
Sustainability report 2016

Report based on facts from 2015



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Scope of this report

The information in this report generally reflects the whole of Mölnlycke Health Care including our manufacturing sites and head office. Information on health and safety and the environment also reflects the distribution centres we work with. Environmental Health and Safety reporting for all sites is performed according to ISO 14001 scope. This includes reporting from all manufacturing sites, with the exception of CO₂ reports from the Polish enterprise JKT, our factory in Toulouse, France and our sites in Brunswick and Wiscasset, Maine, USA. Information on human resources includes the whole company, although some of the more detailed data reflects our manufacturing sites only.

MAKING A POSITIVE IMPACT

Sustainability runs through everything we do at Mölnlycke Health Care, wherever we operate – as Richard Twomey, our Chief Executive explains.



We have always been a socially responsible company. It is a fundamental part of our approach to business. It starts with our solutions – as we are always looking for new ways to improve healthcare outcomes. But it goes much wider. We also want to make a positive impact by using resources sustainably, investing in and looking after our people and making sure our suppliers look after theirs.

The company's commitment to sustainability goes beyond day-to-day operations too. Being responsible means giving back to society and doing our best to protect the environment.

Focus on sustainability

With our Swedish heritage, we are naturally interested in sustainability. That commitment extends around the world from our headquarters in Gothenburg. Through its Environmental and Health and Safety programmes, Mölnlycke Health Care looks for every opportunity to cut waste and reduce the environmental impact of its operations. We have had environmental certification ISO 14001 since 2002.

The company's strong sustainability focus also favours customers. The increasing demands on healthcare organizations means they operate in a cost-constrained environment. We actively seek out ways

MAKING A POSITIVE IMPACT

to use fewer commodities and keep our carbon footprint as low as possible. That makes us more efficient and less wasteful, meaning our costs are lower. In turn, that enables us to provide our premium healthcare solutions at affordable prices to our customers.

Quality standards

For me, social responsibility relates to quality standards too: of course we have standards to ensure that our products are safe to use and are of very high quality.

Like many international organizations, we also outsource to factories in developing countries. We are rigorous in making sure they promote good labour relations, protect human rights and do not use child labour.

We also want to be sure that our own people have what they need to perform at their best. We are investing in new ways to keep our people safe in our factories – such as our behavioural safety initiative, which reduces the risk of the unsafe behaviours that cause accidents. And through our learning programmes, we seek to build on people’s strengths so that everyone has the skills and knowledge to do their jobs and develop themselves further. We also work to promote a diverse mix of people from different cultures, ages and genders to facilitate innovative thinking across the business.

Community support

Worldwide, our people are united by the fact that they have great integrity and care about doing the right things. The

company has worked with its charity partner Operation Smile for more than 12 years, committing time, funds, expertise and products to help change the lives of children who need cleft lip and palate surgery.

The company also plays a role in advancing the frontiers of scientific and medical knowledge. Investor AB channels dividends to its main owner, the Wallenberg foundations, established to finance and support Swedish research and science. We are very proud of that.

Delivering for customers

We welcome the fact that customers are scrutinising the companies they buy healthcare solutions from more intensely today and many large hospitals and purchasing organizations have high expectations about our sustainability standards. It is right that they should. And it makes us want to do even better – after all, we are in business to make the world a better place.



Richard Twomey
Chief Executive Officer

OUR APPROACH

At Mölnlycke Health Care, we exist to advance healthcare performance in the world. It is why we are so passionate about listening to customers and ensuring our medical solutions are clinically and economically effective. It is why we go beyond products, developing care protocols in pressure ulcer prevention and working with clinicians to improve standards of care in developing countries.

We are constantly on the lookout for new ways to offer our customers better outcomes and more affordable healthcare, backed by evidence. As larger numbers of people live longer but experience chronic disease – and healthcare budgets become increasingly stretched – this is becoming more and more important. So, every year, we have to become more efficient, less wasteful and more sustainable.

We also strive for transparency. We know that the public's trust is vital to the sustainable success of our business. Compared to a few years ago, our standards of ethical and social responsibility are under far greater scrutiny than ever before, and expectations are higher too. We keep close to our customers, employees, investors and the people in the communities where we do business, to ensure that we understand their expectations of us and can deliver on them.

Our guiding principles

The standards we uphold reflect who we are as a company, what

we do and what we expect. We are rigorous about complying with laws and regulations such as the EU 93/42/EEC and 2007/47 EC Medical Device Directive. We also set out to meet local and global standards, such as ISO 14001 for environmental management, ISO 13485 for quality and OHSAS 18001 for Health and Safety. Although these standards could determine the parameters by which we operate, we are not satisfied with basic compliance.

Instead, we go further. Alongside our company values of passion, learning and integrity, we have developed a rigorous Code of Conduct, which governs the behaviour of our employees. This means, for example, that we cannot always do business in emerging markets, if they use practices such as bribery or child labour.

We have also defined a Supplier Standard to require our suppliers to follow the same ethical and quality principles as we do.

OUR APPROACH

The context for our achievements

The year 2015 saw us begin a new Environmental Health and Safety programme, which runs from 1 January 2015 to the end of 2017. For some targets within the programme, we are on track to achieve what we set out. For others, such as our CO₂ emissions, we are ahead of target. There are some aspects of our programme, such as Waste and Lost Time Accidents (LTAs) where we are not meeting our interim targets.

For those aspects of the programme where we are not meeting our interim targets, we have investigated the reasons why and put in place action plans to correct this. For Waste, we have changed suppliers as our previous suppliers were not living up to our expectations. For LTAs, we enforced training after accidents, and the last two months of the year were LTA-free across the entire business. Our behavioural safety programme also sets out to tackle the human causes of LTAs and we expect this to make a difference during 2016.

Our short-term priorities for the future

Our focus on sustainability and responsibility is a fundamental part of how we operate as a company. In the short term, we will strengthen our environmental work and have established an objective to further reduce our CO₂ footprint and waste. We will seek to reduce our LTAs by

diminishing the risk of accidents caused by unsafe behaviours. We will keep the Code of Conduct current for both employees and suppliers.

We will continue our annual donation of gloves to our charity partner Operation Smile, which offers free life-changing cleft lip and cleft palate surgery for children in developing countries. We will also continue to support the work of the Debra organisation in helping people with the painful skin condition epidermolysis bullosa (EB).

As an employer, we will find ways to truly engage our people to support them in delivering for the future. We are a diverse business, with great people in all our locations and at all levels. We will continue to invest in developing everyone – both through the specific knowledge and skills they need to do their jobs, and through helping people exploit their strengths through our High Performance Behaviours. Building world-class people and capabilities will not only help our business, it will also support our employer brand.

Our long-term priorities for the future

Over the longer term, we will be reviewing and updating the Environmental Health and Safety programme as customer expectations and external factors change how we do business. We will continue to balance customers' expectations of

ethical and social responsibility with demands for lower costs. Our next Environmental Health and Safety programme will start in January 2018.

Over the next few years, we will also outline our corporate and social responsibility approach, with the expectation of being able to codify it more fully over the longer term. By 2020, we wish to become a preferred employer among medical

solutions companies. We will be further strengthening our employer brand so that we are recognized both for the quality of our employees and for the opportunities we offer. Despite external pressures, nothing will alter our intrinsic focus on responsibility and sustainability. We will continue to hold ourselves to account to deliver a sustainable future for Mölnlycke Health Care and the communities we serve.

Lost Time Accidents (LTAs) down

2 months → 0 LTAs globally

We had two months without any LTAs at all across all our manufacturing sites.

3 years → 0 LTAs at Brunswick

Our facility at Brunswick in the USA marked three years without any LTAs.

Emissions

 7%

We reduced our CO₂ emissions per tonne of finished goods by 7 percent compared to 2014

Energy consumption

 4%

Our energy usage fell by 4 percent compared to 2014

ABOUT THE COMPANY

Mölnlycke Health Care is a world-leading medical products and solutions company that equips healthcare professionals to achieve the best patient, clinical and economic outcomes.

Our products

We design and supply products and solutions for use in wound treatment, pressure ulcer and infection prevention and surgery. Our products and solutions provide value for money supported by clinical and health economic evidence.

Wound treatment

We develop innovative solutions for patients suffering from different types of wounds throughout the healing journey:

- advanced wound care dressings with Safetac® technology for improved healing and less pain – such as Mepilex®, Mepitel® and Exufiber®
- conventional wound care dressings
- Avance® negative pressure wound therapy with Safetac technology.

Pressure ulcer and infection prevention

We help to prevent infection and pressure ulcers with a range of state-of-the-art products, including:

- dressings used prophylactically to protect the areas of the body at most risk of pressure ulcers
- fluidized positioners that conform to the shape of the body and remain in place
- our turning and positioning system to move patients easily

- heel boots that position the leg, while taking the weight off the heel
- HiBi® antiseptic solutions for patient skin disinfection and operating room hand disinfection for healthcare professionals.

