



People.Health.Care.



Lohmann & Rauscher

Sustainability Report 2025

Sustainability in figures



48% of our direct category A suppliers have been assessed by EcoVadis.



31.8%

lower scope 1 and 2 CO₂ emissions in 2025 compared to 2019.

401

pallets of relief supplies donated in 2025.

84%

of packaging is made from renewable raw materials.

“Sustainability is not some goal to be achieved, but a journey we all must go on together, consistently and responsibly. It is our mutual responsibility to shape the future sustainably through decisive action – one step at a time.”

Karl-Heinz Posch, Director of ESG division

Two wheels, two towns, one goal

Zero-emission commuting –
Christian Limbach and
Kyithar Swe show us how
it's done.

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Short stretch. Long-term action

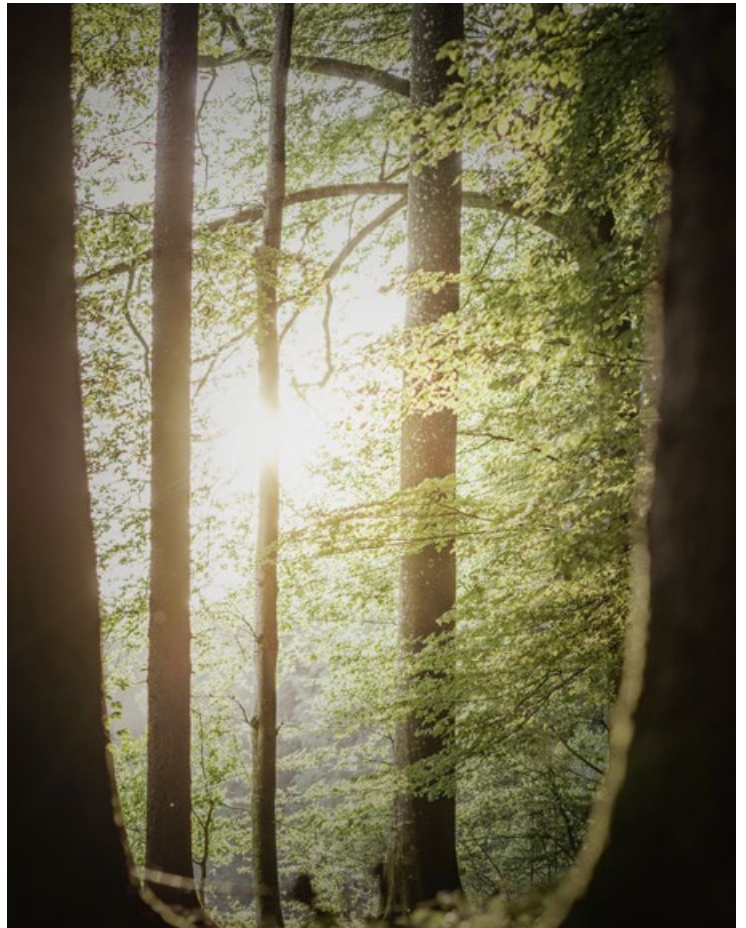
Rosidal 1C makes life easier –
for patients and healthcare professionals.

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Wellbeing from the woods

From beech tree to tampon: Sustainable
feminine hygiene “made in Austria”.

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Network with impact

Visible, determined, successful —
how women are shaping L&R.

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This icon indicates stories in which
you can learn more about the topic.

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Foreword



“Responsibility is apparent not only in what we have achieved – but also in what we continue to work on continuously.”

Thomas Menitz, CEO/COO



Dear Readers,

Sustainable practice is part of our responsibility as a company here at Lohmann & Rauscher. Sustainable practice is not only part of our new corporate strategy, New Horizon – it shapes how we do business, how we manage resources and how we understand the impact we have on people, the environment and society.

This sustainability report sets out clearly where we stand today: where we have made progress in 2025, where we have already achieved our goals – and also where we haven't yet. Because sustainable development is not a permanent state, but an ongoing process. That's exactly what we're working on – through specific action, focused processes, and the ambition to improve one step at a time.

In the reporting year 2025, we made great strides in sustainability with several important steps. We streamlined structures, focused key topics, and improved results in many areas. These include greater progress towards achieving the SDGs, joining the UN Global Compact, as well as several successful initiatives and the strong engagement of our employees.

The report also makes it clear that important work still lies ahead of us in the area of sustainability. This makes it all the more important to continue down our chosen path with clarity, dedication, and consistency.

We would like to thank our dedicated employees and partners who continuously focus on sustainability, making a major contribution to our success.

I hope you enjoy reading the report!

Thomas Menitz
CEO/COO

3

numbers in sustainability

—→ We have a long history of sustainability, and a clear future. Three numbers illustrate how this looks in specific terms, and the role division head Karl-Heinz Posch plays in it.

Karl-Heinz Posch,
Director of ESG division



“It’s not age that
counts, but attitude.”



Since **2005,**

we've been working on our energy efficiency: Started by Karl-Heinz Posch 20 years ago, the recovery of process steam is now leading to specific climate goals: 30 per cent less CO₂ by 2030, and joining the Science Based Targets initiative.

50%

of the ESG division are women. Sustainable leadership means embracing diverse perspectives. Women make up half of the team, which represents, both internally and externally, what SDG 5 demands: Equality in action.

At Age 60,

Karl-Heinz Posch qualified as a TÜV-certified Sustainability Manager, reflecting his personal commitment to lifelong learning.

About this report

This report demonstrates how the Lohmann & Rauscher Group has evolved ecologically, socially and financially in the 2025 financial year – and where we are specifically focusing our efforts to improve.

The sustainability report is a key factor for bringing transparency to what we are working on, what progress we have made and where challenges still lie. This allows us to reach our stakeholders – from owners and partners to customers, suppliers, employees, and the wider public.

Our aspiration is clear: We want not only to understand the impact of our business activities on the environment and society, but also to take an active approach to shaping and improving them.

This report was prepared on a voluntary basis in accordance with the EU Corporate Sustainability Reporting Directive (CSRD) and supplemented by references to Global Reporting Initiative (GRI) standards. It is based on the CSRD double materiality analysis, which we have used to systematically identify the issues relevant to us.

As in the previous year, we included all sites in the data collection, so improving the quality and significance of our data even further. We also consider our manufacturing sites separately to ensure consistent comparability over time. A structured validation process helps us minimise potential errors and continuously improve the reliability of our data.

This lays the foundation for us to report in compliance with standards once the CSRD comes into effect. Further KPIs will be added over time.

Since this report was prepared on a voluntary basis, we have not relied on an external audit. We are not therefore claiming full compliance with the requirements of the CSRD and the European Sustainability Reporting Standards (ESRS). Except where stated otherwise, all content refers to the financial year 2025 (1 January to 31 December, 2025).

Dialogue is just as important to us as the quality of our data: the views of our stakeholders help us to improve and develop our reporting even further. We therefore cordially invite you to share your feedback with us – directly via our sustainability team at ESG@LRMed.com.

Your feedback directly impacts the further development of our sustainability strategy and our reporting – because we understand sustainable development not as a goal, but as a continuous standard by which we measure ourselves.



4.3 million kWh

solar power generated in 2025.







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Lohmann & Rauscher

—→ We have been developing dressings and medical devices for more than 175 years. What began as two smaller companies is today an international concern employing approximately 6,000 people on all continents.

Since the merger of Lohmann Medical and Rauscher to form the Lohmann & Rauscher Group, L&R has continued to develop successfully.

In recent years, we have seen continuous growth, both financially and as an organisation, and have expanded our international presence even further. This growth underlines L&R's successful corporate history and the strength of our group.

What we do

Our range comprises more than 56,000 products in three areas: wound management, supports and orthoses, and set systems and hygiene. We develop practical solutions that range from simple dressings to complex therapy systems. We have five research departments that work with customers, partners and institutes to develop new ideas. We never stop listening: what is it that doctors, nurses and patients really need?

Our customers

We supply doctors' practices, hospitals, pharmacies and the specialist trade.

Many of our customers are members of the P.E.G. Purchasing Association. As part of the PEGreen project, the Association works to systematically improve the transparency of its members' sustainability efforts and to evaluate them. These evaluations help P.E.G. customers to identify particularly committed suppliers and to accomplish their own sustainability targets.

We maintain long-term, trusting partnerships with our customers and work according to six principles:

- > Modern, digital solutions for greater efficiency
- > Personal support throughout treatment
- > Individual training on site
- > Alternative solutions to meet every need
- > Direct points of contact in every country
- > Flexible products and services



Six principles
for working
with our partners.



Active around the world 2025





**We work with great precision,
so our products can deliver
on their promises.**



Our structure

Lohmann & Rauscher International GmbH & Co. KG consists of 60 companies in 31 countries and 140 sales partners. Our head offices are located in Rengsdorf (Germany) and Vienna (Austria).

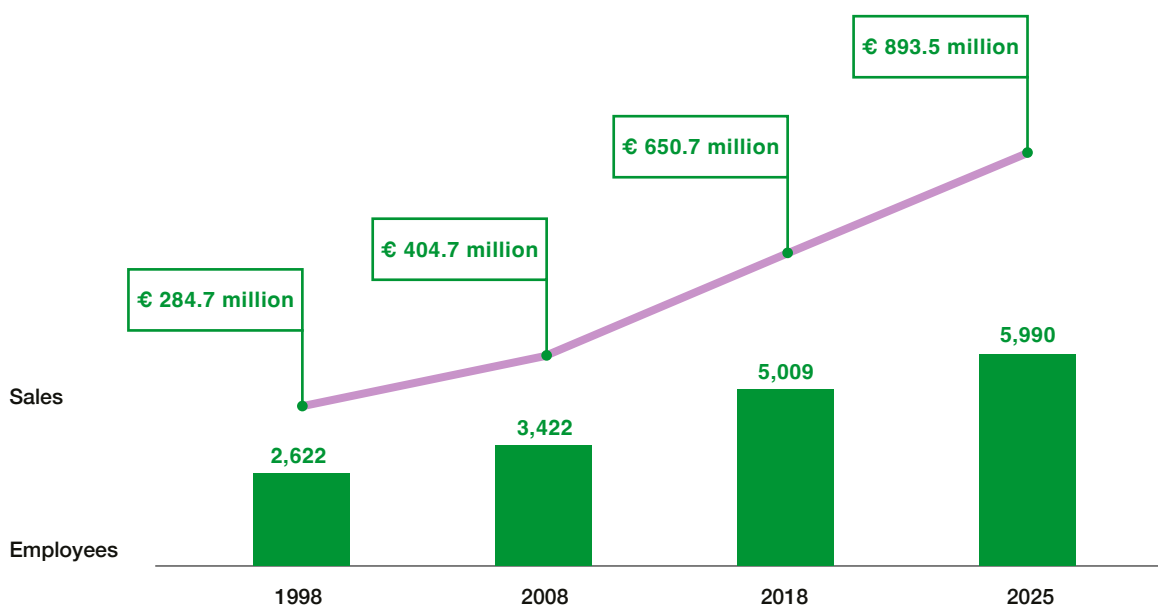
Despite our international structure, we continue to operate like a family business, with short lines of communication, rapid decision making and personal relationships. This culture characterises our day-to-day work and how we interact with customers and employees.

Ownership structure

In 1998, Austrian company Rauscher merged with the medical division of the German company Lohmann in equal parts. This 50:50 split is still reflected in the ownership structure in place today. Behind Rauscher are four families who jointly hold 50 per cent of the shares in the company. On the Lohmann side, there are more than 90 individual shareholders, the majority descendants of the founding family.

Both sides delegate four people to the Advisory Board, our supervisory body. The Advisory Board supports the Executive Board on key strategic matters and, together with the Executive Board, sets the course for the company's future development. It approves the annual plans, addresses key opportunities and risks, including sustainability issues, and supports transparent and reliable reporting. We are not at liberty to provide details of the total capital due to an obligation of confidentiality towards the owner families.

Sales and workforce development



The Executive Board



Dr Klemens Schulz, Fabio Cortesi, Holger Mägdefrau and Thomas Menitz

“We see sustainability as a key element of responsible corporate management. It is anchored firmly in our corporate strategy and is reflected in how we do business, manage resources and understand our responsibility towards people, the environment and society.”

Thomas Menitz

born 1974, has been CEO/COO and chair of the L&R Group since December 2024. He is responsible for the entire Supply Chain Operations, Rauscher Consumer Products, People & Culture, and Corporate Communications. He began his career at L&R in 1994.



“2025 was a year of growth at L&R. For us, sustainability also means supporting this positive development responsibly, with clear structures, reliable processes, and a responsible approach to resources. This is how we combine business success with responsible, sustainable action.”

Holger Mägdefrau

born 1965, is CFO and since December 2024, Senior Executive Vice President of the L&R Group. He is responsible for the areas of Finance, M&A, Organisation & IT, Legal Affairs, Digital Strategy & AI, as well as Controlling and Corporate Planning.

“At L&R, sustainability is already evident in much of what we do, from the environmentally-friendly product and packaging manufacturing to efficiently and responsibly designed processes. We wish to build on this and entrench sustainability even more deeply into the development of our solutions in the future.”

Dr Klemens Schulz

born 1965, as Chief Portfolio Officer responsible for Global Portfolio Management, Research and Development, Packaging Development, Quality & Regulatory Affairs, Commercial Innovation and International Customer Service.

“Sustainability plays an increasingly important role for our customers and partners. It is therefore an essential component of our market presence and customer solutions. By combining sustainability with quality and tangible benefits, we create genuine added value and lasting trust.”

Fabio Cortesi

born 1983, has been Chief Commercial Officer of the L&R Group since December 2025. He is responsible for Global Marketing, Commercial Regions, and Global Revenue Operations.

Our products

—→ People trust us with their health, and with trust comes responsibility. Our solutions are valued by clinics, doctors' practices and pharmacies because they are effective, safe and have been tried and tested.

Our products in the service of health:



Wound Care

With brands such as Debrisoft, Suprasorb, Vliwasorb and Vliwaktiv, we set standards in modern wound therapy – through innovation and the highest levels of quality.

Bandages and Dressings

Whether compression, fixation or orthoses – brands such as Rosidal, ReadyWrap, VENOSAN, Cellacare/Velpeau, Cellona and Cellacast offer proven solutions for therapy and prevention.





OR equipment and hygiene

We know what an operating room needs. Setpack surgical dressing materials system, Raucodrape OR drape system, Kitpack OR multi-component system, Sentinex OR clothing and Sentina hygiene products ensure efficient procedures and safety.

Negative pressure therapy

(Controlled Negative Pressure CNP)

Suprasorb CNP supports wound healing with controlled negative pressure. Innovation awards in Germany and Austria confirm our development approach.



Ratioline

Health products for every day: Plasters, bandages and hygiene products for family, sports and recreation. Available in German pharmacies since 2006.

L&R Optiline

Increasing competition in quality, cost and time pressures, shortage of skilled workers and outpatient care: the challenges faced every day in hospitals are numerous and diverse. L&R Optiline develops custom solutions to realise savings potential and save on resources.



Rauscher Consumer Products

—→ We design and manufacture high-quality hygiene, care and medical products, placing particular emphasis on responsible resource management. Our focus is on the use of certified raw materials, the use of packaging materials with recycled content, and the continuous reduction of the plastic content.

As part of the Lohmann & Rauscher Group which operates internationally, we abide by strict quality and sustainability standards. By using modern technology and innovative materials, we are driving sustainable solutions along the entire value chain.

We work closely with leading European retailers and develop custom own-brand products. At the same time, we monitor market trends continuously and stay in direct contact with our customers. This enables us to identify emerging developments early, respond quickly, and adapt our products flexibly to new requirements.

Our brands – diversity for the whole of Europe

Our brand portfolio includes four established brands that cover different needs in the areas of care, feminine hygiene and first aid:

- › Bellawa and Gloria stand for high-quality care and hygiene products.
- › Senta offers solutions in the field of modern feminine hygiene.
- › Raucosan focuses on medical applications in everyday life.



Our segments at a glance:

In the **care** segment, we supply a broad range of wadding products, including wadding pads, wadding buds and zig-zag wadding for a wide variety of personal care and household uses.

We attach great importance to our products being made from certified viscose or cotton. Furthermore, the manufacturing process uses no bleach. An example of our innovative strength are the Bellawa Bamboo Maxi Pads, which are made from a combination of bamboo and cotton. Bamboo grows back particularly quickly and can be cultivated without the use of pesticides, making it a resource-sparing alternative.

Our product range also includes wet wipes, for which we rely on fully recyclable packaging and natural raw materials. The wipes are made from 100% cotton and are very gentle on the skin while using far fewer synthetic materials.



In the **feminine hygiene** segment, we supply sanitary pads, panty liners and tampons. In the own-brand market, we are market leaders for tampons in the DACH region (Germany, Austria and Switzerland).

The viscose we use is made from wood certified to the standards of the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification Schemes (PEFC), and is processed in Austria. Further details on sourcing and processing this raw material can be found on [Page 72](#).

We are also continuously driving the sustainable development of our Senta range of sanitary pads and panty liners. One area of focus is the increased use of organic cotton. An important first step was converting our Senta Prima maternity pads to organic cotton.



We have enjoyed extensive expertise in the field of **medical devices** since 1899. Our red Rauscher first aid bag is an established trademark and a familiar part of the basic equipment in many households.

Our range includes products such as dressing materials, plasters, dressing pads, wound dressings and bandages, as well as first aid bags and boxes which meet a variety of regulatory requirements.

Through our Raucosan brand, we continuously bring innovative products to market, including arnica plasters and organic plasters.

Our organic plasters are made from 100% organic cotton, both the wound pad and the backing material. To ensure reliable sticking, we use a solvent-free, water-based adhesive that is completely free from resins and rubber. We also place great emphasis on sustainability when it comes to packaging: it is certified to the strict standards of the Forest Stewardship Council (FSC).



Supply chain overview

Supply chain overview

At Lohmann & Rauscher, quality is paramount in all that we do. Our goal is clear: people around the world should have access to first-class medical care. With this in mind, we have established a quality management system that connects all of our sites around the world.

This system ensures that our medical devices and services meet the highest possible standards. At the same time, we satisfy all legal requirements for the international market. Whether the Medical Device Regulation MDR, Medical Device Single Audit Program MDSAP or ISO standards 9001 and 13485, our work is subject to regular audit and annual confirmation that we meet the requirements

Sustainable purchasing – standard at Lohmann & Rauscher

Responsible purchasing is a key element of our New Horizon strategy, where sustainability is one of the most important priorities. We expect our suppliers to follow responsible business practices: Respect for human rights, fair and safe working conditions, zero tolerance of child or forced labour, no discrimination against anyone, freedom of association and compliance with all applicable employment laws and international standards, such as those of the International Labour Organization. This requires close collaboration and active support.

