a fully closed-loop model may require trade-offs in material flexibility and comfort. However, we aim to find materials that meet both sustainability and performance standards.

Viable alternatives on the market

Some recycled materials are already proving to be viable alternatives. Recycled polyester, for example, performs similarly to virgin polyester, ensuring both durability and wearer comfort without reducing garment lifespan.

According to some estimates*, producing recycled polyester results in 30% lower CO_2 emissions compared to virgin polyester, using 45% less energy and 20% less water. Beyond emissions reductions, recycling also helps keep plastic waste out of oceans and landfills. Additionally, blended fabrics and polyester fibres require less water and energy during washing and finishing compared to pure cotton, making them a more environmentally friendly choice in textile maintenance.

As new technologies continue to emerge, we are optimistic about the development of innovative solutions to overcome existing challenges. We also continue the active collaboration with recycling companies and fabric manufacturers to find solutions that meet our durability standards and customer expectations.

* REPREVE® Unifi, Inc. manufacturing process, https://www.klopman.com/greenwear-old/fabrics-made-with-recycled-polyester#fabric/58293

DISCLOSURE 302-1: ENERGY CONSUMPTION WITHIN THE ORGANISATION

Lindström Group

GRI 302-1 (MWh)	2021	2022	2023	2024
Total Fuel Consumption from non-renewable sources	**148,581**	**169,065**	**165,772**	**167,936**
Petrol & Diesel	10,000	13,000	9,000	11,085
Natural Gas	89,178	98,172	79,291	81,739
Oil	906	549	595	853
Propane	40,743	44,058	62,827	61,221
District Heating	4,676	7,235	7,707	7,291
Steam	3,079	6,051	6,352	5,746
Total Fuel Consumption from renewable sources	**1,433**	**2,489**	**2,628**	**2,739**
Biogas	1,433	2,489	2,628	2,739
Electricity Consumption	**42,032**	**43,316**	**46,010**	**48,189**
Renewable	16,749	21,022	2,266	9,412
Non-renewable	25,283	22,293	24,967	18,628
Nuclear*			18,776	20,150
Total District heating from renewable sources	**0**	**0**	**0**	**854**
Total (MWh)	**192,047**	**214,870**	**214,409**	**219,719**
Total (TJ)	**691**	**774**	**772**	**791**

* For 2021 and 2022, the information on nuclear electricity has not been collected separately, it's included in non-renewable.

Only laundry operations

GRI 302-1 (MWh)	2021	2022	2023	2024
Total Fuel Consumption from non-renewable sources	**137,862**	**153,909**	**156,225**	**156,478**
Natural Gas	88,458	96,170	78,952	81,367
Oil	905,98	549,02	595	853
Propane	40,743	44,058	62,827	61,221
District Heating	4,676	7,080	7,500	7,291
Steam	3,079	6,051	6,352	5,746
Total Fuel Consumption from renewable sources	**1,433**	**2,489**	**2,628**	**2,739**
Biogas	1,433	2,489	2,628	2,739
Electricity Consumption	**41,359**	**42,097**	**45,198**	**47,295**
Renewable	16,465	20,700	2,210	8,940
Non-renewable	24,894	21,397	24,212	18,205
Nuclear*			18,776	20,150
Total District Heating from renewable sources	**0**	**0**	**0**	**681**
Total (MWh)	**180,654**	**198,494**	**204,052**	**207,194**
Total (TJ)	**650**	**715**	**735**	**746**

*For 2021 and 2022, the information on nuclear electricity has not been collected separately, it's included in non-renewable.

DISCLOSURE 302-3: ENERGY INTENSITY

Lindström Group

GRI 302-3 (kWh / washed textile kg)	2021	2022	2023	2024
Direct energy intensity (Scope 1)	0.91	0.91	0.84	0.76
Indirect energy intensity (Scope 2)	0.26	0.23	0.23	0.30
Combined (direct + indirect)	**1.17**	**1.13**	**1.07**	**1.07**

Only laundry operations

GRI 302-3 (kWh / washed textile kg)	2021	2022	2023	2024
Direct energy intensity (Scope 1)	0.85	0.83	0.79	0.71
Indirect energy intensity (Scope 2)	0.25	0.22	0.23	0.30
Combined (direct + indirect)	**1.10**	**1.05**	**1.02**	**1.01**

DISCLOSURE 305-1: DIRECT (SCOPE 1) GHG EMISSIONS
DISCLOSURE 305-2: ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS
DISCLOSURE 305-3: OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

Lindström Group

GRI 305-1 ; 305-2 (tCO_2e)	2021	2022	2023	2024
Scope 1	**32,546**	**34,389**	**34,093***	**34,473**
Refrigerants	1,278	252	425*	385
Non-renewable	31,268	34,136	33,667	34,088
Petrol & Diesel	3,405	3,816	2,861	3,079
Natural Gas	18,221	20,017	16,167	16,667
Oil	258	157	170	243
Propane	9,383	10,147	14,469	14,099
Renewable	0	1	1	1
Biogas	0	0	1	1
Scope 2	**16,428**	**15,304**	**14,010**	**12,064**
Non-renewable (market-based)	16,428	15,304	14,010	12,064
District Heating	443	672	715	667
Steam	1,787	2,104	1,873	1,839
Electricity (market-based)	14,199	12,528	11,423	9,558
Electricity (location-based)	13,262	11,574	10,537**	8,402
Renewable	0	0	0	0
Electricity (market-based)	0	0	0	0
Electricity (location-based)	0	0	455	2,511
District Heating (market-based)	0	0	0	0
District Heating (location-based)	0	0	0	85
Nuclear	0	0	0	0
Electricity (market-based)	0	0	0	0
Electricity (location-based)	0	0	1,551	932
Total (Scope 1 & 2)	**48,974**	**49,693**	**48,103***	**46,537**

*Refrigerant data updated for 2023. There were some missing emissions from refrigerant use in Asia.
** Location based emission factors updated for 2023. There were missing emissions from nuclear and renewable electricity use.

GRI 305-3 (tCO_2e)	2021	2022	2023	2024
Scope 3	**95,322**	**124,834**	**126,513**	**115,665**
Business Travel	1,282	3,420	5,332	6,020
Capital Goods	7,171	11,646	13,681	14,153
Employee Commuting	6,395	6,984	6,577	6,767
Fuel- and energy-related activities	11,036	11,788	9,937	9,982
Purchased Goods and Services	37,420	53,053	56,435*	50,140
Upstream Leased Assets	1,710	1,158	1,963	2,723
Upstream Transportation and Distribution	19,759	26,407	25,224*	22,921
Waste generated in operation	10,549	10,377	7,363	2,958
Total (Scope 1, 2, 3) Market based	**144,296***	**174,527***	**174,616***	**162,202**

* Figures have been updated since 2023 report. Investments has been removed from the inventory for the years 2021–2023. Upstream Transportation and Distribution and Purchased Goods and Services have been fixed for 2023.

Biogenic Emissions (tCO_2e)	Scope	2022	2024
Biogenic Emissions - Biogas and renewable district heating	Scope 1 and 2	523	844
Biogenic Emissions - Delivery Services	Scope 3	235	2,157
Total Biogenic Emissions		**758**	**3,001**

Only laundry operations

GRI 305-1 ; 305-2 (tCO_2e)	2021	2022	2023	2024
Scope 1	**28,992**	**30,465**	**31,163**	**31,318**
Refrigerants	1,276	251	425	385
Stationary Combustion	27,716	30,215	30,737	30,934
Scope 2	**16,222**	**14,683**	**13,685**	**11,860**
Heating and Steam	2,229	2,757	2,562	2,506
Electricity (market-based)	13,993	11,926	11,123	9,354
Electricity (location-based)	13,006	11,061	12,313**	11,613
Total (Scope 1 + 2)	**45,214**	**45,148**	**44,848**	**43,179**
Total (Scope 1 + 2 & delivery services emissions)	**64,268**	**66,088**	**65,709***	**63,016***

* Excludes Scope 2 emissions of e-vehicles as it is included in electricity emissions
** Location based emission factors updated for 2023. There were missing emissions from nuclear and renewable electricity use.

Only PRODEMS

GRI 305-1 ; 305-2 (tCO_2e)	2021	2022	2023	2024
Scope 1	**149**	**108**	**71**	**76**
Refrigerants	2	2	2	0
Stationary Combustion	147	106	69	76
Scope 2	**196**	**245**	**326**	**204**
Heating and Steam	0	10	25	0
Electricity (market-based)	196	226	300	204
Electricity (location-based)	248	242	230*	231
Total (Scope 1 + 2)	**345**	**353**	**397**	**280**

* Location based emission factors updated for 2023. There were missing emissions from nuclear and renewable electricity use.

DISCLOSURE 305-4: GHG EMISSIONS INTENSITY

Lindström Group

GRI 305-4 (kg CO_2e / washed textile kg)	2021	2022	2023	2024
Scope 1	0.20	0.18	0.17	0.17
Scope 2	0.10	0.08	0.07	0.06
Scope 1 + 2	**0.30**	**0.26**	**0.24**	**0.23**
Scope 3	0.60	0.68	0.63	0.56
Scope 1 + 2 + 3	**0.90**	**0.94**	**0.87**	**0.79**

Only laundry operations

GRI 305-4 (kg CO_2e / washed textile kg)	2021	2022	2023	2024
Scope 1	0.18	0.16	0.16	0.15
Scope 2	0.10	0.08	0.07	0.06
Scope 1 + 2	**0.28**	**0.24**	**0.22**	**0.21**
Scope 3*	0.12	0.11	0.10	0.10
Scope 1 + 2 + 3*	**0.40**	**0.35**	**0.32**	**0.31**

*Scope 3 includes only customer deliveries reported as part of Upstream transportation and distribution.

LAUNDRY SERVICES ENVIRONMENTAL DATA

Supply and purchases	2020	2021	2022	2023	2024	
New textiles*	3,227	4,091	5,773	3,889	3,147	ton
Washed textiles	172,450	193,341	222,773	200,871	206,082	ton
Total energy	**168,860**	**197,761**	**227,192**	**204,052**	**207,194**	**MWh**
Oil	1,248	906	549	595	853	MWh
Natural gas	84,508	98,463	112,490	78,952	81,367	MWh
Propane	33,207	40,743	44,058	62,827	61,221	MWh
Steam	4,342	4,673	10,860	6,352	5,746	MWh
Electricity	38,456	45,304	48,267	45,198	47,295	MWh
Biogas	1,149	1,433	2,489	2,628	2,739	MWh
District heating	5,950	6,239	8,478	7,500	7,972	MWh
Total water	**1,290**	**1,393**	**1,546**	**1,424**	**1,458**	**ML**
Municipal water				1,265	1,286	ML
Groundwater				125	113	ML
Surface water				34	60	ML
Total detergents	**2,264**	**2,626**	**2,855**	**2,651**	**2,711**	**ton**
Chlorine**	156	128	198	194	207	ton

* Includes all textile categories. 2021 and 2022 new textiles figures includes also other washroom products than textiles. To simplify and improve the reporting, in 2023 reporting method was modified from showing the sum of direct purchases to laundries and internal sales to laundries, to showing the sum of direct purchases to warehouses and laundries.
** Chlorine means bleaching detergents which contain a varying portion (usually 5–30%) of chlorine

Wastes and effluents	2020	2021	2022	2023	2024	
Total waste*	**6,649**	**8,296**	**11,097**	**8,495**	**9,621**	**ton**
Textile waste	1,761	1,887	1,967	1,941	1,859	ton
Sand and sludge	2 024	3 219	4 257	3 592	3,832	ton
Hazardous waste	1 738	2 045	3 182	1 672	2,511	ton
Mixed waste to landfill	484	574	888	343	363	ton
Waste to energy without textiles**	279	219	348	416	478	ton
Cardboard and paper to recycling	169	163	222	214	242	ton
Metals to recycling	86	104	130	184	182	ton
Plastic to recycling	79	60	66	69	70	ton
Biowaste	28	24	29	24	32	ton
Effluent						
BOD7	573	511	598	441	538	ton
COD	1,330	1,387	1,395	1,125	1,368	ton
Phosphorus	6	7	5	3	4	ton
Nitrogen				19	72	ton
Sulphates				38	148	ton
Chlorides				126	249	ton
Suspended solids	359	426	311	296	364	ton
Heavy metals***	1.2	4.6***	6.2***	1.3	1.5	ton
Mineral oils				23	44	ton
Grease and oil	81	78	61	58	53	ton

* The difference in the total figure is due to two very small waste categories (under 1%) that are not reported in this table
** Name changed previously 'Energy recovery without textiles
*** Heavy metal figures reported in some laundries in wrong unit in 2021 and 2022 therefore, the reported figures are higher than in reality.

