
Corporate Governance Statement



Corporate Governance Statement of Lindex Group

In its decision-making and corporate governance, Lindex Group complies with the Finnish Limited Liability Companies Act, the Finnish Securities Markets Act, the Finnish Corporate Governance Code issued by the Securities Market Association, the rules of the company's Articles of Association, the rules and regulations of Nasdaq Helsinki Ltd, and other applicable legislation and rules.

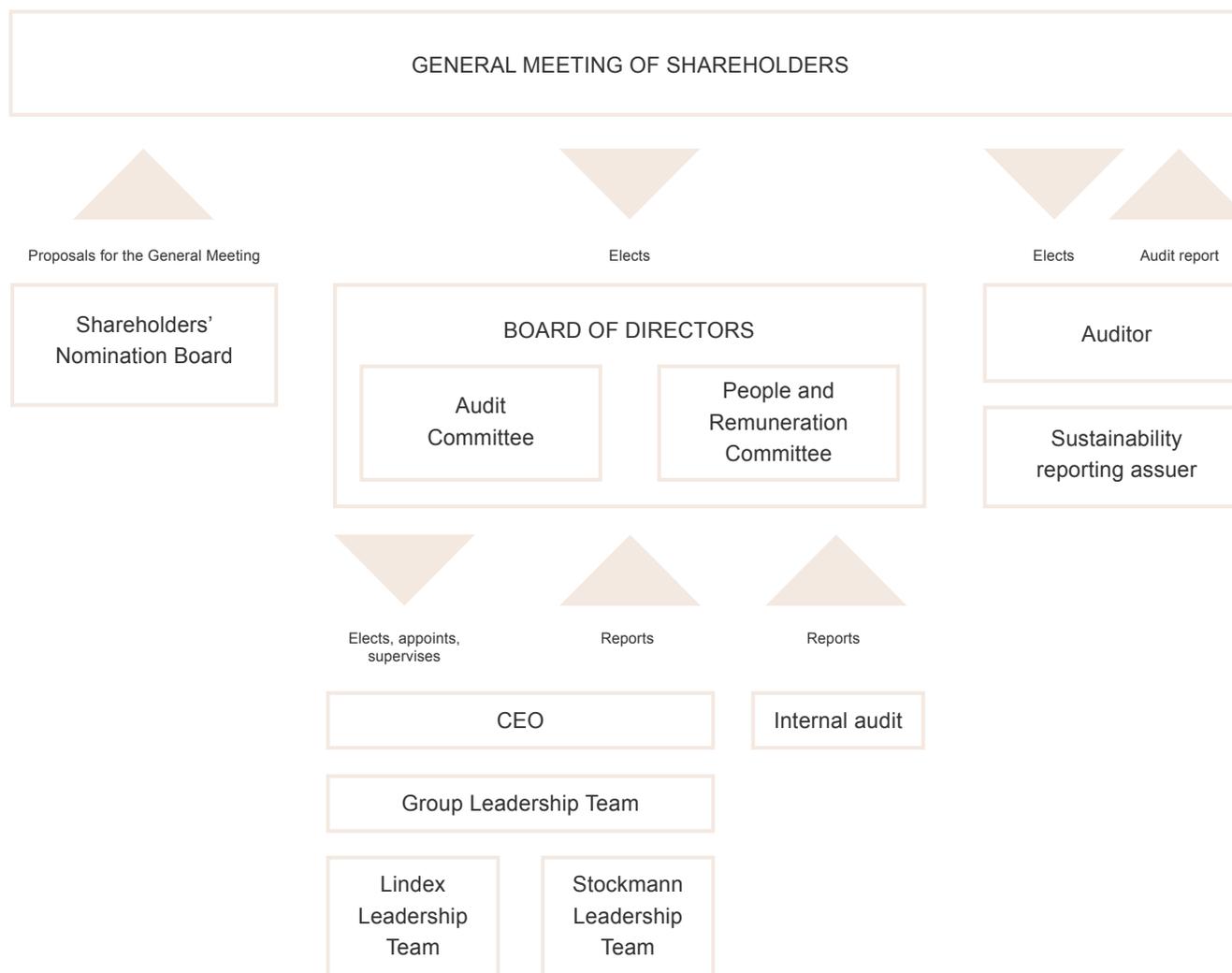
The Corporate Governance Code can be accessed on the website of the Securities Market Association at cgfinland.fi/en/. Lindex Group complies with the Finnish Corporate Governance Code 2025 in its entirety.