Clear rules for everyone

This guideline ensures a legally compliant framework for our most important values and goals in sustainable purchasing and makes transparent how we implement them in practice. It applies to all purchasing teams around the globe and defines what needs to be observed in supplier management – from the initial assessment to regular checks and continued development.

Identifying risks early on

As a large group of companies, we purchase a wide range of raw materials, finished products and services worldwide. To avoid hidden risks relating to human rights and environmental issues in our complex supply chain, we use a risk management system that uses the ESG software “osapiens”. The system evaluates suppliers based on country, material and industry-specific criteria and determines a risk score for each. Where high-risk suppliers are identified, we take corrective action. Details can be found in our human rights strategy and the internal work instructions governing due diligence in the supply chain.

Our purchasing teams work continuously to reduce the number of high-risk suppliers in our supplier pool – in spite of increasing overall expenditure. To ensure that all suppliers and their subcontractors commit to the same ethical, safe and responsible business practices as we do, we have developed a supplier code of conduct based on the principles of the UN Global Compact. We require all direct material suppliers to sign this agreement. Suppliers are required to follow the code strictly, pass it on to their own suppliers, and apply it throughout the entire business relationship. Furthermore, we expect suppliers to comply with ISO 27001 standards for information security to ensure that our shared data remains secure at all times.



Assessment and certification

As an EcoVadis member, we offer our main suppliers (category A suppliers) the opportunity to participate in the globally recognised EcoVadis assessment programme. This allows them to check their current ESG status, implement improvements and measure progress in the long term. Furthermore, our purchasing teams carefully monitor our category A suppliers and encourage them to obtain certifications for environmental protection under ISO 14001 and employee protection under ISO 45001.

We set emission targets for suppliers and urge our main suppliers to participate in emission reduction programmes, such as the Science Based Targets Initiative (SBTi). To enhance transparency in the supply chain and reduce the number of ESG risks, we have joined the Supplier Ethical Data Exchange (Sedex) organisation. This allows us to arrange audits in accordance with the internationally recognised Sedex Member Ethical Trade Audit (SMETA) standard and to view existing audits using the platform. The purchasing teams encourage our main suppliers to join Sedex and to deal with outstanding audit issues.

Certificates such as Forest Stewardship Council (FSC) and OEKO-TEX® STANDARD 100– the world's most common label for textiles tested for harmful substances – are of great importance to us. For instance, our Swiss subsidiary Swisslastic AG is certified to OEKO-TEX® STANDARD 100 for its Venosan compression stockings, and Rauscher Consumer Products GmbH tampons are FSC-certified.

Measurement and control

We transpose all criteria into measurable performance indicators that our purchasing teams monitor on an ongoing basis. We start by capturing ESG performance indicators for our A-suppliers, who represent around 80 per cent of our annual direct material expenditure. Once we have accomplished the most important transparency and ESG goals with them, we move on to B-suppliers and C-suppliers. We apply the same purchasing practices and principles to all suppliers, which have a big impact on our purchasing strategy and targeted decision making.

Our signal for the future

With our consistent commitment to sustainable and responsible purchasing practices, we send out a clear signal of transparency, fairness and ecological and social responsibility. It's just another step in our contribution to a sustainable healthcare industry and the highest standards along the entire supply chain.

The Sustainability Procurement Committee regularly reviews and improves our purchasing policy, always in line with current regulatory requirements and established procurement standards. We factor sustainability matters into every phase of our procurement process and encourage our suppliers to act in an environmentally, socially and ethically responsible way.



**Sustainably certified:
FSC for wood and
OEKO-TEX® for textile
raw materials**

Supply chain

Procurement

We plan procurement strategically, always work with multiple suppliers, and use data as an active control element. This means we can ensure quality, have products in stock, and remain compliant and competitive.

Production

Our manufacturing processes are evolving: wound dressings, supports, set systems and hygiene products are now produced using connected, automated systems. Streamlined processes are helping us become more efficient and improve, and to scale when the market demands.

Planning

We always plan ahead, using data, artificial intelligence and the expertise of our teams. This allows us to identify problems early, respond proactively, and remain reliable for everyone who counts on us, even in shifting markets.



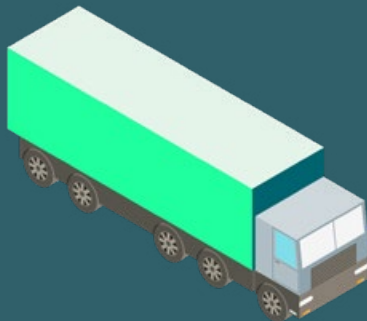
Sales

We work together in partnerships, deliver on our promises and combine product quality with a comprehensive range of services. This creates relationships which endure.



Patients

People are at the end of every supply chain. We focus all our efforts on ensuring that our medical products arrive reliably, safely and on time, so patients get the care they need.



Logistics

Our logistics link all parts of the value chain together. We deliver reliably, ensure supply and make sure you can depend on us.





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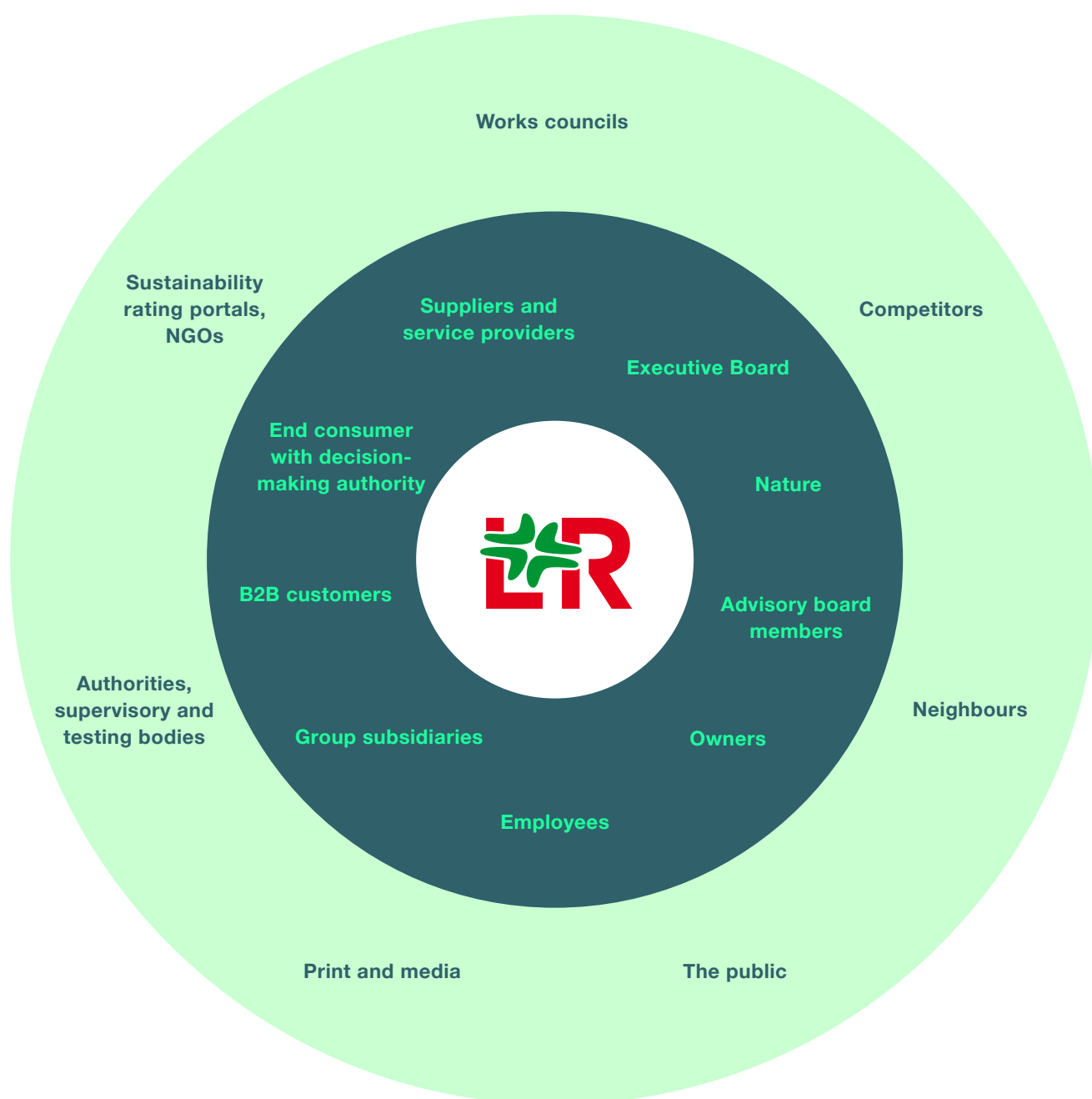
Stakeholder Dialogue and Materiality Analysis

Stakeholder Dialogue
Materiality Analysis

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Stakeholder Dialogue

—→ Before reporting in accordance with the guidelines of the European Union's Corporate Sustainability Reporting Directive CSRD, we entered into dialogue with our partners and stakeholders.





The objective of the dialogue was to identify and prioritise the most important topics for the sustainability report.

Strategic analysis

The process comprised three key steps: We started by

- › checking our previous report strategy,
- › determining the guidelines for environmental and social issues and corporate governance (Environmental, Social and Corporate Governance ESG) and
- › analysing the business model.

A market analysis has shown how developed current ESG reporting already is.

Organisation and structure

We evaluated the entire L&R organisation, taking roles, capacities and the specifics of individual sites into consideration. We devised clear structures to ensure that we successfully implement the ESG objectives:

- › Strategic steering committees for decisions
- › Core teams for operational implementation
- › Expert committees for technical support
- › Working groups for specific tasks

Stakeholder analysis

We identified all relevant stakeholder groups and evaluated their importance to our company. A stakeholder matrix helped us to understand how significantly different interest groups influence our company, and vice versa. We developed tailored dialogue strategies for each group, including surveys, interviews with experts and workshops.

Results and next steps

The results of the stakeholder analysis form the basis for the materiality analysis and the sustainability report and confirm which topics are relevant for us.

Additionally, we also developed a catalogue of relevant key figures that are based on the European Union's reporting standards. The team checked whether the necessary data were available, complete and meaningful.

The dialogue helps to ensure that the report satisfies EU standards and reflects the expectations of stakeholders.

We surveyed

16

stakeholder groups.

Materiality Analysis

—→ The analysis started with a comprehensive list of potential ESG topics. We then analysed these topics from two angles:

- › Inside-out perspective: what impact does our business activity have on the environment and on society?
- › Outside-in perspective: which sustainability issues impact our business?

The most important topics were prioritised and mapped in a materiality matrix. We have since defined specific goals, identified risks and opportunities and developed recommendations for action for each of the topics. All measures are formulated to the SMART criteria: specific, measurable, achievable, relevant, time-bound.

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topics emerged as especially important for us.

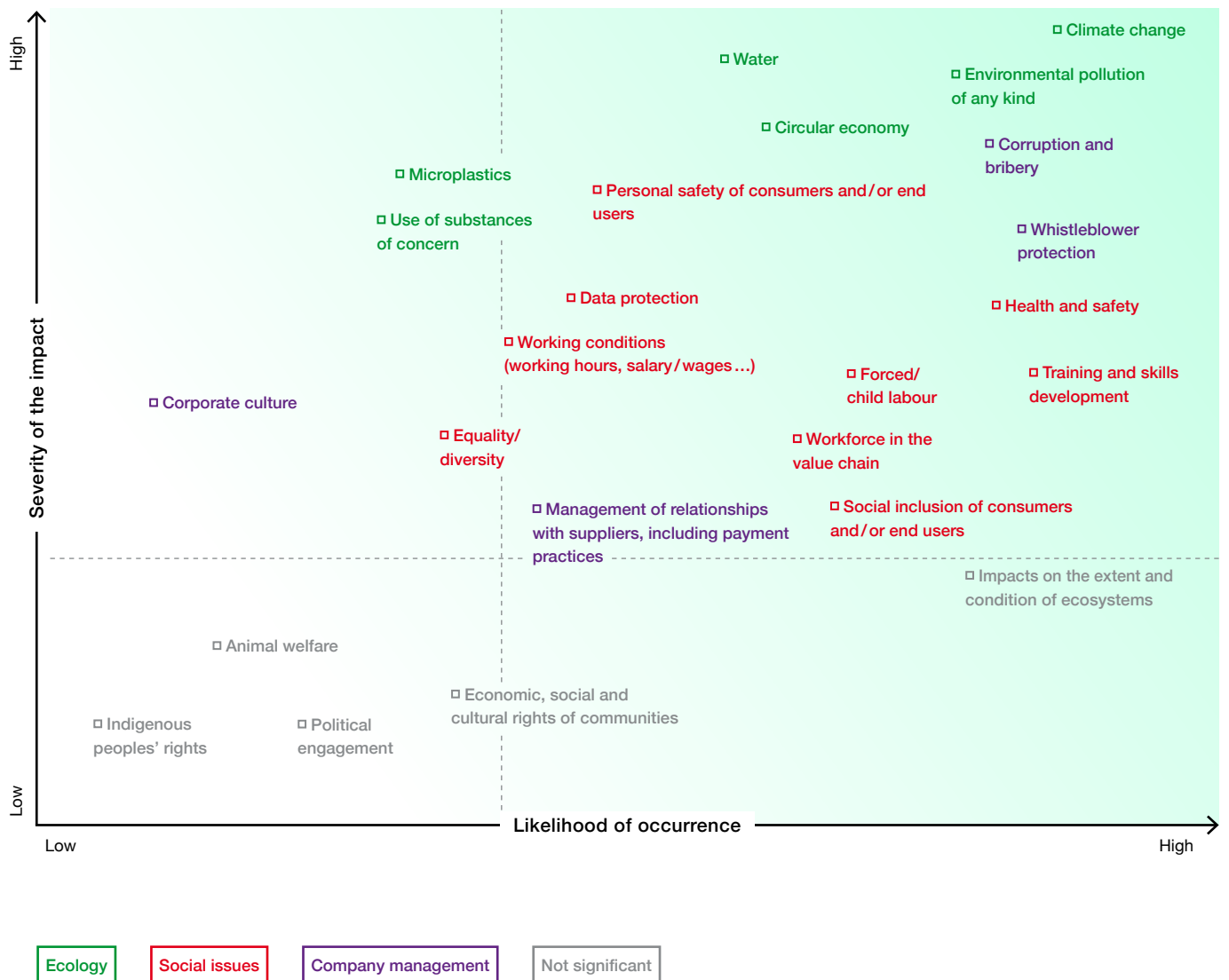
Reporting and implementation

We determined clear processes and responsibilities for sustainability reporting and established an internal control system for non-financial data. We also formulated guidelines for standardised reporting, with parallel development of the sustainability report and associated key figures. In addition, we considered the extent to which ESG software could support our work.

A test run to prepare for the external audit offered opportunity for us to adapt and fine-tune our strategy. Finally, we prepared a roadmap for long-term continued development.



We identified 19 key topics with importance to our individual stakeholder groups:







3

Sustainability Strategy and Company Management

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Sustainability goals

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Strategy

Lohmann & Rauscher has made sustainability a core element of its corporate philosophy. This strategy is based on three pillars – economic, ecological and social – and is brought to life through specific measures and goals. It remains in a constant state of development to allow it to adapt to the challenges of tomorrow.

Environmental protection with specific measures

We actively reduce our ecological footprint through:

- › Energy efficiency: modern technologies and photovoltaic systems at ever more sites.
- › Circular economy: More recycled materials in packaging – in addition, 80 per cent of packaging should be made from renewable raw materials by 2030. As an example, we now pack our Ratioline products into cardboard boxes with a grass fibre component, thereby saving CO₂.
- › Silver recovery: In the production of dressings containing silver nanoparticles, we collect waste and recover the silver in a special recycling process.

Economic success with responsibility

We strive for sustainable corporate development that combines economic success with social responsibility:

- › Fair supply chains: our Code of Conduct for suppliers sets out social and ecological standards that we consistently require.
- › Resource efficiency: we continuously improve the use of materials, energy and time with optimised production processes and energy-efficient technologies.

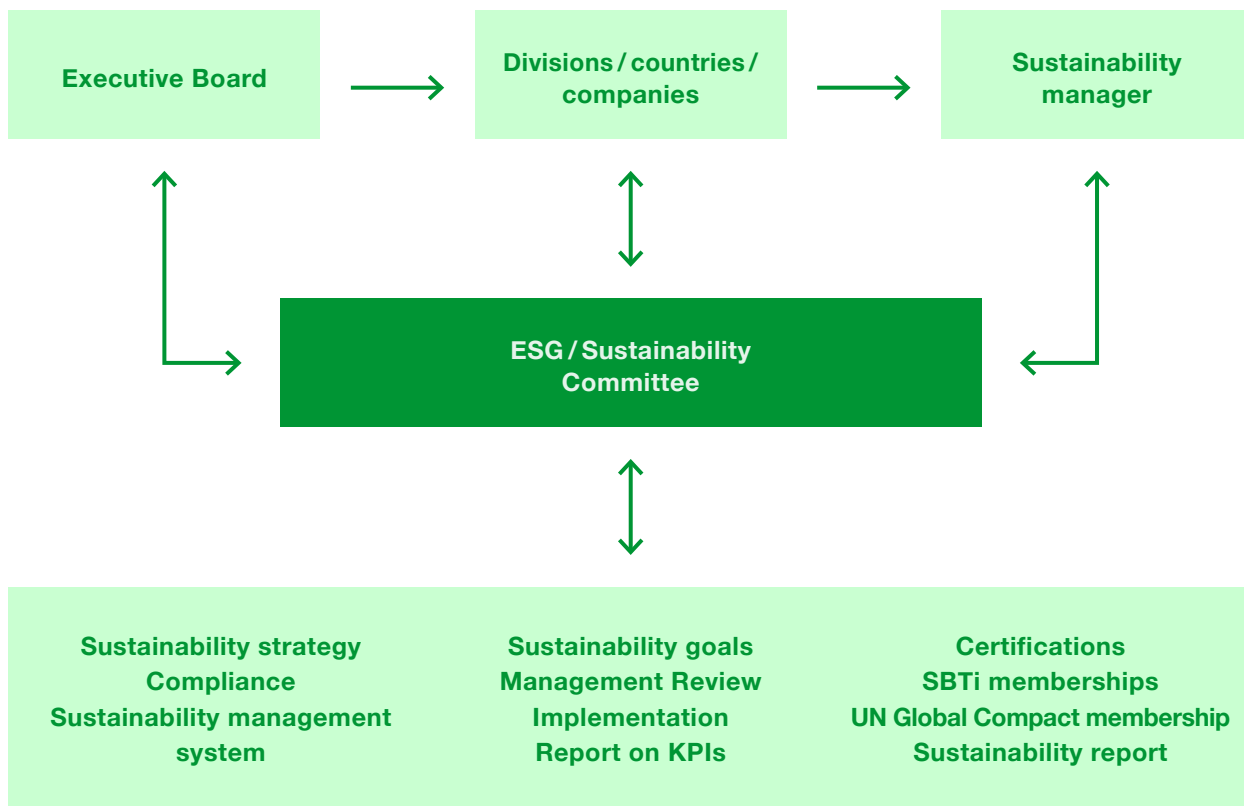
Social commitment to employees and society

The well-being of our employees, our customers and society is at the heart of our social responsibility:

- › Further training: the L&R Academy offers in-depth training and further training programmes for our employees' professional and personal development.
- › Help that gets there: we support social projects and provide aid in the event of disasters and crises. Employees can contribute their own projects of the heart and receive support.