Textile transport and emissions	2020	2021	2022	2023	2024
Kilometres driven (1,000 km)	43,720	50,548	53,335	42,906	44,679
Driven kilometres per washed textile kg (km/kg)	0.25	0.26	0.24	0.21	0.22
Transport emissions per washed textile kg					
gCO_2e /washed kg	88.8	79.7	84.7	103.9*	96.3

* Delivery services were recalculated for 2023 changing the figure from 95 to 103,9.

PRODEM ENVIRONMENTAL DATA

	2021	2022	2023	2024	
Produced pieces	**623,116**	**629,165**	**671,990**	**770,137**	**pcs**
Total water			**1.9**	**1.7**	**ML**
Total energy consumption	**1,380**	**1,404**	**1,358**	**1440**	**MWh**
Electricity	661	729	811	894	MWh
Renewable			56	471	MWh
Non-renewable			755	423	MWh
Natural gas	719	521	*340	*372	MWh
District heating	**0,15	155	207	173	MWh
Total energy consumption	**2.22**	**2.23**	**2.02**	**1.87**	**kWh/pcs**
Total waste	**80.7**	**93.8**	**94.0**	**160.1**	**t**
Recycling			52.6	54.2	%
Textile waste	53.4	52.8	63.3	93.0	t
To recycling	15.0	13.8	22.5	29.5	t
To incineration				32.8	t
To landfill	38.4	39.1	40.8	30.7	t
Hazardous waste	0.08	0	0.06	0	t
Mixed waste to landfill	5.8	18.7	3.6	9.8	t
Cardboard and paper to recycling	14.6	15.9	25.0	42.3	t
Wooden pallets to recycling				1.6	t
Plastics to recycling	6.7	6.3	2.0	13.4	t
Total emissions (g CO_2e) / produced piece* **	**493**	**473**	**591**	**364**	**gCO_2e/pcs**

* Natural gas figure for December for Hungary estimated
** An error in the reporting of district heating in 2021 was noticed and fixed for 2022 resulting in higher consumption figure
*** Only including Scopes 1 and 2

CASE STORIES

Driving down delivery emissions

Even the smallest decisions can make a big difference -especially when it comes to the fuels powering our vehicles. In Finland and the Baltics, our teams are gradually transitioning to renewable diesel which can reduce greenhouse gas emissions by up to 90%.

"This is not just a minor adjustment but a significant step forward. Optimised delivery routes and an extensive laundry network further reduce our carbon footprint," says **Jussi Leskinen**, Operative Director in Finland.

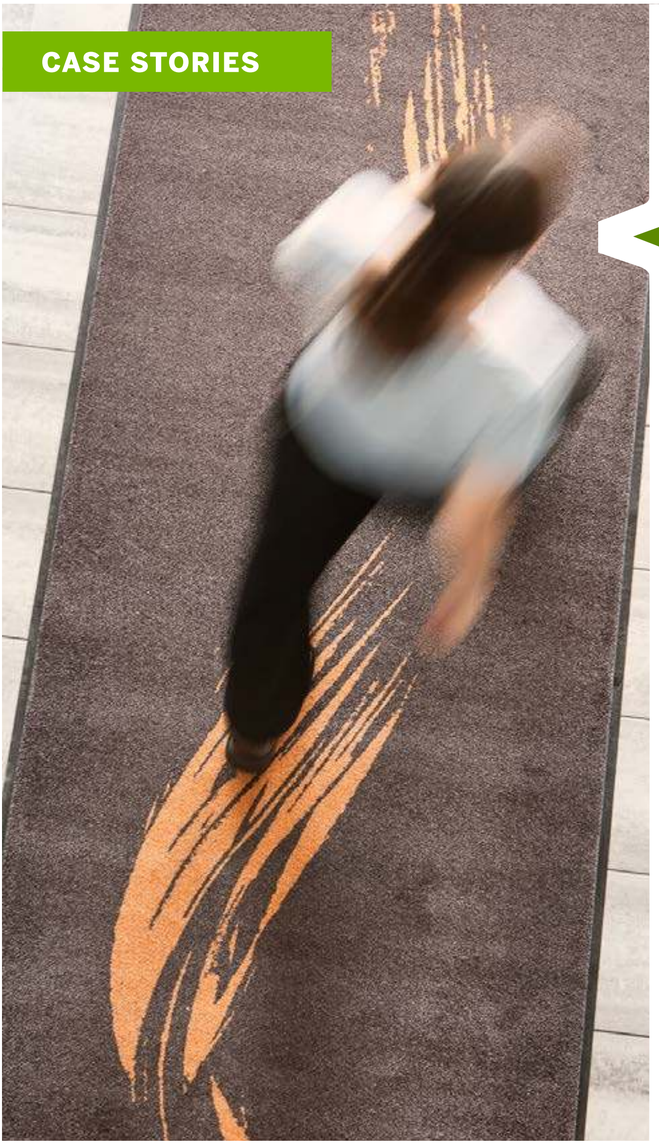
Renewable diesel is made entirely from renewable raw materials, such as waste and residue materials. It is widely available in the Nordic countries and the Baltics, making it a practical and impactful choice for rapidly cutting emissions. "Renewable diesel can be used in the existing vehicle fleet, offering an immediate way to reduce emissions," Leskinen explains

Most delivery vehicles in Finland now operate on renewable diesel, complemented by a growing fleet of electric and biogas-powered vehicles. In February 2025, 89% of Lindström's and 98% of Comforta's delivery kilometres were already covered by these low-emission alternatives. The goal for the region including Finland and the Baltics is 90% by the end of 2025. .

"Our mission is simple: we aim to provide our customers with more sustainable service," says Leskinen.

Read the full story on our website →

CASE STORIES



New collaboration boosted mat recycling

Finding a solution for mat recycling once seemed almost impossible. Lindström mats are made from rubber, with nylon yarn vulcanised together on top. Separating these two materials at the end of the mat lifecycle is a challenge.

"We were looking for mat recycling solutions for many years. We discussed this with specialists and universities that study different raw materials and how they can be separated and recycled," shares **Kristiina Tiilikainen**, Director of Sustainable Procurement.

A breakthrough came with our partnership with Infinity Mat Recycling. "We believe that we are the first ones in the Finnish market to recycle mats at this scale," says **Jussi Leskinen**, Operative Director at Lindström.

The recycling process begins by grinding the mats into small particles. A specialised method then separates the fibres from the rubber, producing clean rubber crumb and fibre. The rubber crumb is sent to a pyrolysis plant, where it is converted into carbon black and oil for reuse in nitrile rubber production. The separated fibres are repurposed as insulation, packing material, or reprocessed into new fibres.

The partnership is a significant achievement for the mat industry and the entire textile sector. "It brings us one step closer to a circular economy," highlights **Kaspars Grava**, Mat Service Owner.

Read the full story on our website →

Building a path to Net Zero laundry by 2050

Net-zero laundry programme is one of our key initiatives to significantly reduce the greenhouse gas emissions from our operations. The concept is simple yet demanding – to develop a comprehensive laundry system that emits no greenhouse gases into the atmosphere. Achieving this requires implementing innovative technical solutions across various areas, including steam generation, heat recovery, washing and drying processes, and wastewater treatment.

"These solutions are like LEGO blocks that fit together to build our net-zero laundry concepts," explains **Ville Konsti**, our Vice President of Facility and Technology Innovation. "Each piece contributes to the bigger picture either by reducing energy consumption or by turning it towards greener energy sources."

The journey toward net-zero laundry starts with the development of a concept for workwear laundries and the testing of technical solutions to electrify steam production. Insights from other existing initiatives play a key role in shaping these advancements. However, the development is not limited to future concepts.

"Progress happens in stages," Konsti explains. "We need to balance between the remaining lifespan of current equipment and the emissions reductions achieved with new technologies. However, by 2050, we aim to have the Net Zero Laundry concept implemented across all our facilities."

Read the full story on our website →

Desired partner

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Desired partner

In 2024, we launched our renewed Voice of Customer survey, designed to deliver actionable insights and support continuous improvement. It enables us to improve the overall customer experience.

We continued to advance greenhouse gas emission reductions across our supply chain. Decarbonisation readiness is now part of our supplier evaluation. Monitoring the emissions and reduction roadmaps will become mandatory in the coming years.

88,000
CUSTOMERS

32
SUPPLIER AUDITS
(2023: 23)

8.8/10
Voice of Partner
(2023: 8.3)

4.2/5
Customer satisfaction
(new metric)

"Lindström's solutions support our goal of minimising our operations' environmental impact. We value Lindström's active commitment to improving sustainability practices."

Tuomas Halonen,
Development Manager
Sustainable Procurement
at Neste

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Dedicated to outstanding customer experience

We value our long-standing customer relationships, many of which span several decades. We aim to exceed customer expectations by providing carefree and reliable services that are compliant with industry standards and enhance both employee experience and sustainability. In 2024, we focused on launching our new Voice of Customer survey, which aims to generate actionable insights and drive continuous development of our products and services.

We serve 88,000 customers across a wide range of industries, such as pharmaceuticals, healthcare, retail, food, HoReCa, facility management, engineering, and automotive. Our customer base spans from small business owners to global multinational corporations.

Enhancing customer insight collection: our renewed Voice of Customer programme

In 2024, we globally renewed our Voice of Customer (VoC) programme. This renewal was driven by our commitment to continuously improve our customer experience, strengthen our customer-centric operations, and ensure we remain attuned to our customers' needs and expectations. The goal was to improve the quality of customer insights and use these insights for continuous improvement.

As part of the project, we redesigned all our customer satisfaction metrics, surveys, and measurement practices. We also partnered with new experts to help us with this journey. During the year, we introduced new satisfaction surveys and trained our personnel on customer-centricity and customer insight.

The renewed Voice of Customer surveys are concentrated around some of our key customer processes, such as onboarding and account management, to ensure we capture feedback where it matters most.

Understanding customer expectations

We believe in collaboration with our existing and prospective customers to foster innovation and develop value-added services. In addition to our Voice of Customer surveys, we actively seek insights from on-site visits and industry events. Additionally, we carefully analyse feedback from terminations, ensuring a continuous service improvement cycle.

We often share new ideas and concepts that we are working on through visualisations and prototypes. This approach allows us to collect customer feedback from various roles, ranging from purchasing managers to end-users.

In our quest to stay attuned to textile industry trends and continually improve our operations, we actively participate in industry events and workgroups, including the European Textile Service Association (ETSA). Additionally, we monitor the market to keep a vigilant eye on emerging trends, ensuring that we remain at the forefront of industry developments.

Looking ahead: 2025 initiatives

In 2025, we will continue to develop the recently launched Voice of Customer surveys and the ways we use the insight gathered. The ultimate goal is to improve service quality and strengthen customer relationships.

These initiatives include:

- *Enhanced personnel training:* We plan to provide more training, focusing on customer-centricity and customer insight. This will ensure that all employees are equipped to deliver exceptional service and understand the importance of their role in the customer experience.

- *Greater customer engagement:* We aim to deepen collaboration with our customers through co-creation initiatives, working together to innovate and refine our services to meet and exceed expectations.

- *Improved customer insight collection:* Building on our renewed Voice of Customer programme in 2024, we will continue to develop and refine our surveys and how we use the insights gathered. This will enable us to stay attuned to customer needs and drive continuous service improvement.

We are excited about these initiatives and confident in their positive impact on our customer relationships. They aim to foster innovation and add value to our services, increasing customer satisfaction and loyalty. By creating a more dynamic and responsive service environment, we will ensure our services remain relevant and of the highest quality, ultimately strengthening our customer relationships and enhancing our market position.

Voice of Customer results

The results are not comparable to earlier years and our 2025 goals due to the change in the survey methodology and a limited number of responses.

Customer Satisfaction

Describes the happiness for our sales interactions, customer deliveries and onboarding experiences. Number of respondents 7271.

2024:

4.2/5.0

81% satisfied

Net Promoter Score

Describes the willingness to recommend us and our services. Number of respondents 725.