Lindex Group plc's Corporate Governance Statement for the financial year 2025 has been compiled in accordance with the Finnish Corporate Governance Code 2025.

The Statement and up-to-date information on the company's corporate governance are also available on the company's website, lindexgroup.com/en/. This Corporate Governance Statement has been prepared as a separate report from the Board of Directors Report.

This Corporate Governance Statement covers the governing bodies of the parent company Lindex Group plc, which are responsible for the Group's administration and operations. These governing bodies are the General Meeting of Shareholders, the Board of Directors and the Managing Director (the CEO). The Statement also

Corporate Governance Model of Lindex Group



deals with the election and working processes of the Board of Directors, the Board Committees' duties and responsibilities, the Shareholders' Nomination Board and Lindex Group's management structure. In addition, Lindex

Group publishes a [Remuneration Policy for Governing Bodies](#) and a [Remuneration Report](#) in accordance with the Corporate Governance Code's requirements.

General Meeting of Shareholders

The highest decision-making body of Lindex Group plc is the General Meeting of Shareholders. Each year, the Annual General Meeting of Shareholders of the company resolves on the matters set out in the Finnish Limited Liability Companies Act and the Articles of Association of Lindex Group plc. At the General Meeting of Shareholders, the shareholders of the company are entitled to raise questions and propose resolutions regarding the issues on the meeting agenda.

Lindex Group plc has a single class of shares. Each share carries one vote at a General Meeting of Shareholders. The company's shares belong to the book-entry system. To participate in a General Meeting, a shareholder who has been entered in the Shareholder Register must notify the company of their intention to attend the meeting at the time and place mentioned in the notice of meeting. The date of notification can be no earlier than ten days before the meeting.

The Annual General Meeting is held each year before the end of June. A notice convening an Annual General Meeting of Shareholders shall be published in a newspaper which is determined by the Board of Directors and comes out in the Helsinki area or on the company's internet site, no more than three months before the record date for the Annual General Meeting of Shareholders referred in the Finnish Limited Liability Companies Act and no less than three weeks before the Annual General Meeting of Shareholders, however, at least nine days before the said record date.

2025 Annual General Meeting of Shareholders

In 2025, the Annual General Meeting was held on 2 April 2025 in Helsinki. At the beginning of the Annual General Meeting there were 123 shareholders present personally or represented by proxy at the Meeting, representing 45.8% of the company's registered shares and votes.

Shareholders' Nomination Board

The Shareholders' Nomination Board prepares proposals for the Annual General Meeting on the composition and remuneration of the Board of Directors.

Election process of the Shareholders' Nomination Board

The members of the Shareholders' Nomination Board are appointed annually, and their term ends when new members have been appointed. The representatives are appointed by each of the four largest shareholders in accordance with the charter of the Shareholders' Nomination Board available on the company's website at www.lindexgroup.com/en/lindex-group/board-of-directors/committees/. In addition, the Chair of the Board of Directors serves as an expert member. The Shareholders' Nomination Board is convened by the Chair of the Board of Directors, and it elects a Chair among its members.

The right to appoint members to represent shareholders belongs to the four shareholders who, according to the shareholder register kept by Euroclear Finland Oy, have the largest shares of the votes conferred by all of the company's shares on the first working day of the August preceding the Annual General Meeting. If a shareholder does not want to use their appointment right, it will be transferred to the next largest shareholder which would not otherwise have this appointment right.

Duties of the Shareholders' Nomination Board

The duties of the Shareholders' Nomination Board are as follows:

- preparing the proposals to the Annual General Meeting regarding members of the Board of Directors
- preparing the proposals to the Annual General Meeting regarding the remuneration matters of the members of the Board of Directors
- identifying successor candidates for the members of the Board of Directors
- presenting the proposals to the Annual General Meeting on the members of the Board of Directors and their remuneration.

The Shareholders' Nomination Board is quorate when more than half of its members are in attendance. Its decisions must be unanimous. If unanimity is not achieved, the members may make their own proposals to the Annual General Meeting, either alone or together with other members of the Shareholders' Nomination Board.

Members and operation of the Shareholders' Nomination Board in 2025

In 2025, the four shareholders have appointed the following members to the Shareholders Nomination Board for the term 2025–2026:

- Stefan Björkman, Chair of the Board of Directors, Nordic Retail Partners JV LP
- Fabian Chrobog, Chief Investment Officer, North Wall Capital LLP
- Markus Aho, Deputy CEO, Chief Investment Officer, Varma Mutual Pension Insurance Company
- Björn Teir, CEO, The Society of Swedish Literature in Finland

Additionally, Sari Pohjonen, Lindex Group plc's Chair of the Board, has been an expert member of the Shareholders' Nomination Board.