How we manage sustainability strategically and operationally



Successful foundation of sustainability division

Since 2024, a dedicated division has bundled all activities relating to ESG. The tasks are clearly distributed: Working with the Executive Board, the central department defines the strategy that departments follow. The Sustainability Committee meets twice annually and steers implementation of the strategy.

UN Global Compact membership

Lohmann & Rauscher joined the UN Global Compact in 2025, underlining our deep commitment to sustainable business practices and social responsibility. As part of this international initiative, we have committed to integrating the ten principles of the Global Compact into our corporate strategies and operations, to actively promote human rights, employment conditions, environmental protection and the fight against corruption. This is important because it helps us position ourselves as a responsible member of the global community while building the trust of our stakeholders. Taking this step means we are actively contributing to creating a better and more sustainable future for coming generations.



Our place in the EcoVadis ranking puts us in the top 10% in the industry.

Our progress in 2025

- › EcoVadis improved: scoring 68 points, we have exceeded last year's result in the EcoVadis assessment, and achieved the "Advanced" classification level for sustainability performance for the first time. This puts us in the top 21 per cent of all companies assessed. Within our industry, we are in the top ten per cent, and in the environmental sector, we are even in the top two per cent.
- › Joining the UN Global Compact: One of the world's largest sustainability initiatives from the United Nations, the UN Global Compact commits companies to ten common principles: Respect for human rights, fair working conditions, protecting the environment and fighting corruption. Joining in 2025 meant we are clearly committing to adopting these principles into our corporate strategy and our day-to-day operations. This builds trust with our stakeholders and makes us a credible player in the global community.
- › SDG expanded: we have included three more of the UN's 17 Sustainable Development Goals (SDGs) in our sustainability strategy, linking them to measurable targets.
- › ISO 45001 certification rolled out: our sites in Great Britain, Czechia, Austria and Germany are now certified to the occupational health and safety standard; France and Brazil will follow next.
- › Supply chain secured: We have successfully passed the Corporate Sustainability Audit for the Gotland and Stockholm region, conducted by Goodpoint AB Sweden.
- › Ensuring data security: New guidelines on data security and anti-corruption have been added to our sustainability strategy.
- › SBTi target 2026: We plan to join the Science Based Targets Initiative (SBTi) by the end of 2026. This organisation helps companies base their climate strategy on scientifically sound targets. As part of this, we have for the first time recorded our Scope 3 emissions and calculated the Product Carbon Footprint of other product groups.

Strategy with impact

Sustainability is an integral part of our corporate strategy, New Horizon. This strategy has clear goals: We want to focus as a company and continuously improve, giving our employees the opportunity to use their potential and grow stronger together as a team.

We know already: our success depends on understanding the expectations of our stakeholders and actively involving everyone concerned. That's why "We" lies at the heart of our strategy. Sustainable growth is only possible if we work together.

Building on this strong foundation of efficient workflows and clear responsibilities, we consistently integrate sustainability into all areas of the company, from day-to-day work to strategic decisions at management level.



New Horizon is our strategic framework for sustainable, forward-looking action.

Sustainability goals

Our sustainability strategy is consistently aligned with the UN's 17 Sustainable Development Goals (SDGs). These global goals are the framework for our specific measures relating to environmental and social aspects and responsible business practices. By focusing on these goals, we can target our actions in those areas where we as a company have the greatest influence for positive change.

Our SDGs for 2030

In 2021, we used a standardised process to assess the SDGs that we consider to be essential for L&R by 2030.

Since 2021, we have been focusing on four UN Sustainable Development Goals:

- > **SDG 3:** Good Health and Well-Being
- > **SDG 7:** Affordable and clean Energy
- > **SDG 12:** Responsible Consumption and Production
- > **SDG 13:** Climate Action

We made significant progress in these areas leading up to 2025 and intend to expand our successful measures.

Meantime, we have included four other goals in our sustainability strategy, which will be the focus of our work until 2030:

- > **SDG 4:** Quality Education
- > **SDG 5:** Gender Equality
- > **SDG 8:** Decent Work and economic Growth
- > **SDG 17:** Partnerships for the Goals

By 2025, we will have adopted the remaining three goals into the process:

- > **SDG 6:** Clean Water and Sanitation
- > **SDG 9:** Industry, Innovation and Infrastructure
- > **SDG 16:** Peace, Justice and strong Institutions

We have derived

11

areas of action from the sustainability goals.



We have derived the following action areas for the years leading up to 2030 from the UN Sustainable Development Goals:



Good Health and Well-Being (SDG 3):

- › Programmes for health and well-being in the workplace. All employees receive information for a healthy lifestyle.
- › 30 per cent fewer workplace accidents at our sites when compared to reference year 2019



Quality Education (SDG 4):

- › Investments in education and training programmes. All employees complete an average of 20 hours of training each year.
- › Further training on human rights issues for all employees using the L&R Engage learning platform and face-to-face training courses



Gender Equality (SDG 5):

- › Promoting equality and diversity in the workplace. 40 per cent of our leadership team and specialists are women.



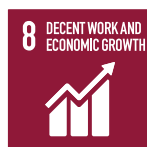
Clean Water and Sanitation (SDG 6):

- › Improved water efficiency
- › 30 per cent less water consumption compared to reference year 2019



Affordable and clean Energy (SDG 7):

- › Investments in renewable energies and energy efficiency. Generating at least 6 million kWh of electricity from PV systems



Decent Work and Economic Growth (SDG 8):

- › Safe and fair working conditions. 30 per cent of direct category A suppliers will be audited (by Sedex or similar) or assessed by EcoVadis by 2030.



Industry, Innovation and Infrastructure (SDG 9):

- › Risk analyses and data security audits for at least 30 per cent of our sites
- › Employee training about information security



Climate Action (SDG 13):

- › Implementing strategies to reduce greenhouse gas emissions
- › A minimum of 30 per cent less CO₂ emitted in Scope 1 and 2 when compared to reference 2019



Peace, Justice and strong Institutions (SDG 16):

- › Risk analyses and audits on corruption and compliance at all operational sites
- › All employees given training on human rights
- › Age verification at all sites to ensure that no minors are employed except for training purposes



Responsible Consumption and Production (SDG 12):

- › Environmentally responsible production processes. 30 per cent less waste when compared to reference year 2019
- › Promoting the circular economy and resource efficiency
- › 80 per cent of packaging from renewable sources
- › 100 per cent of packaging can be recycled.



Partnerships For The Goals (SDG 17):

- › Cooperation with other companies, governments and NGOs
- › Partnerships with ClimatePartner, Sedex, EcoVadis, Edana, Indeed, Komatra and BVMed

These areas of action are our basis for achieving long-term positive effects for society and the environment.



Target and current figures

Sustainable Development Goal	2030 goal	2025 status	Progress
SDG3	100 per cent of our employees have access to health insurance	100 per cent accomplished	
SDG3	100 per cent of our employees have access to information for a healthy lifestyle (fitness, nutrition, addiction prevention)	77 per cent accomplished	
SDG3	There are 30 per cent fewer occupational accidents at our production sites than in 2019	18 per cent reduction accomplished	
SDG4	All employees receive 20 hours of training per year	13 hours accomplished	
SDG5	40 per cent of leadership positions are occupied by women	36 per cent accomplished	
SDG6	We consume 30 per cent less water than in 2019	14 per cent reduction accomplished	
SDG7	We generate six million kilowatt hours of solar power ourselves	86 per cent accomplished	
SDG8	30 per cent of our direct category A suppliers assessed by Sedex or EcoVadis.	48 per cent accomplished	★
SDG9	All of our employees given training in data security.	Accomplished	
SDG12	We reduce waste in production by 30 per cent on 2019	5 per cent reduction accomplished	
SDG12	80 per cent of packaging made from renewable raw materials	84 per cent accomplished	★
SDG12	100 per cent of packaging is recyclable	80 per cent accomplished	
SDG13	30 per cent reduction in CO ₂ e in Scope 1 and 2 when compared to 2019	31.8 per cent reduction accomplished	★
SDG16	All of our employees given training in human rights	100 per cent accomplished	
SDG17	Partnerships for the Goals	Membership of AK-ESG, Komatra, Respect, EcoVadis, Sedex, UN Global Compact	

Target excluding acquisitions in 2025.

2025 status

2030 goal

exceeded



Responsibility in the L&R supply chain

We have been implementing the German Federal Act on Corporate Due Diligence Obligations in Supply Chains (LkSG) since January 2024. In 2023, we started systematically analysing risks in the supply chain across the Group, both in terms of human rights and environmental protection.

Although there are no legal consequences at present, as the rules have been temporarily suspended, we continue to advocate for a transparent and open supply chain.

Our claim – People.Health.Care.

At L&R, we focus on people and their health, as our claim “People.Health.Care.” describes:



**People.Health.Care. –
health with a heart**

- > **People:** People come first – in all that we do.
- > **Health:** Health is our field and our mission.
- > **Care:** Care shapes our values – trust, customer focus and reliability.

These three areas are also reflected in our purpose: “We inspire People. We improve Health. We transform Care.” As a trusted partner, we develop solutions to help people around the world.

Our vision: Global healthcare solutions

We see ourselves as pioneers for doctors, nurses, patients, retail partners and our own team. Together, we develop sophisticated solutions for the healthcare market.

We think beyond boundaries – both geographical and organisational. Our shared vision focuses our strengths on what really matters. This creates a cohesion that we can all feel. With this vision, we take L&R a step forwards every single day.



We focus on working together to build trust and deliver results.







4

Environment and Climate

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Two wheels, two towns, one goal

Environment and Climate

How can employees get to work with the lowest possible emissions? Christian Limbach in Neuwied and Kyithar Swe in Vienna show how it's done, with active support from L&R.



“Sustainability is incredibly important to me.”

Christian Limbach, Regulatory Affairs
Manager Europe and Sustainability Lead

06:05 In Mehlem near Bonn, Christian’s day begins with a glass of water. Everything is ready for the daily commute to Neuwied: the cycling gear, a change of clothes for the office, the Deutschland-Ticket for public transport.

Christian spends half his time working as Regulatory Affairs Manager Europe and the other half as Sustainability Lead. When L&R set up the “Environmental, Social and Corporate Governance” division in 2024, he applied immediately. “Sustainability is incredibly important to me. I have been involved in this personally since I was a teenager, because I want to make a difference. This opens up entirely new career opportunities,” he explains.

06:30 Everything is still quiet where he lives. Christian sets off on his e-mountain bike, riding past front gardens before continuing alongside the B9 main road. “The route isn’t particularly scenic, but it’s completely separate

from traffic and there are no junctions. Which is worth its weight in gold,” he says. It’s just under four kilometres to Rolandseck train station. While waiting for the train, Christian watches the sun rise over the Siebengebirge hills.

He started working at L&R in Neuwied in 2018, and bought a small car just for his daily commute. “Reluctantly”, he admits, “but the train ticket would have been not only very expensive, but also far too inflexible”. Then L&R offered the Jobrad bike leasing scheme and the Deutschland-Ticket, so he seized the opportunity to park his combustion engine car for good. Since then, he has taken advantage of both offers not only for commuting but also for family outings at weekends.

06:40 The local train has compartments designated for two to three bicycles. Christian wheels his e-bike into the train compartment and secures it so that the 25-kilo bike stays stable throughout the journey. At first, he leased it through L&R’s Jobrad bike leasing scheme, but now he owns it outright. The train isn’t very full this early in the day. Christian explains that it’s not usually a problem finding



4 km
Mehlem – Rolandseck



Start 06:30
Mehlem

Depart 06:40
Rolandseck

What used to be time wasted
in the car is now quality time.



Riding with conviction.
Every morning.

somewhere for your bike and a seat for yourself. He now has 35 minutes to himself. He uses it for “sleeping, reading or admiring the scenery”. He sees the train journey not as lost time, but as extra quality of life. “I couldn’t do anything in the car except listen to the radio or make phone calls.” “Here I get half an hour to myself”, he adds.

Christian points out that his commute only works because he is very flexible. He talks about single-parent colleagues who would like to do the same as him. But they rely on trains running reliably to be with the children on time. If a train is cancelled on Christian’s journey home yet again, he simply cycles the full 33 kilometres.

Better commuting in Germany

All employees can lease a bicycle or e-bike with tax advantages through the “Jobrad” bike leasing scheme.

L&R subsidises the Deutschland-Ticket for public transport to the tune of 50 euros each month.



07:15
Weißenthurm



Christian saves
3.5 kg of CO₂ every
journey, compared to
driving a car.

07:15 Next stop: Weißenthurm. Christian wheels his bike off the train and cycles towards the Rhine bridge. The stairs up include a tarmac strip in the middle to make it easier for cyclists to wheel their bikes up. The slope is only about 20 centimetres wide and Christian is determined to ride up it instead of pushing. He calls the balancing exercise his “morning wake-up challenge”. Once at the top, it’s about 500 metres across the bridge. The wind here can be ice cold in winter. That doesn’t bother Christian; he has the right clothes for every kind of weather and rides his bike all year round. On the other side, a gentle spiral ramp leads down to the Rhine promenade.



Arrive 07:35
Neuwied

Fresh and fit after early morning
exercise, ready for the working day.

07:20 Cargo ships make their way upstream along the Rhine while Christian cycles calmly beside the river in the opposite direction. First alongside the dike wall that protects Neuwied from flooding, then through the vast meadows of the castle’s park. After a ten-minute cycle ride through the idyllic countryside, he gets to the factory.

07:35 The bike racks at L&R are “the best I have ever used. Solidly built, fenced in and fully covered over, and only accessible with an access card,” enthuses Christian, adding that e-bike charging facilities are also available. He underlines how important secure parking is for anyone considering cycling to work.

65 minutes after leaving home, he goes through the turnstile.



17:45

By the river

The journey along the water's edge is the best bit for her.

Depart 17:30
Vienna-Auhof

30

minutes by bike
beats 60+ minutes
by bus and train.



9 kilometres of
forest, river and a
clear mind

Vienna

17:30 In Vienna-Auhof, Kyithar Swe shuts down her computer. “I prefer to head home later,” she explains, “especially in the summer. It’s not quite so hot at that time.” She has spent the day looking after employees at L&R. An expert on sustainability in human resources, Kyithar helps create long-term healthy, fair and meaningful working conditions for the workforce.

17:35 Next to the car park where most employees park their cars, Kyithar unlocks her bicycle. Driving is not an option for her, as she doesn’t hold a driving licence. She used public transport when she joined L&R in 2023, but soon became frustrated. The commute by train and bus takes almost an hour. “After two months I got out the

e-bike and tried it out to see how long it would take me,” Kyithar says. Since then, she covers the almost ten kilometres in a good half hour by bike, and enjoys being able to set her own timetable.

17:40 The Lainz Tiergarten (wildlife reserve) borders immediately onto the underpass under the West Autobahn. There are no exotic animals in enclosures here. Wild boar, deer and brown hares roam freely, because the Tiergarten is a nature reserve. It is part of the Vienna Woods, a popular local recreation area for people from the city. It’s green and quiet here, ideal for thinking about work for a while until eventually relaxation takes over. Kyithar sums it up with a laugh: “Sport and stress relief all in one.”



“For me, travelling by bike is sport and stress relief all in one.”

Kyithar Swe, People & Culture
International Expert



The best antidote to sitting at a desk? The saddle

Arrive 18:10
16th District

At the end of the journey is her home, along with the mains socket for the battery.

17:45 At the northernmost edge, the Tiergarten borders the river Wien. At the river, which shares its name with the city, Kyithar switches to the cycle path running along the water's edge. The evening sun on her back, in summer she comes across people jogging along the banks or sitting on the grass with an after-work beer.

“I love being by the water,” explains Kyithar. She comes from Asia, from Myanmar. “There it’s more about the sea and the beach, but here in the big city it’s the river. “The main thing is that I can hear the splashing of the water.”

She has been travelling on two wheels whenever possible since early childhood. When it snows in Vienna, she leaves her e-bike behind, but that happens rarely. This break for winter ends as early as mid-February. She then protects herself against the cold with warm clothing and two pairs of gloves on top of each other.

18:00 For the last stretch, Kyithar leaves the river Wien cycle path near the Unter Sankt Veit underground station and turns into Ameisgasse, which later becomes Maroltingergasse. Now it’s through city traffic, where other things count more than the beauty of the route: “In Maroltingergasse, the cycle path is separate from the road, which is much safer,” says Kyithar, explaining her choice.

18:10 Having arrived in the 16th district, Kyithar locks her bike up and removes the battery. She plugs that into the mains socket so it is ready the next day for the next journey along the Wien.

Two journeys, one goal. What unites the two cycling fans is an employer who promotes sustainable transport as much as possible. Through subsidies for public transport and the Jobrad bike leasing scheme, L&R has put in place a framework so that Christian Limbach, Kyithar Swe and their colleagues can plan their daily commute entirely by themselves while remaining environmentally friendly.

Arrive safely in Austria

All employees can lease a bicycle or e-bike with tax advantages through the “Jobrad” bike leasing scheme.

Our journey to net zero

We have developed an initial transition plan in readiness for the requirements of the Corporate Sustainability Reporting Directive (CSRD). It sets out how we can align our business model with the objectives of the Paris Agreement.

The plan is based on emissions from 2025 and assumes annual organic growth of 4 per cent until 2033. Since we will be making more efficient use of buildings, warehouses and cleanrooms moving forward, the figures in Scope 1 and 2 will not increase proportionally.

Direct Scope 1 emissions

For Scope 1 emissions, we are focusing on two levers: greater energy efficiency and the switch to low-emission technology. With this in mind, we conduct comprehensive energy audits at all sites, to disclose areas of weakness and potential for improvement. As part of our carbon-free construction policy, new buildings are designed to use predominantly carbon-free heating systems, as demonstrated at our Addis Ababa (Ethiopia) site.