Net Promoter Score 2024:

30.6

CASE STORIES

Image: Neste Corporation

Neste puts sustainability front and centre in workwear management

Neste is the world's leading producer of sustainable aviation fuel and renewable diesel. The company wanted to develop its workwear related processes and in 2023, Neste chose us as its partner to deliver streamlined and sustainable workwear management services. Sustainability is at the heart of the collaboration between us and Neste. There are clear goals and metrics set for the workwear management process, and a joint steering group monitors the progress.

"Lindström's solutions support our goal of minimising our operations' environmental impact. We value Lindström's active commitment to improving sustainability practices," says **Tuomas Halonen**, Development Manager, Sustainable Procurement at Neste.

We provide clean and safe workwear to 12 locations within Neste's Porvoo and Naantali sites. Additionally, there are three Workwear Flex rooms, allowing visiting employees, researchers and guests to pick up and return workwear during site visits. The garments are washed in our water-efficient industrial laundries, and repairs are made to extend their lifecycle.

With the new centralised and flexible workwear management process, the goal is to reduce the amount of clothing by up to 40%.

Read the full story on our website →

Strengthening customer relationships through insight

A few years ago, we noticed something intriguing. Our customer satisfaction metrics were impressive, consistently surpassing our targets. On the surface, everything seemed perfect. Were we truly performing so well that no further action was needed? We didn't think so.

Recognising the need for deeper insights, we decided to revamp our approach to measuring customer satisfaction. "Customer insight is key for understanding what creates value and causes pain for our customers – it enables us to improve their overall experience." explains **Teija Kuustonen**, Head of Fast Track.

Salla Kosonen, our Customer Experience Manager and the driving force behind the project adds: "With the help of our new CX platform, we can gather more accurate and actionable feedback that enables continuous services improvement."

Taneli Ranki, Head of Delivery Services, emphasises how the new survey enables the development on multiple levels. "The new survey allows us to response quickly to customer feedback and recognise individuals for excellent service. Locally, we gain insights to improve service quality and operational efficiency. Globally, we understand better what customers expect in the future."

By improving how we listen to and learn from our customers, we are strengthening relationships and building a foundation for the future.

Read the full story on our website →

CASE STORIES

Workwear Alarm keeps garments hygienic, safe and secure

Managing workwear in regulated industries like food production, where safety and hygiene are top priorities, is no small task. That's why we developed Workwear Alarm: a loss prevention system designed to keep garments where they belong.

Workwear Alarm, explained:

- Tracks garments taken off-site to prevent loss and ensure proper care.
- Supports compliance with strict hygiene and safety standards through actionable reports.
- Available as an add-on to our workwear service to improve garment monitoring and control.
- Delivers peace of mind for our customers.

Launched in February 2025, Workwear Alarm uses RFID technology embedded in every Lindström garment to track movements and trigger a light or sound alarm if a garment is taken off-site.

In a six-month pilot with a food manufacturing company, the benefits were clear: reduced garment loss, improved employee safety, and better sustainability.

"Launching Workwear Alarm is a huge milestone because we developed this technology in-house, and the pilot confirmed its feasibility," says **Ilari Laitinen**, Service Designer at Lindström. In fact, our pilot customer reduced garment loss by 87% over the course of six months.

Learn more about Workwear Alarm here →

- **Designed with users for the optimal fit**
- **Promotes the principles of circular ecomomy**
- **Provides cost efficient solution**
- **Supports closed-loop recycling**
- **Produced by trusted, reliable suppliers**
- **Utilises efficient on-demand manufacturing practice**

Why reusable workwear is a better choice?

Our reusable Lindström collection offers significant advantages across all dimensions of sustainability – environmental, economic, and social. Designed with circularity in mind, it places durability as a key focus.

It combines robust materials with emotional longevity, ensuring the garments stay relevant and functional over time. "The products are always tested by real users who are often involved in the design process to ensure the best fit and functionality," shares **Elina Harjanne,** Head of Product Development in Europe .

The lifespan is lengthened by the efficient reusing of local offerings and the repairing of millions of garments every year.

"Simple, modular designs and limited accessories make repairs straightforward. The necessary parts – like the correct type of zippers – are readily available in our laundries. This isn't always the case with highly customised products, which can end up as waste if they cannot be repaired," Harjanne says.

The Lindström collection is built using materials sourced from our trusted suppliers, with many partnerships spanning decades.

"We want to have responsible, reliable, and sustainable partners. Our high standards for quality, social responsibility, and environmental practices are non-negotiable," says **Kristiina Tiilikainen**, Director of Sustainable Procurement.

The unique on-demand manufacturing units, Prodems, enable the efficient manufacturing of replacement and additional orders for the Lindström collection within just a few days.

"With the help of our Prodems, we have eliminated the need for large stocks of extra garments common in this industry. This reduces the risk of products becoming obsolete and going to waste before they are even used," Harjanne says.

Read the full story on our website →

BUILDING BRIDGES FOR TOMORROW

Working together with customers for a sustainable future

Heta Tuomivaara
Senior Key Account Manager

As we face the challenges of climate change and environmental degradation, the need for more sustainable practices has never been more urgent. I believe that the key to a more sustainable future lies in our ability to listen, understand, and collaborate. At Lindström, our approach to sales and customer care goes beyond merely providing products and services; it's about creating long-term, sustainable solutions that benefit both our clients and the environment.

In recent years, I've noticed a growing emphasis on sustainability among our clients. Tender processes now regularly include detailed sustainability questions, and I frequently respond to surveys that map the entire value chain of our service production. Clients also ask us to sign Supplier Codes of Conduct to ensure sustainable practices and conduct on-site audits to assess our compliance. From my experience, Lindström has successfully met these expectations, and the increasing demands continue to drive us to refine and improve our operations.

Some of the most rewarding aspects of my work come from face-to-face conversations with clients. These discussions foster mutual learning and collaboration, offering valuable insights into their needs and sustainability priorities while providing an opportunity to share how we can support their goals. When we talk about our circular economy-based textile services, the responses are often enthusiastic, with follow-up questions that reflect a genuine interest in moving away from traditional linear purchasing models toward sustainable solutions.

One memorable experience in 2024 involved a conversation with a long-term client about their renewed sustainability reporting obligations. We provided comprehensive information in a user-friendly format that fully met their needs. This exchange led to deeper knowledge sharing and strengthened our relationship, taking it to a new level.

Social responsibility is another recurring theme in my discussions with clients. Many companies are focused on improving employee experience, and through our circular textile services, we can help our clients prioritise inclusivity, sustainability, and well-being in their workwear solutions. One of my most inspiring moments was participating in a Future Workwear Workshop last autumn, organised by our talented Design Team. This hands-on session brought together client's employees from various professional groups – nurses, lab technicians, physiotherapists, and more – to co-design their future workwear. By involving those who wear these garments every day, we created not only functional clothing but also a sense of belonging and respect.

Clients are increasingly seeking tangible evidence of sustainability efforts rather than general claims. However, the prevalence of sustainability rhetoric in the market often makes it challenging to compare responsibility claims across service providers. During one conversation, I asked a client's sustainability director how they evaluate partners in such a crowded landscape. Their response was clear: a third-party verification is critical.

This feedback resonated with me, as Lindström's Sustainability Report is assured by Ernst & Young Oy, we hold EcoVadis Platinum Medal, and we are committed to achieving net-zero emissions through the Science Based Targets initiative (SBTi)-approved goals. These measures, along with our digital solutions that enhance traceability and measurability, bring true value to our clients.

The EU's Greenwashing Directive (ECGT) has further underscored the importance of transparency and accountability. While it is mandatory only for B2C businesses, Lindström has voluntarily adopted these guidelines and launched an internal education programme to ensure compliance. This important topic gained significant attention last year and has often come up in client discussions.

Through systematic and informal dialogue with long-term and potential clients, we learn about shared sustainability challenges and gain valuable insights to refine our strategies. Feedback is crucial in shaping our services and offerings, ensuring they adapt to our clients' evolving needs. At its best, attentive listening and true cooperation transform traditional customer-supplier relationships into genuine partnerships focused on the broader benefits of collaboration.

In conclusion, building partnerships with our clients is a commitment to a shared vision of a sustainable future. By listening to their needs, collaborating on innovative solutions, and prioritising transparency, we are paving the way for meaningful change. True sustainability requires a collective effort, and at Lindström, we are all ears and determined to do our part.

Collaborating for a sustainable supply chain

Our supply chain plays a significant role in the overall sustainability of our business. We work with our suppliers in two ways: select those whose sustainability aspirations align with ours and actively collaborate to reduce our emissions and create positive social impacts throughout our value chain. Our Supplier Code of Conduct outlines the ethical principles all suppliers are expected to uphold. Through audits, training, and continuous dialogue, we support our suppliers in improving their operations.

Lindström manages an extensive global supplier network comprising approximately 900 direct suppliers. Beyond these, we rely on thousands of additional suppliers for materials and services – ranging from detergents to cleaning, maintenance, and IT services. While our largest suppliers operate globally, we also partner with numerous local suppliers, particularly in Europe and Asia. To enhance transparency and reporting across our supply network, we are introducing a new ERP system in the next few years.

We operate our own manufacturing units, Prodems, located in Latvia, Hungary, and India. Additionally, we outsource manufacturing; garment manufacturers produce the items according to our specifications. In some instances, we also use third-party workwear in our services.

Although many of our strategic suppliers are based in Europe, a minority come from risk-classified countries according to the Amfori Countries' Risk Classification. We conduct annual risk evaluations of both supply countries and individual suppliers.

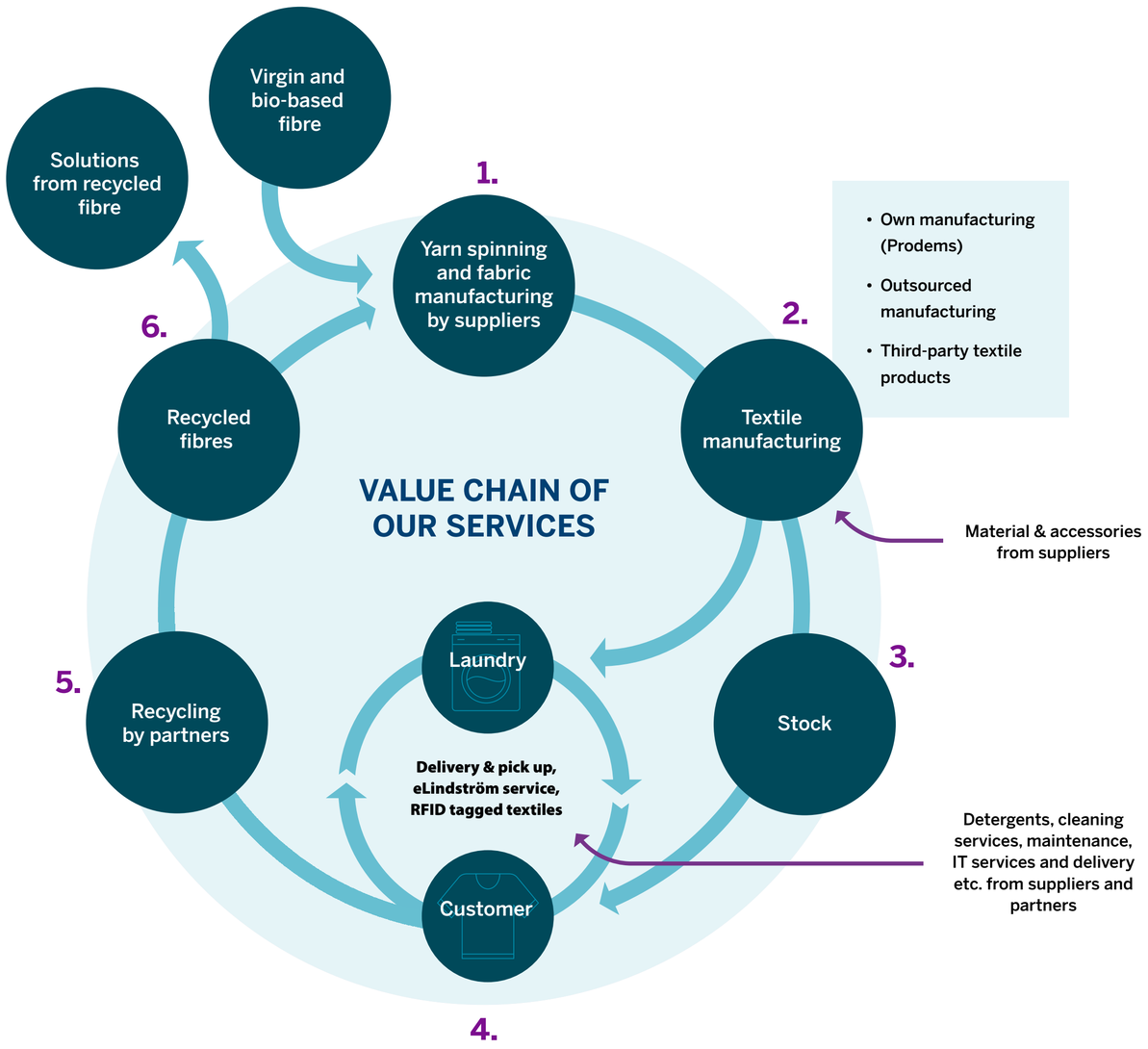
Policies set the basic requirements

Our Supplier Code of Conduct establishes fundamental requirements for areas such as health and safety, environmental protection, anti-corruption, respect for human rights, and the prohibition of child labour. In 2023, we published a renewed Supplier Code of Conduct, and in 2024, we ensured that our main supplier contracts were updated regarding this renewed commitment.