Four of four (100%) of the members of the Shareholders' Nomination Board are men. When including the expert member in the Shareholder's Nomination Board, one (20%) of five members was a woman.

In the term 2025–2026, the Shareholder's Nomination Board convened 5 times, and the attendance rate was 100 per cent.

On 28 January 2026, the Shareholders' Nomination Board submitted its proposal to the Board of Directors of Lindex Group for the Annual General Meeting, which will be held on 26 March 2026. The proposals can be viewed on the [company's website](#).

Board of Directors

Lindex Group's Board of Directors is responsible for the company's administration and proper organisation. Under Lindex Group's Articles of Association, the company's Board of Directors shall have a minimum of five and a maximum of nine members.

Election process of the Board of Directors

Based on the proposal of the Shareholders' Nomination Board to the Annual General Meeting, the members of the Board of Directors are elected for a term of one year, starting from the Annual General Meeting in which they are elected and ending at the conclusion of the subsequent Annual General Meeting. The Board of Directors elects a Chair and a Vice Chair from amongst its members.

The members of the Board of Directors must be qualified for their duties and have sufficient time to carry out their Board work. While proposing the members of the Board of Directors to the General Meeting of Shareholders, diversity is considered, so that the persons represent different fields and professions, international backgrounds, and varying age and gender. The majority of Board members

must be independent of the company, and at least two of these members must also be independent of the major shareholders of the company. The Board of Directors assesses its members' independence of the company and its major shareholders annually and as needed.

Duties and responsibilities of the Board of Directors

The duties and responsibilities of the Board of Directors and its committees are determined by the Finnish Limited Liability Companies Act, the Finnish Corporate Governance Code, and other applicable legislation as well as the Articles of Association of the company and the charter of the Board. The Board of Directors sees to the administration of the company and ensures the appropriate organisation of its operations. The Board must also ensure that supervision of the company's accounting and financial management is appropriately arranged.

The Board of Directors has adopted a charter available on the company's website at www.lindexgroup.com/en/lindex-group/board-of-directors/board-of-directors-rules-of-procedure/. The charter defines the principles governing the Board's composition and method of election, duties of the Board of Directors and the Chair, decision-making procedure and meeting practices, the principles for evaluating the Board's performance, Board committees and basics about remuneration of the Board of Directors.

It is the Board's duty to promote the interests of the company and all its shareholders. To carry out its duties, the Board:

- convenes General Meetings of Shareholders
- directs and oversees the company's operative management
- appoints and discharges the company's CEO
- approves the CEO's service contract and other benefits
- approves the salaries and other benefits of the members of the Group Leadership Team
- approves the company's risk management principles

- assesses and approves the company's long-term strategic and financial targets
- approves the annual budget
- decides on significant individual investments and corporate and property acquisitions.

In accordance with its charter, the Board conducts an annual self-evaluation of its operations and working practices under recommendation 13 of the Finnish Corporate Governance Code. The results of the evaluation are used to develop the Board's working processes, and main results of the self-evaluation are circulated to the Shareholders' Nomination Board.

The Board of Directors in 2025

At the end of 2025, the company's Board of Directors was composed of seven members. In accordance with the proposal of the Shareholders' Nomination Board to the 2025 Annual General Meeting of Shareholders, Stefan Björkman, Timo Karppinen, Roland Neuwald, Sari Pohjonen, Tracy Stone and Harriet Williams were re-elected to the Board of Directors of Lindex Group plc, and Andrea Collesei was elected as a new member of the Board of Directors. At the Board of Directors' organisational meeting, Sari Pohjonen was elected as Chair and Roland Neuwald as Vice Chair. The members of the Board of Directors have no employment or service contract with the company.

In 2025, both genders and several nationalities were represented in the company's Board of Directors. Of the seven members of the Board of Directors, four members (57%) are men, and three members (43%) are women. In its meeting on 2 April 2025, the Board of Directors assessed the independence of its members of the company and major shareholders and found that all members of the Board are independent of the company and that six of them are independent of the company's major shareholders. Stefan Björkman is not independent of major shareholders, as he is the Chair of Board of

Nordic Retail Partners JV LP. Of the seven members of the Board of Directors, three members (43%) are Finnish citizens, two members (29%) are British citizens, one member (14%) is German citizen, and one member (14%) is Italian citizen.

