

LINDEXGROUP



2025 Annual Report

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OUR YEAR 2025

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LINDEX GROUP PLC is an international multichannel retail group with two divisions: Lindex and Stockmann. Lindex is a global fashion company with a purpose to drive meaningful change for women. Its three strong categories include women's and kids' wear as well as lingerie, where it is a market leader in the Nordics. Stockmann is a premium multi-brand retailer with department stores in Finland and the Baltics. Its purpose is to be a marketplace for a good life. In 2025, the Lindex Group's revenue was EUR 952 million and it had some 5 940 employees. The Group's roots lie in the Stockmann company founded in 1862 and its shares are listed on the Nasdaq Helsinki Ltd. in Finland.

www.lindexgroup.com



*Our Year
2025*

LINDEXGROUP

Our Year 2025

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We delivered growth and continued to work determinedly towards our strategic targets



In 2025, we continued to drive our strategic agenda with ambition and purpose, strengthening the foundation for the Group's long-term transformation. In both the Lindex and Stockmann divisions, we accelerated digitalisation and modernised store and supply chain operations, creating more seamless customer journeys and elevating efficiency throughout the value chain. The ramp up of the Lindex division's highly automated omnichannel distribution centre progressed, and its innovative e-commerce capacity will efficiently supply all Lindex fashion stores and partners going forward.

Despite the volatile market environment, we had a strong finish to the year. I was very pleased to see us delivering revenue growth in a difficult market during the fourth quarter, as both the Lindex and Stockmann division over-performed the fashion market in our key markets Sweden, Finland and Norway. We also succeeded in delivering a strong cash flow improvement, supported by positive revenue development and good inventory management. I also want to note that the Stockmann division delivered a result improvement for the seventh consecutive quarter and the first full-year positive adjusted operating result in many years.

Regarding the full-year performance, the Group's revenue increased to EUR 952.3 (940.1) million. The adjusted operating result decreased to EUR 69.5 (74.9) million, mainly due to higher depreciations. Our year was impacted by the relatively weak consumer confidence and cautious buying behaviour, despite the slight recovery from the previous year. In addition, the Lindex division faced some product availability limitations during the third quarter.

During the year, the number of Lindex division's active customers continued to grow and the number of Stockmann's active loyal customers increased significantly. I am especially pleased that both divisions continued to accelerate their digital

development. These positive developments demonstrate the relevance and strength of our digital offering, omnichannel business model and the capacity of our teams.

In the Lindex division, we reached an important milestone on the division's strategic growth journey when we opened the first Lindex store in Denmark in October. Another great milestone was the successful completion of Lindex Group's restructuring programme in August, which supports our efforts to achieve financial sustainability that is vital to us. The Group is now better positioned than before to focus on the future and on long-term business development.

In December, the Board of Directors announced that the evaluation of the strategic alternatives for the Stockmann department store business, initiated in 2023, will continue, and the outcome of the strategic assessment will be communicated when appropriate.

We also continued our journey to reduce climate impact and drive circularity in our assortments during the year. For example, Lindex Group's Scope 1 and 2 emissions reduced by 1% and Scope 3 emissions from energy and industrial sources by 25% compared to 2022, which is in line with our climate targets.

I want to express my heartfelt gratitude to all our employees for your dedication to achieve our shared goals. I also extend my sincere thanks to our customers, shareholders, and partners for your trust and exceptional collaboration throughout the year. I am inspired by the opportunities ahead of us, as we continue to focus on transforming our business, driving growth and creating long term value.

SUSANNE EHNBAË
CEO, Lindex Group

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ADJUSTED OPERATING
RESULT | EUR MILL.

69.5

2024: 74.9

REVENUE | EUR MILL.

952.3

2024: 940.1

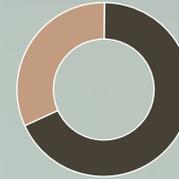
SHARE OF DIGITAL
SALES | %

19%

2024: 18%

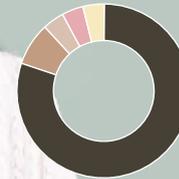


REVENUE 2025 | %



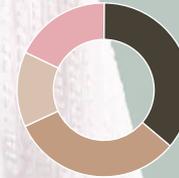
DIVISION

● LINDEX	68%
● STOCKMANN	32%



CATEGORIES

● FASHION	80%
● BEAUTY	8%
● HOME	4%
● FOOD	4%
● OTHER	4%



MARKETS

● SWEDEN	36%
● FINLAND	32%
● NORWAY	14%
● OTHER COUNTRIES	18%

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LINDEX GROUP'S FINANCIAL PERFORMANCE

LINDEX GROUP had a strong finish to the year despite the volatile market environment throughout the year. The revenue and adjusted operating result improved during the fourth quarter and both divisions over-performed the fashion market in our key markets. The full-year revenue improved, but continued investments in the Lindex division's future growth impacted the adjusted operating result.

KEY FIGURES	2025	2024
REVENUE, EUR mill.	952.3	940.1
GROSS PROFIT, EUR mill.	554.4	547.9
GROSS MARGIN, %	58.2	58.3
OPERATING RESULT (EBIT), EUR mill.	64.7	60.9
ADJUSTED OPERATING RESULT (EBIT), EUR mill.	69.5	74.9
NET RESULT FOR THE PERIOD, EUR mill.*	24.4	13.2
ADJUSTED EARNINGS PER SHARE, EUR	0.18	0.15
EARNINGS PER SHARE, EUR	0.16	0.08
OPERATING FREE CASH FLOW, EUR mill.	55.0	20.3
CAPITAL EXPENDITURE, EUR mill.	31.1	45.7
EQUITY PER SHARE, EUR	2.75	2.44
EQUITY RATIO, %	33.3	30.0
EQUITY RATIO EXCL. IFRS 16, %	64.8	61.9

*) The net result for the fourth quarter improved mainly due to utilisation of tax losses carried forward.

FINANCIAL TARGETS

2025 2024 2023 2022

FOR THE LINDEX DIVISION

3–5% annual local currency revenue growth in the mid-term and reaching an annual revenue of SEK 10 billion by 2030, %	1.3	-0.9	2.7	10.9
30% digital share of revenue in the mid-term, %	22.1	20.8	19.0	18.5
15% adjusted operating margin in the long-term, %	11.2	13.2	14.3	13.6

FOR THE STOCKMANN DIVISION

Revenue growth in line with market* growth in the mid-term, %	-1.5**	-2.2	-0.6	10.0
Reaching a positive free cash flow in the mid-term, EUR mill.***	-19.4	-19.4	-12.0	-20.9
5% adjusted operating margin in the mid-term, %	0.4	-1.3	-2.0	-1.7



*) Stockmann's addressable market in Finland, Latvia and Estonia, comprising of fashion, beauty and home categories. Market growth was -0.6% in 2025, -1.5% in 2024, 2.7% in 2023 and 7.0% in 2022. (Source: Statistics Finland, Statistics Estonia and Statistics Latvia data).

**) The Stockmann division's revenue was negatively affected by the closure of the Stockmann Itis department store and the transfer of furniture assortment sales to Vepsäläinen. Comparable sales were on par with the comparison period.

***) Operating free cash flow is calculated as EBITDA - items affecting comparability - lease payments +/- changes in net working capital - capital expenditure.

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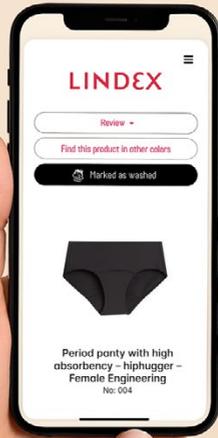
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Lindex continued its progress in circular transformation

To increase transparency and support circular practices, Lindex started to scale up product traceability as part of the development of the Lindex Digital Product Passport (DPP). The passport provides product-level information that helps customers make informed and responsible choices. Another excellent example was Lindex's recognition as 'Leader' in Textile Exchange's global benchmark for sourcing preferred materials and integrating sustainability across climate, circularity and biodiversity – placing the company among the top performers worldwide.



Lindex launches its clarified higher purpose

During the autumn, Lindex launched its clarified higher purpose: to drive meaningful change for women. The purpose reflects the company's long-term ambitions and commitment to creating value for all stakeholders. It strengthens Lindex's ability to build brand equity for sustainable and profitable growth, enhance resilience to societal shifts and differentiate through a values-driven approach that engages conscious consumers.

STRATEGIC PARTNERSHIPS AND HOME CATEGORY DEVELOPMENT

Stockmann continued to elevate and complement its offering through partnerships. In spring, we launched collaboration with a premium design furniture company Vepsäläinen. Its furniture selection is now available at our Helsinki flagship, Jumbo, Tampere and Turku department stores as well as online. The partnership allows Stockmann to offer its customers a stronger and more competitive range of high-end furniture, with smoother buying process, while also improving operational efficiency and omnichannel performance. During the year, Stockmann expanded its own home category with high-quality rugs, lighting and interior design products.



Design by Stockmann x Kirsikka Simberg Collection

Stockmann's own brands, loved by customers, play a strategically important role in developing the offering. The latest collaboration collection was launched in October between Stockmann Design Studio and stylist, podcast host, and influencer **Kirsikka Simberg**. The *Design by Stockmann x Kirsikka Simberg* collection included accessories as well as clothing for women, men and children, along with home products. The collaboration will continue in 2026.

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HIGHLIGHTS 2025

CORPORATE RESTRUCTURING CONCLUDED

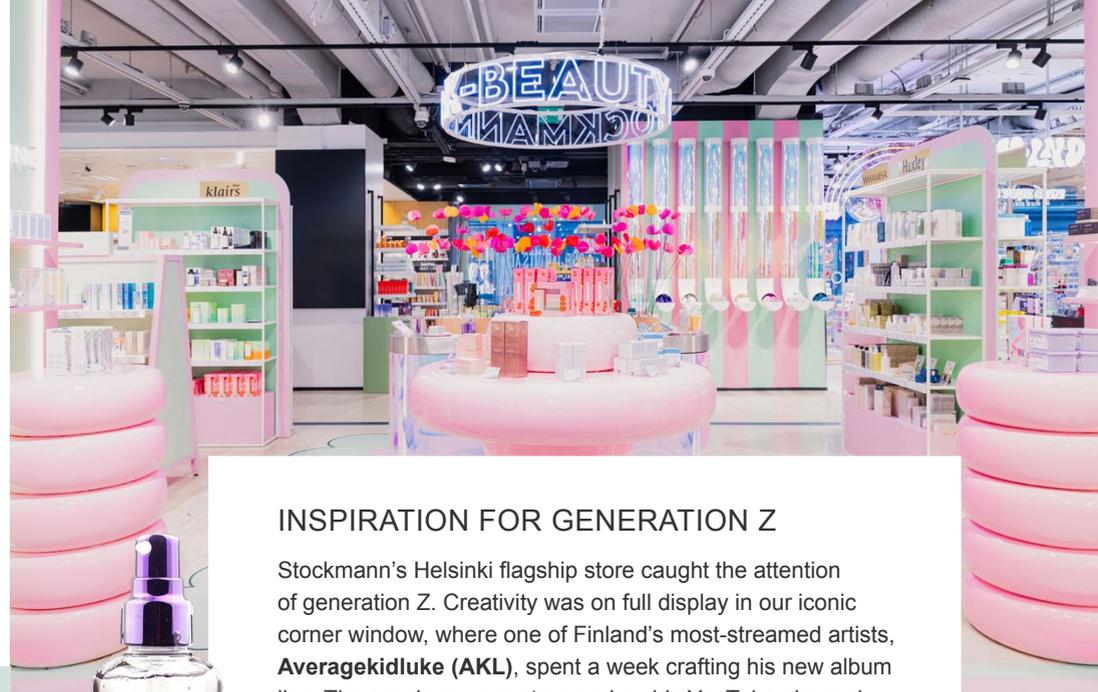
One of the highlights of the year was the conclusion of Lindex Group's five-year corporate restructuring. This significant milestone was reached on 15 August 2025, and the Group is now well-positioned to develop its business in the long term and focus on achieving sustainable growth.



Moomin 80th anniversary celebrations

Stockmann and Moomins have been walking hand in hand for decades, since the 1950s. During the summer, the Stockmann flagship store hosted the Moomin 80 Years exhibition. The anniversary year culminated in a festive atmosphere just before Christmas.

This year, Moominvalley winter descended on Stockmann's beloved fairytale window, which opened for the 76th time in November. The Groke became a symbol of a lonely Christmas – the theme for Stockmann's charity initiatives. In spring, the Lindex division introduced the timeless and charming Moomin Jubilee Collection for kids in honour of the 80th anniversary. The collection was available both in stores and online.



INSPIRATION FOR GENERATION Z

Stockmann's Helsinki flagship store caught the attention of generation Z. Creativity was on full display in our iconic corner window, where one of Finland's most-streamed artists, **Averagekidluke (AKL)**, spent a week crafting his new album live. The sessions were streamed on his YouTube channel.

In July, American YouTuber and streamer **IShowSpeed (Darren Watkins Jr.)**, surprised his fans by visiting our flagship store during a live stream. With over 42 million YouTube subscribers, his visit brought Stockmann significant global visibility.

Korean cosmetics enthusiasts were especially excited about the trendy and colourful K-beauty area, opened in the Helsinki department store at the end of the year.



Lindex's new omnichannel distribution centre for future growth

During the year, Lindex continued to ramp up its omnichannel warehouse. The new highly automated facility supplies all sales channels, ensuring efficient distribution and stock management in line with Lindex's continued global, digital and sustainable growth.



LINDEX EXPANDS IN KEY GROWTH MARKETS

During the year, Lindex continued its international expansion and strengthened its brand positioning in key European markets. In early October, the fashion company reached an important milestone by opening

its very first own store in Denmark – a successful step that reinforces Lindex's position in the Nordic region and supports its continued growth journey. Lindex also continued its expansion in the UK with the opening of a new kids store, marking another important step towards the ambition to grow internationally.



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Driving meaningful change for women

Lindex is a global fashion company with sustainability at the core of its business. Lindex is a market leader in lingerie in the Nordics, also offering inspiring and affordable fashion in womenswear and kidswear. The company has a strong brand and a significant loyalty base – in its biggest markets, Sweden, Norway and Finland, over 60% of women are Lindex loyal customers. The company has a strong digital approach and over 20% of its sales are digital. The Lindex division's strategy builds on Lindex's purpose of driving meaningful change for women. The division's three strategic focus areas are to accelerate growth, transform into a sustainable business, and decouple cost from growth.



REVENUE | EUR MILL.

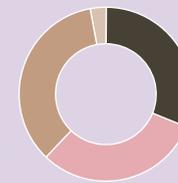
645.9

2024: 628.8

ADJUSTED OPERATING RESULT | EUR MILL.

72.1

2024: 82.9



REVENUE | By categories

● WOMEN'S WEAR	31%
● LINGERIE	31%
● KIDS WEAR	35%
● COSMETICS	3%



REVENUE | By markets

● SWEDEN	53%
● NORWAY	20%
● FINLAND	12%
● OTHER COUNTRIES	15%

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Clear strategy for value creation

VALUES

- Empower yourself and each other
- Seek constant improvement
- Make business oriented decisions
- Act sustainable
- Make it simple

PROMISES

- Customer promise:* Freedom to be you
- Employee promise:* Together for a greater impact
- Sustainability promise:* To make a difference for future generations

PURPOSE

To drive meaningful change for women

VISION

- We are a global, brand-led, sustainable fashion company
- We are digital first
- We are powered by people
- We are Lindex

MUST WIN AREAS

- Accelerate growth
- Transform to a sustainable business
- Decouple cost from growth

THREE STRONG CATEGORIES

Women's wear / Kids' wear / Lingerie

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Marketplace for a good life

Established in 1862, Stockmann is a premium omnichannel retail company offering a wide range of high-quality fashion, cosmetics as well as home and food products. It has seven department stores in Finland, Estonia and Latvia, and an online store. The Stockmann division's customer-centric strategy aims to improve operational efficiency by differentiating through curated offering, growing and leveraging loyal customer base and, optimising omnichannel performance.



REVENUE | EUR MILL.

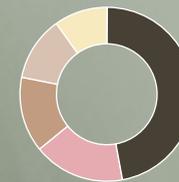
306.8

2024: 311.6

ADJUSTED OPERATING
RESULT | EUR MILL.

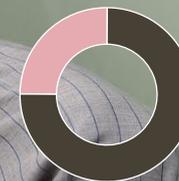
1.2

2024: -3.9



REVENUE | By categories

FASHION	47%
BEAUTY	17%
HOME	14%
FOOD	12%
SERVICE AND RENTAL INCOME	10%



REVENUE | By markets

FINLAND	75%
BALTICS	25%

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Customer-centric strategy to ensure profitability and future growth

VALUES

Focus on customer
Act with courage
We work together

VISION

Reinventing retail

OUR PROMISE

A feeling that lasts

PURPOSE
Marketplace for a good life

MUST-WIN AREAS

Improve operational efficiency
Differentiate through curated offering
Grow and leverage loyal customer base
Optimise omnichannel performance

OUR KEY ASSETS Loyal customers / People / Brand

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Steady progress towards sustainability commitment

The Lindex and Stockmann divisions have separate sustainability strategies, however climate, circularity and human rights are common themes of the strategies. The Lindex division's sustainability promise is to make a difference for future generations and the Stockmann division is aiming at resource-wise retail business.

Lindex Group has set targets in accordance with the Science Based Target initiative (SBTi). The Group is committed to reducing greenhouse gas emissions from energy and industrial sources from its own operations (Scope 1 and 2) and its value chain (Scope 3) by 42% by 2030 compared to 2022. The Group is also committed to reducing absolute scope 3 greenhouse gas FLAG (Forest, Land, Agriculture) emissions by 30.3% by 2030 compared to 2022.

In 2025, Lindex Group's scope 1 and 2 emissions increased by 1% compared to 2022. Scope 3 emissions from energy and industrial sources reduced by 25% and scope 3 FLAG emissions by 20% compared to 2022. More than two thirds of the Group's climate emissions come from the purchased goods.

Lindex division is committed to source all materials from recycled or more sustainable sources by the end of 2026. In 2025, the progress towards that target was 91%. Lindex also aims for 70% of all products to include a minimum of 15% recycled content by 2026. The progress towards that target was 74% in 2025.

THE LINDE X GROUP'S
KEY SUSTAINABILITY
THEMES:

*Climate,
circularity
and human
rights*



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ENERGY AND INDUSTRIAL EMISSIONS BY 2030 vs. 2022

-42%

SCOPE 1 & 2

-42%

SCOPE 3

FLAG EMISSIONS

-30.3%

BY 2030 vs. 2022

In addition, Lindex division is enhancing its traceability by forming direct partnerships with cotton farmers and recycled fibre producers, ensuring accountability from fibre production to finished garments. During 2025, Lindex division implemented TextileGenesis platform, which enables tracking of every product from fibre to finished garment to further enhance traceability.

Lindex division has a strong commitment to uphold human rights with a specific focus on women's rights, along their value chain. In 2025, impact assessments were made in both own operations and in supply chain and 2030 targets were formulated. As part of the impact assessment, female workers across the supply chain in Bangladesh were interviewed. The insights will be used to further strengthen the WE Women program to drive positive change for women.

Stockmann division's sustainability work has progressed in line with the set strategy, ensuring that actions remain focused and measurable. Over the reporting period, Stockmann has strengthened internal capabilities and processes to prepare for upcoming EU regulations, embedding compliance into daily operations. This proactive approach helps Stockmann stay ahead of regulatory requirements while supporting longterm responsible business practices.

OUR KEY CLIMATE ACTIONS

Improve energy efficiency and increase use of renewable energy throughout value chain

Increase share of recycled materials

Circular business models and services

Transportation solutions with less climate impacts

Collaboration with value chain partners to mitigate climate change

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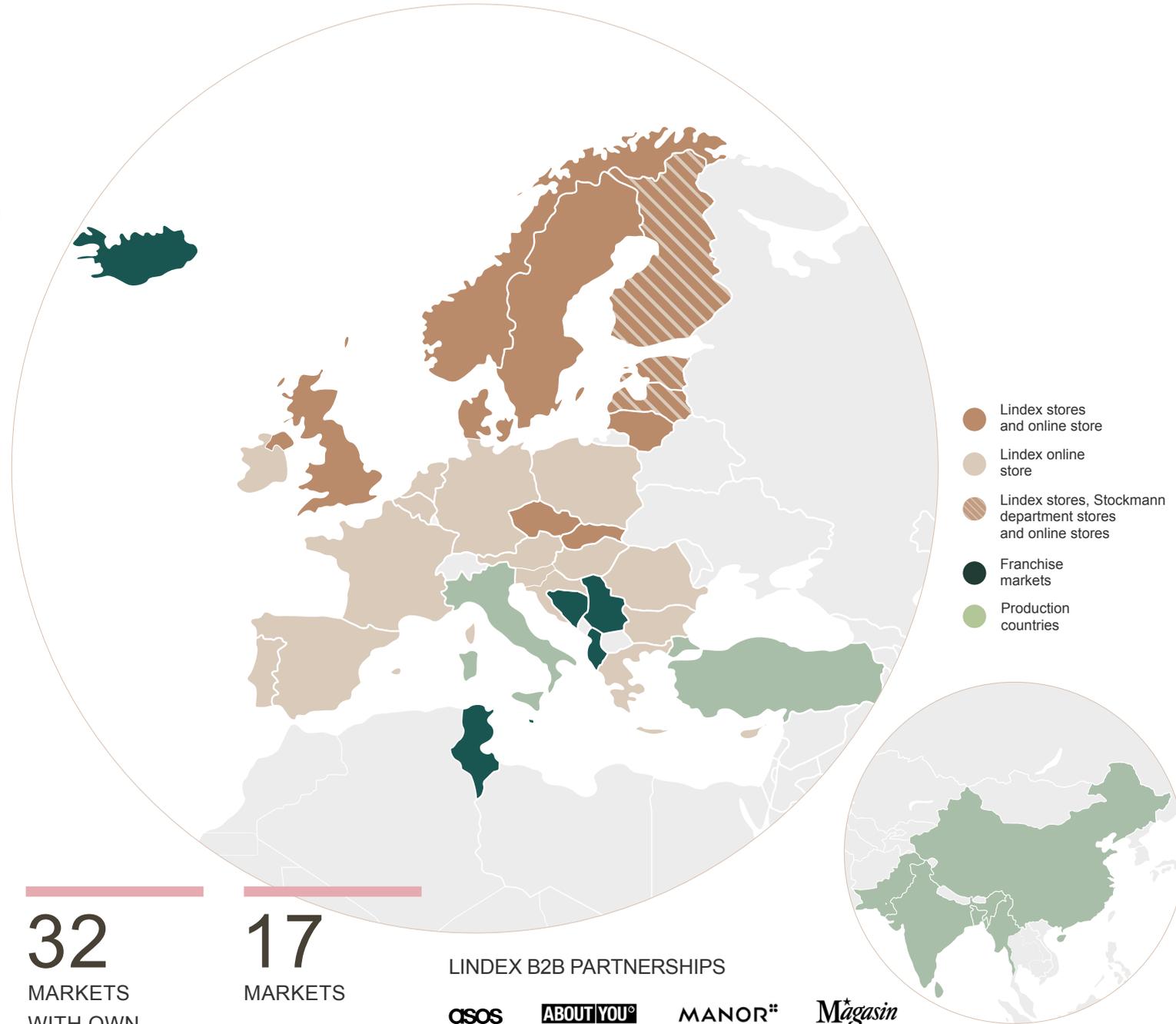
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Strong market position in the Nordics and the Baltics, global partnerships

THE LINDEX DIVISION has 442 fashion stores, including franchising stores in over 17 countries and own online stores in 32 European markets. Lindex products are sold globally through its partners, such as Asos, Boozt and Zalando.

THE STOCKMANN DIVISION has seven department stores in Finland, Estonia and Latvia as well as an online store.



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STOCKMANN DEPARTMENT STORES

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MARKETS WITH OWN ONLINE STORES

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LINDEX B2B PARTNERSHIPS

ASOS

ABOUT YOU

MANOR

MAGASIN

BOOZT

ZALANDO

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The Lindex Group's consolidated revenue in 2025 was EUR 952.3 (940.1) million. The revenue was level with previous year in local currencies. The Group's gross margin was 58.2% (58.3). The Group's adjusted operating result declined to EUR 69.5 (74.9) million. The Lindex division's adjusted operating result declined to EUR 72.1 (82.9) million. The Stockmann division's adjusted operating result improved to EUR 1.2 (-3.9) million and was first time positive after many years. Operating result improved to EUR 64.7 (60.9) million. Basic and diluted earnings per share were EUR 0.16 (0.08). The Board of Directors does not propose a dividend to be paid for the 2025 financial year, as the terms of the senior secured bonds issued in July 2021 do not permit dividend payments.

Guidance for 2026:

In 2026, Lindex Group expects its revenue to grow in local currencies compared to 2025. The Group's adjusted operating result is estimated to be EUR 70–95 million. Foreign exchange rate fluctuations may have a significant effect on the adjusted operating result.

Market outlook for 2026:

The macroeconomic situation in Lindex Group's main markets has remained volatile as geopolitical uncertainty and the risks for global trade disturbances have prevailed. Potential unexpected negative developments might slow down the economic growth of the Group's key markets. While these risks remain elevated, GDP (Gross Domestic Product) growth forecasts for 2026 are estimated to improve in the Group's key markets. Consumer confidence shows some signs of gradual improvement, which, together with increasing household purchasing power, may support a more favourable development in consumer demand during the year. The situation may still vary across the Group's different markets, and disruptions in supply chains and international logistics during the year cannot be excluded.

Strategy and financial targets

Lindex Group's two divisions, Lindex and Stockmann, have their own strategies targeting sustainable and profitable growth. The divisions share the view that customer-centricity, an omnichannel approach and strong brands are key strategic factors in building future growth. Lindex Group has ambitious sustainability targets, and sustainability is a central part of the Group's operations.

The Lindex division's strategy builds on Lindex's purpose of driving meaningful change for women. The division's three strategic must-win areas are to accelerate growth, transform into a sustainable business, and decouple cost from growth. The Lindex division's financial targets and outcomes are presented in the table on the right.

Financial targets for the Lindex division

	2025	2024	2023	2022
3–5% annual local currency revenue growth in the mid-term and reaching an annual revenue of SEK 10 billion by 2030, %	1.3	-0.9	2.7	10.9
30% digital share of revenue in the mid-term, %	22.1	20.8	19.0	18.5
15% adjusted operating margin in the long-term, %	11.2	13.2	14.3	13.6

The Stockmann division's customer-centric strategy

builds on Stockmann's purpose of being a marketplace for a good life. The Stockmann division has four strategic must-win areas, which are to improve operational efficiency, differentiate through curated offering, grow and leverage loyal customer base and optimise omnichannel performance. The Stockmann division's financial targets and the outcomes are presented in the table below.

Financial targets for the Stockmann division

	2025	2024	2023	2022
Revenue growth in line with market ^{*)} growth in the mid-term, %	-1.5 ^{**)}	-2.2	-0.6	10.0
Reaching a positive operating free cash flow in the mid-term, EUR mill. ^{***)}	-19.4	-19.4	-12.0	-20.9
5% adjusted operating margin in the mid-term, %	0.4	-1.3	-2.0	-1.7

^{*)} Stockmann's addressable market in Finland, Latvia and Estonia, comprising of fashion, beauty and home categories. Market growth was -0.6% in 2025, -1.5% in 2024, 2.7% in 2023 and 7.0% in 2022. (Source: Statistics Finland, Statistics Estonia and Statistics Latvia data)

^{**)} The Stockmann division's revenue was negatively affected by the closure of the Stockmann Itis department store and the transfer of furniture assortment sales to Vepsäläinen. Comparable sales were on par with the comparison year.

^{***)} Operating free cash flow is calculated as EBITDA - items affecting comparability - lease payments +/- changes in net working capital - capital expenditure.

Both divisions are committed to Lindex Group's science-based climate target to reduce greenhouse gas emissions from its own operations and value chain by 42% by 2030 compared to the year 2022. The Science Based Targets initiative (SBTi) has validated and approved the Group's climate target.

Strategic assessment

In September 2023, Lindex Group's Board of Directors initiated a strategic assessment aiming to crystallise shareholder value by refocusing the Group's business on Lindex. As part of the investigation of strategic alternatives for Stockmann's department stores business, the Board is evaluating the best environment for developing the business in the future. These options include increasing the business' independence within the Group, considering possible ownership changes or strategic partnerships, or continuing under the current structure.

In December 2025, Lindex Group announced that its Board of Directors continues the strategic assessment and the Group will communicate the outcome of this work when appropriate.

Operating environment

During the year, the operating environment of Lindex Group showed signs of gradual recovery, but the economies of Lindex Group's home markets still reported relatively low consumer sentiment levels. Confidence among consumers and businesses continued to remain fragile, and the path ahead is still uncertain. Geopolitical and political tensions and uncertainties related to US trade policies continued impacting the economies in Europe and globally. The

lowered inflation and interest rates compared to 2024 continued to support the gradual economic recovery and strengthen consumers' purchasing power in some markets while in some other markets, unemployment increased and impacted consumer confidence. Improvements were uneven across sectors and countries.

The Economic Sentiment Indicator (ESI) and Employment Expectations Indicator (EEI) continued to decline in many EU countries at the beginning of the year, but the downward trend improved towards the end of the year. The retail trade confidence also started slowly improving. While consumers remained cautious and households' sentiment was low, consumer confidence increased in many EU countries, including better expectations for general economic situation and household finances. By contrast, consumers' intentions for major purchases weakened. The economic situation and consumer sentiment remained weak in long-term averages and confidence was mixed among the EU countries. (Source: The EU Commission's Business and Consumer Survey.) Going into 2026, there are signs of gradual economic recovery in several markets: consumer sentiment improved, retail-trade saw some signs of getting healthier and employment expectations improved.

In terms of the development of the fashion market, sales in the Swedish fashion market showed a 2.8% increase from January to December 2025. (Source: Svensk Handel Index.) In Finland, the fashion market sales declined by 0.8% in January–December. (Source: Teja.) The last months of the year have shown that fashion market volatility still continues. However, the quantity and value of clothing, footwear, and home textiles imported from outside the EU, mainly from China, increased significantly over the year. This development may be reflected in the fashion retail sector. (Source: Fashion and Sports Commerce association.)

Revenue and earnings, Lindex Group

In January–December, Lindex Group's revenue increased to EUR 952.3 (940.1) million. In local currencies, the revenue was on par with the previous year. The Lindex division's revenue increased by 2.7% and in local currencies by 1.3%. The revenue was negatively impacted by dampened consumer demand and fashion market volatility during the first half of the year, combined with supply delays related to a temporary technical issue at the new omnichannel distribution centre during the third quarter. The Stockmann division's revenue decreased by 1.5% driven by soft consumer confidence and the market decline of its biggest category, fashion. The Stockmann division's revenue in comparable terms, excluding the Itis department store and furniture category, were on par with the comparison year.

Lindex Group's gross profit increased to EUR 554.4 (547.9) million. The Group's gross margin was 58.2% (58.3).

The comparable operating costs were on par with the comparison year, totalling EUR 380.2 (380.4) million.

The Group's adjusted operating result decreased to EUR 69.5 (74.9) million. The decrease was mainly due to higher depreciations related to the omnichannel distribution centre. The operating result increased to EUR 64.7 (60.9) million. The operating result included items affecting comparability that were lower than in the comparison year.

The Group's net result for the financial year was EUR 24.4 (13.2) million, mainly as a result of the utilisation of tax losses carried forward.

Items affecting comparability (IAC)

EUR million	1–12 2025	1–12 2024
Operating result	64.7	60.9
<i>Adjustments to operating result</i>		
Costs and reversals related to restructuring programme and other disputes	-5.0	10.9
Costs related to strategic projects and structural changes	9.8	7.5
Insurance claim settlement for losses related to COVID-19		-4.4
Adjusted operating result	69.5	74.9
EUR million	1–12 2025	1–12 2024
Net result for the period	24.4	13.2
Non-controlling interest	1.8	
Adjustments to operating result	4.8	14.0
Adjustments to taxes	-1.0	-2.8
Adjusted net result for the period	30.0	24.4

Financing and cash flow

Cash and cash equivalents totalled EUR 134.8 (114.7) million at the end of December 2025. Cash flow from investments was EUR 8.6 (13.3) million during the quarter.

At the end of December, total inventories were EUR 163.8 (169.6) million. The Lindex division's inventories decreased partly due to supply improvements related to the omnichannel distribution centre, whereas the Stockmann division's inventories declined due to active inventory management. The closure of the Itis department store in June and the planned transfer of Stockmann's furniture assortment to the division's newly introduced partner Vepsäläinen in September also lowered Stockmann's inventories.

At the end of December, the Group had an interest-bearing liability of a current senior secured bond of EUR 73.1 (73.1) million. The lease liabilities in accordance with IFRS 16 reporting standard totalled EUR 594.4 (603.1) million, of which EUR 288.8 million (272.9) related to the Lindex division and EUR 305.5 million (330.2) to the Stockmann division. Excluding the IFRS 16 lease liabilities, the interest-bearing net debt was positive at EUR -51.6 (-31.8) million. The Group has a revolving credit facility of EUR 40 million, which has not been used.

The equity ratio was 33.3% (30.0) and net gearing 120.4% (145.0) at the end of December. IFRS 16 items had a significant impact on the equity ratio and net gearing. Excluding the IFRS 16 items, the equity ratio was 64.8% (61.9) and net gearing -9.0% (-6.2).

The Group's capital employed at the end of December was EUR 1 127.4 (1 080.0) million and EUR 653.9 (598.6) million excluding the IFRS 16 items.