Surgical solutions

We make operating rooms more efficient with innovative, safe and cost-effective surgical solutions, including:

- Biogel® surgical gloves that protect healthcare professionals through superior puncture indication, tactile sensitivity, fit, feel and comfort
- ProcedurePak® trays customized for each customer and surgical intervention containing all single-use items assembled in one sterile pack. Now also with a range of laparoscopic trocars and instruments for minimally invasive surgery
- BARRIER® drapes specifically designed for optimal performance in each surgical procedure
- BARRIER staff clothing protecting healthcare professionals.

All our solutions support healthcare professionals in achieving the best outcomes for patients and reducing the total cost of care.



ABOUT THE COMPANY

Our history

Mölnlycke Health Care was founded in 1849 as a textile manufacturer. By the early 1900s, the company had become a main supplier of gauze to Swedish hospitals. In the 1960s the focus shifted to ready-packed, single-use dressings, drapes and surgical gowns, using materials and techniques designed to reduce the spread of bacteria. In the 1980s, Mölnlycke Health Care employee Tomas Fabo invented the revolutionary Safetac technology, which reduces pain and tissue damage in wound management. In 1989, Mepitel was launched, the first product using Safetac. In the early 2000s, the company brought out Mepilex, our first antimicrobial dressing and ProcedurePak, our customized procedure tray.

Our locations

The corporate headquarters and research and development (R&D) hub are in Gothenburg, Sweden. Our 7,401 employees operate worldwide, with sales office coverage in 36 countries throughout Europe, the Middle East and Africa, the Americas and the Asia Pacific Region. We opened three new sales offices during 2015 in South Korea, Thailand and Hong Kong. An additional 63 countries are covered through distributors. We have 15 manufacturing sites in Belgium, the Czech Republic, Poland, Finland, France, Malaysia, Thailand, the UK and the USA.

Our operations

We manufacture around 15,000 different stock items at our 15 manufacturing sites. In 2015, there were around 600,000 deliveries to 15,000 partners worldwide. We use more than 550 direct suppliers and contract manufacturers. While we manufacture the large majority of our products and solutions, we buy in raw materials and components.

Our economic performance

The net sales of Mölnlycke Health Care during 2015 were EUR 1,353m. Operating costs amounted to EUR 413m, employee compensation EUR 323m, retained earnings EUR 954m, interests EUR 19m and taxes EUR 23m.

During 2015 several long-term growth initiatives were launched. Significant investments were made in sales force expansion and product development which affected profitability negatively. In November 2015, Mölnlycke Health Care issued a EUR 500m bond, maturing in 2024, resulting in a net debt of EUR 855m by the end of the year. EUR 440m was distributed to the owner Patricia Industries, a division of Investor AB.

There were no financial implications due to climate change activities, nor did the company receive any direct financial assistance from governments.

Our ownership

Mölnlycke Health Care is a limited liability company and was acquired by Investor AB in January 2007. Today, Investor AB owns 99 percent of the company, with the remaining minority share owned by management.

Our governance

Our board

Mölnlycke Health Care has a two-tier board structure. In 2015 the company operated under a seven-member board of directors, comprising five independent members, our CEO and one member from Investor AB. The chairman is one of the independent board members. In 2015 the board held ten meetings.

The Executive team

The seven-member Executive team has day-to-day responsibility for the operational parts of the business (May 2016):

- CEO: overall corporate responsibility
- Executive Vice President (EVP) Commercial: global sales and marketing, market access and clinical evidence, branding
- EVP Operations: global end-to-end supply chain process, Mölnlycke Business Model (MBM) process, lean standardized manufacturing, customer care, quality assurance
- EVP Research & Development: R&D, portfolio management, regulatory affairs
- EVP Finance: finance business partners, finance expertise teams, transactional finance teams, IT
- EVP Legal and General Counsel: legal affairs, intellectual property and trademarks
- EVP Human Resources: HR business partners, HR expertise teams, corporate communications.

When determining the composition of the highest governance body and its committees, an adequate mix of qualifications, gender and nationality are prioritized. At present, the Executive Committee consists of one woman and six men – three Swedish, two British, one Belgian and one German citizen.

Corporate compliance

The Corporate Compliance Committee consists of the CEO (chairman of the committee), the Executive team and the Chief Compliance Officer. The Executive board holds mutual responsibility for the company's economic, social and environmental management, implementation and performance – which are defined in the Corporate Compliance Programme.

In terms of corporate governance, we comply with Swedish company law, which includes detailed provisions about how to avoid conflicts of interest at the highest levels. It is also a part of our Code of Conduct, which is mandatory for all employees to follow and mentioned in our Global Trade Policy. We make sure our employees and shareholders have a say in decision-making at the highest

ABOUT THE COMPANY

level of governance in accordance with Swedish law.

There are multiple mechanisms that allow employees (who may also be shareholders) to report items related to economic, environmental and social issues: the Corporate Compliance Committee, the Corporate Social Responsibility (CSR) Panel, and the Environmental Health and Safety Panel. In addition, we have a Whistleblowing Hotline that permits employees to voice any concerns to Senior Management.

Corporate social responsibility

Our owner, Investor AB, has high expectations regarding CSR. During 2015, their sustainability work intensified, resulting in updated and improved sustainability guidelines for their holdings. A more structured follow-up of the annual review was initiated too. The new Investor AB guidelines include expectations for their holdings to:

- act responsibly and in an ethical manner
- comply with all local and national legislation in each country of legislation
- continuously improve social, environmental and economic impact
- analyse risks, formulate objectives and have adequate processes to manage and monitor CSR risks
- sign and adhere to the UN Global Compact and its ten principles as well as the OECD guidelines for multinational enterprises
- transparently report CSR objectives, risks and progress
- encourage and promote diversity
- have an active dialogue with stakeholders such as suppliers and trading partners.

At Mölnlycke Health Care we are dedicated to living up to these guidelines and, as part of doing so, we also perform our Enterprise Risk Management (ERM) self-assessments every year.

Our stakeholders

We define a stakeholder as anyone who has an interest in, or interaction with, Mölnlycke Health Care.

We are committed to doing business in a sustainable manner to benefit all our stakeholders: our customers, consumers, employees, suppliers, authorities, non-governmental organizations (NGOs), the media, and the local communities where we operate.

We are committed to complying with all relevant and applicable laws, regulations and standards around the world. The safety of the people who use our products is paramount and we comply with inter alia, and subject to local laws and regulations, the EU 93/42/EEC and 2007/47 EC Medical Device Directive as well as other standards relating to product responsibility. We also set objectives and target our efforts to prevent harm to employees and others who come on to our sites. Our community support approach is designed to benefit both communities

worldwide and local communities in the places where we do business. During 2015, we increased our customer-centric focus to drive future sustainable growth. In several of our markets, important stakeholders – such as healthcare organizations, hospital purchasers, healthcare professionals and patients – have high expectations around the environmental, ethical and social standards of their suppliers. At Mölnlycke Health Care, we are dedicated not only to living up to but also to exceeding those expectations. Therefore we engage in written and oral communication, advisory panels and surveys in order to get a better understanding of issues that are most important so that we can take appropriate action. While we still have some way to go in reaching some of our targets, we are and always will be transparent in our reporting.

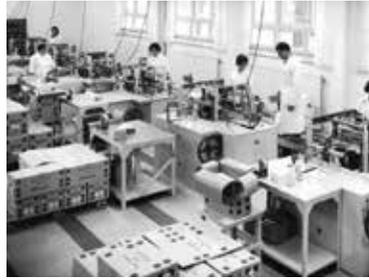
GROWING THROUGHOUT THE DECADES

• 1849



Mölnlycke AB is founded as a textile business. By the early 1900s the company becomes one of the main suppliers of gauze to Swedish hospitals.

• 1950s



Mölnlycke Health Care pioneers the industrial manufacturing of swabs and wound dressings in Sweden, gradually replacing hospital manual work with pre-packed products.

• 1920s



Swabs and dressings are prepared by nurses and patients, using industrially produced gauze. Dirty gauze is often laundered and reused.

• 1960s



Mölnlycke Health Care introduces a range of new materials and techniques designed to reduce the spread of bacteria. The company focuses on promoting the change from multiuse textiles to ready-packed, single-use dressings, drapes and surgical gowns.

• 1990s



Biogel Reveal is the first surgical double glove with a colour indicator system that visibly detects up to 100 percent of punctures. The unique Biogel coating preserves maximum feel and dexterity.

• 2010s



Avance® combines the benefits of Negative Pressure Wound Therapy (NPWT) with the comfort of Safetac® easy dressing removal. The system means less pain for thousands of patients with traumatic, surgical and chronic wounds.

• 1980s



Tomas Fabo invents the revolutionary Safetac® technology, which reduces pain and tissue damage in wound management. In 1989, Mölnlycke Health Care launches Mepitel® – the first product using Safetac®.

• 2000s



ProcedurePak allows medical teams to order all the items they need for a surgical intervention in one customized pack. Mepilex, the first antimicrobial dressing with Safetac technology, is launched.

