

A forerunner in circular economy

Sustainability Report 2021

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About this report

Lindström's Sustainability Report has been published annually since 2003. This report describes our key sustainability themes, goals and achievements during the year 2021. The report's primary stakeholders are our customers, partners and employees. Our reporting period is based on the calendar year, from 1st January to 31st December.

Reporting principles and practice

The report has been prepared in accordance with GRI standards. The figures cover the entire Lindström Group. At the end of the report, the Global Reporting Initiative (GRI) table contains aggregated data and an external evaluator's statement. Lindström's Sustainability Report has been assured by Ernst & Young Oy and their statement can be found on page 72.

Publication of the report

The 2021 Sustainability Report was published in March 2022. The report can be found in English on our website, in PDF format. Please find more information on Lindström and our services at:

www.lindstromgroup.com

Lindström in a nutshell

We are a family-owned textile service company whose business is based on circular economy. We offer a wide range of textile services to our customers in Europe and in Asia – ranging from workwear, cleanroom textiles, mats, industrial wipers and washroom products to textiles for hotels, restaurants and healthcare. We focus on making our customers' lives easier and helping them be more sustainable. Sustainability is at the heart of who we are, and we operate according to the same environmental principles in all 24 countries of operation. Our company was established over 170 years ago in Helsinki, Finland, where our head office is still situated.

237,000
CUSTOMERS

4,700
EMPLOYEES

EUR
432.5
MILLION
TURNOVER

24 COUNTRIES
OF OPERATION

EBITA
13.6
%

Year 2021 in brief

Our growth continued both organically and through acquisitions in Finland, Estonia and Ukraine. We were able to offer several value-added services for our customers, for example, by co-creating new products and solutions, and developing new ideas for

customers' businesses in innovation workshops.

In our aspiration to offer the most sustainable service for our customers, we set a new goal of carbon neutrality by 2035. Many of our countries took huge leaps in textile recycling by starting collaborations with local recycling partners.



1. CHINA

Our rapid growth in China continued in 2021 as we started co-operation with leading pharmaceutical companies. Read on page 62 how Lindström helped answer the demand for COVID-19 vaccination.

2. FINLAND

Lindström made a total of three acquisitions in Finland in 2021. Read more on page 65 about how the transactions will strengthen our position in the healthcare industry.

3. INDIA

The pandemic hit India hard, and to ensure employee well-being, the HR Team had to go through extraordinary efforts, such as providing oxygen concentrators and hospital beds. Read more on page 23.

4. HUNGARY

Did you know that Zsuzsa Pereces from our service center in Székesfehérvár repairs 45–50 pieces of workwear every day? Read more on page 43.

5. TURKEY

Our recycling rate jumped from zero to 100% in a year when we started collaboration with Gama Iplik, one of the pioneering companies in textile recycling business. Read more on page 38.

6. LATVIA

Lindström's Workwear Flex service empowers Riga International Airport with operational efficiency, sustainable solutions, and a sharper corporate image. Read more on page 55.

15.3

MILLION PIECES OF
TEXTILES
IN CIRCULATION

4.5

MILLION
PIECES OF
TEXTILES
REPAIRED

8.8/10

VOICE OF PARTNER
INDEX

8.7/10

VOICE OF CUSTOMER
INDEX

+50

NPS

4.2/5

EMPLOYEE
SATISFACTION

7. UK

First regional online Growth Academy was organised in Central Western Europe. Read more about what was the thinking behind it and how it was experienced in the UK on page 27.

8. BULGARIA

Lindström Bulgaria won the Forbes Business Award 2021 in the service category – chosen from a pool of 159 businesses. Read more on page 53.

9. CZECH

In many countries, finding recycling partners is difficult as the market is still in its infancy. ARCA Chrast in Czech expanded to recycling business because of the foreign demand. Read more on page 37.

A forerunner in circular economy



Caring for people and the planet is part of our purpose, and it has already guided our operations for decades. Our entire business is based on a circular economy, with emphasis on reduction of overproduction and conservation of natural resources. In the following interview, our CEO Juha Laurio and Senior Vice President of Ecosystems and Sustainability Anna-Kaisa Huttunen elaborate on what corporate social responsibility entails for us and how we develop it.

What was the year 2021 like for Lindström?

Juha: It was an excellent year for us in many ways. We grew in all of our markets, and the implementation of our strategy proceeded according to plan. In addition, I wish to express my gratitude to our employees who succeeded in developing our business and improving our customer experience. As a consequence, both our customer and employee satisfaction developed positively.

Anna-Kaisa: We also took active measures and made investments to promote environmental sustainability, which had a positive effect on business. We received a recognition from the Finnish Innovation Fund Sitra, spotlighting Lindström as one of the most interesting companies in the circular economy. This gave us even more courage to develop new solutions and set ambitious goals, such as to offer customers carbon-free services by 2035.

What achievement were you particularly pleased with?

Juha: COVID-19 has been our common enemy, but we have managed to live with it by maintaining close co-operation and introducing new ways of working. Although we have been physically further away from each other, our sense of community has in fact strengthened. Also, many of us have surely given more thought to our values over the last few years.

Lindström is a pioneer in circular economy and environmental sustainability in its field, and the theme is reflected in the company's strategy. How did the systematic development of sustainability at Lindström begin?

Anna-Kaisa: Lindström has been adapting to the changing needs of our customers for the past 175 years of our history, and already in the 1930s we started a small-scale renting business. Over the decades, it has grown as our main business and guided us to develop our business to become more resource efficient. Our purpose and values advocate sustainability and create a solid foundation for our decisions.

What does circular economy mean to you and how does it bring you competitive advantage?

Juha: Sustainable practices strengthen our customers', partners' and employees' trust towards us and help us grow and ensure business continuity. As an employer, we compete for skilled workers and for many job seekers. Doing meaningful work is highly important. We have also gained recognition in society and are often involved in collaborative projects involving research institutes and our industry.

Anna-Kaisa: Over-consumption of natural resources is our biggest concern. With our offering, we are able to help our customers reduce the number of disposable or short-term products. Our services support the objectives of circular economy and significantly reduce the environmental load of textiles. For example, purchasing workwear as a service saves water and energy compared to washing at home. Thus, acquiring textiles as a service is resource efficiency at its best.

Are sustainable practices equally advanced in all of Lindström's 24 countries of operation?

Juha: Our basic service model is the same and we operate according to the same sustainable practices everywhere. Of course, we take local legislation and conditions into account, but we never compromise on sustainability.



“Sustainable practices strengthen our customers’, partners’ and employees’ trust towards us and help grow and ensure business continuity.”

Juha Laurio, CEO

Anna-Kaisa: Many of our customers share our passion for sustainability, and the demand for more sustainable services is growing across all countries. The pressure coming from all stakeholders to develop sustainability is strong and intensifying. We want to help our customers to respond to those requirements by offering them the most environmentally friendly alternative for their business textiles.

How does Lindström ensure that laws and sustainable practices are complied with also within the partner network?

Juha: We select our partners based on our values and purpose. We aim for long-term partnerships that bring value for both parties. This year, we launched a new Voice of Partner survey which helps further improve collaboration with our partners.

Anna-Kaisa: All our strategic suppliers have signed our Code of Conduct which describes how both we and our suppliers conduct sustainable business from both social and environmental aspects. We regularly audit our suppliers and perform risk evaluations of both our suppliers and their countries. In 2021, we ensured that almost all our major workwear suppliers are BSCI audited.

What are the key matters you consider in improving the sustainability of your service offering?

Juha: Our service development is strongly customer-centric, and we co-create with customers to develop our offering. Thanks to digitalisa-

tion, we can make our services more transparent for the customer. Through our digital platforms, customers can receive up-to-date information on the quantities of textiles in use and optimise the amount of textiles needed.

Anna-Kaisa: We emphasise recycling of textile waste. I want to give special credit to our employees in local organisations. They have managed to find several new partners to help us in this effort, which feels like a big step forward in 2021. We will continue seeking new, local recycling partners to reach our strategic goal of recycling 100% our textile waste.

What new business opportunities and services do you foresee Lindström’s circular economy thinking creating in the future?

Juha: We see interesting opportunities for us in, for example, the healthcare and pharmaceutical industry, which uses large quantities of disposable textiles. However, there is great potential in all of our markets for offering textiles as a service rather than as outright purchases. This is especially relevant in emerging markets, such as China and India. In Russia and Belarus we have had a successful business with promising opportunities. Unfortunately, the business environment for an international company has changed drastically and in March 2022 we decided to start preparations for withdrawal from Russia and Belarus.

Anna-Kaisa: We are interested in sustainable innovations and are happy to create partnerships to develop them. Our customers will face many challenges on their way toward a sustainable world—and we want to be part of the solution.

Case

15 years of partnership with UNICEF

Millions of children have benefitted from UNICEF's water, sanitation, and hygiene (WASH) program in India over the 15 years of our co-operation with UNICEF Finland. In 2021, we renewed the co-operation for another 3-year-period.

We continue to support the nationwide WASH program that has produced excellent results during previous collaboration years of 2018–2020. Through the program, 100 million people gained access to safely managed drinking water, 142 million people gained access to toilets, and over 311,000 schools gained WASH services benefitting nearly 60 million children. Yet, the task is far from over. For example, less than half of the population has access to safely managed drinking water.

Heightened relevance of hygiene practices during coronavirus pandemic

The importance of the WASH program has been even more evident during the past few years when the world has suffered from the turmoil of the coronavirus pandemic. While COVID-19 hurled new challenges in the way of the project, the nature of the pandemic itself emphasised the importance of basic WASH services and practices. The program helped transform and adopt WASH behaviours for the long term and supported communities in their recovery and response.

“During these tough times, UNICEF has remained a strong partner for the Indian government in coronavirus response and prevention. We have helped secure critical water and hygiene supplies and services and have also been promoting safe behaviour and supporting health clinics,” shares **Marja-Riitta Ketola**, Executive Director of the Finnish Committee for UNICEF.



Photo © UNICEF India

Strategy 2025

We at Lindström focus on making our customers' lives easier by supporting them to shine and their businesses to grow. Our business purpose is and continues to be making our customers' life easier and strengthening their image with textile services while helping them to become more sustainable. At the core of our business is our commitment to care for the people and our planet, based on the sustainable, circular-economy business model, with conceptualised operations in 24 countries. Although our service offering varies from country to country, our conceptualised operations ensure that we offer the same reliable and sustainable textile rental services to all our customers, while meeting the specific hygiene and safety requirements of different industries.

By 2025, our quest is to become a forerunner

enabling our customers to become more sustainable with easy-to-use textile services, offered with passion and a human touch. We focus on deepening our understanding of the industries we serve. Strong focus to 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 carbon-free textile services and recycle 100% of our textile waste. 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 encounter our customers.

Strategy highlights 2021

- We continued to develop our services and to introduce new solutions for our customers, such as the sleeping pouch designed primarily to kids in kindergarten or the goggle service for cleanroom. We also launched new lines to our existing collections, for example the more sustainable line of workwear for healthcare professionals.
- Despite the challenging year, we were able to interact, engage, and serve our customers well, even in the digital channels such as eLindström. This resulted in strong customer satisfaction – a Net Promoter Score of 50 and a Voice of Customers Index of 8.7 (on a scale from 1–10).
- We took big steps toward fully digitalizing our workwear service with the help of RFID tagged garments. This will bring further transparency to our Workwear and cleanroom services for our customers through the eLindström self-service platform.
- We announced our objective to become carbon neutral by 2035. To ensure this commitment, Lindström has joined the Science Based Targets initiative (SBTi), which will verify that the targets are in line with the latest climate research to meet the objectives of the Paris agreement.
- We were able to develop textile upcycling and recycling globally through various collaborations, projects, and partners, for instance by launching a co-operation on Nordic's first industrial scale waste textile refining business together with Rester.
- We launched the Voice of Partner survey to help us understand our partners' praises, concerns and ideas for developing our co-operation to the next level. The results of the first round are promising, with an overall score of 8.8 (on a scale from 0–10), helping us to further develop active dialogue with our partners.
- Lindström was chosen as the Family Business of the year 2021 in Finland. In choosing the award winner this year, special emphasis was placed on responsible and long-term ownership. Specific value was also given to the good practices of the Lindström owner family. Having the family as the owner has added value to Lindström's stakeholders.

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.



MUST-WINS

INDUSTRY FORERUNNER
EASY-TO-USE FOR OUR CUSTOMERS
SUSTAINABLE SOLUTIONS
INTEGRATED LINDSTRÖM



VALUES

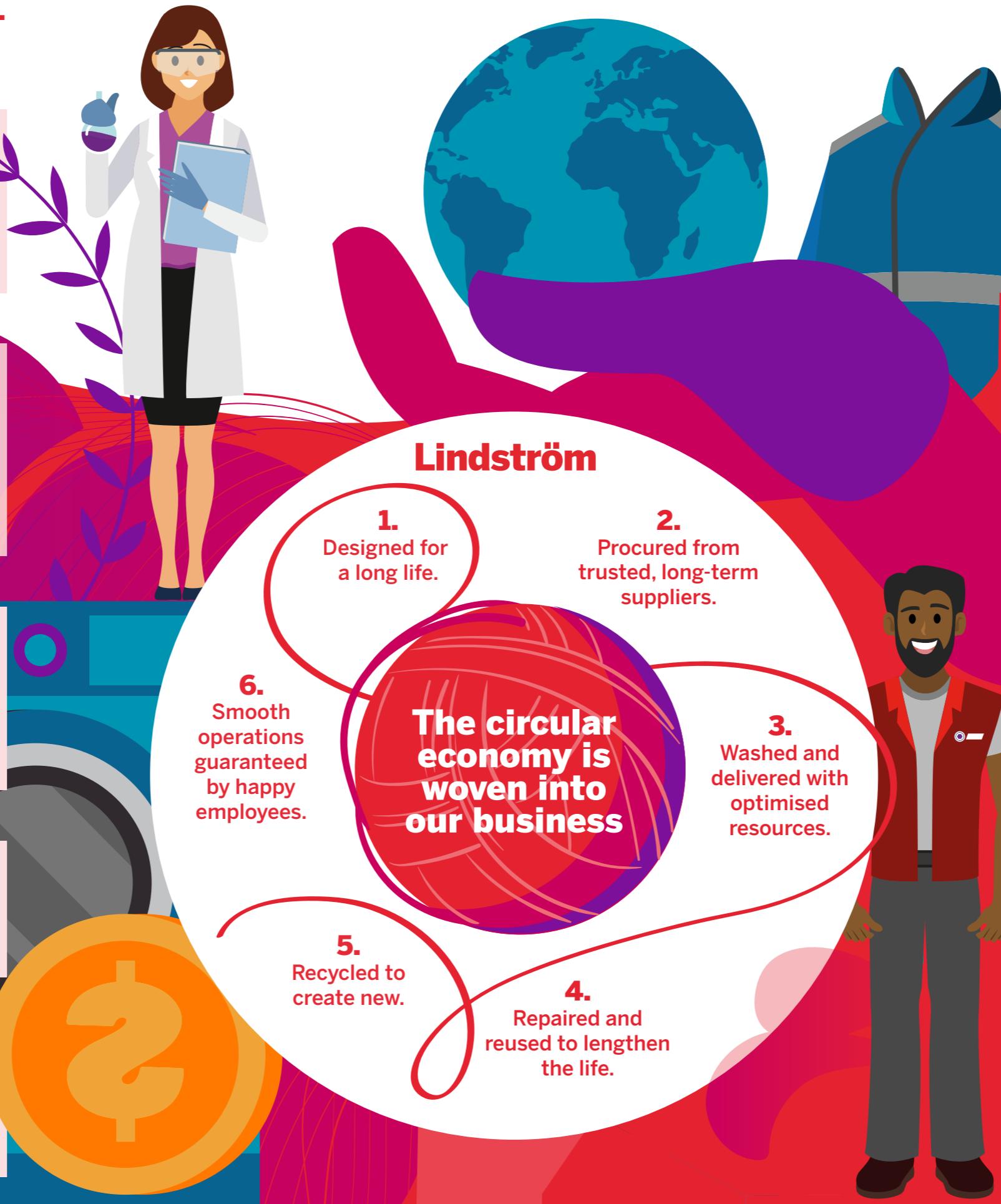
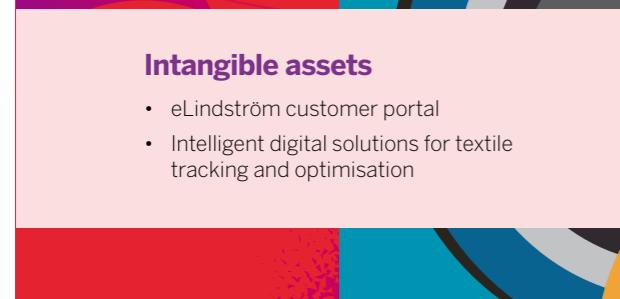
PROFITABLE GROWTH | RESPONSIBILITY
LONG-TERM CUSTOMER RELATIONSHIPS | ENTHUSIASM AND THE JOY OF LEARNING

STRATEGIC GOALS

PASSION TO IMPROVE
CARE FOR THE PLANET
DESIRED PARTNER
GETTING STRONGER

VALUE CREATION MODEL

Input



Output and impact

Contributing to the environment

- 4.5 million pcs of textiles saved by repairing
- 1.02 kWh of energy consumed per 1 kg of washed textiles (declined by 50% since the 1990s)
- 7.2 l of water consumed per 1 kg of washed textiles (declined by 50% since the 1990s)
- 1 kg of textile travelled 260 meters (emissions declined by 28% since 1999)
- 327g of CO2eq emissions per 1 kg of washed textile (declined by 30% since 2004)

Enhancing wellbeing & safety

- Salaries and compensation to personnel EUR 105.6 million
- eNPS +29
- Employee satisfaction 4.2
- We Care index 4.3
- Leadership index 4.3
- Safety observations per person per year 0.7

Contributing to the society

- Taxes and social fees paid to authorities EUR 39.0 million
- Support for UNICEF work in India for water, sanitation and hygiene
- Several collaborative projects involving research institutes and our industry

Bringing value to customers & partners

- NPS +50
- CX Index 8.7
- Voice of Partner 8.8
- To subcontractor services EUR 59.9 million

Introduction to sustainability

Lindström has practiced and promoted sustainable ways of working for decades. We have long practiced good corporate social responsibility with regard to the environment, our employees and also our customers' own sustainability aspirations and have always strived to raise the bar for responsibility and sustainability. Our passion and commitment are to make sustainable decisions every day, and we aim to be the most sustainable company in our industry.