When installing the ethylene oxide sterilisation plant in Slavkov (Czechia), we also integrated a waste heat recovery system which saves 65 per cent on energy. All future investment decisions will always be geared towards lower emissions. These measures lower overall energy consumption and directly reduce our emissions.

We will also convert our company vehicles fleet to emission-free by 2036. This will happen gradually, with the exact timeline depending on how the electric vehicle market develops in each region.

Indirect Scope 2 emissions

L&R has set itself the ambitious goal of sourcing 95 per cent of the used at its operating sites from renewable sources by the end of 2033. Exceptions apply only where no carbon-free electricity is available. We are achieving this goal through a combination of solar energy, battery solutions and energy purchasing agreements with renewable energy providers.

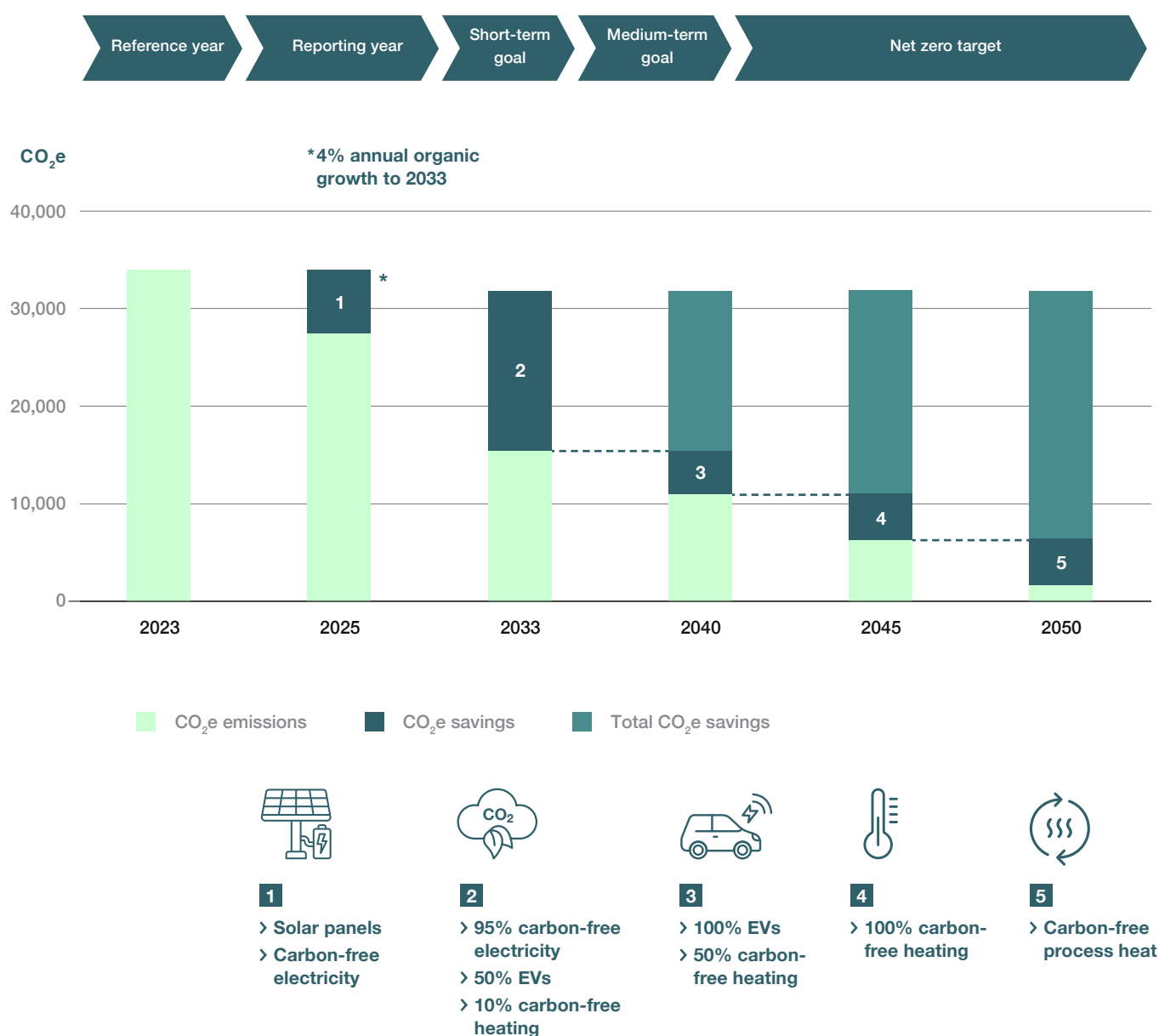
At the same time, we are continuing to improve energy efficiency in our buildings through energy-saving devices and optimising energy consumption.

95%

carbon-free electricity is
our target by 2033.



Our transition plan





**Our company vehicles
are expected to produce
0% emissions by 2036.**

Scope 3 emissions

Most of our greenhouse gas emissions come from Scope 3. Reducing these is our most important climate goal. These emissions originate from our value chain, but we can only influence them indirectly. We are therefore addressing this issue in several ways at the same time:

- › Our suppliers play a key role. We work closely with them, setting specific reduction targets for the supply chain and encouraging our category A suppliers to set up their own emissions reduction programmes, as part of the Science Based Targets Initiative (SBTi), for instance.
- › In product development, we select sustainable materials and design our products to make them easier to recycle.
- › We are switching to environmentally friendly packaging materials and reducing packaging waste. Both of these noticeably reduce the carbon footprint of our products.
- › In transport and logistics, we are optimising our supply chain planning to improve efficiency and reduce transport-related emissions.
- › We provide ongoing training for our employees and raise awareness of sustainable practice in everyday work.

We report transparently on progress and challenges, to all stakeholders and as a driving force for continuous improvement.



We consider buildings,
energy and mobility together
to reduce emissions.



Climate change

The Paris Agreement seeks to limit man-made global heating to 1.5 degrees Celsius wherever possible. Germany aims to be climate-neutral by 2045 – our plans at Lohmann & Rauscher pursue the same aim.

We actively contribute to climate protection at our sites by reducing our greenhouse gas emissions: By 2030, we hope to release 30 per cent less carbon dioxide than in the reference year, 2019. This applies both to emissions that we cause directly or that are under our control (Scope 1) and to indirect emissions from purchased electricity (Scope 2). We have also commenced preparations to join the Science Based Targets Initiative SBTi by the end of 2026. The SBTi organisation provides support to companies in setting scientifically sound climate targets.

Corporate Carbon Footprint

We have been keeping a record of the CO₂ emissions from the L&R Group's largest production sites since 2019. In 2023, we took a significant step towards a holistic climate strategy and accounted for greenhouse gas emissions for the entire company in Scopes 1 to 3 for the first time. 2023 is therefore the new reference year for the targets under the SBTi. Comparisons with earlier figures are no longer meaningful.

The data relates to all group sites, except for those acquired in 2025. The figures for sales offices which cannot provide direct energy consumption data were calculated based on the number of employees and in-house comparative values. We are closing these gaps by improving data collection methodology and expanding reporting boundaries.

We calculate Scope 1 and 2 emissions in accordance with the standard laid down by the Federal Environment Agency, which takes the consumption of gas, electricity and fuel into account.

The emission factors are based on the Emission Reporting Regulation (EBeV 2030). We use the internationally recognised conversion factors GHG (Greenhouse Gas) and BEIS (Business, Energy and Industrial Strategy) from the British government for greenhouse gas and energy reporting. EY determined the Scope 3 emissions through a comprehensive screening of all 15 categories in accordance with the CSRD. Incomplete data from individual sites were extrapolated based on specific key figures such as turnover or employee count.



CO₂ emissions

To reduce harmful emissions:

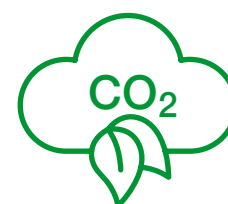
- › We invest in more sustainable processes, such as heat recovery systems
- › We rely on heating systems that are based on heat pumps
- › We save energy, such as with LED lighting and thermal insulation
- › We produce our own energy with photovoltaic systems
- › We source carbon-neutral electricity

In order to improve our CO₂ balance, we aim to reduce emissions as much as possible and only where this proves impossible will we offset our emissions.

We record energy consumption at all sites and use energy management programmes to derive measures for improvement. Energy management teams support these aims in all countries.

Our sites in Germany, Austria and Czechia have been certified to EN ISO 50001 standard since 2014; 23 sites across 15 group companies are certified to EN ISO 14001, and we plan to add up to two more sites each year.

In 2025, we released 22,111 tonnes of CO₂e in Scope 1 and Scope 2, a 2.6 per cent reduction on the year before.



We have saved 38% CO₂ in Scopes 1 and 2 compared to 2023.

Scope	Tonnes CO ₂ e 2025	Tonnes CO ₂ e 2024	Change %
Scope 1	15,084	13,575	+11.1%
Scope 2	7,027	13,762	38.1%
Scope 1+2	22,111	27,337	-19.1%

Excluding 2025 acquisitions

Emissions from Scope 1 in detail

Emissions from Scope 1 amounted to 14,585 tonnes of CO₂e in 2025. They include direct energy consumption at the sites and emissions from the fleet.

Emissions from stationary sources:

Scope 1 energy type	Tonnes CO ₂ e 2025	Tonnes CO ₂ e 2024	Change %
Natural gas	8,967	10,211	-12.2%
LPG	28	20	+40.0%
Fuel oil	211	106	+99.0%
Coal	0	51	-100%
Ethylene oxide	136	139	-2.2%
Scope 1, stationary	9,342	10,526	-11.2%

We reduced CO₂ emissions
from stationary sources by

11%
over the year before.

Emissions from the fleet:

Scope 1 energy type	Tonnes CO ₂ e 2025	Tonnes CO ₂ e 2024	Change %
Petrol	627	384	63.3%
Diesel	4,634	2,890	60.3%
Electricity for electric vehicles	0	0	0%
Scope 1, mobile	5,261	3,274	60.7%



Emissions from Scope 2 in detail

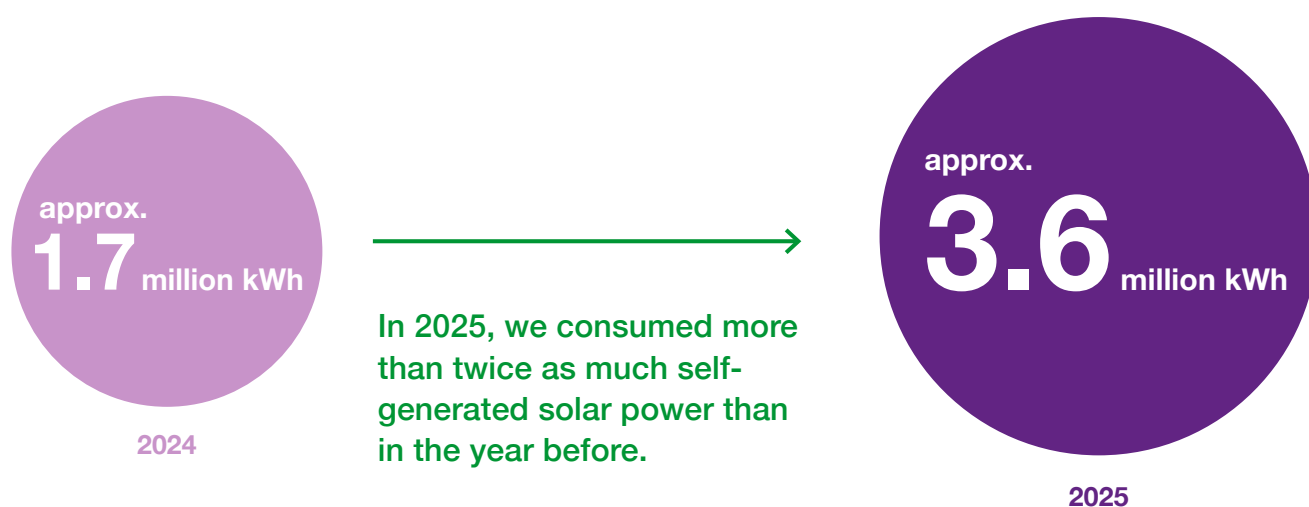
In Scope 2, we released 7,027 tonnes of CO₂e from purchased electricity in 2025, a 38.1 per cent reduction on the year before. No other forms of energy are purchased.

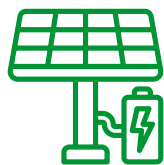
Scope 2	Tonnes CO ₂ e 2025	Tonnes CO ₂ e 2024	Change %
Total Scope 2	7,027	11,352	-38.1%

Electricity consumption:

Scope 2	kWh 2025	kWh 2024	Change %
Own consumption from PV	3,553,740	1,692,459	+110%
Consumption from the grid	29,939,285	31,106,782	-3.8%
Total	34,165,754	32,799,241	2.4%

Although we consumed 4.2 per cent more electricity than in 2024, thanks to our solar panels we purchased 3.8 per cent less electricity. We achieved the remaining share of the carbon savings through emission-free electricity at our sites in Neuwied and Rengsdorf (Germany), Saint-Genest (France), Vienna (Austria), Burton upon Trent (Great Britain) and Lund (Sweden).





86% of the expansion target for solar panel installations accomplished

Solar panels Expansion at pace

We are focussing on solar panels to gradually make our energy supply more sustainable. Our goal is to purchase less electricity and instead generate more renewable energy ourselves. As part of our goal towards SDG 7 “Affordable and clean energy” as part of the New Horizon corporate strategy, we want to push the expansion of solar panels significantly. We are aiming to generate 6 million kilowatt hours of renewable electricity annually by 2030. We are therefore planning to install 20,000 solar panels at our sites around the world.

At the end of 2025, solar panels had been installed at 13 of our sites. Since being installed in 2020, they have together generated 12.5 million kilowatt hours of carbon-free electricity. Together they achieve a peak output of 5.2 megawatts, which is 86 per cent of our target for 2030.

In the short term, we are planning further facilities at the warehouse sites near Poznań in Poland and Remiremont, France. Furthermore, the number of solar panels installed at our production sites in Brazil and the United Kingdom is to be expanded.

Our solar panel installations

Site	Year of construction	Annual capacity [kWh]	Yield 2025 [kWh]	Of which used by ourselves [kWh]
Schönau Warehouse (DE)	2020, 2025	490,000	367,345	247,082
Abreu e Lima (BR)	2020	850,000	831,351	767,600
Vienna (AT)	2021	120,000	110,694	69,001
Schönau (DE)	2021, 2022	530,000	598,634	576,718
Neuwied (DE)	2022	125,000	135,174	135,174
Xishui (CN)	2023, 2025	1,518,000	1,135,492	862,907
Neuwied Warehouse (DE)	2023, 2025	240,000	239,493	191,112
Nova Paka (CZ)	2024	340,000	293,660	233,059
Slavkov (CZ)	2024, 2025	554,000	463,101	463,044
Burton upon Trent (UK)	2024	1,620	1,660	1,660
Wald (DE)	2025	230,000	89,294	89,294
Liege (BE)	2025	5,400	5,283	5,283
Coventry (UK)	2025	190,400	1,100	1,100
Total		5,176,020	4,272,279	3,706,785



Emissions

We set clear targets to reduce emissions and comply with all legal requirements. We do this by relying on energy from renewable sources and energy-efficient technology, continuously measuring emissions and optimising our processes. Our employees have regular training so that they are all familiar with measures to reduce emissions, and can apply them in their everyday work.

Ethylene oxide

We sterilise our products with ethylene oxide because it reliably eliminates microorganisms from materials such as plastic drape systems without damaging them.

All sites where we sterilise with ethylene oxide have catalyst systems installed, to comply with the strictest emission regulations. These systems recover waste heat and so consume less energy. At the same time, we are optimising our sterilisation processes to use 40 per cent less ethylene oxide from 2027 onwards.

Nitrogen oxides

Over the past few years, we have retrofitted all combustion plants whose capacity exceeds the applicable national regulatory thresholds with low-NO_x burners, which produce particularly low levels of nitrogen oxides. These plants are inspected in accordance with legal requirements, at least every three years. We meet the required limits and in some cases significantly exceed them. Modern combustion plants operate more energy-efficiently and recover waste heat, so we consume less natural gas.

Waste water

Significantly less waste water is produced than fresh water is consumed, as we also use water to cool production areas. At all sites with industrial waste water volumes, we treat this before discharge: We homogenise it, cool it and then neutralise the pH.

Waste water quality and volumes are regularly audited by the authorities. We comply with all regulations, waste water treatment standards and approval permits. No nonconformities were identified during the reporting period.

Nano particles

We collect offcuts containing silver and nanoparticle waste generated during the manufacture of wound dressings such as Liquacel Ag and send these to an accredited recycling company. The precious metal can be recovered with no loss of quality, and nanoparticles are not released into the environment.

Water consumption

We use water sustainably and responsibly. Our aim is to use less water, preserve water quality and manage resources in an environmentally friendly way.

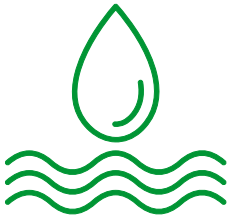
Being ISO-14001 certified, the company is committed through the New Horizon strategy to using 30 per cent less water by 2030 than in 2019.

Transparent reporting

We collect data on water consumption at all L&R sites in accordance with the guidelines of the Corporate Sustainability Reporting Directive CSRD, distinguishing between mains water and groundwater. Figures for sales offices without their own consumption data were calculated based on the employee count and in-house comparative values. This accounts for just 0.13 per cent of water consumption.

Our risk assessment shows: Our manufacturing sites are not located in areas where water is scarce; only two sales sites, with low water consumption, are located in areas where water is very scarce.

Saving water



We used 14% less water at our production sites than in 2019.

In 2025, not counting the two acquisitions ADA and Unisurge, we consumed 207,342 cubic metres of water. That is 4,326 cubic metres less than last year, despite a new site in Addis Ababa (Ethiopia). We use 58.7 per cent mains water, which is audited and monitored by the local authority in question. 41.3 per cent is groundwater at the production sites in Schöna (Austria), Neuwied (Germany), Nova Paka (Czechia) and Abreu e Lima (Brazil). It is treated and used exclusively for production.

Since 2019, we have reduced absolute water consumption by 11 per cent, although we are now recording data from all sites. Looking solely at production sites, we are well within the target range of a 30 per cent reduction by 2030 to meet our sustainability goal “improved water efficiency” (SDG 6), with a 14 per cent saving. At the Neuwied site (Germany), it was 16 per cent in 2025.