Capital expenditure

The Lindex omnichannel distribution centre is the division's largest-ever investment. It will be an important enabler for continued growth, improved efficiency and addressing the division's capacity constraints. The total investment amounts to approximately EUR 110 million. By the end of December, EUR 103 million had been used for the project.

The launch of the distribution centre took place in November 2024, followed by an extensive ramp-up and transition phase. Today, all Lindex's central stock garments are being handled at the new centre, and the old main warehouse in Partille, Sweden was closed during the third quarter.

During the fourth quarter, the operations at the new distribution centre were stabilised. The technical issue encountered during the third quarter was solved, and product availability of the Lindex division improved towards the end of the fourth quarter. The final transfer of Lindex's e-commerce warehouse operations from Borås to the new centre is planned to take place in the first half of 2026, which might impact the division's performance. The gradual transfer of e-commerce order handling is ongoing and proceeding well. The new omnichannel distribution centre is expected to be fully operational during the first half of 2026, supporting the Lindex division's strategic growth plans, along with efficiency improvements and savings.

Revenue and earnings by division

Lindex Group's reporting segments are the Lindex and Stockmann divisions. The segments are reported in accordance with IFRS 8. Unallocated items include Corporate Management, Group Finance Management, Group Treasury, Internal Audit and Investor Relations.

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Lindex division

	1–12 2025	1–12 2024
Revenue, EUR mill.	645.9	628.8
Revenue growth, %	2.7	-0.7
Local currency revenue growth, %	1.3	-0.9
Digital share of revenue, %	22.1	20.8
Digital revenue growth in local currencies, %	6.8	8.3
Gross profit, EUR mill.	416.1	409.1
Gross margin, %	64.4	65.1
Adjusted operating result, EUR mill.	72.1	82.9
Adjusted operating margin, %	11.2	13.2
Operating result, EUR mill.	64.6	85.1
Operating margin, %	10.0	13.5
Inventories, EUR mill.	111.4	113.8
Capital expenditure, EUR mill.	24.5	39.9
Stores	442	442

The Lindex division's revenue increased to EUR 645.9 (628.8) million and by 1.3% in local currencies. Revenue from stores was on par with the comparison year, whereas digital channels showed an increase of 6.8%. Digital revenue accounted for 22.1% (20.8) of Lindex's revenue.

During the first half of the year, the revenue was mainly impacted by cautious consumer behaviour, combined with product availability limitations, which continued during the third quarter. In the fourth quarter, the revenue development picked up due to improved product availability and strong commercial offering, further supported by successful promotional activities.

The gross profit increased and totalled EUR 416.1 (409.1) million and the gross margin stood at 64.4% (65.1). The gross profit was impacted by lower gross margin, mainly due to the increased share of promotional activities aimed at balancing the inventory levels.

The comparable operating costs increased to EUR 268.6 (263.0) million, mainly due to increased marketing activities and sales volume related operating costs.

The Lindex division's adjusted operating result decreased to EUR 72.1 (82.9) million. The operating result for Lindex was EUR 64.6 (85.1) million. Profitability decreased mainly due to higher costs for goods handling and depreciations.

Capital expenditure was EUR 24.5 (39.9) million. The comparison year included higher investments in the Lindex omnichannel distribution centre and in the digital store programme.

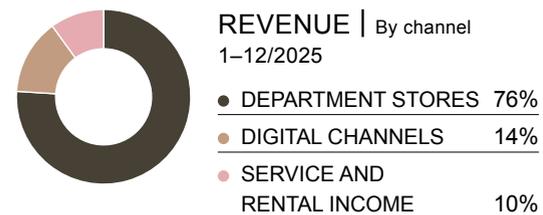
The Lindex division continued to invest in strategic growth initiatives across markets, channels, and customer propositions. Digital transformation efforts progressed, with ongoing enhancements of customer-facing touchpoints and internal capabilities. The number of the Lindex division's active customers continued to grow during the year.

At the end of 2025, Lindex had 442 stores in total, of which 412 are own stores and 30 franchise stores. Lindex opened 9 new stores and closed 9 stores during 2025. In addition to the Lindex division's physical stores and own digital store, the company also sells its products on third parties' digital fashion platforms and in physical stores.



Stockmann division

	1–12 2025	1–12 2024
Revenue, EUR mill.	306.8	311.6
Revenue growth, %	-1.5	-2.2
Digital share of revenue, %	13.6	12.7
Digital revenue growth, %	5.2	0.2
Gross profit, EUR mill.	138.3	138.8
Gross margin, %	45.1	44.5
Adjusted operating result, EUR mill.	1.2	-3.9
Adjusted operating margin, %	0.4	-1.3
Operating result, EUR mill.	5.6	-14.2
Operating margin, %	1.8	-4.6
Inventories, EUR mill.	52.4	55.8
Capital expenditure, EUR mill.	6.6	5.8



The Stockmann division's revenue was EUR 306.8 (311.6) million. The comparable revenue was on par with the comparison year. The division's revenue totalled EUR 230.3 (235.3) million in Finland and EUR 76.5 (76.3) million in the Baltics. Digital revenue increased by 5.2% and accounted for 13.6% (12.7) of total revenue. Excluding the food category, which the division does not sell online, the share of digital revenue was 15.6%.

The gross profit was at the level of the comparison year, at EUR 138.3 (138.8) million. The gross margin increased to 45.1% (44.5) mainly due to improved inventory levels and improved margin levels in clearance and promotional sales.

The comparable operating costs decreased to EUR 107.8 (113.5) million due to the successfully implemented cost efficiency measures which also mitigated the impact of inflation.

The adjusted operating result improved to EUR 1.2 (-3.9) million mainly due to successful cost savings as well as strengthening of the commercial offering and omnichannel capabilities. This marks the first full-year positive adjusted operating result after many years. The operating result improved to EUR 5.6 (-14.2) million. The operating result included restructuring programme related costs impacting comparability both in the financial and the comparison year.

Capital expenditure was EUR 6.6 (5.8) million and was mainly related to investments in digital growth and department store renovations in Helsinki, Turku and Riga.

The number of Stockmann's active loyal customers increased significantly during the year, and also the share of revenue from loyal customers grew.

On 28 June 2025, the Stockmann Itis department store was closed due to the termination of the rental agreement. The closure did not have a material impact on the profitability or financial position of the division or Lindex Group. The Stockmann division has 7 department stores after the closure.

Personnel

Lindex Group's average number of personnel during the financial year was 5 940 (6 014). In terms of full-time equivalents, the average number of employees was 4 015 (4 216). At the end of December, Lindex Group's personnel numbered 5 937 (5 995), of whom 1 432 (1 541) were working in Finland, 2 044 (2 093) in Sweden and 2 461 (2 361) in other countries. The Group's wages and salaries amounted to EUR 165.8 (161.0) million in 2025.

Changes in management

On 2 July 2025, Lindex Group appointed Niklas Lindholm, Ph.D. (Econ) as the company's new Chief People Officer and a member of the Group Management Team. In addition to his role as Group Chief People Officer, Lindholm will also act as the Lindex division's Chief People and Communications Officer. He started in his new position on 1 October 2025.

Annual General Meeting 2025

The Annual General Meeting (AGM), held on 2 April 2025, adopted the financial statements for the financial year 1 January–31 December 2024, granted discharge from liability to the persons who had acted as members of the Board of Directors and as CEO during the financial year and resolved that no dividend was to be paid for the financial year 2024.

The decisions by the AGM were published in full as a stock exchange release on 2 April 2025.

Shares and share capital

At the end of December, Lindex Group plc had a total of 164 041 391 shares.

At the end of December, the share capital was EUR 77.6 million, and the market capitalisation stood at EUR 405.2 (434.8) million. The price of a LINDEX share was EUR 2.47 (2.69) at the end of December 2025. In January–December, the highest price of a LINDEX share was EUR 3.31 (3.51) and the lowest price was EUR 2.34 (2.39). A total of 35.5 million shares were traded on Nasdaq Helsinki in January–December. This corresponds to 21.8% of the average number of shares.

The company does not hold any of its own shares, and the Board of Directors has no valid authorisations to purchase company shares. At the end of December, Lindex Group had 39 529 (41 055) shareholders. Foreign ownership was 28.8% (27.3).

The parent company's distributable funds on 31 December 2025 were EUR 377.0 million, of which net profit for the financial year was EUR 42.3 million. The Board of Directors does not propose a dividend to be paid for the 2025 financial year, as the terms of the senior secured bonds issued in July 2021 do not permit dividend payments.

Business continuity, risks and near-term uncertainties

Lindex Group operates in a dynamic and complex environment that exposes the company to a range of risks that may affect its financial performance, operations, and reputation. These risks arise from macroeconomic factors, seasonal variations, complex supply chains, information security threats, and increasing sustainability

and compliance requirements, among others. Below is an overview of the key risks and uncertainties affecting the Group.

Macroeconomic and geopolitical situation

Global economic uncertainty and geopolitical tensions continue to influence consumer confidence and purchasing power. Inflationary pressures have eased compared to previous years but remain a factor impacting operational costs and customer behaviour. These pressures may continue to affect customer behaviour and shift demand across product categories. Additionally, macroeconomic uncertainties may influence asset valuations, and interest rate fluctuations may impact the discount rates used in impairment testing.

Exchange rate fluctuations

Lindex Group's revenue, earnings, and balance sheet are influenced by changes in exchange rates, particularly between the euro (the Group's reporting currency) and other key currencies such as the Swedish krona, Norwegian krone, and U.S. dollar. Currency volatility may impact financial performance, and the Group's limited ability to fully hedge transactional risks leaves it exposed to potential currency fluctuations.

Seasonality and customer demand

Seasonal variations are an inherent characteristic of the retail industry and significantly impact Lindex Group's revenue and profitability. Typically, revenue is lower in the first quarter, while the second and fourth quarters experience higher sales activity. Fashion, which accounts for approximately 80% of the Group's revenue, is particularly sensitive to seasonal trends and weather conditions. Additionally, the timing of the Stockmann division's Crazy Days campaign has a significant impact on quarterly revenue and operating results, as the campaign drives a surge in consumer activity during the period it is held.

Supply chain and logistics

The global value chain in the retail sector is inherently complex, involving multiple stages from sourcing to final delivery. Unexpected disruptions in the supply chain, such as delays in shipments or production stoppages, may increase operational costs. Given the Group's reliance on a global supply network, unexpected logistics issues could lead to higher freight costs and longer lead times, potentially affecting inventory availability and customer satisfaction. The Group anticipates increasing protectionism and potentially rising trade barriers, which may present additional challenges for global supply chain and logistics operations.

Sustainability risks

Sustainability-related risks continue to be significant for Lindex Group, with climate change specifically identified as an economic risk for the company. These risks concern the Group's ability to manage environmental impacts and adapt to changing regulations and expectations regarding sustainability efforts and reporting.

Information security and cyber risks

The risk of cyberattacks and IT disruptions remains elevated as cybercrime becomes increasingly sophisticated. A successful cyberattack could compromise data privacy, disrupt operations, and negatively affect the Group's reputation. Continuous investment in robust cybersecurity measures is essential.

Talent and organisational risks

Attracting and retaining skilled personnel remains critical for operational continuity and strategic execution. High competition for talent and elevated turnover risk could hinder progress on key initiatives.

Conclusion of the restructuring process

On 15 August 2025, Lindex Group plc announced that the company's restructuring programme had concluded. The commencement of restructuring proceedings was confirmed in April 2020, and the corporate restructuring programme was approved in February 2021 by the Helsinki District Court.

The last remaining dispute of the restructuring programme was settled between LähiTapiola Keskustakiinteistöt Ky and Lindex Group plc on 9 June 2025, which enabled the Lindex Group plc to seek ending the restructuring programme. The Helsinki District Court approved the amendment to the restructuring programme on 27 June 2025, after which Lindex Group plc proceeded to fulfil the obligations agreed in the settlement agreement and the restructuring programme by paying all undisputed debts, confirmed in their final amounts. After the actions were implemented, the supervisor of Lindex Group plc's restructuring programme prepared a final report on the implementation of the programme, which ended the restructuring process on 15 August 2025.

The settlement of the last dispute did not affect Lindex Group's adjusted operating result in 2025, but it had a positive impact on the operating result.

Events after the financial year

On 5 February 2026, Lindex Group plc signed a EUR 50 million secured revolving credit facility agreement. The revolving credit facility matures in May 2027, subject to a 15-month extension option.

Financial releases in 2026

The Annual General Meeting is planned to be held on 26 March 2026.

The financial reports will be released in 2026 as follows:

- Interim Report, January–March 2026: 28 April 2026
- Half Year Financial Report, January–June 2026: 17 July 2026
- Interim Report, January–September 2026: 22 October 2026

The Corporate Governance Statement has been prepared as a separate report from this Board of Directors Report.

Helsinki, 26 February 2026

Lindex Group plc
Board of Directors

Sustainability Statement



LINDEXGROUP

Our Year 2025

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GENERAL INFORMATION

ESRS 2 General disclosures

BP-1

General basis for preparation of sustainability statements

Lindex Group's Sustainability Statement has been prepared in accordance with the European Sustainability Reporting Standards (ESRS) as defined in the EU's Corporate Sustainability Reporting Directive (CSRD). The Sustainability Statement covers Lindex Group plc and its subsidiaries for the period 1 January–31 December 2025. The Sustainability Statement has been prepared on the same consolidated basis as the Group's 2025 Financial Statements.

Lindex Group comprises two divisions: Lindex and Stockmann. Both divisions have conducted their own double materiality assessments, which address the impacts, risks and opportunities throughout the value chain. The results of the divisions' double materiality assessments form the basis for the Group's materiality. The extent to which Lindex Group's policies, actions, targets and metrics apply to the value chain is described in connection with each topical standard.

The Group has identified material impacts, risks and opportunities related to pollution, water, and biodiversity across its value chain. However, due to limited access to relevant data, the Group is not yet able to disclose entity-specific metrics related to those material impacts, risks and opportunities across the value chain. Efforts will be made in the future to improve data accessibility.

Lindex Group has not omitted information relating to intellectual property, know-how or the results of innovation from this Sustainability Statement. The Group has also not omitted disclosure of any impending developments or matters that are currently under negotiation.

BP-2

Disclosures in relation to specific circumstances

The Group has not deviated from the medium- or long-term time horizons defined by the ESRS. The Group has included value chain data in its greenhouse gas calculations, some of which are based on estimates. Metrics involving estimated data are described in *E1–6 Gross Scopes 1, 2, 3, and Total Greenhouse Gas Emissions*.

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Sources of estimation and outcome uncertainty

Metric that is subject to a high level of measurement uncertainty	Sources of measurement uncertainty	Assumptions, approximations and judgements made in measurements
E1-6 Scope 3 cat 7 Employee commuting	Employee commuting emission figures were only partly based on the survey result. The majority is based on estimations of both the distances and travel modes.	Approximations have been made based on the survey result or of assessments and assumptions of average distance to the workplace per country. Generic approximations have been used for part of the result.
E1-6 Scope 3 cat 11 Use of sold products	To calculate emissions from the use of sold products, the number of appliances and number of textile pieces sold and their estimated weight were used. Energy used for appliances or for washing and drying textiles has been estimated.	The emissions are estimated based on number of appliances and number of textile pieces sold.
E1-6 Scope 3 cat 12 End-of-life treatment of sold products	For emissions from use of sold products, number of appliances and number of textile pieces sold, and their estimated weight were used.	Estimations were based on units of sold products recalculated as weight. Assumptions on recycling of waste are partly based on countries' average recycling rate published by the European Parliament.

Some changes were made to the preparation or presentation of the Sustainability Statement in 2025 compared to 2024.

Emissions related to customer commuting in scope 3, category 9, are not disclosed in 2025 under *E1-6 Gross Scopes 1,2,3 and Total Greenhouse Gas emissions*. This is because these emissions are based on estimates with a high degree of uncertainty and are not part of the Lindex Group's Science based target. Also, the sustainability software has been used more extensively for calculating emissions during 2025. As a result, certain emissions in 2024 reporting year have been updated for better comparability. In addition, availability of improved emission factors has effected emissions in base year 2022 and in 2024 to some extent.

E1-5 Energy consumption and mix has been updated during 2025 to also include energy consumed by company vehicles. The update affects part of the 2024 year's figures.

Turnover rate presented in *S1-6 Characteristics of the undertaking's employees*, has been calculated including temporary workers to the number of employees who left the company. This approach better aligns with the methodology used for other headcount-related disclosures in *S1-6 — S1-17 Metrics related to own workforce*.

The methodology for both the gender pay gap and the annual total remuneration ratio in *S-16 Remuneration metrics (pay gap and total remuneration)*, were revised during 2025. Both metrics are now based on a consistent methodology and calculated using actual disbursements

rather than contractual salaries. Compared to 2024, the changes include adding variable pay in the gender pay gap calculation, recalculating annual salaries used in the remuneration ratio to annual and full-time equivalents and disclosing the remuneration ratio for white- and blue-collar employees separate. These changes provide additional context and improve comparability.

In *G1-6 Payment practices*, methodologies have been aligned across the divisions. The Stockmann division now includes invoices paid during the reporting year, rather than invoices issued during the reporting year, as was the case in 2024.

See the relevant chapters for further details and comparable figures. No material errors have been identified compared with the previous reporting period.

The Sustainability Statement includes the EU Taxonomy report, which is presented at the end of the *Environmental Information* chapter. Apart from the Taxonomy reporting, the Group has not included information derived from other legislation or generally accepted sustainability reporting standards or frameworks in the Sustainability Statement.

The material information to be disclosed has been determined using the criteria set out in *ESRS 1, Section 3.2: Material Matters and Materiality of Information*. No specific thresholds were applied when identifying material information for the Sustainability Statement. However, the Group has used thresholds to assess whether a topic is material. These thresholds have been applied to both impact materiality and financial materiality. These thresholds and the methodology used to determine materiality are further described in *IRO-1 Description of the Processes to Identify and Assess Material Impacts, Risks and Opportunities*.

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GOV-1

The role of the administrative, management and supervisory bodies

Lindex Group's governance consists of the Board of Directors, Audit Committee, People and Remuneration Committee, and Group Leadership Team.

The Group's Board of Directors, the Group Leadership Team and the divisions' Leadership Teams comprise individuals with diverse backgrounds, including finance, human resources, legal affairs, and sustainability. Their expertise spans the Group's operating sector, its product portfolio, and the geographical region of Europe in which the Group operates. All members of the Audit Committee and People & Remuneration Committee are also members of the Board of Directors.

Roles, responsibilities, and expertise of the governance bodies

The Board of Directors is responsible for overseeing sustainability-related impacts, risks and opportunities, while the divisions' Leadership Teams manage the day-to-day operations and related decisions. A similar approach applies to business conduct-related matters. At present, no individual responsibilities for impacts, risks and opportunities are specified in the Board members' terms of reference or mandates.

The Board of Directors ensures that the members of its committees and the Group Leadership Team possess appropriate skills and expertise in sustainability matters, therefore ensuring that sustainability impacts, risks and opportunities are integrated into internal functions and business processes. The Board of Directors is informed of sustainability-related matters whenever necessary. At the Lindex division, a Chief Sustainability Officer is responsible for sustainability matters. At the Stockmann division,

Sustainability governance at Lindex Group



Characteristics of the administrative, management, and supervisory bodies

	Members in total	Women	Men	Executive members	Non-executive members	Independent members of the company	Employee representatives
Board of Directors	7	3 (43%)*	4 (57%)*	0	7	7 (100%)**	2***
Audit Committee	3	1 (33%)	2 (67%)	0	3	3	0
People & Remuneration Committee	4	3 (75%)	1 (25%)	0	4	4	0
Group Leadership Team	5	1 (20%)	4 (80%)	5	0	0	0

* The Board of Directors' gender diversity ratio, defined as number of women divided by number of men, is 75%.

** Six members of the Board of Directors are also independent of major shareholders.

*** The employee representatives are entitled to attend and speak at the Board of Directors' meetings, but they are not members of the Board of Directors.

a director in the Leadership Team oversees sustainability matters and draws on sustainability expertise as required. This responsibility is further supported at the Stockmann division by a Sustainability Steering Group comprising of members of the Leadership Team. Further details on the roles and responsibilities of the Board of Directors, Board Committees, Group Leadership Team, and Leadership Teams, including their responsibilities for target setting related to impacts, risks and opportunities, are provided in Sustainability governance at Lindex Group.

The Board of Directors has an adequate level of competence in sustainability matters, including business conduct and in the evaluation of the Group's impacts, risks and opportunities. This competence was assessed in 2024 through a Board engagement, during which members conducted a self-assessment of their expertise on sustainability matters. The Board aims to further strengthen its competence in sustainability and material impacts, risks and opportunities. To support this, the Board leverages internal experts from both divisions, as well as external specialists when addressing specific sustainability topics.

GOV-2

Information provided to, and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

Sustainability matters are discussed on a regular basis by Lindex Group's Board of Directors, Audit Committee and Group Leadership Team to ensure that material impacts, risks and opportunities are integrated into the divisions' business strategies and that appropriate due diligence processes are in place. Currently, only the Lindex division has implemented a Human Rights Due Diligence (HRDD) process, while the Stockmann division is expected to develop one in the coming years.

The Board of Directors discusses sustainability topics periodically, depending on the issues under consideration. The Lindex division's Chief Sustainability Officer provides updates on themes such as Group-level science-based targets and sustainability-related impacts, risks and opportunities. During the reporting period, sustainability matters were addressed in both the spring and autumn meetings, where the Board and Audit Committee discussed the Enterprise Risk Management (ERM) process, led by the Chief Legal Officer and Chief Financial Officer. The autumn meeting also included a discussion on the double materiality assessment.

Material sustainability-related impacts, risks and opportunities were addressed at a strategic level by the division's Leadership Teams, the Group Leadership Team the Board of Directors, and the Audit Committee. Certain topics, such as climate, circular transformation, and human rights due diligence, were considered in greater depth, while others were discussed at a more general level. The Board is responsible for reviewing and approving the Sustainability Statement.

The Board of Directors approves Group-level sustainability policies and targets, including the Environmental Policy, human rights policies, and science-based climate targets. Progress against these targets is monitored annually as part of the sustainability reporting process. The Lindex division's Chief Sustainability Officer is responsible for bringing sustainability topics to the Group Leadership Team's agenda.

Sustainability matters are discussed biweekly at the Lindex division's Leadership Team meetings and quarterly at the Stockmann division's Leadership Team meetings. These Leadership Teams focus on integrating material impacts, risks and opportunities into their respective strategies and on defining related actions, metrics and targets.

GOV-3

Integration of sustainability-related performance in incentive schemes

To ensure the independence of the Board of Directors and the Audit Committee, their members do not participate in incentive schemes or receive remuneration linked to sustainability performance. In contrast, the Group Leadership Team and the divisions' Leadership Teams have incentive schemes that are linked to sustainability performance. The Group's remuneration policy incorporates general sustainability-related metrics in both short- and long-term incentive plans. The Board's People and Remuneration Committee prepares the proposal of incentive schemes, and all the incentive schemes are approved by the Board of Directors.

Sustainability-related incentive schemes for the Group Leadership Team and the divisions' Leadership Teams are linked to the Group's science-based climate targets, which are described in more detail in *E1-4 Targets related to climate change mitigation and adaptation*. These targets serve as a key performance benchmark. In addition to this, both divisions' 2025-2027 incentive schemes include other ESG objectives.

The Group Leadership Team

The Group Leadership Team, including the CEO, has sustainability-related remuneration linked to the long-term incentive schemes of both divisions and varies by performance period:

- 2023-2025: 2.5% weight if the Lindex division meets its targets
- 2024-2026: 5% weight if both divisions meet their targets
- 2025-2027: 3.75% weight if both divisions meet their targets.

GOV-4

Statement on sustainability due diligence

Elements of due diligence	Paragraphs in the sustainability statement
Embedding due diligence in governance, strategy, and business model	GOV-1 The role of the administrative, management and supervisory bodies SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model S1-1 Policies related to own workforce S2-1 Policies related to value chain workers S3-1 Policies related to affected communities S4-1 Policies related to consumers and end-users
Engaging with affected stakeholders in all key steps of due diligence	SBM-2 Interests and views of stakeholders IRO-1 Description of the process to identify and assess material impacts, risks and opportunities S1-2 Processes for engaging with own workers and workers' representatives about impacts S2-2 Processes for engaging with value chain workers about impacts S3-2 Processes for engaging with affected communities about impacts S4-2 Processes for engaging with consumers and end-users about impacts
Identifying and assessing adverse impacts	SBM-2 Interests and views of stakeholders IRO-1 Description of the process to identify and assess material impacts, risks and opportunities
Taking actions to address adverse impacts	S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions S2-4 Taking action on material impacts on value chain workers, and approaches to mitigating material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions
Tracking the effectiveness of these efforts and communicating	S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities S3-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

GOV-5

Risk management and internal controls over sustainability reporting

Lindex Group integrates risks related to sustainability reporting into its overall risk management framework. This includes identifying, assessing, and mitigating risks related to sustainability reporting. The Board of Directors has approved the company's risk management principles, which apply to both divisions of Lindex Group. The effectiveness of internal control is monitored by the Internal Audit function, which operates independently and reports to the Board's Audit Committee. The Group Finance department defines the control measures applied to the sustainability reporting process. These control measures include guidelines, process descriptions, and analyses that ensure the validity of the information used in the reporting and the validity of the reporting itself.

In 2025, a risk assessment regarding sustainability reporting was carried out involving key personnel responsible for the reporting process. The identification of risks was informed by lessons learned from the previous reporting period and complemented by internal expert research. Risks were assessed based on their likelihood, using a scale from 1 (rare, <10%) to 5 (actual, 100%).

Through the assessment, the following risks were identified:

- Inaccurate or incomplete data due to fragmented systems or manual processes. This risk is mitigated by using a sustainability reporting software's ESRS module.
- Lack of traceability of information. This risk is mitigated by establishing suitable systems and implementing clear guidelines and processes across both divisions.
- Risk of errors in disclosures. This risk is mitigated by applying a four-eye principle and by conducting comparisons against the previous year, with results analysed accordingly.
- Risk of lacking real data (e.g., from third parties such as forwarders or landlords). This risk is mitigated by maintaining structured estimation processes and by ongoing efforts to increase the availability of real data.

The results of the assessment were presented to the Board of Directors at the end of 2025.

The reporting process is monitored by the Audit Committee in biannual meetings. Information on the material topical ESRS disclosures is collected via a dedicated sustainability reporting software application. This process facilitates data collection, provides transparency and traceability of the data, and enables the collection of data based on the accounting principles outlined by the ESRS, which further facilitates compliance. Lindex Group's external sustainability auditor provides limited assurance on the Sustainability Statement. More information is available in the sustainability auditor's limited assurance statement.

SBM-1
Strategy, business model and value chain

Lindex Group is an international fashion and retail group comprising two divisions: Lindex and Stockmann. The Lindex division is a global fashion company with the higher purpose of driving meaningful change for women. The Stockmann division is a premium multi-brand retailer with department stores in Finland, Estonia and Latvia. Its purpose is to be a marketplace for a good life. Lindex Group operates an asset-light business model. Its own brand products are designed in-house and manufacturing is outsourced to independent suppliers.

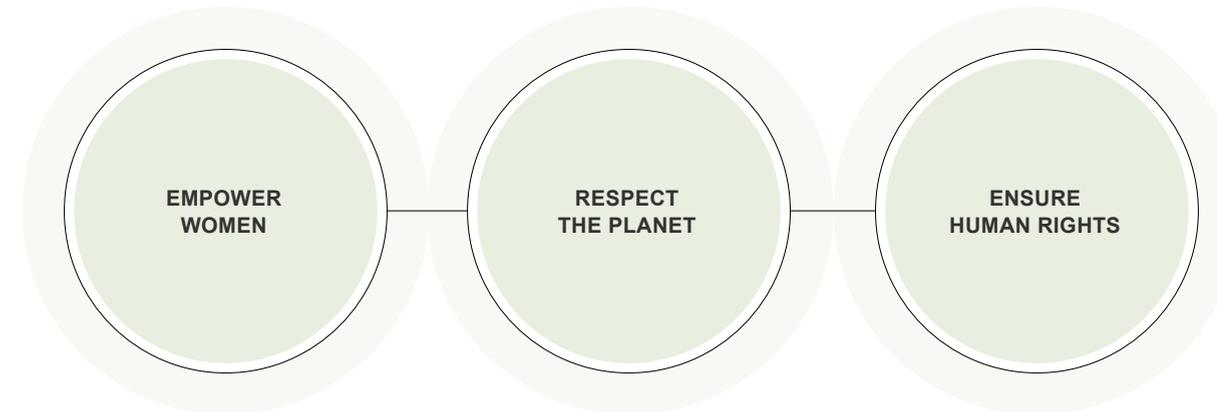
The Group's operational activities include stores, department stores, e-commerce, logistics centres and production offices. The Lindex division generates most of its revenue from selling its own brand products in three major business areas: women's fashion, lingerie and kids' wear. The majority of the Stockmann division's revenue comes from the retail business, where it sells both own-brand products and procures products from other brands. The Group has product categories in fashion, cosmetics, home products and food.

Each division has its own strategy targeting sustainable and profitable growth. The Lindex division's three strategic must-win areas are to accelerate growth, transform into a sustainable business, and decouple cost from growth. The Stockmann division's four strategic must-win areas are to improve its operational efficiency, differentiate through curated offering, grow and leverage loyal customer base and optimise omnichannel performance.

Lindex and Stockmann have their own sustainability strategies aligned with these business strategies, which address climate, circularity and human rights. The Lindex division's sustainability promise is to make a difference for future generations, while the Stockmann division is aiming for resource-wise retail business. Sustainability targets and indicators are integrated into business operations, products, markets, and aligned with stakeholder

We promise to make a difference for future generations

The Lindex division's sustainability strategy



Female health and wellbeing

Investing and using our business power to improve women's health and wellbeing in the markets and communities where we operate.

Gender inclusive workplaces

Taking the lead in strengthening women's positions and equal rights across our entire value chain, closing gender pay gaps and making sure women have the same opportunities to fulfil their potential as men have.

Climate

Accelerating energy efficiency and transitioning to renewable energy, to reduce our climate impact in line with science in our entire value chain.

Circularity

Transforming our business to create value and growth while decreasing our climate impact, minimising our use of natural resources and impacting consumer behaviour to reduce overconsumption.

Natural resources

Minimising our impact on ecosystems and biodiversity with a responsible and regenerative approach to natural resources.

Fair and decent work

Enabling safe and healthy workplaces where labour rights are respected and making sure our whole value chain is progressing within living wage.

Diversity, equity and inclusion

Making sure our whole value chain is free from discrimination and has an inclusive environment, where all individuals are treated fairly with respect and have equal access to opportunities and resources.



The sustainability strategy promotes six UN Sustainable Development Goals:



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expectations and emerging legal frameworks. The sustainability development is regularly monitored. The sustainability targets are related to all of Lindex Group's products, services, significant markets, and customer groups.

In the industry, sustainability is a critical factor across all aspects of the Group's operations, including products and services, markets, and customer groups. The industry is undergoing a significant transformation, driven by emerging legal frameworks, including the Eco Design Directive and the Extended Producer Responsibility regulations. These initiatives will set stricter requirements for sustainable production, durability, and recyclability, directly influencing how products are designed, produced, and managed throughout their life cycle. The Group's long-term sustainability targets are closely tied to the transition to a circular business model in accordance with the EU Textile strategy.

Additionally, the Group is implementing due diligence processes in alignment with the Corporate Sustainability Due Diligence Directive (CSDDD). These processes will help to identify, prevent, and mitigate adverse impacts on human rights and the environment throughout the value chain. Through these measures, the Group is positioning itself to meet the challenges and opportunities ahead.

The Group has physical stores in 17 countries. Both divisions have their own online stores and the Lindex division's products are also sold in third-party online and physical stores. Lindex Group's key markets include Sweden, Finland and Norway and the customers in these countries are mainly consumers. There were no significant changes in the product groups or markets during the reporting period.

The headcount of employees by country is presented in *S1-6 Characteristics of the undertaking's employees*. Lindex Group is not involved in any form of production of fossil fuels, weapons, or tobacco. The company does not produce chemicals but chemicals are used in the production process of commercial goods.

The Stockmann division's sustainability strategy

Towards resource wise retail business



We create sustainable value for stakeholders by responding to customers' needs, complying with good governance and requirements, and communicating transparently.

Diversity, equity and inclusion

We drive diversity, equity and inclusion in our work community.

Fair and decent work

We strengthen ethical working practices in our supply chain.

Climate

We reduce climate impacts in our value chain in line with the Paris Agreement and are committed to the SBTi.

Circularity

We promote the circular economy as a growing part of the product range and services.



The sustainability strategy promotes five UN Sustainable Development Goals:



Lindex Group's value chain

Lindex Group's inputs include raw materials, human resources, energy and water resources, technology, capital and data. The approach for gathering and securing inputs such as raw materials, energy, and water resources focuses on sourcing sustainable materials, as further explained in chapters *E4 Biodiversity and ecosystems* and *E5 Resource use and circular economy*. The Group is committed to ensuring human rights and living wages, supported by grievance mechanisms, which is further discussed in chapters *S2 Workers in the value chain* and *S3 Affected communities*. Additionally, the Group prioritises long-term supplier relationships and conducts regular audits in its value chain, which is further explained in *G1-2 Management of relationships with suppliers*. In addition to these inputs,

the Group relies on the contributions of its own employees to support its operations and meet customer needs, and further details can be found in chapter *S1 Own Workforce*. The approach to developing inputs such as technology, capital and data includes customising e-commerce platforms to provide seamless customer experiences, analysing customer data to understand preferences and evaluate feedback, and driving sales growth. To secure these inputs, the Group ensures platform scalability, maintains financial stability through careful budgeting and risk management, and collects diverse data to integrate into decision-making and forecasting processes.