Our sustainability work is based on our common values, mission and vision, and guided by management systems, policies and guidelines. We have a zero tolerance for unethical behaviour.

- **Lindström Code of Conduct** consists of the ethical principles that determine how both we and all our suppliers conduct business and how we take responsibility for people and for the environment. It is covered in a mandatory course in our e-learning tool for every Lindströmer and is also an integrated part of our supplier agreements.
lindstromgroup.com/code-of-conduct/
- **Quality, Environmental, Health and Safety Policy** states guidelines that all our employees and service representatives are required to adhere to.
lindstromgroup.com/company/sustainability2018/certificates/
- **In our whistle-blowing channel**, anyone can anonymously raise concerns about possible misconduct in business or any wrongdoing noticed or suspected within the company.
lindstromgroup.com/whistleblow/

- **Quality Assurance Handbook** ensures that all inbound goods and materials are manufactured in accordance with Lindström's instructions and standards.

lindstromgroup.com/suppliers/

- **In our Slavery and Human Trafficking statement** we are committed to ensuring that slavery and human trafficking are not taking place in our business or in our supply chain.

lindstromgroup.com/human-rights-statement/

Managing sustainability

The ultimate responsibility for our sustainability implementation belongs to the Group Management Team. The CEO and the Board of Directors review and approve the policies and primary sustainability initiatives and targets. Sustainability related risks and opportunities are assessed and controlled by the Lindström Board. The assessment focuses on foreseeing changes in our business operations, in the operating environment, and in the prerequisites of our operations.

Sustainability is managed throughout the company with our We Care culture by leaders and committed teams every day. Sustainability related guidelines and centralised development are embedded within several global functions and steering groups tasks.

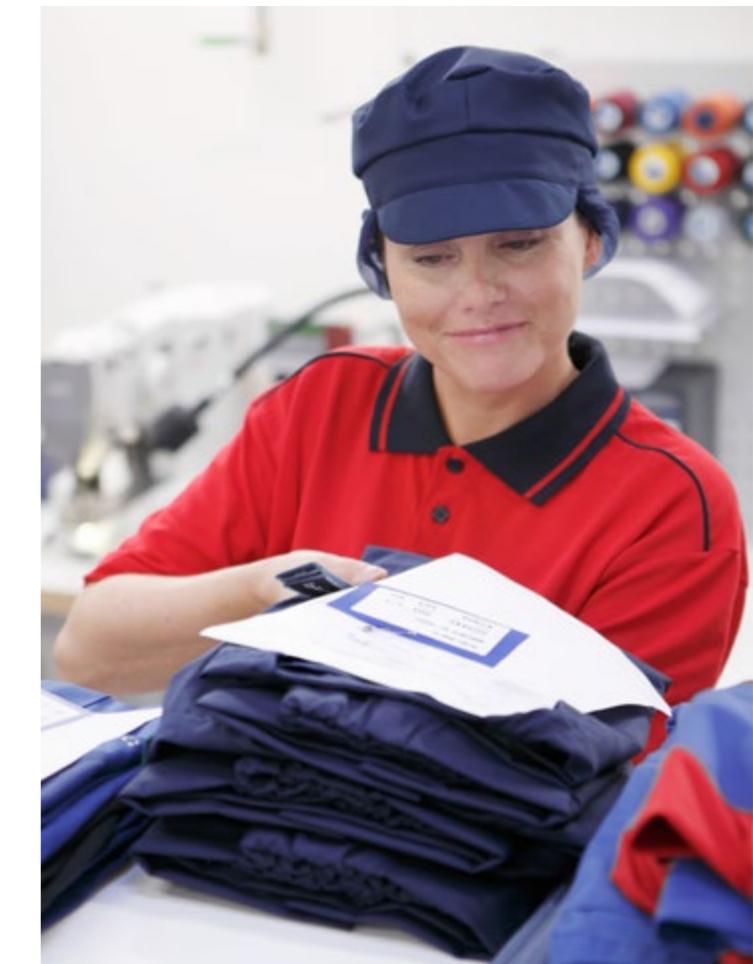
- **Our global "Sustainability Tribe"** consists seven leaders from our Corporate Social Responsibility (CSR) committee and five leaders from our regional management teams. The Global Sustainability Tribe is contributing to our company wide Sustainable Solutions strategic program. Our Regional Sustainability Tribes are leading and executing the market and business unit level activities.

- **Human Resources** develops and guides the We Care culture and leadership skills, provides a comprehensive framework for learning and development, and supports line management in well-being and employee engagement related topics.

- **The Health & Safety steering group** sets and prioritises the activities to be implemented in local Health & Safety committees, promotes transparent safety culture, and develops the reporting.

- **Our Global Procurement team** defines and implements supply chain strategy, and manages and monitors the sustainability in the supply chain.

- **For Global Service & Product Concepts**, sustainability is one of the key fundamentals in developing new offerings.



Strategic themes

Our four strategic goals form a framework for our corporate sustainability reporting. We report and measure our success in these goals.



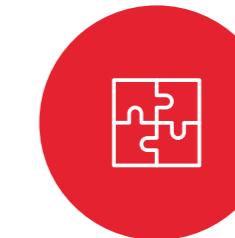
PASSION TO IMPROVE

Having passionate and engaged employees that enjoy working for us and making Lindström a better company. We want to be a preferred employer.



CARE FOR PLANET

Building solutions that help us and our customers become more sustainable.



DESIRED PARTNER

Having seamless service experience and best in industry customer experience. Ecosystems and partnerships ensuring the comprehensive services to our customers.



GETTING STRONGER

Aiming for the best organic growth and profitability in the industry.

Stakeholder engagement



Our hygiene standards ensure laundry quality and biocontamination control

Our Group's management system includes the European standard EN 14 065 Textiles – Laundry processed textiles – Biocontamination control system. By applying this standard, we ensure the designated level of microbiological quality that corresponds with the intended use of the textiles.

Standard EN 14 065 applies to textiles which are used in the pharmaceutical, medical, cosmetic and food industries. All our workwear, roll towel, restaurant and hotel textile laundries comply with the standard. The certificate also covers

our laundries' internal hygiene monitoring system: Risk Analysis of Biocontamination control (RABC). We also require our subcontracting laundries to have an appropriate control system for microbiological quality.

Because of the corona pandemic, we have reviewed all our instructions and ways of working in each part of the service chain to make sure we can shield our process from the virus and guarantee a safe environment for our customers and employees.

The United Nation's Sustainable Development Goals



Ensure availability and sustainable management of water and sanitation for all.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Ensure sustainable consumption and production patterns.

Certificates

- Our management system is certified according to the ISO 9001:2015 and ISO 14001:2015 standards.
- The self-inspection system for the hygiene requirements of all laundries has been built in accordance with standard EN-SFS 14065 (Textiles – Laundry processed textiles – Biocontamination control system).
- We also follow the ISO 45001 standard for health and safety management. Our cleanroom services operate according to ISO 14 644 (cleanrooms and the associated controlled environment) standard 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.

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 Principles of the UN Global Compact (we issue reports via the European Textile Service Association)
- Ecovadis, a platform for sustainable and transparent procurement

The most significant memberships in organisations

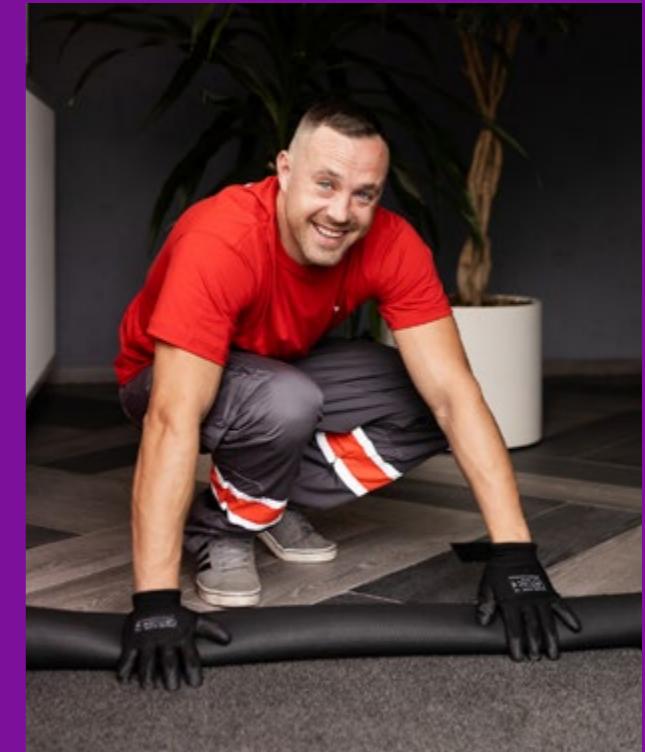
- The Family Firms Association (Finland)
- The Confederation of Finnish Industries
- The European Textile Service Association (ETSA)
- The Textile Rental Service Association (TRSA)
- Our specialists act on various national and international teams promoting our field of business, standards, and legislation.

Passion to improve



Equal opportunities for everyone

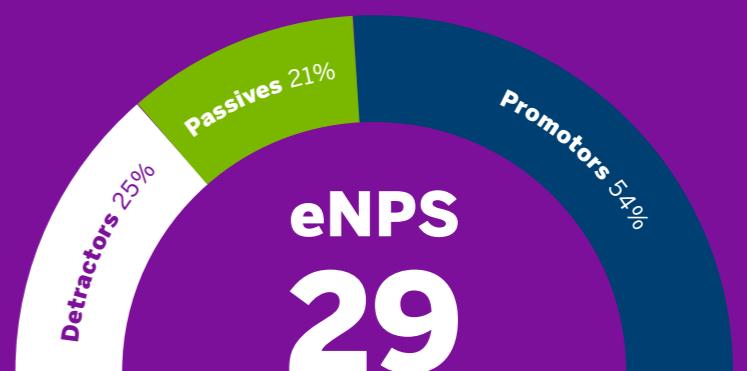
Lindström is an international family-owned company with a forerunner circular economy approach. We offer employees the opportunity to be a part of and help us in developing a business of the future that promotes sustainable development for our planet. As a work community, we value caring for other people and respecting everyone. As an employer, we believe in offering everyone equal opportunities to develop and grow in inspiring positions, as well as with motivating and fair wages.



4.2/5
EMPLOYEE
SATISFACTION

4.3/5
WE CARE INDEX

4.3/5
LEADERSHIP INDEX



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

Victories under the shadow of the pandemic

Continuous development and evolving have always been, and will always be, at the core of Lindström's operations and keys to success. We have the passion to improve embedded in our DNA.

As the drawn-out continuation of the global pandemic added to our challenges during the year, we strived to see the opportunities in the difficult times. To keep our employees safe, we continued with our good practices adopted the year before with good hygiene, remote work, social distancing, as well as staggering breaks and shift changes. We were able to keep our laundries and deliveries running uninterrupted and continue supporting our customers, many of which operate in society's critically important sectors like healthcare, pharma and food. The working practices for hybrid work have been in active discussion throughout the pandemic, and we are developing these practices as we go along. These exceptional times have brought us closer and strengthened our caring culture and team spirit, which as an added bonus has resulted in increased employee satisfaction.

Caring for the people and the planet

The well-being of our employees and our work community is a matter of honour for us. We operate in very different countries, and our work community—even within a single country—is truly a multicultural one. We believe in treating all people equally and guaranteeing them safe working conditions and decent benefits for the work done. Our operating methods are largely uniform in all countries, but we also respect the requirements of different cultures. We value our employees as individuals, not just employees, and our human resource management processes are founded on respect and fair treatment for all. We wish to be an open work community that promotes dialogue, where everyone's voice is heard and where we all act according to common values. In our inter-

nal development projects, we involve our employees across the company on various levels and ask them to contribute thoughts and ideas.

We measure job satisfaction on a regular basis through the Voice of Employee survey and Employer Net Promoter Score. The results of the Voice of Employee survey, which was conducted in November 2021, improved slightly compared to the previous year. The total score rose from 4.1 to 4.2 out of 5. In addition, the Employer Net Promoter Score (eNPS) rose from +26 in the previous year to +29. This development is satisfactory, especially taking into account the effects of the prolonged pandemic. However, our target was +36 for the year 2021, and our long-term objective is to go over +45 by 2025. Employee turnover remained at the same level as in 2020, at 23 percent. Hence we are increasing our efforts to retain employees, especially in production tasks.

In occupational safety and its development, we utilise continuous improvement models, as well as clear and comprehensive guidelines, in addi-



tion to following the ISO 45001 standard for occupational health and safety management. It should be noted that the most significant risks related to our work safety arise from deliveries and commuting in cities with heavy traffic. During 2021, we avoided all fatal accidents at work. Our injury rate was 6.2 and the number of sick leave days taken was 4.3%. The number of reported safety observations was 3,152.

Support for employee development

Our operating environment and our customers' needs are changing rapidly. In order to successfully implement our strategy and reach the 2025 vision, we need to react quickly and—preferably—anticipate future changes. Therefore, we are constantly improving our agility both by changing the way we think and by introducing new tools and ways of working. We believe that digital tools can

truly support our aspiration of being more agile. With the help of software, our teams are able to work more productively, regardless of whether we are interacting physically or virtually.

Lindström offers diverse opportunities for personal growth and professional development. We encourage our employees to voice their objectives, to seek paths to develop and to support each other in learning new skills. In 2020, we launched the Lindström Employee Journey describing what we offer our employees at different stages of their work journey. During 2021, as part of implementing the Employee Journey, we drew up a Succession Plan for all employees with certain key requirements. The plan aims to promote the development of a strong competency base at Lindström, as well as each individual's personal career aspirations. At the same time, succession planning will provide a framework for

Case

Culture captains driving culture forward in Finland



Culture captains in Finland.

In 2021, the Finnish organisation embarked on an exciting journey to develop our company culture further. The idea was to promote the key cultural themes together through experimentation and everyday small deeds, as well as to develop a workshop concept destined to all employees for further internal development in Finland.

To drive the change, eight culture captains were chosen to promote our key cultural themes in two pilot business units. To kick off the culture development pilot, Lindström's country management team and the captains participated in mutual workshops

to discuss several themes such as leadership and collaboration. Already during the autumn, the captains held workshops in the pilot business units to discuss psychological safety and caring culture.

During 2022, we will involve even a wider audience for the culture development, as the pilot will be expanded to the whole Finnish organisation. The overall objective is to create a cultural movement—a chance in thinking—and to increase transparency as well as the possibilities to get involved, both at the individual and community level.

managers to support the development of their team. Based on existing plans, we also established internal competency development centers, which will be launched at full capacity at the start of 2022. We have also implemented two Train-the-Trainee programmes, in which experienced employees guide new employees through Lindström's work and operating practices.

In addition to on-the-job learning, we provide numerous training options for employees. Our internal learning academy, Growth Academy, allows our employees to learn and share knowledge virtually and face-to-face, both on a global and regional level. In 2021, we run a variety of programmes focusing on developing customer relationship management and sales management skills, as well as better use of digital tools and events such as the Growth Forum for senior management.

Taking our goals to the next level

Our desire for success and development demands that we set appropriate objectives and acquire the necessary support to achieve them. At Lindström, we use a performance management tool to drive company success and promote our strategy in our day-to-day work.

In 2021, we focused on setting better objectives. Consequently, during annual development discussions, we already managed to set objectives for all employees, with the exception of production workers. By specifying personal objectives, we aim to create more effective incentive

models that support active customer work. In addition to acknowledging and rewarding good work performance, Lindström offers its employees numerous benefits, such as occupational health care.

The change is here to stay

We at Lindström understand that meaningful work, aiming to benefit the future of both people and our planet, will continue to increase in value. Lindström's reputation as a good employer and work community will continue to support our company's success. Sustainability is one of our core values and has always been a part of our operations, but today its importance is greater than ever. It is embedded in everything we do—making us accountable for our actions and thriving us to create a more sustainable world for future generations.

We will continue to develop our competencies and invest in the knowledge and skills needed to implement our strategy. We will continue to develop ways in which we can support Lindströmers to succeed in their work and contribute to their well-being. We will also continue developing management and supervisory tools and our modular training systems. We are ready to change the way we work and become more agile. We have succeeded despite a global pandemic, and it is certain that many of the lessons learned and practices picked up this year will help carry us through in the long term.

WE CARE CULTURE

Our We Care culture is in everything we do: our development, our performance, our wellbeing and how we treat people.



- Health & safety**
- Wellbeing
- Safety guidelines
- Open and transparent reporting



- Fair employment**
- Code of Conduct
- Labour rights
- Equal treatment

We Care



- Learning & development**
- Personal and professional development
- Passion to improve and learn
- Feedback and coaching
- Reward and recognition

Case

Above and beyond – WeCare in India

Oxygen concentrators, immunity kits, and hospital beds were just some of the things 2021 needed from the HR team in Lindström India.

The pandemic hit the world's second most populated country hard, and with more than 800 employees and their families to keep track and take care of nationwide, the HR team had to get creative. "We organised different sorts of appreciation activities like bravery certificates and publishing LinkedIn stories about employees who went the extra mile for the company", explains HR manager North and West India, **Ruchira Singh**.

India's biggest challenge was to meet the needs for hospital beds and oxygen concentrators, a need also felt by Lindström employees. Singh continues: "We initiated a WhatsApp group for an emergency response team, and it happened that we—in the middle of the night—had to try to arrange for

oxygen meters and oxygen concentrators by reaching out to our own network and contacts."

While most of the textile care workers and laundry personnel were required to work on-site, big parts of the staff worked from home, which required a different type of support from HR. "At one point, we were all doing 18-hour days, so we decided to organise a few webinars on how to manage work-life balance", says **Shilpa Chola**, HR manager South and East India.