According to the charter of the Board, Lindex Group has also two personnel representatives who are entitled to attend and speak at the meetings of the Board of Directors, however, they are not members of the Board of Directors. One of these representatives is elected by the Lindex Group plc's Council and the other by the senior salaried employees of the Lindex Group plc. At the end of 2025, the personnel representatives were Petri Leskelä and Kimmo Myllymäki.

Board meetings

The Board of Directors convenes in accordance with a pre-confirmed timetable and when necessary. The meeting timetable is based on the timetable for the company's financial reporting. In addition, the Board convenes for such occasions as a strategy meeting. The Board is considered to have a quorum when more than half of its members are present. Decisions are made by majority vote. In the event of a tie, the Chair has the casting vote.

The following representatives of the company's management regularly attend Board meetings: the CEO, the CFO, and the CLO, who acts as secretary for the meeting. Members of the divisions' Leadership Teams attend as appropriate. Two personnel representatives who are not members of the Board of Directors also attend Board meetings. In 2025, the Board of Directors convened 16 times. Information concerning the attendance of the members of the Board of Directors in the meetings are shown in the table beside.

Member	Board of Directors		Audit Committee		People and Remuneration Committee	
	Attendance	Attendance, %	Attendance	Attendance, %	Attendance	Attendance, %
Sari Pohjonen	16/16	100%	6/6	100%	5/5	100%
Roland Neuwald	16/16	100%	6/6	100%		
Stefan Björkman	16/16	100%			5/5	100%
Andrea Collesei*	14/14	100%				
Timo Karppinen	15/16	93,75%	6/6	100%		
Tracy Stone	15/16	93,75%			5/5	100%
Harriet Williams	16/16	100%			5/5	100%

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

Board committees

At its organisational meeting held on 2 April 2025, the Board of Directors established an Audit Committee and a People and Remuneration Committee among its members.

The Board committees assist the Board of Directors by preparing matters falling within the competence of the Board of Directors. Thus, the Board committees are not autonomous decision-making bodies, although they have several monitoring and oversight responsibilities. The Board committees report to the Board on the matters addressed and make proposals to the Board for decision-making as appropriate.

The role and duties of the Audit Committee and the People and Remuneration Committee are available on www.lindexgroup.com/en/lindex-group/board-of-directors/committees/.

Audit Committee

The Audit Committee is composed of at least three members of the Board of Directors who are independent of the company. In addition, at least one member must be independent of any major shareholders. The members must have sufficient expertise with respect to the Audit Committee's area of responsibility, and at least one

member must have expertise in the accounting function, bookkeeping or auditing, in particular.

The main duties of the Audit Committee consist of:

- monitoring the statutory auditing and reporting process of the financial statements and consolidated financial statements as well as overseeing their accuracy and scope
- reviewing the report of the company's financial and tax position quarterly prior to approval by the company's Board of Directors
- supervising the financial reporting process
- monitoring the efficiency of Lindex Group's internal control, internal audit and risk management systems and to monitor the Group's risks as well as the quality and scope of risk management
- evaluating the independence and work of the statutory auditor and propose a resolution on the election of the auditor and auditor's fee
- approving, in accordance with the principles approved by the Board of Directors, or authorising the CFO in advance to approve all non-audit services provided by the auditor, which are not forbidden services, including the area covered by them and the estimated fees payable.

The Audit Committee performs a self-assessment of its work once a year. The Committee Chair reports the results to the Board of Directors.

In 2025, the Board of Directors elected Timo Karppinen as Chair of the Audit Committee, and Roland Neuwald and Sari Pohjonen were elected as the other members of the committee. Two of three (67%) members of the Audit Committee are men, and one of three (33%) members is a woman. The number of meetings and information about the attendance are described in the table on the previous page.

People and Remuneration Committee

The People and Remuneration Committee prepares to the Board of Directors matters pertaining to the remuneration and appointment of the Chief Executive Officer and the management and evaluation of their performance, the Remuneration Policy for Governing Bodies and the Remuneration Report, as well as the remuneration principles observed by the company according to the Finnish Corporate Governance Code.

In 2025, the Board of Directors elected Stefan Björkman as Chair of the People and Remuneration Committee, and Sari Pohjonen, Tracy Stone and Harriet Williams were elected as the other members of the committee. Three of four (75%) members of the People and Remuneration Committee are women, and one (25%) is a man. The number of meetings and information about the attendance are described in the table on the previous page.