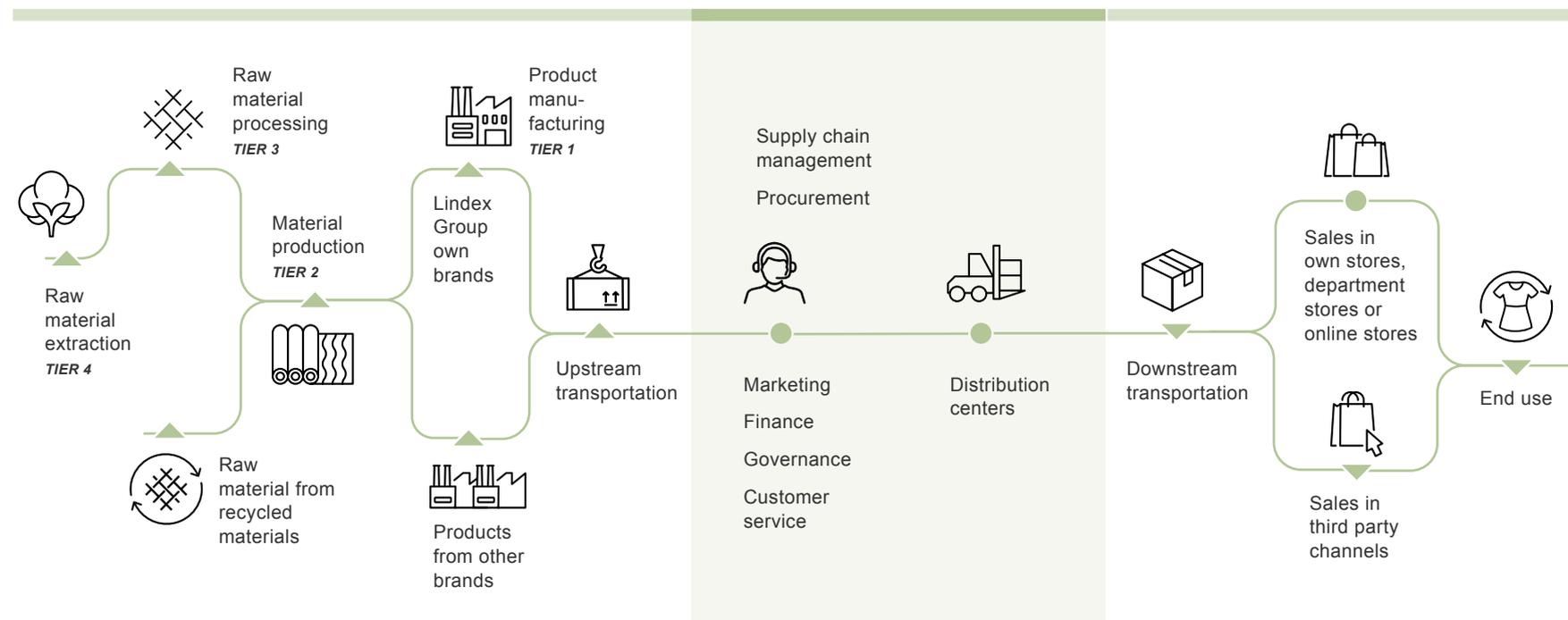
The Group's outputs include high-quality, diverse, safe, and accessible products for customers that support

diversity and empowerment. For investors, the main output is financial returns. For other stakeholders, such as workers in the value chain, the outputs include job opportunities and mitigating actions to address climate impacts and uphold human rights. The Group also provides job opportunities within its own operations.

The main actors in the Group's upstream value chain are the suppliers that manufacture the Group's products. The relationship with the suppliers is described in subchapter *G1-2 Management of relationships with suppliers*. The main actors in the Group's downstream value chain include the Group's own distribution channels, such as its own retail stores, e-commerce platforms, and distribution centres, all of which are essential for the Group's operations.

Lindex Group value chain

- ▲ Upstream
- Own operations
- ▼ Downstream



SBM-2

Interests and views of stakeholders

Engaging with a diverse range of stakeholders is crucial for the Group's ability to create value and ensure long-term success. By engaging with various stakeholders, the Group gains valuable insights into what topics should be prioritised across its activities, products, supply chain, and value chain. The table on the right provides a summary of Lindex Group's key stakeholders and how the Group responds to their interests and views. Both divisions revise their business models and strategies in response to stakeholder engagement, as deemed necessary. The engagement with stakeholders takes place on a regular basis throughout the year, as outlined in the table.

In 2024, the Group's Board of Directors, Audit Committee and Group Leadership Team were informed about the views and interests of affected stakeholders as part of the Group's double materiality assessment. The engagement methods used for different stakeholder groups during the process are disclosed in connection with *ESRS 2 IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities*.

Additional information related to own workforce

The interests, views, and rights of the Group's workforce play a central role in shaping the strategies and business models of the Group's divisions. The interests, views, and rights can play a role in creating positive impacts and causing and mitigating negative material impacts on their own workforce. Both divisions gather insights into employee wellbeing, engagement, and workplace experiences through employee surveys, performance reviews and development discussions. Feedback from these engagement methods

Lindex Group's key stakeholders and engagement methods

Key stakeholders	Engagement and its purpose	Stakeholders' interests and views	Responding to stakeholder expectations
Customers	Interaction in stores and digital marketplaces and at events, customer service, customer surveys, customer panels, marketing communications, loyal customer programmes, websites, social media. Understanding customers' views is crucial in order to secure relevance for customers.	Customer service and satisfaction, materials and chemicals in products, climate impacts, labour practices and wages in supply chain. Fair marketing practices and social inclusion in supply chain.	Lindex Group continued to develop its operations and offering to better meet customers' expectations.
Personnel	Performance and development discussions, Employees' Councils, change negotiations, personnel events, workshops, intranet, engagement platforms such as Teams, and union clubs. Lindex Voice and Stockmann Staff Barometer (engagement platforms), unions and worker representatives. Engagement with personnel enhances employee experience and talent retention.	Employee wellbeing and safety, continuous learning, professional and career development, diversity, equity and inclusion, equal opportunities, work life balance.	Personnel participated in the development of operations and strategy implementation in many ways as part of continuous dialogue and development projects. Development measures were taken based on personnel surveys.
Shareholders and investors	Stock exchange releases, press releases, financial reviews, annual reporting, webcasts, investor meetings, Capital Markets Day, Annual General Meeting, Group website, and social media channels. With investor engagement, Lindex Group gives a transparent view of the company's strategy, financials and sustainability.	Financial performance, strategy and corporate restructuring programme, strategic assessment, Group leadership, progress in sustainability.	Open and transparent communication in line with regulation provides a reliable view of the company's operations and financial situation.
Suppliers and other business partners	Meetings, negotiations, cooperation projects, collaboration platforms, factory visits and audits, and supplier surveys. In addition, biannual evaluation meetings, capacity building programmes and classroom training in the Lindex division. With all this, Lindex Group promotes sustainability in the supply chain.	Implementing sustainability targets and initiatives in supply chain, sustainability topics such as climate, environment, human rights, materials, production processes, and transparency.	Lindex Group supported suppliers in sustainability topics, with focus on human rights, climate and circularity. Close dialogue related to fair purchasing practices.
Authorities and non-governmental organisations (NGOs)	Collaboration, projects, understanding the views of affected stakeholders, cooperation meetings, responding to surveys, charitable work, website, and annual reporting.	Evolving regulation, environmental and human rights risks in the supply chain, supply chain management and transparency, climate change, compliance with regulations and guidelines.	Lindex Group responded to surveys, gave interviews, and continued dialogue with authorities and organisations, and participated in membership meetings and collaborative efforts to drive sustainability on an industry level.

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helps the divisions to identify areas for improvement and adapt the strategic direction regarding workforce needs to address material impacts. At present, non-employees of the Group have not been considered.

Additional information related to workers in the value chain

The Lindex division respects the interests, views, and rights of workers in its value chain and integrates them in the strategy and business model through its Human Rights Due Diligence (HRDD) process. This process continuously assesses risks and identifies areas where the Lindex division's operations or business decisions might impact vulnerable groups such as women, children and migrant workers. The identified impacts provide insights for developing the Group's divisions' strategies and business models, and developing action plans and targets for mitigating negative impacts. The Lindex division collaborates with multi-stakeholder initiatives (MSIs), such as the Ethical Trading Initiative (ETI), and organisations like Supplier Ethical Data Exchange (SEDEX), to address worker rights and conducts Sedex Members Ethical Trade Audit (SMETA) audits to gather direct feedback on working conditions. The Stockmann division conducts regular audits on its commercial goods suppliers through SMETA and the amfori Business Social Compliance Initiative (BSCI) to ensure that the human rights of value chain workers are respected.

The strategies and business models of the Group's divisions can play a role in contributing to and mitigating significant material impacts on value chain workers. The Group's business model, which is based on outsourcing global supply chain operations, increases the potential for human rights and labour rights violations. The Group also acknowledges that business practices, such as production

demands and supplier relationships, can impact worker welfare. The Group is adapting to address the material impacts through targets and actions, which are further explained in subchapters *S2–4 Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions* and *S2–5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities*.

Additional information related to affected communities

The Lindex division integrates the views, interests, and rights of affected communities into its strategy by partnering with NGOs and participating in multi-stakeholder initiatives. Depending on the location of the operations, the Lindex division engages with affected communities either directly through its local production offices or indirectly by collaborating with local organisations in more remote contexts. Through these mechanisms, the division considers community views, interests, and rights in the development of its strategy and business model, with particular attention to the respect of human rights. Such dialogue with affected stakeholders is conducted when considered necessary.

The Group acknowledges that the business models and strategies of its divisions rely on textile manufacturing and cotton agriculture, which can lead to significant impacts on affected communities. The impacts are directly linked to the Group's strategies and business models, as the Group's business models rely on textile production and cotton farming in high-risk regions. The Group is adapting to address the material impacts through various targets and actions, which are further explained in subchapters

S3–4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions and *S3–5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities*.

Additional information related to consumers and end-users

The interests, views, and rights of consumers and end-users are considered in the strategies and business models of the Group's divisions, with a commitment to respecting their human rights. Both divisions actively engage with customers through different channels to continuously improve their products and services based on consumer input. The direct engagement helps both divisions to manage actual and potential impacts on consumers. The Group acknowledges that the divisions' strategies and business models can play a role in causing, contributing or mitigating significant material impacts on consumers and end-users. As the primary target audience for the Group's products, consumers and end-users are affected by factors such as marketing practices, product safety, and inclusivity.

The Group is adapting to address the material impacts through various targets and actions, which are further explained in subchapters *S4–4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions* and *S4–5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities*.

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The identified material impacts, risks and opportunities have both current and anticipated effects on the Group's business models, value chain, strategies, and decision-making. They inform decision-making across all organisational levels. Within the two divisions, sustainability teams ensure that material impacts, risks and opportunities are integrated into the divisions' operations throughout the value chain. In addition, material sustainability risks are incorporated into the Group's Enterprise Risk Management (ERM) system.

The impacts arise from the Group's own activities as well as business relationships, including suppliers. The impacts originate from and are closely linked to the Group's strategies and business models. The Group operates a business model focused on e-commerce, physical stores, and department stores, with a primary emphasis on the sale of physical products. Consequently, its activities generate diverse social and environmental impacts, which are described in *SBM-3 Material impacts, risks and opportunities for Lindex Group*.

Material risks and opportunities may also have financial implications for the Group's financial position, performance, and cash flows. However, due to the current lack of financial data and standardised data collection methods

related to material risks and opportunities, this information is not reported at present. Currently, no material risks are expected to realise in the next annual reporting period. The Group has conducted a resilience analysis of its strategy and business model, assessing its capacity to address material climate-related impacts, risks and opportunities. No other resilience analyses have been performed to date.

The current material impacts, risks and opportunities are consistent with the results of the previous materiality assessment. Further details on the process can be found in subchapter *IRO-1 Description of the process for identifying and assessing material impacts, risks and opportunities*.

Material impacts, risks and opportunities for Lindex Group



Material topic	Impact, risk or opportunity description	Type	Value chain location	Time horizon
ENVIRONMENTAL TOPICS				
Climate change (E1)				
Climate change adaptation	Decreased revenue due to supply chain disruptions caused by extreme weather events in areas particularly vulnerable to such events, such as South and East Asia.	Physical risk	▲	● ● ●
	Increased costs of raw materials due to global changes in weather conditions.	Transition & physical risk	▲	● ● ●
	Increased costs and loss of sales caused by product and production related legislation. Failure to live up to minimum standards may cause product removals and loss of sales.	Transition risk	▲ ● ▼	●
	Failure to achieve climate goals could result in reputational damage , leading to potential losses in sales and investments due to heightened stakeholder concerns.	Transition risk	▼	●
	Increased stakeholder awareness of the climate crisis could lead to higher sales and investment , as customers may prefer products and services with a low climate impact. This shift presents an opportunity for the Group.	Opportunity	▼	●
Transitioning to circular business models —optimizing product volumes, designing for longevity and circularity, and using recycled and recyclable materials—represents an opportunity for the Group.	Opportunity	▲ ●	● ●	

Material topic	Impact, risk or opportunity description	Type	Value chain location		Time horizon		
			Value chain location	Time horizon	Value chain location	Time horizon	
Climate change mitigation	Reducing reliance on virgin materials and enhancing the climate resilience of natural fiber production can help mitigate costs and build resilience in raw material sourcing.	Opportunity	▲		●	●	
	Transitioning to lower-emission technology may result in increased costs and investment risks for fashion retailers as they work to decarbonise their value chains.	Transition risk	▲		●		
Energy	Emissions in production: High energy consumption in production, particularly in Tier 2 dyeing and wet processing, which often rely on fossil fuels, leading to elevated greenhouse gas emissions and contributing to global warming.	Actual negative impact	▲			●	
	Emissions in fibre production: Fibre-related emissions arise from both the extraction and energy-intensive production of petroleum-based synthetic fibres, as well as from agricultural practices and land-use change (carbon absorption capacity).	Actual negative impact	▲			●	
	Emissions in own operations: Energy consumption across the Group's operations (stores, warehouses, offices) contributes to increased greenhouse gas emissions.	Actual negative impact		●			●
	Emissions in transportation: Transportation of products contributes to greenhouse gas emissions, as it often relies on fossil fuels.	Actual negative impact			▼		●
	Emissions in the user-phase: Factors such as washing, drying, and the disposal of garments and textiles contribute to greenhouse gas emissions.	Actual negative impact			▼		●
	Reduced costs and return of investment through energy efficiency measures: Investing in energy efficiency across stores, offices, and the supplier base would lower operational and production costs, while also reducing emission intensity.	Opportunity		▲ ●		● ● ●	
Pollution (E2)							
Microplastics	Microplastic pollution from synthetic fibers: Throughout the value chain from fibre, production to use-phase and end-of-life, synthetic fibres such as polyester and polyamide contribute to microplastic pollution.	Potential negative impact	▲			● ●	
Pollution of soil	Soil pollution in agriculture: Soil degradation is primarily associated with cotton cultivation, where agricultural practices, including the use of pesticides, fertilisers, and GMOs, deplete the soil of its natural nutrients and organisms.	Potential negative impact	▲			● ● ●	
Pollution of water	Water pollution in the supply chain: Wet processing during production can release polluted water containing chemicals and dyes into nearby water bodies, severely impacting water quality.	Potential negative impact	▲			● ● ●	

Material topic	Impact, risk or opportunity description	Type	Value chain location		Time horizon			
			Upstream	Own operations	Downstream	Short (1 year)	Medium (2–5 years)	Long (over 5 years)
Water (E3)								
Water consumption	Water consumption in raw materials: Cotton is a highly water-intensive crop, requiring significant irrigation, particularly in regions with low rainfall. The heavy water use in raw material production can contribute to degradation in arid regions.	Actual negative impact	▲			●	●	
	Water consumption in wet processing: Wet processing requires large volumes of water for dyeing fabrics, applying finishes, and removing excess chemicals and dyes. This consumes significant amounts of water contributing to a negative overall water footprint.	Actual negative impact	▲			●	●	
	Operational risks from water scarcity: Risks stem from the limited availability of water needed for agriculture (e.g., cotton crops) and production processes (such as wet processing). These shortages can impact the availability and cost of raw materials and cause disruptions in production.	Risk	▲			●	●	●
	Reduced costs due to efficient water management: Opportunities lie in implementing sustainable water management practices, such as advanced technologies, water recycling, rainwater harvesting, and a shift to regenerative agriculture. These measures can potentially reduce costs associated with water usage and create resilience against water shortages.	Opportunity	▲			●	●	●
Water discharges	Water discharges in manufacturing: Water discharges from wet processing strains local water resources and contributes to water pollution.	Potential negative impact	▲			●	●	
Water withdrawals	Water withdrawals in the supply chain: Cotton cultivation and garment wet processing are highly water-intensive, requiring significant withdrawals from nearby lakes, rivers, and groundwater. This can contribute to the depletion of freshwater resources in several regions.	Potential negative impact	▲			●	●	
	Cost resilience through the adoption of recycled fibers: Shifting to recycled fibres can help mitigate the risk of price increases.	Opportunity	▲			●		
Biodiversity (E4)								
Direct impact drivers of biodiversity loss, land-use change and fresh water-use	Biodiversity loss and deforestation through raw material production: The cultivation of fibres requires significant land and water use, often leading to deforestation, habitat destruction, and depletion of freshwater resources in nearby areas. Monocultures of wood-based or natural fibres, such as viscose, contribute to biodiversity loss and deforestation.	Potential negative impact	▲			●	●	
Direct impact drivers of biodiversity loss, pollution	Impact of using chemicals, fertilisers, and pesticides in agricultural processes: The use of these substances can lead to soil degradation, negatively affecting biodiversity and the pollination of crops.	Potential negative impact	▲			●	●	●

Material topic	Impact, risk or opportunity description	Type	Value chain location		Time horizon			
			Upstream	Own operations	Downstream	Short (1 year)	Medium (2–5 years)	Long (over 5 years)
Impacts and dependencies on ecosystem services	Landscape alteration and community impact: Cotton agriculture and textile production can displace local communities, disrupting their access to essential ecosystem services such as food, water, and livelihoods. Large-scale agricultural practices and deforestation can significantly alter landscapes.	Potential negative impact	▲			●		
	Cost and availability of raw materials: Heavy reliance on land and water for raw materials may lead to higher costs and reduced availability in the future.	Risk	▲			●	●	
Impacts on the extent and condition of ecosystems, land degradation	Land degradation: Cotton agriculture contributes to land degradation through intensive water use. Agricultural practices can lead to soil erosion, loss of biodiversity, and reduced land fertility over time.	Potential negative impact	▲			●	●	
Circular economy (E5)								
Resource inflows	Negative impact on natural resources: The use of natural resources, such as cotton and wood-based fibres, along with water consumption in production, creates negative impacts in the upstream value chain. This can lead to environmental stress, reduced land availability, and limited access to freshwater.	Actual negative impact	▲			●	●	
	Cost and availability of raw materials: Heavy reliance on land and water for raw materials may lead to higher costs and reduced availability in the future.	Risk	▲			●	●	
	Circular business transformation: Transitioning to circular business models—optimising product volumes, designing for longevity and circularity, and using recycled and recyclable materials—represents a key business opportunity for the Group.	Opportunity	▲	●			●	●
Resource outflows	Post-consumer resource loss: When products are not used until worn out and textiles are not recycled into new materials, valuable resources are lost.	Actual negative impact			▼		●	●
	Capturing valuable resource flows: Scaling up reuse and recycling efforts, while collaborating with innovators and solution providers to improve recyclability, creates growth opportunities for creating circular business models and scaling up recommerce.	Opportunity			▼		●	●
Waste	Waste creation at the end-use phase: Products often result in waste post-purchase, which may end up in landfills, especially in countries lacking proper waste management systems.	Potential negative impact			▼		●	
	Packaging waste creation: Packaging used in products may end up as waste and not be properly recycled, causing harm to both the environment and communities.	Potential negative impact	▲		▼		●	
	Regulatory risks: The EU Textile Strategy includes regulatory requirements on ERP systems and end-of-life treatment, which could pose operational risks and added costs per product to the Group.	Risk		●	▼		●	●

Material topic	Impact, risk or opportunity description	Type	Value chain location		Time horizon		
			Value chain location	Time horizon	Value chain location	Time horizon	
SOCIAL TOPICS							
Own workforce (S1)							
Working conditions, freedom of association	Restricted freedom of association: The Group operates in countries where the right to freedom of association and collective bargaining may be restricted. Independent unions are illegal in China, and reports suggest that unions in India and Bangladesh might be compromised or ineffective.	Potential negative impact	●	● ● ●			
Working conditions, work-life balance	Work-life balance: The divisions' business models, including distribution centres and retail stores, inherently carry risks related to temporary and part-time workers with irregular scheduling. These practices can negatively impact workers' mental health, hinder their ability to enjoy family life, and affect their financial stability.	Actual negative impact	●	● ● ●			
Working conditions, health and safety	Health and safety: Potential issues across various countries include fire safety concerns, accident and near-accident risks, and ergonomic challenges. If the Group fails to provide safe and healthy working conditions, it could lead to decreased performance and increased absenteeism due to illness or injury.	Potential negative impact	●	● ● ●			
Equal treatment and opportunities for all, diversity	Discrimination in the workplace: Discrimination on various grounds negatively impacts employees' well-being and the Group's reputation as an employer. This applies not only to hiring and occupational opportunities but also throughout the employment relationship, including termination, promotions, and pensions.	Potential negative impact	●	● ● ●			
	Promoting diversity, equity, and inclusion (DEI): Fostering DEI in the workplace creates a more inclusive and accepting environment. By offering training on these topics, the Group can significantly enhance employees' competence and knowledge, while also improving their overall well-being.	Potential positive impact	●	●			
Workers in the value chain (S2)							
Working conditions, adequate wages	Inadequate wages in the textile industry: The lack of living wages has severe consequences for the entire workforce in the textile supply chain. Additionally, since the majority of workers are female, this wage disparity contributes to gender pay inequality, limits access to education for children, and leads to poorer health outcomes for workers and their families.	Actual negative impact	▲	● ● ●			
Working conditions, freedom of association	Restricted freedom of association for supply chain workers: In many countries, freedom of association, the right to unionise, worker representation, and collective bargaining are under significant pressure. Industry trends indicate that unionisation efforts among garment workers face severe backlash in most production countries, compounded by a lack of government support and insufficient collaboration between trade unions, NGOs, factories, and fashion brands.	Potential negative impact	▲	● ● ●			
Working conditions, health and safety	Health and Safety: Workers in regions such as Bangladesh, China, India, Pakistan, and Turkey face common risks, including fires, electrical hazards, building safety issues, and workplace violence—each of which can lead to injuries and health problems.	Potential negative impact	▲	● ● ●			

Material topic	Impact, risk or opportunity description	Type	Value chain location		Time horizon		
			Value chain location	Time horizon	Short (1 year)	Medium (2–5 years)	Long (over 5 years)
Equal treatment and opportunities for all, measures against violence and harassment in the workplace	Discrimination and harassment: Women, who make up the majority of garment workers, often face gender-based discrimination, sexual harassment, unequal pay, and limited career progression. These issues negatively impact their emotional wellbeing, career opportunities, and safety.	Potential negative impact	▲		●	●	●
	Reputational risk related to harassment and discrimination in the supply chain: The Group faces reputational and credibility risks in cases of harassment and discrimination within the supply chain. These issues can negatively impact the Group's financial situation and lead to the potential loss of business partners.	Risk	▲		●	●	●
Equal treatment and opportunities for all – Gender equality	Brand recognition for driving WE Women: Promoting gender equality and diversity presents valuable opportunities to enhance brand reputation and attract positive recognition. The WE Women management system aims to foster inclusive workplaces, ensuring equal opportunities and career advancement for women.	Opportunity	▲		●	●	●
Other work-related rights, child labour	Child labour in the supply chain: There is a risk of child labour in the supply chain, particularly in regions with weaker regulatory enforcement. This can have harmful impacts on children's health, education, and overall development.	Potential negative impact	▲		●	●	●
	Forced labour in the supply chain: There is a risk of forced labour in the supply chain, particularly in regions with weaker regulatory enforcement. This can have harmful impacts on worker's health, education, and overall development.	Potential negative impact	▲		●	●	●
Affected communities (S3)							
Communities' economic, social, and cultural rights, water and sanitation	Access to clean water: Many waterways in high-risk countries are being contaminated by industries, affecting access to clean water, as well as impacting fishing and soil quality for nearby farms. Lack of access to clean water affects especially women and girls, lowering the quality of their lives and limiting their future opportunities.	Potential negative impact	▲		●	●	●
	Improving access to clean water: Lindex division's partnership with WaterAid has a positive impact by improving access to clean water and empowering women in readymade garment (RMG) worker communities.	Potential positive impact	▲		●	●	●
Communities' economic, social, and cultural rights, land-related impacts	Supply chain impacts on communities' rights: Industrial expansion for cotton agriculture and textile production can displace local communities, disrupt access to essential resources, such as food and water, and degrade the natural environment, ultimately undermining livelihoods and human rights.	Potential negative impact	▲		●	●	●
	Impacts on communities where products are discarded: The Group's products may be discarded near communities, impacting the local economy and businesses due to the sheer volume of clothes entering the ecosystem. These discarded garments can pollute waterways and soil, negatively affecting the health of the community.	Potential negative impact	▲		●	●	●
Consumers and end-users (S4)							
Personal safety of consumers and/or end-users, health and safety	Product safety and compliance: The Group may fail to ensure the safety of children's apparel and to comply with legal standards. This can lead to choking hazards, strangulation, and exposure to harmful chemicals, posing health and safety risks for customers.	Potential negative impact	▼		●	●	●

Material topic	Impact, risk or opportunity description	Type	Value chain location		Time horizon		
			Value chain location	Time horizon	Value chain location	Time horizon	Time horizon
Social inclusion of consumers and/or end-users, responsible marketing practices	Responsible marketing practices: The Group has an impact on millions of women globally through its communication channels and portrayals of women and children. If the Group is not cautious and fails to practice responsible marketing, promoting unrealistic beauty standards or neglecting to represent diverse body types and demographics this can perpetuate negative stereotypes, potentially harming consumers' self-esteem and mental health.	Potential negative impact	▼	● ● ●			
	Inclusive assortment: Failing to offer an inclusive assortment that represents diverse body types, sizes, genders, and cultural preferences can perpetuate stereotypes, limit self-expression, and reinforce social inequities.	Potential negative impact	▼	● ● ●			
	Inclusive design and marketing: Designing clothes for a broader range of body types and featuring diverse women and children in marketing presents a valuable opportunity. This approach could attract more customers and build long-term brand value by visibly demonstrating commitment to diversity and inclusion.	Opportunity	●	● ● ●			
Social inclusion of consumers and/or end-users, non-discrimination	Consumer backlash from lack of inclusivity in marketing and assortment: If the Group fails to practice responsible marketing and offer an inclusive assortment, there is a risk of consumer backlash and reputational damage.	Risk	▼	● ● ●			
	GOVERNANCE TOPICS						
	Business conduct (G1)						
Corporate culture	Impact on consumers' purchasing decisions: By offering sustainable options in stores, the Group passively influences consumer purchasing behaviours, as consumers are unlikely to change their purchasing habits in the future without further education.	Actual positive impact	▼			●	
Management of relationships with suppliers incl. payment practises	Inability to provide timely payments to suppliers: Timely payment to suppliers is crucial for the supply chain. Late payments can strain workers and create unequal power imbalances between suppliers and the Group.	Potential negative impact	●		●		
Protection of whistleblowers	Not detecting ethical breaches: Poorly managed whistleblowing programmes fail to meet risk management standards, making it harder to identify and mitigate risks like harassment, discrimination, corruption, or bribery. The EU Whistleblower Directive (EU) 2019/1937 requires secure, accessible reporting channels and protects whistleblowers from retaliation.	Potential negative impact	▲ ● ▼		● ● ●		
Corruption and bribery, prevention and detection including training	Corruption within supply chain and own operations: According to research, women are disproportionately affected by corruption in the textile supply chain. This undermines the Lindex division's higher purpose 'to drive meaningful change for women'. Corruption and bribery also conflicts with the Lindex Group's ethical standards. To mitigate corruption and bribery, all the Lindex division's suppliers are required to sign a Supplier Code of Conduct, and for the Stockmann division, sustainability themes are integrated into procurement contracts.	Potential negative impact	▲ ●		● ● ●		

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E1 CLIMATE CHANGE

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

In 2024, Lindex Group conducted a climate-related scenario analysis following the Task Force on Climate-related Financial Disclosures (TCFD) guidelines. The methodology and scope of the assessment, as well as the time horizons considered for identifying material physical and transition risks are described in *IRO-1 Description of the process for identifying and assessing material impacts, risks and opportunities*. The analysis assessed financial risks and opportunities associated with different climate scenarios, considering impacts on growth, costs, investments, assets, and sales, across various time horizons. Each risk was evaluated for likelihood and magnitude and categorised as having a low, medium, or high impact. The most material risks were mapped to business strategies and roadmaps to identify any possible gaps in the Group's business resilience.

This initial analysis provided a high-level analysis of the Group's resilience to climate change. The analysis is qualitative, and did not include a sensitivity analysis with numerical data. Lindex Group plans to conduct a more detailed and comprehensive assessment in the future to ensure continued alignment with evolving climate scenarios and regulatory requirements.

Resilience analysis result

Type of risk	Area	Risk description	Time horizon	Strategy and business model to mitigate risks and increase resilience Climate related actions and resources are further described in E1-3 Actions and resources in relation to climate change policies.
TRANSITION RISKS	Regulatory Risks MEDIUM	Failure to achieve climate goals could result in reputational damage, leading to potential losses in sales and investments due to heightened stakeholder concerns. Failure to deliver on target may result in decreased stakeholder attraction from both customers and the financial sector. Companies obligation to report on the stringent requirements of the EU Taxonomy will further enhance the transparency on company performance. Setting a climate goal in line with science, to deliver a climate action roadmap, and to report on progress will be mandatory for Lindex Group latest in 2028.	Short (<5 years)	Lindex Group has committed to Science Based Target. Lindex division has developed a 2030 climate transition plan to fulfill the target and implemented regular follow-ups and progress reporting.
	Regulatory Risks HIGH	Increased costs and loss of sales caused by product and production related legislation. Failure to live up to minimum standards may cause product removals and loss of sales. Product and production related legislation (i.e. ESPR, EUDR, DPP, EPR, Right to repair) will increase costs and fees which may affect product margins if they can not be transferred to consumers. Failure to live up to minimum product requirements may cause product market removals, loss of sales, fines and consumer compensation costs. Regional regulations may hinder expansion and impact cost.	Short (<5 years)	Lindex Group has set a circular business transformation strategy which includes circular products, circular supply chain and circular business models. Lindex Group has also set a strategy on traceability and transparency, and started the development of a digital product passport.
	Technology Risks MEDIUM	Transitioning to lower-emission technology may result in increased costs and investment risks for fashion retailers as they work to decarbonize their value chains. Insufficient investments in renewable energy infrastructure and technology for electrification may fail the transition from fossil fuels in our production countries.	Short (<5 years)	Lindex division engage in policy dialogue and technology matchmaking in our production countries.
	Technology Risks MEDIUM	Transitioning to lower-emission technology may result in increased costs and investment risks for fashion retailers as they work to decarbonize their value chains. Fashion retailers may face increased costs and investments risk to decarbonize their value chains. Fossil fuels remains a significant source of energy in most production countries. The transition to renewable energy means large investments for suppliers in advance technology and will require countries to allocate resources for renewable energy infrastructure.	Short (<5 years)	Lindex division's production offices support suppliers with identifying actions, developing transition plans and overall business cases. The division has further engagement in technology matchmaking.
	Market Risks HIGH	Increased costs of raw materials due to global changes in weather conditions. Lindex Group is heavily dependent on natural resources such as water, cotton and wood. Higher temperatures and water shortage will affect production and agriculture in many regions. India, where the majority of cotton in Lindex division's supply chain is grown, is already at severe water shortage risk which will affect the availability and price of cotton. Extraction of forest raw material has reached its limit, affecting both availability and price.	Medium (5–10 years)	Lindex Group has a water strategy that supports supply chain business partners to adopt water efficient technologies in the areas most affected by water shortages. Lindex Group has also set a material transformation strategy with clear targets and goals to shift to recycled and regenerative materials to create resilience. Lindex division is collaborating with chemical recyclers such as Södra Sogsågarna and Infinited Fiber in order to scale recycling.
	Reputational Risks MEDIUM	Failure to achieve climate goals could result in reputational damage, leading to potential losses in sales and investments due to heightened stakeholder concerns. Awareness of company and industry negative impact on climate change is likely to cause changes in consumer behaviour, such as less garments bought per consumer, increased interest in recommerce, a shift from synthetic fibers, and less purchases from "Fast Fashion" brands.	Short (<5 years)	Lindex Group has committed to a Science Based Target and Lindex division has developed a 2030 climate transition plan to fulfill the target. Lindex division has also set a circular business transformation strategy, which includes circular products, circular supply chain and circular business models.
	Reputational Risks MEDIUM	Failure to achieve climate goals could result in reputational damage, leading to potential losses in sales and investments due to heightened stakeholder concerns. Awareness of the company's and industry's negative impact on climate can cause reputational risks related to brand perception. Negative publicity may cause not only changes in consumer behaviour but may also shy away investments from the Group.	Short (<5 years)	The Group's strategies within the sustainability area will allow it to build trust in its brands and offerings. Transparency and clear customer communication connected to sustainability will help to build trust and increase customer loyalty.
PHYSICAL RISKS	Acute Physical Risks MEDIUM	Decreased revenue due to supply chain disruptions caused by extreme weather events in areas particularly vulnerable to such events, such as South and East Asia. Increased frequency and intensity of extreme weather events such as extreme heat, floods, hurricanes or tropical cyclones due to climate change may cause disruptions throughout the value chain such as raw materials agriculture, production, transportation, and point of sales. This could lead to increased operating cost, volatility in supply, and loss of sales.	Short (<5 years)	Lindex Group has set a supply chain strategy, which includes nearshoring, contingency plans and alternative transportation route planning. Lindex Group has also set a material transformation strategy with clear targets to shift to recycled and regenerative materials. Lindex division is collaborating with chemical recyclers such as Södra Skogsågarna and Infinited Fiber.
	Chronic Physical Risks HIGH	Increased costs of raw materials due to global changes in weather conditions. Changing temperature, heat stress, water scarcity and sea level rise will affect operational changes to the supply chain with consequences for where and how garments and materials can be produced. This will have impact both on availability and cost.	Medium (5–10 years)	Lindex Group has set a supply chain strategy, which includes nearshoring, contingency plans and alternative transportation route planning. Lindex Group has also set a material transformation strategy with clear targets to shift to recycled and regenerative materials. Lindex division is collaborating with chemical recyclers such as Södra Skogsågarna and Infinited Fiber.