Lindströmers were also offered immunity kits with some basic foods, vitamins, and drinks to stay healthy and hydrated. That way, employees and their families could stay at home and risk exposure when getting groceries. In more recent times, the team has organised vaccine drives. "First, we did vaccine awareness sessions to educate people on why it's important to get vaccinated and how it keeps you safe. Then we organised vaccine drive-throughs to make it easy for both employees and their families to get their shots", explains Administrative Assistant **Dipika Salvi**.

Case

Swift Shift – introducing an agile mindset

In January 2021, we set out on a new journey to become more agile through the Swift Shift course. The first participants for the course came from the head office, as many of the people have a key role in driving projects and processes forward in the company.

"We want to be able to develop our services and products, we want to be closer to the markets, and get feedback early on," Senior Vice President, Strategy, **Kati Järvi**, explains. More than 20 Lindströmers have completed the course and become agile coaches, learning about and being inspired to bring agile ways of working into their teams.

Five mindsets and behaviors are guiding the process and foundation of an agile operating model: trust, team accountability, focus on results, good

enough solutions, and speed. These were the cornerstones of the Swift shift course as the participants learned about coaching others and active listening, as well as more agile-specific methods such as how to build backlogs and prioritise work, how to choose focus, and how to do development sprints.

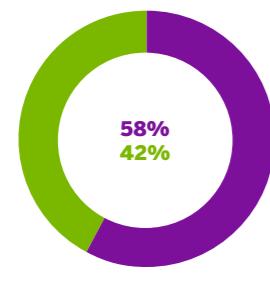
Since graduating in October, the coaches have already seen changes in their teams and ways of working: flexibility is increasing, teams are becoming more accountable for their work, and the idea of failing is being embraced. The Swift Shift will continue by speeding up the development of the operating model, focusing on cross-functional collaboration across countries, and facilitating more co-creation sessions with customers.

Lindströmers in figures 2021

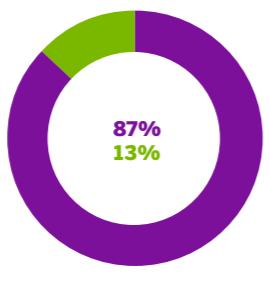
EMPLOYEES BY TOP 10 LARGEST COUNTRIES OF OPERATION

	Employees	%
Finland	1,683	35.3
Russia	501	10.5
China	474	9.9
Hungary	380	8.0
India	310	6.5
Latvia	237	5.0
Estonia	174	3.6
Ukraine	137	2.9
Lithuania	132	2.8
Great Britain	124	2.6
Other countries	618	12.9
Grand total	4,770	100

EMPLOYEE GROUPS



TYPE OF EMPLOYMENT



PERSONNEL TURNOVER

	2017	2018	2019	2020	2021
Turnover of permanent staff	19%	18%	25%	21%	23%

OCCUPATIONAL HEALTH AND SAFETY

	2017	2018	2019	2020	2021
Average sick leave rate	3.9%	5.1%	4.1%	4.0%	4.3%
Injuries per million working hours (LTI1)	6.8	7.5	4.9	5.7	6.2
Safety observations	1,205	1,638	1,884	2,781	3,152
Observations per person	0.3	0.4	0.4	0.6	0.7



"Sustainability is becoming more and more important, and it has been all the time embedded into our business model."

Jari Vihervuori

work, and handling the sales for Latvia and Russia, I returned to Finland in 1998 and took on managerial tasks in Luumäki. In 2001, I started on my current path, so to speak, as I took on one of the business units in Finland. From there, my role has gradually grown, first to leading the whole Finnish operations and then to leading the units in the Baltic countries, Russia, Ukraine and Belarus—now I'm responsible for managing the operations in these regions on the Global Management team level."

Still, some things remain the same throughout the years: the values guiding our daily actions. "Customers have always been at the center of our work, and building long-term customer relationships is something we have always cherished. Sustainability is becoming more and more important, and it has been all the time embedded in our business model. At the core of our business are also our people. We put effort on personal development and support each other to learn every day, leading us all towards profitable growth."

Vihervuori considers himself lucky to have been granted so many opportunities to grow. This is something he wishes to be able to offer his Lindström teammates and colleagues. "As a leader, I hope that I'm able to coach and support people to find their own way, to see the bigger picture and learn while getting the answers."

Where does he then draw inspiration after 35 years in the same company? "From our people. Lindströmers are very proud of the company, its history, and the services we offer. Taking good care of their responsibilities is in their DNA as well as the drive for continuous development and passion to improve. I'm constantly amazed and surprised by our people and enjoy having discussions with them, no matter what their role or nationality—I always learn something from each of these encounters."

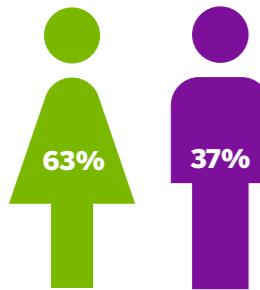
PERSONNEL BY EMPLOYMENT CONTRACT BY REGION

Region	Permanent employment	Temporary employments	Total
Europe	1,497	186	1,683
Russia, Baltics, Belarus, Ukraine	1,127	72	1,199
West & Central Europe	733	95	828
Asia	538	269	807
South East Europe	238	15	253
Grand Total	4,133	637	4,770

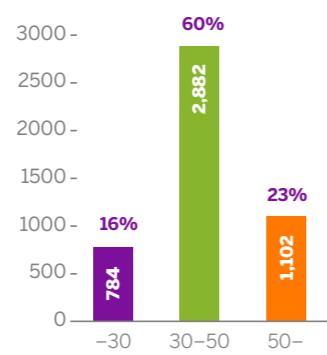
PERSONNEL BY EMPLOYMENT TYPE AND CONTRACT BY GENDER

Gender	Employment type		Total	Employment contract		Total
	Full-time employees	Part-time employees		Permanent employment	Temporary employments	
Female	2,636	347	2,983	2580	403	2,983
Male	1,613	174	1,787	1,553	234	1,787
Grand total	4,249	521	4,770	4,133	637	4,770

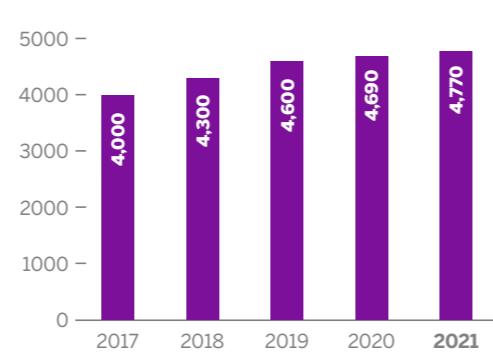
GENDER DISTRIBUTION



PEOPLE BY AGE GROUP



HEADCOUNT 2017–2021



Reporting principles:

When calculating number of employees in total, by gender, by employment type, by employee role and by age distribution, Lindström HR-system (PersonecHR) has been used as the source of data. Figures include all active employments at the end of month.

Number of sick leave hours, theoretical and actual working hours and overtime hours have been collected by the local HR. The source of data is primarily the local payroll system. Number of safety observations and accidents have been collected from Lindström AMT tool, except in Finland, where the number of accidents have been collected from the local insurance company. Injury rate includes all accidents causing one or more days absence due to accident divided by 1.000.000 working hours (LTI).

Voice of employee results, including Voice of Employee indexes and eNPS, have been calculated and reported using the 2021 Lindström Voice of Employee (VoE) survey.

Case

Improvement through first regional online Growth Academy course

"We wanted to equip managers with the tools needed to train their own people in their own language," explains **Sarah Marchant**, Head of HR Central and Western Europe. After some initial planning, it became clear that with small tweaks, the concept could be used to create cross-functional learning experiences and co-operation by engaging more people. While previous Regional growth camps offered deep dives into the sales winning formula, this time it was decided to expand the number of themes and subjects.

"It was a good opportunity to freshen up and share knowledge about other topics such as the customer journey and cross-functional co-operation. Just because you're not in sales doesn't mean you don't have a relevant part in the customer journey."

A total of five sessions were organised online, facilitated by expert Lindströmers from both within and outside of the region, and attended by over 60 representatives from the Central and Western Europe region countries. One of them was **Phil Lafone**, Regional Sales Manager UK:

"This was like no other training I have ever attended. I got to meet lots of different people from different areas of the company in different roles. Seeing your own job role is one thing, but it was very useful to see other roles and their viewpoints, impact, and ideas." He continues: "The aim is to improve the process we have with customers, improve communications, how we sell to customers, how we service them, and how the different departments can work together."

Case

Sharing best practices for safety from China

In Autumn 2020, we did a major acquisition in China to support our growth vision in Asia. The acquisition offered us opportunities to review existing practices and adopt the best of both worlds. **Gavin Xiang** has had a key role in developing the new health and safety practices.

According to him, there are three key themes to keeping Lindströmers safe at the workplace. "Ensuring fire safety at our facilities is a top priority. For instance, here in Suzhou we have 150,000 garments that need to be organised daily. Textile is flammable, so in the event of a fire, the fire could become significant, creating a lot of smoke and thus posing a risk also to the people in the community. Another safety issue is working with chemicals in our laundries. We need to take into consideration possible residue on the textiles coming to the laundry and handle them in a safe way. The most significant safety matter is traffic, as that's the one element that we cannot really control. Therefore, the deliveries need to be planned in detail for routes as well as for breaks, so that the delivery personnel are as sharp as possible."

In developing common safety practices, the first thing to do was to review the existing practices in both companies. Then we selected the ones we wanted to take into common use both in China and on Lindström

group-level. "At first, we performed a gap analysis to observe the best practices in both companies. Then we started applying the best of them in the new Chinese organisation. Finally, we took the practices into use in the whole group to ensure a systematic and comprehensive Lindström-wide approach to health and safety."

There are laws, regulations and guidelines in place to help manage a safe working place. One of the key things in practice are the monthly safety walks. "One development idea introduced to Lindström was to create a checklist to support our safety walks. Basically, it is just a mobile form that the site managers can use to check that everything is ok and note what should be looked into. The form has received lots of positive feedback from site managers and external auditors alike."

Health and safety is embedded into the We Care culture, and going forward, we want to strengthen these practices throughout the company. "Caring for our employees and ensuring that they return to their homes in good health after the day is part of our safety management work. We take this responsibility very seriously and will be certifying the Lindström management system according to ISO 45001, the internationally recognised standard for occupational health and safety management systems. I consider this a demonstration of our We Care culture in practice."

Career stories



Realising my passion

I started at Lindström in 2015 as sales representative for Workwear services. I got very excited about the opportunity, for it was the first time I would sell something new. The concept of rental textile was unheard of in the Turkish markets, which made for an exciting learning opportunity to rebuild my approach to sales. A couple of good years led me to the position of Sales Manager for Mats and Workwear Services. But the challenges and learning opportunities have not faded away, and that is what is so exciting about being at Lindström.

A common thread in my day is talking to a lot of different people, getting to know them, and pursuing them to see value in our offerings in their context. I have discovered that I am truly a people person. I feel very accomplished in my work when accompanying others in moments of change, when experiencing their sudden moments of realisation or when they can see value in what we represent as a company.

Lindström is a unique organisation, and I have understood that it has a lot to offer, even beyond learning and development opportunities in the professional realm. I have personally grown to acknowledge cross-cultural sensitivity and enjoy cross-cultural interactions. What keeps me here every day is the people—their kindness and commitment to grow and shine as an organisation.

Ide Emin, Sales Manager, Turkey



Finding meaning in 'We Care'

I am a part of the Lindström team in Korea. We are a small team but are growing yearly at a fast pace. As a customer service representative, I understand that my role is a pivotal point of contact for our organisation and customers. I take immense pride in serving our customers and solving their problems.

Empathy is a skill that I exercise in my daily work to understand customer issues on a deeper level. It is my belief that empathy is deeply integrated into our We Care culture and takes different shapes when we express it in various acts of giving. I have now spent about two and a half years at Lindström, and I have never felt alone on this journey. I am surrounded by committed, supportive co-workers from around the world and their profound energy to solve our customer challenges in the most effective and innovative ways.

Our acts of caring for the planet also add purpose to my work life and make me a proud Lindströmer.

Sunny Eo, Customer Service Representative, South Korea



Seeing Challenges as Opportunities

I am currently responsible for managing product offering across various services we offer in Asia. I started in a role that existed in head office but not in my region before, so I had to implement our global processes in a way that suits the market in Asia. This wasn't the easiest part, but the results are very rewarding. We have come a long way in terms of product quality and validations in Asia. I also admire how we have changed our focus to being market-oriented, how we continuously listen to our customers, and how we are making constant efforts to bridge the gaps. I would have a thousand words to describe my journey at Lindström, but to put it briefly, it has been challenging—and in the most positive way. It feels like I am constantly solving puzzles. Aligning the strict regulations in the industries we operate in, such as pharma and electronic manufacturing, with the unique needs of our customers presents an exciting challenge every single time a new product is developed. The spirit in the team is always on the lines of "challenges are opportunities to make something better".

Gunjan Panchal Bhatia, Senior Manager-Asia Product Offering, India



My thriving journey with Lindström

I moved to the UK from Slovenia seven years ago and joined Lindström as a textile worker in production. It was my first job, and I was young and inexperienced. With my manager's support, soaring motivation, and a few lucky coincidences, I gathered experience in various operations and customer service roles. For the past two years, I have been serving as Buyer.

As an employer, Lindström has sometimes pushed me to my limits, and I am very grateful it did. I would not be where I am without it. My co-workers showed me what I am capable of, and they believed in me even when I didn't.

When I first started, we were a tight-knit team of twenty and were like a family. This has changed in recent years, as it is impossible to know everyone in Lindström UK, but every time I visit a different site, I am touched by the warmth of our colleagues who always make me feel welcomed. Thus, it still feels like being a part of this big extended family.

Lana Mak, Buyer, UK



My career is team-driven

Lindström and I go back more than ten years, when I joined as sales representative. In the span of one and a half years, I was promoted to Production Manager. It was one of the most challenging roles I served in, but it offered a lot of learning opportunities.

As I navigated the everyday work complexity and people issues, the importance of understanding team dynamics and building resilient teams grew on me. I learned quickly that I could tap into resources across the firm. It is no secret that the knowledge we share and the support we extend to each other allows us to succeed together, but I started to really practice it by networking and building relationships within our organisation.

I feel that I can shape my career and follow my evolving goals. I say with immense pride that Lindström culture helps each person craft their own path, giving endless branching roads of opportunity to learn and grow from.

Anna Shamsi, Deployment Manager, Lindström Head Office

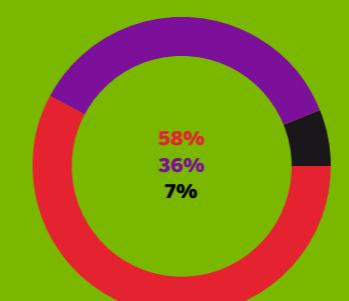
Care for the Planet



Leading the sustainable development

Caring for people and the planet is part of our purpose and it has already guided our operations for decades. It also sets the direction for our future decisions and the legacy we want to leave for future generations. We want nothing less than to be the leader of sustainable development in our industry.

TEXTILE WASTE SHARES 2021



To incineration ● To recycling
● To landfill

GOAL 2025

100% TEXTILE WASTE RECYCLED

GOAL 2035

CARBON-NEUTRAL OPERATIONS



4.5

million pcs
of textiles
repaired

1 kg of
washed textiles

Consumed



7.2 l

OF WATER
50% reduction
since 1990's



1.02 kwh

OF ENERGY
50% reduction
since 1990's

Produced



327 g

OF GREENHOUSE GAS EMISSIONS
50% reduction
since 1990's

Travelled



260 m

28% reduction in
emissions per kilo
since 1999

Circular business model builds the foundation

As our business model is based on circular economy, it is also our business interest to optimise the use of natural resources and avoid overproduction. While making efforts to take care of the environment with our resource-wise services, we are also improving our cost-efficiency.

To reduce overproduction we extend the lifetime of textiles and minimise the textiles in our stocks and customer inventories. By using durable materials and designing for circularity, we promote sustainable practices at the very beginning. Furthermore, by repairing and re-using our garments, we avoid millions of kilos of unnecessary textile production. We manufacture additional orders on demand in our own workwear man-

facturing facilities, Prodems, which helps to eliminate the textile obsolete risk in our stocks. With the help of digital services, we can optimise the textiles needed by our customers.

To conserve natural resources, we optimise the use of water and energy in our laundries as well as our customer delivery loads and routes. Lower washing temperatures, shorter process times, and efficient energy use have improved energy-efficiency in our laundries in the past years. In the washing process, we utilise heat from wastewater to warm fresh water. And when textiles reach end of their life, we recycle them as new products, as raw material for different industries, or as fibers back to textile industry.



Case

Design for circularity, build to last



Designer Soile Pakarinen and product specialist Inari Laveri.

When designing workwear, sustainability is the key driving force that helps us optimise our operations for commercial, environmental and societal value. To see how we walk the talk regarding sustainable workwear, we took field notes on our workwear design process with Designer **Soile Pakarinen** and Product Specialist **Inari Laveri**.

Longevity comes first

Unlike businesses that rely on selling textile, our business interest is to maximise the lifecycle of our garments in the rental service market. "We have a cradle-to-cradle approach towards our textiles as it serves our circular business model best. The emphasis is on durable materials, ease of repairing, and reusability to prolong the use phase of our garments," declares Laveri.

The process entails considering which elements will require frequent repairs, instating modular designs to easily take out parts that often need repairs, and adding reinforcement patches in high-stress areas. We use limited accessories and keep our designs simple, which not only makes repairs easy and quick but also allows us to travel light on

"Sustainability is the North Star that guides us through the workwear design process. Circular design is an underlying mindset from the outset."

inventory and promotes recyclability.

"We are constantly on the lookout for the most sustainable way to extend the lifetime of our garments. While we already use a high content of recycled fibres and aim for a higher share, we are conscious of not compromising the durability in the process," Pakarinen shares.

Design for circularity

Another focus area is to elevate the scope of reusability of our products. "We deliberate that our garments' design accommodates multi-use, multi-purposes and can cater to different users. With small details like adjustable features, we make a garment feasible to be used by many wearers," says Pakarinen.