Our Sustainable Procurement Policy guides our procurement practices and is accessible to all employees via our intranet. There are also complementary guidelines for supplier management, selection of new suppliers, and evaluation.

The Quality Assurance Handbook defines standards for the materials and goods we purchase. It applies across the entire supply chain, from planning to production and delivery.

We want to ensure that our employees understand what sustainability in the supply chain entails in practice. In 2024, we organised training sessions for our entire

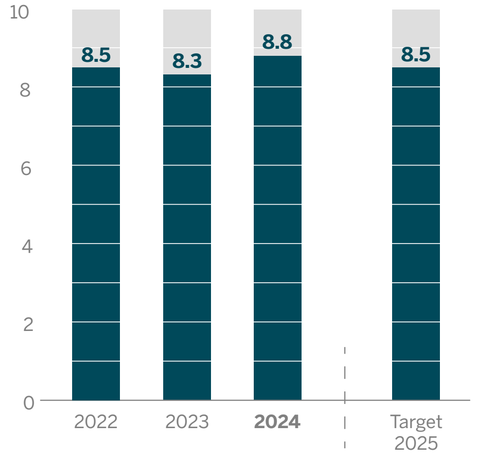


procurement staff on how to consider both environmental and social responsibility issues in their work. We also organised training sessions for other functions, such as sales teams, on procurement-related responsibility themes. In 2025, we will continue training our different teams.

Selection of new suppliers is guided by sustainability

In January 2024, we introduced updated selection criteria for new suppliers. We expect our suppliers to be reliable, financially sound businesses that adhere to national and international laws, respect human rights and prioritise environmental protection.

VOICE OF PARTNER



All larger suppliers undergo audits before collaboration begins, with assessments covering environmental, workplace safety, and social responsibility issues. Suppliers found on sanction lists or associated with sanctioned entities are not accepted. Additionally, suppliers must meet all legal employer obligations.

Suppliers with documented and certified management systems are prioritised, though certification is not mandatory. However, all suppliers must have policies addressing quality, environmental impact, and health and safety.

We engage with suppliers to ensure human and labour rights are respected and have expanded our focus in recent years to include diversity. This is to prevent both visible and hidden discrimination.

Decarbonisation readiness is now part of our supplier evaluation process, and we aim to systematically incorporate decarbonisation criteria into supplier selection. Audits of existing suppliers also include assessments of emissions and decarbonisation efforts.

In 2024, we have evaluated some new suppliers based on social and environmental criteria. Our new ERP system will enable more detailed reporting in this area.

Regular audits drive development

We conduct audits of all our strategic suppliers every three years. These audits, combined with regular discussions, pay particular attention to social and environmental responsibility topics, with occupational health and safety identified as one of the key risk areas. For example, ensuring safe deliveries is a priority for us.

Our follow-up system ensures that any discrepancies identified during audits are addressed. We value long-term, collaborative partnerships, and most deficiencies are resolved through constructive dialogue with our suppliers. However, if serious issues remain uncorrected, we reserve the right to terminate the supplier relationship as a last resort.

In connection with audits, we provide suppliers with development proposals. These often focus on promoting safety observations, which are proven to be one of the most effective methods for preventing workplace accidents.

In 2024, we audited 32 companies, identifying one critical nonconformity of social requirements in China and a total of 9 minor nonconformities in China, Belgium and Turkey. Of these, two were related to environmental and three to social requirements, primarily work safety. There were no observations related to human rights violations or instances of corruption. Our development recommendations included measures such as ensuring the use of proper Personal Protective Equipment (PPE) and installing correct exit and emergency signage. Improvements were agreed upon, and no supplier relationships were terminated due to these nonconformities.

Continuous improvement in focus

Lindström has been awarded a platinum certificate by EcoVadis, the world's largest and most trusted provider of business sustainability ratings. The EcoVadis framework helps us create a common understanding of the most critical aspects of developing the sustainability of our supply chain.

We also collaborate with our suppliers and partners for continuous improvement. Our cooperation with our key suppliers and partners has been in place for decades. We believe that building mutual trust positively impacts product quality and that long-standing relationships encourage suppliers to invest in innovation. To receive valuable insight on improving our cooperation, we conduct a Voice of Partner survey annually to our partners and suppliers that deliver goods and services to Lindström.

In 2024, 155 persons participated in the survey, achieving a response rate of 36.7%. On a scale of 4–10, the overall score for 2024 was 8.8 (2023: 8.3). Our suppliers expressed strong confidence in Lindström's reliability with a consistent score of 9.4 (2023: 9.4) for keeping promises, respecting deadlines, and fulfilling obligations. They also felt that the partnership is valuable to their business, reflected in a score of 9.1 (2023: 9.0). Notably, suppliers increasingly recognised us working together towards more sustainable solutions, with the score rising to 8.9 (2023: 8.3). While we have succeeded in our long-term cooperation, relationships and communication, there remains room for improvement in providing new business opportunities and an adequate level of communication, among others.

Based on the feedback from the survey, we have launched several development initiatives in our supply chain: we have added new, more sustainable products to our product range and agreed on regular meetings with suppliers. Each supplier, subcontractor, partner, and IT vendor has a nominated Lindström owner who is responsible for reviewing the survey results and driving improvements in cooperation with the supplier, subcontractor, or partner. Action plans are being followed by procurement.

Decarbonisation of the supply chain

As part of our sustainable supply chain efforts, we are prioritising supply chain decarbonisation. Given the diverse range of company sizes within our network, preparedness varies among our suppliers.

Currently, we do not require suppliers to calculate emissions or make official commitments to decarbonisation. However, we maintain strict standards and refuse to work with suppliers who do not share our commitment to reducing emissions.

In supplier negotiations, we have emphasised that emissions monitoring and reduction roadmaps will become mandatory in the coming years. In 2025, we plan to establish specific targets for renewable energy transition among our key suppliers to lower their greenhouse gas emissions. We are also establishing an arena called 'Sustainability Champions together' for supplier sustainability talks and training. Moving forward, we will integrate development goals into supplier contracts and subcontracts to ensure alignment with our decarbonisation objectives.

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.

Audits: We conduct regular audits and complement them with 3rd party audits in risk countries

32 audits (2024)

Development

Voice of Partner to measure supplier satisfaction and develop our relationship with suppliers.

Support and trainings
Lindström experts
External suppliers

Voice of Partner 8.8/10 (2024)

CASE STORIES

Reusing Fashion Challenge showcased innovative designs from retired workwear

Re:Lindström 2024, The Reusing Fashion Challenge, offered students Óbuda University a unique opportunity to breathe new life into our end-of-life workwear and transform it into creative fashion designs. The initiative was part of our 30th anniversary celebrations in Hungary.

Winner **Laura Rajnai** crafted a near-zero-waste top from 18 textile pieces, blending creativity and sustainability. Her passion for sustainability began in childhood and continues to shape her career aspirations in material research and teaching. "I want to inspire the next generation, showing them that sustainable fashion is not just possible but also captivating."

Tomiris Izmayeva secured the second place with both functional and aesthetic designs. "The biggest challenge was making full use of the available materials," she noted. "For instance, the bag was crafted entirely from the remnants of a skirt and a belt."

Third-place finalist **Anett Szabó** combined soft lines, reflective details, and minimal waste in her designs. Her accessories, made from leftover materials, highlighted her commitment to recycling – a value rooted in her upbringing. "It was essential to create pieces that reflected my personality while minimising waste."

We look forward to seeing how the young generation of designers continue to shape the future of sustainable fashion.

Read the full story on our website →

How we are improving human rights across our supply chain

At Lindström, we have long prioritised environmental sustainability through programmes like the Science Based Targets Initiative. Now, we are expanding our focus to elevate human rights across our supply chain by joining the UN Global Compact's Business and Human Rights Forum.

"Human rights is a broad concept, and we want to address it more thoroughly," says **Kristiina Tiilikainen**, Director of Sustainable Procurement at Lindström. "Our goal is for suppliers to see human rights as more than just health and safety – it's about making work more comfortable and equal for everyone."

While we already ensure health and safety through supplier audits, one of the more challenging yet crucial aspects is improving overall workforce wellbeing. For example, many of our suppliers operate in hot climates, where workers need access to plenty of drinking water and adequate breaks.

Through the forum, we will assess the human rights impacts of our business and turn our findings into actionable steps. By sharing experiences and challenges, we aim to create meaningful change alongside our peers and suppliers.

"No single company can address these issues alone – we all need to work together. It's everyone's responsibility," says Tiilikainen.

Read the full story on our website →

BUILDING BRIDGES FOR TOMORROW

Value retention is the only way to ensure market share in the shift to the circular economy

Timo Huhtamäki
CEO
Emmy Clothing Company

Kati Pallasaho
Senior Vice President,
Strategy and Sustainability
Lindström Group

What the growth of second-hand markets demonstrate is that the time of value retention is at hand. Companies willing to be brave and seize the opportunities of the circular economy will gain a permanent, long-term competitive advantage. The economy is full of unrealised potential, whether through waste leaking off the books, or dormant capital sitting idle in our closets, garages, and storage facilities.

There are other loudly growing signals pointing to the future. Reports abound showing how sustainability issues rank high on the values influencing Gen Z spending habits. The scarcity of virgin materials is not just a climate issue but also one of security, with supply chains weakening due to global conflicts that show no signs of abating.

At the EU level, the textile strategy and eco-design directive demonstrate the push toward circular thinking. Regulation has another strategic imperative to create self-sufficiency and resource independence. Although it is unclear how Digital Product Passports will be successfully implemented, such transparency is a move in the right direction. The EU still needs an internal market for circular activity.

Data is key to realising the potential of dormant capital. Without it there is no circular economy! A market that will disrupt our linear thinking must be in the cloud. It must deliver an optimised balance between supply and demand, so second-hand can be supplemented to ensure availability and choice. Data is also at the heart of the explosion in software platforms providing services to support circular businesses (Circuly, Reflaunt, etc) .

Of course, the existing structure has defence mechanisms that block the way. The supply chain is optimised for linear use with waste baked in at every stage. Taxing systems not only lack incentives to move to circular but actually penalise second-hand operations with double taxation. Finally, marketing is completely at odds with the circular paradigm as it fuels overconsumption.

We are on the precipice of a major shift in which the only economy will be the circular economy. Such a transformation requires entire business models to be reimagined with future growth and sustainable profits found in non-material services and value retention loops. Companies bold enough to be the first movers will lead on the new playing field and secure their competitive advantage in the circular economy of the future.

Creating value for customers

SUSTAINABILITY ACROSS VALUE CHAIN

- Circular economy service reduces overproduction of textiles
- Climate commitment for emission reductions
- Sustainable supply chain management and long-term trusted suppliers

RELIABILITY AND TRANSPARENCY

- Digitalised and transparent service
- No hidden costs and financial surprises
- Service continuity guaranteed by back up system

EASINESS AND EFFICIENCY

- Turn-key service helps customers focus on their core business
- Adjustable for seasonal changes and fluctuations
- Online platform for easy service adjustments

PEACE OF MIND

- Garments compliant with industry standards for hygiene and safety
- Washing process adheres to hygiene requirements
- Quality guaranteed by management system certifications
- Support provided by professional customer service

Getting stronger

Achieving profitable growth 79
Financial reporting 80
Case stories 83

Getting stronger

In 2024, our business grew across most regions through both organic expansion and acquisitions. We increased our capacity in Finland and Sweden, opened a new cleanroom in Türkiye, and completed a business acquisition in the UK. Our presence in Asia strengthened as we welcomed our first employees in Vietnam. Additionally, we advanced our digital services and streamlined operations to enhance efficiency.