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Area	Opportunity description	Time horizon	Strategy and business model to capture opportunity
Resource Efficiency MEDIUM	Reduced costs and return of investment through energy efficiency measures. Investing in energy efficiency across stores, offices, and the supplier base would lower operational and production costs, while also reducing emission intensity.	Short (<5 years)	Lindex Group has set goals and action plans to reduce energy throughout the value chain and are supporting its suppliers in setting targets and developing action plans for energy efficiency as well as the transition to renewable sources. See <i>E1 Climate Change</i> for further details.
Products & Services HIGH	Increased stakeholder awareness of the climate crisis could lead to higher sales and investment, as customers may prefer products and services with a low climate impact from companies that customers trust and that share their values. Based on Lindex Group's sustainability strategies there is an opportunity to attract more customers and expand the current business-to-business sales by providing a more sustainable and transparent offering. Positive reputation impact both investments and customers as well as sales.	Short (<5 years)	Delivering on Lindex Group's strategy and meeting climate related customer expectations can lead to a bigger market share. Transparency and clear communication about sustainability can increase customer loyalty.
Products & Services HIGH	Transitioning to circular business models—optimizing product volumes, designing for longevity and circularity, and using recycled and recyclable materials—represents a key business opportunity for the Group. Increasing awareness of the climate crisis may change customer behaviour as people are incentivised to switch to new ways of enjoying fashion without the climate impact associated with garment production. This shift will reduce Lindex Group's climate impact and offer the company new revenue streams that complement the traditional business model.	Short (<5 years)	Lindex Group is preparing to scale up recommerce and is continually testing and scaling new business models and new revenue streams, such as wardrobe services, rental and repairs. See <i>E5 Resource use and circular economy</i> for further details.
Products & Services HIGH	Transitioning to circular business models—optimizing product volumes, designing for longevity and circularity, and using recycled and recyclable materials—represents a key business opportunity for the Group. Product volume optimisation, reducing the markdown clearance, and increasing full price sales not only reduces absolute emissions but is also an important enabler to reduce costs. There is an opportunity to optimize the value of every product produced, better respond to consumer needs and secure the right product in the right place and in the right amount.	Short (<5 years)	Lindex Group is adopting a Supply chain Strategy approach that includes nearshoring. The utilization of analytics to make data-driven decisions further improves forecasting and minimizes overproduction. The investments and development of Lindex division omnichannel distribution centre will streamline inventory across channels and fulfill customer demands more efficiently.
Resilience HIGH	Reducing reliance on virgin materials and enhancing the climate resilience of natural fiber production can help mitigate costs and build resilience in raw material sourcing. Scaling recycled materials and transitioning to regenerative agriculture for key virgin materials like cotton can reduce the company's material vulnerability and improve the climate resilience of both farmers and its business.	Short (<5 years)	Lindex Group is increasing the share of recycled materials and working to bridge technology, infrastructure, feedstock, and finance gaps to make commercial scaling of recycled fibres more feasible through its industry collaborations and commitments. Lindex Group is investing in collaborative projects in India, where most of its cotton is grown, to help farmers transition to regenerative practices.

E4 BIODIVERSITY & ECOSYSTEMS

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The Lindex division has assessed the impact of biodiversity using the WWF Biodiversity Risk Filter and applied it across its value chain. The biggest impact in terms of magnitude and significance was identified in raw material sourcing and wet processing, primarily related to cotton and viscose sourcing with sites identified in India, in regions such as Gujarat, Nagpur, and Odisha. The Stockmann division has not assessed activities with negative effects on biodiversity-sensitive areas, and no operations affecting threatened species have been identified.

Material negative impacts related to land degradation have been reported under *SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model*. The Group has not identified any material negative impacts concerning desertification or soil sealing.

S1 OWN WORKFORCE

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The actual and potential impacts identified in subchapter *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities* – restricted freedom of association, work-life balance challenges, health and safety, working conditions, workplace discrimination, and the promotion of diversity, equity, and inclusion – are inherently linked to the Group’s strategies and business models.

When identifying the actual and potential impacts on the Group’s workforce, the Group has considered all employees who could be materially affected, including those working in the retail stores, offices and warehouses, as well as employees on permanent and fixed-term contracts. Some impacts may be specific and limited to certain employees due to the type of employment and location, such as store

employees, warehouse employees or production office employees. The Group has also considered non-employees who work at the Group’s premises. Based on the double materiality assessment, the Group has not identified any negative impacts related to child labour or forced labour within its own operations, and it does not consider any operations to be at significant risk of such incidents.

Regarding material positive impacts, the Group’s efforts to promote diversity, equity, and inclusion (DEI) can positively affect all employees and non-employees by enhancing their awareness and understanding, improving workplace relationships, and fostering a stronger sense of belonging. The Group has not identified any material risks or opportunities related to its own workforce, nor any material impacts arising from its transition plans.

Impact and its connection to strategy and business model, and how the strategy and business model is informed and adapted to the impact

Impact	Actual or potential (A/P)	Connection to strategy and business model	Informing and adapting the strategy and business model
Restricted freedom of association	P	Operating in countries where freedom of association and collective bargaining are restricted can be a consequence of local legal frameworks and political environments. These restrictions limit employees' ability to establish and join organisations and negotiate effectively, resulting in a potential negative human rights impact on the employees. The impact is related to individual incidents, as it is experienced by a limited number of workers compared to the total number of workers.	Enhancing due diligence processes and embedding human rights policies as well as having grievance mechanisms in place.
Work-life balance	A	The Group's operational model, which includes retail stores and distribution centres, depends on the flexibility of labour agreements to meet fluctuating demand. This creates irregular scheduling and unstable working conditions for part-time and temporary employees, which might impact the employee's mental health, hindering their ability to enjoy life outside work, and affecting their financial stability. The impact can be considered widespread, due to the large number of store staff employed by the Group.	Implementing predictable shift patterns and offering flexible arrangements.
Health and safety	P	The physical demands of the warehouse and retail environment and ergonomic challenges in the office environment can pose a risk to employee safety. Additionally, the risks are enhanced during high-demand seasons in warehouses. Failure to ensure health and safety in working conditions can lead to decreased performance and increased absenteeism due to illness or injury. The potential impacts can be either widespread or related to individual incidents.	Investments in safety training, better equipment, and compliance monitoring.
Discrimination in the workplace	P	The Group's business models, which operate across diverse regions, increase the potential for discrimination based on, for example, gender, origin, age, or disability. The potential discrimination can negatively impact employee wellbeing and the Group's reputation as an employer. The potential impacts are usually related to individual incidents.	Clear policies, such as Human Rights Policy, Discrimination Policy, and Offence and Harassment Policy, alongside our Diversity Plan and Equal Opportunities Plan.
Promoting diversity, equity, and inclusion (DEI)	P	The Group can have a positive impact by promoting diversity, equity, and inclusion in the workplace and creating a more inclusive and accepting working environment, which can significantly enhance employee's competence and knowledge while improving their overall wellbeing. The potential impacts are usually related to individual incidents.	Conducting diversity and inclusion training sessions, participating in different networks, such as the Diversity Charter, and committing to transparent, fair recruitment processes. Actively monitoring and reviewing practices to ensure compliance with human rights standards and continuously improve workplace culture.

S2 WORKERS IN THE VALUE CHAIN

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The actual and potential impacts identified in subchapter *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities* – inadequate wages in the textile industry, restricted freedom of

association for supply chain workers, health and safety of working conditions, discrimination and harassment, child labour in the supply chain, and forced labour in the supply chain – are inherently linked to the Group's strategies and business models.

The identified actual and potential impacts related to discrimination and harassment are linked to the material risks and opportunities highlighted in the double materiality assessment. If discrimination in the value chain

materialises, or if the Group fails to adequately mitigate it, there is a risk to reputation and credibility, which could negatively affect the Group's financial position and lead to the loss of business partners. Conversely, there is an opportunity to strengthen brand recognition by promoting gender equality and diversity throughout the value chain.

When identifying the actual and potential impacts on workers in the value chain, the Group has focused on workers in the upstream garment supply chain. The scope

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does not include distribution in the upstream value chain or workers in the downstream value chain, such as those involved in distribution, sales, and disposal.

The negative impacts primarily occur in the upstream portion of the value chain, where garment manufacturing, textile production, and raw material sourcing occur, notably in countries with weaker regulatory enforcement. The Lindex division has identified the following workers as particularly vulnerable: women, migrant workers, young workers, and trade union members. Women face a heightened risk of negative impacts, such as gender-based discrimination, harassment, unequal pay, and limited career progression. Migrant workers face a heightened risk of negative impacts due to language barriers, limited legal protections, and exploitative recruitment practices. Young workers face specific risks to their physical development and safety, particularly when carrying out repetitive tasks or operating heavy machinery without adequate training. Trade union members face a heightened risk of negative impacts, such as retaliation, including intimidation and dismissal. These particularly vulnerable groups have been identified through the Lindex division's Human Rights Due Diligence (HRDD) process. The Stockmann division did not identify specific vulnerable groups during its double materiality assessment process and instead assessed value chain workers at a general level.

The risks of child and forced labour are highest in regions with weaker regulatory enforcement, particularly in agriculture, raw material production, cotton farming, and textile production. The material negative impacts on workers in the value chain are widespread and systemic, particularly in those regions with weak regulatory enforcement such as Bangladesh, China, India, Pakistan, and Turkey. Currently, the Group has not identified any material positive impacts related to workers in the value chain.

Impact and its connection to strategy and business model, and how the strategy and business model is informed and adapted to the impact

Impact	Actual or potential (A/P)	Connection to strategy and business model	Informing and adapting the strategy and business model
Inadequate wages in the textile industry	A	Wages in the textile industry, particularly in low-cost manufacturing countries, are often not sufficient to meet basic living expenses. The impact on value chain workers is tied to the Group's business model, as it has workers in its value chain in these countries.	The Group commits to decent working conditions in its value chains and to cooperating with others where infringements on workers' rights are identified.
Restricted freedom of association for supply chain workers	P	In countries where the Group sources materials or manufactures products, restrictions on unionisation and collective bargaining can significantly limit workers' ability to negotiate for better conditions. This challenge can arise from the Group's sourcing strategies in regions, which can lack labour protections.	The Group believes that improving working conditions is a collaborative effort involving employers, employees, governments, unions, and workers' organisations. The Group works closely with its commercial goods suppliers to create supportive environments where women have the same opportunities as men.
Health and safety	P	The Group sources from regions such as Bangladesh, China, India, Pakistan, and Turkey where there can be a risk of inadequate health and safety standards, including fire hazards, structural issues, and workplace violence.	The Lindex division addresses these impacts through a due diligence process, transparency requirements, and comprehensive sustainability frameworks that includes purchasing practices, self-assessments, social auditing, living wage strategy, improving supplier transparency and supply chain traceability, and implementing policies to safeguard workers' rights and prevent child labour and modern slavery as well as the WE Women management programme. Currently, the Stockmann division does not have a due diligence process in place.
Discrimination and harassment	P	The potential issue of gender-based discrimination, sexual harassment, and unequal pay especially for women garment workers, can be a consequence of the Group's global supply chain.	
Child labour in the supply chain	P	The risk of child labour in the supply chain, especially in regions with weak regulatory enforcement, poses a significant risk to the Group. Child labour is often linked to low-cost production regions.	
Forced labour in the supply chain	P	Forced labour, particularly in regions where workers are vulnerable due to poor legal enforcement, can be a risk linked to the Group's supply chain management, which includes outsourcing global supply chain operations.	

S3 AFFECTED COMMUNITIES

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The potential impacts identified in subchapter *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities* – access to clean water, improving access to clean water, supply chain impacts on communities' rights, and impacts on communities where products are discarded – are inherently linked to the Group's strategies and business models.

When identifying the potential impacts on affected communities, the Group has considered all communities across its value chain that could be materially affected. These include communities associated with the Group's upstream garment value chain, such as those involved in raw material sourcing and production processes, as well as those linked to the downstream value chain, particularly around the waste disposal of used products.

The affected communities are the communities along the Group's upstream garment value chain and the communities in the downstream value chain linked to waste disposal of used products. While indigenous people were evaluated as part of the assessment, they were not deemed material to the Group's operations. The primary potential negative impacts are considered widespread and systemic within the upstream value chain. The Group has not identified any material risks or opportunities related to affected communities. The affected communities that are, or could be, negatively affected or face a higher risk of harm have been identified through the Lindex division's Human Rights Due Diligence (HRDD) process.

Impact and its connection to strategy and business model, and how the strategy and business model is informed and adapted to the impact

Impact	Actual or potential (A/P)	Connection to strategy and business model	Informing and adapting the strategy and business model
Access to clean water	P	Textile manufacturing and cotton agriculture can lead to significant contamination of local waterways, affecting communities' access to clean water. This impact is linked to the Group's business models, as the Group's business models relies on textile production and cotton farming in high-risk regions.	The Lindex division's partnership with WaterAid to improve access to clean water as well as empower women in RMG worker communities in Bangladesh. The programme benefits women by freeing up time for education, work, and community engagement, enhancing their confidence and health. The program strengthens the Group's brand as a water-responsible company and leader in women's empowerment.
Improving access to clean water	P	The Lindex division's partnership with WaterAid to improve access to clean water in worker communities positively impacts the company's reputation and the health of local communities. The Group is committed to supporting community welfare and empowering women in RMG worker communities.	
Supply chain impacts on communities' rights	P	The activities in the Group's supply chain, particularly in areas of cotton agriculture and textile production, can displace local communities, disrupt access to resources like food and water, and contribute to environmental degradation.	The Lindex division mitigates these risks through the implementation of sustainable water management practices, eliminating the release of hazardous and toxic substances from its supply chain, waste management improvements, and collaboration with partners to protect ecosystems and communities.
Impacts on communities where products are discarded	P	The Group's products may eventually end up as waste in landfills or are discarded in nearby communities, leading to environmental pollution. This can be a direct consequence of the Group's business models.	

S4 CONSUMERS AND END-USERS

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

The potential impacts identified in subchapter *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities* – product and safety compliance, inclusive assortment and responsible marketing practices – are inherently linked to the Group’s strategies and business models.

The identified potential impacts are linked to the material risks and opportunities highlighted in the double materiality assessment process. If any of the potential impacts materialise, or if the Group fails to adequately mitigate existing impacts, it faces a risk of consumer backlash related to perceived lack of inclusivity in marketing and product assortment. Conversely, there is an opportunity to enhance brand recognition by designing clothes for a broader range of body types and by featuring diverse women and children in marketing. This approach may strengthen customer engagement and build long-term value by visibly demonstrating a commitment to diversity and inclusion.

When identifying the potential impacts on consumers and end-users, the Group has considered all groups likely to be materially affected. This includes groups, such as women and children, who may be particularly vulnerable to negative impacts from marketing and sales strategies. The primary potential negative impacts are related to specific incidents. The Group has not identified any material positive impacts related to consumers and end-users. The Group has identified its main types of consumers and end-users by analysing the divisions’ business models, along with sales data, purchase patterns, and customer engagement insights. This analysis includes consumers and end-users who may be negatively impacted or face a higher risk of harm. The material risks and opportunities arising from impacts on consumers and end-users are particularly relevant for groups such as women and children.

Impact and its connection to strategy and business model, and how the strategy and business model is informed and adapted to the impact

Impact	Actual or potential (A/P)	Connection to strategy and business model	Informing and adapting the strategy and business model
Product and safety compliance	P	The Group’s responsibility to ensure the safety of products, particularly children’s apparel, is directly tied to its business models. Failing to meet safety standards can lead to significant health and safety risks.	To mitigate the impact connected to product safety, the Lindex division has a restricted substances list in place, as well as product testing and children’s safety design guides and training for designers and quality controllers.
Inclusive assortment	P	The Group’s ability to offer an inclusive assortment of products that represent diverse body types, sizes, genders, and cultural preferences is directly connected to its strategy of offering the best customer experience. Failing to provide an inclusive product range can harm the Group’s brand image and perpetuate negative stereotypes.	The Group has responsible marketing policies and guidelines in place. The Group has diverse representation in its advertising. The Lindex division’s higher purpose is to drive meaningful change for women, with empowerment and inclusivity in mind. The Lindex division offers its employees relevant training to mitigate negative impacts.
Responsible marketing practices	P	The Group’s marketing practices, especially in its portrayals of women and children, can significantly influence consumer perception and behaviour. If the Group fails to practice responsible marketing, it can promote unrealistic beauty standards potentially harming consumers’ self-esteem and mental health.	

MDR-P Policies adopted to manage material sustainability matters

Policy name	Key content of the policy	Scope of the policy	Senior level accountable	Third party standards	Stakeholder engagement	Availability
Group Environmental Policy	The policy outlines the Group's commitment to respecting the environment and safeguarding a healthy and safe planet throughout its value chain, covering its sourcing, production, logistics, and sales processes. The policy focuses on the material environmental topics: climate change, pollution, water, biodiversity and ecosystems, circular economy & resource use.	Lindex Group's full value chain: E1 Climate Change E2 Pollution E3 Water E4 Biodiversity E5 Resource use and circular economy S3 Affected communities G1 Business conduct	The Board of Directors	The Ten Principles of the UN Global Compact The UN Framework Convention on Climate Change (UNFCCC) The OECD Guidelines for Multinational Enterprises The United Nations Paris Agreement The Science Based Targets Initiative The Ellen MacArthur Foundation's Principles on Circular Economy The Kunming-Montreal Global Biodiversity Framework (GBF) REACH legislation and the EU regulation on persistent organic pollutants (POPs)	Stakeholder engagement was integral to the development and execution of the policy and the Group consulted suppliers, NGOs, customers, and industry partners.	Available on the Group's website for all stakeholders.
Group Human Rights Policy	The policy provides guidelines to respect human rights, conduct human rights due diligence, protect vulnerable groups, prevent or mitigate impacts, prevent harassment, avoid contributing to violations, and promote a positive impact on society by fostering human rights and sustainability. The policy also supports diversity and inclusion by valuing different perspectives and backgrounds, promoting equal opportunities, and embedding diversity throughout operations.	Lindex Group's full value chain: S1 Own workforce S2 Workers in the value chain S3 Affected communities S4 Consumers and end-users G1 Business conduct	The Board of Directors	The International Bill of Human Rights. ILO Declaration on Fundamental Principles and Rights at Work and core conventions. UN Conventions, such as those on the Elimination of All Forms of Discrimination Against Women, on the Rights of the Child, and on the Elimination of All Forms of Racial Discrimination. OECD Guidelines for Multinational Enterprises and UN Global Compact. UN Guiding Principles on Business and Human Rights Women's Empowerment Principles Children's Rights and Business Principles.	In developing the policy, stakeholders from several relevant groups were consulted, including union representatives for own workforce, internal stakeholders from various parts of the organisation, credible proxies representing workers in the value chain, and affected communities.	Available on the Group's website for all stakeholders.
Group Speak-Up Policy	The policy outlines guidelines to provide a safe grievance mechanism with whistleblowing protection and prompt investigation of concerns.	Lindex Group's full value chain: S1 Own workforce S2 Workers in the value chain S3 Affected communities S4 Consumers and end-users G1 Business conduct	The Board of Directors	Whistleblower Protection Directive (Directive 2019/1937 (EU))	In developing the policy, stakeholders from several relevant groups were consulted, including union representatives for own workforce, internal stakeholders from various parts of the organisation, credible proxies representing workers in the value chain, and affected communities.	Available on the Group's website for all stakeholders.
Group Anti-Corruption Policy	The policy provides guidelines and instructions to the standards of conduct regarding corruption and conflicts of interest.	Lindex Group's full value chain: G1 Business conduct	The Board of Directors	The Ten Principles of the UN Global Compact	The policy was developed through consultation with the internal auditor, key suppliers, and internal stakeholders from Human Resources, Security, Finance, Sustainability, and Legal departments.	Available on the Group's website for all stakeholders.
Group Consumer and End-User Policy	The policy outlines the Group's approach to respecting the rights of consumers and end-users, while having a positive impact in their lives.	Lindex Group's upstream value chain: S4 Consumers and end-users G1 Business conduct	The Board of Directors	The United Nations Guidelines for Consumer Protection (UNGCP), International Chamber of Commerce Advertising and Marketing Communications Code, World Federation of Advertisers' global principles, The UN convention on the Rights of the Child	The insights gathered from customer surveys and customer service channels were considered when setting the Consumer and End-User Policy. With a specific focus on the needs of women and children, to enable remedy for human rights impacts, there are dedicated channels like customer service and a speak-up portal that reinforce Lindex Group's commitment to consumer rights.	Available on the Group's website for all stakeholders.

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Policy name	Key content of the policy	Scope of the policy	Senior level accountable	Third party standards	Stakeholder engagement	Availability
Code of Conducts						
Group Code of Conduct	The document provides guidelines on legal compliance, ethical conduct, fair competition, consumer rights, employees and working conditions, environment, anti-corruption, and conflicts of interest.	The Group's full value chain: S1 Own workforce G1 Business conduct	The Board of Directors	The Group Code of Conduct is guided by international treaties and recommendations, such as UN's Universal Declaration of Human Rights and Convention on the Rights of the Child, the ILO's Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises.		Available on the Group's website for all stakeholders.
Lindex division Code of Conduct	The document outlines the division's ethical business practices, respect for human rights, environmental responsibility, workplace safety, proper use of information and assets, and mechanisms for reporting concerns.	Lindex division's full value chain: S1 Own workforce G1 Business conduct	Lindex division Leadership Team	Lindex division CoC is build on Lindex Group's Human Rights, Environmental, Speak up, Anti-corruption, and Consumer and End-User policies. See separate policies for detailed information.	Internal Steering Committee, internal subject matter experts, and Union representatives from Head Office have been involved in the development of the Code of Conduct.	Accessible on the Lindex division's website for all stakeholders.
Lindex division Supplier Code of Conduct	The document provides guidelines on gender equality, non-discrimination, labour conditions, harassment, working hours, and freedom of association in the upstream value chain.	Lindex division's upstream value chain: G1 Business conduct	See Lindex Group Human Rights Policy and Lindex Group Speak-Up Policy	The Lindex Division Supplier Code of Conduct is based on the Ethical Trading Initiative (ETI) Code of Conduct, as well as the Lindex Group Human Rights Policy and the Lindex Group Speak-Up Policy, with an enhanced focus on gender equality.	See Lindex Group Human Rights Policy and Lindex Group Speak-Up Policy.	Accessible on the Lindex division's website for all stakeholders.

IRO-1

Description of the process to identify and assess material impacts, risks and opportunities

In 2024, Lindex Group conducted a double materiality assessment to identify and evaluate the Group's impacts, risks and opportunities related to various sustainability matters. The assessment was conducted in both divisions and incorporated into a Group level assessment. The process described below was applied to identify impacts, risks and opportunities across various sustainability topics, including climate change, pollution, water, biodiversity, resource use and circular economy, own workforce, workers in the value chain, affected communities, consumers and end-users, and business conduct. The assessment considered sub-topics and sub-sub-topics within each sustainability topic. The work was supported by third-party experts and carried out in four phases:

Research: Lindex Group's operational landscape was analysed to identify initial impacts, potential risks and opportunities. A third-party expert conducted a comprehensive analysis that pinpointed these impacts in relation to a predefined list of sustainability matters to be included in the assessment (AR 16). This phase also involved researching the Group's activities, services, and business models.

Stakeholder engagement: A comprehensive survey was conducted with the key stakeholder groups of both the Lindex and Stockmann divisions. The stakeholders included Board members, employees, customers, suppliers, and, in addition to these, for the Lindex division, leadership, NGOs, representatives of local communities, and store managers. The Lindex division did not include customers in the stakeholder engagement for the double materiality

assessment, although they are regularly engaged with through other processes. Through the survey, stakeholders were given an opportunity to assess the impact and financial implications of each sustainability matter over short-, medium-, and long-term time horizons. Selected stakeholders were also interviewed with the purpose of gathering more in-depth input.

Analysis: The survey data was processed, prioritised, and evaluated across various sustainability topics by third-party experts. The evaluation was based on weighted scores that considered stakeholder importance and time horizons, and combined fractional scores, time horizon weights, and stakeholder weights to determine the overall impact. The results were then presented to the Leadership Teams of both the Lindex and Stockmann divisions for validation.

The results of the stakeholder survey and data analysis for both divisions were subsequently entered into a sustainability software's double materiality assessment tool for further evaluation according to its specific methodological approach. The impacts, risks and opportunities were assessed in collaboration with key personnel from both divisions and third-party consultants.

Lastly, the results of the division-level assessments were reviewed at the Group level. The material topics for the Group were selected considering the materiality scores and the significance of each topic for the Group as a whole. Some topics that were material for the Stockmann division only, were not considered to be material for the Group.

Reporting: The findings from both the stakeholder engagement processes and Leadership Team workshops were reported back to both divisions. The final Group-level results were presented to the Audit Committee and the Board of Directors.

Impact identification process

For each identified impact, the Group analysed the following criteria: whether the impact was actual or potential, negative or positive, and whether it arose directly from the Group's own operations or indirectly as a result of its business relationships. Impacts were identified throughout the Group's value chain, considering both the effects of its own operations and those resulting from its business relationships. When identifying impacts, the Group considered specific activities, business relationships and geographies that face a heightened risk of adverse impacts. These included activities and business partners in the upstream value chain, in geographical locations such as India, Bangladesh, China, Pakistan, Turkey and Vietnam. An impact score was determined based on the severity and likelihood of negative impacts, and for positive impacts, their scale, scope, and likelihood.

Negative impacts were scored based on severity – a combination of scale, scope, and remediability – and likelihood. Severity was prioritised over likelihood for negative impacts on human rights. Positive impacts were evaluated based on their scale, scope, and likelihood.

Scoring criteria: The impacts were scored based on the following criteria:

Scale – the severity of the impact:

1. Minimal consequence on people and the environment.
2. Low consequences that are easy to manage or mitigate.
3. Medium consequences that are manageable within reasonable means.
4. High consequences that can cause substantial disruption and require immediate action.
5. Absolute consequences causing major disruption with long-term effects.

Scope – the extent of the impact and the number of individuals affected:

1. Very isolated location with few individuals
2. Low impact across multiple locations or groups, affecting a minor share of customers
3. Medium impact across several large areas, affecting roughly half of the customers
4. High impact affecting an entire region
5. Global impact

Remediability – the ability to reverse the impact:

1. Easily reversible
2. Low effort required
3. Reversible with significant effort and/or cost
4. High effort required
5. Permanent

Likelihood – the probability of the impact occurring:

1. Rare (<10%)
2. Low (10–25%)
3. Possible (25–50%)
4. Likely (50–75%)
5. Almost certain (>75%)
6. Actual (100%)

Thresholds used in determining impact and financial materiality

The threshold for determining impact materiality both at the Lindex and Stockmann divisions was set as follows: an impact was considered material if its severity score was greater than three, or if its likelihood score reached four. However, greater emphasis was placed on the severity of the impact rather than its likelihood.

The threshold for determining financial materiality at both the Lindex and Stockmann divisions was set as follows: an impact was considered material if its magnitude of financial effect score was greater than three, or if its likelihood score

reached four. However, greater emphasis was placed on the magnitude of the impact rather than its likelihood.

The risk and opportunity identification process

For each risk and opportunity identified, the following criteria were considered: the direct or indirect ownership of the risk and/or opportunity and the negative or positive financial effect of the risk or opportunity. When identifying sustainability related risks and opportunities, the Lindex Group's value chain as a whole was considered. During the risk and opportunity identification process, the Group considered the connection of the impacts and dependencies with the risks and opportunities that may arise from those impacts and dependencies, such as for different textile raw materials that may cause financial risks and opportunities.

Scoring criteria

The risks and opportunities were scored based on the magnitude of financial effect and the likelihood of it occurring.

Stockmann division

The magnitude of financial effect (in EBIT, following the division's internal risk assessment thresholds):

1. Minor financial impact (EUR 500,000–1,250,000)
2. Moderate financial impact (EUR 1,250,000–2,500,000)
3. High financial impact (EUR 2,500,000–5,000,000)
4. Very high financial impact (EUR 5,000,000–10,000,000)
5. Major financial impact (EUR 10,000,000–50,000,000)

Likelihood of financial effect:

1. Rare (<10%)
2. Low (10–25%)
3. Possible (25–50%)
4. Likely (50–75%)
5. Almost certain (>75%)
6. Actual (100%)

Lindex division

The magnitude of financial effect (in EBIT, following the division's internal risk assessment thresholds):

1. Minor financial impact (EUR 851,000–2,127,500)
2. Moderate financial impact (EUR 2,127,500–4,255,000)
3. High financial impact (EUR 4,255,000–8,510,000)
4. Very high financial impact (EUR 8,510,000–17,020,000)
5. Major financial impact (EUR 17,020,000–85,100,000)

Likelihood:

1. Rare (<10%)
2. Low (10–25%)
3. Possible (25–50%)
4. Likely (50–75%)
5. Almost certain (>75%)
6. Actual (100%)

Internal controls, risk management and management process

Key personnel from both divisions were actively involved in the decision-making process to identify impacts, risks and opportunities. As part of this process, each division conducted two workshops to validate the results in collaboration with their key teams, which included members from the respective Leadership Team.

The double materiality assessment process for both divisions involved individuals from several departments, including Sustainability, Strategy, Finance, Communications, and People & Culture.

Sustainability risks are identified and managed as part of the Group's overall risk management process, which includes oversight by the Board of Directors and its Audit Committee. The Group's Chief Legal Officer is responsible for overseeing risk management across the organisation. Sustainability opportunities are identified and managed as part of the divisions' annual strategy process.

The divisions' Leadership Teams participated in the assessment process for identifying and assessing impacts, risks and opportunities. The results of the double materiality assessment were presented to the Board of Directors, and this topic will be a key part of the Board of Directors' discussions in the future. Both divisions' sustainability strategies, key focus areas, and risk assessments are integral to the Board of Directors' strategic planning processes. Various sustainability-related risks are also considered when evaluating the company's overall risk profile, as needed.

General information about assessment process on impacts and risks

Input parameters used in the materiality assessment:

External sources, such as:

- Governance & Accountability Institute's database
- Global Reporting Initiative's database
- SASB's database
- MSCI's database
- S&P's Global database

Internal sources, such as:

- Sustainability reports from previous years
- Results from previous materiality assessments
- Various environmental sustainability -related documents (Carbon Disclosure Project documents, roadmaps, assessments)
- Various policies (Procurement and Purchase Policy, Human Rights Policy, action plans related to child and forced labour, Ethical Policy, Code of Conduct)
- Strategy documents. In recent years, both divisions of Lindex Group have regularly updated their materiality assessments, typically aligning with their two- to three-year strategy periods
- Results of the stakeholder survey conducted during the materiality assessment process.

The process remained unchanged in relation to 2024. During the reporting period, the Lindex division conducted a Human Rights impact assessment across its value chain, which confirmed the results of the double materiality assessment conducted in 2024. In addition, the division updated the magnitude of its financial effect (EBIT) based on the 2024 EBIT figures.

Given the emphasis on assessing double materiality both quantitatively and qualitatively, both divisions review, and, where necessary, update their materiality assessment on an annual basis. These updates will collectively inform the revision of the Group's overall materiality assessment.

The methodology follows the criteria set by the Corporate Sustainability Reporting Directive (CSRD) for determining materiality. The double materiality assessment encompasses all sustainability matters outlined in the European Sustainability Reporting Standards (ESRS). Lindex Group analysed the impacts, risks and opportunities within the subtopics and sub-subtopics listed in ESRS 1 General Requirements, Appendix A (AR 16).

For each potential impact, risk and opportunity, the Group identified different time horizons for when these may occur. The time horizons used in the double materiality assessment are defined as follows:

- Short-term: within the reporting period
- Medium-term: from the end of the reporting period up to 5 years
- Long-term: beyond 5 years

The assessment also considered some of the affected stakeholders when determining impacts, risks and opportunities. These affected stakeholders, such as the division's own employees, were engaged through a stakeholder survey as part of the double materiality

assessment process. Users of sustainability information were also consulted through surveys and interviews.

The Group's value chain was considered for each identified impact, risk and opportunity. During the assessment, each impact, risk and opportunity was mapped across the value chain stages (upstream, own operations, downstream) and placed in their specific positions within the value chain.