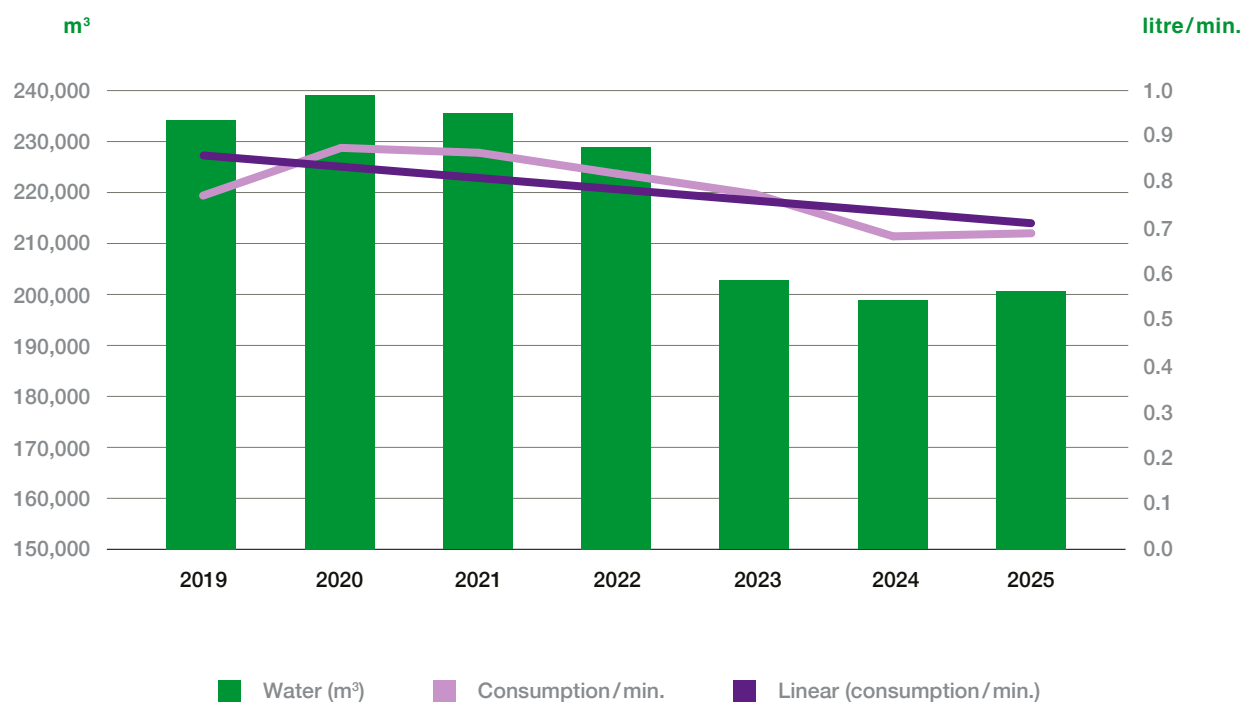
Optimising production

We regularly record our water consumption. We maintain our pipework and equipment to prevent leaks. And we invest in water-saving systems to reuse water. So we are reducing water consumption in all parts of the company. We regularly monitor water quality and treat waste water in a certain way to prevent pollution. This ensures we comply with all local and national quality standards.

Creating awareness

Regular training sessions remind all employees that water is worth protecting and must be used efficiently.

Water consumption at production sites



The bars indicate total water consumption in cubic metres, while the pink line shows water consumption in litres per minute as a usage-based performance indicator. The purple line represents the trend for the usage-based indicator. Chart does not include acquisitions.

Use of resources and the circular economy

We view the sustainable use of all resources as essential, and are therefore ISO 14001 certified. In our New Horizon corporate strategy, we have set ourselves ambitious goals in relation to gas consumption, packaging and waste, for example.

Natural gas



We consume 22% less gas at our production sites than in 2019.

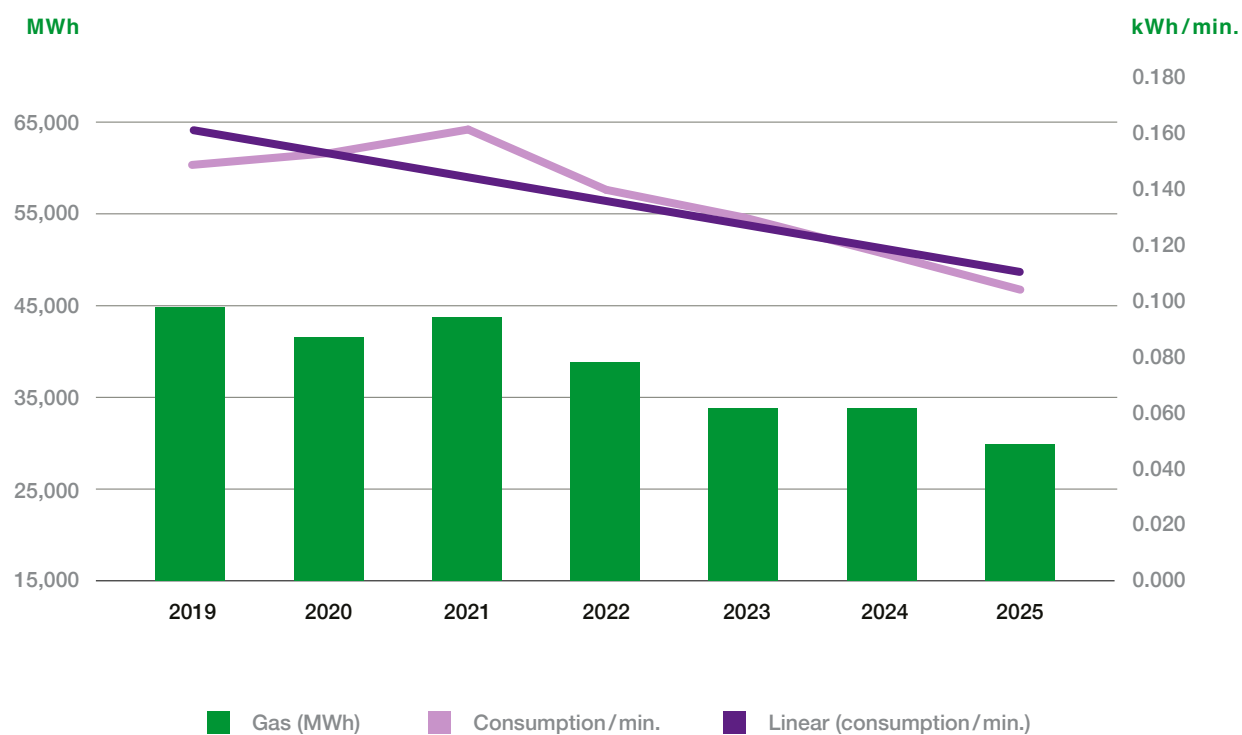
We continuously monitor and reduce our emissions in order to achieve environmental targets and satisfy legal requirements.

In 2025, we consumed 46,289 MWh of natural gas, a two per cent reduction on the previous year. As 87 per cent of consumption results from production sites, it is here that we are concentrating on making savings. We have reduced gas consumption at those sites by 22 per cent since 2019. This puts us well on track to achieve our target of a 30 per cent reduction in natural gas consumption by 2030.

Several factors contributed to these savings: milder winters, targeted cost-saving measures and specific optimisation projects, such as improved thermal insulation and smart temperature control. This not only helps to save costs, but also makes us more resilient to potential energy crises.



Gas consumption at key production sites 2019–2025



The bars indicate total gas consumption in MWh, the pink line corresponds to relative gas consumption in kWh per minute as a usage-based performance indicator. The purple line shows the trend for the usage-based indicator. Chart does not include acquisitions.

Electricity

In 2025, we consumed 33,494 MWh of electricity, a 1.4 per cent increase compared to the previous year. 90 per cent of our electricity demand comes from production sites.

We are constantly optimising our energy use in accordance with the energy management standard EN ISO 50001 – from heating and cooling to compressed air, ventilation and lighting. Our constant aim is to release less CO₂. Since 2019, we have reduced the consumption of electricity in production by 3 per cent. Some systems, such as ventilation systems, consume a lot of electricity, irrespective of the load, and hygiene regulations and safety standards currently leave little flexibility for savings.

Green energy on course for growth

Since 2024, we have been gradually shifting to electricity from renewable sources. The first sales offices, such as Vienna (Austria) and Burton upon Trent (UK), had already transitioned in 2024. The production sites in Neuwied (Germany) and Saint-Genest (France) followed in 2025. The Schönau (Austria) production site converted in 2026. We aim to make 95 per cent of global electricity consumption climate-neutral by the end of 2033.

Mains electricity consumption at key production sites 2019–2025



The bars indicate total electricity consumption in MWh, the pink line corresponds to relative electricity consumption in kWh per minute as a usage-based performance indicator. The purple line shows the trend for the usage-based indicator. Chart does not include acquisitions.

Raw materials

We are introducing a management system to track our raw material volumes better. In future, not only do we want to report total quantities, but also distinguish between renewable and non-renewable materials, reporting the proportion of secondary materials separately.

Packaging

86 per cent of our packaging is made from renewable raw materials. We have already exceeded our target of 80 per cent by 2030.

We also want to make all our packaging fully recyclable by 2030, applying the principle of “Design for Recycling”. The “CHIRA” software tool from Institut cyclos-HTP GmbH is being used to develop packaging designed to be recycled from the outset.

We provide waste disposal companies and users with all the information necessary to recycle our packaging properly.

Furthermore, we are increasingly focusing on monomaterials instead of composite materials, which makes recycling easier.



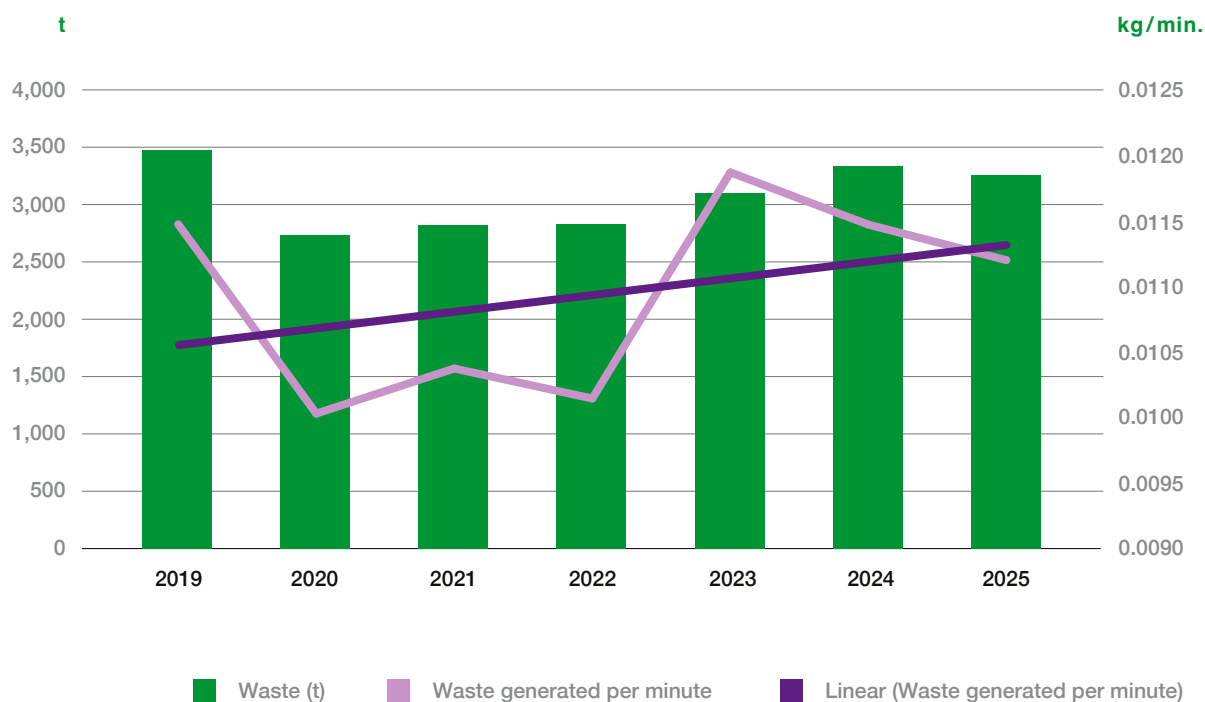
Our 2030 goal of 80% of packaging being made from renewable raw materials has already been exceeded.

Waste

In 2025, we produced a total of 4,583 tonnes of waste, a reduction of 3 tons compared to the previous year. 82 per cent of this was non-hazardous. The largest proportion (72 per cent) was generated by our production sites. A further 23 per cent was produced by our logistics centres in Austria and Germany, with the remaining 5 per cent coming from our sales offices.

The production sites generated 3,318 tonnes of waste in 2025. This corresponds to a reduction of 3.8 per cent compared to the previous year and is currently 5 per cent below the level of 2019. We will therefore miss the target range for our sustainability goal SDG 12, which aims for a 30 per cent reduction in production waste by 2030.

Waste volumes at key production sites 2019–2025



The bars indicate total waste quantities in tonnes, the pink line corresponds to relative waste quantities in kg per minute as a usage-based performance indicator. The purple line shows the trend for the usage-based indicator. Chart does not include acquisitions.



Disposal

Licensed waste management companies handle the waste at all our sites worldwide. They recycle 40 per cent of it, while 45 per cent is thermally recycled. Five per cent is generated outside of Europe and is either sent to landfill or thermally recycled.

Data integration

Since 2024, we have included all company sites in our data collection to ensure that our reports are more meaningful. We distinguish between hazardous and non-hazardous waste. We continue to consider production sites separately so that we can maintain continuity. This will ensure that we can implement the EU directives on sustainability reporting seamlessly once they enter into force.

Involving employees

In our annual ISO 14001 and ISO 50001 training, we teach all employees about the value of heating energy and electricity. We also explain why it is important to separate waste consistently and process it properly, so that everyone can deal with it responsibly in their everyday work.

This is particularly noticeable at the sales offices: the amount of waste from these has halved since 2023.

50%

less waste generated in
our sales offices in 2024
than in 2023.



Wellbeing from the woods

They are small, white and discreet, and they make life easier for half of humanity. Short supply chains and high standards are critical in the manufacture of our tampons.



Egyptian women were actually wrapping papyrus fibres into small rolls as early as 1500 BC. Linen was used in Greece, and sheep's wool in Rome. In ancient times, however, tampons were more often used as contraceptives or to apply substances. Only since it has been possible to sterilise cotton wool reliably (in the 1930s) has it been a safe medical device suitable for absorbing menstrual blood directly within the body.

Premium viscose

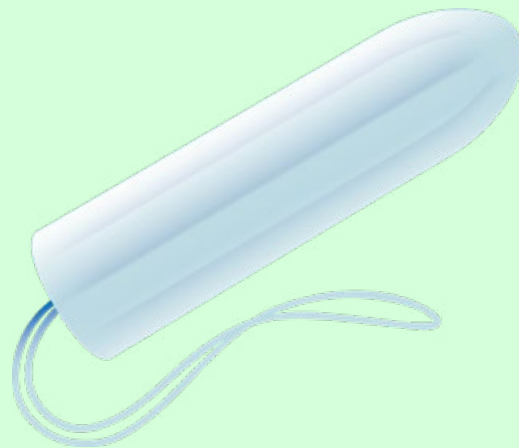
Anyone buying an own-brand tampon in pharmacies and discount stores in Germany, Austria and Switzerland usually has a product from Rauscher Consumer Products (RCP) in their hand. The subsidiary of the Lohmann & Rauscher (L&R) Group is a leading European manufacturer of own-brand tampons and feminine hygiene products.

To ensure the shelves are always well stocked, Felix Hautt buys 2,000 tons of viscose fibre each year. The strategic procurement manager has to follow strict criteria, both internally and externally: Suppliers must work to the same high standards in terms of environment, working conditions and human rights that L&R sets for itself. These demands are constantly getting stricter, including external ones: "Our customers demand certified fibres, full stop," says Hautt, meaning fibres certified to the requirements of the Forest Stewardship Council FSC and the Programme for the Endorsement of Forest Certification (PEFC). Both certification schemes define criteria for ensuring that forests are managed sustainably, ecologically and with social responsibility. If a supplier cannot provide evidence of certification, they are ruled out as a business partner.

Beech trees are

40%

cellulose.



Gentle and safe: tampons made from certified raw materials meet the highest standards.

“Our customers demand certified fibres. Full stop.”

Felix Hauft, Strategic Procurement Manager at Rauscher Consumer Products

Outstanding sustainability

Gerlinde Holzleithner reads the requirements catalogue calmly. She is Head of the Hygiene Division at Lenzing AG, one of the world's largest producers of fibre pulp, and one of the most environmentally friendly. The company has achieved Platinum status with EcoVadis for the fifth year in a row, placing it among the top one per cent of all companies assessed world-wide; for the third year in a row, it has achieved first place in the rankings by non-profit organisation “Canopy”, which assesses the largest producers of wood-based cellulose fibres based on their performance in protecting endangered forests. The certifications make Hauft's work easier: “Where a supplier has a top EcoVadis rating, that takes away a lot of my worries.”

Lenzing AG has a long list of sustainability certificates, as long as their association with Rauscher Consumer Products. Records go back at least 50 years, but the association itself goes back even further. Hauft and Holzleithner laugh and agree it's been “forever”.

From forest to wadding

Lenzing AG is named after the town of the same name in Upper Austria. “We actually manufacture both the pulp and the viscose fibres here at this site,” explains Holzleithner. The beech trees from which the fibres are made come predominantly from this region or from Central Europe. The wood is chopped into small pieces and boiled in lye. At temperatures above 150 degrees Celsius, it takes several hours for the approximately 40 per cent cellulose to separate out from the fibre matrix. Anything left over, such as bark or hemicelluloses, is processed by the company's own biorefinery into products such as the wood sugar xylose and acetic acid. Anything which cannot be reused goes to the biomass power plant and provides energy for production.



Different countries, different customs – three international tampon facts

1. People who menstruate use more than 10,000 tampons and sanitary pads over their lifetime.
2. 45 billion personal hygiene products are used worldwide every year.
3. Tampons are very popular in Europe, North America and Australia, while sanitary pads are preferred in Asia, Latin America and Africa.





50+

years together:
L&R and Lenzing



The art of the right nozzle

The cellulose is liquefied in an organic solvent. This creates a honey-like mass, which is then pressed through microfine spinnerets. “The shape of the spinneret dictates the properties of the fibre,” explains Holzleithner. Viscose fibres can be processed into silky underwear as well as robust protective clothing for firefighters or durable car seat covers. Or tampons, nappies and wet wipes. The requirements for purity, processing and quality are particularly high for personal hygiene applications. Because tampons are worn inside the body, the fibres are subject to the strictest medical criteria. They are examined microbiologically in accordance with the European Pharmacopoeia, for instance.



Freshly spun viscose fibres go through a rinsing process to remove impurities.

250

kilometres separate
Lenzing AG and RCP.