A critical aspect we need to tackle in this regard is customisation, since it shrinks the scope of our garments' reusability. We advocate minimal customisation to our customers in the interest of environmental impact and promote Lindström offering as is.

To build a regenerative system for our garments, we place our users in different work settings. The first user group could be in client-facing roles where the workwear needs to be in mint condition, whereas the third user group could be working in conditions where the garments are soiled and the repairs are irrelevant. Customisation places limits on these possibilities, which could mean consuming three times more workwear.

Our garments are designed to be in circulation for at least three years and hopefully more. "We believe that smart co-operation combined with our cautiously designed offering can mean more sustainable and cost-efficient solutions for our customers and us," Laveri explains.

Our journey to carbon neutrality has started

According to the World Economic Forum, more than half the world's total GDP is dependent on nature. Biodiversity, which is a prerequisite for many essential elements of life—clean air, fresh water, and food security—is declining faster than at any time in human history. If we keep on exploiting resources as today, by 2050 we would need the resources of three Earths.

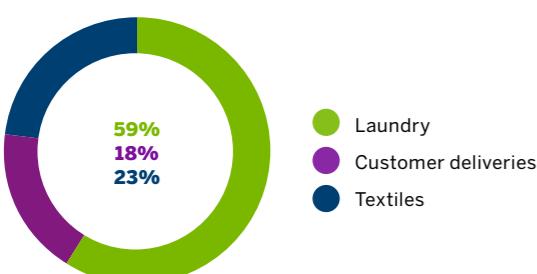
There is a growing demand for moving circular, environmentally sustainable, and carbon-neutral operations. We are determined to do our share by offering the most environmentally friendly alternative for business textiles in the market.

Resource-efficiency paves the way

During the past decades, we have taken strategic steps towards efficient use of resources so that textiles are designed and maintained with minimal burden to the environment. For example, during the past 30 years we have managed to halve the consumption of water and energy in our laundries per washed textile kilo.

In the past few years, we have eliminated buffers in stocks through our own on-demand workwear manufacturing facilities Prodems. By investing in digital solutions, we can optimise the number of textiles needed by our customers. With these measures, we have managed to reduce our greenhouse gas emissions by 30% per washed textile

ESTIMATED SHARE OF EMISSIONS IN OUR OPERATIONS



Estimated share of emissions is based on a workwear service scenario simulation in Finland 2/2021. The graph shows a rough estimation of emissions across the whole value chain not comparable to an exact lifecycle assessment of green house gas calculation.

kilo since 2004. During the next fifteen years we have decided to take an even bigger leap and reach net-zero carbon emissions on all the scopes.

Carbon-free textile services by 2035

Our goal is to offer carbon-free textile services to our customers by 2035. Thanks to a scenario simulation of workwear, our biggest service line, carried out in our largest market, Finland, we have identified three areas with the largest impact on our emissions. Thus, we will concentrate on finding carbon-free energy sources for our laundries, identifying green options in customer deliveries as well as increasing recycled recycled and bio-based fibres in our textiles.

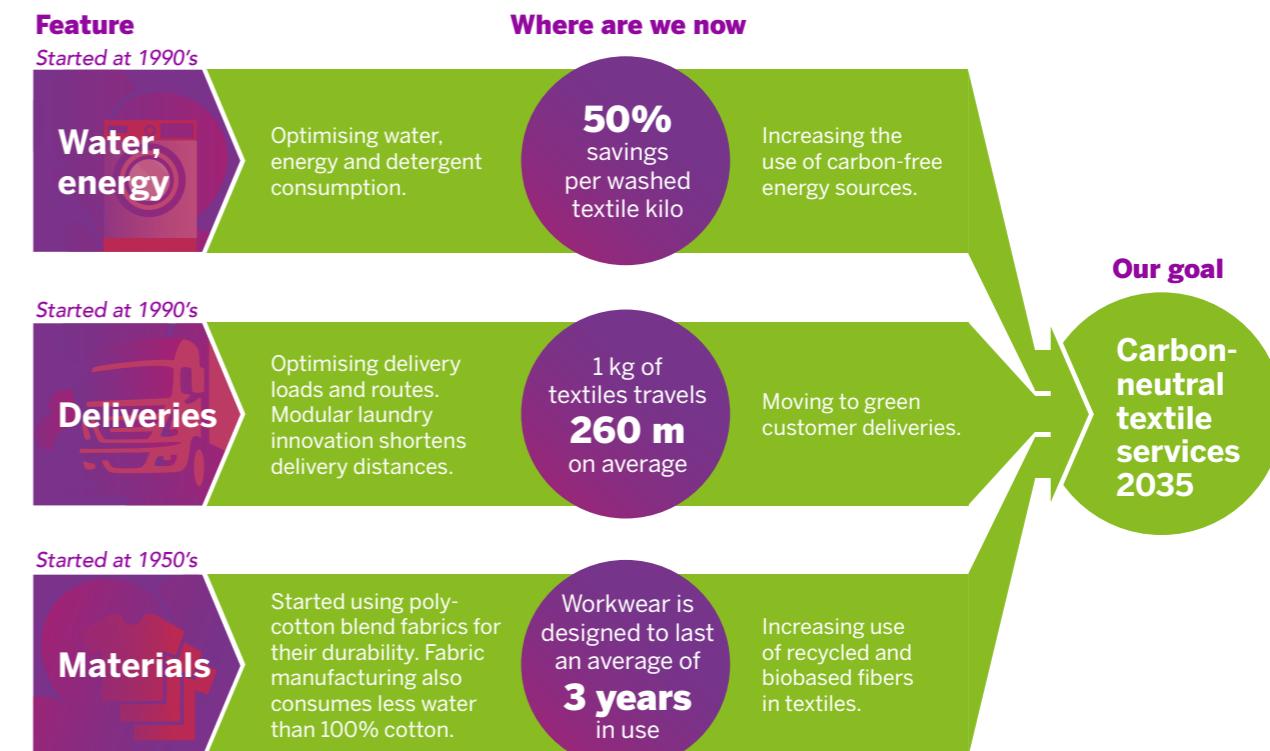
To verify that our target is in line with the latest climate research and to meet the goals of the Paris agreement, we joined the Science Based Targets initiative (SBTi). We are committed to SBTi's Business Ambition of 1.5°C aiming to limit global warming to 1.5°C. If the temperature increase holds to that level, it is estimated that some of the worst climate impacts and damage to the natural world can be avoided.

Taking the first steps

The Lindströmers in our local markets play a crucial role in finding carbon-free options for our services. In 2021, our Finnish and Latvian units switched to green electricity. This will have a significant impact on our emissions. According to calculations, the yearly reductions amount to more than 3.5 million kilos of CO₂ emissions.

In 2022, we will continue building the plan for carbon-neutrality by calculating our emissions according to SBTi's guidelines and setting mid-term targets for reductions. To show our customers the positive environmental effects of our services, we are planning to calculate the carbon handprint of our services.

On a more local level, we will continue looking for local solutions for green electricity and carbon-free energy sources. We will proactively adapt to possible changes in local legislation and search for new, low-carbon vehicle alternatives. We expect that the transition to "green" vehicles is accelerating in European Union countries and major Asian cities.



Case

Lindström selected as one of the pioneers of circular economy in Finland

The independent Finnish innovation fund Sitra, operating under the supervision of the Finnish Parliament, has published a list of the most interesting companies in the circular economy in Finland. The list consists of 41 pioneering companies offering circular economy solutions solving global climate crises. The companies have been selected by a panel of experts from Sitra and its stakeholders. The selection criteria included appeal and scalability of the circular economy solution as well as its potential for stable business and impact from the perspective of circular economy.

"Lindström is a forerunner in providing workwear and textiles as a service. Their work is solid and effective, all details of circular operations have been taken care of. The company aims to recycle 100% of its products, which is admirable," comments the panel of experts.

Circular solutions are urgently needed as the global warming is materialising at an alarming rate and we are losing biodiversity at a faster pace than

ever before in human history. Yet less than 9% of the natural resources end up being reused. The circular economy provides some of the most effective tools to live within planetary boundaries. Sitra helps companies in their transition to circularity and brings out best practices and pioneering companies.

"Circular economy should be the business model of today. Rather than producing more and more goods, in a circular economy, we get more value from what we already have."

Jyrki Katainen,
CEO of Sitra in Lindström's CX Week webinar

On our way to 100% recyclability

Our strategic goal is to recycle 100% of our textile waste by 2025 globally. In 2021, we reached a recycling rate of 36%, which is somewhat behind our 40% target for the year. The gap is caused by unexpected delays in the early stages of collaboration with the new local recycling partner in the Finnish market. However, there are several new recycling partnerships starting in our markets, and we are confident to reach the next year's target of 50% recyclability.

Currently, 16 out of our 24 countries of operation recycle all or some of their textile waste through local recycling partners. In some countries, we have several partners for various types of textile waste. In 2022, we will focus on finding more recycling partners for our products and regions, especially operators that can upcycle the textile waste as new products or recycle it back into fibers for textile industry. However, there are often no other options than to downcycle the textile waste as raw material for different industries.

Recycling market continues to evolve

The major challenge for reaching our goal is that the recycling market is still in its infancy in many of our countries of operation. Although we always try to find local recycling partners located near our business units, sometimes the closest partner with proper technology might be in the neighbouring countries—especially when it comes to the products that are more challenging to recycle.

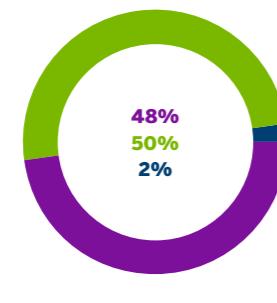
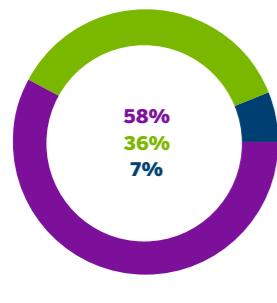
Products that are made of 100% cotton with no zippers, buttons or other add-ons are the easiest to recycle. For example, we have already reached the recycling rate of 100% of hotel textiles, and almost 90% of our cotton towel rolls are recycled, whereas we still have great challenges finding partners to recycle mats and industrial wipers. Mats, for example, are much harder to recycle due to the difficulty of detaching the rubber part from the fabric.

Cutting waste generated in our own manufacturing units, Prodems, is also more difficult to recycle, as it includes pattern papers and plastics. In some regions, cutting waste still goes to landfill. This has caused our landfill amounts to slightly exceed our 5% target of year 2021.

However, in addition to the traditional operators that focus on recycling textiles made of a single raw material, there are several new companies using eco-efficient, chemical recycling processes to produce new fiber for the textile industry. As the market and technology is developing fast, we are confident of finding local partners specialised in eco-efficient recycling of poly-cotton blend materials that we currently use in most of our products.

Demand for products made of recycled material is also growing as consumers are becoming more conscious of their choices. We are actively testing fabrics made of recycled fibers as material for our products, and we believe that these kinds of fabrics will increasingly replace the current materials used in our products.

TEXTILE WASTE SHARES



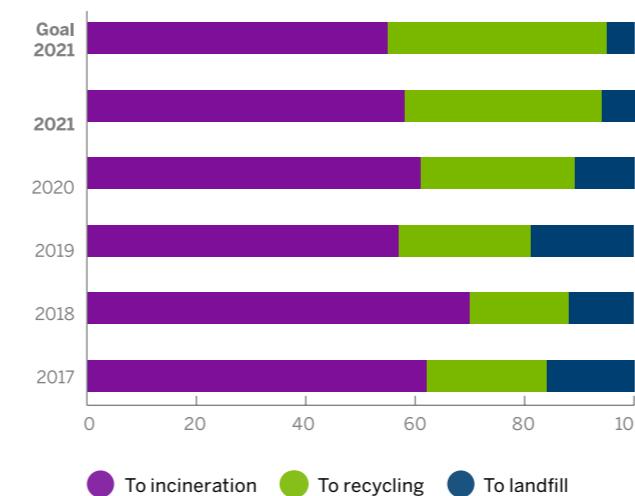
- To incineration
- To recycling
- To landfill

Result 2021

Target 2022

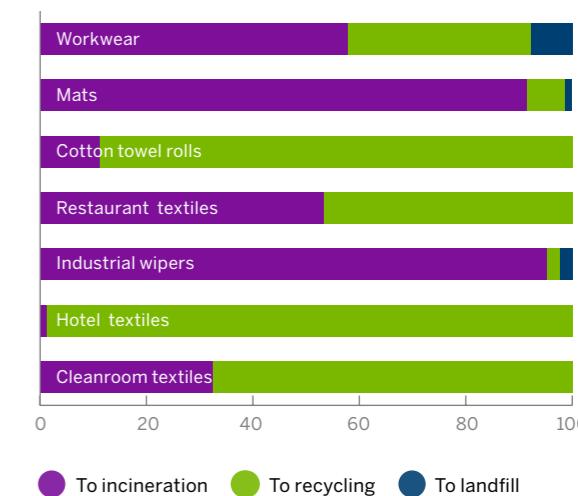
Goal 2025

TEXTILE WASTE SHARES 2017–2021



- To incineration
- To recycling
- To landfill

RECYCLING BY PRODUCT 2021



- To incineration
- To recycling
- To landfill

162,165 kg

of our textile waste was used to produce new recycled fiber by Rester. Comparing to the production of virgin fibers, it has helped to save:



85,137 m³
of water



567,579 kg
of CO₂e

Case

Tackling recycling challenges in the Czech Republic

Zdenek Krivanec, Production Manager in Lindström's Czech unit, faced a challenge—he had to find a partner for textile waste recycling support Lindström's ambitious environmental goals. For the past 25 years, the textile waste in the Czech unit has been processed as fuels for cement and heating.

Although recycling of textiles from households for various charitable projects is well processed in the Czech Republic, the market for recycling large quantities of textiles is still evolving.

Many countries share a similar challenge when trying to meet EU-level requirements for collecting and recycling textile waste by 2025—in addition to their own textile recycling targets.

Fortunately, Krivanec managed to find a local company that downcycles textile waste as raw

materials for a variety of purposes. ARCA Chrast processes textile waste as tear that is used to manufacture furniture and as insulations in construction and automotive industries. "We were initially engaged with production of sports and work clothes but partly because of the foreign demand, we started to focus on ecological processing of the residues of textile material," explains **Katerina Zvejska**, Director of Operations at ARCA Chrast.

Since April 2021, ARCA Chrast has been recycling the majority of workwear textile waste in the Czech Republic. "The co-operation has started well, and we are pleased that they are planning to increase their capacity to recycle our mats and wipers as well. That will help us reaching our goal of recycling 100% of our textile waste," explains Krivanec.

Case

Gama Iplik recycles our end-of-life workwear back to fibers in Turkey

Gama Iplik is one of the pioneering companies in textile recycling business and the largest manufacturer of regenerated yarn and polyester fiber in Turkey. It has been in recycling business for 25 years and currently focuses on recycling textile and plastic waste into new yarn and fiber. Their operations are guided by the words of their founder: “We did not inherit the environment that we live in from our fathers, we borrow it from our children and grandchildren.”

The company is one of the great examples of how sustainable practice can generate business growth and be economically lucrative. It is now recycling 100% of our textile waste in Turkey. We had a chat with **Zafer Kaplan**, the President of Gama Iplik.

1. How did your business start?

Industrialisation, population growth and increasing consumption of natural resources are causing the growing problem of textile waste harmful to nature and living things. Our family was producing rotor yarn and we realised that we could help reduce the problem of textile waste by recycling it back into yarn. The spinning method that we used for yarn production was suitable for recycling fibers obtained from textile waste.

2. How do you collect the necessary raw materials for your production?

We supply them from fabric cutting workshops, factories, and collectors—called rickshaws in the market. We also import raw materials.

3. How much waste do you recycle annually?

Every year we recycle 90,000–100,000 tons of pet bottles that is used for producing 72,000 tons of polyester fiber, and 55,000–60,000 tons of wasted or used clothing that is used for producing 43,000 tons of regenerated fiber.

6. Who are your customers?

Our customers include world-famous fashion brands such as H&M, Zara, Adidas, Nike, Burberry as well as several home textiles companies that make new textiles out of our recycled fibers.



Zafer Kaplan

7. What are the major challenges in your market?

There are some challenges in raw material collection and waste sorting specific to our market, since Turkey does not have a developed waste management and industrial sorting systems. But we believe these challenges will decrease and disappear in the future. And even though there are difficulties, it doesn't matter since we love what we do.

8. How do you think the recycled yarn and fiber market will develop?

For centuries, there has been trade of textile products used for covering and protection. Techniques such as fiber and yarn making, weaving and sewing date back to thousands of years. Since 5,000 BC, people have worn textiles that generate textile waste. The consumption of textile products will only increase as the world population grows and living standards improve.

Today, textile and ready-made clothing production is over 80 million tons per year on a global scale. Therefore, it is of great importance to evaluate the environmental performance and consumption of this industry as well as the waste it generates. We think that the importance of recycling will only increase as it is not consuming our natural resources but taking off the waste that would otherwise burden the environment. This is the cornerstone of our company—and I believe it will be the future of the whole textile industry as well.

Textile waste is a valuable raw material for our partner Yi Jiu Qing Shen.

Case

Value-creation with textile waste in China

China has the largest textile industry in the world, and over 20 million tons of textile waste gets thrown away every year. Now the country is accelerating its sustainable development by setting ambitious goals and development actions. In its 5-year plan for the textile industry, the country aims to promote circular economy development by supporting textile waste recycling and reusing enterprises.

In the Chinese market, there are already several players using textile waste as raw material for their products. This year, we have started co-operation with three such companies. Those partners now receive textile waste from five of our six business units in China and recycle almost 40% of the textile waste that ended up mainly to energy recovery and landfill just a year earlier.

“The best part with these collaborations is that we are not only promoting circular economy, but also creating value from our waste. Previously, we had to pay for the disposal of our textile waste. Now it is a



source of income for us as it is valuable raw material for our recycling partners,” explains **James Wang**, our Operations Excellence Manager in China.

Textiles made of 100% cotton or polyester are easiest to recycle and have the highest value in the Chinese recycling market. They end up, for example, as plastic particles or as fibers back to the textile industry. In China, there are also mature processing techniques for white cotton-polyester fabrics that are used for fiber production or insulation materials.