Description of the process to identify and assess topical material impacts, risks and opportunities

Climate change

The climate-related impacts have been identified and assessed using the same approach described in the subchapter *IRO-1 Description of the process to identify and assess material impacts, risks and opportunities*. The impacts on the Group's greenhouse gas emissions have been determined based on greenhouse gas calculation results from previous years. The Group has identified and assessed its climate-related risks and opportunities in alignment with the Task Force on Climate-related Financial Disclosures (TCFD). Both transition and physical risks have been examined, and opportunities have been identified across areas such as resource efficiency, energy sources, products and services, markets, and resilience, following TCFD guidance.

The Group assessed acute and chronic climate-related hazards across the entire value chain, from raw materials to production, logistics, sales, and end-users. Both physical and transition risks were evaluated over the short-term (less than 5 years), medium-term (5–10 years), and long-term (more than 10 years). The process included compiling a list of risks, defining scenarios, and establishing timelines. These were reviewed and prioritised to form a summary

through internal, cross-departmental discussions. The climate assessment will be reviewed annually to support continuous improvement and re-evaluation.

The Group has analysed risks using scenarios from the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), focusing on RCP 2.6 and RCP 8.5, with the primary focus to outline both the best-case and worst-case scenarios to cover plausible transitional and physical risks and uncertainties supported by research:

- **RCP 2.6** represents a low-emission scenario aimed at limiting global warming to below 1.5–2°C above pre-industrial levels. It assumes immediate and significant reductions in greenhouse gas emissions, with a peak around 2020 and a continued decline, thereafter, eventually resulting in net negative emissions by the end of the century. This scenario depends on a strong regulatory landscape, advancements in supply chain technology, and rapid shifts in consumer behaviour.
- **RCP 8.5** reflects a high-emission scenario that assumes minimal efforts to reduce emissions, leading to continuous increases in greenhouse gas concentrations over the century. This pathway suggests severe warming, with potential temperature increases of 4°C or more above pre-industrial levels by 2100, posing substantial climate impacts and risks to ecosystems and societies. Under this scenario, the Group expects significant physical risks across the value chain.

Transition risks: The Group has evaluated risks associated with transition scenarios, primarily under RCP 2.6. This scenario poses significant near-term risks from factors such as a stringent regulatory environment, required shifts in supply chain technology, and changes in consumer behaviour.

Physical risks: The Group has assessed physical risks under various scenarios, considering both acute and chronic risks. Acute risks, such as extreme weather events, already affect some areas of the value chain and are expected to intensify in the short and medium term. Chronic risks, including temperature changes and water availability, are projected to impact the medium to long term. Tools such as the Climate Impact Explorer, along with other national and regional assessments like the Lindex division's water risk assessment (using the Aqueduct tool) and WWF's biodiversity risk assessment, support this analysis.

Pollution

The Lindex division has screened its site locations using the World Resources Institute's Aqueduct Water Risk Atlas to understand pollution-related impacts, risks and opportunities in the value chain. The division has also consulted various stakeholders, including NGOs, related to impacts, risks and opportunities. However, the division has not yet been able to conduct direct consultations with affected communities. The Lindex division did not include the asset or business activities screening in the double materiality assessment process. The identification of material impacts, risks and opportunities related to pollution has followed a similar approach to that used in the general process for impact, risk, and opportunity assessment.

The Aqueduct Water Risk Atlas has been developed by the World Resources Institute (WRI), and it follows a methodology comprising four steps. The first step involves combining data from multiple sources, including hydrological models, satellite observations and government statistics. The second step includes an assessment of various indicators that are used to evaluate water-related risks. The third step includes hydrological modelling, where water availability and demand are simulated under different scenarios. The last step includes a risk assessment where water risks are analysed by combining the indicators into

a composite risk score. Key assumptions include climate scenarios from the Intergovernmental Panel on Climate Change (IPCC), socio-economic scenarios addressing population growth, economic development, and land-use changes, and baseline conditions derived from historical data. Additionally, pollution loads, including agricultural runoff, industrial discharges, and urban wastewater, are assessed based on existing data.

The Stockmann division has not screened its assets and activities to identify the actual and potential pollution-related impacts, risks and opportunities in its own operations and its value chain beyond the double materiality assessment process. Nor has it conducted consultations with affected communities beyond the general stakeholder engagement process in the double materiality assessment.

Water

The Lindex division has screened its site locations using the World Resources Institute's Aqueduct Water Risk Atlas to understand water-related impacts, risks and opportunities in the value chain. The methodology and assumptions used in the Aqueduct Water Risk Atlas are outlined above in the Pollution section. The division has also consulted various stakeholders, including NGOs such as WaterAid, related to impacts, risks and opportunities. However, the division has not yet been able to conduct direct consultations with affected communities. The Lindex division did not include the asset or activities screening in the double materiality assessment process, and the identification of material impacts, risks and opportunities related to water has followed a similar approach to that used in the general process for impact, risk and opportunity assessment. Chapter *E3 Water* outlines the geographical areas where water is a material issue within the division's value chain.

The Stockmann division has not screened its assets and activities to identify its actual and potential water-related

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impacts, risks and opportunities in its own operations and its value chain beyond the double materiality assessment process. Nor has it conducted consultations with affected communities beyond the stakeholder engagement process in the double materiality assessment.

Biodiversity and ecosystems

The identification of material impacts, risks and opportunities related to biodiversity and ecosystem matters has followed a similar approach to that used in the general process for assessing impacts, risks and opportunities. Lindex Group does not have sites located in or near biodiversity-sensitive areas; however, the Group sources raw materials from countries such as India and the wet processing of garments is conducted in countries such as Bangladesh, India, and China. The sourcing of raw materials and wet processing negatively affect the biodiversity of these areas. The sourcing of raw materials and wet processing are considered systemic risks due to their impact on water scarcity and the depletion of

resources critical for the Group. The Group has concluded that mitigation measures related to land and water connected to these sites need to be investigated further.

The Group has not yet conducted an assessment of transition and physical risks directly related to biodiversity and ecosystems, although transition and physical risks and opportunities connected to land and water were assessed as part of the Group's TCFD analysis. Direct consultations with affected communities were not conducted in the general double materiality assessment process.

Resource use and circular economy

The identification of material impacts, risks and opportunities related to resource use and circular economy matters has followed a similar approach to that used in the general process for assessing impacts, risks and opportunities. The Group did not screen its assets and activities as part of the double materiality assessment process.

Continuous dialogue on resource use and circular economy is conducted through memberships, partnerships, and ongoing impact, risk and opportunity assessments, including collaborations with organisations like Textile Exchange, academia, multi-stakeholder dialogues, and research projects. The stakeholder dialogue does not include direct consultations with affected communities.

Business conduct

The identification of material impacts, risks and opportunities related to business conduct matters has followed a similar approach to that used in the general process for assessing impacts, risks and opportunities. The business conduct matters considered were the locations and activities of both divisions, along with their respective sectors and organisational structures.

IRO-2

Disclosure Requirements in ESRS covered by the undertaking's sustainability statements

The chapters and subchapters of this report are named in accordance with the ESRS, facilitating navigation and ensuring consistency with the standard.

Standard	Disclosure requirement	Name	Location in the report
ESRS 2	BP-1	General basis for preparation of the sustainability statement	General information (ESRS 2)
ESRS 2	BP-2	Disclosures in relation to specific circumstances	General information (ESRS 2)
ESRS 2	GOV-1	The role of the administrative, management and supervisory bodies	General information (ESRS 2)
ESRS 2	GOV-2	Information provided to, and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	General information (ESRS 2)
ESRS 2	GOV-3	Integration of sustainability-related performance in incentive schemes	General information (ESRS 2)
ESRS 2	GOV-4	Statement on sustainability due diligence	General information (ESRS 2)
ESRS 2	GOV-5	Risk management and internal controls over sustainability reporting	General information (ESRS 2)
ESRS 2	SBM-1	Strategy, business model and value chain	General information (ESRS 2)
ESRS 2	SBM-2	Interests and views of stakeholders	General information (ESRS 2)
ESRS 2	SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	General information (ESRS 2)
ESRS 2	IRO-1	Description of the process to identify and assess material impacts, risks and opportunities	General information (ESRS 2)
ESRS 2	IRO-2	Disclosure Requirements in ESRS covered by the undertaking's sustainability	General information (ESRS 2)
ESRS 2	MDR-P	Policies adopted to manage material sustainability matters	E1 Climate Change E2 Pollution E3 Water E4 Biodiversity and ecosystems S1 Own workforce S2 Workers in the value chain S3 Affected communities S4 Consumers and end-users G1 Business conduct

Standard	Disclosure requirement	Name	Location in the report
ESRS 2	MDR-A	Actions and resources in relation to material sustainability matters	E1 Climate Change E2 Pollution E3 Water E4 Biodiversity and ecosystems S1 Own workforce S2 Workers in the value chain S3 Affected communities S4 Consumers and end-users G1 Business conduct
ESRS 2	MDR-M	Metrics in relation to material sustainability matters	E1 Climate Change E2 Pollution E3 Water E4 Biodiversity and ecosystems S1 Own workforce S2 Workers in the value chain S3 Affected communities S4 Consumers and end-users G1 Business conduct
ESRS 2	MDR-T	Tracking effectiveness of policies and actions through targets	E1 Climate Change E2 Pollution E3 Water E4 Biodiversity and ecosystems S1 Own workforce S2 Workers in the value chain S3 Affected communities S4 Consumers and end-users G1 Business conduct
E1	E1-1	Transition plan for climate change mitigation	E1 Climate Change
E1	E1-2	Policies related to climate change mitigation and adaptation	E1 Climate Change
E1	E1-3	Actions and resources in relation to climate change policies	E1 Climate Change
E1	E1-4	Targets related to climate change mitigation and adaptation	E1 Climate Change
E1	E1-5	Energy consumption and mix	E1 Climate Change

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Standard	Disclosure requirement	Name	Location in the report
E1	E1-6	Gross Scopes 1,2,3 and Total Greenhouse Gas emissions	E1 Climate Change
E1	E1-7	GHG removals and GHG mitigation projects financed through carbon credits	E1 Climate Change
E1	E1-8	Internal carbon pricing	E1 Climate Change
E2	E2-1	Policies related to pollution	E2 Pollution
E2	E2-2	Actions and resources related to pollution	E2 Pollution
E2	E2-3	Targets related to pollution	E2 Pollution
E2	E2-4	Metrics related to pollution	E2 Pollution
E3	E3-1	Policies related to water	E3 Water
E3	E3-2	Actions and resources related to water and marine resources	E3 Water
E3	E3-3	Targets related to water	E3 Water
E3	E3-4	Metrics and water consumption	E3 Water
E4	E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	E4 Biodiversity and ecosystems
E4	E4-2	Policies related to biodiversity and ecosystems	E4 Biodiversity and ecosystems
E4	E4-3	Actions and resources related to biodiversity and ecosystems	E4 Biodiversity and ecosystems
E4	E4-4	Targets related to biodiversity and ecosystems	E4 Biodiversity and ecosystems
E4	E4-5	Impact metrics related to biodiversity and ecosystems	E4 Biodiversity and ecosystems
E5	E5-1	Policies related to resource use and circular economy	E5 Resource use and circular economy
E5	E5-2	Actions and resources related to resource use and circular economy	E5 Resource use and circular economy
E5	E5-3	Targets related to resource use and circular economy	E5 Resource use and circular economy
E5	E5-4	Resource inflows	E5 Resource use and circular economy

Standard	Disclosure requirement	Name	Location in the report
E5	E5-5	Resource outflows	E5 Resource use and circular economy
E1		Disclosures pursuant to Article 8 of Taxonomy Regulation	Environmental information
S1	S1-1	Policies related to own workforce	S1 Own workforce
S1	S1-2	Process for engaging with own workers and workers' representatives about impacts	S1 Own workforce
S1	S1-3	Process to remediate negative impacts and channels for own workers to raise concerns	S1 Own workforce
S1	S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	S1 Own workforce
S1	S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	S1 Own workforce
S1	S1-6	Characteristics of the undertaking's own employees	S1 Own workforce
S1	S1-7	Characteristics of the undertaking's non-employee workers in own workforce	S1 Own workforce
S1	S1-8	Collective bargaining coverage and social dialogue	S1 Own workforce
S1	S1-9	Diversity metrics	S1 Own workforce
S1	S1-10	Adequate wages	S1 Own workforce
S1	S1-14	Health and safety metrics	S1 Own workforce
S1	S1-16	Remuneration metrics (pay gap and total remuneration)	S1 Own workforce
S1	S1-17	Incidents, complaints and severe human rights impacts	S1 Own workforce
S2	S2-1	Policies related to value chain workers	S2 Workers in the value chain
S2	S2-2	Processes for engaging with value chain workers about impacts	S2 Workers in the value chain

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Standard	Disclosure requirement	Name	Location in the report
S2	S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	S2 Workers in the value chain
S2	S2-4	Taking action on material impacts on value chain workers, and approaches to mitigating material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	S2 Workers in the value chain
S2	S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	S2 Workers in the value chain
S3	S3-1	Policies related to affected communities	S3 Affected communities
S3	S3-2	Processes for engaging with affected communities about impacts	S3 Affected communities
S3	S3-3	Processes to remediate negative impacts and channels for affected communities to raise concerns	S3 Affected communities
S3	S3-4	Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	S3 Affected communities
S3	S3-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	S3 Affected communities
S4	S4-1	Policies related to consumers and end-users	S4 Consumers and end-users
S4	S4-2	Processes for engaging with consumers and end-users about impacts	S4 Consumers and end-users
S4	S4-3	Processes to remediate negative impacts and channels for consumers to raise concerns	S4 Consumers and end-users
S4	S4-4	Taking action on material impacts on consumers and end-users, and approaches to mitigating material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	S4 Consumers and end-users

Standard	Disclosure requirement	Name	Location in the report
S4	S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	S4 Consumers and end-users
G1	G1-1	Business conduct policies and corporate culture	G1 Business conduct
G1	G1-2	Management of relationships with suppliers	G1 Business conduct
G1	G1-3	Prevention and detection of corruption and bribery	G1 Business conduct
G1	G1-4	Incidents of corruption or bribery	G1 Business conduct
G1	G1-6	Payment practices	G1 Business conduct

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List of datapoints in cross-cutting and topical standards that derive from other EU legislation

Disclosure requirement and related data point	SFDR(1) reference	Pillar 3(2) reference	Benchmark Regulation(3) reference	EU Climate Law (4) reference	Location in the report
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816(5), Annex II		ESRS 2 General disclosures
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		ESRS 2 General disclosures
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				ESRS 2 General disclosures
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453(6) Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		ESRS 2 General disclosures
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		ESRS 2 General disclosures
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818(7), Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		ESRS 2 General disclosures
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		ESRS 2 General disclosures
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	E1 Climate change
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		E1 Climate change
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		E1 Climate change
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				E1 Climate change

Disclosure requirement and related data point	SFDR(1) reference	Pillar 3(2) reference	Benchmark Regulation(3) reference	EU Climate Law (4) reference	Location in the report
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				E1 Climate change
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				E1 Climate change
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		E1 Climate change
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics			E1 Climate change
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	E1 Climate change
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Phased-in
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.			Phased-in
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book - Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			Phased-in
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Phased-in
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				Not material
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				E3 Water
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1				E3 Water
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1				Not material

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ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1				Not material
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1				Not material
ESRS 2 SBM 3 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1				ESRS 2 General disclosures
ESRS 2 SBM 3 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1				ESRS 2 General disclosures
ESRS 2 SBM 3 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1				ESRS 2 General disclosures
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1				E4 Bio-diversity and eco-systems
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1				E4 Bio-diversity and eco-systems
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1				E4 Bio-diversity and eco-systems
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				Not material
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1				Not material
ESRS 2 SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				ESRS 2 General disclosures
ESRS 2 SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				ESRS 2 General disclosures
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				S1 Own workforce
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		S1 Own workforce

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ESRS S1-1 Processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I				S1 Own workforce
ESRS S1-1 Workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I				S1 Own workforce
ESRS S1-3 Grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I				S1 Own workforce
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Phased-in
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				Phased-in
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		S1 Own workforce
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				S1 Own workforce
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				S1 Own workforce
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		S1 Own workforce
ESRS 2 SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I				ESRS 2 General disclosures
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				S2 Workers in the value chain
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1				S2 Workers in the value chain
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		S2 Workers in the value chain
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		S2 Workers in the value chain

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Disclosure requirement and related data point	SFDR(1) reference	Pillar 3(2) reference	Benchmark Regulation(3) reference	EU Climate Law (4) reference	Location in the report
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1				S2 Workers in the value chain
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				S3 Affected communities
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		S3 Affected communities
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1				S3 Affected communities
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				S4 Consumers and end-users
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		S4 Consumers and end-users
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1				S4 Consumers and end-users
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				G1 Business conduct
ESRS G1-1 Protection of whistleblowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				G1 Business conduct
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		G1 Business conduct
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				G1 Business conduct

ENVIRONMENTAL INFORMATION

E1 Climate Change

E1-1

Transition plan for climate change mitigation

Lindex Group is committed to achieving a 42% absolute reduction in CO₂eq emissions across Scopes 1, 2 and 3 by 2030, using 2022 as the baseline year. This target aligns with the Paris Agreement's goal of limiting global warming to 1.5°C and has been validated by the Science Based Targets initiative (SBTi). The target is currently defined as a near-term reduction of 42% by 2030, although a long-term net zero target has not yet been established. The target level was determined by assessing three climate scenarios: baseline, middle and ambitious. The ambitious level was selected. The reduction target applies across the entire Group; however, at present only the Lindex division has developed a transition plan to meet this target. The Group has also set a target, covering its FLAG GHG emissions. However, the transition plan currently covers only the target described above, which is classified by the SBTi as 'energy and industrial'. The targets are described in the subchapter *E1-4 Targets Related to Climate Change Mitigation and Adaptation*.

The Lindex division's transition plan does not include descriptions of governance, EU Taxonomy alignment, the integration of biodiversity risks or a just transition. All these topics, except just transition, are described in this report, in chapters *GOV-1 The role of the administrative, management and supervisory bodies*, *Disclosures pursuant to Article 8 of Taxonomy Regulation*, *SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model* and *E4 Biodiversity and ecosystems*.

Lindex division's transition plan:

Scope 1 & 2 – company operations:

The Lindex division has reached its target of sourcing 100% renewable electricity and now aims to transition 80% of its heating to renewable sources and reduce overall energy consumption by 10% across its operations by 2030, with 2022 as the base year. The goal of reducing energy consumption by 10% was met already in 2024. The mapping of actual heating in stores is underway to ensure accurate climate impact assessments.

Scope 3 – transportation:

By 2030, the Lindex division aims to cut air shipments by 50% compared to the 2022 baseline. The division also plans to relocate production to markets closer to its sales regions, reducing the reliance on air transport. As the Lindex division's ocean freight now operates on 100% renewable fuels through the DHL Global forwarding GoGreen 'book-and-claim' system, the focus is now on replacing road transport fuels with renewable sources.

Scope 3 – fibres:

The largest reduction potential lies in increasing the use of recycled materials. Going forward, the division will also focus on scaling the recycling of post-consumer waste and

textile-to-textile waste. In total the Group aims to achieve a 10% reduction in material waste across the supply chain by 2030.

Scope 3 – suppliers:

By 2030, the Lindex division plans to reduce emissions from Tier 1 suppliers by ensuring that 90% of electricity used and 30% of the fuels used come from renewable sources. For Tier 2 and 3 suppliers, the division aims to replace 50% of electricity consumption with renewable sources and reduce energy from fossil fuels by 30%.

In addition, the division works closely with commercial goods suppliers, providing technical support and consultancy to support their transition to energy-efficient, renewable-based production processes. The division also engages with policymakers, industry peers and NGOs in key production countries to increase the availability of renewable energy.

Expected outcomes of Lindex division's actions:

- Scope 1 & 2: 75% reduction in emissions from the Lindex division's own operations by 2030.
- Scope 3 – Transportation: 48% reduction in transportation emissions by 2030.
- Scope 3 – Fibres: 46% reduction in fibre-related emissions by 2030.
- Scope 3 – Suppliers: 60% reduction in emissions from electricity use and 28% reduction in emissions from fuels used for thermal energy by 2030.

The Lindex division aims to achieve these goals by 2030 as part of its broader Climate Action Plan.

Progress in implementing the transition plan and actions taken during the reporting year are outlined in the subchapter *E1-3 Actions Related to Climate Change*

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Mitigation and Adaptation. The Lindex division recognises that achieving its climate goals requires significant investment and collaboration throughout its value chain. The division has already invested in energy efficiency measures, renewable electricity contracts across its operations, renewable fuels in transportation, and a shift to low-carbon materials. Looking ahead, the Lindex division will continue to invest in low-carbon materials, renewable heating sources and biofuels for transportation. Future investments supporting the transition plan are assessed on an ongoing basis. To further accelerate energy efficiency and secure access to renewable energy in the production countries, the division needs to engage in the development of new technologies. New technologies are also key to shifting to low-carbon materials and increase post-consumer textile recycling.

The Group recognises that its operations contribute to locked-in greenhouse gas (GHG) emissions in its operations and supply chain. These locked-in GHG emissions could stem from material sourcing, manufacturing processes, transportation and waste management practices, among other factors. However, due to current limitations in data availability and standardisation, the Group is not yet calculating the related data.

The Lindex division's climate targets are embedded in the division's overall business strategy and financial planning. The division is focused on optimising product volumes to reduce overproduction and emissions, while balancing growth objectives.

The division's transition plan has been approved by the Lindex division's Leadership team, the Group Leadership Team and the Board of Directors, ensuring alignment with long-term strategic goals.

The Stockmann division has announced plans to develop a climate transition plan during 2025. Due to the internal prioritisation of development projects affecting the preparation of the climate transition plan, it was decided to postpone its preparation by one year. The Stockmann division remains committed to developing the long-term plan, and updates on progress will be provided in future reports. The division's current actions to reduce GHG emissions are based on the ISO 14001 management system's action plan related to climate change mitigation, which is reviewed annually. The actions are disclosed in the sub-chapter *E1–3 Actions Related to Climate Change Mitigation and Adaptation*.

The Group is not excluded from the EU Paris-aligned Benchmarks.

E1–2 — Policies related to climate change mitigation and adaptation

The Group's Environmental Policy outlines Lindex Group's commitment to respecting the environment and safeguarding a healthy and safe planet through its own operations, its upstream and downstream value chain, and its sourcing, production, logistics and sales processes. The policy is presented in chapter *MDR-P Policies adopted to manage material sustainability matters*. The policy addresses the material impacts, risks and opportunities related to environmental topics, described in *SBM-3 Material impacts, risks, and opportunities, and their interaction with strategy and business model*.

It is also designed to actively identify, assess, and mitigate environmental impacts, and to make a positive contribution to communities across Lindex Group's value chain. The

policy addresses climate-related risks and opportunities, particularly through decarbonising the supply chain, shifting to low-carbon materials, adopting renewable energy and energy efficiency measures, and advancing the transition to a circular business model.

In terms of climate change, the policy covers the following topics:

- Climate change mitigation: Lindex Group focuses on reducing GHG emissions, particularly in the supply chain by using renewable energy and low-carbon materials. The Group is committed to reducing GHG emissions across Scopes 1, 2 and 3, aiming for a 42% reduction by 2030, in line with science-based targets and the Paris Agreement's 1.5°C goal. In addition, the Group commits to reducing absolute Scope 3 FLAG GHG emissions by 30.3% by 2030 from a 2022 base year.
- Climate change adaptation: The policy emphasises the need for resilience and adaptation within Lindex Group's business strategy and through broader industry collaborations, advocating for transformational change towards a circular economy.
- Energy efficiency and renewable energy deployment: The policy commits to transitioning Lindex Group's operations, including stores, transportation and the supply chain, to renewable energy sources and improving energy efficiency. Special emphasis is placed on decarbonising textile processing and production and increasing the use of low-carbon materials.

Lindex Group actively consults various stakeholders, including suppliers, NGOs, customers and industry partners, to incorporate their input and maintain a dialogue on environmental issues. This includes regular visits to commercial goods suppliers, capacity-building projects,

extensive industry collaboration through memberships and platforms, and open communication channels with customers via social media and surveys.

Lindex Group prioritises transparent reporting, adhering to the EU Corporate Sustainability Reporting Directive and other legal obligations. The company also shares its progress with industry peers and stakeholders, promoting best practices in sustainability. The Group's Environmental Policy can be found on Lindex Group's website.

E1–3

Actions and resources in relation to climate change policies

Lindex Group has developed and implemented key actions in both divisions focused on addressing climate-related risks and opportunities and supporting global efforts in mitigating and adapting to climate change. The actions aim to decarbonise the Group's operations and value chain across Scopes 1, 2 and 3. These actions include measures focused on transitioning to fossil-free and renewable energy sources, enhancing energy efficiency, reducing emissions from transportation, and making shifts in fibre sourcing and supply chain processes. The Lindex division's actions are part of its transition plan. The plan and the expected GHG emission reductions are disclosed in subchapter *E1–1 Transition plan for climate change mitigation*. The Stockmann division's actions are ongoing and follow the division's strategic sustainability priorities for the period 2022–2025.

Actions for Lindex division:

- Scope 1 & 2 – company operations:**
 The Lindex division sources renewable energy with guarantees of origin for all electricity across its stores, offices and warehouses. Transitioning to LED lighting in the stores worldwide (store areas) was finalised during 2024. The Lindex division continued this work in 2025 by focusing on the stores' storage areas. The work will continue in 2026. As a result, electricity consumption in own facilities decreased by 3% in 2025 compared to 2024, and by 19% compared to 2022.
- Scope 3 – transportation:**
 The Lindex division continued to reduce emissions from transportation by transitioning from air to sea shipments. In 2025, air shipments decreased by half: from 0.6% of total order quantity to 0.3%. The division also continued its work to replace road transport fuels with renewable sources. It did this by moving over to renewable fuels for Skaraslätten and by working with PostNord and Schenker, which are transitioning towards renewable fuels.
- Scope 3 – fibres:**
 The Lindex division made significant progress in transitioning to recycled fibres, especially related to cotton and polyamide. In 2025, the division met its 2026 target with a total of 74% of products containing recycled fibres.
- Scope 3 – suppliers:**
 The Lindex division's Tier 1 suppliers and vertical suppliers, which are responsible for 80% of the division's volumes, have shifted to renewable sources, covering 40% of total electricity use. However, most emissions reductions need to occur further down the

supply chain, in Tier 2 and 3, particularly in energy-intensive production and wet processing. While significant progress has been made in the uptake of renewable electricity, further efforts are needed to reduce reliance on fossil fuels. In 2025, the Lindex division continued collecting primary energy data from selected suppliers and is working on connecting the data with its business share. The results are expected to inform the emissions calculation in 2026.

Lindex division's progress

- Scope 1 & 2:** Since 2022, the Lindex division has reduced Scope 1 emissions by 38%, primarily through the adoption of electric and hybrid vehicles. In 2025, Scope 1 & 2 emissions increased 22% compared to 2022, mainly due to the increase in total amount of square metres across all its facilities. Going forward, the focus will be on renewable sources to cover heating. The Lindex division is currently mapping renewable heating sources and working with landlords to enable this transition.
- Scope 3:** In 2025, the emissions from the production of garments (Scope 3, cat 1) increased due to higher intake volumes and changes in the assortment mix. Going forward, the Lindex division will carefully balance its strategic growth plan with a clear focus on optimising the value of each product. To minimise overproduction, the company will focus on delivering the right product, in the right place, and in the right quantity. Dependency on resources and collaboration:
 - Scope 3 – Transportation:** Ongoing dialogues with business partners are key to understanding the transition to renewable fuels and the associated costs.

- Scope 3 – Fibres: Collaboration with industry partners is critical for scaling up recycled and regenerative raw materials.
- Scope 3 – Suppliers: The Lindex division is actively supporting its commercial goods suppliers in their energy transition through knowledge sharing, education and policy dialogues to increase access to renewable energy.

Actions for Stockmann division

Scopes 1 & 2

- In 2025, the Stockmann division further developed the emission calculations to improve accuracy and comprehensiveness in tracking emissions for Scopes 1–3. Improving accuracy will enable the division to set emission reduction targets and draft a transition plan in line with the Group’s SBT targets.
- The Stockmann division aims to improve the energy efficiency of its properties by optimising building automation, monitoring consumption, responding to consumption deviations, conducting energy audits, and increasing the use of LED technology in renovation projects.
- In 2025, the Stockmann division was able to reduce its heating and electricity consumption and source a larger share of its electricity and heating from certified renewable energy sources. In 2025, the division’s electricity and heating in Finland was 76% renewable (60% in 2024), with largest renewable energy share increases in self-purchased electricity and heating in Finland.

- The department stores of the Stockmann division in Finland have operated under the ISO 14001 certified environmental management system since 2003 and the division’s department stores in Estonia and Latvia have also adopted the operating methods and guidelines of the management system.

Scope 3

- The largest share of the Stockmann division’s GHG emissions results from purchased goods and services (Scope 3.1). In 2025, the division has reduced the related emissions by changes in product categories and a decrease in service procurement. In addition, efforts have been made to reduce emissions, including by increasing the share of recycled materials used in products.
- The Stockmann division monitors the emissions of its logistics partners and aims to reduce the emissions. Emissions from transportation increased by 7% between 2024 and 2025.

Stockmann division’s progress

- **Scope 1 & 2:** Since 2022, the Stockmann division has reduced its combined Scope 1 & 2 emissions by 18% primarily through reducing electricity consumption and increasing the share of renewable electricity, heating and cooling (Scope 2). In 2025, the emissions continued to decrease.
- **Scope 3:** The largest reductions in scope 3 have been achieved in the purchased goods and services category with a reduction of 7% compared to 2024 and 26% compared to 2022. The decrease is mainly driven

by a decrease in the reported weight of the purchased goods categories “Electricity-using appliances” and “Furniture” for activity based part and reduction in overall costs in non-production related procurement.

The Stockmann division’s actions are ongoing and derived from the ISO 14001 management system’s action plan related to climate change mitigation. The plan is reviewed annually. In 2026, the Stockmann division will start developing a transition plan. The division will further align its actions with the Group’s reduction targets and specify the expected GHG emissions reductions.

The division’s ability to implement these actions depends on the availability and allocation of resources. To support this, the division has invested key resources, including human capital, to ensure successful execution.

While operational (OpEx) and capital expenditures (CapEx) are associated with implementing the Group’s actions, the financial data is organised by business functions rather than sustainability criteria, and no monetary amounts will be disclosed.

E1-4

Targets related to climate change mitigation and adaptation

Lindex Group has set climate-related targets in line with its policies on climate change mitigation and adaptation.

Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target baseline year	Target baseline value	Results 2024	Results 2025	Additional information
Lindex Group	Environmental policy: The climate-related target is directly linked to Lindex Group's environmental policy on climate change mitigation and adaptation.	By 2030, the Group will have reduced absolute CO ₂ e market-based emissions from energy and industrial sources by 42% across scope 1 and 2 and 42% across scope 3 against 2022 baseline.	The target is science-based, aligned to limit global warming to 1.5°C and validated by the Science Based Targets initiative (SBTi) in 2024.	Target includes the entire value chain (upstream, own operations and downstream). Scope 3 includes all categories. Only outbound logistics and storage not owned or paid by Lindex Group are included in 3.9, and only energy used in the life cycle of household appliances are included in 3.11.	2022	12,429 tCO ₂ eq for Scope 1 and 2 and 193,437 tCO ₂ eq for Scope 3	13,879 tCO ₂ eq for Scope 1 and 2 (+12%) and 150,756 tCO ₂ eq for Scope 3 (-22%)	12,505 tCO ₂ eq for Scope 1 and 2 (+1%) and 146,037 tCO ₂ eq for Scope 3 (-25%)	Internal stakeholders from both divisions participated in the working group, while external stakeholders, including consultants, were involved in setting the target. Science Based Targets Initiative validated and approved the target during 2024. A scope 3 assessment process were conducted to ensure coverage of relevant emissions sources in the baseline, with detailed inventories completed for most categories. The baseline year was determined after reviewing two consecutive years of data to minimize anomalies and improve representativeness. Currently, the baseline year accurately reflects the scope of activities and external influences; while it may be adjusted if calculation methodologies change, it is not revised based on the activities or external factors.
Lindex Group	Environmental policy: The climate-related target is directly linked to Lindex Group's environmental policy on climate change mitigation and adaptation.	By 2030 the Group has reduced land related FLAG (Forest, Land and Agriculture) emissions by 30.3%.	The target is the science-based, aligned to limit global warming to 1.5°C and validated by the Science Based Targets initiative (SBTi) in 2024.	Target includes upstream emissions in supplychain tier 4.	2022	53,802 tCO ₂ eq	42,272 tCO ₂ eq (-21%)	43,293 tCO ₂ eq (-20%)	Internal stakeholders from both divisions participated in the working group for setting the target, while external stakeholders, including consultants, were involved in setting the target. The Science Based Targets initiative validated and approved the target during 2024. This target is absolute and includes practices that preserve biodiversity, minimise land degradation, and promote regenerative practices.