OUR PEOPLE

At Mölnlycke Health Care, our customers and patients are at the heart of everything we do. Every decision we make and every product we create will have an impact on people's lives.

Making Mölnlycke Health Care a successful and sustainable business lies in the hands of our employees. Therefore, our key priority is to enable them to perform at their best in an engaged and dedicated way.

Our people are our future

We employ people who make the connection between what we are doing and the effect it will have on patients and customers. That is, people who think differently, who challenge the status quo and who really care about the impact they have, with consideration for the customer driving everything we do. Our core values of passion, learning and integrity underpin how we do business.

In order to attract, retain and develop employees capable of determining our future success we offer:

1. A diverse, multicultural organization

We are a diverse, multicultural organization, and we believe this is a prerequisite to be able to truly understand and deliver according to the needs of our customers and patients. We know a good mix of people has different characteristics,

experiences, backgrounds and mind-sets. When we enter new markets or regions, we invest in local employees on all levels, including management, to ensure full understanding. This is balanced with the multicultural ambition of our company to promote a mix of people from different cultures, ages, sexes, religions and abilities to facilitate innovation and out-of-the-box thinking.

More than two-thirds of our employees are women. Overall women hold 43 percent of leadership positions and men 57 percent. Even if women hold several senior positions, the quest for an improved gender balance within the company is still ongoing.

2. Respectful partnerships with labour organizations

We encourage open discussions between the company, our people, our works councils and unions across the globe so that we share a common understanding and commitment. This dialogue will enable us to focus on the high-priority agenda that keeps the customer at the heart of what we do.

Collective bargaining agreements and work councils are in place in many of our sales offices and factories worldwide – for example in Thailand, Belgium and Sweden. Such agreements are most usually complemented by formal agreements regarding health and safety. Where collective bargaining agreements are not in place, we always adhere to best practice in that country. For us it is important to always be able to offer our employees fair pay and work conditions in alignment with local laws and regulations.

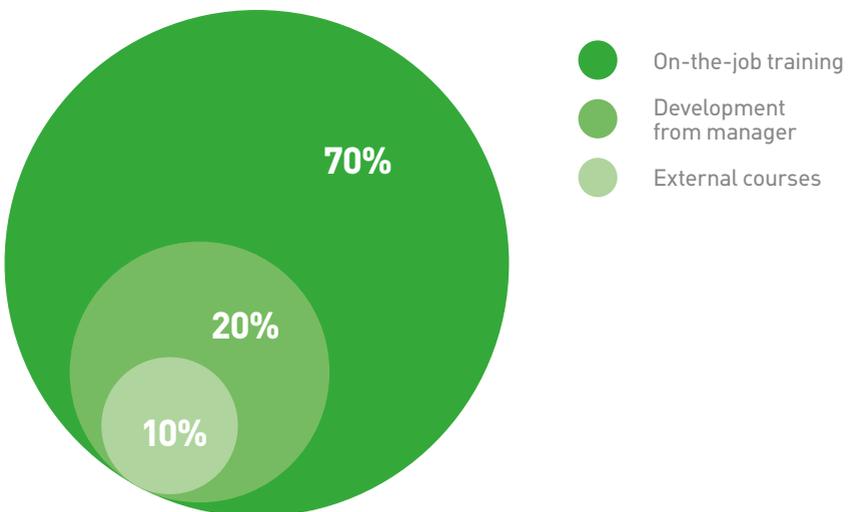
3. Commitment to development

In order to grow as a company, we need to systematically work with the developing skills and competences of our employees. New learning is equally important for the individual employee in order to grow and develop on a personal

level. We want our employees to embrace a continuous learning attitude and enjoy the results of improved knowledge and performance, no matter what role or level of employment he or she may have.

We are doing this by creating a learning environment that is built on our 70–20–10 model comprising:

- 70 percent development from on-the-job training – from basic to special assignments
- 20 percent development from manager coaching and supporting programmes
- 10 percent development from external, instructor-led courses or e-learning courses.



OUR PEOPLE

A variety of learning programmes

To help develop our employees' skills, we offer a variety of education and courses. They range from basic level courses for improving generic skills to functional courses for improving specific skills. In addition, we offer courses relating to specific situations such as product launch training programmes or specific product- or therapy-related knowledge.

We continuously exploit our peoples' strengths and seek improvement. Last year we introduced a set of High Performance Behaviours which gave us a framework to benchmark ourselves against – for example, adhering to our quality targets and Code of Conduct. This, alongside a set of internal tools, has helped us to improve our baseline knowledge as an organization and gain constructive feedback through the profiling tools we have invested in, such as DiSC and 360-degree feedback.

World-class leaders today and for the future

A key component for success in a growing company is world-class leadership. To ensure we maintain momentum, we further invest in those team members who have the potential and willingness to do more by leveraging their capabilities and supporting them through global leadership programmes and mentoring schemes.

Furthermore, we have established a Talent programme where we look for tomorrow's leaders and help them grow and gain experience to deal with future challenges.

New learning management portal

Thanks to our web-based learning management portal introduced in 2015, we have been able to complement existing learning activities and education with e-learning. All curricula are gathered under one umbrella and the portal has allowed us to more quickly and efficiently enrol compulsory training globally and facilitate access to education programmes for increasing competence and engagement.

The portal contains several kinds of education, for instance:

- Instructor-led training and workshops
- Proxy enrolments such as Code of Conduct, Health and Safety training, product quality standards
- E-learning such as IT policy, product education and marketing tools
- Curricula such as product-specific or therapy-related training.



91%
are satisfied
with their jobs



90%
feel their work
is meaningful



86%
are proud to work
for the company



79%
believe they have a
say in what happens
in the workplace



77%
believe the company
lives its core values



73%
are happy with
the quality of their
management

Employee engagement

We perform Employee Engagement Surveys on a regular basis to find out how our employees feel about their work, the company and the way they are managed. The information collected in the survey is extremely valuable when planning for the development and well-being our employees.

The last Employee Engagement Survey took place in 2014, and almost all of our employees (98 percent) responded. We achieved a 'net promoter score' (those who would recommend us as an employer) of 16, compared with a benchmark of 7 for similar companies in our sector.

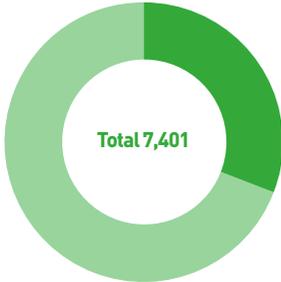
We will continue to receive structured employee feedback through the next Employee Engagement Pulse Survey planned for Q3/Q4 2016. Throughout the year, 'pulse checks' and open and transparent discussions through the line management teams are carried out on a continuous basis.

A healthy and safe workplace

As a company within the healthcare business, it is of extra importance to us that our employees are healthy, safe and enjoying their time at work. We promote a healthy lifestyle but leave the decision about what health and well-being benefits to offer to the local teams. Insurance and pension planning packages are often part of this. With the Employer Value Proposition as a guide, we continuously work at keeping an engaged and friendly culture among our employees.

OUR PEOPLE

Male/female split: Globally



● Male	2,329	31%
● Female	5,072	69%
Total	7,401	100%

Male/female split: Asia/Pacific

● Male	953	26%
● Female	2,732	74%
Total	3,685	100%

Male/female split: Europe, Middle East/Africa

● Male	1,109	34%
● Female	2,113	66%
Total	3,222	100%

Male/female split: Americas

● Male	267	54%
● Female	227	46%
Total	494	100%

By employment type

Blue collar / White collar

Asia/Pacific

● White collar	568	15%
● Blue collar	3,117	85%
Total	3,685	100%

Europe, Middle East/Africa

● White collar	1,944	60%
● Blue collar	1,278	40%
Total	3,222	100%

Americas

● White collar	381	77%
● Blue collar	113	23%
Total	494	100%

Permanent / temporary employment

Asia/Pacific

● Permanent	3,674	99.7%
● Temporary	8	0.2%
● Leave of absence	3	0.1%
Total	3,685	100%

Europe, Middle East/Africa

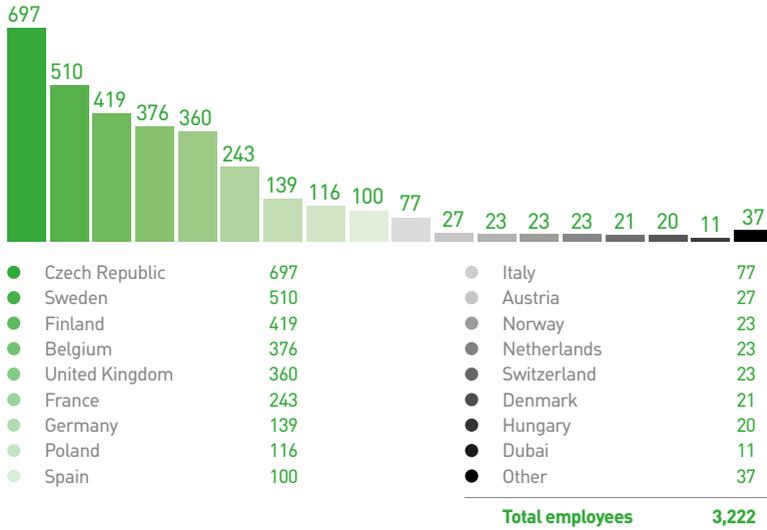
● Permanent	2,757	86%
● Temporary	358	11%
● Leave of absence	107	3%
Total	3,222	100%

