
Remuneration Report



Remuneration Report

Dear reader,

As Chair of the People and Remuneration Committee, I am pleased to present Lindex Group's Remuneration Report for the financial year 2025. The Board of Directors has approved the report, and it will be submitted to the Annual General Meeting in 2026 for advisory shareholder approval. Throughout 2025, the Committee supported management and monitored progress on the Lindex and Stockmann divisions' people strategies and priorities, while overseeing adherence to and application of the Group's Remuneration Policy.

Our approach to remuneration is designed to advance the Group's short and long term financial performance, strengthen shareholder value and a performance driven culture, and ensure competitiveness in attracting, engaging and retaining the talent that our strategies require. We strive to align executives' incentives with shareholders' interests and reinforce behaviour consistent with our values. Our remuneration framework evolves with the strategic focus areas of the divisions, and we continue to refine our principles to support successful long term strategy implementation. We remain committed to remuneration that is transparent, consistent, easy to understand, non discriminatory, sustainable and in line with good governance.

During the year, teams across the Group continued to execute the strategies of both divisions and advanced our sustainability goals with dedication. The divisions enhanced their offerings, implemented new digital solutions and renewed processes in stores and supply chains, improving customer experience and operational efficiency. Despite the volatile market environment, the Group had a strong finish to the year, as in the fourth quarter, the revenue and adjusted operating result improved. The full-year revenue improved as well, and the loyal customer base expanded. The ramp up of Lindex division's new omnichannel distribution centre progressed, supporting the strategic growth plans. The conclusion of Lindex Group's corporate restructuring programme was one of the key highlights of the year. The Group is now well-positioned to develop its business in the long term. When it comes to the strategic assessment of the Stockmann department store business, the Board continues to evaluate the strategic alternatives.

In 2025, the People and Remuneration Committee's agenda included support and follow up on people and capability reviews, succession planning, and fostering of diversity, equality and inclusion. We also oversaw the annual compensation reviews and monitored the results of employee engagement surveys and the related actions.

I thank all Lindex Group colleagues for the achievements of 2025. By nurturing a workplace where people can develop and make a difference, we will continue to meet our strategic goals, serve customers well, and deliver sustainable long-term value to shareholders.

Stefan Björkman

Chair of the People & Remuneration Committee

INTRODUCTION

About the remuneration report

This remuneration report describes the remuneration of Lindex Group plc's governing bodies in accordance with the requirements of the Finnish Securities Markets Act, the Finnish Limited Liability Companies Act and the Finnish Corporate Governance Code 2025 published by the Securities Market Association.

The report presents information on the remuneration of the members of the Board of Directors and of the CEO for the financial year 2025. The remuneration report is based on the Remuneration Policy for Lindex Group's governing bodies approved by the Annual General Meeting held on 22 March 2023. It also describes the development of average employee remuneration and the company's performance over the past five years compared to the remuneration of the members of the Board of Directors and the CEO.

During the financial year 2025, the members of the Board of Directors and the CEO have been remunerated in accordance with the approved Remuneration Policy. The remuneration has promoted the company's long-term financial success.

Lindex Group's Board of Directors has approved the remuneration report in its meeting on 26 February 2026. The report will be presented at Lindex Group's Annual General Meeting 2026 for an advisory vote.

Remuneration Policy in brief

The remuneration principles defined in Lindex Group's Remuneration Policy apply in all countries to all employees of the company. The principles described in the policy guide remuneration and the development of related practices. According to the Remuneration Policy, the objective of remuneration is to promote short- and long-term financial success, shareholder value and performance culture at Lindex Group and to improve Lindex Group's competitiveness in attracting, engaging, and retaining the necessary talent.

The remuneration of the members of Lindex Group's Board of Directors is organised separately from the remuneration schemes applied to the CEO, the Group Leadership Team, or the personnel. To guarantee the independence of the members of the Board of Directors, they do not participate in incentive plans for Lindex Group's employees.

The remuneration of the Board of Directors is determined by the Annual General Meeting. Proposals to the Annual General Meeting concerning the remuneration of the members of the Board of Directors are prepared by the Shareholders' Nomination Board, which consists of representatives of the largest shareholders and the Chair of the Board of Directors as an expert member. The Annual General Meeting resolves on the remuneration paid to the members of the Board of Directors based on the proposal of the Nomination Board for one term at a time until the next Annual General Meeting. The representatives of the Board of Directors who are members of the Shareholders' Nomination Board do not participate in the decision-making concerning the remuneration of the Board of Directors or committees.