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Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target baseline year	Target baseline value	Results 2024	Results 2025	Additional information
Lindex division	Environmental policy: The climate-related target is directly linked to Lindex Group's environmental policy on climate change mitigation and adaptation.	By 2030, the Lindex division will have reduced absolute CO ₂ e market-based emissions from energy and industrial sources by 42% across scope 1 and 2 and 42% across scope 3 against 2022 baseline.	The target is science-based, aligned to limit global warming to 1.5°C and validated by the Science Based Targets initiative (SBTi) on Group level in 2024.	Target includes the entire value chain (upstream, own operations and downstream).	2022	5,920 tCO ₂ e for Scope 1 and 2 and 122,734 tCO ₂ e for Scope 3	7,770 tCO ₂ e for Scope 1 and 2 (+31%) and 104,428 tCO ₂ e for Scope 3 (-15%)	7,198 tCO ₂ e for Scope 1 and 2 (+22%) and 104,237 tCO ₂ e for Scope 3 (-15%)	The target-setting process was conducted on Group level, with each division responsible for achieving their respective share.
Lindex division	Environmental policy: The climate-related target is directly linked to Lindex Group's environmental policy on climate change mitigation and adaptation.	By 2030 the Lindex division has reduced land related FLAG (Forest, Land and Agriculture) emissions by 30.3%.	The target is science-based, aligned to limit global warming to 1.5°C and validated by the Science Based Targets initiative (SBTi) on Group level in 2024.	Target includes upstream emissions in supplychain tier 4.	2022	34,288 tCO ₂ e	18,034 tCO ₂ e (-47%)	19,067 tCO ₂ e (-44%)	The target-setting process was conducted on Group level, with each division responsible for achieving their respective share.
Stockmann division	Environmental policy: The climate-related target is directly linked to Lindex Group's environmental policy on climate change mitigation and adaptation.	By 2030, the Stockmann division will have reduced absolute CO ₂ e market-based emissions from energy and industrial sources by 42% across scope 1 and 2 and 42% across scope 3 against 2022 baseline.	The target is science-based, aligned to limit global warming to 1.5°C and validated by the Science Based Targets initiative (SBTi) on Group level in 2024.	Target includes the entire value chain (upstream, own operations and downstream).	2022	6,509 tCO ₂ e for Scope 1 and 2 and 70,702 tCO ₂ e for Scope 3	6,109 tCO ₂ e for Scope 1 and 2 (-6%) and 46,328 tCO ₂ e for Scope 3 (-34%)	5,308 tCO ₂ e for Scope 1 and 2 (-18%) and 41,801 tCO ₂ e for Scope 3 (-41%)	The target-setting process was conducted on Group level, with each division responsible for achieving their respective share.

E1-5 Energy consumption and mix

Fuel consumption from	2024	2025
Coal and coal products (MWh)	0	0
Crude oil and petroleum products (MWh)	318*	282
Natural gas (MWh)	1,934	1,975
Other fossil sources (MWh)	0	0
Purchased or acquired electricity, heat, steam and cooling from fossil sources (MWh)	43,984	38,324
Total fossil energy consumption (MWh)	46,236*	40,581
<i>Share of fossil sources in total (%)</i>	<i>47.6%*</i>	<i>43.9%</i>
Total nuclear sources energy consumption (MWh)	2,439	1,877
<i>Share of nuclear sources in total (%)</i>	<i>2.5%</i>	<i>2.0%</i>
Renewable sources, including biomass (MWh)	0	0
Renewable purchased or acquired electricity, heat, steam and cooling (MWh)	48,428	48,258
Self-generated non-fuel renewable energy (MWh)	0	1,730
Total renewable energy consumption (MWh)	48,428	49,988
<i>Share of renewable sources in total (%)</i>	<i>49.9%*</i>	<i>54.1%</i>

	2024	2025
Total energy consumption (MWh)	97,103*	92,446
Total energy consumption from activities in high climate impact sectors per net revenue (MWh/EUR)	0.000103	0.000097
Net revenue from activities in high climate impact sectors used to calculate energy intensity rate (MEUR)	940.1	952.3
Total net revenue (Financial statement) (MEUR)	940.1	952.3

* Energy consumption from company cars has been added, which affected crude oil and petroleum products. 18 MWh was reported 2024, which gave a total fossil energy consumption of 45,936 MWh and a total energy consumption of 96,803 MWh. Share of fossil sources was then 47.5% and 50.0% was of renewable sources.

Energy consumption data is derived from a mix of primary data and estimates, covering both consumption and energy sources. To ensure a conservative approach, fossil sources are assumed when the source is not clearly defined. The 2024 figures have been updated to also include energy consumption from company vehicles.

Most of the Group's energy consumption is purchased. Guarantees of origin of renewable sources cover all of the Lindex division's and part of the Stockmann division's electricity consumption. The Lindex division produces renewable solar energy at its omnichannel warehouse, generating 2,606 MWh in 2025.

Lindex Group operates in high climate impact sectors as both divisions' main business operations are within section G, Wholesale and Retail Trade, of the statistical classification of economic activities in the European Community, abbreviated as NACE. The Stockmann division also subleases its premises to tenants and receives sublease and concession revenues which corresponds to section L, Real estate activities. Since both sectors fall under the definition of high impact climate sectors, total net revenue and revenue from activities in high climate impact sectors coincide. See Notes 2.2.1.1 and 2.2.1.2 in the Lindex Group's consolidated financial statements 2025.

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E1-6

Gross Scopes 1,2,3 and Total Greenhouse Gas emissions

	Retrospective				Target years	
	Base year (2022)	2024	2025	Change (2024–2025) %	2030	Annual % target/ base year
SCOPE 1 GHG EMISSIONS						
Gross Scope 1 GHG emissions (tCO ₂ eq)	223	542 ⁷	522	-4%	129	5.25%
% of Scope 1 GHG emissions from regulated emission trading schemes	0%	0%	0%	-	-	-
SCOPE 2 GHG EMISSIONS						
Location-based (tCO ₂ eq)	10,234	7,488 ⁸	7,495	0%	-	-
Market-based (tCO ₂ eq)	12,206	13,338 ⁹	11,984	-10%	7,079	5.25%
SCOPE 3 GHG EMISSIONS						
Total gross Scope 3 GHG emissions (tCO ₂ eq)	270,837 ¹	211,925 ¹⁰	208,909	-1%	149,693* ²²	4.74% ²⁴
1 Purchased goods and services	223,027 ²	173,317 ¹¹	171,648	-1%	-	-
2 Capital goods	7,179	6,775 ¹²	6,221	-8%	-	-
3 Fuel and energy-related activities (not included in Scope 1 or 2)	5,594	3,119 ¹³	2,999	-4%	-	-
4 Upstream transportation and distribution	4,098 ³	2,987	2,157	-28%	-	-
5 Waste generated in operations	177	91 ¹⁴	98	8%	-	-
6 Business travel	661	503 ¹⁵	370	-26%	-	-
7 Employee commuting	3,752	3,107 ¹⁶	3,021	-3%	-	-
9 Downstream transportation	77 ⁴	50 ¹⁷	53	6%	-	-
11 Use of sold products	24,438	19,688 ¹⁸	20,368	3%	-	-
12 End-of-life treatment of sold products	128	349 ¹⁹	370	6%	-	-
14 Franchises	1,705	1,940	1,605	-17%	-	-
TOTAL GHG EMISSIONS						
Total GHG emissions (location-based) (tCO ₂ eq)	281,294 ⁵	219,955 ²⁰	216,926	-1%	-	-
Total GHG emissions (market-based) (tCO ₂ eq)	283,265 ⁶	225,805 ²¹	221,414	-2%	156,902* ²³	4.71% ²⁵

* Only energy used in the life cycle of household appliances are included from 3.11.

¹⁾ 300,593; ²⁾ 219,132; ³⁾ 4,175; ⁴⁾ 33,652; ⁵⁾ 311,050; ⁶⁾ 313,022; ⁷⁾ 533; ⁸⁾ 9,080; ⁹⁾ 13,220; ¹⁰⁾ 258,080; ¹¹⁾ 179,221; ¹²⁾ 6,682; ¹³⁾ 2,473; ¹⁴⁾ 153; ¹⁵⁾ 852; ¹⁶⁾ 3,558; ¹⁷⁾ 33,513; ¹⁸⁾ 26,436; ¹⁹⁾ 265; ²⁰⁾ 267,693; ²¹⁾ 271,833; ²²⁾ 145,265; ²³⁾ 152,473; ²⁴⁾ 4.97%; ²⁵⁾ 4.99% (Figures reported in 2024)

GHG intensity based on net revenue	2024	2025	Change (2024–2025) %
Total GHG emissions (location-based) per net revenue (tCO ₂ eq/Monetary unit)	0.000234*	0.000228	-2.6%
Total GHG emissions (market-based) per net revenue (tCO ₂ eq/Monetary unit)	0.000240**	0.000233	-3.2%
Net revenue used to calculate GHG intensity (MEUR)	940.1	952.3	1.3%

*) 0.000285 **) 0.000289 (Figures reported in 2024)

See notes 2.2.1.1 and 2.2.1.2 in the Lindex Group's consolidated financial statements 2025 of the net revenue amounts.

Biogenic CO ₂ emissions	2024	2025
Scope 1 (direct emissions)	3	3
Scope 2 (indirect emissions, market-based)	27	27
Scope 3 (indirect emissions)	11,883	12,758
Total	11,913	12,788

In 2025, the Group expanded the use of its sustainability software, enabling a larger share of the emission calculations to be performed within the system. Biogenic emissions from scope 1, provided by the sustainability software, has therefore been added for 2024. Suppliers such as logistic partners, do not currently report biogenic emissions information. Additionally, biogenic emissions information for heating (Scope 2) is not available. Biogenic CO₂ emissions from the combustion or biodegradation of biomass are excluded from all reported Scope 1, Scope 2, and Scope 3 GHG figures. Categories 8 (Upstream leased assets), 10 (Processing of sold products), 13 (Downstream leased assets), and 15 (Investments) have been excluded from the Scope 3 reporting as they are not applicable to the Lindex Group's operations. The Group does not lease assets upstream or downstream, nor does it hold

investments that would generate relevant emissions under these categories. In the 2025 report, customer commuting under category 9 has been excluded as it is not required by the GHG Protocol.

Methodology for GHG emission calculations

Emission factors used are sourced from the sustainability reporting software Position Green (<https://www.positiongreen.com/>) or provided by experienced third-party sustainability consultants. Within Scope 3, 0.4% of emissions are based on primary data. To maintain a conservative approach to data quality, estimates based on both primary and secondary data have been classified as secondary. Calculations of emissions from the production of goods for sale have been validated by the third-party sustainability consultants. Other measurements have not undergone external validation beyond the assurance process.

Scope 1

Own heat production is based on real data on gas and light fuel oil consumption. Both emission factors used come from 'Överenskommelse i värmemarknadskommittén 2021', which

is published by Energiföretagen. Emissions from company cars are also based on actual fuel consumption data, and emission factors used are from the Department for Environment, Food and Rural Affairs (DEFRA). Refrigerant leakage is partially based on real data, while for premises without the ability to report refrigerant leakages, estimates are based on square metres. DEFRA and The Swedish Environmental Protection Agency (Naturvårdsverket) are the sources of emission factors on refrigerant leakages.

Scope 2

Actual electricity consumption data has been collected for premises where available. For locations without real data, consumption has been estimated based on the average from available data, using the residual mix as the source. In the Lindex division, guarantees of origin are purchased to cover all electricity consumption across all facilities. In the Stockmann division, guarantees of origin were purchased and certificates from suppliers are obtained for renewable energy for some of the facilities in Finland.

For the Lindex division, heating is estimated based on square metres. District heating is assumed as the primary source in the Nordics, while an average energy mix is assumed for all other countries. A small portion of the premises do not use heating. The Stockmann division collects actual heating consumption data for some of its facilities and estimates the rest. For most properties, purchased energy consumption was estimated based on square metres to obtain Stockmann's share of the total property energy consumption.

For the Stockmann division, primary data for cooling is collected. Where real data is not available, it is estimated based on square metres. For the Lindex division, cooling is estimated to be powered by electrical energy and is therefore considered in the electricity consumption in Scope 2.

Of the 88,490 (2024: 94,907) MWh energy purchased by the Group, 43% (2024: 50%) comes from guarantees of origin or certificates of renewable energy, of which 26% is bundled and 74% is unbundled.

The emission factors used have been sourced from Vattenfall, Swedenergy, Finnish Energy and the Association of Issuing Bodies (AIB) or supplier specific emission factors were used. Residual mix electricity factors have been used for district heating.

Scope 3

Cat. 1 Purchased goods and services: Non-production related procurement (OpEx) has mainly been calculated based on cost-based financial data. Emission factors are derived from Exiobase 3.9, provided by the European Environment Agency.

In the Lindex division, emissions from the production of commercial goods were calculated using fabric weight and composition, along with primary supplier data on energy and water consumption, from the vast majority of Tier 1 suppliers. Data on packaging materials was collected through the ERP.

The Stockmann division used the number of units purchased by product type, with estimated weight and material composition. Packaging materials were calculated with a combination of invoice data and estimation. Purchases between the Lindex and Stockmann divisions were excluded to avoid double counting. A number of sources of emission factors has been used to calculate the emissions from commercial goods; Food and Agriculture Organization Statistics (FAOSTAT), DEFRA, Moberg et al and SBTi FLAG Tool.

Cat. 2 Capital goods: Emissions from CapEx are calculated using a spend-based methodology, relying on financial data. Emission factors are derived from Exiobase 3.9, provided by the European Environment Agency. No primary data has been used.

Cat. 3 Fuel and energy related activities: Emission figures are automatically calculated in the carbon accounting tool based on Scope 1 and Scope 2 data. IEA, AIB and DEFRA are the sources for emission factors.

Cat. 4 Upstream transportation and distribution: Transportation emissions data was received directly from logistics partners in tCO₂eq. For partners where data was only available for part of the year, figures were recalculated to represent a full year.

Cat. 5 Waste: Primary data was used where available and missing waste amounts were estimated using square metres or the number of employees, combined with estimations based on actual data or purchased volumes. The level of recycling was, in some cases, estimated based on the available recycling options in stores. The emission factors used are sourced from DEFRA.

Cat. 6 Business travel: Emissions were calculated using primary data collected from travel agencies, other passenger transport companies, and kilometre allowances. Hotel stays were measured in nights. DEFRA and Network for Transport Measures (NTM) are the sources of emission factors used.

Cat. 7 Employee commuting: Employee commuting emissions were calculated based on the number of employees, HR assessments, and assumptions about employees' modes of transport and average commuting

distance in each country. Part of the Lindex division's figures is based on insights from a survey sent out to all employees. The emission factors used are sourced from NTM.

Cat. 9 Downstream transportation and distribution: This category includes outbound warehousing not paid for by the company. Emissions were estimated based on third-party sales quantity, recalculated to cubic metres. The emission factors used are sourced from SMED & IVL Report C 619 and AIB.

Cat. 11 Use of sold products: Emissions from the use of sold products were estimated based on the number of appliances and textile pieces sold, and their estimated weight. Energy consumption for appliances and for washing and drying textiles was also estimated. Purchases between the Lindex and Stockmann divisions were excluded to avoid double counting. Emission factors used to calculate emissions were sourced from SMED & IVL Report C 619 and AIB.

Cat. 12 End-of-life treatment of sold products: Emission calculations were based on the number of sold products, recalculated to estimated weight, and packaging materials. Emission factors were sourced from AIB and DEFRA. Purchases between the Lindex and Stockmann divisions were excluded to avoid double counting.

Cat. 14 Franchise: Only the Lindex division has franchises. Emissions were calculated based mainly on primary data collected from franchises' Scope 1 and Scope 2 emissions. When data was unavailable, estimates were based on figures from the previous year or this year's purchased goods data. The emission factors used are derived from the International Energy Agency (IEA) and AIB.

E1-7 —

GHG removals and GHG mitigation projects financed through carbon credits

The Group does not report its GHG removals and mitigation projects financed through carbon credits, as no such projects are currently in place. While the Group does not currently engage in these initiatives, the potential for incorporating them into the Group's sustainability efforts will be evaluated in the future.

E1-8 —

Internal carbon pricing

Currently, the Group does not apply internal carbon pricing schemes.

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E2 Pollution

E2-1 — Policies related to pollution

Lindex Group has implemented an Environmental Policy that addresses the management of material pollution-related impacts. The policy and further details are presented in chapter *MDR-P Policies adopted to manage material sustainability matters*.

The general pollution-related objectives of the policy are to reduce pollution, eliminate hazardous substances, ensure supply chain transparency, and prevent the release of microplastics. The policy covers pollution of water and soil arising from textile manufacturing processes and agricultural practices.

The policy addresses the prevention, control and mitigation of pollution by focusing on the elimination of toxic substances throughout the value chain. It does this also by focusing on sourcing raw materials from certified sustainably managed sources, and requiring effective waste and wastewater management practices from all supply chain actors. Within Lindex Group's own brands, compliance with a Restricted Substances List (RSL) for finished products and a Manufacturing Restricted Substances List (MRSL) during production ensures that hazardous chemicals are minimised or eliminated. This protects the water and soil. The restricted chemicals included in the lists are harmful to the environment. They are also allergenic, endocrine disruptors or pose a significant health risk to workers and consumers. Specifically, substances that meet the criteria for classification as carcinogenic, mutagenic or toxic to

reproduction (CMRs) are banned for use. Substances meeting the criteria for classification as persistent, bioaccumulative and toxic or very persistent and very bioaccumulative (PBTs/vPvBs) are also banned for use. Chemicals that pose an equivalent level of concern, such as endocrine disruptors (EDs) and sensitisers according to REACH Annex XIII, are likewise banned for use. The Group seeks to mitigate the risk of the presence of hazardous substances through written agreements with suppliers, the implementation of a digital chemical management tool to track and substitute unwanted chemicals, and regular testing of materials and products.

The policy also includes efforts to address microplastic pollution, prioritising the reduction of fibre fragmentation and collaboration with industry partners on innovative solutions. The policy includes measures to secure access to safe water and sanitation in connected communities, with special attention to vulnerable groups. By reducing pollution throughout the value chain, particularly in textile manufacturing and agricultural practices, the Group aims to protect the health and environment of local communities. The Environmental Policy does not currently address the prevention of incidents and emergency situations directly related to pollution. However, an emergency response strategy is in place which, in the event of an accident, provides measures to limit impacts on people and the environment. Such measures include collaboration with third parties on remediation efforts and prioritisation of sustainable water and pollution management practices. Support for communities, particularly vulnerable groups, is a key element of the emergency response strategy. In addition, the Lindex division has a process in place that includes systematic impact assessments and supplier engagement to identify and address potential risks, as well as regular reviews of the Environmental Policy.

E2-2 — Actions and resources related to pollution

Lindex Group has taken actions to manage pollution, focusing on chemical pollution throughout its value chain.

Actions for Lindex division

- Banning harmful substances through agreements with suppliers.
- Conducting regular audits and environmental assessments.
- Integrating chemical and wastewater management requirements into suppliers' environmental management systems.
- Fostering collaborative relationships with suppliers by providing training, workshops, and seminars on best practices for chemical and wastewater management
- Incentivising suppliers who excel in chemical management and phasing out non-compliant suppliers, guided by the Supplier Code of Conduct, sustainability commitments and supplier environmental scorecard.
- Collaborating with industry organisations and NGOs to advance sustainable chemical practices in addressing microplastics. As a committed member of the Microfibre Consortium, it actively engages in fibre fragmentation testing. These initiatives are designed to mitigate the environmental impact of fibre fragmentation, with the ultimate goal of achieving zero impact from these pollutants.

Expected outcomes of Lindex division's actions

- A significant reduction in harmful chemical releases.
- Improved chemical and wastewater management throughout the supply chain.
- Increased compliance with environmental standards.

The actions are ongoing and accountability is enforced by requiring commercial goods suppliers to adhere to the Manufacturing Restricted Substances List (MRSL) and maintain the Chemical Inventory List (CIL) to identify and substitute non-compliant substances. If suppliers fail to meet these requirements or if excessive levels of restricted substances are found, they must take immediate corrective actions, such as adjusting chemical inputs or modifying processes to achieve compliance. Additionally, enhanced transparency and accountability are further ensured through regular reporting, audits, on-site inspections, finished product testing, and feedback mechanisms. The use of a digital chemical management tool has been expanded, allowing more factories to upload their chemical inventories. By engaging in research and development, the Lindex division aims to advance innovative solutions for reducing fibre fragmentation.

The scope of these actions spans the entire value chain, including Tier 1 suppliers (direct), Tier 2 (sub-suppliers),

and Tier 4 (raw material sources). The actions apply in all markets where the division operates, covering key markets such as Bangladesh, China, India, Pakistan, and Turkey. The focus extends to sourcing certified sustainable materials, such as those under the Organic Content Standard (OCS), Global Organic Textile Standard (GOTS), and Global Recycled Standard (GRS), while encouraging next-generation practices like regenerative agriculture. Commercial goods suppliers are the primary affected stakeholders, with internal stakeholders, customers, regulatory bodies, and NGOs also playing roles in ensuring compliance and reducing environmental impact. Progress on the actions is tracked through the targets presented in chapter *E2–3 Targets related to Pollution*.

Continuous training and assessments will take place annually, with fibre fragmentation testing goals set for 2026. Concrete pollution-related targets for 2026–2030 will be established during 2026.

Actions for Stockmann division

- The Stockmann division has incorporated compliance with EU and Finnish chemical regulations in the supplier contracts.
- The Stockmann division started implementing regular chemical testing for its own-brand products.
- In 2025, the Stockmann division started preparing the expansion of the regular chemical testing process across its supply chain. The Stockmann division renewed its instructions for suppliers, aligning the requirements for the suppliers with those set by the Lindex division. The new supplier requirements were delivered to the suppliers in 2025, and the testing process will start in 2026. A considerable share of the Stockmann division's own-brand products is sourced through the Lindex division's supplier base, ensuring adherence to many of the same production standards.

The implementation of Lindex Group's action plans does not require significant operational or capital expenditures (OpEx or CapEx).

E2-3

Targets related to pollution

Lindex Group has set general targets related to pollution of water and soil, but specific, measurable, and time-bound targets for 2026–2030 will be established during 2026 for the Lindex division.

Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target baseline year	Target baseline value	Results 2024	Results 2025	Additional information
Lindex division	Environmental policy: The target is directly linked to the policy objective to actively work towards better land use management by using raw materials from certified sustainably managed sources with a responsible approach to chemical use and pollution prevention.	By 2025, the commercial goods suppliers to eliminate the use of hazardous chemicals contributing to water and soil pollution, achieving a score of four in the Environmental Assessment tool. Looking towards 2030, Lindex's division's long-term goal is for suppliers to lead the way in responsible chemical management, setting industry standards through innovative, science-based practices. The division's focus is on minimizing environmental impact through smarter formulations, reducing toxicity, and improving process efficiency throughout the textile value chain.	The current targets related to chemical management for Lindex division are voluntary and fully aligned with EU regulations, including REACH/ECHA (Registration, Evaluation, Authorisation, and Restriction of Chemicals/European Chemicals Agency) standards as well as the Group's environmental policy. The targets are based on conclusive scientific evidence since REACH/ECHA, AFIRM (Apparel and Footwear International RSL Management), ZDHC (Zero Discharge of Hazardous Chemicals), and ASTM (American Society for Testing and Materials) are grounded on scientifically proven data.	Target includes upstream supply chain tier 1–2.	2019	2019, the focus was to map chemicals First measured value was 79% in 2022	79%	95%	The short term goal means that Lindex division's commercial goods suppliers with chemical intense operations have implemented a strong environmental management system, including chemical management, with at least 80% of their chemicals compliant with Lindex division's MRSL (Manufacturing Restricted substances list), with a detailed, verifiable plan to reach 100% compliance. The assessment scale is from one to five, with a score of one indicating significant shortcomings in chemical management, and a score of five indicating industry leadership in chemical management, with innovative practices that extend beyond the factory. A score of four indicates that suppliers have a robust chemical management system in place to systematically evaluate all chemical hazards and risks before purchasing. The target is relative. The key stakeholders were engaged in setting the targets, as the division consulted textile experts, NGOs, other fashion brands, and several of the leading suppliers, such as MAS Group.
Lindex division	Environmental policy: The target is directly linked to the policy objective to actively work towards better land use management by using raw materials from certified sustainably managed sources with a responsible approach to chemical use and pollution prevention.	By 2026, 100% of Lindex's materials are recycled and/or sustainably sourced (through recognized certification schemes)		Target includes upstream supply chain tier 4.	2018	0%	88%	91%	The key stakeholders were engaged in setting the targets, as the division consulted textile experts, NGOs and Textile Exchange. The target is relative and voluntary.

To track the effectiveness of its pollution-related policies, the Lindex division regularly evaluates commercial goods suppliers through audits, such as Environmental Impact Assessments, scoring them on sustainability and business performance. The tool evaluates suppliers on a scale from one to five, with one being the lowest and five being the highest score. A digital chemical management tool supports continuous monitoring and reporting, allowing the Lindex division to track suppliers' progress. Additionally, regular product testing ensures compliance with pollution control standards and helps reduce environmental risks.

The Stockmann division does not yet systematically audit the suppliers on environmental performance. The division aims to deepen the understanding on pollution-related impacts and to set targets informed by these findings. When targets are further defined, relevant stakeholders will be engaged in the process.

E2-4 Metrics related to pollution

Lindex Group's significant environmental impacts from pollution primarily originate from its value chain rather than its own operations. As a result, the Group does not disclose the pollutants that it emits directly through its own operations or the microplastics it generates or uses.

E3 Water

E3-1 Policies related to water

Lindex Group's Environmental Policy addresses the material impacts, risks and opportunities related to water. The policy and further details are presented in chapter *MDR-P Policies adopted to manage material sustainability matters*.

The policy's primary objective is to ensure that Lindex Group's own operations, value chain and other partners adhere to its environmental standards, including water resource management. The policy addresses promoting and adopting recycled, regenerative, and organic practices to minimise water consumption in collaboration with partners, as well as ensuring sustainable water management practices and safe and affordable water sanitation in the value chain. The policy also addresses the risks related to water pollution, including the release of hazardous chemicals and waste, and sets forth actions for reducing the company's impact on both water bodies and surrounding ecosystems. Fibre fragmentation, which is a key concern regarding the pollution of water bodies, is also covered by setting goals to minimise microplastic pollution and collaborating with industry partners to develop innovative solutions.

The policy acknowledges the importance of reducing water consumption in areas of high water-stress and applies to operations located in water-scarce areas. It also extends to business partners and suppliers, who are required to follow the same principles. The policy considers various stakeholders, including local communities near production sites, who may benefit from improved water management

practices, as well as employees and suppliers who are responsible for implementing these initiatives.

E3-2 Actions and resources related to water

Lindex Group continued implementing actions to manage water consumption and pollution during the reporting year, especially in areas at high water risk. These high-risk areas include Bangladesh, India, Pakistan and Vietnam.

Actions for Lindex division

- Conducting environmental assessments of Tier 1 and Tier 2 suppliers improving water use, re-use, and efficiency and audits of suppliers, setting criteria for water and wastewater management, and providing training on best practices.
- Supporting suppliers with technical assistance, workshops, and incentives to reduce water use, improve wastewater treatment, and adopt sustainable practices.
- Participating in a multi-stakeholder programme in Bangladesh to promote cleaner production, and scaled water- and chemical-efficient manufacturing processes with global suppliers.

Expected outcomes of Lindex division's actions

- Enhanced water quality and reduced reliance on primary water sources in key production regions.

The scope of the actions covers upstream suppliers, with a focus on those in areas of high water-stress. To address impacts, suppliers have reduced harmful chemicals and improved water efficiency, ensuring compliance with local discharge regulations. Regular wastewater testing, alongside ongoing training in advanced chemical technologies, supports continuous improvement.

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The Lindex division has implemented continuous monitoring, transparent reporting and feedback mechanisms to ensure progress. Over the next few years, the division will support pilot projects, phase out non-compliant suppliers, and expand its efforts to protect water resources while advancing sustainability goals across its supply chain. Progress on the actions is tracked through the targets presented in chapter *E3–3 Targets Related to Water*.

Actions for Stockmann division

In terms of own operations, the Stockmann division monitors water consumption in its department stores, restaurants, kitchens and sanitary facilities. Measures in place include tenant guidance on efficient water use, prompt repair of leaks, and the guidelines to replace older fixtures with more water-efficient alternatives during renovations.

However, the most significant water-related impacts, risks and opportunities are linked to value chain activities, particularly water use in raw material and product production, for which specific action plans have not yet been established. Developing such plans remains a priority for the coming years.

The implementation of the planned actions for both divisions does not require significant operational (OpEx) or capital expenditures (CapEx).

E3–3 Targets related to water

Lindex Group has set measurable, time-bound targets related to water management, with a particular focus on areas at water risk.

The Stockmann division continues to monitor water consumption in its department stores. However, targets related to material impacts and associated risks and opportunities, as well as processes to assess the effectiveness of related policies and actions, have not yet been established.

Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target base- line year	Target baseline value	Results 2024	Results 2025	Additional information
Lindex division	Environmental policy: The target is directly linked to the policy objective to reduce water usage across the value chain, with a particularly focus on water- intensive materials and production processes.	By 2025, 80% of commercial goods suppliers are expected to achieve optimal water efficiency, which includes reducing water intake, re-using and recycling water within processes, and treating wastewater to meet environmental standards before discharge.	Key EU directives considered include Directive 2018/851/EU (amending the Waste Framework Directive), Regulation 2019/1021/EU (POP Regulation), Directive 2008/98/EC (Waste Framework Directive), Directive 2010/75/EU (Industrial Emissions Directive - IED) and Directive 2000/60/ EC (Water Framework Directive). Additionally, international standards such as ZDHC (Zero Discharge of Hazardous Chemicals), HiGG FEM (Facility Environmental Module) and BSR (Business for Social Responsibility) Wastewater Discharge Standards were also incorporated into the development of the Environmental Assessment tool, used to evaluate. Not based on conclusive scientific evidence.	Target includes upstream supply chain tier 1 vertical suppliers.	2019	2019, the focus was to map the current situation First measured value was 79% in 2022	79%	95%	This short-term relative goal has a direct and immediate impact on the water use of factories. Lindex division tracks the effectiveness of these actions by using its Environmental Assessment tool, which evaluates suppliers with water intense operations on a scale of one to five, with one being the lowest and five being the highest score. A score of five means suppliers have action plans for 100% water efficiency and show significant progress, a score of three reflects compliance with national water regulations and some progress on water efficiency, and scores one and two highlight major water management issues. Lindex division aims to phase out those scoring below three. Progress is measured both quantitatively, through reductions in water use and increased recycling, and qualitatively, through third-party wastewater testing. The target has not been validated by an external party and the targets are voluntary. The Group collaborates with stakeholders, including NGOs in production countries, to identify and address specific water risks. Through these partnerships, they work to understand the challenges and set targeted goals based on the identified risks.
Lindex division	Environmental policy: The target is directly linked to the policy objective to reduce water usage across the value chain, with a particularly focus on water- intensive materials and production processes.	By 2030, 80% of commercial goods suppliers should have comprehensive water stewardship principles in place. This long-term goal includes ecosystem restoration and improved basin-level water management, benefiting both suppliers and local communities.	Key EU directives considered include Directive 2018/851/EU (amending the Waste Framework Directive), Regulation 2019/1021/ EU (POP Regulation), Directive 2008/98/EC (Waste Framework Directive), Directive 2010/75/EU (Industrial Emissions Directive - IED) and Directive 2000/60/EC (Water Framework Directive). Additionally, international standards such as ZDHC (Zero Discharge of Hazardous Chemicals), HiGG FEM (Facility Environmental Module) and BSR (Business for Social Responsibility) Wastewater Discharge Standards were also incorporated into the development of the tool. Not based on conclusive scientific evidence.	Target includes upstream supply chain tier 1 vertical suppliers.	2019	2019, the focus was to map the current situation First measured value was 79% in 2022	79%	95%	Suppliers achieving this, which represent score four or five with the Environmental Assessment tool, must demonstrate verified actions in reducing water use and recycling wastewater, adhering to both EU regulations and international standards as well as the Group's Environmental Policy. This long-term goal aims for a more significant, widespread impact on water quality and availability at regional and global levels. Lindex division tracks the effectiveness of these actions by using its Environmental Assessment tool, which evaluates suppliers with water intense operations on a scale of one to five, with one being the lowest and five being the highest score. A score of five means suppliers have action plans for 100% water efficiency and show significant progress, a score of three reflects compliance with national water regulations and some progress on water efficiency, and scores one and two highlight major water management issues. Progress is measured both quantitatively, through reductions in water use and increased recycling, and qualitatively, through third-party wastewater testing. The target has not been validated by an external party and the targets are voluntary. The Group collaborates with stakeholders, including NGOs in production countries, to identify and address specific water risks. Through these partnerships, they work to understand the challenges and set targeted goals based on the identified risks.

E3-4 Metrics and water consumption

Lindex Group's significant environmental impacts on water primarily originate from its value chain rather than its own operations. As a result, the Group does not disclose information on its water consumption performance in its own operations.

E4 Biodiversity and ecosystems

E4-1 Transition plan and consideration of biodiversity and ecosystems in strategy and business model

Lindex Group does not currently have a transition plan specifically for biodiversity and ecosystems. However, the Group intends to develop and adopt such a plan in the coming years, integrating biodiversity considerations more closely into its strategy and business model.

E4-2 Policies related to biodiversity and ecosystems

The Group's Environmental Policy addresses the material impacts and risks related to biodiversity and ecosystems. The policy and further details are presented in chapter *MDR-P Policies adopted to manage material sustainability matters*.

The policy includes a commitment to preventing and reducing the impact of the Group's value chain on biodiversity and natural ecosystems. It addresses factors contributing to biodiversity loss, such as land degradation, land use change, climate change and pollution.

To align with the global goals and targets for land and biodiversity, the Group's first focus is to reduce dependency on natural resources and land areas needed to produce the Group's products. In its own-brand products, this is achieved through increased use of recycled materials

as well as through the Group's circular approach to decouple growth from resource use. The Group commits to zero deforestation and other transformation of natural ecosystems and will increase the traceability of materials.