Americas

● Permanent	492	99.6%
● Temporary	2	0.4%
Total	494	100%

By location

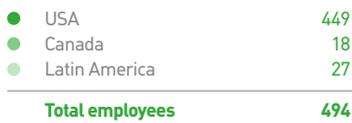
Europe, Middle East/Africa



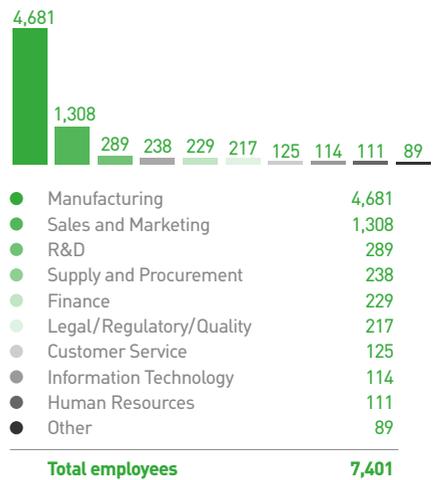
Asia Pacific



Americas



By function



MINIMIZING ENVIRONMENTAL IMPACT

Managing the environmental impact of what we do is a high priority for Mölnlycke Health Care. We continuously work to prevent harm to the environment by adopting and implementing best practice at all of our sites worldwide. As a result of this, we have achieved global ISO 14001 certification for environmental management.

Our environmental policy and objectives

Our policy is to minimize the environmental impact of what we do, while continuing to deliver safe and reliable products and services for our customers and patients. While continuously following this, we will:

- establish environmental targets and monitor them continuously, analysing and reporting the results to management
- carry out an environmental risk benefit-analysis of every material and chemical we use
- always strive to improve, and regard environmental legislation only as a minimum requirement.

Our approach to environmental management

Environmental management is a core part of our corporate management system. At a global level, we develop strategies, policies and objectives to ensure compliance and continuous improvement. At a local level, all of our sites are responsible for complying with environmental legislation, implementing the company policy and meeting our environmental objectives.

Waste management

We always seek to use materials more efficiently to reduce the amount of potentially harmful waste we generate. This includes reviewing the type and quality of materials we source as well as the way we make and package our finished goods. Each of our factories has targets and actions in place to reduce waste. We are committed to good recycling practices and also recommend that our customers recycle packaging materials such as cardboard and corrugated board.

Materials and chemicals

Wherever possible, we remove potentially hazardous chemicals from our manufacturing processes and products, and replace them with equally effective, but less harmful solutions. We systematically strive to minimize the environmental impact of our products, and every product and material is evaluated according to our Environmental Composition Report (ECR) process.

However, it needs to be remembered that the primary task for our products is to heal or prevent a medical condition or enable improved results in an operating room. We can never endanger the health

outcomes of patients in order to minimize environmental impact. This means that we have to be cautious and curious at the same time when looking at new chemicals, materials or products.

The majority of our products are single-use. Most of them are classified as bio-waste after use, which means they must be burnt to prevent spreading of infections and bacteria. The sterilizing process of our products may entail a risk, however small, with regards to the use of chemicals and electricity. Our negative pressure wound treatment products, Avance, include battery-driven pumps and we take responsibility for the collection of used batteries. We make sure the packaging materials used are recyclable.

We comply with the EU chemical legislation REACH (registration, evaluation, authorization and restriction of chemicals) and we use a 'traffic light' system, recognized by the British Standards Institution (BSI), to classify raw materials during product development.

This includes life cycle assessments of environmental impact at every stage, from production to product use and waste handling. Any materials classified 'red' are considered hazardous to the environment and are only used where there is no alternative from a technical, economic or patient safety point of view. All our factories continuously monitor the amount of chemicals used on site to ensure that their consumption is kept to a minimum.

Emissions reduction

We are firmly committed to reducing greenhouse gas emissions. To achieve this, we have set local targets for reducing emissions from transportation. We are actively working to reduce air freight and increase the fill rate of trucks by optimizing routes and deliveries to our customers, so fewer journeys are needed. In collaboration with our transportation partners, we measure CO₂ emissions from transport of raw materials to factories, goods travelling between factories, and finished goods going to our warehouses.

Energy consumption

We do not have a company-wide target for energy consumption. However, we do measure and monitor consumption with the sincere aim to reduce the amount of energy we use in our factories wherever possible. During the period 2011-2014 we reduced energy consumption by 11 percent, and in 2015 we made a reduction of another 4 percent. Some of the processes required to produce high-quality, sterile medical and surgical products are energy intensive and we are focusing on how we can make these more energy efficient.

Water consumption

Following our 8 percent decrease in fresh water consumption between 2011 and 2014, we currently do not have a specific target for reducing water consumption in our factories. Instead we continuously strive to reduce the amount of water we use compared to the previous year.

To deliver on our environmental policies, we have set four key objectives:



Waste management

To continuously improve how we use materials in manufacturing, so as to reduce harmful waste and emissions.



Energy consumption

To continuously reduce the amount of energy we consume at our factories per tonne of finished goods.



Chemicals

To continuously reduce our use of chemicals classified as hazardous to the environment.



Emissions

To continuously reduce the amount of CO₂ emissions we produce per tonne of finished goods.



**How we performed
Waste management**

Target 2015–17

To reduce the total amount of waste generated in our factories in relation to the produced weight of finished goods, with a target recycled waste rate of 97 percent by 2017. Starting in 2015, every site has one recycling promotion event per year. In 2017 all sites will recycle cans, bottles and office paper in four portions.

Our performance 2015

We improved our recycling from 89 percent of all waste generated in 2011 to 95 percent in 2014. The total waste generated was 8,694 tonnes or 164 kg per produced tonne of finished goods. Unfortunately, due to supplier issues

in our USA and Malaysia sites, we were not able to reach our high ambition 2015 target and ended on a recycling level of 89 percent.

No significant spills were detected during 2015 and the company did not receive any significant monetary sanctions due to non-compliance. A minor penalty fee of EUR 3,091 was instigated in Estonia for which we have taken responsibility and taken corrective actions. We follow regulations around the disposal of hazardous waste arising from the production of some advanced wound care products.

Total discharge 2015 and type of method used

Class	Method used	Tonnes
Hazardous	Incineration	109.43
Hazardous	Landfill	481.99
Hazardous	On-site storage	1.90
Hazardous	Recovery, including Energy Recovery	1.91
Hazardous	Recycling	526.60
Hazardous	Other	0.51
Non-hazardous	Composting	169.78
Non-hazardous	Incineration (mass burn)	3,120.55
Non-hazardous	Landfill	717.87
Non-hazardous	Reuse	244.09
Non-hazardous	Recovery, including Energy Recovery	1,212.82
Non-hazardous	Recycling	4,122.38



How we performed Energy consumption

Target 2015–17

To reduce the total consumption of energy in our factories by 10 percent in relation to the produced weight of finished goods.

Our performance 2015

Since 2011, we have achieved a reduction of 16 percent (from 17.86 GJ to 15.1 GJ) in total energy consumption, despite facing challenges in some of our most energy-intensive processes. The reduction is a result of a global ambition and several local initiatives worldwide.

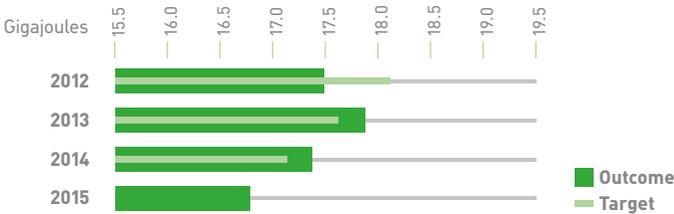
Our product range does not include energy-intensive products or services, meaning no specific action was performed to lower energy usage. The only products requiring waste electrical and electronic equipment batteries are Avance negative pressure wound treatment and pulse lavage where we have taken responsibility for recycling all batteries.

MINIMIZING ENVIRONMENTAL IMPACT

Energy consumption within the company

- Fuel consumption from non-renewable sources (renewable sources were not used): Light fuel 15,785 GJ, natural gas 450,447 GJ, Propane 12,229 GJ.
- Electricity consumption 332,638 GJ.
- Heating and cooling consumption 24,651 GJ.
- Steam consumption 18,339 GJ.
- Total energy consumption 858,089 GJ (no energy was sold).

Energy consumed in gigajoules per produced tonne of finished product against target



How we performed Water

Target 2015

We currently do not have a specific target for reducing water consumption in our factories. Instead we continuously strive to reduce the amount of water we use compared to the previous year.