The Board of Directors decides on the CEO's salary and other benefits based on the proposals of the People and Remuneration Committee. The short-term incentive is limited to a maximum amount corresponding to the annual base salary, and the long-term incentive opportunity is a maximum of twice the annual salary at the time of granting for each performance period. The CEO may be part of statutory and defined contribution supplementary pension plans.

The full Remuneration Policy is available at lindexgroup.com.

Remuneration and performance of the company over five years

In 2025, Lindex Group's operating environment began to recover, though consumer sentiment remained muted. Lower inflation and interest rates compared to 2024 boosted purchasing power in some markets, while rising unemployment weakened it in others. The recovery pace varied between sectors and countries. The fashion market started to pick up, but volatility returned in the fourth quarter. Despite this, both divisions outperformed the market in key countries during the fourth quarter, and the Group's revenue and adjusted operating result increased. The full year revenue grew, while the adjusted operating result declined. The Stockmann division delivered a seventh consecutive quarterly result improvement, and its full year adjusted operating result turned positive.

The objective of the Group's **short-term incentive plan (STI)** is to encourage the implementation of the short-term business plan and reward accordingly. In recent years, the short-term incentive scheme has been based on the company's profitability, measured in adjusted operating

result, revenue and cash flow for both divisions. In addition, Emotional Value Index (EVI) measuring customer happiness is used as an additional performance indicator for the Stockmann division.

The objective of the Group's **long-term incentive plan (LTI)** is to promote the achievement of strategic and financial targets and to align the interests of the participants with those of Lindex Group's shareholders. The Board of Directors approves the long-term incentive plans, based on which a share-based incentive plan, Performance Share Plan (PSP), with a performance period of three years is launched annually. The long-term incentive plans for 2022, 2023, and 2024 were based on total shareholder return, revenue, operating result, and reduction of climate emissions. In the new share-based long-term incentive plan established in 2025, the performance targets are total shareholder return, revenue, adjusted operating result and ESG targets.

The information on the average salary of employees is based on the personnel costs of the entire Lindex Group, i.e. the data of all employees. The remuneration of employees is not as variable as that of the CEO, as a smaller part of their total remuneration is based on variable pay elements. However, as all short-term incentive schemes are to varying degrees linked to the same key figures, the company's performance also affects employee remuneration. The average salary of employees in 2025 was mainly affected by salary reviews aligning the compensation with external market development as well as structural changes in the organisation.

The table on the next page illustrates the development of Lindex Group's remuneration and the company's performance over the past five years.

Five-year development of remuneration and company performance

In EUR unless otherwise noted	2021	2022	2023	2024	2025
Board of Directors					
Chair of the Board	96 100	96 000	114 200	123 600	118 200
Other Board members, average annual remuneration *)	56 250	52 383	61 149	67 120	65 519
Total remuneration, Board of Directors *)	433 600	410 300	433 400	459 200	496 900
Change from previous year, %	30	-5	6	6	8
CEO					
Susanne Ehnbåge (12 May 2023–), total remuneration	-	-	342 831	760 807	676 905
Change from previous year, %	-	-	-	122	-11
Jari Latvanen (19 August 2019–12 May 2023), total remuneration including payments during the notice period	604 252	604 315	662 961	408 870	-
Change from the previous year, %	14	0	10	-38	-
Employees					
Average annual salary	33 356	35 309	35 053	34 762	36 181
Change from previous year, %	3	6	-1	-1	4
Adjusted operating result, EUR million	68.3	79.8	80.0	74.9	69.5
Revenue, EUR million	899.0	981.7	951.7	940.1	952.3
Total shareholder return, %	85.57	-8.70	47.06	-7.23	-8.18

*) The Board's composition has changed over the years, resulting in variations in total remuneration between years. As an example, in 2025 the number of Board members increased by one.

The remuneration criteria for the CEO in 2025 has been reviewed by the People and Remuneration Committee. The People and Remuneration Committee reviewed the remuneration of the CEO in comparison with companies of the same size and structure. The remuneration level of the CEO has changed over the five-year period, as the CEO has changed.

Exceptions and clawbacks

The company did not exercise its rights to recover or cancel paid or unpaid incentives in 2025.

REMUNERATION OF THE MEMBERS OF THE BOARD OF DIRECTORS

According to the Remuneration Policy, the annual fees of the Board of Directors can be paid as a combination of Lindex Group's shares and cash. Meeting fees are paid in cash. Board fees include annual and meeting fees for Board and committee work. In addition, the members of the Board of Directors are compensated for travel and accommodation expenses in accordance with the company's general travel policy. The shares acquired for the members of the Board of Directors cannot be transferred until two years have passed from the date of purchase or until the membership of the Board of Directors of the person in question has ended, whichever is earlier.