CEO

According to the Articles of Association of Lindex Group, the CEO is responsible for running administration in accordance with the instructions and orders issued by the Board of Directors. The CEO ensures that the accounting practices of the company comply with the law and that the company's financial administration is arranged in a reliable manner.

The Board of Directors appoints and discharges the company's CEO and approves the terms and conditions of the CEO's service contract and other benefits. These terms and conditions, including specification of the financial benefits of the service, are set forth in a written CEO's service contract. The CEO has been appointed for the service until further notice. M.Sc. Econ. Susanne Ehnåge is Lindex Group's CEO since 12 May 2023.

Information on the CEO's remuneration is available in the [2025 Remuneration Report](#).

Group Leadership Team

The Board of Directors appoints the members of the Group Leadership Team. Headed by the CEO, the Group Leadership Team is responsible for directing operations and for preparing strategic and financial plans. The Group Leadership Team's main duties are drawing up and implementing the Group strategy and the divisions' strategies, financial forecasts, earnings development and investments. The Group Leadership Team members report to the CEO.

At the end of 2025, the company's Group Leadership Team was composed of five members: Susanne Ehnåge, CEO of Lindex Group and the Lindex division; Henrik Henriksson, Chief Financial Officer (CFO) of Lindex Group and the Lindex division; Riku Lyly, Chief Operating Officer (COO)

of the Stockmann division; Jukka Naulapää, Chief Legal Officer (CLO) and the secretary of the Group Leadership Team; and Niklas Lindholm, Chief People and Communications Officer of the Lindex division. Of the five members of the Group Leadership Team, four (80%) are men and one (20%) is a woman.

In addition, both divisions, Stockmann and Lindex, have their own Leadership Teams.

Internal control and risk management

The arrangement of internal control is the responsibility of the Board of Directors and its Audit Committee. The objective of internal control is, among other things, to ensure the efficiency and profitability of operations, the reliability of information and compliance with rules and regulations. Internal control is a part of day-to-day management and the company's administration.

Risk management

The goal of risk management is to secure the Group's earnings development and to ensure that the company operates without any disturbances by controlling risks in a cost efficient and systematic manner in all divisions. The Board of Directors has approved the company's risk management principles, which concern all Lindex Group's divisions and areas of business.

Lindex Group's Board of Directors and the Group Leadership Team regularly evaluate the risk factors to which business operations are exposed and the sufficiency of risk management actions as part of the strategy process. Risk management is supported by internal control systems and guidelines. Risk management guidelines have been drawn up separately for the following areas, among others: IT and information security, finance operations, responsibility issues, misconduct, security and insurance.

Lindex Group's business is exposed to various risks that may have an adverse effect on the company's operations. The divisions' management is responsible for making financial and strategic plans in their own units; identifying and analysing business risks and evaluating treatment actions is a part of strategy planning. Business risks are also analysed outside the strategic process, especially in connection with significant projects and investments, and are reported to the Board of Directors as needed.

The task of the Group's risk management is to support business operations in recognising and managing such risks that may endanger or prevent Lindex Group from achieving its strategic goals. The risk map on Group level is updated annually in connection with the strategy work, and additional risks on operative level are recognised, followed up and managed in different units and projects.

Risk factors and sources of uncertainty are presented in the Report by the Board of Directors.

Main features of the risk management systems and internal control pertaining to the financial reporting process

The Board of Directors and its Audit Committee are responsible for the implementation of internal control regarding financial reporting. The Group's Chief Financial Officer and the Finance Department are responsible for the Group's financial reporting. Lindex Group's financial reporting complies with Group-level guidelines.

The reporting is based on information from commercial and administrative processes and data produced by the financial management systems. The Group's Finance Department determines the control measures applied to the financial reporting process. These control measures include various guidelines, process descriptions, reconciliations, and analyses used for ensuring the validity of the information used in the reporting and the validity of the reporting itself.

The financial reporting results are monitored and any anomalies in relation to forecasts or in comparison with the previous year's figures are analysed on a regular basis. Such analyses are used to detect any reporting errors and to produce materially accurate information on the company's finances.

The divisions and the Group's Finance Department are responsible for the effectiveness of internal control within their own sphere of responsibility. The Group's Finance Department is responsible for assessments of the reporting processes. The risk management process includes assessment of the risks pertaining to financial reporting, and the related treatment measures are determined as a part of the risk management process.