The Group's focus is to improve ecosystem integrity through better landuse management by using raw materials from sustainably managed sources that minimise impact and respect human rights. The policy also addresses the impact on communities through the Lindex division's commitment to regenerative farming, a holistic approach that manages both environmental and social outcomes on the farms with which Lindex Group collaborate directly.

Biodiversity is intricately linked to other environmental impacts such as water, pollution and climate. To further limit biodiversity loss, it is imperative to address all of these areas. These are described in *E1 Climate Change*, *E2 Pollution*, and *E3 Water*.

E4-3 Actions and resources related to biodiversity and ecosystems

Lindex Group has implemented actions to address its significant impacts, risks and opportunities related to biodiversity and ecosystems.

Actions for Lindex division

- Reducing dependencies on natural resources and land use: The Lindex division is reducing its environmental impact by optimising product volumes, transitioning to circular business models and increasing the use of recycled fibres. This aligns with the SBTN framework for minimising reliance on land and natural resources.

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For more details, see the comprehensive strategy in section *E5 Resource use and circular economy*. In 2025, the Lindex division increased the uptake of recycled fibres to 73%, from 58% in 2024, based on weight.

- **Strengthening ecosystem integrity through improved land use management:** The Lindex division is to source all materials from renewable or recycled sources by 2026, guided by standards such as those of the Textile Exchange that ensure responsible practices. Additionally, Lindex is enhancing traceability by forming direct partnerships with cotton farmers and recycled fibre producers, ensuring accountability from fibre production to finished garments.

In 2025, Lindex increased the total share of fibres from renewable or recycled sources to 91% (2024: 88%). To further increase traceability and transparency, the Lindex division invested in a traceability platform called Textile Genesis. First, the division will onboard all its cotton producers and continue with MMCF producers. The full onboarding of all materials is expected to be finalised by the end of 2027.

- **Landscape engagement and regenerative agriculture:** The Lindex division has begun sourcing cotton through direct partnerships with cotton farmers to support the transition to organic and regenerative agriculture, with the aim of enhancing soil health, capturing carbon and promoting biodiversity.

In 2025, the division increased its direct partnerships with cotton farmers, covering a total of 8% of all cotton.

- **Water resource management initiatives:** The Lindex division is reducing water use and maintaining water quality throughout its operations and supply chain. Further details on these initiatives are outlined in sections *E2 Pollution* and *E3 Water*.

Expected outcomes of Lindex division's actions:

- Reduced dependency on natural resources and land use.
- Strengthened ecosystem integrity.
- Constant improvement in soil health and regenerative farming practices.

Each action plan is aligned with specific targets and timelines, such as achieving 15% recycled fibre content in 70% of all products by 2026, ensuring that circular business models account for 5% of revenue by 2030, and transitioning to regenerative and recycled cotton by the same year.

Through a strong presence in production countries, the Lindex division collaborates directly with local suppliers on water management practices and partners with farm groups. Additional feedback is gathered through its partnership with Textile Exchange. This local engagement enables the Lindex division to integrate regional insights and nature-based solutions into its biodiversity initiatives, ensuring that practices are responsive to the specific needs of each area. This engagement will be further strengthened going forward.

The Lindex division does not currently use biodiversity offsets in its action plans, as it focuses on direct impact reduction and sustainable practices.

Actions for Stockmann division

- The Stockmann division is currently introducing products to the market that contain raw materials subject to the EU Regulation on deforestation-free products (EUDR). In order to align with the EUDR, the division has assessed its readiness to meet the forthcoming regulatory requirements. In 2025, the Stockmann division updated the implementation plan based on changes to the regulation and the division's product assortment.
- In 2025, the Stockmann division completed a biodiversity impact assessment on the company's own-brand clothing and accessories. The assessment focused on Tier 1 suppliers. In order to expand the assessment to material production, where the most significant impacts occur, the division aims to improve visibility and access to information throughout its supply chain. The division plans to set metrics regarding the identified material impacts during 2026.
- The Stockmann division is working to increase the proportion of recycled materials used in its collections. In 2025, the proportion was 3.39% (2024: 2.85%).

The implementation of the planned actions for both divisions does not require significant operational (OpEx) or capital expenditures (CapEx).

E4-4

Targets related to biodiversity and ecosystems

Lindex Group currently has measurable, outcome-oriented and time-bound targets related to biodiversity and ecosystems.

Index division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target baseline year	Target baseline value	Results 2024	Results 2025	Additional information
Lindex Group	Environmental policy: The target is directly linked to the policy objective to commit to zero deforestation or other transformation of natural ecosystems and secure traceability of all materials.	By 2030 we have reduced landrelated FLAG (Forest, Land and Agriculture) emissions by 30.3%. This target includes practices that preserve biodiversity, minimise land degradation and promote regenerative practices.	The target aligns with frameworks such as the Kunningham Montreal Global Biodiveristy framework (GBF) and the Science Based Targets for Nature (SBTN). Target relates to the following SBTN targets: • No conversion of natural ecosystems • Land footprint reduction • ARRRT Framework: Reduce, Restore	Target includes upstream emissions in supply-chain tier 4.	2022	53,802 tCO ₂ eq	42,272 tCO ₂ eq (-21%)	43,293 tCO ₂ eq (-20%)	The WWF biodiversity risk filter was used to identify high-impact areas, focusing on cotton and MMCF production as well as water use and quality. No ecological thresholds or biodiversity offsets were used in setting this absolute targets. Feedback on target setting and possible gaps were provided by WWF in Sustainable Fashion Academy's course "Kickstarting Biodiversity Program".
Lindex division	Environmental policy: The target is directly linked to the policy objective to commit to zero deforestation or other transformation of natural ecosystems and secure traceability of all materials.	By 2026, 100% of all cotton will be traceable through recognized certification schemes.	The target aligns with frameworks such as the Kunningham Montreal Global Biodiveristy framework (GBF) and the Science Based Targets for Nature (SBTN). Target relates to the following SBTN targets: • No conversion of natural ecosystems • Land footprint reduction • ARRRT Framework: Avoid, Reduce	Target includes upstream supplychain tier 4.	2023	87%	93%	93%	The WWF biodiversity risk filter was used to identify high-impact areas, focusing on cotton and MMCF production as well as water use and quality. No ecological thresholds or biodiversity offsets were used in setting this relative targets Feedback on target setting and possible gaps were provided by WWF in Sustainable Fashion Academy's course "Kickstarting Biodiversity Program".
Lindex division	Environmental policy: The target is directly linked to the policy objective to commit to zero deforestation or other transformation of natural ecosystems and secure traceability of all materials.	By 2026, 100% of all manmade cellulosic fibers will be traceable through recognized certification schemes.	The target aligns with frameworks such as the Kunningham Montreal Global Biodiveristy framework (GBF) and the Science Based Targets for Nature (SBTN). Target relates to the following SBTN targets: • Target: No conversion of natural ecosystems • Land footprint reduction • ARRRT Framework: Avoid, Reduce	Target includes upstream supply chain tier 4.	2023	97%	99%	97%	The WWF biodiversity risk filter was used to identify high-impact areas, focusing on cotton and MMCF production as well as water use and quality. No ecological thresholds or biodiversity offsets were used in setting this target. Target is relative. Feedback on target setting and possible gaps were provided by WWF in Sustainable Fashion Academy's course "Kickstarting Biodiversity Program".

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Lindex division	Environmental policy: The target is directly linked to the policy objective to reduce dependency on natural resources and land area needed to produce our items.	By 2026, 70% of all products include a minimum of 15% recycled content.	The target aligns with frameworks such as the Kunningham Montreal Global Biodiveristy framework (GBF) and the Science Based Targets for Nature (SBTN). Target relates to the following SBTN targets: • No conversion of natural ecosystems • Land footprint reduction • ARRRRT Framework: Avoid, Reduce	Target includes upstream supply chain tier 4.	2021	16%	59%	74%	The WWF biodiversity risk filter was used to identify high-impact areas, focusing on cotton and MMCF production as well as water use and quality. No ecological thresholds or biodiversity offsets were used in setting this target. Target is relative and the result represents a share of the number of pieces produced. Feedback on target setting and possible gaps were provided by WWF in Sustainable Fashion Acadamy's course "Kickstarting Biodiversity Program". The 2024 result has been revised due to an identified error.
Lindex division	Environmental policy: The target is directly linked to the policy objective to improve ecosystem integrity through better land use management by using raw materials from sustainably managed sources that minimize impact and respect human rights.	By 2026, 100% of Lindex's materials are recycled and/or sustainably sourced (through recognized certification schemes).	The target aligns with frameworks such as the Kunningham Montreal Global Biodiveristy framework (GBF) and the Science Based Targets for Nature (SBTN). Target relates to the following SBTN targets: • No conversion of natural ecosystems: • Land footprint reduction • ARRRRT Framework: Avoid, Reduce	Target includes upstream supply chain tier 4.	2018	0%	88%	91%	The WWF biodiversity risk filter was used to identify high-impact areas, focusing on cotton and MMCF production as well as water use and quality. No ecological thresholds or biodiversity offsets were used in setting this targets. Target is relative. Feedback on target setting and possible gaps were provided by WWF in Sustainable Fashion Acadamy's course "Kickstarting Biodiversity Program".
Lindex division	Environmental policy: The target is directly linked to the policy objectives to secure constant improvement and best practice, and actively engage in landscape improvements and next generation practices such as regenerative agriculture.	By 2030, 100% of Lindex virgin cotton will come from farmers with whom we are collaborating directly in order to secure the transition to organic and regenerative agriculture.	The target aligns with frameworks such as the Kunningham Montreal Global Biodiveristy framework (GBF) and the Science Based Targets for Nature (SBTN). Target relates to the following SBTN targets: • Landscape engagement • ARRRRT Framework: Reduce, Transform	Target includes upstream supply chain tier 4.	2024	5%	5%	8%	Landrelated engagement target: Lindex will actively drive change in identified risk areas for cotton agriculture by collaborating directly with farmers and secure the transition to organic and regenerative agriculture. No ecological thresholds or biodiversity offsets were used in setting this targets. Target is relative. Feedback on target setting and possible gaps were provided by WWF in Sustainable Fashion Acadamy's course "Kickstarting Biodiversity Program".

The Stockmann division's current target is to comply with the EU Deforestation Regulation (EUDR). More specific targets regarding the material biodiversity topic will be established during 2026.

E4–5

Impact metrics related to biodiversity and ecosystems

Lindex Group does not have own sites located in or near biodiversity-sensitive areas. However, the company has identified material impacts across several areas: land-use change, impacts on extent and condition of ecosystems and freshwater-use change. Key risks are associated with the use of raw materials, especially cotton and wood-based fibres, and production processes, particularly wet-processing units in the value chain. The Group does not disclose impact metrics related to biodiversity, as the material impacts, risks and opportunities are primarily driven by its value chain rather than its own operations.

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E5 Resource use and circular economy

E5-1

Policies related to resource use and circular economy

Lindex Group has an Environmental Policy in place that addresses key material impacts, risks and opportunities related to resource use and the circular economy. The policy and further details are presented in chapter *MDR-P Policies adopted to manage material sustainability matters*.

In the area of resource use and circular economy, Lindex Group is committed to:

- Transitioning to a circular economy to reduce environmental impact and generate new business opportunities.
- Following the EU waste hierarchy and the Ellen MacArthur Foundation's principles to ensure that products and materials circulate at their highest value.
- Extending product life cycles, optimising resource use, and eliminating waste and pollution.
- Decoupling growth from negative environmental impact by maximising product value, reducing overproduction, and scaling circular business models and services.
- Designing products for durability, recyclability, and using recycled or renewable materials.
- Actively engaging with industry partners to scale the uptake of recycled materials and available solutions.
- Developing a supply chain and infrastructure that keeps products and materials in circulation and is resource-efficient and powered by renewable energy.

The Group also enhances product longevity through care, repair and recommerce services, while promoting

sustainable consumption through transparent communication. The company requires all business partners to follow circular economy principles and ensure transparency in waste prevention.

E5-2

Actions and resources related to resource use and circular economy

Lindex Group has developed and implemented key actions in both divisions, which are focused on optimising resource use and advancing circular economy practices. The actions are in line with the Group's sustainability objectives and its Environmental Policy and they are designed to meet the requirements of resource use, circularity and the allocation of resources. The implementation of the actions for both divisions does not require significant operational expenditures (OpEx) or capital expenditures (CapEx).

Actions for Lindex division

- Resource optimisation: The Lindex division is consistently working on reducing overproduction. A clear plan was developed through the climate transition plan to balance growth with sustainable practices and to secure maximum value for every product produced in terms of full-price sales, reduced markdown clearance, and developing circular business models.
- Circular product design: The Lindex division applies ten circular design principles aimed at extending product life and enhancing recyclability. These principles focus on designing for durability, using recycled materials, and aligning with recyclability standards.

In 2025, the division continued aligning the design principles with the ESPR regulation. The work to integrate all principles into the daily operations is ongoing. The aim is to strengthen the durability standards and material strategy in order to stay

compliant, to harness business opportunities and ensure that all business strategies, such as product offer, intake and assortment planning, customer promise and brand platform build on the design principles.

- Circular supply chain development: To keep products and materials in circulation, the Lindex division has made progress in optimising supply chains, developing partnerships, and implementing systems such as RFID tagging and data-driven forecasting, and planning for waste reduction and overproduction. Initiatives like the omnichannel distribution centre and collaborations with partners such as Södra Skogsägarna and Infinited Fiber aim to close the loop on textile waste recycling and secure access to recycled fibre to further create resilience and reduce dependence on natural resources.

During 2025, the Lindex division joined Norwegian producer responsibility organisation Tekstilpro as a co-founder. The organisation enables the fashion and textile sector to address textile waste in accordance with the EU Waste Framework Directive.

- Circular customer journeys: The division is testing and developing customer-oriented, profitable and scalable circular business models and services in combination with educating customers on sustainable habits. In 2025, the Lindex division expanded its second-hand kids' wear offering to 7 additional stores, resulting in a total of 13 stores (10 in Sweden, 3 in Finland). The division also expanded its second-hand women's wear offering in Norway by 1 store, bringing the total to 5 stores. In addition, during 2025 the Lindex division launched a customer-to-customer (C2C) second-hand women's wear offering through the online platform Revive Retail.
- Packaging and in-store collection: The Lindex division applies circular principles to packaging by eliminating unnecessary packaging. In 2025, 97% of all plastic

packaging materials were made from 100% recycled and recyclable plastics. The recyclability of plastic packaging used in transportation is estimated based on packaging guidelines, plastic produced by nominated packaging suppliers and spot checks. In-store garment collection programmes in Sweden, Norway, Finland and Lithuania aim to extend product life through reuse and recycling initiatives in partnership with organisations such as Fretex and Myrorna.

- Stakeholder collaboration: The Lindex division recognises that achieving circularity requires collaboration across the value chain. Partnerships with textile recyclers such as Södra Skogsägarna and Infinited Fiber are key to scaling textile recycling efforts. In addition, the division partners with research institutes and participates in industry projects that support the transformational change required to shift towards a circular economy. For example, the Lindex division participated in the Borås Science park ‘System Demonstrator’ project, which explores how technological innovation, business models, policies, behaviours, and infrastructure need to evolve to enable systemic change.

Expected outcomes of Lindex division’s actions

- Resource optimisation: Maximising the value of each product by volume optimisation, reducing markdown clearance and increasing full price sales and circular business models.
- Circular design: Products designed for durability and recyclability that contribute to the division’s circular business transformation and a circular economy.
- Circular supply chain: Resource-efficient, renewable-energy-powered production processes with a focus on reuse and recycling fit for circular business models.
- Circular customer journeys: Enhancing product longevity through care, repair, and recommerce services.

The Lindex division’s actions cover both upstream and downstream value chains.

Actions for Stockmann division

- Creating and implementing a circular design process for own brands: In 2025, the Stockmann division started to map its readiness regarding circular design principles under the ESPR regulation. The aim is to add the use of recycled materials and to improve the tracking of product testing to ensure product durability. Specific action plans with resourcing and timelines will be set later. The work to integrate circular design principles into daily operations is ongoing.
- Broader range of products containing recycled materials: The Stockmann division aims to expand the share of products made from sustainably sourced materials within its high-quality offering. Quantifiable data is not currently available, as the increase is not yet systematically tracked. However, the division prioritises suppliers that offer products made from recycled materials and assesses their brands’ sustainability performance using a four-point scale, where one indicates no consideration of sustainability and four represents a sustainable rooted brand.
- Reducing packaging materials used in transportation: In 2025, the Stockmann division updated its Supplier Guidelines, including packaging guidelines to minimise the use of packaging materials in the transportation of own-brand products. Plastics in packaging constitute the majority of the division’s plastic volume.
- Engaging customers to extend product life cycles: Four Stockmann department stores in Finland run in-store garment collection programme to enhance textile recycling, in partnership with organisations such as the Helsinki Region Environmental Services Authority HSY and Lounais-Suomen Jätehuolto (LSJH). The stores also offer a sewing service for repairs and alterations in products purchased from Stockmann or elsewhere.

- Partnerships: The Stockmann division has invested in partnerships that support circular business models. Relove, a long-standing partner, operates in the Helsinki and Tampere department stores, while Ninyes collaborates on the resale of children’s clothing in the Helsinki department store.

The Stockmann division has ongoing activities related to recycling within its own operations, linked to the ISO 14001 environmental system and its circular economy targets. These activities include donating products and materials for reuse, recycling and charity, improving waste sorting in own operations by providing clear property-specific sorting guidelines, reducing the amount of plastic in packaging materials, updating supplier guidelines for own-brand product packaging, providing guidance to staff on the use of packaging materials, and sharing recycling information on packaging materials, for example.

Expected outcomes of Stockmann division’s actions

- Improving circularity through design: Implementing circular design processes will extend the life cycles of the Stockmann division’s own-brand products and reduce waste generation and resource depletion.
- Reducing environmental footprint: Designing products with circularity in mind will reduce waste generation and resource depletion.
- Broader range of products containing recycled materials: Expanding the selection of products containing recycled materials will provide customers with more options for products with a lower environmental footprint.
- Enhancing customer engagement: Communication and marketing will educate customers about responsible consumption practices, encouraging more informed purchasing decisions.

The current actions are ongoing, following the strategic period set for 2022–2025. The Stockmann division will update the action plan during 2026 and incorporate material impacts, risks and opportunities into its action plans. Actions under the ISO 14001 management system related to the circular economy are updated annually. These actions cover the division’s own operations in all operating countries.

E5–3

Targets related to resource use and circular economy

Lindex Group has set targets to transition to a circular business model and to achieve the objectives of the Group’s Environmental Policy. These voluntary targets aim to reduce environmental impact, improve resource efficiency, and promote the use of recycled and responsibly sourced materials.

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Index division	Environmental policy: The target is directly linked to the policy objective to keep products and materials circulated at their highest value, to extending product life cycles, optimising resource use and eliminating waste and pollution.	By 2030, circular business models and services such as recommerce, rental, or repair services will comprise 5% of Lindex division's total revenue.	Lindex division's sustainability targets and they are designed in accordance with recognised international standards, such as those of the Textile Exchange, and the principles of the EU waste hierarchy, as well as scientific research conducted by the Ellen McArthur foundation regarding circular business models.	Target includes the entire value chain (upstream, own operations and downstream).	2024	0.02%	0.02%	0.02%	Through collaboration with industry partners and stakeholders, Lindex division is committed to driving innovation and achieving these targets as part of its circular economy initiatives. Progress is reviewed and monitored regularly to ensure transparency and alignment with global sustainability goals. Result from circular business so far is based on Second hand, where sales can be followed besides sales of other categories. This is a part of the "budget hierarchy" in RMS.
Index division	Environmental policy: The target is directly linked to the policy objective to keep products and materials circulated at their highest value, to extending product life cycles, optimising resource use and eliminating waste and pollution.	By 2026, 100% of Lindex's materials are recycled and/ or sustainably sourced (through recognized certification schemes).	Lindex division's sustainability targets are designed in accordance with recognised international standards, such as those of the Textile Exchange, and the principles of the EU waste hierarchy, as well as scientific research conducted by the Ellen McArthur foundation regarding circular business models.	Target includes upstream value chain tier 4.	2018	0%	88%	91%	'More sustainable materials' refers to materials made from renewable or recycled sources and produced with methods that have a lower negative impact compared to conventional alternatives, in accordance with Textile Exchange certification standards. Through collaboration with industry partners and stakeholders, Lindex division is committed to driving innovation and achieving these targets as part of its circular economy initiatives. Target is relative. Progress is reviewed and monitored regularly to ensure transparency and alignment with global sustainability goals.
Index division	Environmental policy: The target is directly linked to the policy objective to keep products and materials circulated at their highest value, to extending product life cycles, optimising resource use and eliminating waste and pollution.	By 2026, 70% of all products include a minimum of 15% recycled content.	Lindex division's sustainability targets are designed in accordance with recognised international standards, such as those of the Textile Exchange, and the principles of the EU waste hierarchy, as well as scientific research conducted by the Ellen McArthur foundation regarding circular business models.	Target includes upstream value chain tier 4.	2021	16%	59%	74%	This target focuses on increasing the use of recycled fibres, reducing the division's reliance on virgin materials. Lindex division works with industry partners, including Södra Skogsägarna and Infinited Fiber Oy, to scale textile-to-textile recycling solutions and ensure access to post-consumer recycled materials. Progress is reviewed and monitored regularly to ensure transparency and alignment with global sustainability goals. Target is relative and the result represents a share of the number of pieces produced. The 2024 result has been revised due to an identified error.

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Index division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target baseline year	Target baseline value	Results 2024	Results 2025	Additional information
Index division	Environmental policy: The target is directly linked to the policy objective to keep products and materials circulated at their highest value, to extending product life cycles, optimising resource use and eliminating waste and pollution.	By 2025, all paper and plastic packaging follow the division's circular materials strategy.	Lindex division's sustainability targets are designed in accordance with recognised international standards, such as those of the Textile Exchange, and the principles of the EU waste hierarchy, as well as scientific research conducted by the Ellen McArthur foundation regarding circular business models.	Target includes own operations.	2020	0%	In 2024, 98% of the Lindex division's plastic packaging was made with 100% recycled and recyclable content.	In 2025, 97% of the Lindex division's plastic packaging was made with 100% recycled and recyclable content.	<p>The target was not met. The percentage reduction is mainly due to a shift in the distribution between different plastic packaging categories. Overall, plastic packaging decreased by 28% during 2025. Cosmetic-related packaging is the only category that does not follow the division's circular materials strategy. Going forward, the plan is to transition more cosmetics packaging from plastic to paper.</p> <p>Through collaboration with industry partners and stakeholders, Lindex division is committed to driving innovation and achieving these targets as part of its circular economy initiatives.</p> <p>Tracked result is estimated based on Lindex division's packaging guidelines, nominated packaging suppliers and spot checking. Progress is reviewed and monitored regularly to ensure transparency and alignment with global sustainability goals. Target is absolute.</p>
Index division	Environmental policy: The target is directly linked to the policy objective to keep products and materials circulated at their highest value, to extending product life cycles, optimising resource use and eliminating waste and pollution.	By 2025, all our own stores have functioning collection and recycling systems for paper and plastic waste streams.	Lindex division's sustainability targets are designed in accordance with recognised international standards, such as those of the Textile Exchange, and the principles of the EU waste hierarchy, as well as scientific research conducted by the Ellen McArthur foundation regarding circular business models.	Target includes own operations.	2020	89%	In 2024, 92% of all Lindex division's stores could provide a functioning collection and recycling system with possibility to recycle both paper and plastic waste. 95% of the stores had the possibility to recycle plastic and 97% had the possibility to recycle paper waste.	In 2025, 93% of all Lindex division's stores could provide a functioning collection and recycling system with possibility to recycle both paper and plastic waste. 95% of the stores had the possibility to recycle plastic and 96% had the possibility to recycle paper waste.	<p>The target was not met.</p> <p>Through collaboration with industry partners and stakeholders, Lindex division is committed to driving innovation and achieving these targets as part of its circular economy initiatives.</p> <p>Progress is reviewed and monitored regularly to ensure transparency and alignment with global sustainability goals. Target is relative.</p>

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Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target baseline year	Target baseline value	Results 2024	Results 2025	Additional information
Stockmann division	Environmental policy	The short-term targets for the circular economy are exploring possibilities for developing Stockmann division's design processes towards circular business models, optimising the use of product packaging materials and increasing the use of recycled and certified material in own brand product packaging, developing the product selection based on circular business models, and increasing customer awareness of sustainable consumption and recycling opportunities.		Target includes own operations.	2022				<p>These targets have been set in accordance with the division's sustainability strategy and environmental programme, which is valid from 2022–2025.</p> <p>The ISO 14001 mentions continuous improvement, assessment of risks and opportunities, as well as planning and management of activities. The system is reviewed and updated every spring. The target has not been validated by an external party.</p>
Stockmann division	Environmental policy	The long-term targets for the circular economy are to continuously develop design processes to find new business opportunities in the circular economy, to monitor and develop the product and service selection, to monitor and promote sustainability topics and to maintain active communication with customers and employees.		Target includes own operations.	2022				<p>These targets have been set in accordance with the division's sustainability strategy and environmental programme, which is valid from 2022–2025.</p> <p>The ISO 14001 mentions continuous improvement, assessment of risks and opportunities, as well as planning and management of activities. The system is reviewed and updated every spring. The target has not been validated by an external party.</p>
Stockmann division	Environmental policy	In accordance with the Stockmann division's ISO 14001 environmental management system, the division has set a recycling rate target in the department stores as follows: 75% in Finland and 60 % in the Baltics.		Target includes own operations.	2022		In 2024, recycling rate in Finland was 79% and in Baltics 52%	In 2025, the recycling rate in Finland was 80% in Baltics 54%.	<p>These target have been set in accordance with the division's sustainability strategy and environmental programme, which is valid from 2022–2025. The target in the Baltics was 50% in 2024 but raised to 60%.</p> <p>The ISO 14001 mentions continuous improvement, assessment of risks and opportunities, as well as planning and management of activities. The system is reviewed and updated every spring. The target has not been validated by an external party.</p>

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E5-4

Resource inflows

The main material inflows for the Lindex division are connected to the raw materials used for products and packaging. For the Stockmann division, material inflows include fashion and home category textiles and home hardgoods. For the Stockmann division, the data is applicable for the division's own-brand products.

In 2025, the Group's products contain the following key materials, covering 90% of the materials used, in share of total weight:

- Cotton, biological: 47% (47%)
- Polyester, technical: 21% (19%)
- Polyamide, technical: 12% (11%)
- Manmade cellulosic fibres, biological: 10% (10%)

Other materials include materials such as leather, down, glass and metal. In addition to these materials, the Group also used paper, plastic, and cardboard as packaging materials.

Materials used to manufacture the Group's products

	2024	2025
The total weight of products and technical and biological materials (tonnes)	9,598	9,744
The percentage of sustainably sourced biological materials	41.7%	41.2%
The absolute weight of secondary reused or recycled components (tonnes)	4,626	5,438
Percentage of secondary reused or recycled components	48.2%	55.8%

The Group adheres to Textile Exchange standards and certification schemes, as well as to the Organic Content Standard (OCS), Global Recycling Standard (GRS), In-Conversion Cotton (ICC) and Lenzing standards. These standards apply to materials such as cotton and manmade cellulosic fibres. For some packaging materials, such as cardboard and paper, there is limited information available regarding their sustainable sourcing. As a cascading principle, the Group has set targets related to design principles and the use of sustainably sourced materials. However, no cascading principles have been established for specific materials. These targets are detailed in *E5-3 Targets related to resource use and circular economy*.

Calculation methodology for resource inflows

Data for textiles was collected from the weight of ordered garments, excluding hard accessories and certain home hardgoods, such as clocks and Christmas decorations, due to their complex structure. Data for packaging was collected from the weight of materials of sales packaging for commercial products, e-commerce plastic bags, shopping bags, marketing materials, gift boxes distributed in stores and transportation packaging. There is no overlap between the data reported for reused and recycled material. The Group is unable to report resource inflow data for some parts of the company. For the Lindex division, the focus is on the main composition of textile products, excluding all categories containing cosmetics. This approach will be evaluated in the future. For the Stockmann division, the data includes only the Stockmann division's own-brand products and excludes other brands. Access to data for other brands relies on their own reporting processes; to prevent double reporting, the Stockmann division does not seek to collect this data. The data on resource inflows has not been validated by an external body other than the assurance provider.

E5-5

Resource outflows

The key products of the Lindex division's production process include women's fashion, lingerie and underwear, children's clothing, cosmetics and accessories. Ten design principles guide the division, all of which are embedded in systems and ways of working. These principles, described in *E5-2 Actions and resources related to resource use and circular economy*, apply to all products.

The key products of the Stockmann division's production process include own-brand textiles for fashion and home, as well as hardgoods such as tableware, wooden kitchen utensils, glass and ceramics, baskets, photo and poster frames, and other small decorative items. The division also sells products from other brands, including cosmetics and food, which are not produced in-house. The Stockmann division is beginning to map its readiness regarding circular design principles under the ESPR regulation, as described in *E5-2 Actions and resources related to resource use and circular economy*, but cannot yet provide a list of products designed according to circular economy principles.

In terms of packaging, the Group is committed to eliminating unnecessary packaging and increasing recycled content. The Lindex division has removed single-use plastics from transport packaging, which represents the majority of its plastic volume. Single-use plastic is now reserved only for delicate items. The Stockmann division is reducing plastic usage and prioritises cardboard and durable materials, minimising packaging wherever possible. Most packaging is used by both divisions in countries with advanced recycling awareness and infrastructure, supporting effective resource management.

The expected durability of products introduced to the market by the Group aligns with industry averages for categories such as women's wear, kids' wear, lingerie, and home goods. While no formal assessment has been conducted on durability compared to the industry average, this expectation is based on the Group's resource optimisation and circular design principles, which are comparable to industry standards.

The Group currently lacks repairability data for own-brand products; however, both divisions promote proper care practices and provide repair opportunities. Customers can access care and repair guidelines on the divisions' websites. Both divisions also actively support repairability by offering customers a wide range of care and repair products, such as mist sprays, slide-on zippers, knee patches, sewing kits, replaceable elastic straps, and reflective bands.

To prolong the life of cotton jersey garments, the Lindex division collaborates with Biorestore, which restores colour and removes pilling in cotton jersey fabrics. The Biorestore service is applied to the division's second-hand products and is available to customers. The Stockmann division offers a repair service for damaged products and collects customers feedback on product repairability, which informs product design. The Group does not yet have a formal rating system for repairability.

Rate of recyclable content in products

	2024	2025
Total weight of recyclable content in products (kg)	2,828,963	2,951,707
Total weight of products (kg)	7,421,642	7,568,202
Rate of recyclable content in products (%)	38.1%	39.0%

Rate of recyclable content in packaging

	2024	2025
Total weight of recyclable content in packaging (kg)	417,194	294,308
Total weight of packaging (kg)	427,082	304,762
Rate of recyclable content in packaging (%)	97.7%	96.6%

Calculation methodology for product durability and recyclability

For product durability, food and cosmetics are excluded, as these items are not intended to be durable. The calculation of textile product recyclability excludes accessories and hardgoods.

For textile products, the calculation is based on the weight of ordered garments with the below criteria:

- Cotton: compositions where micro-composition 95-100% = cotton
- Polyester: compositions where micro-composition 100% = polyester
- Polyamide: compositions where micro-composition 100% = polyamide
- Viscose: compositions where micro-composition 100% = viscose
- Plastic packaging: 97% of total weight summarised

Recyclability of plastic packaging is estimated based on packaging guidelines, plastic produced by nominated packaging suppliers and spot checks. No other significant assumptions are used. For the Stockmann division, the data only includes the division's own-brand products and excludes other brands. Access to the data of other brands relies heavily on the reporting processes of the other brands, and to prevent double reporting, the Stockmann division will not seek to access this data. The data on

product durability and recyclability has not been validated by an external body other than the assurance provider.

Waste

	2024	2025
Hazardous waste (tonnes)	14	17
For reuse	1	0
For recycling	4	8
For other recovery	0	6
To incineration	5	2
To landfill	4	1
To other disposal	0	0
Radioactive waste	0	0
Non-hazardous waste (tonnes)	4,490	5,232
For reuse	36	111
For recycling	3,269	4,275
For other recovery	0	2
To incineration	1,089	749
To landfill	96	95
To other disposal	0	0
Total amount of waste generated	4,505	5,248
Total amount of non-recycled waste	1,193	847
Percentage of non-recycled waste	26.5%	16.1%

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The materials that are presented in the Group's waste:

- Cardboard for recycling
- Paper for recycling
- Office paper for recycling
- Paper to be destroyed
- Films and recordings to be destroyed
- Plastic
- Metal
- Glass for recycling
- Energy waste
- Mixed wood
- Mixed waste
- Biowaste
- Edible fat
- Packed retail animal-based food by-product (Category 3)
- Construction waste
- WEEE (Waste Electrical and Electronic Equipment)
- Hazardous waste

Waste streams relevant to the Group's sector and activities:

- Textile waste
- Packaging waste
- Food waste
- Cosmetic waste
- Electronic and electrical waste (e-waste)
- Office waste
- Cleaning waste
- Hazardous waste

Calculation methodology for waste

Lindex Group adheres to national waste legislations, which mandate proper disposal operations. Primary waste data was used whenever available from contracted waste collectors.

For the Lindex division, waste streams for plastic, cardboard, and paper were derived from ERP systems and supplier reports. Since complete figures for these waste streams are not always available – some waste is generated in stores or by customers – estimates were made based on purchased volumes. Data on other waste streams was sourced from supplier reports.