The members of the Board of Directors are not included in incentive schemes or performance-based remuneration, and they do not have a supplementary pension arranged by Lindex Group.

Lindex Group's Annual General Meeting held on 2 April 2025 resolved that the Board remuneration remains unchanged and that the Chair of the Board be compensated EUR 85 000, the Vice Chair EUR 60 000, and other members EUR 42 500 as annual remuneration. The annual remuneration will be paid in company shares and cash, so that company shares will be acquired on behalf of the Board members to a value of 40% of the remuneration, and the rest will be paid in cash. The company will cover the costs for the acquiring of the shares and the transfer tax. The shares will be acquired within two weeks from the publishing of the interim report 1 January–31 March 2025, or as soon as it is possible in accordance with applicable legislation. If the shares are not purchased and/or delivered based on a reason pertaining to the company or the Board member, the fee will be in cash in its entirety. In addition, the Annual General Meeting resolved that the Chair of the Audit Committee is compensated a fixed fee of EUR 10 000 for the committee work and a member of the Audit Committee EUR 5 000 year as annual remuneration. The members of the Board shall also be paid a meeting remuneration for each Board and committee meeting, as decided by the Annual General Meeting.

During the financial year 2025, the members of the Board of Directors were paid a total of EUR 496 900.

All payments made to the members of the Board of Directors in 2025 were in accordance with the Remuneration Policy approved by the Annual General Meeting held on 22 March 2023.

Agreed remuneration of the Board of Directors 2025

In EUR	
Fixed annual remuneration	
Chair of the Board	85 000
Vice Chair of the Board	60 000
Other Board members	42 500
Fixed committee fees	
Chair of the Audit Committee	10 000
Members of the Audit Committee	5 000
Meeting fees (per meeting)	
Chair of the Board/Committee	1 200
Members	600

If the meeting is held physically outside the country where the Chair or member resides, the meeting fee shall be doubled.

Remuneration of the members of the Board of Directors 2025

	Annual fee paid in cash, EUR	Annual fee paid in shares, pcs	Value of annual fee paid in shares, EUR	Board meeting fees total, EUR	Annual Audit Committee fee, EUR	Committee meeting fees total, EUR	Board member remuneration total, EUR	Participation in Board meetings	Participation in Audit Committee meetings	Participation in People and Remuneration Committee meetings	Shares ownership, pcs
Sari Pohjonen, Chair	85 000	-	-	21 600	5 000	6 600	118 200	16/16	6/6	5/5	23 432
Roland Neuwald, Vice Chair	60 000	-	-	12 600	5 000	3 600	81 200	16/16	6/6	-	48 490
Stefan Björkman	42 500	-	-	10 800	-	6 000	59 300	16/16	-	5/5	51 928
Andrea Collesei*	42 500	-	-	10 800	-	-	53 300	14/14	-	-	-
Timo Karppinen	42 500	-	-	10 200	10 000	7 200	69 900	15/16	6/6	-	16 706
Tracy Stone	42 500	-	-	12 000	-	3 000	57 500	15/16	-	5/5	53 950
Harriet Williams	42 500	-	-	12 000	-	3 000	57 500	16/16	-	5/5	26 038
Total	357 500	-	-	90 000	20 000	29 400	496 900	16	6	5	220 544

* Elected as new Board member in the Annual General Meeting 2025.

REMUNERATION OF THE CEO

The remuneration for the CEO consists of fixed remuneration and variable performance related pay. Fixed remuneration includes a monetary salary including the right to car and telephone benefits, and a supplementary pension arrangement. The CEO's supplementary pension plan follows market practice in Sweden, and the pension age is in line with the legislation in Sweden.

Variable performance related pay includes short- and long-term performance-based incentive schemes as well as possible retention and severance benefits.

Performance bonuses are tied to financial and strategy implementation criteria. The earning period for the short-term performance bonus is the calendar year. In 2025, the key performance indicators of the short-term incentive scheme (STI) focused on the Group's financial and business targets, measured with adjusted operating result, revenue and cash flow for both divisions. In addition, Emotional Value Index (EVI) measuring customer happiness

was used as an additional performance indicator for the Stockmann division.