Internal Audit

An essential part of internal control is the Internal Audit, which operates independently under the CEO and reports its observations to the Board of Directors. The Internal Audit supports the Group's management in directing operations by assessing the efficiency of business activities, risk management and internal control, and by providing management with information and recommendations for enhancing efficiency in these areas. The Internal Audit also audits the business and financial reporting processes.

The Internal Audit Charter has been approved by Lindex Group's Board of Directors. Internal Audit's operations are based on risk assessment and focus areas of business operations and its development.

Insiders

Lindex Group plc complies with Market Abuse Regulation (EU) No. 596/2014, including its amendments, and regulations issued under it, instructions issued by the authorities as well as the insider guidelines prepared by the Nasdaq Helsinki Ltd.

As a result of the EU's Market Abuse Regulation (EU) No. 596/2014 that entered into force on 3 July 2016, Lindex Group has no longer public insiders. The company maintains a list of project-based insiders who have access to insider information. The company has appointed a person in charge of insider issues, who is responsible for maintaining insider lists, handling trading restrictions and managing obligations to notify and disclose transactions, internal communications related to insider issues, training on insider issues and supervision. Lindex Group has procedures for publishing insider information, possible delayed disclosure of insider information and maintaining project-specific insider lists.

Lindex Group plc has determined managers whose transactions shall be notified including members of the Board of Directors, the CEO and the other members of the Group Leadership Team and auditors. The aforementioned persons discharging material duties, and their closely associated persons are required to notify the company and the Finnish Financial Supervisory Authority of every transaction conducted on their own account relating to the shares, debt instruments, derivatives or other financial instruments of Lindex Group plc.

Lindex Group's Board of Directors has decided that the restriction on trading in the financial instruments issued by the company by persons discharging managerial duties is 30 days before the publication of an interim report or the financial statements (closed window).

Related party transactions

The Board of Directors of Lindex Group plc has defined the principles for monitoring and evaluating related party transactions. Lindex Group plc has identified its related parties and maintains the related party list to identify transactions that involve a person considered a related party to Lindex Group plc. The related parties include the Board of Directors and the Group Leadership Team

and their closely associated persons as well as the companies under the control of the managers. All related transactions must fall within the company's normal business operations and be in line with the purpose of the company and executed on market or market equivalent terms and practices generally observed and accepted within the industry in question.

The Board of Directors processes any significant related party transactions. The company's Board of Directors decides on significant transactions carried out with Lindex Group's management and its related parties. The Board of Directors also decides on possible related party transactions that do not fall within the company's regular business or are not carried out on regular market terms.

In 2025, Lindex Group plc had no related party transactions that were significant to the company or deviated from its regular business or were carried out on other than normal market terms.

Auditor and sustainability reporting assurance provider

According to the articles of association of Lindex Group, the company shall have a minimum of one and a maximum of three auditors and they shall have a minimum of one and a maximum of three deputies. Insofar as a firm of auditors authorised by the Finland Chamber of Commerce is elected as the auditor, a deputy auditor does not need to be elected. The term of office of the auditors shall begin from the General Meeting at which they were elected and end at the close of the next Annual General Meeting.

The Annual General Meeting of 2025 elected the audit firm Ernst & Young Oy as the company's auditor and sustainability reporting assurance provider. Terhi Mäkinen, APA, Authorised Sustainability Auditor, acts as the responsible auditor and as the sustainability auditor with principal responsibility.

In 2025, the fees relating to the auditing process amounted to EUR 0.6 million, the fees relating to sustainability assurance services and other legally required assurance services amounted in total to EUR 0.2 million, and the fees for other services were EUR 0.02 million.

This Corporate Governance Statement has been issued as a separate report in conjunction with the Report by the Board of Directors for 2025 which is available on the [company's website](#).

The Corporate Governance Statement 2025 has been approved by Lindex Group plc's Board of Directors on 26 February 2026.