Net profit

42.9 M€

(2023: 32.9 M€)

EBITA

59.7 M€

(2023: 54.4 M€)

TURNOVER

518.1 M€

(2023: 506.2 M€)

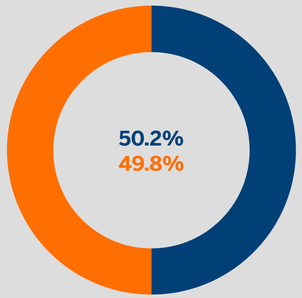
9%

OF TURNOVER WAS INVESTED

(2023: 7%)

in advancing our business and its sustainability with technology and resources

SHARE OF TURNOVER



- Finland (2023: 49.9%)
- Subsidiaries outside Finland (2023: 50.1%)

8 DECENT WORK AND ECONOMIC GROWTH

Achieving profitable growth

Our profitable growth continued in 2024. In Asia, we reinforced our presence by establishing a new entity in Vietnam. In Europe, we expanded our capacity, completed a business acquisition, and opened a new cleanroom facility. We also developed the digitalisation of our services and enhanced operational efficiency through streamlined processes.

Development and performance of operations and financial situation

Group's turnover increased to EUR 518.1 million over the previous year by EUR 11.9 million (EUR 506.2 million in 2023). Turnover of the parent company was EUR 216.8 million (EUR 211.2 million in 2023). The share of subsidiaries outside Finland of the Group's turnover was EUR 257.9 million or 49.8% (EUR 253.7 million or 50.2% in 2023).

In 2024, the Group's business increased in most regions. In addition, parent company established new entity in Ho Chi Minh, Vietnam and acquired Micronclean Ltd.'s workwear service business in the United Kingdom.

Profitability

Group's pre-tax profit was EUR 55.7 million (previous year EUR 43.4 million). Parent company's earnings before appropriations and taxes were EUR 50.9 million (previous year EUR 44.9 million).

Investments

Group's net investments in the financial year amounted to EUR 46.8 million, whereas in the previous year they were EUR 30.8 million. The parent company's total investments amounted to EUR 11.3 million, whereas the year before they were EUR 13.5 million.

The most notable investments made by the parent company during the financial year were related to IT systems and additionally, there were investments in the extension of laundry premises in Oulu and Koskelo (Espoo). In the subsidiaries, the main investments included expanding laundry capacity in Jyväskylä (Comforta Oy), relocating and expanding laundry capacity in Sweden (Comforta AB), opening a new cleanroom in Türkiye and relocating capacity in Jiaxing in China.

Funding and liquidity

During the current financial year, parent company invested EUR 0.6 million into the newly established subsidiary in Ho Chi Minh, Vietnam and additional EUR 1.7 million into the Türkiye subsidiary. Parent company also invested EUR 0.8 million additional investment and EUR 0.2 million convertible loan issued for the parent company's minority investment in Rester. Comforta Oy invested additional EUR 2.1 million into Comforta Sweden subsidiary. During the previous financial year, parent company invested an additional EUR 0.6 million into the Türkiye subsidiary, an additional EUR 1.3 million into the Prodem Hungary subsidiary and EUR 3.6 million into the newly established subsidiary in Jiaxing, China. Group's liquidity remained strong for the financial year.

Development operations

Group's development operations were primarily focused on modelling and digitalisation of the service concept and processes. Development work has also taken place in the fields of product design and sourcing. Investments related to development activities are recognised as operating expenses.

Estimate of future development

It is estimated that in 2025 turnover of the parent company and subsidiaries will increase. Profitability can be assured through active customer cooperation and by continuously making the processes more efficient. Consistent turnover inflow from new sales and price increase activities will mitigate inflation and ensure that profitability will remain at a similar level to that of 2024.

In 2025 the level of investments is estimated to remain on a similar level as in 2024. The parent company will make significant investments in IT system renewal and product development. In the subsidiaries, the most notable investments will be made into the renewal and expansion of our laundry capacity in Lithuania and Slovakia, opening of new laundry facilities in Poland, South Korea and Sweden, upgrading a laundry in Serbia, the renewal of wastewater treatment solutions in Latvia, as well as further investments into the industrial wiper service laundry facility in the United Kingdom.

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 12.3 million in income tax in the 2024 fiscal year. Besides income tax, we paid for production, services, personnel, and real estate-related taxes, a total of EUR 126.5 million in 2024.

Financial reporting

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED, T€

IN

Turnover from customers
518,096

Financial income
1,954

Other income
708

OUT

Salaries and compensation to personnel
–136,919

Interest to financial institutions
–265

Energy
–26,471

Dividends to shareholders
–20,000

Other purchases
–88,424

Raw material and products
–90,264

Taxes and social fees to authorities*
–51,827

Subcontracting services
–72,051

Direct remaining economic value for investments and development efforts
34,538

*These are the taxes which occur as costs in our financial statement (income, property and operational taxes, pension fee, social security fee and other obligatory social costs)

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED, T€

Direct economic value generated and distributed	2020	2021	2022	2023	2024
Turnover from customers	388,077	432,481	496,426	506,167	518,096
Financial income	71	789	556	812	1,954
Other income	1,984	2,722	4,081	24,373	708
Income received	**390,132**	**435,992**	**501,063**	**531,352**	**520,758**
Raw material and product purchases	-70,439	-81,968	-105,921	-92,749	-90,264
Energy	-14,596	-20,872	-34,387	-29,699	-26,471
Subcontracting services	-55,322	-59,926	-71,378	-70,693	-72,051
Other purchases	-58,695	-66,517	-83,438	-107,716	-88,424
Direct economical value after supplier compensation	**191,080**	**206,709**	**205,939**	**230,496**	**243,549**
Salaries and compensation to personnel	-94,225	-105,570	-120,794	-130,928	-136,919
Taxes and social fees to authorities*	-34,885	-38,984	-46,281	-50,437	-51,827
Direct economical value for financiers	**61,970**	**62,155**	**38,864**	**49,130**	**54,803**
Interest to financial institutions	-432	-269	-318	-743	-265
Dividends to shareholders	-14,114	-8,575	-15,336	-17,001	-20,000
Direct economical value for investments and development efforts	**47,424**	**53,311**	**23,210**	**31,386**	**34,538**

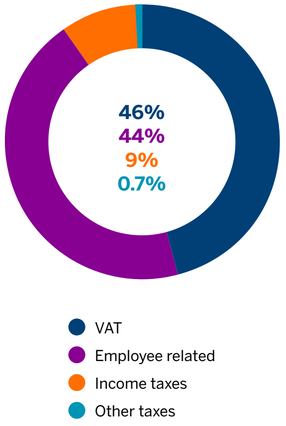
* These are the taxes which occur as costs in our financial statement (income, property and operational taxes, pension fee, social security fee and other obligatory social costs)

In 2024, Group's turnover increased to

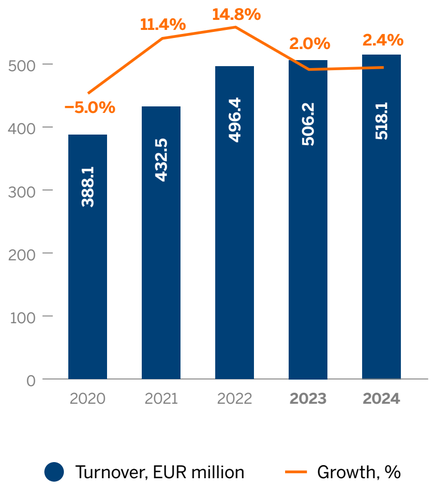
EUR 518.1 million

(EUR 506.2 million in 2023).

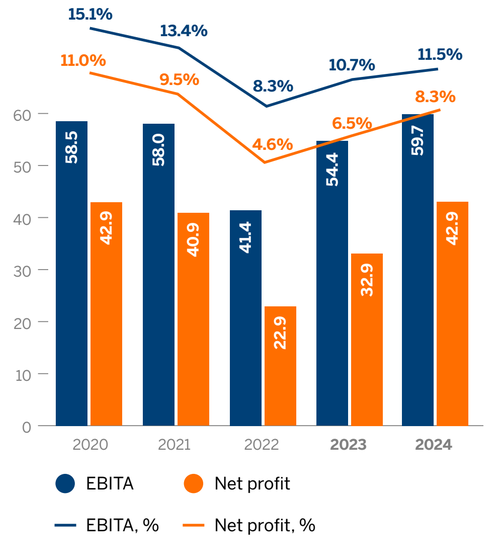
TAXES BY TYPE



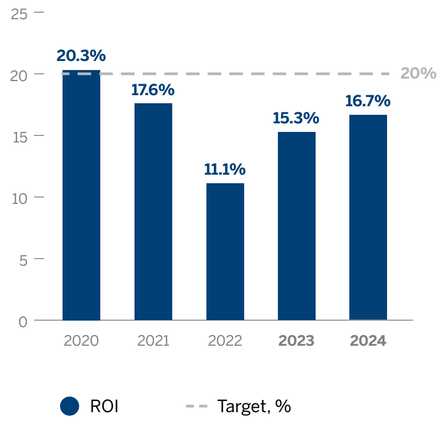
TURNOVER AND ANNUAL GROWTH



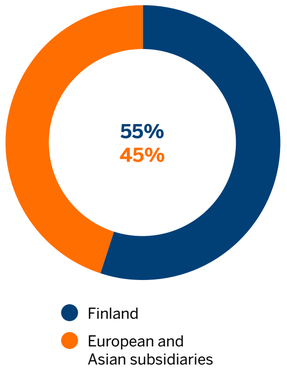
NET PROFIT AND EBITA, EUR MILLION



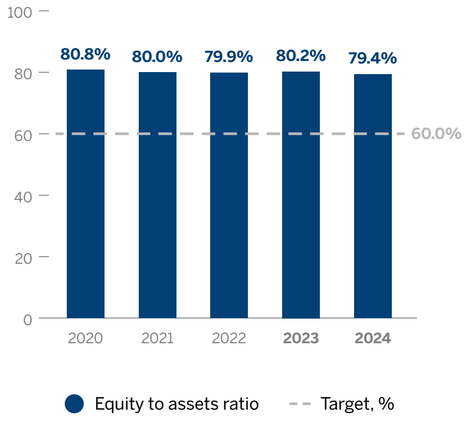
RETURN ON INVESTMENT, %



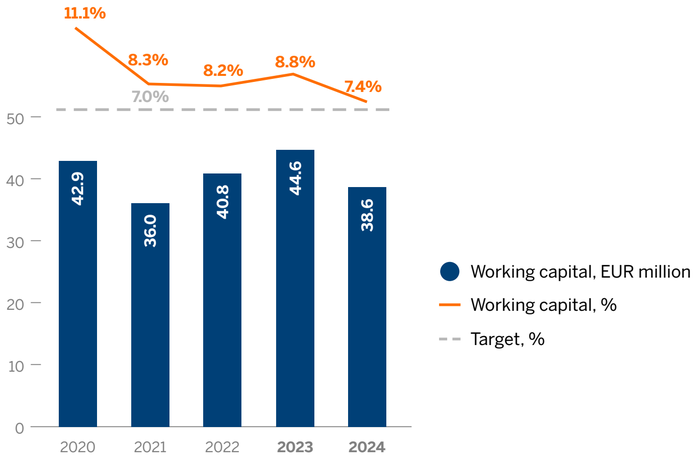
TAXES BY REGION



EQUITY TO ASSETS RATIO, %



WORKING CAPITAL AND % OF TURNOVER



CASE STORIES

Aiming for 30% better energy efficiency in Sweden's new facilities

To meet rising demand, we increased our capacity by relocating our Stockholm facility and opening a new facility in Gothenburg.

"There is a growing need for a reliable textile rental partner, especially in Swedens expanding tourism sector," says **Jonas Gambel**, Managing Director of Lindström Sweden.

Many of the materials and products of the newly renovated facility in Gothenburg carry a fascinating industrial journey. Tiles come from leftover materials from the Karlatornet construction, carpets are made from second-hand fibres, and ceiling panels have been refurbished. Washing and drying equipment from other Lindström laundries have also been reused and upgraded with heat recovery systems.