Our performance 2015

Total volume of water recycled and reused: 358 m³ or 0.02 percent (Indicator G4-EN8).

Total water withdrawal by source:

- surface water, including water from wetlands, rivers, lakes and oceans: 898,538 m³
- ground water: 376,221 m³
- rainwater collected directly and stored by the organization: 376,221 m³
- waste water from another organization: 0 m³
- municipal water supplies or other water utilities: 423,938 m³.

No water sources were significantly affected by our withdrawal for our operations.



How we performed Chemicals

Target 2015-2017

To systematically strive to remove environmentally hazardous chemicals from our manufacturing processes and products and replace them with less hazardous ones.

Our performance 2015

During the last three years of systematic review and ongoing projects, we have achieved significant progress in removing potentially harmful chemicals from our processes and products.

The use of silver (Ag) in some of our advanced wound care dressing products is drawing attention from stakeholders, specifically in Northern Europe. It is also under constant review by us. Even though our ambition is to replace silver, it has to

be balanced with the primary task of the wound care dressing which is to eliminate infections and heal wounds. So far no other agent has proven to be as effective as silver, which is the reason for keeping it. We do, however, offer and promote a large range of other advanced wound care dressings without silver that are becoming increasingly popular in several parts of the world.

Successes include:

- We have eliminated phthalates entirely from our wound care products.
- We have removed solvent-based adhesives from our wound care products, replacing them with water-based and solvent-free alternatives.



How we performed Emissions

Target 2015-2017

To reduce emissions of CO₂ from transportation by 5 percent in relation to the produced weight of finished goods.

Our performance 2015

We have reduced the amount of CO₂ per tonne of finished goods annually since 2012. During 2015, the decrease continued with an additional 7.3 percent. This is an outstanding result which exceeds the target for the whole target period. CO₂ from air freight showed an extraordinary decrease from 7.2 to 2.5 percent with a 66 percent decrease. This reduction was achieved

thanks to the actions detailed below and several local CO₂ saving initiatives. It was also in the context of our expansion into new territories and product ranges during the period, which increased the need for transport overall.

Further optimization of transport, improved utilization of vehicles and containers, and so on, have started, or are being planned, which will continue to improve our CO₂ reduction during the coming years. Emissions of ozone depleting substances do not apply to our business, therefore no action for prevention was performed.

MINIMIZING ENVIRONMENTAL IMPACT

Successful reductions of direct greenhouse gas emission by CO₂ include:

- We have produced more products locally in the USA for the USA market, meaning less transport from Finland.
- We have reduced number of containers from Finland to USA: five per month (-10,000 kg CO₂/month). Reduction from USA to Finland: five containers per month (from 12 to 7).
- We have increased direct deliveries from factories to the USA by 30 to 40 percent.

- We have coordinated inbound and outbound deliveries with finished goods or raw materials, thus minimizing shipping of empty containers to and from Cambodia.
- We have changed from gas-powered forklifts in the USA to electric.
- Our logistics suppliers – DSV and DHL – have renewed about one-sixth of their vehicle fleet (done annually) which included moving to more energy-efficient engines (from CAT4 to CAT5).

Measuring scope: Transport of raw material and semi-finished or finished goods for nine manufacturing sites out of 17.

Base year for the CO₂ calculations is 2015 due to a new environmental programme for 2015–2017 and a new calculation methodology. A recalculation policy is under development.

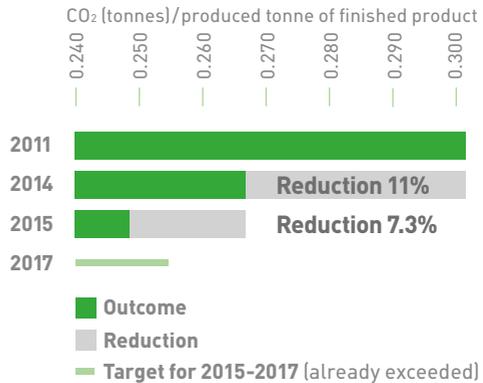
Report standards for air and boat transports used is tonne km and for truck km.

Report coefficients used for CO₂ is 'Greenhouse gas Protocol – Mobile Guide (03/21/05) v 1.3'.

Air freight emission reduction 2015



CO₂ emission reduction



HEALTH AND SAFETY

At Mölnlycke Health Care, we are committed to providing a safe environment for our employees, suppliers and visitors at all of our sites around the world. We continuously work to eliminate potential risks in the workplace, monitor safety performance and comply with relevant laws wherever we operate.

Our approach to health and safety management

We continuously work to improve health and safety by taking proactive measures to prevent accidents at all of our operating sites, which of course includes fulfilling local regulations. Each of our factories has a health and safety team made up of a cross-section of employees who meet regularly to consider health and safety issues and recommend actions to help prevent accidents.

We also enforce collaboration between our sites, so that we can share best practice and achieve improvements across the company. Environment, Health and Safety (EHS) representatives from each site also meet monthly with EHS management to discuss issues and share ideas.

Our health and safety policy and objectives

Our health and safety policy is part of our wider mission to prevent harm and provide safe healthcare solutions for medical practitioners and patients. The policy also commits us to maintain the health, safety and welfare of our employees and society by:

- complying with all relevant statutory occupational health and safety legislation and regulations
- ensuring that procedures are in place for employees to raise health and safety issues and provide training to raise awareness among all employees
- establishing health and safety objectives and reviewing them in order to achieve continuous improvements and to minimize risks and hazards.

As a result of this policy, we set four key objectives for 2015–2017, to:

- focus on prevention of any health and safety offences and, in doing so, reduce the rate of LTAs and Lost Time Days (LTD)
- set health and safety targets at each local site, focusing on their respective top three health and safety issues
- bring all relevant sites in line with the global certification for ISO 45001 by the end of 2017
- have no legal proceedings for health and safety occurrences.

Our health and safety performance is monitored systematically and measured on a monthly basis. The results are presented in a report which covers all incidents and accidents that have

HEALTH AND SAFETY

occurred. It also includes the root cause of the accidents and lists the corrective and preventative actions taken to mitigate the risks. More than 60 percent of the accidents are hand injuries and wounds relating to the type of tasks performed in the respective factories.

Very few of our workers are involved in occupational activities with a high incidence or high risk of specific diseases. There is, however, an occurrence of allergic reactions to the organic compound Toluene diisocyanate (TDI) in factories where our negative pressure wound therapy products are manufactured. Ethylene Oxide (EtO) is used as part of our sterilization process, however, we have not seen any health-related issues in the factories where this is used.

Key performance indicators (KPIs)

We use these KPIs to measure our performance:

- the number of LTAs per million working hours. An LTA is an accident that results in time away from work
- the number of LTDs per million working hours. An LTD day is the amount of time lost due to accidents
- other reported accidents or incidents per million working hours.

How we performed

LTA and LTD reduction global targets 2015–2017:

As a result of our quest for constant improvement, we have developed a new global EHS programme setting ambitious targets to be achieved by 2017:

- no more than two LTAs per million working hours
- no more than 20 LTDs per million working hours
- 75 percent of near-miss safety incidents to be corrected within one month.

Our performance 2015

After two years of decreasing reporting, the number of LTAs per million working hours remained at last year's level of 2.8. Even though we had several months of low LTAs, unfortunate incidents early in the year in our Belgian and Czech sites put a temporary end to the positive trend. Precautionary and corrective actions were made, and by the end of 2015 we were pleased to see two LTA-free months, a record in Mölnlycke Health Care history.

The LTD results for 2015 showed an increase from 50 to 55 days per million working hours. We are investigating the reason for this and have taken precautionary measures to stop the trend with an increased focus on our behaviour safety programme.

Although we did not meet our target, these results are good, given that they are measured against 13.5 million working hours completed by around 5,000 people.

The near-miss safety incidents show an impressive result with 96 percent of incidents corrected in December.

2 months → 0 LTAs globally 3 years → 0 LTAs at Brunswick

LTA reduction highlights

- Our manufacturing sites have continuously improved, with substantial LTA reductions during the last five years. By the end of 2015, two LTA-free months were shown for the first time in history.
- Since the opening in 2013 of the Brunswick factory in the USA, zero LTAs have been reported.
- Our Waremmе factory in Belgium set a record of 178 days without an LTA.

Near-miss safety incident highlights

We were able to correct the root causes of 96 percent of near misses by December 2015.

Corrected in 1 month

96%

of near miss safety incident root causes

Other work injuries per million working hours

The number of other reported accidents or injuries per million working hours was 12.4 which is an improvement from 15.2 in 2014.

1.8%

reduction of accidents or injuries

Occupational Health and Safety Management Systems (OHSAS) 18001 certification

By the end of 2015, six of our manufacturing sites had been certified for OHSAS 18001. Our goal is to expand this to all of our sites before the end of 2017.