Dark cotton-polyester fabrics, however, form more than half of our textile waste and are more difficult and expensive to recycle. Only a few companies in the Chinese recycling industry have invested in the decolorisation equipment required by dark fabrics.

“The main task for 2022 is to find more recycling partners that can handle dark cotton-polyester fabrics and to find partners for Suzhou and Chengdu areas. Our goal is to take an equally big leap next year and recycle 70–80% of our textile waste,” Wang shares.



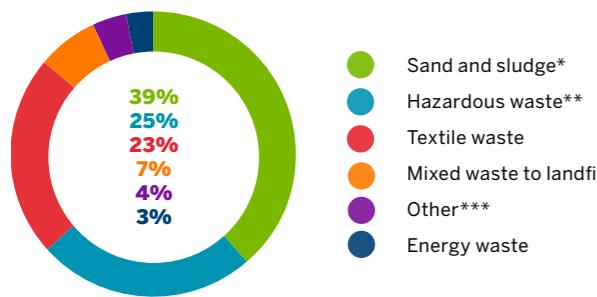
Environmental reporting

The majority of the environmental impacts of our textile service are caused by continuous services in laundries and customer deliveries. The biggest environmental impacts in our washing process come from energy, water and detergent consumptions. That is why those are key performance indicators which we are following and reporting. In our entire textile service process, textile supply and waste handling are also playing an important role.

In laundries, we are recycling water from rinsing phases and using it again in the washing. In all our laundries, there are filters for wastewater for removing suspended solids like dirt, lint, and some amounts of microplastics before water is led to our own or municipal treatment plant. Most of the energy is used to heat up water for washing and to finish the textiles. We have installed heat recovery systems in many laundries to collect heat from wastewater and dryers.

In 2021, we focused on textile recycling and finding recycling partners. You can read more about our recycling performance on page 36. Besides our challenging recycling targets, we are also committed to Science Based Targets initiative, which is guiding our environmental work and reporting in the future years.

WASTE BY TYPE 2021



* Sand and sludge come from mat washing and waste water treatment.

** Hazardous waste comes from industrial wiper wash and wastewater treatment facilities. Amount of hazardous waste is increased due to local requirements of sludge disposal.

*** Cardboard and paper, metals, plastic, glass, bio waste.

Own garment manufacturing within environmental reporting in 2021

In 2021, we have added our on-demand workwear manufacturing facilities, Prodems, to our environmental reporting. We have three own factories manufacturing workwear and serving their surrounding regions with a short response time. Factories are in Latvia, Hungary, and India. Production on Demand (Prodem) concept is based on the principle where garments are manufactured only for a customer need, which helps us to avoid overproduction. This is utilised for additional orders and replacements for our existing customers.

Prodem's environmental impacts come from consumed energy and produced waste amounts. Factories consume energy mainly for lighting, for sewing machines and heating of the premises. In the manufacturing process, textile cutting waste is the biggest waste source. Others have only a small environmental impact.

In this Sustainability report, we have added Prodem factories environmental data as separate production line from laundries with number of produced pieces, energy consumption and waste amounts. Also, emissions are calculated with different scopes. Textile waste shares are calculated together from the entire group on page 36 graphics.

2021 environmental performance

Our laundry service has been recovering a bit after the difficult year of 2020 with corona pandemic. The washing volume has increased by 12% from 2020 back to a more normal level, even though staying still lower than in the top year of 2019. Similarly, our new textile purchases increased by 27%, which was caused by bigger volumes in our cleanroom-, restaurant- and washroom textiles as well as due to some product changes of big customers.

Our new industrial wiper service laundry in Bradford in UK started its operations in the beginning of the year. It has impacted our reduced water consumption with new water recycling and zero wastewater effluent technology. Group-wide water consumption reduced from 7.5 l/kg to 7.2 l/kg.

Case

Developing a more sustainable laundry process in India

Venkataraj Anantharaman, Lindström India's Head of Continuous Service – Asia, knows how important it is to optimise water and energy consumption in our service process. Not only is he a member of Lindström's Sustainability Tribe sharing the best practices and initiatives from different regions, but he is also living in the country that is the world's largest user of groundwater with water resources declining at an alarming rate. Cities across India have been facing acute water shortages and water scarcity threatens even food security.

"We co-operate actively with our partners to find ways to reduce water and energy consumption without compromising the washing quality. In our yearly meeting, Diversey, detergent supplier, introduced us the Green Chemistry initiative that has generated good results in our European laundries," explains Venkataraj.

The pilot started in the beginning of 2021 in Lindström Mumbai unit with excellent results. There were improvements in the washing quality as well as in the water and energy consumption. As an outcome the percentages of rewashes decreased, garment lifecycle increases and less wastewater is discharged. "To summarise, the new washing program helps us offer more sustainable services to our customers while making the process more cost-efficient," shares **Dr. Nikhil Shirsat**, Process Specialist responsible for the project roll-out.



Venkataraj Anantharaman

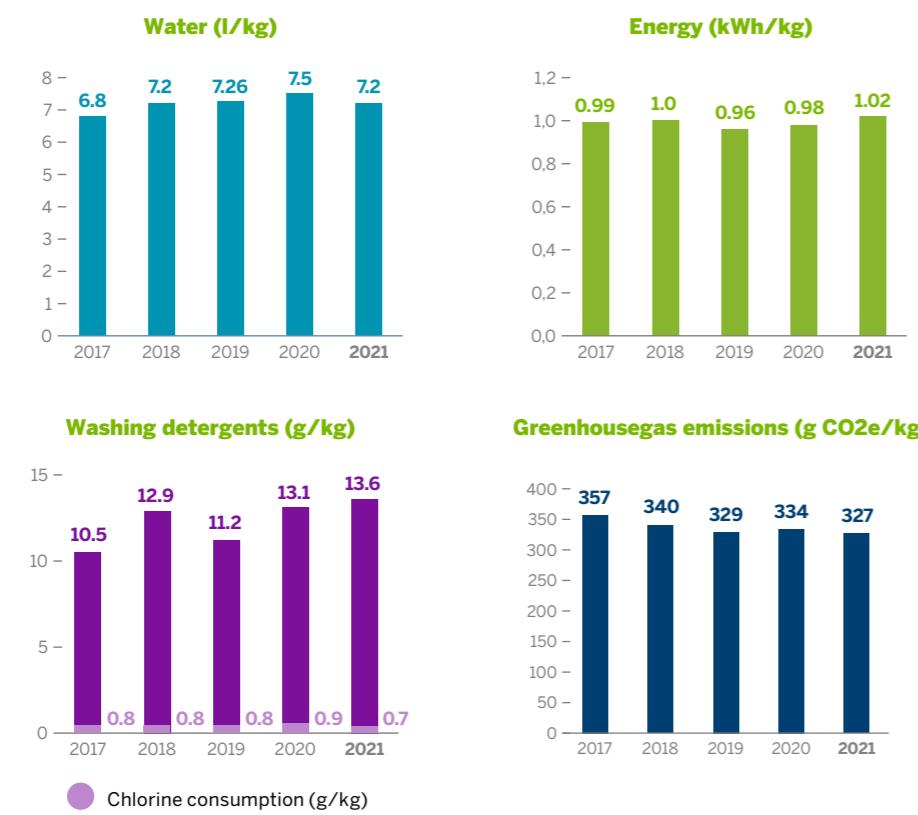


Nikhil Shirsat

cle increases and less wastewater is discharged. "To summarise, the new washing program helps us offer more sustainable services to our customers while making the process more cost-efficient," shares **Dr. Nikhil Shirsat**, Process Specialist responsible for the project roll-out.

In the beginning of November, the new system was taken into use in all units in India. The preliminary results have shown 6–7% reductions in energy and water consumption. "In annual savings, it equals the amount of water in two Olympic-sized swimming pools and the energy consumption of 500 refrigerators," says Shirsat proudly.

CONSUMPTION AND EMISSION IN RELATION TO WASHED KILOS



However, new water cleaning technologies use a lot of energy and our energy consumption unfortunately increased to 1,02 kWh/kg during the year. Acquired companies might also increase total group consumption in the beginning before we are able to optimise processes and improve the used technology for reducing water and energy consumptions.

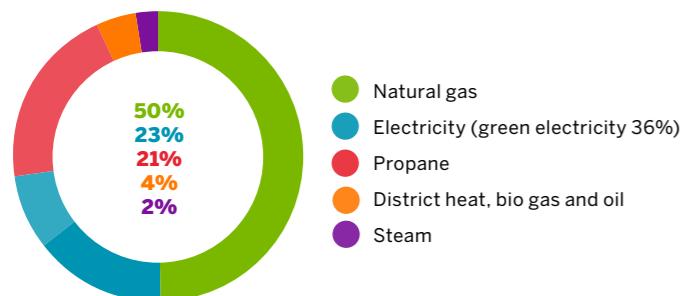
For energy consumptions and emission reductions, we have challenging goals. To contribute to our net zero carbon target, we are planning to invest and pilot greener energy sources, for example, solar panels in our Hungarian workwear manufacturing facilities. We will also reduce energy consumption by utilising waste energy in

production machinery. In 2021, Latvia and Finland started to use green electricity. As we have several service centers in Finland, green electricity already covers 36% of our group's total electricity consumption.

Downstream delivery

Our delivery vehicles deliver clean textiles to our customers and with the same visit they take dirty textiles back to the laundry, which means they never drive empty. Increased amount of washing means also more textiles delivered to our customers. As our service centers outside Finland serve larger geographical areas, their delivery mileage per textile kilogram is higher than in Finland. Average delivery mileage of Finland reduced substantially being only 127 meters per textile kilogram, while other business units had a total average of 382 meters per textile kilogram in 2021. Average delivery mileage of the entire group increased a bit from the previous year, being now 261 meters per textile kilogram.

ENERGY CONSUMPTION BY SOURCE, 2021



Case

Repaired garment is an act for environment

Every year, we save more than 4 million garments by repairing them. Approximately 250,000 pieces of them are repaired in Székesfehérvár, our Hungarian business unit. Thanks to repairing, we generate 1.8 million kilos less textile waste every year and fewer natural resources are required to produce fabric and manufacture new garments.

Many of our employees and customers have not really thought about the significant environmental act they are doing by repairing and using repaired garments. We had a chat with **Zsuzsa Pérez** from our service center in Székesfehérvár and **Schmidt Attila** from Schmitti Kft, a Hungarian Car service and repair shop, about their thoughts on repaired garments.

ZSUZSA PEREZ

Lindström Hungary

How many garments do you repair daily?

I repair 45–50 pieces of workwear every day.

How do you feel about it?

Repairing garments is a good way to keep workwear longer in circulation. It is inevitable that when someone is working, some tears and holes might appear on the workwear. These can be nicely repaired so that the garment still fulfills all quality criteria and functionality requirements. This way, there is no need to add new workwear in circulation, since the workwear is still safe to use and the general look of the garment still complies with user group requirements.



Schmidt Attila

SCHMIDT ATTILA

Schmitti Kft

What does your work role include?

I do car repair works.

What does it feel like wearing a repaired garment?

There is absolutely no problem with repaired garments. I can do my job just as well by using repaired workwear.



Zsuzsa Pérez

Have you ever considered repairing as an environmental act?

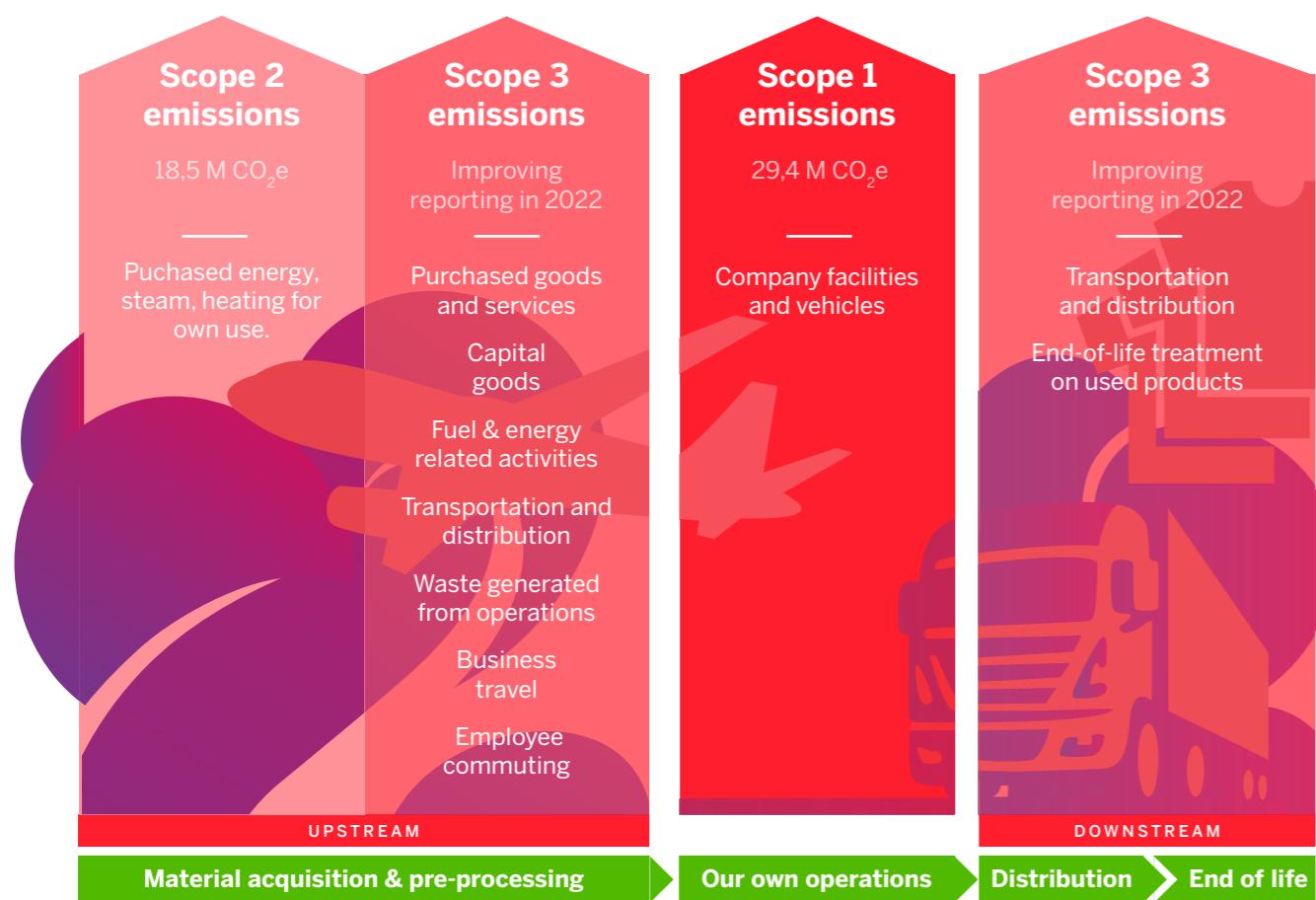
Naturally, it feels good that I can contribute with my work to environmental sustainability. We have talked about the importance of lengthening each garment's lifecycle by repairs and about how it affects our environmental footprint. These are facts that I will keep in mind when doing everyday repair works.



Zsuzsa Pérez

Have you ever considered a repaired garment as an environmental act?

Yes, this is also important to me. Nowadays when there is a lot of waste around us, it is good to see that there are companies who also care and strive to find solutions for cleaner and waste-free environment.

**Reporting principles**

Environmental data like washed kilos, consumptions and waste amounts has been collected from our laundries and garment factories monthly environmental reporting. For combining this data, we are using our Tableau reporting system. Delivery km data by vehicle types has been collected from regions with collecting table. Bought textile amounts are got from our purchasing reporting tool Powered, added with manual data from few areas. Repairing amounts are collected and calculated from laundries productivity reporting. Wastewater effluent is calculated from done wastewater measurement analysing results with yearly water consumptions. Site results are combined to get full group wise data.

Emissions for scope 1 and 2 are calculated from energy consumption data with local based approach and country specific emission factors. Finland and Latvia electricity emission factors are exact factors from suppliers. Scope 3 emissions are calculated from delivery km data with emission factors by vehicle types. All our countries, in total of 130 laundries and all 3 garment factories are included to this reporting. Only three very recently (during 2021) bought sites are excluded from this reporting.

our downstream transportation, textile delivery to our customers. You can see the emissions of different scopes on page 47. In 2021, we collected more accurate data of our delivery kilometers per vehicle types and we could use more specific emission factors for calculating our delivery emissions. Our group wide delivery emissions were 15,401 ton of carbon dioxide equivalent, which is 24% of our total emissions 63,468 ton of CO₂eq.

In 2021, carbon dioxide emissions of our laundry service were 327 g/kg and our own workwear factories' emissions were 321 g / produced piece. As our own garment manufacturing is still small part of our total emissions, total group wide emissions were 328 g per washed textile kilogram.

Our Scope 3 reported emissions occur from

Case

Promoting sustainability together with Nestlé

Healthy food, people and the planet are at the heart of the sustainability work of Nestlé, the world's largest food company. "At Nestlé, we have defined three commitments for our operations: 'Individuals & families', 'Communities' and 'Planet'. These commitments guide all of our operations and responsibility work daily at worldwide level. We have a great responsibility, and that is why it is great to have partners like Lindström who can help us operate more responsibly," says Sari Miettinen-Rantala, Factory Manager at Néstle Turku.

Lindström and Nestlé have been partners for more than 25 years, and we actively promote sustainability together. At the Turku baby food factory, 130 Nestlé employees wear Lindström's workwear every day. "Workwear is an essential part of our responsible operations, so co-operation with Lindström is close to our hearts. We cannot act alone, but work together for more responsible business," tells Miettinen-Rantala.

At Nestlé, employees are considered the company's most important stakeholder. "We have a great responsibility for our personnel and their quality of life. When our employees spend 8 hours a day in our factory, supporting workwear, footwear and working conditions become extremely important," explains Miettinen-Rantala.

"The raw materials supply chain is important to us in all respects since we want to produce baby food responsibly. In a way, workwear is a raw material for us, because without clean, safe and hygienic workwear, it would be impossible for us to work in the factory."