The measures of the share-based long-term incentive plans (PSP) are total shareholder return, operating result, and revenue as well as reduction of climate emissions. In the new share-based long-term incentive plan established in 2025, the performance targets are total shareholder return, revenue, adjusted operating result and ESG targets. On 31 December 2025, Lindex Group had three long-term incentive plans, PSP 2023–2025 PSP 2024–2026 and PSP 2025–2027. Potential incentives will be paid from these plans in 2026, 2027 and 2028 respectively. The maximum reward from the 2023–2025 plan is 175 000 shares. For the long-term incentive plan 2024–2026, the maximum reward is 212 000 shares, and for the long-term incentive plan 2025–2027, 240 000 shares.

If the company terminates the CEO's contract, the period of notice is 6 months, in addition to which the CEO is entitled to a severance pay corresponding to 12 months' salary. On the CEO's side, the notice period is 6 months.

Remuneration of the CEO in 2025

Susanne Ehnåge was the CEO of Lindex Group plc throughout the financial year 2025.

During the period 1 January–31 December 2025, CEO Susanne Ehnåge was paid a total of EUR 676 905. Fixed monetary salary accounted for EUR 497 847 and car and telephone benefits for EUR 7 705. The fixed monetary salary increased by 4% in 2025. The pension contribution in 2025 was EUR 171 353.

In 2025, the CEO was paid a performance bonus of EUR 3 221 from the 2024 short-term incentive plan.

The maximum reward for the CEO under the long-term incentive plan 2022–2024 was 168 000 shares, including a cash portion to cover taxes and tax-related costs arising from the reward. The reward has been paid in 2025.

In 2025, the CEO's fixed remuneration was 62.4% and variable performance related pay 37.6% of her total remuneration.

Total compensation – Susanne Ehnåge, period 1 January–31 December 2025

Remuneration element	Paid EUR	Accrued EUR	Description	Compliance with remuneration policy
Fixed monetary salary	497 847			Complies with policy
Car and telephone benefits	7 705			Complies with policy
Pension contribution		171 353	The CEO is eligible to take retirement upon reaching the age of 65. The pension scheme is determined according to a defined contribution-based system, partly under the ITP1 plan and partly under an extra pension provision to 30% of income above ITP1 income cap.	Complies with policy
Short-term incentive	3 221	40 200		Complies with policy
Long-term incentive: PSP 2022–2024	79 570	19 811	168 000 shares granted with a value of EUR 325 860 at the time of grant.	Complies with policy
Long-term incentive: PSP 2023–2025		33 226	175 000 shares granted with a value of EUR 362 250 at the time of grant.	Complies with policy
Long-term incentive: PSP 2024–2026		70 687	212 000 shares granted with a value of EUR 634 940 at the time of grant.	Complies with policy
Long-term incentive: PSP 2025–2027		85 334	240 000 shares granted with a value of EUR 619 200 at the time of grant.	Complies with policy
Total	588 334	420 611		

**Short term incentive – Susanne Ehnbåge,
1 January–31 December 2025**

STI 2025 – accrued (paid in 2026)		
Measure	Weighting	Result
Lindex division	70%	Below treshold
Stockmann division	30%	Below target, above treshold
Pay-out to CEO based on STI, EUR		40 200
Pay-out from maximum incentive opportunity, %		10.13%

In 2025, the CEO's short-term incentive corresponded to the results of Lindex Group and the Lindex and Stockmann divisions in relation to the set financial and other business targets. The terms of the 2025 performance bonus program were partially fulfilled, and the bonus will be paid in 2026.

Summary of long-term share-based incentive plans granted to, earned by and delivered to CEO Susanne Ehnbåge

Long-term incentive period	PSP 2022–2024	PSP 2023–2025	PSP 2024–2026	PSP 2025–2027
Maximum number of shares issued (gross)	168 000	175 000	212 000	240 000
Date of issue	23 November 2022	6 July 2023	18 March 2024	11 March 2025
Shares issued, pcs	150 000			
Date of issue	6 July 2023			
Shares issued, pcs	18 000			
Number of shares issued (gross)	168 000	175 000	212 000	240 000
Number of shares delivered (gross)	53 592			
Date of delivery of shares	2 March 2025			
Price on the date of delivery of the shares, EUR	2.6995			

The CEO and Group Leadership Team members are required to build up their holding of shares at least up to a level where the value of the shares owned by the Group Leadership Team member corresponds at each point in time to the annual gross base salary. Until the holding requirement is fulfilled, the relevant Group Leadership Team member must hold at least fifty percent (50%) of the net shares awarded to him/her for each PSP cycle.

For the time being, the CEO's shareholding does not meet the recommendation of the long-term incentive program terms and conditions concerning shareholding.