Board of Directors



Sari Pohjonen

*b. 1966, Finnish citizen, female
M.Sc. (Econ.)*

Chair of the Board
Member of the Board 2022–

Member of the People and Remuneration
Committee and the Audit Committee

Independent of the company and major
shareholders

Relevant work experience

Oriola, CFO 2021–2022
Fiskars Group, CFO 2017–2021
Deputy to the CEO 2018–2021
Interim CEO 2020
President SBU Functional 2019–2020
Several senior positions 2008–2013
Reima Group, CFO 2013–2016,
Deputy to the CEO 2015–2016
Sanoma WSOY, several senior positions
2001–2008

Principal positions of trust

OP Cooperative (OP Pohjola),
Member of the Board 2025–
Kalmar Corporation, Member of the Board 2024–
Jane and Aatos Erkko foundation,
Member of the Board 2021–

LINDEX shares

23 432



Roland Neuwald

b. 1964, German citizen, male

Vice Chair of the Board
Member of the Board 2021–

Member of the Audit Committee

Independent of the company and major
shareholders

Relevant work experience

Management Consultant 2019–
Galeria Kaufhof, CEO 2017–2019
Advent International, Operating Partner 2013–2014
real,- Holding GmbH, CEO 2010–2012
real,- Holding GmbH, COO 2007–2010
Metro Group, Chief Integration Officer, CEO
Walmart Germany 2006–2007
Extra Verbrauchermärkte GmbH, CEO 2003–2006

Principal positions of trust

Reischmann GmbH & Co.Kg aA,
Chair of the Supervisory Board 2024–
Getränke Ahlers GmbH,
Chair of the Board 2025–

LINDEX shares

48 490



Stefan Björkman

*b. 1963, Finnish citizen, male
M.Sc.(Tech.)*

Member of the Board 2019–

Chair of the People and Remuneration Committee

Independent of the company

Relevant work experience

Amos Andersons fond rf.
(former Föreningen Konstsamfundet rf.),
Managing Director 2018–
Ilmarinen, Deputy Managing Director,
Acting Managing Director 2018
Etera, Managing Director 2014–2018
Aktia, Deputy Managing Director and CFO
2008–2014
Aktia, Deputy Managing Director 2006–2008

Principal positions of trust

Nordic Retail Partners JV LP,
Chair of the Board 2023–
Hufvudstadsbladet Ab, Member of the Board 2023–
Amos Rex, Chair of the Board 2023–
JM AB, Member of the Board 2023–
CorGroup, Chair of the Board 2023–
Alandia Försäkringsbolag Abp,
Chair of the Board 2021–
Coronaria Oy, Chair of the Board 2007–

LINDEX shares

51 928



Andrea Collesei

*b. 1972, Italian citizen, male
MBA*

Member of the Board 2025–

Independent of the company and major shareholder

Relevant work experience

Scholl, CEO 2024–
Jil Sander, General Manager 2021–2024
Maison Margiela,
Acting CEO 2019–2020
Viktor & Rolf, CEO 2015–2022
Diesel SPA,
Head of distribution 2011–2015
Diesel SPA, BU Manager 2010–2011
Lotto Sport Italia SPA,
BU Retail Manager 2006–2010
Bain & Company Italy, Manager 2004–2006
Bain & Company Italy, Consultant 1997–2003

Board of Directors



Timo Karppinen

*b. 1964, Finnish citizen, male
M.Soc.Sc.*

Member of the Board 2022–

Chair of the Audit Committee

Independent of the company and major shareholders

Relevant work experience

Posti Group Corporation, CFO 2021–
DNA plc, CFO 2012–2020
Ponsse plc, Executive Director,
corporate planning and strategy 2010–2012
Nokia North America, CFO 2008–2010
Nokia APAC, CFO 2006–2008
Nokia China, CFO 2000–2005

Principal positions of trust

Luotea plc, Member of the Board and
Chair of the Audit Committee 2025–
IPK Hockey Oy, Member of the Board 2020–

LINDEX shares

16 706

Details of the Board of Directors on 31 December 2025. Up-to-date information on the Board of Directors is available on the company's website lindexgroup.com.



Tracy Stone

b. 1962, British citizen, female

Member of the Board 2018–

Member of the People and Remuneration Committee

Independent of the company and major shareholders

Relevant work experience

Away That Day, Managing Director 2024–
Polly King & Co, CEO 2017–2024
Perry Ellis International,
Interim Managing Director Europe 2017
LK Bennet, Commercial Director 2015–2017
Gant AB, Interim COO 2013–2015
Gant AB, Global Sales Director 2012–2013
Gant UK, Managing Director 2006–2012

LINDEX shares

53 950



Harriet Williams

*b. 1980, British citizen, female
M.Sc.(Nat.)*

Member of the Board 2021–

Member of the People and Remuneration Committee

Independent of the company and major shareholders

Relevant work experience

The LEGO Group,
VP Global Ecommerce & Retail Operations 2023–
VP Global Ecommerce 2019–
The Body Shop, Chief Digital Officer 2015–2018
LLX GBS (JAB Holding),
Group Multichannel Director 2013–2015
Gucci, Associate Worldwide Digital Director 2012
Debenhams Retail PLC, Head of Digital 2007–2012
Marakon Associates, Strategy Consultant
2003–2007
Caterpillar Finning, Business Analyst 2001–2003