"By capturing heat from our ironers to warm washing water, we aim to improve energy efficiency by 30%, as we have in other laundries with similar technology," shares **Thomas Utriainen**, Project Manager.

A great example of circular thinking is restored and reused gas tanks. During Stockholm's relocation, we saved an old rusting gas tank from 1970s from disposal.

"We restored and repaired the gas tank, and reused Stockholm's old underground gas tank for Gothenburg. Instead of scrapping either, we extended the lifecycle of both," explains Urtiainen.

Read the full story on our website →

Starting operations in Vietnam

In 2024, we began operations in Vietnam, becoming the first company to introduce a workwear rental service to the market. **Anupam Chakrabarty**, our Senior Vice President of Asia, sees Vietnam as a great opportunity: "Vietnam offers a unique and exciting opportunity for us, driven by rapid industrial growth and a rising demand for professional workwear. Vietnamese businesses highly value sustainable services, allowing us to support their goals and drive positive change together."

Our first service centre in Bien Hoa City serves the region's growing industrial sector. **Duc Nguyen,** our Business Unit Manager in Vietnam, highlights the strong interest from local businesses: "I am thrilled that Vietnamese companies clearly see the numerous benefits that our workwear rental model can bring to their operations. These include convenience, improved hygiene standards and sustainability compared to the traditional model of buying textiles and washing them in external or in-house laundries."

Beyond business, we are committed to the community. Through our partnership with ActionAid Vietnam, we support safe and happy learning environments in Southern Vietnamese schools.

Our journey in Vietnam is just beginning. We are dedicated to growing together with Vietnamese businesses and building more long-lasting partnerships.

Read the full story on our website →

We introduced the Nordics' first towel-folding robot

We modernised our service centre in Jyväskylä, Finland making it one of the most advanced hotel textile service centres in the country. The facility's capacity has increased by 50%, allowing it to support over 5 million hotel stays annually.

It is also the first in the entire Nordic region to implement a towel-folding robot, which significantly accelerates work processes. The new energy-efficient equipment has halved energy consumption, significantly reducing greenhouse gas emissions.

"These upgrades equip us with better capabilities to meet the needs of the hotel industry. The increased automation also improves product finishing and consistency, while enhancing workplace ergonomics by reducing manual tasks." says **Jussi Leskinen**, Operative Director.

The Jyväskylä service centre has been in operation since 1966 and currently employs 57 people. "Lindström has always aimed to keep services close to its customers and invest in local areas. The service centre is well-positioned near Jyväskylä city centre, close to commercial and industrial hubs," Leskinen explains.

Read the full story on our website →

Organisation

Board of Directors 86
Management Team 87

Organisation

Lindström is a family-owned company with its head office in Helsinki, Finland. Our operations are led through global and regional functions. The local units play an important role in making the decisions close to our customers. The global functions support the local units and provide guidelines and global goals that set the direction for the entire group. All decisions on a national-level service offering are made locally.

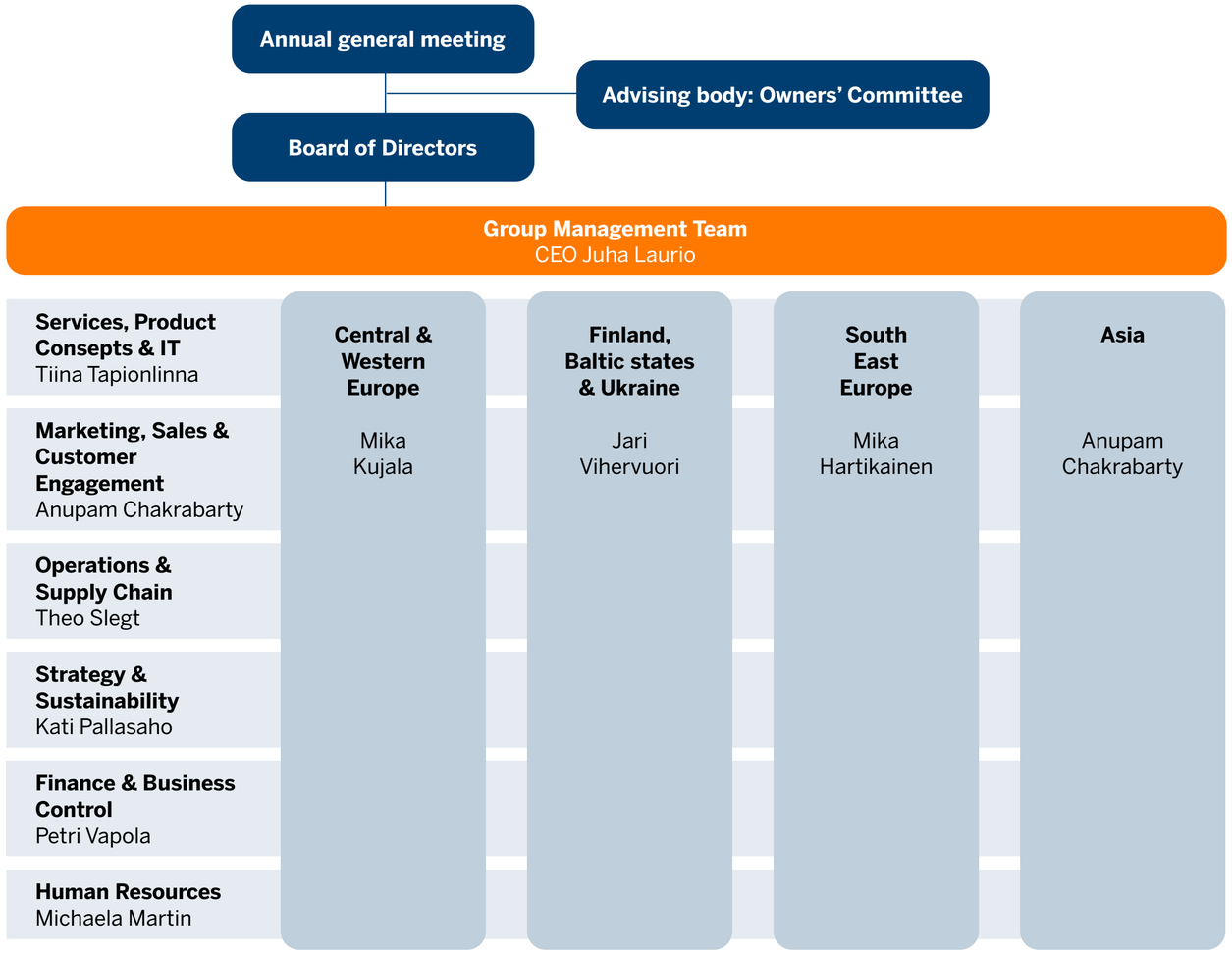
Description of corporate governance structure

The Annual General Meeting is the highest decision-making body. The Owners' Committee has four members and is an advisory body for the Board of Directors.

The Board of Directors is responsible for overseeing the organisation's operations and management. The Group Management Team is responsible for the management and practical implementation of the organisation's operations.

Nomination and selection of the highest governance body

The Owners' Committee is responsible for searching for Lindström's Board members and proposing them to the Annual General Meeting. In addition to the stakeholders mentioned above, the chairman of the board and the CEO are involved in the selection process. Members are elected to the board based on their expertise and competencies relevant to the current business strategy and impacts of Lindström Group. In the selections, geography is also considered, i.e., the board members represent the geographical areas where we do business.



As of 1 January 2025, Kadrian Jaagund-Ratasepp has taken on the responsibility of leading the Marketing, Sales, and Customer Engagement team.

Board of Directors on 31 December 2024

Standing from the left:

GAVIN ADDA
Member of the Board, Starting year at the Board: 2023

EVA NEDELKOVA
Member of the Board, Starting year at the Board: 2022

HARRI-PEKKA KAUKONEN
Chairman of the Board, Starting year at the Board: 2015

EDDY CHAN
Member of the Board, Starting year at the Board: 2020

Sitting from the left:

HANNA KIVELÄ
Vice Chairman of the Board, Starting year at the Board: 2022

PETTERI KOUSA
Member of the Board, Starting year at the Board: 2017

MAX RAUTIAINEN
Member of the Board, Starting year at the Board: 2014

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

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

The chair of the highest governing body is not a senior executive of Lindström. The significant positions and commitments as well as the competencies of the Board of Directors can be found on the Group website.

Group Management Team on 31 December 2024

Standing from the left:

TIINA TAPIONLINNA
Senior Vice President, Services, Product Concepts & IT

JUHA LAURIO
President & CEO

ANUPAM CHAKRABARTY
Senior Vice President, Asia and Marketing,
Sales & Customer Engagement

MIKA KUJALA
Senior Vice President, Central & Western Europe

MICHAELA MARTIN
Senior Vice President, Human Resources

MIKA HARTIKAINEN
Senior Vice President, South East Europe

Sitting from the left:

THEO SLEGT
Senior Vice President, Operations & Supply Chain

PETRI VAPOLA
Chief Financial Officer

KATI PALLASAHO
Senior Vice President, Strategy & Sustainability

JARI VIHERVUORI
Senior Vice President, Finland, Baltic States & Ukraine,
Managing Director of Comforta

As of 1 January 2025, Kadrian Jaagund-Ratasepp has taken on the responsibility of leading the Marketing, Sales, and Customer Engagement team.

Reporting

About this report 89
GRI content index 90
Reporting principles 103
Independent practitioner's assurance report 105
Services 106
Contacts 107

About this report

Lindström's Sustainability report has been published annually since 2003. This report describes the most significant impacts on the environment, people and economy, and how we manage these impacts. It describes our key sustainability themes, goals and achievements during the year 2024.

The report's primary stakeholders are our customers, partners and employees. Our reporting period is based on the calendar year, from 1 January to 31 December.

Reporting principles and practice

The report has been prepared in accordance with GRI standards. The figures cover the entire Lindström Group if not otherwise stated.

The Global Reporting Initiative (GRI) table on the next pages contains aggregated data. The reporting principles can be found after the GRI table. Lindström's Sustainability Report has been assured by Ernst & Young Oy and their statement can be found at the end of the report.

Publication of the report

The 2024 Sustainability report was published on 26 March 2025. The report can be found in English on our website, in PDF format. Please find more information on Lindström and our services at:

lindstromgroup.com

GRI content index

Statement of use: Lindström Group has reported in accordance with the GRI Standards for the period 1 January 2024–31 December 2024. Sector standard for Textiles and Apparel was not available at the time of preparation of the report and therefore not applicable for Lindström. GRI 1 used: GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
General disclosures				
GRI 2: General Disclosures 2021	2-1 Organisational details	p. 4 / Lindström in a nutshell; p. 89 / About this report; p. 106 / Services		
	2-2 Entities included in the organization's sustainability reporting	p. 89 / About this report; p. 107 / Contacts		
	2-3 Reporting period, frequency and contact point	p. 89 / About this report; p. 107 / Contacts	The reporting period for both sustainability and financial reporting is 1 January 2024 to 31 December 2024.	
	2-4 Restatements of information	p. 50 / Towards net-zero emissions; p. 62 / Prodem environmental data	Injuries per million working hours (LTI1) for the year 2023 has been corrected. Also, GHG emissions for Purchased goods and services, Electricity, and Upstream transportation and distribution categories have been corrected for the year 2023. We have also excluded Investments category from our GHG emission inventory due to it being insignificant for our business.	
	2-5 External assurance	p. 15 / Management of sustainability; p. 89 / About this report; p. 105 / Independent practitioner's assurance report	The shareholders of the parent company nominate the auditors. EY organisation has been appointed as the group auditor of the Lindström Group.	
	2-6 Activities, value chain and other business relationships	p. 4 / Lindström in a nutshell; p. 13 / Value creation; p. 21 / Engaging with stakeholders; p. 71–73 / Sustainable supply chain; p. 106 / Services		
	2-7 Employees	p. 31 / Lindströmers in figures 2024; p. 33 / Diversity	Numbers are reported in head count. Breakdown of this total number by gender: female 2,921 and male 1,937. The total number of permanent employees was 4,868 per 31.12.2024.	Information incomplete. Group level information concerning non-guaranteed hours employees is unavailable, but we are committed to developing the reporting in the coming years.
	2-8 Workers who are not employees	GRI index table	Workers who are not employees are most commonly working with delivery services (subcontracting) or in production (agency worker).	Information unavailable. Information about workers who are not employees has not been systematically collected. Reporting will be improved in the coming years.