Short stretch

The fine, white fibres are pressed into large bales for transport worldwide. However, the RCP tampon production at the L&R site in Schönau an der Triesting is only about 200 kilometres away in Lower Austria. “Hardly any customers have a shorter supply chain”, notes Holzleithner. Hautt appreciates the proximity not just for logistical reasons: “We maintain a really good partnership with Lenzing”, he insists. The bales are transported in trucks from L&R. Instead of returning empty from delivery trips, the drivers pick up raw materials directly in Lenzing several times a week.

**“Hardly any
customers have
a shorter supply
chain.”**

Gerlinde Holzleithner, Head of the
Hygiene Division at Lenzing AG

The wadding web is wound automatically, pressed into tampons and packed hygienically.



Precision down to the second

Once they arrive at the L&R site, the viscose bales are opened up and expand to their full fluffiness. Two different types of viscose are blended for tampons: One makes the tampons particularly absorbent, the other ensures stability. A mixing machine blends the two materials. A teasel then separates the fibre bundles and combs them in the same direction. The machine shapes and compresses the loose fibre layer into a wadding web optimally prepared for further processing in the tampon machine. This machine, made in Switzerland, cuts the web into precise lengths and applies a non-woven fabric, which gives the finished tampon a silky surface. This non-woven fabric is currently made from plastic; research is underway on a bio-based solution.

The machine then applies the withdrawal cord, knots it and winds the strip into a roll. A heated press tool compacts the roll and forms the tampon's characteristic grooves. The machine then immediately wraps the tampon in foil to prevent it from expanding again. More than 100 pieces spill out every minute; Rauscher Consumer Products manufactures many millions of tampons each year, every one a small piece of Austria.

Products and innovations

—→ As an innovative medical technology manufacturer, our consistent focus is pioneering research and development, with, at its heart, the needs of customers.

We develop products with unique benefits – always with the highest quality, sustainability and user-friendliness in mind.

Five international research centres develop our products:

- › Milwaukee (USA)
- › Coventry (UK)
- › Saint-Genest (France)
- › Schönaue (Austria)
- › Neuwied (Germany)

Material optimisation and strategic partnerships with other companies and research institutions ensure long-term success.

By 2025, we had consistently pursued our course towards sustainable product development and innovation. Quality, environmental responsibility and the needs of our customers are our top priorities.

Taking a holistic view of environmental impacts

In order to make our products more environmentally friendly, we have conducted extensive life cycle analyses. They consider all environmental impacts such as water and land use or pollutants and help us understand where real levers for improvement lie. At the same time, we measure the Product Carbon Footprint of our manufacturing processes. It is part of life cycle analysis and focuses on greenhouse gases, especially CO₂.

Responsibility begins with materials

We specifically use recycled plastics in the Raucodrape range, and so are gradually reducing the Product Carbon Footprint. We have reduced the amount of material used in certain products, and so significantly improved the environmental footprint, without compromising on performance.

- › Raucodrape PRO OR drape sheets have two layers. We were able to use recycled material in the polyethylene carrier layer, which reduces the Product Carbon Footprint.
- › We have optimised the reinforcement material for Raucodrape OR drapes: the product is now lighter in weight, the Product Carbon Footprint is lower, but the performance remains the same.



With the new Curapor 3.8 x 3.8 cm wound dressing, we have added a smaller size to our product range. Anyone treating minor wounds can now choose a dressing which fits perfectly, saving material at the same time.

Open to ideas

Regular training and further education keep our employees up to speed and create an atmosphere for creative, sustainable thinking.

This culture of innovation is bearing fruit: The Suprasorb CNP endo system for endoscopic negative pressure therapy in the digestive tract was awarded the special prize for innovative product development as part of the Lower Austria Innovation Awards 2025. Furthermore, the Institute for Management and Economic Research (IMWF) has named L&R the innovation winner in the field of medical technology, an award for companies which actively invest in research, development and forward-looking technology even in economically challenging times.

Looking to the future

L&R will continue to stand for sustainable product innovation and set standards in the industry. We are proud to be making an active contribution to the protection of our environment through our initiatives.

Developing sustainable products remains our core focus. We rely on environmentally friendly materials which combine quality and functionality with a lower environmental impact:

- › Sustainable raw materials: We are increasingly using recyclable and biodegradable materials to minimise our environmental footprint.
- › Less single-use plastic: To reduce waste, we are optimising our packaging using recyclable materials and less plastic.
- › Long service life and resource conservation: We develop long-lasting products and offer suitable sizes to keep material use as low as possible.



**Winner of the Lower
Austria Innovation
Prize: Suprasorb
CNP endo**





Environment and Climate



Short stretch. Long-term action

The new Rosidal 1C short-stretch bandage combines skin layer, padding layer and compression layer into a single product. This saves time during patient care and is more comfortable – a benefit for patients and caregivers alike.

Swollen, tired legs. Every step requires effort. It feels like wearing heavy rubber boots that you can never take off. That's how people with venous insufficiency describe their symptoms.

Tiny valves, large impact

Healthy veins have small valves that open and close after each step. So they act like check valves: they allow blood to flow to the heart and prevent it from pooling back down into the feet. If these venous valves deteriorate, the system stalls. Blood pools, the legs swell.

A compression bandage from the midfoot to the knee exerts gentle pressure on the dilated blood vessels. This allows the valves to close and operate like valves again. Blood flows back to the heart more quickly, and excess fluid in the tissue is reduced.

Who is affected?

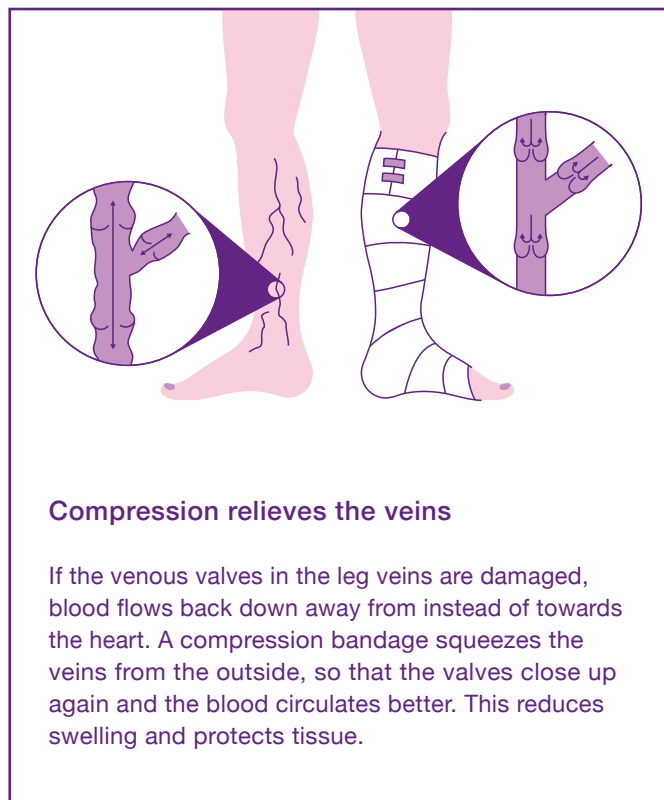
Venous insufficiency can basically occur at any age. In younger people, the causes are often temporary: Swelling after an accident or surgery, oedema during pregnancy, or superficial vein thrombosis. With increasing age, chronic

Rosidal 1C helps both patient and healthcare worker.



**“Rosidal 1C
makes my work
much easier.”**

Andreea Fontu,
Healthcare Assistant



Applying these three layers one after the other takes time, and also adds bulk. Normal shoes soon become too tight. For anyone confined to bed this barely matters, but for patients in the prime of life it represents a noticeable restriction. It is therefore not uncommon for the bandage to be removed earlier than medical advice recommends, with serious consequences: therapy is cut short, wounds heal slowly or reopen.

Andreea Fontu has been working as a healthcare assistant for thirteen years and has applied countless compression bandages during this time. Depending on whether she also has to treat a wound, it takes her five to ten minutes to bandage a leg properly with three layers of bandage. With Rosidal 1C, she can do it in less than two minutes. Fontu was able to test the new bandage during a training course and has been using it in her normal work ever since. She is enthusiastic: “Rosidal 1C saves me a lot of time and effort and makes my work much easier.” She finds putting it on and taking it off much easier than with three layers of bandages.

Three-in-one

Simpler, faster, more practical: that’s exactly how Angela Hauler had imagined the product to be. She heads the research and development department for compression bandages at L&R. She sums up the brief as follows: “Cover all three steps with a single bandage.” The primary focus is on comfort and benefits for patients and healthcare workers. The fact that a single product takes up less space in the warehouse than three is an additional advantage.

diseases become more prominent: chronic vascular weakness, open leg ulcers or lymphoedema, where lymphatic fluid no longer drains properly.

When compression therapy is applied in thick layers

A short-stretch bandage will only stretch a little. This creates a clearly noticeable working pressure as soon as the person moves and the leg muscles become active. The pressure eases off when resting. This makes short stretch bandages ideal for people who are mobile and can walk. The compression bandage provides support but does not restrict movement when sitting or lying down. A traditional compression bandage has three different layers:

1. A skin-friendly underlay made of cotton or viscose protects sensitive skin, absorbs sweat and allows the padding to slide.
2. The padding layer cushions the pressure on the ankle and shin.
3. The short-stretch bandage creates the therapeutic pressure which supports the muscle pump.



Rosidal 1C is packaged in FSC®-certified cardboard.

Hauler and her team of textile experts, biotechnologists and chemists have been working on the innovative product for more than two years. The route from research lab to everyday practice is teamwork: Clinical review, portfolio management, risk management, usability, quality assurance, production, scheduling and sales – a total of some 35 people contribute their experience.

High-tech comfort for the skin

L&R has invested in new equipment for Rosidal 1C. It processes 900 ultra-thin threads in parallel and makes four webs from these, each eight or ten centimetres wide. On the skin side, fine loops of polyamide form a soft, absorbent terry effect textile. It's pleasant to the touch and wicks away moisture. Cotton, polyester and elastane make Rosidal 1C firm yet elastic. To apply the bandage, stretch it to its full extent. This reduces the risk of wrapping the bandage too tightly. "This is an important factor in home nursing care," explains Hauler. "It means that, once shown how, family members can also apply a compression bandage." The material is designed so that the layers

adhere to each other. This makes the bandage less likely to slip and more comfortable to wear. Rosidal 1C can remain on the leg for up to seven days, an advantage for patients and healthcare workers alike.

Manufactured using short supply chains

Rosidal 1C is manufactured in Nova Paka in Czechia. This is noteworthy in an industry which often relocates its manufacturing to Asia. "I think it's great that we still manufacture in Europe," says Hauler. This has a direct impact on the carbon footprint, because short transport routes mean lower CO₂ emissions. While other compression bandages are shipped halfway round the world, Rosidal 1C only travels a few hundred kilometres, from northern Czechia to patients in Germany, Austria and Switzerland.

Proximity also plays a role in the sourcing of raw materials: The polyamide, which makes up the largest share at 48 per cent, comes from Spain. The elastane comes from Austria; only the cotton and polyester come from outside Europe. All yarns meet the standard of the independent OEKO-TEX certification system, which tests textiles for more than 1,000 harmful substances and is recognized worldwide as a seal for materials that are safe for health. Rosidal 1C is latex-free and therefore also suitable for allergy sufferers. The first compression bandage from L&R, it is also packaged in cardboard certified to Forest Stewardship Council (FSC®) standards.

Manufacturing in Europe has another advantage: quality and working conditions remain a focus, as does development and value creation in the region.



“Patient acceptance is a key success factor.”

Angela Hauler, Head of Research and Development for Compression Bandages



“I hardly notice that I’m wearing a compression bandage.”

Helga Matousek, patient

And what do the patients say?

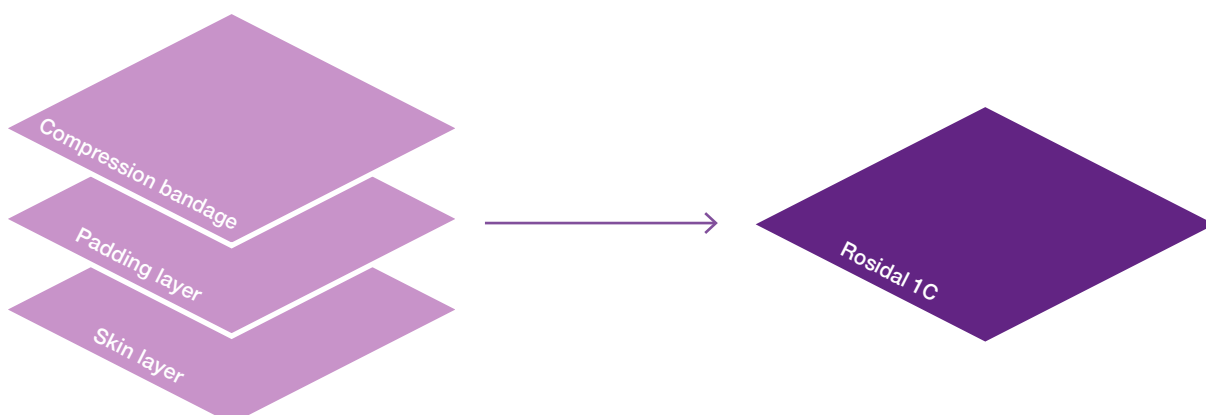
Feedback from clinical practice is clear. “Patients appreciate that Rosidal 1C is comfortable to wear and fits very well into everyday life,” says Andreea Fontu. Sensations of tightness or excessive pressure are hardly noticeable. Especially people who had previously used three-layer systems felt the benefits of the 3-in-1 bandage clearly.

One of them is Helga Matousek, who has been reliant on compression bandages for a long time. She has already tried quite a few alternatives. Her verdict: “Rosidal 1C is the best I’ve ever had.” What she appreciates most is that she hardly notices the bandage in daily living. “I hardly notice that I’m wearing a compression bandage – and that’s very valuable to me.” Since the switch, she feels freer and more mobile, and can do more again. Her overall condition has changed: “I feel better both physically and mentally.”

The fact that Rosidal 1C consists of only one layer helps with this: the bandage is thinner than traditional systems, the ankle joint remains mobile, and normal shoes normally still fit. The success of compression therapy depends crucially on how well it integrates into daily living. “Winning patient acceptance is a key success factor in compression therapy”, says Angela Hauler.

3

functions are combined into one with the Rosidal 1C.







5

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Social Responsibility

Network with impact



Learning from one other, supporting each other, being seen: that is the idea behind the “women@L&R” network. Three colleagues in conversation:

Isabella Heinzl leads People & Culture in Austria and is one of the founders. **Anita Sereinig**, Division Director Mergers & Acquisitions, is one of the female executives at director level reporting immediately to L&R’s Executive Board. **Alexandra Moser** works in Global Portfolio Management and actively contributes her ideas to the network.

Isabella, how did the idea of setting up a women’s network at L&R come about?

Isabella Heinzl: Over the course of my career, I have noticed that men are very well networked among themselves. They meet up in the evening, informally, and relationships develop as a result. Women don’t have that. When I joined the company as a manager almost eight years ago, there was no one I could exchange ideas with. These days, L&R wants to bring more women into leadership positions as well as into expert roles; the target is 40 per cent by 2030. As part of the “Women in Leadership” project, we then asked ourselves where we should begin – and the answer was clear: a network for women could really make a difference.

How did the network get going?

Isabella Heinzl: For the big launch event, we invited all of our roughly 230 female employees in Austria, and more than 40 came. The aim was quitesimple: we wanted to get to know each other. We started with speed-networking, two minutes per round, which was really well received. We handed out cards so each colleague could write down



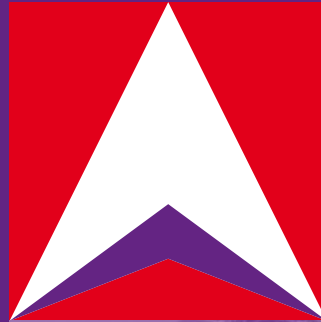
“Men are always well-connected. Women often less so. We want to change that.”

Isabella Heinzl, Head of People and Culture Austria

which topics concerned her, what she would like to see and what she herself could contribute. From this pool we selected the topics for subsequent meetings. We feel it is important that the network thrives on its members, because following the first meeting one thing was clear: we would be doing it again.

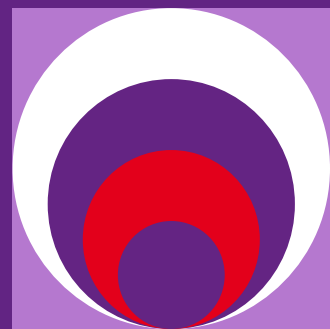
Anita, you went to several meetings and also talked about your career path. Why is that important to you?

Anita Sereinig: I have been with L&R for 18 years now, starting as an Area Manager in international sales and now heading up the Mergers and Acquisitions division. I enjoyed talking about my career path because I want to encourage women. Effort pays off in the long run. Just one successful project is not enough to get immediate promotion. You have to keep at it. And above all: Women need to be seen, need to be persistent and speak up about what they want. "I would like to take on this work, this extra training would help me get ahead, I am happy to work more hours." We were raised to be modest, but leaders are not clairvoyants; you have to tell them what you want. L&R places great importance on filling management positions internally. I seized any opportunity that came along.



“In the network, we can talk about things you wouldn’t discuss in the office.”

Alexandra Moser, Global Portfolio Manager Bandages and Supports





Alexandra, you're still relatively new to the company.

What motivated you to join the network?

Alexandra Moser: I started at L&R at the beginning of 2024. The network was also an opportunity for me to make contacts outside my own work area. I found it exciting that the company is explicitly dedicated to promoting women. And I was curious to see what this looks like here. I wanted to meet people, but also see what issues the women brought with them.

I previously worked for a large international corporation and joined the WoMentoring programme there. That showed me how valuable this interaction can be, and I think it's great that L&R now has a similar network.

What are the meetings about?

Anita Sereinig: About anything that matters to us. For example, the issue of whether women and men are paid the same at L&R. Unfortunately, discrimination and sexism in the workplace was one of the first topics discussed. This was talked about openly, and it was clear that this could not be left hanging. I later had the opportunity to discuss this with the Executive Board. I suggested introducing trusted contacts — something low-key so that colleagues can raise concerns without immediately resorting to the official whistleblower policy. This was taken up and, in the first phase, has now been implemented in Germany and Austria. I am very proud that this originally came from the women's network.

Isabella Heinzl: Yes, it was an important moment. We then launched a mandatory training programme for management which addresses precisely these issues: respectful interaction, abusive behaviour and sexual harassment. People are sometimes not aware of the consequences of their own behaviour. The training helps clarify things here. And none of this would have been possible without the network, without this candour.