6

sites certified with OHSAS 18001

COMMUNITY SUPPORT

As a leader in the healthcare sector, Mölnlycke Health Care feels a strong sense of commitment to both the medical profession and patients receiving treatment. By donating time, products and funds, we help improve the lives of patients and support those who care for them. Working within the community in this way also enables our business and the organizations we support to remain sustainable.

Our community support policy

Our community support is designed to help us play an active role in the community. We receive many requests for donations to good causes at both a global and a local level. We are committed to meeting as many of these as we can, where it is appropriate, possible and practical to do so.

To ensure that our support is appropriate, the organizations we support should meet these key requirements. They should:

- clearly state their mission and purpose
- work in the medical field
- be actively engaged in working to improve patients' lives, to improve medical staff protection, or to increase the level of knowledge in the medical field
- provide credible and measurable results
- produce research based on solid scientific facts.

The initiatives we support must also be in line with Advanced Medical Technology Association (AdvaMed) or European Medical Technology Industry Association (Eucomed) guidance.

Documentation

We document our community support at a global level in our headquarters in Gothenburg. The records cover who we support and the amount of time, products and funds we donate. Local offices keep records of local community support.

Global community support in 2015

During 2015, we donated both funds and products to various organizations around the world.

Operation Smile

2015 saw us celebrate the eleventh year of our relationship with Operation Smile, our global charity partner. Operation Smile is a medical volunteer organization that provides free reconstructive surgery for children born with facial deformities such as cleft lip and cleft palate.

To date, Mölnlycke Health Care has donated nearly 1.4 million pairs of Biogel surgical gloves to this organization – and our involvement does not stop there. Through the Mölnlycke Health Care Operation Smile Volunteer Programme, our employees can join Operation Smile missions and help restore smiles, hope and futures. During 2015, four employees volunteered on Operation Smile missions.

DEBRA

We have also made significant contributions to DEBRA, which helps people with the genetic skin-blistering condition EB. In the USA, we support a range of initiatives including DEBRA monthly Wound Care Clearinghouse, which distributes essential wound care supplies to people in financial difficulty, and the charity's Family Crisis Fund. In the UK, the Mölnlycke Health Care communications team completed a 24-mile canoeing challenge, braving rapids and tricky conditions to raise money for the charity.

Burn Camps

Burn Camps are an invaluable resource for burns survivors, giving them a therapeutic and recreational space where they can come together to share their experiences and simply relax and have fun. Mölnlycke Health Care supports Burn Camps across the USA, both by providing products such as beach towels, chapsticks and water bottles and by giving employees the opportunity to volunteer, including as camp counsellors and mentors.

Other local community support

On top of this, our subsidiaries have been involved in several other local community support activities.

Operation Smile



96.600

patients have benefited from our donations



Over 1.4 million

donated Biogel® surgical gloves with Indicator System, offering the staff a safe work environment

CODE OF CONDUCT

As an international company, we have a particular duty to respect, promote and comply with the principles of ethical and social responsibility associated with human rights, the workplace, and working conditions, not to discriminate, to maintain equality and relations with the surrounding world.

The Mölnlycke Health Care Code of Conduct is a set of basic rules, guidelines and criteria that comply with established international standards and meet our customers' needs and expectations. We also expect our suppliers to adhere to our Code of Conduct and have developed a Supplier Code which builds on our Code of Conduct and specifically targets issues and conduct that are more closely applicable to suppliers. As a large company and buyer, we are in a position to affect working conditions in a positive way and promote workers' rights in our major suppliers' factories. We work actively with our suppliers to make sure we not only have an efficient relationship, but also take human rights and health and safety into consideration.

Code of Conduct

The Board of Directors has adopted the Code of Conduct to govern the behaviour of our company – Directors of the Board, permanent and temporary employees, temporary workers and consultants. Everyone who represents Mölnlycke Health Care has a responsibility to be familiar with and comply with this Code. The Code of Conduct also serves as a guideline in order to avoid conflicts of interest.

No code or set of standards can cover every possible business situation that

may arise in the complex regulatory environment in which Mölnlycke Health Care operates. However, Mölnlycke Health Care considers compliance with this Code of Conduct to be vital. The company's reputation for quality products and high standards, and our passion for our mission can only be maintained by consistently honest and ethical dealings.

Compliance with law

Mölnlycke Health Care and its employees shall comply with all applicable laws and regulations where we are operating. We act proactively when possible, such as with the enacted USA Sunshine Act 2010 and the UK Bribery Act 2010. Mölnlycke Health Care will not participate in any business opportunity in any part of the world that does not comply with this policy.

Employee responsibility

Managers are expected to know and follow the applicable laws of their relevant market in which Mölnlycke Health Care does business. Employees are expected to comply with those laws, and managers are expected to ensure compliance.

As a company, we provide relevant training and access to resources to assist with legal compliance.

Corporate social and ethical responsibility

Our guidelines for this initiative are based on the principles outlined in the following documents:

- UN Agenda 21 – Sustainable Development Knowledge Platform
- ISO 26000 Guidance on Social Responsibility
- UN Universal Declaration of Human Rights
- UN Global Compact
- OECD Guidelines for Multinational Enterprises
- Relevant International Labour

Organization (ILO) conventions. The commitment also applies to our relations with business partners, suppliers and subcontractors. If any human rights abuses are committed by our partners, then it is our duty to assist in ensuring that such violations cease, or if this fails, to stop working with that partner.

At the workplace

A strong and consistent relationship with all employees, built on mutual respect and dignity, is a vital concern for Mölnlycke Health Care. Our Core Values – Passion, Learning and Integrity – guide us in our work and conduct.

We must work actively to promote equality in the workplace. Unlawful discrimination based on gender, age, sexual orientation, race, colour, religion, ethnicity, social origin, disability, or political opinion will not be tolerated.

Child labour as defined by ILO Conventions is prohibited. Mölnlycke Health Care will comply with all applicable laws relating to forced labour, child labour, minimum national salaries, working hours, leave and overtime, and the timely and accurate payment of wages.

Employees are free to, and entitled to, form and/or join union organizations. Employees shall be able to report complaints about their working conditions without risking any negative consequences as a result of doing so.

Relations with the world around us

We must not be either directly or indirectly involved in situations that entail violations of human rights.

Respect in the workplace

No employee should be subjected to verbal or physical harassment, and such conduct will not be tolerated. Mölnlycke Health Care is committed to creating a work environment that is free from harassment in any form, a culture that recognizes and appreciates the advantages of a diverse workforce, and a decision process which seeks to ensure that all employees are treated with dignity and respect.

Environmental management

Mölnlycke Health Care is committed to doing business in an environmentally responsible manner and will strive to improve its performance to benefit its employees, customers, communities, shareholders and the environment.

CODE OF CONDUCT

Health and safety

Mölnlycke Health Care is committed to providing a safe, healthy work environment for employees and guests to our premises that is in compliance with all applicable laws and regulations in the countries where we are operating, and in accordance with our global health and safety policy. All employees are expected to develop a proactive, cooperative attitude toward issues of health and safety throughout the company.

Customer relationships

No benefit will be given to a customer with an explicit or implicit requirement to use or purchase Mölnlycke Health Care products.

Donations, gifts and business courtesies

The giving of gifts is generally prohibited. Donations to customers or organizations closely affiliated with customers must comply with local laws and standards and should promote a social benefit.

Improper payments

No bribes, kickbacks or other payments for illegal purposes, shall be made to, or for the benefit of, government employees or officials, any customers, or others. Nor shall such payments or benefits be accepted by any Mölnlycke Health Care employee.

Payments to customers

Mölnlycke Health Care may compensate customers for consulting, research and other legitimate services rendered, and reasonable costs incurred where

the services have value to Mölnlycke Health Care and are rendered for fair market value. In limited circumstances, Mölnlycke Health Care may underwrite clinical research or continuing education programmes.

Fair dealing

All employees should deal fairly with Mölnlycke Health Care's customers, suppliers, competitors and employees. No one should take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair-dealing practice.

Record keeping

Mölnlycke Health Care entities will maintain accurate company records and accounts in order to ensure legal and ethical business practices and to prevent fraudulent activities.

Antitrust/competition laws

Mölnlycke Health Care fully supports antitrust laws in the USA and competition laws outside the USA to ensure free and open competition in the marketplace. Violation of these laws by Mölnlycke Health Care and its employees is prohibited.

Conflict of interest

Mölnlycke Health Care employees are responsible for avoiding conflicts of interest as well as the appearance of such conflicts.

Intellectual property and confidential information

Mölnlycke Health Care invests substantial resources in developing intellectual property and know-how, both of which are critical to the company's future success. Mölnlycke Health Care protects its intellectual property by seeking patent, design right, trademark, or trade secret protection. It protects its confidential information by taking precautions to prevent inappropriate disclosure or loss of such information. All employees share a responsibility to protect company intellectual property and confidential information.

Corporate opportunities

Employees may not take for personal use opportunities that are discovered through the use of corporate property, information or position. Nor may they use corporate property, information or position for their own personal gain or to compete with Mölnlycke Health Care.