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	p. 15 / Management of Sustainability; p. 85 / Organisation; p. 86 / Board of Directors; p. 33 / Diversity See also: lindstromgroup.com/management/#board		
	2-10 Nomination and selection of the highest governance body	p. 85 / Organisation		
	2-11 Chair of the highest governance body	p. 86 / Board of Directors		
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 15 / Management of sustainability		
	2-13 Delegation of responsibility for managing impacts	p. 15 / Management of sustainability	Senior Vice President, Strategy and Sustainability is part of the Group Management Team.	
	2-14 Role of the highest governance body in sustainability reporting	p. 15 / Management of sustainability; p. 18 / Key themes of sustainability		
	2-15 Conflicts of interest	p. 15–17 / Management of sustainability	The members of the Board of Directors were presented and accepted in the annual general meeting and no conflicts of interests occurred. There are no controlling shareholders as Board members. See also the introductions of Board of Directors in our website, including memberships in other companies and previous positions & competencies: lindstromgroup.com/management/#board	
	2-16 Communication of critical concerns	p. 15–17 / Management of sustainability		
	2-17 Collective knowledge of the highest governance body	p. 15 / Management of sustainability; p. 85 / Organisation		
	2-18 Evaluation of the performance of the highest governance body	p. 15 / Management of sustainability		
	2-19 Remuneration policies			All requirements omitted due to confidentiality constraints. Lindström considers the information confidential.
	2-20 Process to determine remuneration			All requirements omitted due to confidentiality constraints. Lindström considers the information confidential.
	2-21 Annual total compensation ratio			All requirements omitted due to confidentiality constraints. Lindström considers the information confidential.
	2-22 Statement on sustainable development strategy	p. 5–6 / Interview with CEO and SVP Sustainability		

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
GRI 2: General Disclosures 2021	2-23 Policy commitments	p. 15–17 / Management of sustainability; p. 30 / Fair employment; p. 71–73 / Sustainable supply chain; See Lindström Code of Conduct: lindstromgroup.com/code-of-conduct/ and Privacy Policy lindstromgroup.com/privacy-policy/	The Employee and Supplier Code of Conduct and Privacy Policy are available on Lindström's website. Other policies are internal and hence not public.	
	2-24 Embedding policy commitments	p. 15–17 / Management of sustainability		
	2-25 Processes to remediate negative impacts	p. 17 / Processes to remediate negative impacts		
	2-26 Mechanisms for seeking advice and raising concerns	p. 15 / Management of sustainability; p. 16 / Seeking advice and raising concerns; p. 30 / Fair employment; Whistleblowing channel: lindstromgroup.com/whistleblowing/		
	2-27 Compliance with laws and regulations	p. 15 / Compliance with laws and regulations		
	2-28 Membership associations	p. 19 / Key memberships in organisations		
	2-29 Approach to stakeholder engagement	p. 21 / Engaging with stakeholders		
	2-30 Collective bargaining agreements	GRI content index table	31% of employees were covered in collective bargaining agreements at the end of December 2024. The working conditions and terms of employees who are not under any bargaining agreement are determined by local legislation and group policies.	
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 18 / Key themes of sustainability		
	3-2 List of material topics	p. 18–20 / Key themes of sustainability	There has not been changes in the list of material topics compared to the previous reporting period.	
Economic performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 18–19 / Key themes of sustainability; p. 20 / Stakeholder engagement; p. 13 / Value creation; p. 20 / Strategic goals; p. 79–82 / Getting stronger		

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	p. 79–82 / Getting stronger		
	201-2 Financial implications and other risks and opportunities due to climate change	p. 17 / Financial implications and other risks and opportunities due to climate change		Infomation incomplete. The costs of actions taken to manage the risk or opportunities are not reported.
	201-3 Defined benefit plan obligations and other retirement plans			Not applicable. Percentages of salary contributed by employee and employers follow local legislation and varies from country to country.
	201-4 Financial assistance received from government			Information unavailable. Lindström Group does not collect this information systematically.
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 18–19 / Key themes of sustainability; p. 20 / Stakeholder engagement; p. 13 / Value creation; p. 20 / Strategic goals; p. 79–82 / Getting stronger		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p. 15 / Management of sustainability: Anti-corruption policies		
	205-2 Communication and training about anti-corruption policies and procedures	p. 15 / Management of sustainability: Anti-corruption policies		
	205-3 Confirmed incidents of corruption and actions taken	p. 15 / Management of sustainability: Anti-corruption policies p. 16 / Seeking advice and raising concerns		
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 18–19 / Key themes of sustainability; p. 21 / Stakeholder engagement; p. 41–44 / Ambitious targets for textile waste recycling		

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
GRI 3: Material Topics 2021	301-1 Materials used by weight or volume	GRI content index	-	Information unavailable. As a provider of textile services, we interpret that the standard's requirements refer to all textiles used in providing the service on reporting year. We have the data of purchased textiles in 2024, but do not have exact data of all the products in circulation and their material content.
	301-2 Recycled input materials used	p. 41–44 / Ambitious targets for textile waste recycling p. 55 / Biobased and recycled materials in our textiles; GRI content index		Information unavailable. Information regarding the recycled input materials used per weight or volume not available. Lindström Group is reporting the share of purchased products with recycled or bio-based content. In 2024, 36% of our new purchased textiles included biobased or recycled fibres.
	301-3 Reclaimed products and their packaging materials			Information unavailable. Information regarding the recycled input materials used per weight or volume not available. Lindström Group is reporting the share of purchased products with recycled or bio-based content. In 2024, 36% of our new purchased textiles included biobased or recycled fibres.
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 18–19 / Key themes of sustainability; p. 21 / Stakeholder engagement; p. 50–54 / Towards net-zero emissions: Energy		
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	p. 57 / Towards net-zero emissions: Energy consumption within the organisation table		Electricity, heating, cooling and steam sold not applicable to Lindström.
	302-2 Energy consumption outside of the organisation	GRI content index		Information unavailable. Downstream transportation is an outsourced service, which is tightly in connection with the service provided to our customers. Downstream transportation has been calculated based on kilometres driven, so we do not have exact energy consumption data in kWhs. Decreasing energy consumption in other phases of value chain is also important on our journey towards net zero emissions, but data availability is currently poor.
	302-3 Energy intensity	p. 58 / Towards net-zero emissions: Energy intensity table	Intensity reported in two ways: 1) all energy used in Lindström Group, 2) only laundry operations. Includes the same types of energy as reported for 302-1.	

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
	302-4 Reduction of energy consumption			Information unavailable.
	302-5 Reductions in energy requirements of products and services	GRI content index		Not applicable. We do not produce products which use-phase energy usage would differ from similar textile products as such.
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 18–19 / Key themes of sustainability; p. 21 / Stakeholder engagement; p. 46–48 / Ensuring sustainable water management		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	p. 21 / Stakeholder engagement p. 46–48 / Ensuring sustainable water management		
	303-2 Management of water discharge-related impacts	p. 46–48 / Ensuring sustainable water management: Managing wastewater in a responsible way		
	303-3 Water withdrawal	p. 46–48 / Ensuring sustainable water management	In 2024, we collected data on water withdrawal from the following sources for the whole group as well as water stress areas and reported them in ML and %: ground water, surface water and third-party water. Sea water and produced water should not be in use anywhere at this the moment.	Information incomplete. For third-party water there is no breakdown by source available in 2024.
	303-4 Water discharge	GRI content index		Information unavailable. Currently only withdrawn water is measured. It is estimated that approximately 15% of withdrawn water evaporates in the laundry process.
	303-5 Water consumption	p. 46–49 / Ensuring sustainable water management; p. 61 / Laundry services environmental data; p. 62 / Prodem environmental data		Information unavailable. Currently only withdrawn water is measured. It is estimated that approximately 15% of withdrawn water evaporates in the laundry process.
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 18–19 / Key themes of sustainability; p. 21 / Stakeholder engagement; p. 50–54 / Towards net-zero emissions		

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 51–52 / Bigger volumes with lesser emissions; p. 59–60 / Direct scope 1 GHG emissions table; p. 102–104 / Reporting principles and data collection	Emissions reported in three ways: 1) Lindström Group, 2) only laundry operations, 3) only PRODEM garment manufacturing	
	305-2 Energy indirect (Scope 2) GHG emissions	p. 51–52 / Bigger volumes with lesser emissions; p. 59–60 / Direct scope 2 GHG emissions table; p. 102–104 / Reporting principles and data collection	Emissions reported in three ways: 1) Lindström Group, 2) only laundry operations, 3) only PRODEM garment manufacturing	
	305-3 Other indirect (Scope 3) GHG emissions	p. 52–54 / Scope 3: Customer deliveries; Scope 3: Purchased goods and services; Scope 3, Other categories p. 59–60 / Direct scope 3 GHG emissions table; p. 102–104 / Reporting principles and data collection		
	305-4 GHG emissions intensity	p. 60 / GHG emissions intensity table	Intensity reported in two ways: 1) all Lindström Group operations & value chain included, 2) only laundry operations & customer deliveries included	
	305-5 Reduction of GHG emissions	p. 50 / Year 2024 in terms of emissions; p. 59 / GHG emissions table		
	305-6 Emissions of ozone-depleting substances (ODS)	GRI content index		Not applicable. Emissions of ozone-depleting substances (ODS) are connected to cooling only and amounts are extremely low. Emissions are noticed under "Refrigerants" in Scope 1 emissions already.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	GRI content index		Information unavailable. No reliable emission factors available. Reporting capabilities should be improved in the coming years.
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 18–19 / Key themes of sustainability; p. 21 / Stakeholder engagement; p. 41–44 / Ambitious targets for textile waste recycling		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 41–44 / Ambitious targets for textile waste recycling		Information incomplete. Lindström Group does not collect information about waste related impacts systematically but is looking to improve reporting in the coming years.

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
	306-2 Management of significant waste-related impacts	p. 41–44 / Ambitious targets for textile waste recycling		
	306-3 Waste generated	p. 43 / Waste by type; p. 61–62 / Environmental data tables		
	306-4 Waste diverted from disposal	p. 42 / Textile waste shares; p. 43 / Waste by type; p. 61–62 / Environmental data tables		
	306-5 Waste directed to disposal	p. 43 / Waste by type; p. 61–62 / Environmental data table		Information incomplete. Lindström Group does not collect information about disposal methods of hazardous waste systematically but is looking to improve reporting. Hazardous waste is collected by authorized waste management companies and disposed according to local legislation.
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 71–73 / Sustainable supply chain		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	p. 71 / Sustainable supply chain; GRI table	In 2024, some of our new suppliers were evaluated based on social and environmental criteria.	Information unavailable. Our new ERP system will enable more detailed reporting in the coming years.
	308-2 Negative environmental impacts in the supply chain and actions taken	p. 71–73 / Sustainable supply chain		Information incomplete. Lindström reports nonconformities related to environmental responsibility identified in audits, but the percentage of suppliers identified as having significant negative environmental impacts cannot be reported reliably. Lindström is looking to improve reporting in the coming years.
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 18–19 / Key themes of sustainability; p. 21 / Stakeholder engagement; p. 30 / Fair employment		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 32 / Lindströmers in figures 2024	Numbers are reported in head count.	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	GRI content index		Information unavailable. Lindström Group does not collect this information systematically, but is looking to improve reporting in coming years.