Alexandra Moser: But there are also the very practical issues. A personal trainer gave a presentation on the importance of strength training. This was my suggestion,

because I do training myself and can definitely recommend it. It went down really well. It was news for many of us that as we get older, strength training, as well as endurance sport, plays a major role in overall health and physical performance.

The network therefore also has very personal dimensions.

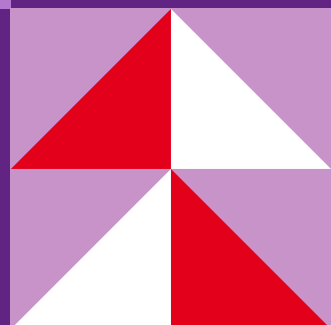
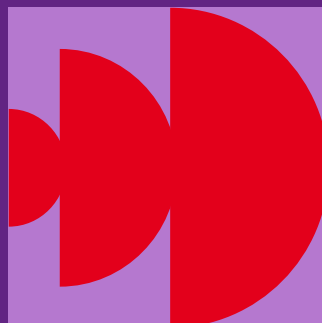
Alexandra Moser: Absolutely. It represents a safe space. I don't normally have any problem raising issues, but sometimes it just doesn't fit into what's going on at work. In the women's network, you can go a step further. The issue of balancing work and family life is a perennial one, but at some point the question also arises of how to deal with the situation after parental leave or the menopause. These are the sorts of things you don't necessarily discuss in the office.

Isabella Heinzl: And that is exactly what is important to us. We want to create a space where participants can talk about anything, including things that are not going well. This is extremely important for our corporate culture, because it allows us to reveal problems and address them. The network is for many a "safe space".

How do you find the mix among the participants?

Isabella Heinzl: We deliberately approached all female employees, regardless of whether they want to pursue a traditional career path or not. We are talking about mutual support, role models and the "Yes, we can!" attitude. The group is a diverse mix, from specialists to team leads to managers like Anita. Unfortunately, it's more difficult to reach our colleagues in production, as they don't have access to PCs. We still need to work on that.

Anita Sereinig: This diversity is what makes the network so exciting. I am part of the Global Leadership Team, which now numbers about 50 members. The proportion of



**“Women must be
clear about what
they want.”**

Anita Sereinig, Division Director
Mergers and Acquisitions



women has risen to just over 20 per cent. That's a positive development. And I appreciate how important this interaction across hierarchies is. I met a woman from the sustainability division through the network. Later, when I needed some expert knowledge, I simply called her, which sped everything up.

Alexandra Moser: For me, two aspects of the network are particularly important: the safe space for personal issues and the closer partnerships in everyday professional life, because we have got to know each other on a different level. I use that regularly.

What's next for the network?

Isabella Heinzl: We plan at least three meetings a year, some face-to-face, some a mix. We will also continue to use our channel on the continuing education platform L&R Engage. Meeting in person is great, but it needs online follow-up. And we are delighted that the network is due to be rolled out in Germany in 2027.

What advice would you give to other women who want to build a similar network in their company?

Isabella Heinzl: The most important thing is to get support from above. Management need to provide support and a budget. And of course, a team to put all of this into practice. We were well prepared, we presented our goals clearly, and then things moved very quickly. Be brave, get going, don't give up. Even if there are dissenting voices, especially from men: just do it!

Anita Sereinig: Stay strong, even if there is headwind to start. We explained why the network is a good thing, including for the company, and the Executive Board endorsed it. It's great if the initial meetings lead straight to specific outcomes. Otherwise, it's all just good intentions. You have to be willing to pass on what you hear to senior management and put it into practice.

Alexandra Moser: I would say: Start small, but start. It doesn't have to be perfect. It is important to have a platform where issues can be addressed which are not usually part of normal work. And then the participants should be given enough space to contribute. Things to ask: What do you need? What motivates you? It pays off.

Where do you see the network in three, five or ten years?

Isabella Heinzl: I hope it continues to grow. We currently have a core group of some 20 to 25 women who know each other really well. I would like our numbers to grow even more, and for the members to become more involved. Perhaps we as an organising team should step back a little. But one thing is clear: we wouldn't want to lose the network.

Anita Sereinig: I see it as an opportunity to build trust. After all, that is one of our corporate values. And ultimately, it's about motivating women to take on leadership roles. This doesn't happen by itself. Such networks are an important building block.

Alexandra Moser: I'm not a fan of quota rules, but it just takes too long to get more women into leadership roles. I find it really significant that L&R says "We care, we see the potential" and I hope this commitment will become even more intensive.

Our workforce

People are our focus: whether customers or patients, or those who work for us worldwide. Satisfied, committed, healthy employees are what underly our success. As an international company with family values, we create a working environment in which people maintain a sense of well-being, stay healthy and have the ability to develop their full potential. It's something we work on every day.

Practising diversity – opportunities for all

Our corporate culture is based on trust and respect, both within the team itself and in our interactions with customers and business partners.

Our sites employ people from 79 different countries And we strive to ensure that everyone is treated fairly, irrespective of origin, language, religion, age, gender, sexual orientation or otherwise. We are committed to fostering everyone's talents and abilities.

That is why we intentionally foster age-diverse teams and working across all ages. In 2025, we employed 5,990 people:

In 2025, we acquired a 49% stake in the Portuguese ADA Group, which resulted in 196 employees being included in the total workforce of 5,990.



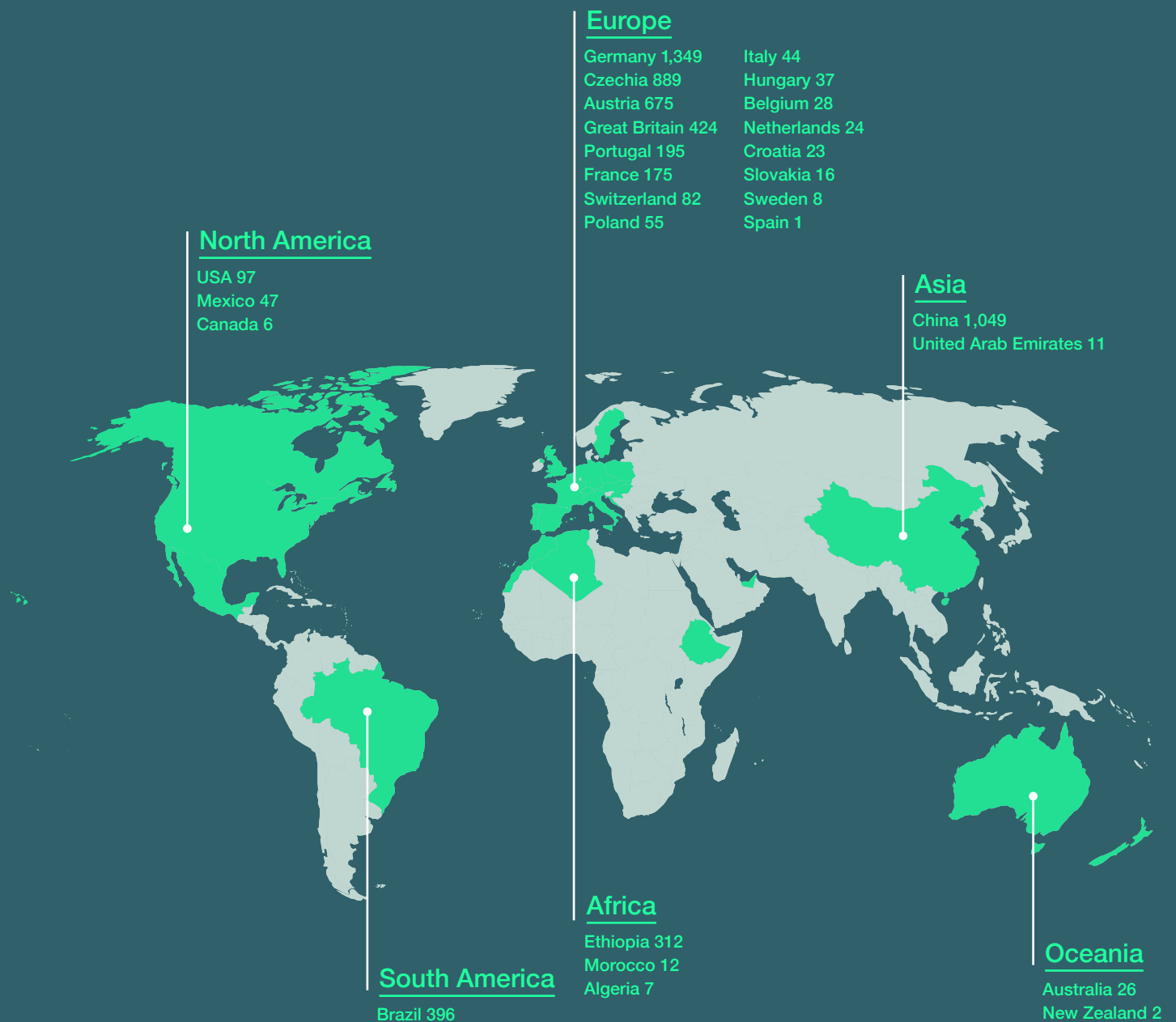
Together – for each other: We combine expertise and diversity to build a strong community.



Shared success:

5,990

people were employed by Lohmann & Rauscher worldwide in 2025.





**Women occupy 36%
of our leadership roles.**

Promoting women – strengthening leadership

We are committed to equal opportunities and actively promote women, especially in leadership roles.

For this, we have initiated a number of specific initiatives:

- › **Women in Leadership:** We are aiming for 40 per cent of all leadership roles to be occupied by women by 2030. And we're on the right track – the proportion increased from 25.4 per cent in 2020 to 36 per cent in 2025.
- › **women@L&R:** A women's network has been set up as a result of the "Women in Leadership" project, initially in Austria, and is planned to be rolled out in Germany in 2027. At four on-site meetings, the participants exchanged ideas on matters that go beyond everyday work. More information on [Page 88](#).
- › **Strength training for women:** A two-day training course designed to help women become more confident and self-assured. Feedback from participants has been consistently positive and they particularly valued sharing experiences and the opportunity to network.
- › **Raising awareness of diversity:** In company-wide workshops, we raise awareness of gender equality and diversity amongst those who work for us. The topic is firmly embedded into the Leadership Days for managers.

Holistic well-being

The health and well-being of our employees is a key issue for us. We want our teams to stay physically and mentally healthy for as long as possible so that they can lead a fulfilling life, both at home and at work. In Germany, we have put a systematic occupational health management system in place, with a particular focus on a positive work-life balance. We would like to extend these approaches to our other sites.

Specifically, our occupational health management system provides support in four key areas:

- › **Medical care:** We ensure that the teams at all our sites are well looked-after: With company doctors, regular clinics and links with local pharmacies. Special offers, such as free vaccinations and physiotherapy for employees with physically demanding jobs complement the plan.
- › **Activity and exercise:** Each site promotes exercise according to local demand, whether through running groups, company sports teams or lunchtime walks. We also offer yoga, meditation and subsidies for fitness studios and bike leasing schemes.
- › **Healthy eating:** We offer healthy meals and snacks in our canteens and office kitchens. We also share knowledge about healthy lifestyles by way of promotions and information events.
- › **Mental health:** We believe mental health is no less important than physical health. This includes stress management training and a willingness to listen to our employees' concerns.

At the suggestion of the women's network women@L&R, we have introduced the mandatory training course "Respectful Interaction – Prevention of Transgressive and Abusive Behaviour for Managers". The training course improves



managers' knowledge about prevention and their confidence in how to respond appropriately. It provides guidance on how to assess boundary violations and suspected incidents correctly, respond appropriately and knowingly take responsibility for one's role in promoting a workplace culture of respect.

Safety first

We value safety, health and environmental protection in the workplace. All sites offer the following:

- › All-round training for all new employees and regular refresher courses for experienced staff covering safety at work, fire prevention measures and avoiding accidents at work
- › Specialist training for safety officers, first aiders, company paramedics, and fire protection and hazardous goods officers
- › Defibrillators at every site to ensure we can respond swiftly in emergencies

We inspect the workplaces regularly, to check standards and ensure compliance with all statutory regulations. In addition, we also assess mental stress, which can be just as dangerous as technical issues. These measures are proving effective: Since 2019, we have been able to reduce the number of accidents at our manufacturing sites by 39 per cent, so have already exceeded the target of 30 per cent by 2030. In 2024, we began a roll-out of the international safety standard ISO 45001 and successfully certified the Xishui site in China, which has more than 1,000 employees.

Development and learning

Being responsible employers, we invest heavily in the qualifications of our workforce. Since 2012, our group-wide training platform "L&R Academy" has offered a comprehensive programme of training courses tailored carefully to the needs of our employees around the world.

Skilled teams are the foundation of our success. With this in mind, we have committed ourselves to the UN's Sustainable Development Goal SDG4 and are aiming for 20 hours of training per person each year. Having attained 13 hours in 2025, we are optimistic that we will accomplish the goal by 2030. A direct comparison with the previous year's figure of 18.7 hours is only of limited significance. The figure for 2024 only included Germany, Austria and Switzerland, while the figure for 2025 includes all L&R group companies.

Our programme is as diverse as our workforce:

- › More than 100 different courses, from product training to leadership training
- › Flexible learning formats: online, at work or hybrid
- › Special language courses and a learning app to help our global teams overcome language barriers and evolve together even better
- › Practical programmes for every career stage

14

years of the "L&R Academy"
training platform.

A positive start

We are especially proud of our onboarding plan. New colleagues are supported by mentors and enjoy personalised training: a mixture of online content, face-to-face meetings and webinars. We have also developed special onboarding processes for our sales teams.

Together we are shaping the future

Here, everyone has a voice. The views and needs of our employees are important to us. Which is why we seek their knowledge and ideas on important topics, whether through surveys, workshops or the “WE are L&R” initiative. The same is also true for product development. We also actively involve our workforce in our sustainability strategy. And it’s working: The stakeholder survey generated numerous suggestions from employees, which are being fed into our sustainability management process.

We provide regular information about sustainability at L&R. We have produced a booklet which explains our sustainability goals for 2030 and an employee magazine called “L&R Inside”, which also devotes space to sustainability. We also highlight specific options for action: Save energy and water, save energy when using digital devices, eat less meat or shop locally and seasonally.

Welcome to L&R

Welcome Days introduce new employees to the company and help them to get acquainted with their working environment and team. They also learn about sustainability at L&R. It’s our way of ensuring that everyone is on board from the outset.

The International Sustainability Meeting is held twice a year, when every site presents their sustainability contributions from the past few months and the status of their goals. The meetings facilitate an exchange of knowledge between sites, raise awareness of sustainability and create effective cooperation between departments and sites.

Understanding human rights

Our teams need be fully informed about human rights. To ensure this, we have developed an online training course in German, English Czech and French. All employees can work through it in their own time. It is essential that everyone understands that discrimination, intolerance and inequality have no place at L&R. We also enable our teams to stand up for their rights in the event of breaches of the Code of Ethics.

These measures are just the start. We are constantly working to strengthen the sustainability dialogue with our employees.



Living and working in harmony

Happy employees remain loyal to the company. Which is why we're working to improve their work-life balance:

- › **Flexible working hours:** Our corporate culture is shaped by trust, transparency and reliability. Depending on their roles and responsibilities, employees can adjust their working hours to match their own situation, reduce their working hours in certain phases of life, work from home and organise their time to suit if they work in the field.
- › **Family-friendly benefits:** From parental leave support and childcare during the summer holidays to the return-to-work programme.
- › **Modern leadership culture:** In the future, managers should be able to work part time more frequently. We offer all employees, and that includes mothers and fathers, equal career opportunities, thus making our leadership team more diverse. That's still not yet possible in every case. But we are actively looking at: Where part-time leadership works or where two people could share a single role. If we need to, we can create these possibilities.

Our progress

We are taking important steps towards our 2030 sustainability goals:

- › **Health insurance for all:** All employees around the world already have access to health insurance or an equivalent benefits system
- › **Healthcare information:** All employees have access to information about healthy living, including fitness, nutrition and preventing addiction. Additional benefits are available at 29 of the 38 sites, representing 76%.
- › **Safety at work:** We have reduced the number of workplace accidents at our manufacturing sites by 18 per cent since 2019, achieving half of our 2030 target of 30 per cent.
- › **Quality Education:** All employees have had training on human rights issues.
- › **Gender equality:** 36 per cent of our leadership roles are occupied by women. Our goal for 2030 is 40 per cent.

100%

of our employees have
access to health insurance.

Society

—→ At L&R, we look beyond our own business. We are actively committed to society and work with partner organisations that believe in a sustainable future, like we do.



Since 2015, our corporate social sponsorship programme “L&R Charity – We connect” has been supporting international projects which connect people from different generations. This commitment is special because: Our employees propose the projects themselves. Priority is given to initiatives which bring generations together and encourage connection, interaction, and community spirit.

We have already been able to support more than 50 very different projects, from local initiatives near our sites to cultural and social engagement and aid projects in developing regions. This programme reflects who we are as a group of companies rooted in the values of a traditional family business. We support projects which connect people and have an impact across generations.

Our projects of heart 2025

Together in Croatia

Local colleagues in the Croatian municipality of Semeljci, organised workshops for older people to encourage interaction between younger and older generations. Through creative, social and health-related offerings, this project promotes dialogue and community spirit. L&R is supporting the initiative with 15,000 euros.



For fathers and children

L&R is sponsoring the Vater-Kind-Aktion e.V. (Father and Child Initiative) to the tune of 6,000 euros. The non-profit association from the Maifeld-Untermosel region (Germany) has been supporting families since 1999, especially the relationship between fathers and children. The project offers adventure camps, joint activities and education-led activities.

Teddy bear clinic at the torchlight concert

For more than 15 years, the Bunter Kreis Rheinland e.V. association has been organizing flashlight concerts to benefit families with premature babies and children with disabilities or serious illness. L&R sponsored the concert at the Deutsches Eck in Koblenz in September 2025 to the tune of 1,750 euros, as well as the popular teddy bear clinic, putting a twinkle in children's eyes and making for a very special family evening together.

Product donations: Help that arrives

In 2025, we also donated medical devices to people who had fallen into hardship through no fault of their own: due to war, natural disaster, or crises over which they had no control. This is part of the responsibility we bear as a company in the healthcare sector.

401 pallets of aid supplies were sent to 28 countries in 2025, including Afghanistan, Peru, Syria, Lebanon, Zimbabwe and Tanzania. A large share of the deliveries went to organisations which provide aid to war victims in Ukraine.

This was made possible by working with 19 partner organisations, including Human Plus e.V., humedica e.V., the Malteser catholic relief organisation and Caritas. Together, we are taking medical care to where it is most urgently needed.