Protection and proper use of company assets

All employees should protect Mölnlycke Health Care's assets and promote their efficient use. Theft, carelessness and waste have a direct impact on Mölnlycke Health Care's profitability. All Mölnlycke Health Care assets should be used for legitimate business purposes.

Clinical, regulatory affairs and quality affairs

Mölnlycke Health Care products are heavily regulated by governmental agencies, health ministries and other

regulatory authorities worldwide. Mölnlycke Health Care is 100 percent committed to ensuring that all our products and services meet the highest levels of quality and safety.

To achieve this, we meticulously comply with the regulations, legislation and requirements of all the different regions in which we are present.

Political activity

No corporate funds, or other corporate assets, may be contributed directly to any political party, political committee, or candidate for public office at the federal level or at the state level, unless permitted by law, with the exception of funds used to administer the corporate political action committee.

People acting on behalf of Mölnlycke Health Care

Mölnlycke Health Care expects its independent dealers, distributors and agents to act consistently with the policies set out in this Code. The Mölnlycke Health Care Manager responsible for any such relationship must ensure that the terms of the relationship are set out in a written agreement, provide a copy of the Code, and require consistency with the Code in all dealings on Mölnlycke Health Care's behalf.

Government, analyst and media inquiries

Mölnlycke Health Care must be made aware of any inquiries from the government, the financial/analyst community, or the media so that it can properly and thoroughly respond.

OUR CODE OF CONDUCT IN ACTION

We continuously measure and monitor almost all of our performance against Global Reporting Initiative (GRI) guidelines. In addition, our parent company, Investor AB, performs a sustainability Enterprise Risk Assessment annually.

This section shows our approach to implementation and a snapshot of our performance in key areas during 2015.

Training and support

We train all of our employees annually to ensure that they are aware of our Code of Conduct, our Global Code of Ethics and Integrity and what is required of them.

In addition to educating our own employees, we extend our efforts to demand correct, sustainable and ethical conduct from our suppliers. When choosing a new supplier, we evaluate the company and their previous actions through an evaluation process. We also inform them about our Global Trade policy programme and Global Code of Ethics and Integrity.

Our performance 2015

92 percent of our employees completed and signed the Code of Conduct training.

We have extended our supplier evaluation commitment and implemented a new Global Trade policy programme. The vast majority of our business agreements include clauses referring to our Code of Conduct and/or Supplier Standard.

Environmental Health and Safety programme

At Mölnlycke Health Care we are committed to doing business in a sustainable manner. During 2015 we managed to make substantial advancements – for example, 7 percent reduction of CO₂ in our transports and 4 percent reduction in energy use. But we do not rest on achieved results, instead we constantly aim to improve, which led to the formation of a new Environmental Health and Safety programme with increased targets for the next three years.

Our performance 2015

We implemented a new Environmental Health and Safety programme for 2015–2017 aiming to achieve further advancements. The programme consists of a list of seven areas prioritized for improvement and a description of enablers, such as an updated Environmental Policy and Global Health and Safety policy.

Promoting good labour relations

Respect for employment rights is a core principle in both our Code of Conduct and our Supplier Standard. This includes the right of our employees to freedom of association at work and collective bargaining. We also have a zero-tolerance approach to slavery or any use of forced or compulsory labour, and we continuously

monitor our suppliers to ensure that this does not happen.

Our performance 2015

Our supplier evaluations identified no specific risks of any abuse of employment rights.

None of our operations or suppliers was identified as at risk of incidents of slavery or forced or compulsory labour.

Complying with laws and regulations

We take great care to comply with all relevant laws and regulations in every country we work in. We employ compliance staff to ensure that we meet all the necessary rules in areas such as employment and environmental impact, as well as complying with anti-bribery and corruption laws. Employees and external partners are encouraged to seek advice and/or report incidents to our compliance staff. For matters related to illegal or unethical behaviour, we also have a Whistleblowing Hotline that connects to a team consisting of the Chief Compliance Officer, the EVP Human Resources and the General Counsel. This team decides on what department is most appropriate to investigate and escalate each incident.

Our performance 2015

We did not receive any significant fines or sanctions for non-compliance with laws and regulations relating to bribery, corruption or the environment.

Local community engagement

It is encouraged, however not enforced by corporate headquarters, to engage in local community activities and development whenever suitable, since we believe that each local market has the best knowledge of local needs.

Our performance 2015

Beside our ongoing commitments to DEBRA and burn camp activities, our subsidiaries have been involved in several local community projects, for example:

- donation and participation in a 100 km walk in Belgium for Oxfam-Solidarity's work to overcome poverty
- sponsoring of the Cape Epic mountain bike race in South Africa including donation of dressings for blisters
- sponsoring and volunteering during reconstruction of the Ondrasek children's hospice in Czech Republic.

Eliminating child labour

As an international company, we recognize our responsibility, and that of our suppliers, to help eliminate child labour wherever we operate. We continuously monitor our suppliers, and if there is any risk of child labour being used, we take immediate action to ensure that this does not happen.

Our performance 2015

Our Supplier Code of Conduct assessments identified no incidents of child labour on site.

OUR CODE OF CONDUCT IN ACTION

Fighting corruption

As a large company operating around the world, we take a vigilant approach to prevent corruption connected to any of our operations or suppliers. We maintain a global hotline which employees can use to report any incidents of corruption whenever they occur. We investigate all reported incidents and take appropriate disciplinary action following defined procedures and follow-up measures where necessary.

Our performance 2015

No incidents of corruption were reported.

Protecting human rights

Every employee who works for Mölnlycke Health Care is entitled to the same respect for their human and employment rights, no matter where they are in the world. We will not do business with any supplier that does not respect the rights of its employees.

We ask our suppliers to sign up to our Supplier Standard and to subject themselves to human rights screenings if necessary. We formally evaluate more than 50 percent of our primary suppliers, which includes a human rights assessment under our Code of Conduct.

Our performance 2015

Thanks to continuous ongoing efforts, 100 percent of our employees have received human rights training. We received no human rights related grievances. None of

our operations or suppliers was subject to a human rights review or impact assessment.

No human rights concerns were raised about any of our supplier contracts and agreements.

Engaging with public policy

We take an active role in promoting good practice within the medical supply and healthcare industries through engagement with public policy. We develop public policy positions and take part in responsible lobbying, principally through our membership of Eucomed, which promotes the medical device industry in the EU, but also as a member of the following trade associations: AdvaMed in the USA, Medical Technology Association of Australia (MTAA), Canada's Medical Technology Companies (MEDEC) and Swedish Medtech.

Our performance 2015

We performed 12 Code of Conduct assessments.

The company was also actively engaged in Eucomed-sanctioned and driven lobbying and public policy activity.

WORKING WITH OUR SUPPLIERS

As a global manufacturer and buyer of materials and services, we recognize our responsibility to ensure sustainable practices, good working conditions and respect for employment rights among our suppliers.

Our policy

We aim to ensure ethical practices throughout our supply chain. To achieve this, we request that our primary suppliers meet our Supplier Standard and ask them, in turn, to promote good practice among their partners and suppliers.

How we work with our suppliers

Before we accept a primary supplier, we carry out a detailed assessment and evaluation process to ensure that their practices fit with our expectations.

We then ask them to sign our supplier agreement, which commits them to meeting our Supplier Standard. We also require them to meet benchmark standards on issues such as quality, delivery times and technical specifications.

Once a supplier has been appointed, we continue to monitor their performance with regular checks as part of our supplier performance management system. We also carry out supplier audits to assess the health of their quality systems and how they fulfil Mölnlycke Health Care's requirements.

We understand that ethical behaviour is about the culture of an organization, as well as its policies and processes. We lead by example, building long-term relationships with our suppliers, based on fairness, collaboration, transparency and open communication.

Our Supplier Standard

We have developed a Supplier Standard and a Supplier Code of Conduct which set out the actions and behaviours we expect from our suppliers, including specific requirements to respect human rights and employment rights.



We made 600,000 deliveries to our partners in 2015

WORKING WITH OUR SUPPLIERS

What we expect of our suppliers

To meet this standard, we expect our suppliers to demonstrate that they:

- ✓ manage and control their impact on the environment in line with ISO 14001 and continually work to reduce this impact
- ✓ provide a safe and healthy work environment for all employees
- ✓ allow employees to join unions and elect their own representatives
- ✓ comply with local laws on working hours
- ✓ pay a living wage that meets their employees' basic needs.
- ✗ do not discriminate based on gender, age, sexual orientation, race, colour, religion, ethnicity, social origin, disability or political opinion
- ✗ ban all forms of child labour, forced labour and compulsory labour.

Description of our supply chain

Our supply chain is complex. It varies depending on the different products that are produced, the customers and countries they are delivered to and the kind of healthcare system the country we are delivering to has in place.

Our manufacturing footprint includes flows from suppliers and manufacturing sites to distribution centres, hospitals and sometimes pharmacies, as illustrated below.