Principal positions of trust

Gear4Music PLC, Non-Executive Director 2021–

LINDEX shares

26 038

Board of Directors Personnel Representatives



Petri Leskelä

b. 1970, Finnish citizen, male

Chief shop steward, Stockmann

Personnel representative, elected by
Lindex Group plc's Council



Kimmo Myllymäki

b. 1978, Finnish citizen, male

Head of Operational Services & Store Digitalisation,
Stockmann

Personnel representative elected by
Lindex Group plc's senior salaried employees

Group Leadership Team



Susanne Ehnåge

*b. 1979, Swedish citizen, female
M.Sc.(Econ.)*

CEO, Lindex Group 2023–
CEO, Lindex division 2018–

Joined Lindex Group in 2018

Relevant work experience

NetOnNet Group, CEO 2016–2018
Deputy CEO 2015–2016
SIBA AB, Managing Director 2014–2017
Deputy Managing Director 2011–2014
Marketing Manager 2008–2011

Principal positions of trust

Clas Ohlson,
Member of the Board 2025–
Komplett Group,
Member of the Board 2023–
AhlSell,
Member of the Board 2018–

LINDEX shares

42 116



Henrik Henriksson

*b. 1977, Swedish citizen, male
M.B.A*

CFO, Lindex Group and Lindex division
2024–

Joined Lindex Group in 2024

Relevant work experience

Eton Shirts, COO 2024
CFO 2019–2024
H&M New Business,
Head of Controlling 2018–2019
H&M Weekday,
Brand Controller / CFO 2017–2018
H&M COS,
UK, Brand Controller / CFO 2014–2017
H&M US,
Country Controller / CFO 2010–2014
H&M Sweden,
Country Controller / CFO 2009–2010
H&M Expansion,
Project Manager 2006–2009
XLBygg Fresks, CFO 2004–2006
H&M Buying Office,
Business Controller 2002–2004
H&M Stockholm,
Business Area Controller 2000–2002

Principal positions of trust

Sjöstrand Coffee,
Chair of the Board 2024–



Niklas Lindholm

*b. 1968, Finnish citizen, male
Ph.D. (Econ.)*

Chief People Officer of Lindex Group,
Chief People and Communications
officer of the Lindex division 2025–

Joined Lindex Group in 2025

Relevant work experience

Oriola Corporation,
Chief People Officer 2023–2025
Fiskars Corporation,
Chief People Officer 2018–2022
Paulig Ab, Finland and Sweden,
Senior Vice President, HR 2008–2018
Nokia Corporation, Nokia Demand-
Supply Network, HRD Director 2008
Nokia Corporation, CMO Europe Area,
HR Director 2006–2007
Nokia China Investment Co. Ltd.,
HR Director 2004–2006
Nokia China Investment Co. Ltd.,
Regional HR Manager / Director
2003–2004
Nokia Corporation,
Global Resourcing Manager 2000–2003



Riku Lyly

*b. 1984, Finnish citizen, male
M.Sc.*

Chief Operating Officer
of the Stockmann division 2024–

Joined Lindex Group in 2021

Relevant work experience

Stockmann division,
Interim Chief Operating Officer 2024
Chief Offering and Experience Officer
2023–2024
Category Director – Men's Fashion,
Children, Sports 2021–2023
Adidas, Director,
Omnichannel Activation 2020–2021
Sports Marketing Director 2018–2020
Senior Manager, Brand Activation &
Omnichannel 2016–2018
XXL Sports & Outdoor,
eCommerce Manager XXL.fi
2015–2016



Jukka Naulapää

*b. 1966, Finnish citizen, male
LL.M.*

Chief Legal Officer, Lindex Group 2006–

Joined Lindex Group in 1998

Relevant work experience

Lindex Group plc,
Secretary of the Board of Directors and
Group Leadership Team 2001–
Company Lawyer 1998–2006
Law Firm Hepo-Oja & Lunnas Oy,
Attorney 1991–1998

Principal positions of trust

Lindex division,
Member of the Board 2018–

LINDEX shares

12 760

Details of the Group Leadership Team
on 31 December 2025. Up-to-date
information of the Leadership Team is
available on the company's website
lindexgroup.com.