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
	401-3 Parental leave	GRI content index		Information unavailable. Our new integrated HR and learning management system will allow more systematic reporting.
Labor/management relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 30 / Fair employment		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	GRI content index	In significant operational changes, we are following notice periods defined in local legislation or in collective bargaining agreements.	
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 15 / Management of sustainability; p. 18–19 / Key themes of sustainability; p. 21 / Stakeholder engagement; p. 27–28 / Health & safety		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 28 / Health & safety		
	403-2 Hazard identification, risk assessment, and incident investigation	p. 27–28 / Health & safety		
	403-3 Occupational health services	p. 27–28 / Health & safety	The service agreements include privacy statements that guide the confidential handling of health-related information. When necessary, we cooperate with insurance companies and other external partners to build a safe and healthy working environment.	
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 27–28 / Health & safety	The responsibilities of the H&S Committee are: unit level H&S risk assesment and follow-up of mitigation actions, planning and conducting monthly safety walks, planning, conducting and following up local H&S trainings, including but not limitting to first aid, fire safety and evacuation trainings with concrete drills and organizing local well-being activities in accordance with company guidelines. Formal meetings are held 2-3 times a year, but activities are divided into each month. In case of accidents, the investigation and preventive actions based on the investigation are decided by the local committee. H&S Manager leads the committee.	
	403-5 Worker training on occupational health and safety	p. 27–28 / Health & safety		

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
	403-6 Promotion of worker health	p. 28 / Health & safety	There are local sports and wellbeing activities and other ways to promote worker health, but currently there is no group-wide policy on this topic.	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 27–28 / Health & safety		
	403-8 Workers covered by an occupational health and safety management system	GRI content index		Information unavailable. All own employees are covered by the occupational health and safety management system. Currently there is no reliable group-level data available on workers who are not employees.
	403-9 Work-related injuries	p. 27–28 / Health & safety	The rate of fatalities calculated based on 1,000,000 hours worked was 0 (2023: 1).	Infomation incomplete. Information is not available for workers who are not employees.
	403-10 Work-related ill health	GRI content index		Information unavailable. Currently no reliable group-level data available.
Training and education				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 29 / Learning and development; p. 15 / Management of sustainability; p. 18-19 / Key themes of sustainability; p. 21 / Stakeholder engagement		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	GRI content index	Average training hours per employee is 7,2 hours. Per female employee: 7,13 hours. Per male employee 7,31 hours. Per blue collar employee 3,52 hours. Per white collar employee 11,72 hours.	
	404-2 Programmemes for upgrading employee skills and transition assistance programmemes	p. 29 / Learning & Development GRI content index	Lindström Group does not have specific transition assistance programmes.	
	404-3 Percentage of employees receiving regular performance and career development reviews	GRI content index		Information unavailable. Our new integrated HR and learning management system will allow more systematic reporting in 2025.

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 15 / Management of sustainability; p. 18-19 / Key themes of sustainability; p. 21 / Stakeholder engagement; p. 30 / Fair employment		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 33 / Diversity	Numbers are reported in head count.	
	405-2 Ratio of basic salary and remuneration of women to men	p. 33 / Diversity	All employee categories and locations of operation included into the ratio.	
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 15 / Management of sustainability; p. 30 / Fair employment; See also Lindström Code of Conduct: lindstromgroup.com/code-of-conduct/		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 30 / Fair employment		Information incomplete. Incidents of discrimination and corrective actions taken have not been collected centralized. We are looking to improve the reporting in the coming years.
Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 30 / Fair employment See also Lindström Code of Conduct: lindstromgroup.com/code-of-conduct/		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Lindström Code of Conduct: lindstromgroup.com/code-of-conduct/		Infromation unavailable. We have stated about freedom of association and collective bargaining in Lindström Code of Conduct, which applies to all Lindström employees and suppliers. Further information on Group and supplier level is not available.

GRI STANDARD	DISCLOSURE	LOCATION	ADDITIONAL INFORMATION	OMISSION
Child labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 15 / Management of sustainability; p. 30 / Fair employment; p. 71–73 / Sustainable supply chain; See also Lindström Code of Conduct: lindstromgroup.com/code-of-conduct/		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	GRI content index; See also Lindström Code of Conduct: lindstromgroup.com/code-of-conduct/	We have not recognized our operations and suppliers to have significant risk for incidents of child labor. In our Code of Conduct, we state that we are committed to ILO conventions 138 and 182, by which no person shall be employed under the age of 15, or under the age of completion of compulsory education.	
Forced or compulsory labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 15–17 / Management of sustainability p. 30 / Fair employment p. 71–73 / Sustainable supply chain; See also Lindström Code of Conduct: lindstromgroup.com/code-of-conduct/		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	GRI content index	We have not recognized our operations and suppliers to have significant risk for incidents of forced or compulsory labor.	
Supplier social assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 71–73 / Sustainable supply chain		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	p. 71 / Sustainable supply chain	In 2024, some of our new suppliers were evaluated based on social and environmental criteria.	Information unavailable. Our new ERP system will enable more detailed reporting in the coming years.
	414-2 Negative social impacts in the supply chain and actions taken	p. 71–73 / Sustainable supply chain		Information incomplete. Lindström reports nonconformities related to social responsibility identified in audits, but the percentage of suppliers identified as having significant actual and potential negative environmental impacts cannot be reported reliably. Lindström is looking to improve reporting in the coming years.

Reporting principles and data collection

Passion to Improve

The figures only pertain to Lindström's internal workforce and do not include any external workforce or contractors. When calculating the 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.

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. The number of safety observations and accidents has been collected from the Lindstrom AMT tool, except in Finland, where the number of accidents has been collected from the local insurance company. The injury rate includes all accidents causing one or more days of absence due to accidents divided by 1,000,000 working hours (LTI1). The Voice of Employee results, including Voice of Employee indexes and eNPS, have been calculated and reported using the 2023 Lindström Voice of Employee (VoE) survey.

Desired Partner

The Voice of Customer and Voice of Partner figures comes from a surveys made with Forsta. The customer data is taken from our CRM system.

Getting Stronger

Financial indicators covered by this report are as in Lindström Group's audited financial statements for 2024. The financial data has been collected via Lindström's internal reporting systems.

Care for the Planet

Environmental data like washed kilograms, amounts of different waste categories and usage of water, energy, detergents, and chlorine are collected from the monthly environmental reports of the laundries and garment factories (Prodems) which are in EEDI (Energy and Environmental Data Input) app. Power BI reporting system is used to combine this data to reports. Delivery kilometres by vehicle type are collected from regions with a collecting table.

The amount of purchased textiles is based on Direct Purchase Orders data from the Powered system and complemented with manual data from the regions ordering their textiles outside the Powered system. Product weight data is taken from the Data Warehouse, which uses Product Lifecycle Management, PLM Software, as its source. The usage of recycled and bio-based materials in our purchased textiles is based on the same data of purchased textiles complemented with the material data and fabric suppliers' reports of delivered fabrics. The number of repaired textiles is collected and calculated from productivity reports of the laundries.

Effluent load is calculated based on wastewater measurement analysis results and yearly laundry-specific water withdrawal. Wastewater results from different sites are combined to get complete data for the whole group. Laundries located in areas of high and extremely high water stress are defined by entering the site coordinates based on addresses into WRI's (World Resources Institute) Aqueduct tool (available at https://www.wri.org/aqueduct).

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 (CO_2), methane (CH4), nitrous oxide (N2 O), hydrofluorocarbons (HFCs), perfluorocarbons (PCFs), sulphur hexafluoride (SF6) and nitrogen trifluoride (NF3). The carbon footprint includes 11 out of 15 Scope 3 categories. Our consolidation approach for emissions is operational control.

The data used for calculating the GHG emissions and the GRI standards "GRI 302: Energy 2016" and "GRI 305: Emissions 2016" is more extensive for the year 2024 compared to the laundry history data reported in the environmental data table and the Sustainability report 2021. The reporting capabilities have improved since the Sustainability report 2021 was published, and the complete data of the Cintas operations (acquired in 2020) are included in these GHG & GRI calculations.

The emission factors for "GRI 305: Emissions 2016" have been recovered from various sources and are described in detail in the following table:

Reporting principles

Data recovered for GRI 305: Emissions 2016

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_2O. 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).
1	Refrigerants	Activity data was collected for each service unit. Included GHG: HFC, PFC. Ozone depleting potentials (ODP) equivalents have been obtained from UK BEIS (2024).
1	Stationary Combustion	Activity data was collected for each service unit. Included GHG: CO_2, CH_4, N2O. UK BEIS (2024) 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 (2024), CT (2022), AIB (2024) and UK BEIS (2024). Included GHG: CO_2, CH_4, N_2O.
2	Electricity (market-based)	Activity data was collected for each service unit. Emission factors were obtained at the country level from AIB (2024) and CT (2022). Included GHG: CO_2, CH_4, N_2O
2	Heating & Steam	Activity data was collected for each service unit. Included GHG: CO_2, CH_4, N2O. Emission factors have been obtained from UK BEIS (2022a).
3	Purchased goods and services	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. 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. EQ 1: $E = b' * L * Y$ 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). 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. Included GHG: CO_2, CH_4, N_2O, HFC/PFC, SF_6.
3	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.
3	Fuel- and energy-related activities ities	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_2O.

Scope	Category	Emission factor sources
3	Upstream transportation and distribution	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: CO_2, CH_4, N_2O. 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: CO_2, CH_4, N_2O.
3	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 2024 emission factors and Statistics Finland (2024) were used. Included GHG emissions.
3	Business travel	Business travel followed the approach using expenditure data reported in EUR. Included GHG: CO_2, CH4, N_2O, HFC/PFC, SF_6.
3	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_2O
3	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_2O.
3	Investments	Based on feedback from our auditors, investments category has been removed from our GHG inventory.

Independent practitioner's assurance report (Translated from the original report in Finnish language)

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 2024 (the "Subject Matter") for the period 1.1.2024–31.12.2024.

Criteria applied by Lindström

In preparing the Subject matter, Lindström applied the Global Reporting Initiative Sustainability Reporting Standards. As a result, the subject matter information may not be suitable for another purpose.

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 31.10.2024. 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 Control

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 A member firm of Ernst & Young Global Limited 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 from, 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 Green House Gas quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Sustainability Report 2024 and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Updating our understanding of Lindström's material sustainability reporting topics, organization and activities,
- Interviews with senior management to understand Lindström's corporate responsibility leadership,
- 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,
- 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 2024 for the period 1.1.–31.12.2024, in order for it to be in accordance with the Criteria.

Ernst & Young Oy

26.3.2025
Helsinki

Juha Hilmola
Partner, Authorized Public Accountant

Services

	Workwear	Cleanroom	Mats	Hotel Textiles	Restaurant Textiles	Industrial Wipers	Washroom	Healthcare textiles
Austria	●		●			●		
Bulgaria	●		●			●		
China	●	●	●					
Croatia	●		●					
Czech Republic	●		●			●		
Estonia	●		●	●	●	●	●	●
Finland	●	●	●	●	●	●	●	●
Germany	●							
Hungary	●		●			●		
India	●	●						
Kazakhstan	●							
Latvia	●		●			●		
Lithuania	●		●			●	●	
Poland	●		●			●		
Romania	●		●			●		
Serbia	●		●					
Slovakia	●		●			●		
Slovenia	●		●					
South Korea	●							
Sweden	●			●	●			●
Türkiye	●		●					
Ukraine	●		●					
United Kingdom	●					●		

Contacts

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Lindström Group Companies 2024
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Lindström (Suzhou) Co., Ltd, China
Lindstrom (Shanghai) Co., Ltd, China
Lindstrom (Beijing) Co., Ltd., China
Lindstrom Textile Leasing Service (Chengdu) Co., Ltd, China
Lindström (Suzhou) Enterprise Service Co., Ltd, China
Lindstrom (Tianjin) Enterprise Service Co., Ltd, China
Lindstrom (Guangzhou) Enterprise Service Co., Ltd, China
Lindström HK Limited, China
Lindström (Suzhou) Co., Ltd, China
Lindström (Guanzhou) textile Leasing Service Co., Ltd, China
Lindstrom (Wuhan) Enterprise Service Co., Ltd.
Lindstrom (Jiaxing) Enterprise Service Co., Ltd, China
Lindström d.o.o., Croatia
Lindström s.r.o, Czech Republic
Lindström Oü, Estonia
Comforta Oy, Finland
Lindström Åland Ab, Finland, Åland
Lindström GmbH, Germany
Lindström Kft, Hungary
Lindström Prodem Hungary Kft, Hungary
Lindström Services India Private Limited, India
Lindström LLP, Kazakhstan
Lindström SIA, Latvia
Lindstrom Prodem SIA, Latvia
Lindström UAB, Lithuania
Lindström Sp.z.o.o, Poland
Lindström S.R.L, Romania
Lindström doo, Serbia
Lindström s.r.o., Slovakia
Lindström d.o.o., Slovenia
Lindstrom Korea COL LTD , South Korea
Lindström Services AB, Sweden
Comforta AB, Sweden
Lindström Tekstil Hizmetleri Ticaret Limited Şirketi, Türkiye
TOV Lindström, Ukraine
Lindström Ltd, United Kingdom
Enviro Wipes UK Ltd, United Kingdom*
United Eco Services Ltd, United Kingdom
Lindstrom Vietnam Company Limited, Vietnam**

* Enviro Wipes UK Ltd, United Kingdom has been closed down during the financial year 2024.
** Lindstrom Vietnam Company Limited, Vietnam was established during the financial year 2024.

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