Workwear made from wood raw material is a concrete environmental act

Nestlé wants to demonstrate leadership by combatting climate change, among other things. "The idea to renew our workwear collection came from the fact that our factory is terribly hot in the summer. We were very happy when Lindström suggested to switch to TENCEL Lyocell fabric. The breathable workwear material made of renewable wood raw material was a brilliant idea. The fabric is also a product of responsible forestry," Miettinen-Rantala explains.

The production process consumes less water and energy than the production of cotton, which was considered important for Nestlé's responsibility goals. "Our goal is that all our operations will be carbon neutral globally by 2050. As part of this goal, we are developing regenerative farming and actively looking for ways to reduce water use globally. The workwear is part of our raw material chain, and for that reason it is excellent that we are also saving the world's water resources for clothing," tells Miettinen-Rantala.

"In this workwear project, we accomplished many goals. We got absolutely lovely, stretchy and breathable clothing for our employees that support our environmental goals. We also ordered eco nylon mats from Lindström. They are produced entirely from recycled material, such as used and discarded fishing nets and industrial waste."

Cost-effectiveness on the conditions of sustainability

Nestlé employees have been particularly pleased that the new workwear is unisex and therefore personal clothing is no longer needed. "By moving to shared unisex clothing, we were able to significantly reduce the amount of workwear in circulation, which of course reduced our workwear costs. When there is just the right amount of clothing in circulation, the carbon footprint is also smaller than what personal clothing would have had. At this point, however, I want to emphasise that while cost-effectiveness is really important to us, when it comes to environmental issues and the well-being of our employees, money is not the most important factor," says Miettinen-Rantala.

The Turku baby food factory is very advanced in environmental matters. No landfill waste is generated at the factory, as all material can be recycled or reused. For this reason, Miettinen-Rantala is pleased that Nestlé and Lindström share a passion for recycling. "At our Turku factory, all of our raw materials, such as glass and label materials, are more than 99% recyclable. Recycling is part of our climate commitment. It is great that our workwear will eventually be recycled responsibly by Lindström," says Miettinen-Rantala.

Sustainability figures

LAUNDRY SERVICES ENVIRONMENTAL DATA

Supply and purchases	2017	2018	2019	2020	2021	
Washed textiles	186,638	195,168	205,042	172,450	193,341	ton
New textiles	3,315	3,765	4,902	3,227	4,091	ton
Total energy	184,791	194,775	196,538	168,860	197,761	MWh
Oil	4,397	1,054	617	1,248	906	MWh
Natural gas	86,038	94,775	95,839	84,508	98,463	MWh
Propane	36,570	42,515	42,472	33,207	40,743	MWh
Steam	10,257	5,531	4,615	4,342	4,673	MWh
Electricity	38,755	40,836	43,140	38,456	45,304	MWh
Biogas	1,778	1,830	1,564	1,149	1,433	MWh
District heating	6,996	8,233	8,291	5,950	6,239	MWh
Total water	1,266,599	1,418,020	1,490,275	1,289,841	1,392,888	m³
Total detergents	1,965	2,520	2,304	2,264	2,626	ton
Chlorine consumption	147	156	165	156	128	ton

Wastes and effluents	2017	2018	2019	2020	2021	
Total waste	6,964	7,739	7,538	6,649	8,296	ton
Disposed textiles	1,385	1,457	1,630	1,761	1,887	ton
Sand and sludge	2,607	2,759	3,172	2,024	3,219	ton
Hazardous waste	1,564	1,699	983	1,738	2,045	ton
Mixed waste to landfill	563	645	999	484	574	ton
Energy recovery without textiles	519	499	275	279	219	ton
Cardboard and paper to recycling	187	344	194	169	163	ton
Metals to recycling	98	289	125	86	104	ton
Plastic to recycling	25	27	104	79	60	ton
Bio waste	16	19	32	28	24	ton
Effluent						
BOD7	486	570	347	573	511	ton
COD	585	1,805	946	1,330	1,387	ton
Phosphorus	7	7	5	6	7	ton
Suspended solids	382	412	347	359	426	ton
Heavy metals	1.3	3.4	4.1	1.2	4.6	ton
Grease and oil	139	87	79	81	78	ton

TEXTILE TRANSPORT AND TRANSPORT EMISSIONS

Downstream transport and emissions	2017	2018	2019	2020	2021	
Kilometres driven (1,000 km)	36,977	38,514	44,516	43,720	50,548	
Driven kilometres per washed textile kilos (km/kg)	0.20	0.20	0.22	0.25	0.26	
Transport emissions per washed textile kilos						
CO ₂ eq/kg	74.1	64.8	75.6	88.8	79.7	

CO g/kg: 0.01, HC g/kg: 0.01, NOx g/kg: 0.1

GREENHOUSE GAS EMISSIONS (tCO₂e) OF LAUNDRY SERVICES

Direct greenhouse gas emissions (Scope 1)	2017	2018	2019	2020	2021
Natural gas	17,419	19,188	19,404	16,856	19,640
Propane	8,301	9,651	9,641	7,774	9,538
Oil	3,205	769	450	329*	239
Total emissions Scope 1	28,925	29,608	29,494	24,959	29,416
Indirect greenhouse gas emissions (Scope 2)					
Electricity	15,331	16,043	17,107	15,708	16,739
Steam	2,077	1,120	934	866	932
District heat	822	967	1,025	744	780
Total emissions Scope 2	18,230	18,130	19,067	17,318	18,451
*Other indirect greenhouse gas emissions (Scope 3)					
Transportation of textiles	13,823	13,046	15,503	15,320	15,401
Total emissions Scope 3	13,823	13,046	15,503	15,320	15,401
Total	60,978	60,784	64,064	57,596	63,268
Total emissions / washed kg CO₂eq g/kg	327	311	312	334	327

*In 2020, oil emission calculation changed to correspond with "SYKE Y-Hiilari" emission calculation tool results.

GREENHOUSE GAS EMISSIONS (tCO₂e) OF PRODEM FACILITIES

Direct greenhouse gas emissions (Scope 1)	2021
Natural gas	143
Total emissions Scope 1	143
Indirect greenhouse gas emissions (Scope 2)	
Electricity	56
District heat	0.019
Total emissions Scope 2	56.3
Total	200

TOTAL EMISSIONS WHOLE GROUP

Total emissions whole group tCO₂eq	63 468
Total emissions / washed kg CO₂eq g/kg	328

PRODEM ENVIRONMENTAL DATA

Produced pieces (pcs)	2021
Total Energy consumption (MWh)	1,380
Electricity (MWh)	661
Natural gas (MWh)	719
District heating (MWh)	0.15
Total Energy consumption / pcs (kWh/pcs)	2.22
Total waste (t)	80.7
Disposed textiles (t)	53.4
Hazardous waste + mixed waste to landfill + plastics to recycling (t)	12.5
Cardboard and paper to recycling (t)	14.6



Desired Partner

Together with customers and partners

We believe that working together and emphasising continuous development are the only ways to succeed and face future challenges. Together with our suppliers and subcontractors, we have created a series of networks for co-operation, which enable us to provide our customers with even better services—and promote sustainable development.



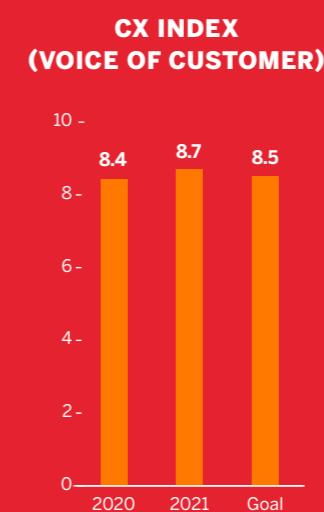
8.8

Voice of Partner
Index in 2021

15.3

MILLION PIECES OF
TEXTILES
IN CIRCULATION

237,000
CUSTOMERS



Customer focus at the heart of operations

During 2021, maintaining a close co-operation and open dialogue with customers and suppliers became particularly vital, as the pandemic dragged on. Our employees were able to quickly react to changing situations and uphold our operations to an admirable standard despite the exceptional circumstances. By developing our workwear collection, we additionally succeeded in strengthening our services in line with circular economy.

We operate in 24 countries, providing services to over 237,000 customers. Our customers range across industries, from large multinational groups and chains to small single-entrepreneur companies. Our main customer segments include pharma, healthcare, food, hospitality, as well as retail industries. Our customers' operating environments, and thus their needs, are changing frequently, so we work together on anticipating new requirements for our services and products. This way, we are able to offer more environmentally friendly and cost-effective services and products while simultaneously improving our own agility in responding to future challenges. Our goal is to provide services that help our customers achieve their sustainability goals. This way, we and our customers can together promote circular economy and protect the planet's limited resources.

Phenomenal customer satisfaction

We promote a broad dialogue with our customers with a range of different strategies and in various formats. We collect customer feedback with five tailored Voice of Customer surveys at various stages of the customer journey—in real time and from all operating countries. We evaluate our customer satisfaction based on this feedback with quantitative data provided by the Customer Experience (CX) and Net Promoter Score (NPS) metrics. The CX Index measures the quality of our

interactions and collaboration with customers as well as the ease of implementation of services and products. In 2021, our overall CX index score rose to 8.69 (2020: 8.44), which well surpassed our long-term target set at 8.5. The NPS scores are also calculated based on our Voice of Customer surveys and describe our customers' willingness to recommend our services. Our long-term target NPS Score is +50 (2020: +45), which we have also attained.

Through surveying we are able to obtain valuable information for developing our offering and operations. We utilise this data both at regional and Group-wide levels. Country-specific monitoring helps focus our actions to the relevant issues. We are constantly developing both the collection and analysis of feedback, and in particular, we are aiming to increase response rates so that we know what all our customers think of us.

Developing our offering through co-operation

Our product and service offering is strongly customer-oriented, and we have established unique ways of achieving a high level of collaboration in developing our products and services. As part of the Lindström Lounge concept, we have innovation-focused workshops where we scan future business opportunities together with our customers and identify ideas for new services and products. The concept was first implemented in Finland and has since then expanded to several other countries. In 2021, we launched industry-specific Advisory Boards in which we invite industry experts to hold open discussions with our own experts. The first two Advisory Boards were held during 2021 and represented the Food and Pharma industries. As a highlight of our collaborative efforts, we annually host the CX Week, where we plan and implement a capsule of events and activities in each country to thank our customers.

Case

Sustainability and post-COVID world highlighted during CX Week

Our customer Tirumala Milk in India got a Sustainability Certificate.



For four years in a row, we have dedicated the first week of October to celebrate our customers. During CX Week (CX as customer experience), we host events offline and online and do other little but meaningful things to celebrate and thank our customers.

This year, the main topics focused on sustainability and working together in the post-COVID world, themes repeatedly brought up in discussions with our customers. These topics were highlighted in our global CX Week Webinar where our keynote speaker **Jyrki Katainen**, the president of Sitra, stressed the importance of favouring circular economy solutions to prevent the major crises threatening the future of the planet. He explained that less than 9% of the natural resources that we extract end up being reused, 45% of climate emissions are linked to making products, and global material use is estimated to more than double by 2060. He stressed the importance of decoupling the use of natural resources from economic growth and considered circular economy to offer solution for these challenges. He was also eager to point out that circular economy also offers magnificent business opportunities. Accenture has estimated that on a global level, it will create a massive 4.5 trillion-dollar additional economic output by 2030.

Our other keynote speaker **Joseph Ricci**, the president and CEO of TRSA, shared how the coronavirus pandemic increased the demand for hygiene and reusable textiles. He pointed out that

the dependency on disposable products in health care during the pandemic turned out to be a challenge. There were pictures of healthcare professionals wearing trash bags and dish washing gloves because the supply chain could not answer the high demand. He spoke about the importance of rotating inventory of reusable products that can offset such shortages during pandemics.

Celebrating CX Week—common goals for developing more sustainable operations

In India, we noticed that some of our customers shared similar sustainability goals with us. One of those customers was Thirumala Milk, a leading dairy product company in South India, part of the global Lactalis Group. They are also committed to reach carbon neutrality and appreciated that we could support their goals with our actions.

To show our gratitude, Tirumala Milk received a Sustainability Certificate showing the environmental savings achieved through our service. It also showed how much textile waste they save yearly by using our service, since 36% of the workwear in circulation gets extended life through repairing.

Digitalisation increases

The most significant development targets in 2021 were related to an increased use of digital technologies in the development of our product and service portfolio. The digitalisation of our workwear enables us to pinpoint and track individual products, enabling us to manage the lifecycle of our textiles in a more detailed manner than before. Our customers can monitor the situation of the textiles at their disposal in real-time through the customer portal, eLindström, and are able to optimise the amount of garments needed.

Developing the collection serves our customers

Attractiveness and ecological aspects of our clothing collections are important factors in our efforts to reduce the environmental impact as well as the cost of our textiles. We have therefore developed our collection to better serve the needs of circularity and to reduce the need for disposable products in the day-to-day business of our customers. Developing the collection will continue to be a strong priority in 2022. Another priority will be developing our on-demand based production facilities, Prodems, which enable quick responses to customer needs.

Involving suppliers in development

Suppliers are an essential part of Lindström's supply chain as well as our product and service development. Our supplier network is extensive, and our partners represent a vast spectrum of industries from raw material suppliers and subcontracting laundries to suppliers of recycling and IT services.

To improve co-operation within our extensive and global supplier network, we launched the Voice of Partner Index in 2021. The first survey consisted of a limited number of partners, and the remaining suppliers will be surveyed in February 2022. The survey was well received by our suppliers, and the ratings

also exceeded our expectations—with the overall score reaching 8.8 on a scale of 4–10. The survey also highlighted areas and issues for development, some of which are directly linked to the current pandemic. Based on this feedback, we have, for example, already implemented new measures and set up regular meetings in some sectors.

Monitoring responsibility

The responsibility of our supply chain is of great importance to us, and we set clear standards for our suppliers for upholding responsibility in the chain of operations. Co-operation is guided with our Code of Conduct, which has been applied by almost all of our suppliers. We have also strived to nurture long and stable supplier relationships. We have systems in place for managing and evaluating supplier-related risks.

We audit all key suppliers every three years. During 2021, the pandemic limited us to only a few audits, and we also had to postpone some inspections due to the travel restrictions. However, we made sure that our major workwear suppliers were BSCI audited. We also introduced an annual evaluation system and improved our ability to evaluate social responsibility, based on which we have updated new criteria for 2022.

We continued to develop the information content of the EcoVadis sustainability evaluation service, which we launched in 2020. EcoVadis provides a powerful and easy-to-use tool for compiling and evaluating our responsibility data, and it allows Lindström to view data and ratings related to its own suppliers. EcoVadis is widely used by our customers and suppliers, so the assessments and information received on development targets will help accelerate responsibility across the supply chain.

Case

Lindström Bulgaria wins Forbes Business Award in the Service category

Lindström Bulgaria won the Forbes Business Award 2021 in the Service category. We were chosen from a pool of 159 businesses competing for the award. From all Lindström countries of operation, the Bulgarian unit has been topping the charts in customer experience for three years in a row. **Ventzislav Boyadjiev**, Managing Director of Lindström Bulgaria, comments, "This win is a strong indication that we are doing something right when serving our customers and their unique needs. Our teamwork, dedication and enthusiasm has been recognised. We aspire to continue this journey by solving our customers' challenges with the same passion we have shown. I am incredibly proud of our team." Adding to what makes our customers happy, Ventzislav shares that every intelligent business wants to focus on their core business activity and spend as little time as possible managing extrinsic activities. This is where we step in to make their lives easier.

Ivaylo Gekov, Production Manager in Tangra-AV Ltd., helped us understand the customer side of the story and how Lindström Bulgaria cares for them. "For years, Lindström has strived to meet our tedious operational safety standards and responded



timely and competently to needs that arise in the process of work. Daily efforts on efficient communication in the service process keep everything running smoothly, ensuring an adequate supply of workwear. Lindström's safe and comfortable workwear keep our employees motivated in their jobs, find occupational identity and a sense of belonging," shares Gekov.

Apart from being honoured with the Forbes award of best in Service category, another laurel in our stride was being named among the top 100 employers in Bulgaria's prestigious Career show index 2021. "We are delighted that in a span of a year, we were acknowledged for two very essential aspects for our business—caring for customers and caring for employees. We are committed to learning from these successes and conquering greater heights together," says Boyadjiev.



Case

Tikkurila's digital journey with eLindström

For the past ten years, Lindström has been managing the workwear needs of Tikkurila. Tikkurila is a leading Nordic paint company with operations in 11 countries. Since June 2021, Tikkurila has been part of global PPG Industries. Tikkurila manufactures paints and coatings from carefully chosen raw materials that meet the highest quality standards.

We were in conversation with **Jari Junnikkala**, Industrial Safety Technician, and **Outi Meckelborg**, HSE Manager at Tikkurila, to understand their journey of digitalising workwear management with our customer portal eLindström.

Tikkurila switched to using eLindström in 2018 and has been an active user ever since. Jari and Outi feel that the online service has brought many benefits for their everyday work. eLindström makes placing textile orders extremely easy and flexible. The online portal supports communication and information flow in a transparent fashion. "You can see everything at a glance," shares Junnikkala.

Life before eLindström

If Junnikkala and Meckelborg think about their life before eLindström, it was full of Excel sheets. They want to especially remember the turbulent summer times when there was an order spike to provide workwear for summer employees. All the information was filled in one mighty Excel sheet. Because of this arrangement, there was always a possibility of filling in the wrong items or sizes. To add to the misery, the Excel file was shuttled repeatedly every time a new order was placed or an existing order was modified.

This practice clearly took unnecessary time and effort on the part of the customer and Lindström. The customer also did not receive any confirmation of the order.

No more lost trousers

Outi Meckelborg still remembers those long inventory days when they looked for lost garment together with Lindström. How the situation has turned around! The digital platform makes it possible to monitor the workwear on personnel level and track how many garments are in use or in the laundry. The end-to-end automated view increases visibility and makes it very easy to trust the system.

Meckelborg has used many kinds of customer portals, and usually her feeling has not been all pos-

itive. "eLindström is an exception as I can trust that it really works," she says. She finds it very useful and easy to see the history of actions: what has happened and when.