We donated

401

**pallets of relief supplies
in 2025.**

Social responsibility for users

We are committed to all-round social responsibility for everyone who uses our products. This is reflected in the following areas:

Safe and high-quality products

The safety of patients and users is our foremost priority. We develop and produce all products to strict quality standards to ensure maximum safety and effectiveness. We continuously analyse risks and take precautions to avoid potential harm to people and the environment. We continuously review our management systems to demonstrate that they are adequate, suitable and effective.

Sustainability in product design

We set great store by ecological sustainability. This is reflected in our use of packaging made from recycled materials and our development of products that can be manufactured and disposed of in a way that is environmentally responsible. We align ourselves with the SDGs and have published our own guidelines on procurement and sustainability.

Open communication

Regular sustainability reports provide transparent information about our measures and progress in social and environmental responsibility. This transparency strengthens trust and promotes open dialogue with all parties involved.

Managing negative impacts

We are clearly guided by the UN Guiding Principles on Business and Human Rights. As soon as we identify a breach or an imminent risk of one, we take immediate action to stop it and prevent further damage.

Complaint channels

Employees, customers and users can submit complaints anonymously or otherwise through our whistleblower system "Tell Us". Confidentiality is guaranteed, and breaches are always followed up.

Human rights incidents

We disclose major incidents involving breaches of internationally recognised human rights, including court or out-of-court proceedings as well as cases handled internally.

Effectiveness criteria

We use Principle 31 of the UN Guiding Principles on Business and Human Rights as the benchmark for assessing out-of-court grievance mechanisms.

Sharing knowledge, building skills

Our L&R Academy offers training and further training programmes for employees, customers and partner companies. With this, our goal is to deepen knowledge about products and how to use them in order to ensure better safety and treatment results.



We love what we do and support anyone who shows genuine dedication.





6

Governance

Corporate policy and culture
Code of Ethics

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Corporate policy and culture

—→ We live and breathe a corporate culture that focuses on sustainability, progress and cohesion. Our guiding principle “People.Health.Care.” is as transparent as it can be: Our focus is on people and their health.

Responsibility for people and the environment

Our actions are fair and with respect for human rights – within the company and along the entire supply chain. We have clear rules based on international standards: the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and the standards of the International Labour Organisation (ILO). To ensure that these rules are adhered to, we have a risk management system in place. This includes:

- › Risk analyses to identify potential challenges early on
- › Preventive measures to prevent breaches
- › Solution processes in the event of problems
- › A complaints procedure to ensure that everyone has a voice
- › A binding human rights strategy that services to guide our actions

At the same time, we are actively committed to sustainability:

- › **Economically:** we merge success with social responsibility.
- › **Ecologically:** we are sparing in our use of raw materials, energy and water and use environmentally responsible materials.
- › **Socially:** we support our employees with further training, secure employment and a healthy working environment.

Innovation that works

New ideas are what drive us. In our international teams, we bring together knowledge and experience from a variety of countries and specialisms to create real innovative strength. We have clear processes for turning ideas into products and provide those with the ideas with regular feedback. Our goals is to develop solutions that create real benefit.

A culture of togetherness

Our employees are the foundation of our success. With their knowledge, experience and dedication, they help L&R evolve further each day and give tangible expression to our responsibility as a company. So we invest specifically in their professional and personal development, through career development discussions, training courses and further education opportunities which



Open interaction builds trust and forms the basis for good decisions.



promote individual strengths and open up new perspectives. This is reflected in cross-departmental projects, international training programmes, and close interaction between managers and employees.

At L&R, people are always the focus: customers, patients and, most importantly, our employees around the globe. Happy, dedicated and healthy teams are our recipe for success.

We operate internationally, but embody the values of a family business. With this in mind, we create a working environment in which people feel comfortable, develop and stay healthy for longer. It's something we work on every day. Whether through flexible benefits, fair pay or secure employment: we are eager for people to enjoy working for us, and to continue to do so.

We are committed to ensuring that all people at L&R are valued and supported, regardless of origin, gender, age, religion, disability or sexual orientation. Our goal is to harness the individual strengths of our employees and create an atmosphere in which a diverse workforce encourages innovation and creativity.

We actively promote equal opportunities and break down barriers in everyday work, for a business and a society which is sustainable and open to all.

Stronger together

We face challenges together at L&R. The “we” is a key element of our corporate culture, characterised by trust, respect, cooperation and a common desire to accept responsibility. This is reflected both in our vision to be first choice for our partners, and in our mission to inspire people, improve health and actively develop patient care. Above all, it is evident in daily interactions across teams, departments and sites.

We deliberately cultivate this sense of community beyond our daily work: Team pursuits such as tennis, running and beach volleyball create opportunities for personal interaction, encourage dialogue and bring us closer together as a team.

Code of Ethics

—→ At L&R, we act responsibly, fairly and legally. This is part of our corporate strategy, New Horizon. Our goal: binding rules for ethical behaviour, for our employees and anyone who represents us.

What drives our actions

We comply with national and international legislation as well as UN, OECD, ILO, UN Global Compact and UNCAC standards. This is implemented specifically through our Code of Ethics, codes of conduct for employees and business partners, an anti-corruption policy and our human rights strategy.

Our compliance team reports to the advisory board and the Executive Board. It trains, monitors, audits and operates a whistleblowing system, so that breaches are identified and rectified early.

Zero tolerance towards corruption

We reject all forms of corruption: active or passive, direct or indirect. This applies to business contacts as well as to public officials. This is based not only national criminal law but also foreign anti-corruption laws (e.g. FCPA, UK Bribery Act), where applicable, as well as the principles of the UNCAC (United Nations Convention against Corruption).

Any payments or benefits, whether monetary or not, must be independent of procurement and sales decisions, proportionate to the services provided, granted transparently and recorded in a traceable manner for compliance management purposes. Gifts of money or monetary equivalents are not permitted. Gifts in kind and hospitality are only permitted within reasonable limits and without influencing decisions; monetary gifts are not permitted at all. All donations must be documented transparently.

Zero tolerance for conflicts of interest

If personal (financial or family) interests arise, employees must disclose this early and withdraw from decision-making processes. Managers and compliance officers provide support with this. Anyone who works for us confirms these rules in writing when their employment starts.

We protect whistleblowers

In accordance with Directive (EU) 2019/1937 (EU Whistleblowing Directive), L&R uses "Tell Us", a whistleblowing system which ensures whistleblowers are protected. Employees and external partners can report breaches of the law or internal regulations, in various languages and anonymously if preferred. We review and record all reports; the reporting person is fully protected. Discrimination based on a bona fide report is itself a non-compliance.



Special care required in high-risk situations.

The risk of corruption is greater for certain job roles, such as sales, purchasing and management with lots of interaction with authorities. We have developed specific prevention and control measures in these areas.

Internal and external measures

a) What we expect from suppliers

We only work with business partners who are bound by contract to complying with our code of conduct. This regulates the prohibitions on corruption, money laundering, financing terrorism and human rights violations. Respect for human rights, fair working conditions, competition law and environmental protection are also required. Business partners are required to pass these principles on along their supply chains. We have implemented a risk management system across the group in order to comply with the requirements of the Supply Chain Due Diligence Act and the EU Deforestation Regulation. This includes regular risk assessment, preventive and corrective action, and a cross-departmental committee for risks in the supply chain.

We make our sustainability goals specifically measurable, using key indicators from the EcoVadis, Sedex and SBTi platforms as well as international standards including ISO 14001, ISO 50001 and ISO 27001. These performance indicators are reviewed regularly both by suppliers and internally within the procurement teams, and compared against defined targets. We use the software-based risk scoring system “osapiens” to assess ESG criteria. This assessment is a mandatory element of the controlled supplier selection and evaluation process.

The division management gives regular training to the global procurement team based on the sustainability guidelines in the supply chain. Personal ESG targets are agreed with individual buyers each year. The entire Strategic Procurement division has in-person training with the ESG Director at least once a year.

For high-risk suppliers, L&R demands mandatory corrective actions to reduce risk. The sustainability committee meets every two months to evaluate these actions and their effectiveness. We encourage key suppliers to be proactive in implementing their sustainability programmes and certifications, as well as in reducing their own emissions and those of their upstream suppliers.

b) Prevent, detect, respond

Binding guidelines and clear rules on donations and conflicts of interest help prevent bribery and corruption. We also train our employees in areas such as code of ethics, anti-corruption, competition law, data protection and human rights.

We continuously monitor our risk areas, assess gifts and hospitality, and audit certain national subsidiaries in order to expose corruption and other non-compliance. We encourage all employees to report any irregularities and will implement corrective action.

We investigate suspected cases independently and fairly through specialist compliance officers who are not part of the operations line. They report directly to the advisory board and to the Executive Board. The consequences can range from internal action to legal action under employment law.

We provide targeted training for particularly high-profile employees in sales and purchasing who have a lot of direct contact with business partners.

Our goals for ethical conduct

We want all employees to be trained in key compliance matters, especially those in high-risk roles.

Our aim: to prevent serious breaches of our anti-corruption rules permanently, and to review key business partners regularly based on risk assessment.

What we measure

We systematically document all elements of our compliance system: guidelines, training, risk analyses, audits, instructions and results of investigations.

Key indicators for incidents and penalties for breaches of anti-corruption and anti-bribery laws:

- Criminal convictions: nil
- Administrative or regulatory penalties: nil
- Fines from convictions and penalties: nil



Our influence is transparent and responsible

When we get involved in politics, we do so openly and in accordance with the rules. Responsibility for this lies with the Executive Board.

We do not donate to political parties or individual candidates, but do support associations in the medical technology and healthcare industry with membership fees and technical content for position papers and industry initiatives, for example.

We have been registered in the lobby register for the German Bundestag since 2022. We primarily advocate for issues relating to health and industrial policy. As a manufacturer of medical and hygiene products, we contribute our expertise to make transparent how existing and prospective regulations affect care in practice, patient safety, and the financial circumstances of the healthcare industry. This means we advocate for reliable, innovation-friendly framework conditions and security of supply.

Payment policy

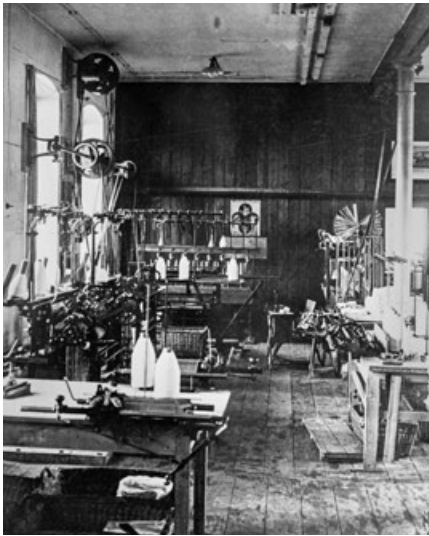
The terms and conditions agreed in the supplier contract, or the L&R terms and conditions of purchase, which address payment terms, apply. There are currently no legal proceedings ongoing in connection with late payments to suppliers.

Annex

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History



From manual work to high-tech – the roots of our medical products lie in the 19th-century production of dressing materials.

We develop, produce and distribute pioneering medical and hygiene products worldwide. We have been manufacturing dressings and medical devices for more than 175 years – this experience shapes our high-quality products, concepts and services. They work reliably and are optimal in fulfilling their therapeutic purpose.

In 1998, two strong partners joined forces to become one. The merger of Lohmann Medical and Rauscher laid the foundation for our shared success story.

Our recipe for success throughout our lengthy company history: We identify changes and trends in the healthcare market early on and proactively integrate them into our strategy. Working with clients, partners and research institutions, we develop practical solutions in five research centres.

History

Rauscher



1899

Emil Barwig and Paul Ladeck establish a trade in bandages and rubber wares in Vienna.

1902

New owners rename the company to "Rauscher und Co." and expand to become the market leader.

1914

During WWI, demand for dressing materials increases sharply.

1970s

Rauscher acquires competitors, introduces IT and significantly increases its market share.

1951

Opening of a production facility in Graz for wadding, gauze and bands.

1990s

Rauscher expands into Eastern Europe and China.

1850

175 years

of experience

1998

Lohmann Medical

1851

Friedrich J. C. Lüscher founds Lohmann's predecessor company in Frankfurt am Main.



1886

Dressing gauze and bandages complement the range.

1930

Lohmann revolutionises plaster technology with the very first ready-to-use plaster of Paris bandage.

1929

The company renames itself to "Lohmann" and creates a familiar brand.

1942

POROPLAST, an air-permeable and skin-friendly plaster, is launched.

1957

Lohmann develops Metalline, a special dressing for burn wounds.

1948

Reconstruction of sites destroyed during the war begins.



1998

Rauscher merges with Lohmann Medical to become “Lohmann & Rauscher”.



Lohmann & Rauscher



2002

L&R develops a shared corporate strategy for a uniform identity.

2008

Entry into medical technology and negative pressure wound therapy with Suprasorb CNP.

2011

The new Debrisoft product revolutionises wound management.

2012

The L&R Academy is founded for the further training of customers and employees.

2013

Expansion into Asia with the founding of L&R China.

2016

L&R has its sustainability evaluated by EcoVadis for the first time.

2024

L&R acquires Online-Doctor AG and enters the digital health market for the very first time.

2025

L&R continues its growth trajectory with the acquisition of Unisurge International Ltd. (UK) and investment in the ADA Group (Portugal).

Key company performance indicators

Key Performance Indicators

		Total
Company number in the QMM 00003-01 overview list*		
Employee Data	Total Number of employees	5,990
	Female	4,073
		68.00%
	Male	1,918
		32.02%
	Number of employees in Top Management positions	56
	Female	11
		19.64%
	Male	45
		80.36%
	Number of Advisory Board Members	8
	Female	0
		0.00%
	Male	8
		100.00%
	Number of employees from minority and/or vulnerable groups	
	Employed in relation to the whole organization	120
		2.00%
	In top management positions	0
		0.00%

* Holdings without employees are not shown in this table

Ethics

Business Ethics	Number of employees trained on business ethics	5,990
		100.00%
	Number of reports on whistleblower procedure	8
	Number of confirmed corruption incidents	0
	Number of confirmed information security incidents	0
	Percentage of all sites assessed or audited internally on a specific business ethics issue	100
		100.00%
	Percentage of all sites with an ethics certification, such as ISO 27001 or ISO 37001	0
		0.00%
	Number of risky trading partners	3
	Number of risky trading partners covered by a due diligence process on corruption or information security	
		100



Labour & Human Rights

Living Wage	Percentage of internal employees covered by living wage benchmarking analysis	100.00%
	Percentage of direct employees paid below living wage	0.00%
	Percentage of all employees paid below living wage, including direct employees and non-employee workers	0.00%
	Percentage of average wage gap for internal employees paid below living wage against a living wage benchmark	0.00%
Employee Health and Safety	Number of hours worked	12,717,936 hrs
	Number of days lost due to work-related injuries, fatalities and ill health	2,298
	Number of work-related accidents	84
Working Condition	Number of employees who completed the employee satisfaction survey	1,984
		36.58%
Social Dialogue	Number of employees represented by work councils	3,036
		50.69%
	Number of employees covered by collective agreement	1,882
Career Management and Training		31.42%
	Number of employees who received performance and career development reviews	1,881
		31.40%
	Number of employees who received skills-related training	4,243
		70.84%
	Total training hours	75,586 hrs
	Average hours of training per employee	13 hrs per employee
Diversity, Equity, Inclusion	Average hourly wage for male employees	23.24 euros
	Average hourly wage for female employees	20.38 euros
	Average unadjusted gender pay gap	12.32%
	Number of employees trained on discrimination and harassment	5,990
		100.00%
	Ratio of the annual total compensation for the highest paid individual, to the median annual total compensation for all employees	2.98
Child labor, forced labor, modern slavery	Total number of confirmed child/forced labour cases	0

Environmental KPIs

Energy and GHG	Total Energy Consumption	127,590.54 MWh
	Total Renewable Energy Consumption	25,166.72 MWh
	Percentage of total energy consumption from renewable sources	19.72%
	Total Scope 1 GHG emissions	16,906.00 tonnes CO ₂ e
	Total Scope 2 GHG emissions	9,543.00 tonnes CO ₂ e
	Total Scope 3 GHG emissions	n.a.
	of which are Upstream emissions	n.a.
	of which are Downstream emissions	n.a.
Water	Total Water Consumption	322.83 Megalitres
	Total weight of pollutants emitted into water	7.28 tonnes
	Total amount of water recycled and reused	5.80 Megalitres
Waste	Total weight of waste generated	5,070.02 tonnes
	Hazardous waste	828.49 tonnes
	Non-hazardous waste	4,241.54 tonnes
	Total weight of waste recovered	1,245.88 tonnes
	Percentage of total waste from company operations diverted from landfills and incineration	24.57%
Air and Noise Management	% of sites which conduct ambient air quality monitoring?	17
		154.55%
	Total weight of air pollutants emitted to atmosphere	3,200.00 kg
	% of sites which have in place regular noise measuring campaigns	0
		0.00%
Product End-of-Life	Total weight of material used for packaging	8,303 tonnes
	Total weight of material used for packaging which is recyclable	5,276 tonnes
	Percentage of packaging which is recyclable	63.54%
Customer Health and Safety	Percentage of operational sites providing health and safety information to clients	46
		418.18%
Environmental Management	Number of employees trained on environmental issues	4,400
	Percentage of employees trained on specific environmental issues	73.46%



Number of employees (basis for percentage of coverage)

5,242

Percentage of employees (per site) working at operational locations where a health and safety risk assessment has been conducted.	4,104
	78.29%
Percentage of employees (per site) working at operational locations where a human rights impact or risk assessment has been conducted.	5,242
	100.00%
Percentage of employees (per site) working at operational locations with a labor and human rights certification, such as ISO 45001, SCC, SA8000, Fair Wage Network, B Corp, GEEIS, or WBENC.	3,834
	73.14%
Percentage of employees (per site) working at operational locations where specific environmental risks have been assessed.	4,594
	87.64%
Percentage of employees (per site) working at operational locations with an environmental certification, such as ISO 14001, EMAS, or ISO 50001.	4,594
	87.64%

Sustainable Procurement

	Total number of buyers	44
Buyers	Number of buyers across all locations who have received training on sustainable procurement	39
		88.64%

Purchase Category

	Total number of targeted suppliers (A-supplier)	115
	Number of targeted suppliers who signed the supplier code of conduct (COC) (2) 100%	87
		75.65%
	Number of targeted suppliers with contracts that include clauses on environmental, labor, and human rights requirements (3)	12.00
		10.43%
Suppliers	Number of targeted suppliers that have gone through a sustainability assessment questionnaire (6)	53
		46.09%
	Number of targeted suppliers that have gone through a sustainability audit (8) 30%	31
		26.96%
	Number of audited/assessed suppliers engaged in corrective actions (Osapiens) or capacity building	18.00
		15.65%

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