Notable changes during 2015

During 2015 we expanded our global footprint by adding new distributors in South America, Asia, Africa and the Middle East. We also expanded the production in our centre in Wiscasset, USA to include wound care products for use on burns.

During the past four years, changes were made on the BARRIER staff clothing supply as two new sites in Cambodia – Kampong Cham and Takeo – qualified for manufacturing. The first deliveries of finished products from these sites took place in 2012 and 2013 respectively. From June 2015, we moved the production of all BARRIER Ultimate Gowns to Takeo. By using the same shipping lanes to Europe and the USA, freight costs are optimized.

No other significant changes took place during 2015 regarding suppliers, supply chain structure or in relationships with suppliers.

Supplier performance 2015

Our logistics suppliers – DSV and DHL – have renewed about one-sixth of their vehicle fleet, including moving to more energy-efficient engines (from CAT4 to CAT5) which contributed to our CO₂ decrease of 7.3 percent during 2015.

Operations footprint (Q1 2016)

- 15 manufacturing units in ten geographical sites: Belgium, Czech Republic, Finland, France, Malaysia, Poland, Thailand, UK, USA.
- Approximately 40 contract manufacturing suppliers.
- Approximately 20 distribution centres and warehouses.
- More than 550 direct suppliers and contract manufacturers.
- 12,000 containers per year.
- 600,000 customer deliveries to 15,000 partners worldwide.



HTC
transport



Warehousing
& picking /
pallets



FTC
transport



Customers'
warehouse



Hospital /
practices

HTC= Home taking cost, FTC =Freight to customer

RESPONSIBILITY FOR OUR PRODUCTS

As a medical solutions company, Mölnlycke Health Care provides outstanding solutions for wound care, prevention and for use in surgery. We seek to advance human performance around the world by equipping everyone to perform at their best.

Our policies

We are committed to doing business in a sustainable manner and to continuously improving our performance to benefit our customers, patients, employees, communities, shareholders and the environment.

We will maintain a high standard of quality in all our products and services.

We will ensure compliance with relevant laws and regulations in all of the markets we serve.

Our global management system

We implement these policies through our global management system, Succeed. Succeed is a process-based quality management system which helps us to meet customer expectations by continuously improving everything we do, including innovation and technology, manufacturing, the supply chain, sales and marketing and all supporting functions. It is based on:

- identifying the inputs and outputs required at each step in the process
- asking what activities are needed to get from input to output

- clarifying the links and connections between each activity and between different processes
- defining roles and responsibilities for each part of the process.

The systematic approach gives us a high level of transparency, allowing us to view and analyse the way we work in detail. This, in turn, provides a good foundation for improvements and change management.

Each of our sites also has a local quality system, as well as staff who are responsible for local quality management and compliance.

Succeed – Focus on HOW

As a key part of our Succeed system, and our focus on continuous improvement, we encourage our employees to 'Focus on HOW'. This entails employees actively sending in change requests that are handled and implemented by the process doers, in close cooperation with the Quality function.

We empower our whole team to take ownership of the process and deliver improvements for the benefit of our customers.

Monitoring performance

We use a range of ongoing checks and reviews to ensure that our Succeed system continues to deliver improvements and benefits for our customers.

- **Quality control:** we have quality teams in all of our factories who continuously monitor our processes to make sure our products meet the highest quality standards and proactively look for opportunities to improve.
- **Corrective action and preventative action (CAPA):** as part of our quality management system, we carry out root cause investigations of any process issues, followed by corrective action to resolve them and prevent the problem recurring.
- **Corporate and executive management review:** at least twice a year, we undertake a thorough management review starting at corporate and executive level and extending through our manufacturing sites and distribution centres. We document and escalate all quality and process issues as appropriate.
- **Internal audits:** we continuously audit our sites and processes to ensure compliance with quality standards, as well as seeking opportunities to improve. Our internal auditors are trained and regularly share best practice to ensure continuous learning. We also ask other third parties to carry out mock audits as part of our commitment to continuous improvement.
- **Customer complaints:** we consider all customer complaints related to the quality and safety of our products. We review, evaluate, investigate and take corrective and preventative actions where necessary.
- **Customer surveys:** we periodically measure customer satisfaction through surveys to make sure we continue to meet their expectations.
- **BSI audits:** the BSI regularly conducts independent audits of our global processes, as well as all of our manufacturing sites and our distribution network to verify that we comply with regulations and quality management system standards.

Managing our products' life cycle

We take a 360-degree approach to product manufacture, considering our customers' health and safety as well as our environmental impact at every stage of the product life cycle. We have internal processes that govern how we develop, manufacture and supply our products to minimize risk to users and patients in accordance with ISO 14971.

Design stage

During research and development, we follow a product development process to ensure that our ideas not only meet customers' needs but also satisfy environmental and safety standards. All ideas are thoroughly evaluated from technology, safety, environmental and design standpoints.

RESPONSIBILITY FOR OUR PRODUCTS

The ideas that get a positive evaluation continue on to the development phases where potential design hazards are identified and risks are eliminated or minimized.

In production

During implementation, we set up systems for the supply of materials, production and distribution of the product, as well as how we will handle any waste generated. Each project is also reviewed to ensure that new products live up to our high-quality customer satisfaction and usability standards. All the steps in the product development process are well documented and stored in our product data management (Prime) database.

Labelling and marketing

The labelling of all our products follows regulations and standards for medical device products. All globally produced marketing material undergoes a reviewing process with final approval by our Legal department.

Professional sponsorships

Sponsorships and interactions with healthcare professionals are approved by our Compliance Officer.

Post-production

Once the product has been launched, we follow up with our Maintain Design process, which includes post-clinical follow-up, product risk management and post-market surveillance. This allows us to review how the product is being used and whether it is meeting customer needs and quality standards. We use the

feedback and insight this generates to adapt and improve the product design.

Managing our suppliers

Our primary suppliers are thoroughly assessed to ensure they meet our Supplier Standard, including our Supplier Code of Conduct. The manufacturing sites they use should provide a safe working environment and comply with local laws on issues such as fair remuneration, minimum age of employees and working hours. We visit suppliers regularly to ensure that the materials we purchase from them are being produced in a way that provides dignity and respect for workers in the supply chain. We also use third-party auditors to assess suppliers where necessary.

Promoting industry standards

Mölnlycke Health Care has a strong track record of helping to develop industry standards and awareness. In the 1980s, we worked to establish Eucomed, the trade association for medical device manufacturers in the EU. We are still active members of this trade association, sending delegates to participate in its focus and sector groups. Our involvement includes chairing the Advanced Wound Care Sector Group and the working group WG 15 in European Committee for Standardization (CEN)/TC205 developing a standard for 'Antimicrobial dressings – requirements and test methods'.

We were also actively involved in the CEN/TC205 WG 14 working group for surgical clothing, drapes and medical face masks and in the committee working on 'Clinical

investigation of medical devices for human subjects – Good clinical practice, ISO 14155:2011’.

Certification and compliance

Quality management: we are certified to ISO 9001 quality management standard as well as ISO 13485, the specific quality standard for medical devices.

Health and safety: six of our sites are now certified to OHSAS 18001 standard.

Environmental management: most of our global operations are certified to ISO 14001 standard.

Our warehouses comply with ISO 9001, ISO 13485, Quality System Regulation (QSR), Good Distribution Practice Guidelines 2013/C 343/01 and local and regional regulatory requirements. Many sites also fulfil QSR as well as local or regional regulatory requirements, including:

- Medical Device Directive (MDD; 93/42/EEC and 2007/47/ EC)
- Biocidal Products Directive (BPD; 98/8/EC)
- Directive for Medicinal Products for Human Use (2001/83 for EEC)
- QSR [21 Code of Federal Regulations [CFR] section 820]
- Food and Drug Administration (FDA) Current Good Manufacturing Practices.

Our certifications include:



OUR GLOBAL FOOTPRINT



1 Global HQ and R&D in Gothenburg, Sweden

15 manufacturing sites

36 countries with sales office coverage

63 countries with sales through distributors

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OUR GLOBAL FOOTPRINT

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*For product complaints or adverse events
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Customer services contact information*

REPORT PARAMETERS

This report is intended to give readers a genuine picture of Mölnlycke Health Care's sustainability performance between January and December 2015. The report covers Mölnlycke Health Care's main operations around the world and our market sites.

To establish the scope of this report, we have taken into consideration input from different stakeholders as well as version G4 of the Global Reporting Initiative guidelines for sustainability reporting. We have also carried out internal analyses of our sustainability impact, preventative work, and the areas in which we need to improve our sustainability status. We have also taken into account whether we have information to report on. It is our intention to disclose information and to be as transparent as can be reasonably expected. We will also strive to expand the scope of our reporting over time.

Our last Sustainability Report covered the 2014 calendar year, and our report is issued annually. We encourage feedback from our stakeholders to help us improve our sustainability work as well as the report itself. If you have any comments or feedback, please email us at: corporate.communication@molnlycke.com

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