What facilitates flexibility is that if Junnikkala is on his vacation, it is pretty straightforward to share access with Meckelborg or another colleague to monitor all necessary things. They have said goodbyes to post-it notes that always went mysteriously missing. Junnikkala also feels delighted that eLindström can actually make co-operation with a service provider more flexible. It feels almost like operating in e-commerce, where you have many more features other than buying.

Digitalisation saves the day

eLindström has turned the tables on the archaic process and commenced a transformation that has addressed the customers' pain points in many ways. All textile-related actions can be handled and tracked in one place, and effective communication is almost guaranteed—not to mention the flexibility to address matters at your own pace.

Adopting eLindström does not mean that Tikkurila would not need a human to look after their services. There are still times that somebody needs, for example, customised clothes, and then they need to have a person who is responsible for taking care of such orders. eLindström provides support and easiness for the responsible personnel and all other users who may benefit from interacting with the management system. You can now just open eLindström and trust to have a full view of the workwear management.

**Case**

Workwear Flex service empowers Riga International Airport's operations and sustainability

As Deputy Director for Business Development, Ground Handling at Riga Airport, **Mārtiņš Mikstans** continually seeks solutions that reinforce operational excellence and strategic focus. Mārtiņš shares that the co-operation with Lindström started as a pilot project last year, and the results made a strong case for them to get gradually on board with Lindström's Workwear Flex service. "We have stringent guidelines and policies concerning procurement, and the initial pull was that Workwear Flex service would help us optimise our procurement load," explains Mārtiņš. At first, the concern was that with the unpredictable rise in ground handling staff, workwear needs would spike at a rate that procurement would struggle to match. The standard airport safety requirements call for the right class and amount of reflective material in the high visibility workwear of ground handling staff.

"We have gone from 30 people in the pilot phase to now more than 200 of our ground handling staff using the Workwear Flex service, and that goes on to show the flexibility of the service. We can depend on Lindström to provide an adequate amount of workwear per our growing needs. Moreover, intelligent digital solutions offer us visibility into what we are paying for, enhancing operational efficiency," adds Mārtiņš.

A common sustainability vision

Riga Airport is a responsible member of the Airports Council International and has joined its Net Zero 2050 initiative. Expressing his views on how Lindström contributes to their strategic goal of minimising carbon emissions, Mārtiņš says: "As an airport, we are conscious of our activities and deliberate choices that help reduce our environmental impact. Lindström provides their services in a way that is aligned with our sustainability goals." He further elaborates how they previously had to deal with workwear management and the washing and maintenance of garments on site, which was not the best solution in terms of water usage and efficiency and also created wastewater management concerns. "Lindström solves this problem with its commercial laundering and workwear repair services, as



Mārtiņš Mikstans

well as improves our corporate image by keeping garments in good shape and making us look sharp," adds Mārtiņš.

A future-ready partnership

Mārtiņš says he is particularly pleased with the smooth execution of the integration project to establish an on-site workwear warehouse at Riga Airport. "Usually, the integration process of different systems and technologies from two different companies is a tedious affair, but Lindström made it easy and flawless. The on-site warehouse ensures that workwear is efficiently used and maintains the airport's security protocols," explains Mārtiņš.

Oskars Didza, senior sales manager at Lindström expects that the demand for ground handling staff workwear will grow in the future. "Using data analysis and reports from the digital side, we can optimise the workwear amount to always have just the right number of garments in the suitable sizes available for use."

Workwear Flex provides a solution to avoid textile overproduction

Workwear Flex Service uses intelligent technology to track garments and to ensure that there is always enough clean workwear available. It can help to reduce the number of garments in customer inventories by an average of 40%*.

* Based on data collected during 2021 with 33 Workwear Flex customers and compared to workwear items in circulation at the start-up of the Workwear Full service

Case

Together towards sustainable workwear

Carrington Textile manufactures over half of all the fabric we use annually, roughly 2 million metres, a majority of which comes from their factory in the UK. One of the reasons why Lindström chose Carrington Textiles as our main fabric supplier was the company's ambitious attitude towards R&D and sustainability.

"In the 1940s and 1950s, the river in the back of the factory was running a different colour. Thankfully, the business today is unbelievably different from what it used to be," tells **Jonathan McKendry**, Export Sales & Marketing Manager at Carrington Textiles.

Carrington Textiles has its roots in Manchester, once the centre of the global textile industry. A lot has changed since the heyday of the "Cottonopolis", one of the biggest shifts being in the attitudes towards the environment.

"In the past, the main concern about the workwear was the cost. Now there's a real push into redesigning the product to make it more sustainable," explains Carrington Textiles' Research and Development Manager **Kristy White**.

One fibre will not solve everything

Carrington Textiles International produces about 130 million metres of fabric each year in its factories around the world. "We want to make sure that we're producing an ethically sourced fabric that is sustainable in terms of longevity and colour fastness and that has the least environmental impact through the production," explains McKendry.

Since 2019, the facilities have been following the



ISO 50001 energy management standard. Energy consumption is tracked in real-time and excess energy and heat are utilised as much as possible throughout the process. Sustainability is also an integral part of product development. Carrington Textiles' R&D department is currently working on 80 different kinds of products, all of which have sustainability woven into them.

White explains that there is no one single fibre that will be the final answer to the sustainability question: "A fibre that is more sustainable in one way can have some other kind of negative impact on the environment. We need to take that into consideration." For example, extracting fibre from bamboo requires a lot of chemicals. Producing some fabrics demands less water, but their colour retention or durability is not sufficient for workwear that is worn and washed countless times.

What to do with worn workwear?

Recycling the fibres is another challenge. From the environment's perspective, the ideal workwear is made of pure cotton or other mono-fibres that are easy to convert to new fibre. Most of the workwear, however, is made from functionally superior poly-blend fibres which are more difficult to recycle mechanically or chemically.

Solving the problem of worn workwear requires collaboration throughout the value chain. While the textile industry is continuously discovering new ways to recycle garments, the infrastructure needs to process a much bigger flow of textiles. "Making sure we are having the least environmental impact requires a holistic view," White sums up. "You cannot have tunnel vision."

CARRINGTON TEXTILES

- UK's largest workwear fabric manufacturer, celebrating its 130th birthday this year.
- Production facilities in the UK, Portugal, Russia, and Pakistan.
- Fabrics are Oeko-Tex Certified.
- The main production facility in the UK is in line with the ISO 140001 certification and operates one of the largest heat recovery systems of its kind, reducing CO₂ emissions by 4,000 tonnes annually.

Case

Co-creation with young adventurers

The latest service in our Linen services category is the sleeping pouch rental service. It is a winning solution that combines elements such as a light duvet, a pillowcase, and a bedsheet and makes bed-making ergonomic, effortless, and time-saving for kindergarten employees.

How we got this product idea is an exciting story of co-creation with the customers. **Pirjo Rautio**, customer excellence manager, discloses that the idea of making sleeping pouches for kids in kindergartens came from a customer pain point of managing too many linen pieces in large day-care centres. In the initial design phase, we started off with two prototypes, one of which resembled an adult sleeping bag with some space for movement. The other one, which the kids preferred when testing out the two alternatives, was closer to our final product. It had a duvet flap and was more spacious, and was thus better for the kids to get into. "Continuous feedback, testing and iteration allowed us to make improve-

ments to the design like adding a strap to attach the pouch to the mattress helping it stay better in place. We also came up with a different print on the duvet to make it easier for the kids to recognise the head end of the pouch. She further explains that involving customers at such an early stage gave us the confidence to dive right into the product development process and made the entire process agile.

The sleeping pouch has received positive feedback from daycare employees and kids alike. "Our design process heavily relied on user experiences and active participation. We opted to design 'with' the users instead of 'for' them and created a product that our very young end-users love to snuggle in," says **Sanna Oikkonen**, key account manager, Finland.



Our latest offering:
The sleeping pouch
rental service.

Case

A 20-year-journey towards more sustainable workwear

For almost 20 years, Anhui Duoli Garment has cut, made, and trimmed Lindström's fabrics into fully produced workwear. The Chinese company has proven itself to be a highly developing company and eager to improve its operations.

"All our fabrics are chosen by Lindström. The larger workwear volumes are outsourced from suppliers in China and Madagascar and the smaller quantities and urgent orders from European manufacturers. Duoli is responsible for manufacturing the actual workwear," explains **Kristiina Tiilikainen**, Director, Sourcing.

Lindström has always sought long-term and permanent suppliers. Duoli's strong desire to try new things was one of the main reasons the partnership has been going on for so long. For instance, Duoli has built a new, even more modern factory and invested

in new technologies over the years. In 2021, they obtained the BSCI accreditation—something Lindström's clients acknowledge as well. BSCI provides companies with a social auditing methodology and report which help companies to gradually improve working conditions in their supply chain. Mutual trust is built through yearly visits and discussions.

"It is great that we share the same values and visions about a more sustainable future with our suppliers. Currently, we are discussing product development as there are two opposite trends. While the growing sense for individuality is making great demands on workwear customisation, reusable uniforms from Lindström's own collection are a more sustainable option. We are trying to anticipate future needs regarding volumes and product type for suppliers to contribute with appropriate investments," says Tiilikainen.

Getting Stronger

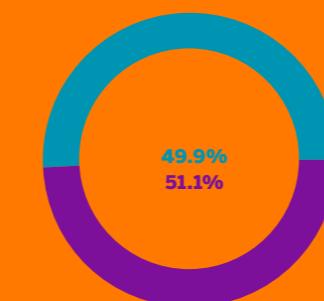


Getting stronger through better industry understanding

Our aim is to have the best organic growth in the industry. To ensure the growth, we need to understand our customers' business and their challenges. Rather than developing only generic solutions, we have shifted the focus on developing industry-specific solutions, when necessary. The first round of development and investments will focus on pharmaceutical, health care, and food processing industries. Furthermore, the efficient use of resources has long guided our operations making our service not only more sustainable but more cost-efficient as well.

**TURNOVER
EUR
432.5
MILLION**

SHARE OF TURNOVER



● Finland ● Subsidiaries
 outside Finland



17.9

ROI-% in 2021

**NET PROFIT
EUR
41.6
MILLION**

**EBITA EUR
58.8
MILLION**

Development and performance of operations and financial situation

The Group's turnover increased to EUR 432.5 million compared to the previous year by EUR 44.4 million (previous year EUR 388.1 million). Turnover of the parent company was EUR 183.3 million (previous year EUR 177.0 million). The share of subsidiaries outside Finland of the Group's turnover was EUR 221.1 million or 51.1% (previous year EUR 193.3 million or 49.8%).

In 2021, the Group's business increased in all regions. Parent company has acquired 2 companies in Finland, one of which merged into Comforfa Oy. Business was acquired in Ukraine and Estonia.

The pandemic has not had and does not have an impact on business continuity of Lindström Group.

Profitability

The Group's pre-tax profit was EUR 50.2 million (previous year EUR 52.6 million). The parent company's earnings before appropriations and taxes were EUR 35.3 million (previous year EUR 46.8 million).

Investments

The Group's net investments in the financial year amounted to EUR 11.5 million, whereas in the previous year they were EUR 18.2 million. The parent company's total investments amounted to EUR 3.4 million, whereas the year before they were EUR 2.0 million.

The most notable investments made by the parent company during the financial year were IT systems and investments into laundry machinery and premises in Pieksämäki, Koskelo and Hämeenlinna. Expansion and modernisation work was carried out in the United Kingdom, India and Estonia.

Funding and liquidity

During the current and previous financial years, the parent company did not invest any new share capital into its subsidiaries. EUR 8.8 million of investments into one of the Chinese legal entities were written down due to ongoing reorganisation.

The Group's liquidity remained good for the financial year.

TURNOVER, EUR MILLION AND ANNUAL GROWTH, %



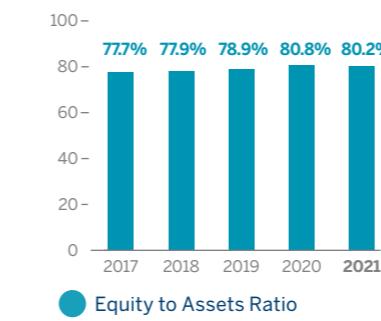
NET PROFIT AND EBITA, EUR MILLION



RETURN ON INVESTMENT, %



EQUITY TO ASSETS RATIO, %



WORKING CAPITAL, EUR MILLION AND % OF TURNOVER



Development operations

The company's development operations were primarily focused on the 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 on future development

It is estimated that in 2022, the turnover of both the parent company and the whole Lindström Group will rise. The Group grows both organically and through acquisitions. The profitability of the company can be assured through active customer co-operation and by continuously making processes more efficient. Thus, it is estimated that profitability will remain at a high level.

In 2022, investments are estimated to increase compared to 2021. The parent company is making significant investments into IT system renewal and digitalisation. In addition, the parent company will invest into expanding laundries in Koivuhaka and Lappeenranta and into renewing laundry machinery in Turku. In subsidiaries, the most

notable investments will be made into expanding cleanroom and work wear capacity in India and China, integration of facilities in China, enhancement of the exhaust air purification in the IWS laundry in Bradford, UK, and an increase of the HTS capacity in Sweden.

The war situation in Russia and Ukraine will cause significant damage to the Group's Ukraine operations during 2022. In March 2022, Lindström Group announced that it will prepare to withdraw all its operations from Russia and Belarus. We are committed to complying with all the sanctions associated with the crisis.

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 10.9 million in income tax in the 2021 period. Besides income tax, we paid for production, services, personnel and real estate related taxes, a total of EUR 101.8 million in 2021.

Case

Helping Beijing Institute of Biological Products focus on answering the increasing demand for COVID-19 vaccination

Our rapid growth in the Chinese pharmaceutical industry continued in 2021 as we started co-operation with several leading pharmaceutical companies. One of those is Beijing Institute of Biological Products (BBPI), the first institution engaged in the research of microbiology, immunology, and the production of epidemic prevention products in China with a large scale. Since passing the biosafety inspection in August 2020, they have become the first and major COVID-19 vaccine production enterprise in China. Due to the high demand of their products, they needed to expand their capacity fast, and their in-house laundry could not serve them anymore.

"We started looking for a qualified supplier who can offer a comprehensive solution with a good value proposition to enable us to focus more on our core business and meet the regulatory compliance requirements rapidly. Lindström has professionalism and in-depth understanding of pharmaceutical companies' specific needs. Lindström also performed excellently in a quality audit, and there were no critical findings during the audit," explains **Mr. Chen**, Operation Manager at BBPI.

"I really want to thank our own team for their sup-

port as well as BBPI for trusting on us. We are very proud of being able to help BBPI focus on their core business—which is highlighted in the current situation with the corona pandemic", says **Victor Wu**, our Sales Director in China.

Mr Chen also sees potential to expand the collaboration in the future to their six other plants. He expects Lindström to support their rapid growth with value-added and sustainable services. "Lindström has already helped us to pass several international audits, for example for WHO and EU GMP authority. I want to thank Lindström for their contribution to fighting against COVID-19 virus together," Mr Chen says.

Cleanroom investments support growth and more sustainable operations

The growing number of pharmaceutical customers created the need to add capacity in Lindström's Beijing service center. In the past few years, Shanghai cleanroom has acted as its backup to ensure continuous service to our customers in case of disruptions. They even took over all Beijing cleanroom service for 15 days during corona pandemic lockdown in Beijing in 2020.

However, the back-up laundry situated 1,200 km away poses challenges in terms of costs, time, and sustainable service. The new capacity in the Beijing laundry enables Lindström to serve our customers better in case of disruptions and wash small batches in a more economical and environmentally friendly way. Furthermore, to guarantee the quality of our service, Lindström re-organised the cleanroom workflows to prevent cross-contamination better. We will also upgrade our purified water system during 2022.

"These measures help us serve the growing number of customers better and in a more sustainable way and to guarantee quality of our service. We are now in a good shape to answer the growing demand for high-quality, sustainable cleanroom service," shares **Yanxun Fan**, our Business Unit Director in North China.



Employees at
Beijing Institute of
Biological Products

Case

Sustainability and cost-efficiency go hand in hand

In our circular business model, sustainability will rarely conflict with cost-efficiency. In this article, our professionals share a couple of examples on how we make our service both sustainable and cost-efficient.



Taru Jokinen

Reusable garments are an environmental choice

"One of the best ways to reduce the environmental impact of a garment is to keep it in use for as long as possible. When clothes are used for longer, fewer natural resources are needed to manufacture new clothes and less textile waste is generated. The reusability of our workwear is one of the cornerstones to extend the life of our clothing.

By choosing their workwear collection or even parts of it from reusable Lindström collection, our customer can do the environment a significant favour while saving costs. According to our calculations, customer-specific workwear collection requires three times more textiles during its lifetime due to its limited reusability and has a 30% higher carbon footprint. As the customisation also increases costs, the products of reusable Lindström collection are both more sustainable and cost-effective.

We constantly plan different ways to effectively utilise reusable garments until the end of their lifecycle. Before ordering new garments, we try to find garments that are in stock in other regions. We have also considered the possibility to utilise used garments with new customers, instead of using them only in additional orders. Together with our Workwear Flex service that optimises the number of garments our customer needs, it would be resource efficiency at its best and would ensure that we order new garments only when necessary."

Taru Jokinen,
Director, Concept Development and Pharma

Producing new garments only when necessary

"In today's environmentally aware world, manufacturing goods without minimising the environmental footprint is no longer a 'go'. Our Prodem facilities (or PROduction on DEMand) use a dynamic customer-driven textile manufacturing practice developed by Lindström. The main idea behind the practice is to be closer to our customers and react fast to their needs. Our Prodem facilities in Latvia, Hungary, India, and in the future also in China provide our customers with garments from their nearest workwear manufacturing facility.

The customer order acts as a signal to start the production. Such manufacturing practices can meet even a small-scale need with the shortest lead time and simultaneously reduce overproduction and minimise textile waste. As workwear is produced on demand, there are no unused garments in customer stocks and no capital tied up in the inventory, making the practice both sustainable and cost-efficient.

Understanding and anticipating customer needs can shape win-win actions that are inherently sustainable and serve the customer in the best possible way. Our Prodem facilities allow us to do

exactly that. Being stationed close to our customer, not only can we respond fast to customer needs but also avoid costs and carbon emissions from deliveries and excess stocks."

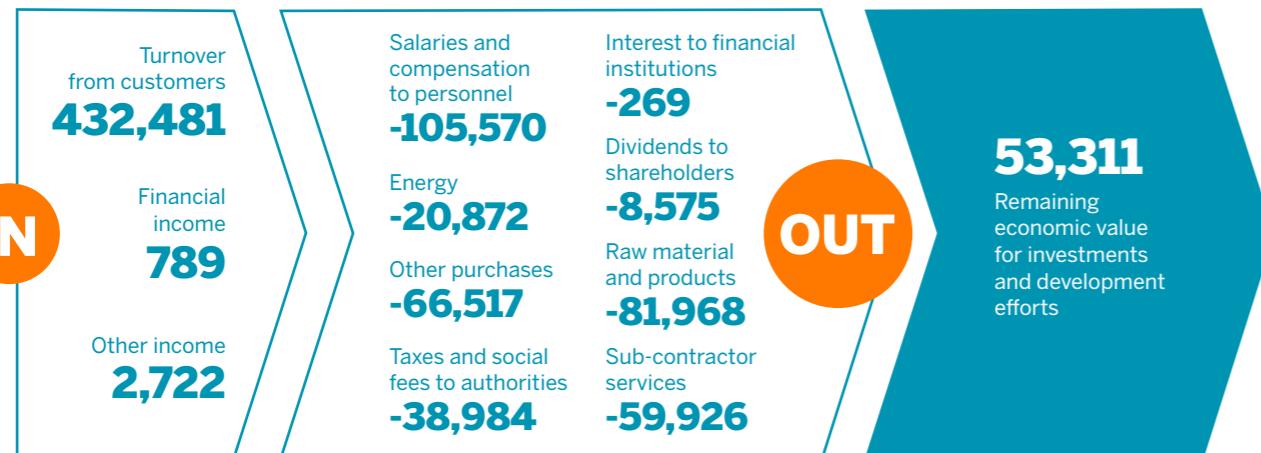
Jarmo Vahtervuo,
Vice President,
Procurement
& Supply Chain



Jarmo Vahtervuo

Financial reporting

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED, T€



DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED, T€

	2017	2018	2019	2020	2021
Turnover from customers	358,258	386,774	408,457	388,077	432,481
Financial income	1,208	833	400	71	789
Other income	630	588	4,499	1,984	2,722
Income received	360,096	388,195	413,356	390,132	435,992
Raw material and product purchases	-80,566	-85,515	-88,551	-70,439	-81,968
Energy	-14,890	-16,307	-17,139	-14,596	-20,872
Subcontracting services	-53,005	-55,217	-58,800	-55,322	-59,926
Other purchases	-57,240	-58,703	-64,000	-58,695	-66,517
Direct economical value after supplier compensation	154,395	172,452	184,866	191,080	206,709
Salaries and compensation to personnel	-86,805	-93,089	-102,545	-94,225	-105,570
Taxes and social fees to authorities	-32,997	-35,038	-36,697	-34,885	-38,984
Direct economical value for financiers	34,593	44,325	45,624	61,970	62,155
Interest to financial institutions	-844	-729	-683	-432	-269
Dividends to shareholders	-10,621	-10,234	-9,090	-14,114	-8,575
Direct economical value for investments and development efforts	23,128	33,362	35,851	47,424	53,311

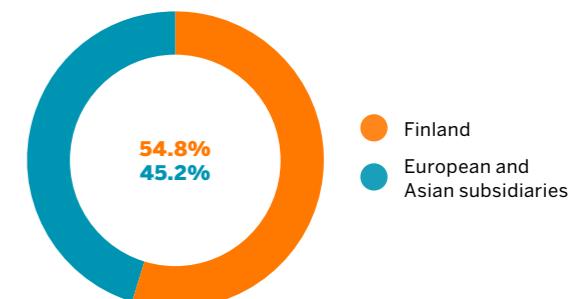
Reporting principles

Financial indicators covered by this report are as in Lindström Group's audited financial statements 2021. The financial data has been collected via Lindström's internal reporting systems.

TAXES BY TYPE



TAXES BY REGION



Case

Profitable growth through acquisitions

Profitable growth is one of Lindström's values and cornerstones of the strategy. We aim for it not only organically but also through acquisitions. During 2021, we made a total of two acquisitions in Finland. In April 2021, the purchase of Etelä-Karjalan Pesula Oy in Lappeenranta, by Comforta, part of the Lindström Group, was confirmed.

Lappeenranta is an important opening for us to serve the companies of the South Karelia region even better. At the same time, the transaction will significantly strengthen our position and expertise, especially in the healthcare industry. The healthcare industry is critical to the state's supply security, and it is important to us both strategically and in terms of our company values—serving the industry is also part of our social responsibility.

One of the former owners of the South Karelia Laundry was the South Karelia Social and Health district Eksote, which will also continue as a customer of the service center. Thanks to the Eksote partnership alone, the Lappeenranta service center serves more than 4,500 healthcare professionals and nearly 130,000 of their clients.

Locality is part of our responsibility

For sellers, meeting quality and environmental standards were basic requirements for buyer candidates. In its tender, Lindström also presented comprehensive employment and development plans for

Etelä-Karjalan Pesula, which played a decisive role in deciding the winner of the tender.

"It was of paramount importance to us that the new owner is committed to continuing operations and developing the South Karelia region. Selling the company to Lindström guarantees the region's customers' high-quality textile supply and a stable price level also in the future and ensures the continuation of tax revenues for the City of Lappeenranta", says **Vesa Reponen**, Eksote's Administrative Director.

The development plans have already reached the implementation stage. Lindström has applied for a building permit to expand the Lappeenranta service center by almost 400 square meters. Additional space and hardware investments will increase operational capacity and expand the range of services. At the same time, the number of employees is expected to increase significantly from the current number of roughly 40. For employees, the diversification of textile maintenance services offers even more opportunities for advancement and specialisation.

"Locality and a strong regional presence are key values for us in many ways. We want to be the desired partner that offers its customers first-class, seamless, and comprehensive services wherever they are. Arranging services with as few transports as possible is also responsible for the environment," says **Pasi Saarinen**, Vice President, Lindström Finland.

Organisation



Global presence, local operations

Lindström is a family-owned company with its head office located in Helsinki, Finland. Our operations are lead through global and regional functions. The role of local units and regions is strong in decision-making, which is to make decisions close to the customers. The global functions support regions as well as provide guidelines and global goals that set the direction for the entire Group.

Our biggest service line is Workwear which is available in all our countries of operation. Mat services we have in most of the European countries. All decisions on a country-level service offering are made locally.

ESTABLISHED IN **1848**

11.9
MILLION PIECES
OF WORKWEAR
&
0.7

MILLION PIECES
OF MATS
IN CIRCULATION



24

countries
of operation

OVER
100
SERVICE
CENTRES
& OFFICES





Board of Directors



Management Team

1. Steph Feijen

Member of the Board

2. Anne Korkeakoski

Vice Chairman
of the Board

3. Harri-Pekka Kaukonen

Chairman of the Board

4. Kalle Kantola

Member of the Board

1. Mika Kujala

Senior Vice President,
Central & Western
Europe

2. Juha Laurio

President & CEO

3. Selina Justen

Senior Vice President,
Human Resources

4. Petri Vapola

Chief Financial Officer

5. Max Rautainen

Member of the Board

6. Petteri Kousa

Member of the Board

Eddy Chan,

Member of the Board, is
missing from the picture.

5. Ismo Nastamo

Senior Vice President,
Strategy (until 2021)

6. Anupam Chakrabarty

Senior Vice President,
Asia and Marketing,
Sales and Customer
Engagement

7. Anna-Kaisa Huttunen

Senior Vice President,
Ecosystems and
Sustainability

8. Kati Järvi

Senior Vice President,
Strategy (since 2022)

9. Theo Slegt

Senior Vice President,
Operations and
Supply Chain

10. Mika Hartikainen

Senior Vice President,
South East Europe

11. Tiina Tapionlinna

Senior Vice President,
Services and Product
Concepts & IT

12. Jari Vihervuori

Senior Vice President,
Finland, Russia, Baltic
States, Belarus &
Ukraine, Managing
Director of Comforsta

GRI

This report covers Lindström Group data for the year 2021.
In the report, GRI standards have been applied where relevant.

Disclosure Number	Disclosure Title	Location	Additional information
102 – GENERAL DISCLOSURES			
Organisational profile			
102-1	Name of the organisation	3	Lindström in a nutshell
102-2	Activites, brands, products and services	3	Lindström in a nutshell
102-3	Location of headquaters	3	Lindström in a nutshell
102-4	Location of operations	4–5	Year in brief
102-5	Ownership and legal form	3, 75	Lindström in a nutshell, Contact
102-6	Markets served	4–5	Year in brief
102-7	Scale of the organisation	3	Lindström in a nutshell
102-8	Information on employees and other workers	24	Lindströmers in figures 2021. Distribution is outsourced in all countries of operation, as are production workers in some countries.
102-9	Supply chain	48–52	Desired partner
102-10	Significant changes to the organisation and its supply chain	58–61	Getting stronger
102-12	External initiatives	16–17	Commitments and memberships
102-13	Membership of associations	17	Memberships
Strategy			
102-14	Statement from senior decision-maker	6–8	Interview of CEO and Vice President
102-15	Key impacts, risks and opportunities	14–17	Introduction to sustainability
Ethics and integrity			
102-16	Values, principles, standards and norms of behaviour	11, 18–22	Strategy 2025, Passion to improve
102-17	Reporting requirements for disclosure	15	Operating principles
Governance			
102-18	Governance structure	66–69	Organisation
102-22	Composition of the highest governance body	66–69	Organisation
102-23	Chair of the highest governance body	66–69	Organisation
102-26	Role of highest governance body in setting purpose, values, and strategy	66–69	Organisation
102-29	Identifying and managing economic, environmental, and social impacts	66–69	Organisation
Reporting practice			
102-45	Entities included in the consolidated financial statements	2	About this report
102-46	Defining report content and topic boundaries	2	About this report
102-47	List of material topics	2, 16	About this report, Themes
102-48	Restatements of information	2	About this report
102-49	Changes in reporting	2	About this report
102-50	Reporting period	2	About this report
102-51	Date of most recent report	2	About this report
102-52	Reporting cycle	2	About this report
102-53	Contact point for questions regarding the report	75	Corporate sustainability report project group
103 – MANAGEMENT APPROACH			
103-1	Explanation of the material topics and its boundary	15–18	Introduction to sustainability
103-2	The management approach and its components	15–18	Introduction to sustainability
103-3	Evaluation of the management approach	15–18	Introduction to sustainability

200 – ECONOMIC**Economic performance**

201-1	Direct economic value generated and distributed	64	Direct economic value generated and distributed
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300 – ENVIRONMENTAL**Materials**

301-1	Materials used by weight or volume	40–47	Environmental reporting
301-3	Reclaimed products	36	On the way to 100% recyclability

Energy

302-1	Energy consumption within the organisation	36–37	On the way to 100% recyclability
302-3	Energy intencity	36–37	On the way to 100% recyclability
302-4	Reduction of energy consumption	34–37	On the way to 100% recyclability, Our journey to carbon neutrality has started

Water

303-2	Management of water discharge-related impact	30–37	Care for planet
303-4	Water discharge	30–37	Care for planet
303-5	Water consumption	37	On the way to 100% recyclability

Emissions

305-1	Direct (Scope 1) GHG emissions	44	Carbon Dioxide Emissions
305-2	Energy indirect (Scope 2) GHG emissions	44	Carbon Dioxide Emissions
305-3	Other indirect (Scope 3) GHG emissions	44	Carbon Dioxide Emissions
305-4	GHG emissions intensity	40–44	Environmental reporting
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	40	Environmental reporting

Effluents and waste

306-2	Waste by type and disposal method	40	Environmental reporting
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400 – SOCIAL**Employment**

401-1	New employee hires and employee turnover	24	Lindströmers in figures
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Occupational health and safety

403-1	Occupational health and safety management system	20	Victories in the shadow of the pandemic
403-2	Hazard identification, risk assessment, and incident investigation	18–24	Passion to improve
403-4	Worker participation, consultation, and communication on occupational health and safety	20	Victories in the shadow of the pandemic
403-5	Worker training on occupational health and safety	18–24	Passion to improve
403-6	Promotion of worker health	18–24	Passion to improve
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	18–24	Passion to improve
403-9	Work-related injuries	24	Lindströmers in figures
403-10	Work-related ill health	24	Lindströmers in figures

Training and education

404-2	Programmes for upgrading employee skills and transition assistance programmes	18–24	Passion to improve
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Diversity and equal opportunity

405-1	Diversity of governance bodies and employees	24, 68–69	Lindströmers in figures, Management team and Board of Directors
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Supplier social assessment

414-1	Suppliers that were screened using social criteria	52	Monitoring responsibility
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Customer health and safety

416-1	Assessment of the health and safety impacts of product and service categories	15–16	Introduction to sustainability
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Independent accountant'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, hereafter referred to as the engagement, to report on Lindström's Sustainability Report 2021 (the "Subject Matter") for the period 1.1.–31.12.2021.

Criteria applied by Lindström

In preparing the Subject Matter, Lindström applied the Global Reporting Initiative Sustainability Reporting Standards and Lindström's own internal reporting principles (Criteria). 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 3.12.2021. Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is pre-

sented 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 Control 1, *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements*, and accordingly maintains a comprehensive system of quality control including documented policies and 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.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Sustainability Report 2021 and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- a) Gaining an understanding of Lindström's material sustainability reporting topics, organization and activities,
- b) An assessment of the suitability and application of the reporting principles regarding the stakeholders' needs for information,
- c) Interviews with senior management to understand Lindström's corporate responsibility leadership,
- d) Interviews with personnel responsible for gathering and consolidation of the corporate responsibility information to understand the systems, processes and controls related to gathering and consolidating the information,
- e) Assessing corporate responsibility data from internal and external sources and checking the data to reporting information on a sample basis to check the accuracy of the data,
- f) Performing recalculation of reported information and evaluating the correctness of underlying data and narrative disclosures.

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 the Sustainability Report 2021 for the period 1.1.–31.12.2021, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of Lindström and is not intended to be and should not be used by anyone other than Lindström.

Ernst & Young Oy

25.3.2022
Helsinki

Juha Hilmola

Partner, Authorized Public Accountant

EY has provided Limited Assurance over Lindström's Sustainability Report 2021 published in English on 29.03.2022.

Services

	Workwear	Cleanroom	Mats	Hotel Textiles	Restaurant Textiles	Industrial Wipers	Washroom
Belarus	●						
Bulgaria	●			●			
China	●	●	●				
Croatia	●			●			
Czech Republic	●			●		●	
Estonia	●			●	●	●	●
Finland	●	●	●	●	●	●	●
Germany	●						
Hungary	●		●				
India	●	●					
Kazakhstan	●						
Latvia	●		●			●	
Lithuania	●		●			●	●
Poland	●		●				
Romania	●		●				
Russia	●	●	●	●	●		
Serbia	●		●				
Slovak Republic	●		●			●	
Slovenia	●		●				
South Korea	●						
Sweden	●			●	●		
Turkey	●		●				
Ukraine	●		●				
United Kingdom	●					●	

Contacts

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Lindström OÜ, Estonia
Lindström SIA, Latvia
Lindström Kft, Hungary
Lindström Prodem Hungary Kft, Hungary
Lindström s.r.o, Czech Republic
Lindströn s.r.o., Slovakia
Lindström UAB, Lithuania
Lindström d.o.o., Slovenia
Lindström Ltd, United Kingdom
Business Textile Services Ltd, United Kingdom*
Enviro Wipes UK Ltd, United Kingdom
United Eco Services Ltd, United Kingdom
Lindström GmbH, Germany
Lindström Services AB, Sweden
Lindström Sp.z.o.o, Poland
Lindström S.R.L, Romania
TOV Lindström, Ukraine
Lindström (Suzhou) Co., Ltd, China
EOOD Lindström, Bulgaria
Lindström Services India Private Limited, India
Lindström Tekstil Hizmetleri Ticaret Limited Şirketi, Turkey

FLLC Lindström, Belarus
Lindström d.o.o., Croatia
Lindström LLP, Kazakhstan
Lindström doo, Serbia
Lindstrom Korea COL LTD , South Korea
Lindstrom Prodem SIA, Latvia
Comforta Oy, Finland
Comforta AB, Sweden
Lindström Åland Ab, Finland, Åland
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
Lindström (Guangzhou) Enterprise Service Co., Ltd, China
Cintas China Holding Limited, China
Lännen Tekstiilihuolto Oy, Finland
Etelä-Karjalan Pesula Oy, Finland***
Nykypesu Oy, Finland

* Business Textile Services Ltd, United Kingdom has been dissolved during financial year 2021.
** Cintas(Suzhou) Enterprise Service Co., Ltd name has been changed to Lindström (Suzhou) Enterprise Service Co., Ltd.
*** Etelä-Karjalan Pesula Oy, Finland has been merged with Comforta Oy, Finland during financial year 2021.

Corporate sustainability report project group

Project Owner: Anna-Kaisa Huttunen

Project Manager: Leena Kähkönen

Project team:

Passion to Improve:
Selina Justen, Harri Puputti, Ilona Laine,
Tuomas Pursiainen, Anni Kettunen

Care for the Planet:

Seija Forss, Noora Poikkeus-Salin

Desired Partner:

Kristiina Tiilikainen, Riikka Hirvikallio, Taru Jokinen

Getting Stronger:

Mira Kiviniemi, Laura Salo, Ronja Salmi

Communication support:

Richa Asthana, Marthe Dehli, Satu Jaatinen

Production:

Tekir Oy



Lindström Group

Lindström is a textile service company focused on making our customers' lives easier in Europe and in Asia. With our 4,700 passionate employees, we offer sustainable and easy-to-use textile services that ensure safe and hygienic solutions for the best possible customer experience. In 2021, the turnover of the Lindström Group was 432.5 million euros.

Read more stories from our website
www.lindstromgroup.com