For the Stockmann division, the missing waste amounts were estimated using store area, employee count, historical data and some actual waste measurements. Waste data was collected for 11 months (January to November 2025); December 2025 data was estimated using December 2024 figures. Sources included contracted waste collectors' reports in Finland and Latvia, and invoices in Estonia. Key assumptions concerned waste categories and data availability. For example, in some department stores, cardboard, plastic, metal, energy waste, mixed waste and packaged retail animal-based food by-products required estimations.

The waste data has not been validated by an external body other than the assurance provider. The Group can report waste data for all company operations.

Disclosures pursuant to Article 8 of Taxonomy Regulation

EU Taxonomy-eligible and -aligned activities

Background

The EU Taxonomy is the EU's sustainable finance classification system, which defines environmentally sustainable economic activities. Its aim is to provide clear definitions and enable transparent reporting to increase finance for activities that substantially contribute to addressing the climate and environmental crisis in line with the European Green Deal. The EU Taxonomy consists of the EU Taxonomy Regulation (2020/852/EU) and the Commission Delegated Acts. The Regulation covers six key environmental objectives: (1) climate change mitigation, (2) climate change adaptation, (3) the sustainable use and protection of water, (4) the transition to a circular economy, (5) pollution prevention and control and (6) the protection and restoration of biodiversity and ecosystems. These objectives guide companies in reporting how their activities contribute to a sustainable economy.

Lindex Group has carried out assessments to identify activities that fall within the scope of the Taxonomy Regulation for both divisions, Stockmann and Lindex. The Group has reported in line with the EU Taxonomy Regulation since 2021. Lindex Group monitors the regulatory developments of the EU Taxonomy and reports the data in accordance with the EU Commission's guidance.

Business in the retail sector

At the time of preparing this report, the retail business as Lindex Group's primary field of operations, is not included among the sectors currently within the scope of the EU Taxonomy. The retail sector may have a significant impact on the environmental objectives of the Taxonomy, such as the circular economy, but applicable criteria have not yet been published.

Assessment of Taxonomy-eligible economic activities

Taxonomy-eligible activities are those that are included in the Taxonomy Delegated Acts and for which technical screening criteria are available. The primary activity identified as eligible for Lindex Group under the Climate Delegated Act (2021/2139) is Activity 7.7: *Acquisition and ownership of buildings (Renting and operating of own or leased real estate)*. Lindex Group has also assessed other potentially applicable activities but has determined them to be either not material or not relevant, as explained further.

The financial figures associated with Activity 6.5: *Transport by motorbikes, passenger cars and light commercial vehicles* are currently below certain materiality thresholds defined by Lindex Group and therefore the activity has been categorised as non-eligible. The Group has also evaluated the economic activities in the Environmental Delegated Act (2023/2486). While Activity 3.2: *Renovation of existing buildings* applies to Lindex Group, the amounts involved did not reach the predefined materiality threshold. Activity 5.4: *Sale of second-hand goods* is not relevant, as second-hand goods sales in the Stockmann division are conducted by partners and are immaterial for the Lindex division.

Real-estate holdings

The EU Taxonomy defines criteria for sustainable economic activity in the real estate sector under Activity 7.7: *Acquisition and ownership of buildings*. Within the Stockmann division,

nine real estate properties— eight department stores and a distribution centre – fall within the scope.

The leases for the Stockmann division's department stores and the distribution centre are recognised as right-of-use assets in the Group's accounts in accordance with IFRS 16.

Most of the premises of the Lindex division's over 400 stores are also recognised as right-of-use assets in accordance with IFRS 16. However, there are also some operating leases based on the stores' turnover that are not reported as right-of-use assets and therefore fall outside the scope of Activity 7.7: *Acquisition and ownership of buildings*. The Lindex division's new omnichannel distribution centre also comes under the scope of Activity 7.7 and is included as Taxonomy-eligible. According to Activity 7.7, as the Lindex omnichannel distribution centre was built after 31 December 2020, it must meet the criteria of Activity 7.1: *Construction of new buildings*.

The right-of-use agreements for Lindex division's two older distribution centres were terminated at the beginning of 2024. However, they remain in scope for eligibility as short-term rental operational expenses.

Assessment of Taxonomy-aligned economic activities

In order for an eligible activity to be classified as aligned, it must comply with the technical screening criteria (TSC) defined by the EU. According to the TSC, an activity must 'substantially contribute' to at least one environmental objective and 'do no significant harm' to any of the other five objectives. Furthermore, the Group must comply with the minimum safeguards.

Lindex Group has assessed how and to what extent its activities are associated with economic activities that qualify as environmentally sustainable under Articles 3 and 9 of

the Taxonomy Regulation (EU) (2020/852). The Group has focused on the TSC for the climate change mitigation (CCM) environmental objective.

Substantial contribution

The EU Taxonomy TSC for the Climate Delegated Act sets requirements for meeting the climate change mitigation objective under Activity 7.7: *Acquisition and ownership of buildings*. The substantial contribution criteria require that the building has at least an Energy Performance Certificate (EPC) of class A, and that large non-residential buildings are efficiently operated through energy performance monitoring and assessment.

Out of all properties operated by the Stockmann division, the Jussla distribution centre has obtained an EPC of class A. It has also fulfilled the requirements of the LEED green building rating system certification and received the 'Gold' rating.

The Lindex division's stores are mainly located in shopping centers or large buildings where Lindex occupies only a small proportion of the whole property. All new or renegotiated leasing agreements during 2025 that are recognised as right-of-use assets come under the scope of Activity 7.7: *Acquisition and ownership of buildings*. As the amount of work involved in collecting the evidence and information on properties where the Lindex division stores are located and the number of parties involved is very large, while the property area covered by Lindex store is small, Lindex Group has not conducted an in-depth assessment of compliance with the substantial contribution for these stores.

The Lindex division's omnichannel distribution centre comes under the scope of Activity 7.1: *Construction of new buildings*, as it is built after 31 December 2020. The substantial contribution criteria requires the building to have an Energy Performance Certificate (EPC) showing energy performance of at least 10% lower than the threshold set for the nearly zero-energy building (NZEB) requirements in national

measures. Buildings above 5000 m² must also undergo testing for air-tightness and thermal integrity, and the life-cycle Global Warming Potential (GWP) must be calculated for each stage in the life cycle and disclosed to investors and clients upon request. As no EPC has yet been issued for the new omnichannel distribution centre as of 2025, it is not aligned, and no further assessment has been conducted.

Do no significant harm (DNSH)

According to the DNSH criteria for Activity 7.7: *Acquisition and ownership of buildings*, a robust climate risk and vulnerability assessment must be performed to identify and evaluate the physical climate risks that are material to the activity. Lindex Group has not yet conducted such an assessment to identify climate risks, including physical climate risks in accordance with the DNSH criteria, and will update its compliance with the DNSH criteria once this climate risk and vulnerability assessment has been performed.

Minimum safeguards

Lindex Group has reviewed the minimum safeguards with respect to human rights, bribery and corruption, taxation and fair competition, which are included in the EU Taxonomy Regulation. The Lindex division's activities are currently aligned with these minimum safeguards. The Stockmann division is aligned with the requirements for bribery and corruption, taxation, and fair competition, but has not yet implemented a Human Rights Due Diligence (HRDD) process. The Stockmann division is expected to develop one in the coming years.

Lindex Group's Code of Conduct, Human Rights Policy, Anti-Corruption Policy and other related policies establish the principles and standards expected of employees, suppliers, distributors, and other business partners. The Group is committed to upholding and promoting internationally recognised labour and human rights standards.

During the reporting period, Lindex Group had no breaches of labour law or human rights, and neither the company nor senior management were convicted of corruption in court. The Group complies with tax legislation, which means that it has tax governance processes in place, and there has been no violation of tax laws. The Group complies with the law regarding fair competition, and senior management has not been convicted of violating competition laws.

Lindex Group is strengthening its human rights' due diligence process to ensure alignment with the UN Guiding Principles on Business and Human Rights. Further information on human rights, bribery and anti-corruption is provided in chapter *G1: Business conduct* of this report.

Methodology for determining and calculating the EU Taxonomy Key Performance Indicators (KPIs)

Accounting policy

The definitions of the Taxonomy KPIs are based on the Disclosures Delegated Act, which supplements the Taxonomy Regulation, and follow the requirements for disclosures under Article 8(2) of Regulation (EU) 2020/852. The Taxonomy reporting scope covers both divisions of Lindex Group: Stockmann and Lindex. KPI calculations follow general materiality principles and are determined based on the Group's financial reporting information presented in the Notes to the Consolidated Financial Statements in Lindex Group's Financial Review 2025, prepared in accordance with IFRS.

To avoid double counting, eligible KPIs are identified at Group-level. Only transactions with third parties are included. Turnover, capital expenditure (CapEx) and operating expenditure (OpEx) relate in full only to the climate change mitigation environmental objective. To determine the eligibility and alignment percentages, the taxonomy-eligible and

taxonomy-aligned turnover, CapEx and OpEx are each compared with total turnover, total CapEx and total OpEx respectively, in line with EU Taxonomy definitions.

The tables showing the extent of eligibility and alignment as required by the EU Taxonomy Regulation are provided at the end of this chapter.

Turnover

Total turnover is based on revenue reported in the Consolidated Income Statement as at 31 December 2025, which amounted to EUR 952.3 million, see Note 2.2.1.1.

Lindex Group's Taxonomy-eligible turnover is calculated as turnover from sublease and concession agreements, which for the reporting year amounted to EUR 18.0 million. The Stockmann division only records turnover from sublease and concession agreements for its department stores. The proportion of the Lindex Group's Taxonomy-eligible turnover is calculated as turnover from sublease and concession agreements in relation to the Lindex Group's total turnover.

Based on the assessments of technical screening criteria for economic activities relevant for Lindex Group as described above, the Group has not identified any of its turnover as aligned.

Capital expenditures (CapEx)

Total CapEx, as defined by the Taxonomy Regulation, comprises additions to tangible and intangible assets during the financial year considered before depreciation, amortisation and any re-measurements, including those resulting from revaluations and impairments for 2025 and excluding fair-value changes. Total CapEx for 2025 amounted to EUR 86.1 million, see Notes 3.2, 3.3 and 3.5.

Lindex Group's Taxonomy-eligible CapEx is calculated as CapEx investments in right-of-use buildings and structures, owned buildings, as well as advance payments and work in progress, which as at 31 December 2025 was EUR 57.5 million. The decrease in both Total and Taxonomy-eligible CapEx in 2025 compared to 2024 was due to more re-negotiated contracts of higher value in Lindex division in 2024 than in 2025. For Stockmann division, in 2024 there were lease extensions as well as rent indexation for some department stores taking place, resulting in higher Total and Taxonomy-eligible CapEx in 2024 compared to 2025. All of the eligible CapEx is categorised under (a): CapEx related to assets or processes associated with Taxonomy-eligible or Taxonomy-aligned economic activities. The share of the Lindex Group's Taxonomy-eligible CapEx is calculated as the proportion of CapEx as well as advance payments and work in progress relating to right-of-use and owned buildings in relation to Lindex Group's total CapEx as defined under the EU Taxonomy.

Based on the technical screening criteria as described above, the Group has not identified any aligned CapEx.

Operating expenses (OpEx)

According to the EU Taxonomy definition of the OpEx KPI, the total OpEx includes research and development, building renovation measures, short-term leases, maintenance and repair, and any other direct expenditures related to the day-to-day servicing of assets of property, plant and equipment. For Lindex Group, OpEx does not include ICT expenses as it is not possible to distinguish ICT maintenance expenses from other ICT expenses. For 2025, total OpEx according to the Taxonomy definition amounted to EUR 42.4 million, see Note 2.6.

Lindex Group's Taxonomy-eligible OpEx is determined as OpEx related to real estate maintenance, which as at 31 December 2025 was EUR 3.9 million. The proportion of Lindex Group's Taxonomy-eligible OpEx is calculated as real estate maintenance expenditure in relation to Lindex Group's total OpEx, according to the Taxonomy definition.

Based on the technical screening criteria as described above, the Group has not identified any aligned OpEx.

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2025

Financial year 2025	2025			Substantial contribution criteria						DNSH criteria (Does not significantly harm)						Minimum safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) turnover, year 2024 (18)	Category (enabling activity) (19)	Category (transitional activity) (20)
	Code(s) (2)	Turnover (3)	Proportion of turnover, year 2025 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				
Economic activities (1)		EUR million	% ¹	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	% ¹	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Acquisition and ownership of buildings (Renting and operating of own or leased real estate)	CCM 7.7	0.0	0.0%														0.0%		
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		0.0	0.0%														0.0%		
Of which enabling		0.0	0.0%														0.0%	E	
Of which transitional		0.0	0.0%														0.0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Acquisition and ownership of buildings (Renting and operating of own or leased real estate)	CCM 7.7	18.0	1.9%	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL								2.0%		
Turnover from Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		18.0	1.9%	100%	N/EL	N/EL	N/EL	N/EL	N/EL								2.0%		
A. Turnover of Taxonomy eligible activities (A.1+A.2)		18.0	1.9%	100%	N/EL	N/EL	N/EL	N/EL	N/EL								2.0%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities (B)		934.3	98.1%																
TOTAL (A+B)		952.3	100.0%																

EL – Taxonomy eligible activity for the relevant objective
N/EL – Taxonomy non-eligible activity for the relevant objective
Y - Yes – Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective
N - No – Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective

¹ All percentages relate to the Group's sales revenue of Taxonomy-eligible and -non-eligible activities. Of Lindex Group's sales revenue of Taxonomy-eligible and -non-eligible activities in 2025, EUR 18.0 (18.4) million, or 1.9% (2.0%), was Taxonomy-eligible sales revenue.

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Financial year 2025	2025			Substantial contribution criteria						DNSH criteria (Does not significantly harm)						Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) CapEx, year 2024 (18)	Category (enabling activity) (19)	Category (transitional activity) (20)	
	Code(s) (2)	CapEx (3)	Proportion of CapEx, year 2025 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)				Minimum safeguards (17)
Economic activities (1)		EUR million	% ¹	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	% ¹	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Acquisition and ownership of buildings (Renting and operating of own or leased real estate)	CCM 7.7	0.0	0.0%														0.0%		
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		0.0	0.0%														0.0%		
Of which enabling		0.0	0.0%														0.0%	E	
Of which transitional		0.0	0.0%														0.0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Acquisition and ownership of buildings (Renting and operating of own or leased real estate)	CCM 7.7	57.5	66.9%	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL								74.1%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2.)		57.5	66.9%	100%	0%	N/EL	N/EL	N/EL	N/EL								74.1%		
A. CapEx of Taxonomy eligible activities (A.1+A.2)		57.5	66.9%	100%	0%	N/EL	N/EL	N/EL	N/EL								74.1%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities (B)		28.5	33.1%																
TOTAL (A+B)		86.1	100.0%																

EL – Taxonomy eligible activity for the relevant objective
N/EL – Taxonomy non-eligible activity for the relevant objective
Y - Yes – Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective
N - No – Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective

¹ All percentages relate to the Group's capital expenditure of Taxonomy -eligible and -non-eligible activities. Of Lindex Group's capital expenditure of Taxonomy -eligible and -non-eligible activities in 2025, EUR 57.5 (103.6) million, or 66.9% (74.1%), was Taxonomy-eligible capital expenditure.

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Financial year 2025	2025			Substantial contribution criteria							DNSH criteria (Does not significantly harm)							Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) OpEx, year 2024 (18)	Category (enabling activity) (19)	Category (transitional activity) (20)
	Code(s) (2)	OpEx (3)	Proportion of OpEx, year 2025 (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum safeguards (17)				
Economic activities (1)		EUR million	% ¹	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	% ¹	E	T	
A. TAXONOMY-ELIGIBLE ACTIVITIES																				
A.1 Environmentally sustainable activities (Taxonomy-aligned)																				
Acquisition and ownership of buildings (Renting and operating of own or leased real estate)	CCM 7.7	0.0	0.0%														0.0%			
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1.)		0.0	0.0%														0.0%			
Of which enabling		0.0	0.0%														0.0%	E		
Of which transitional		0.0	0.0%														0.0%		T	
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																				
Acquisition and ownership of buildings (Renting and operating of own or leased real estate)	CCM 7.7	3.9	9.1%	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL								10.1%			
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2.)		3.9	9.1%	100%	0%	N/EL	N/EL	N/EL	N/EL								10.1%			
A. OpEx of Taxonomy eligible activities (A.1+A.2)		3.9	9.1%	100%	0%	N/EL	N/EL	N/EL	N/EL								10.1%			
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																				
OpEx of Taxonomy-non-eligible activities (B)		38.5	90.9%																	
TOTAL (A+B)		42.4	100.0%																	

EL – Taxonomy eligible activity for the relevant objective
N/EL – Taxonomy non-eligible activity for the relevant objective
Y - Yes – Taxonomy-eligible and Taxonomy-aligned activity with the relevant environmental objective
N - No – Taxonomy-eligible but not Taxonomy-aligned activity with the relevant environmental objective

¹ All percentages relate to the Group's operating expenditure of Taxonomy-eligible and -non-eligible activities. Of Lindex Group's operating expenditure of Taxonomy-eligible and -non-eligible activities in 2025, EUR 3.9 (4.2) million, or 9.1% (10.1%), was Taxonomy-eligible operating expenditure.

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Nuclear energy and fossil gas related activities

With regard to nuclear energy and fossil gas related activities, Linde Group did not carry out such activities in 2025, as shown in the table below and required to disclose by Complementary Climate Delegated Act 2022/1214:

Nuclear energy related activities		
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
Fossil gas related activities		
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

SOCIAL INFORMATION

S1 Own workforce

S1-1

Policies related to own workforce

Lindex Group has adopted policies to address material impacts, concerning its workforce. These include the Human Rights Policy and Speak-Up Policy. Collectively, these policies promote respect for human rights, diversity, inclusion, and fair treatment of all employees. The policies and further details are presented in chapter *MDR-P Policies adopted to manage material sustainability matters*.

The Group's policies are related to all social aspects, which collectively provide guidelines to promote human rights, diversity and inclusion, and fair and ethical treatment of its own workforce and workers in the value chain. The policies relate to the material impacts described in *SBM-3 Material impacts, risks, and opportunities, and their interaction with strategy and business model*. In addition to the policies listed in *MDR-P Policies adopted to manage material sustainability matters*, the Group has specific policies and guidelines that cover discrimination and harassment based on factors such as gender identity, sexual orientation, race, nationality, ethnic or social origin, disability, language, political opinion, religion, and age.

In 2025, the Lindex division introduced a new Code of Conduct (Ethics the Lindex Way) to reinforce its commitment to responsible business practices, ethical behaviour, inclusion, and equal opportunities. The Code of Conduct builds on the existing policies by establishing a clear framework for their implementation. It also draws from the Lindex Group-level Code of Conduct, tailoring its principles to better align with the division's operational context and strategic priorities. To support the rollout, the Lindex division is developing a training program aimed at reaching all employees, ensuring that the updated standards are clearly understood and consistently applied across the organisation.

This initiative reflects the Lindex division's ongoing efforts to embed ethical conduct into daily operations and strengthen alignment with both internal values and external expectations. By complementing the group-wide framework with a division-specific Code of Conduct, the Lindex division aims to provide clearer guidance and accountability mechanisms that resonate with the realities of its workforce and business environment.

The Stockmann division has implemented an equality and non-discrimination plan aimed at identifying structural issues in the workplace and establishing improvement targets for creating a more equal environment. The primary objective of the plan is to establish a non-discriminatory, inclusive, and equitable workplace. The Stockmann division has an extensive workplace accident prevention policy in place.

The Group's Human Rights Policy is aligned with globally recognised frameworks, including:

- The International Bill of Human Rights.
- ILO Declaration on Fundamental Principles and Rights at Work and core conventions.

- UN Conventions, such as those on the Elimination of All Forms of Discrimination Against Women, on the Rights of the Child, and on the Elimination of All Forms of Racial Discrimination.
- OECD Guidelines for Multinational Enterprises and UN Global Compact.
- UN Guiding Principles on Business and Human Rights.
- The policy is guided by both the Women's Empowerment Principles and the Children's Rights and Business Principles.

The policies are implemented through employee training and grievance mechanisms such as Whistleblowing. The Stockmann division's training related to these policies is further described in *G1-1 Business conduct policies and corporate culture* and *G1-4 Prevention and detection of corruption and bribery*. The Lindex division plans to launch related training in 2026. Grievance mechanisms are further described in *S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns*. The Group Leadership Team and both divisions implement these policies across all departments and employees.

S1–2

Processes for engaging with own workers and workers' representatives about impacts

The divisions use different methods to engage with their workforce, such as personnel surveys, success dialogues, trade unions, and employee committees. These methods are implemented to gather employee feedback, support well-being, and promote an inclusive and collaborative work environment. The specific engagement methods applied by each division are described below.

Lindex division

The Lindex division's personnel survey, the Lindex Voice, typically conducted twice a year, gathers insights on well-being, motivation, strategic alignment, and diversity, equity, and inclusion (DEI). The survey was administered only once during the reporting year due to a transition in survey provider, which temporarily impacted the survey cadence. The results are benchmarked against industry standards. In the most recent round in 2025, the engagement score of 8.4/10 was achieved, with a 72% participation rate. The Chief People & Communications Officer oversees the Lindex Voice survey and shares the findings with leadership and the Board to guide priorities. Surveys are translated into local languages to capture diverse perspectives, ensuring inclusivity and responsiveness to employee needs.

The division conducts annual performance dialogues with all employees, complemented by regular follow-ups. People leaders are responsible for carrying out these dialogues with their teams, while the Chief People & Communications Officer oversees their implementation.

The Lindex division has trade union employee representatives in Sweden, Norway and Finland. Employee representatives participate in 1–6 joint annual meetings, depending on the country, to discuss collective agreements including wages, working hours and other employment conditions, workplace safety issues to protect employees from the potential health and safety risks and negative impacts, workplace procedures including conflict resolution mechanisms, and training and development opportunities for career growth. In the countries where the Lindex division does not have employee representatives, the division plans to strengthen alternative engagement methods in the upcoming years.

Stockmann division

The Stockmann division's employee survey, the Staff Barometer personnel survey, acts as the main tool for generating an understanding of how employees are feeling and helping to pinpoint topics that require attention. The division has taken various improvement actions based on previous survey results, such as enhancing well-being, with an emphasis on learning and development opportunities, as well as recruitment practices. During 2025, the survey was carried out once. In the survey results, 48% of respondents rated the key metrics – work engagement, overall job satisfaction, intention to stay, and likelihood of recommending the company – as positive. The results are based on a combined total of 1,168 responses.

The division conducts success dialogues at least twice a year for all employees, covering themes such as collaboration and well-being, target setting and action planning, personal development and learning, and future at the division. The people leaders at the division have an operative responsibility to oversee that these dialogues are held.

The division has personnel committees that operate in every site in Finland and meet four times a year. The key role of the personnel committees is to contribute to the development of the work community and enhance local well-being. In addition to the personnel committees, employee representatives have monthly meetings with the Chief Operating Officer, Chief People & Culture Officer, and Chief Sales & Marketing Officer to maintain an ongoing dialogue between the top management and employees.

Satisfaction with the processes is measured in the personnel survey, and reports are available to the people leaders. The Head of Talent Attraction and Development is responsible for the process and development of the success dialogues. The division's Director of People & Culture is responsible for the implementation and results of the personnel survey and Head of Legal, Employment & Data Protection is responsible of the implementation and results of the cooperation with personnel representatives.

S1–3

Processes to remediate negative impacts and channels for own workers to raise concerns

The Group has established processes to remediate negative impacts on its employees, and has channels for raising concerns or complaints, in alignment with the Whistleblowing Directive (EU) 2019/1937. The Group's speak-up portal enables different stakeholder groups to anonymously report concerns. The portal is provided by an external partner WhistleB, Whistleblowing Centre.

The concerns are handled in accordance with the Group's Speak-Up Policy, which includes a due diligence process to verify facts and identify remedies for adverse impacts. Retaliation against individuals who report in good faith or

participate in investigations is prohibited and may result in disciplinary actions, including termination of employment.

In addition to the speak-up portal, the employees of both divisions can report issues directly to a team leader or a manager, or a colleague from Human Resources, Security, Sustainability, Legal or Internal Audit. All reports are treated with the utmost sensitivity, and confidentiality is protected to the greatest extent possible.

Both divisions regularly review and monitor the effectiveness of the grievance mechanisms, by tracking employee trust through surveys. In the Lindex division's personnel survey, the question "If I experienced serious misconduct at work, I'm confident Lindex would take action to rectify the situation" helps assess awareness and trust in these processes. The Stockmann division's survey includes questions about whether the employees feel they can voice their complaints and resolve work-related disagreements. The feedback is used to ensure continuous improvement and to maintain an accessible and reliable system for addressing employee concerns at both divisions. For other stakeholder groups who report misconduct, the issues are tracked and monitored on a case-by-case basis. The effectiveness of the grievance mechanism is ensured using an independent third-party service provider.

S1-4

Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

The Group is dedicated to complying with local and international laws to mitigate and remediate potential or actual negative impacts arising from its business activities. As the Group continues to develop its human rights due diligence, the Group is also actively setting and reviewing specific action plans and targets to address material impacts such as work-life balance, health and safety, and freedom of association.

To enhance work-life balance, the Group aims to establish predictable shift schedules and offer flexible working arrangements to promote the overall well-being of its employees. Regarding health and safety, the Group ensures compliance with local legislation, organises safety training programmes, provides essential equipment, and implements monitoring processes.

In terms of freedom of association, the Group is committed to upholding employees' rights to freely associate and engage in collective bargaining.

Key actions during the reporting period related to own workforce

Lindex division

- The division continued to maintain strategic and operational human rights expertise for human rights due diligence to address negative impacts.
- In 2025, a comprehensive impact assessment was conducted to identify, prevent, and mitigate human rights impacts across its own operations, including stores, offices, and warehouses. The work included starting to create actions and targets toward 2030. The implementation of these actions and targets will begin during 2026.
- Annual culture bearing events was held for all employees on International Women's Day, Menstrual Hygiene Day, menopause and hormonal health and a pink event linked to the Breast Cancer Awareness Month.
- The division continued DEI training through onboarding process for new employees.
- A new Code of Conduct was introduced in 2025, incorporating human rights and ethical standards, with related training to be launched in 2026.
- The division acquired a digital learning and development platform to support employee development, including human rights training.
- In 2025, the division updated its higher purpose to "drive meaningful change for women, so that every woman can enjoy life in harmony with her body".
- The division participated in networks such as the Diversity Charter Sweden and Jobbsprånget to enhance the division's positive impact on the workforce.

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Stockmann division

- The division provided training for the department stores' people leaders related to wellbeing and ability to work. The trainings took place in Turku, Tapiola and distribution centre Jussla during 2025.
- In 2025, the division developed its tools for operative risk management. The purpose of the project was to bring the questions and observations made during risk assessments into an electronic environment.
- The division's DEI working group continued to develop and implement the division's DEI strategy. During 2025, a mandatory DEI eLearning course for all employees was launched.
- In 2025, the division continued to partner with Helsinki Pride.
- In 2025, the Stockmann division participated in the UN Orange days campaign to end violence against women and in the Retail Employees' Day to recognise retail workers' valuable contributions and to foster team spirit.
- The division developed its HRM system further and introduced new features that, for example, improve visibility into employees' own employment information.

The expected outcome of both division's actions is to enhance the well-being, inclusivity and sense of belonging of the division's employees. The actions cover all employees in both divisions. Although more specific actions with timeframes are yet to be set, the divisions track the effectiveness of their actions through employee feedback mechanisms, surveys, and performance reviews. The actions at both divisions do not require significant operational (OpEx) or capital (CapEx) expenditures.

The Group proactively addresses negative impacts such as discrimination through policies described in *S1-1 Policies related to own workforce*, and provides training, for example, on diversity, equity and inclusion (DEI) for employees. These initiatives aim to foster an inclusive environment and promote equality.

To ensure remediation of material negative impacts, the Group operates a Speak-Up Policy and whistleblowing system that allows employees to report concerns confidentially. The process is further elaborated in *S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns*.

S1–5

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Lindex Group has set targets to manage material negative impacts, advance positive impacts, and address risks related to its workforce, with a focus on employee

engagement, diversity, equity and inclusion (DEI), and maintaining a zero-tolerance policy on discrimination and harassment.

Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidence the target is based on	Scope of the target	Target base- line year	Target baseline value	Results 2024	Results 2025	Additional information
Lindex division	The target is directly linked to the Group's Human Rights Policy objective of fostering employee engagement and participation.	Employee Engagement & Participation: achieve an engagement score of 8.6 (out of 10) and a 69% participation rate in the Lindex Voice employee survey.		All own employees	2021	-	Both targets were met in 2024, with an engagement score of 8.6 and participation rates of 75% in March and 8.5 and 72% in November.	In 2025, the engagement score was 8.4/10 and participation rate 72%. Although the participation rate target was reached, the engagement score was slightly below the target. The insights are used to reflect on the division's engagement strategies.	Lindex division engaged with employees in setting these targets. Although the target concerning the employee engagement survey did not involve various departments, it significantly engaged stakeholders within the People and Communications Department. Target is relative and has been consistent since 2021.
Lindex division	The target is directly linked to the Group's Human Rights Policy objective of creating a culture of diversity, equity, and inclusion.	DEI Awareness Training: 100% of employees to participate in DEI awareness training.		All own employees	2022	0%	All employees are assumed to have received the training, which is incorporated into onboarding and was provided to all when it was implemented.	All employees are assumed to have received the training, which is incorporated into onboarding and was provided to all when it was implemented.	Lindex division engaged with employees in setting these targets, especially for DEI, through interviews and analysis of survey data, ensuring that the targets align with workforce needs and the division's goals. Tracking attendance is a challenge due to the lack of a formal system. Future progress will depend on acquiring a digital learning and development platform to track completion. Target is absolute and has been consistent since 2022. While there have been no changes in targets or measurement methodologies, future efforts will focus on implementing a learning management system to track DEI training completion and enhance the division's ability to monitor performance.
Lindex division	The target is directly linked to the Group's Human Rights Policy and discrimination policy objective of zero tolerance for discrimination and harassment.	Zero Discrimination and Harassment: Ensure that no discrimination and harassment occurs in Lindex' division's own operations, year by year.		All own employees and non-employees	2021	1	One incident of harassment was identified this year and necessary actions was taken to remediate it. The commitment to a zero-tolerance harassment policy remains unwavering as Lindex division continue to ensure a safe and respectful workplace for all employees.	No reported cases during 2025.	Lindex division engaged with employees in setting these targets, especially for DEI, through interviews and analysis of survey data, ensuring that the targets align with workforce needs and the division's goals. Target is absolute and has been consistent since 2021.

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Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target baseline year	Target baseline value	Results 2024	Results 2025	Additional information
Stockmann division	Human Rights Policy: objective of fostering employee engagement and participation.	Empowered, motivated, and healthy, self-steering teams that place well-being at the core every day.		All own employees	Previous year		The result for 2024 was 37% favourability.	The result for 2025 was 42% favorability, +5% increase compared to 2024.	The target is measured with personnel survey question "Stockmann cares about my physical and mental health". The division has set qualitative goals 2022–2025 aligned with its strategic priorities covering all own employees. These targets are monitored with the questions in the personnel survey. Progress is monitored annually, though no specific baseline year/value or target levels have been set. Results guide case-by-case improvements where needed. The current targets are qualitative with quantitative KPIs, and employee representatives have not been directly involved in their formulation.
Stockmann division	Human Rights Policy: objective of fostering employee engagement and participation.	Stockmann team members work in safe and responsible work environment.		All own employees	Previous year		The result for 2024 was 56% favourability.	The result for 2025 was 60% favorability, +4% increase compared to 2024.	The target is measured with personnel survey question "My work setup helps me take care of my personal life." The division has set qualitative goals 2022–2025 aligned with its strategic priorities covering all own employees. These targets are monitored with the questions in the personnel survey. Progress is monitored annually, though no specific baseline year/value or target levels have been set. Results guide case-by-case improvements where needed. The current targets are qualitative with quantitative KPIs, and employee representatives have not been directly involved in their formulation.
Stockmann division	Human Rights Policy: objective of fostering employee engagement and participation.	Stockmann team members get support for taking care of their own health and wellbeing.		All own employees	Previous year			0,18 days/employee, meaning 287 sick leave days altogether in 2025.	The target is measured with the amount of sick leaves in the reporting period. The target is calculated by dividing actual sick leave days per employee. The division has set qualitative goals 2022–2025 aligned with its strategic priorities covering all own employees. These targets are monitored with the questions in the personnel survey. Progress is monitored annually, though no specific baseline year/value or target levels have been set. The number includes the entire Stockmann division. Results guide case-by-case improvements where needed. The current targets are qualitative with quantitative KPIs, and employee representatives have not been directly involved in their formulation. The target is measured with the amount of sick leave during reporting period, for cases that have taken place during the reporting period.

S1-6 — S1-17

Metrics related to own workforce

S1-6 CHARACTERISTICS OF THE GROUP'S OWN EMPLOYEES

Gender	Number of employees (head count)	
	2024	2025
Female	5,435	5,491
Male	531	497
Other	0	0
Not reported	0	0
Total employees	5,966	5,988*

* Employees on long-term leave within the Stockmann division are included in the total of 5,988, in contrast to the personnel figures stated in the *Report of the Board of Directors*.

All head counts reported in metrics in *S1 Own Workforce* includes individuals with valid contracts on 31 December 2025. Individuals on long-term absence, defined as any uninterrupted absence lasting more than 30 consecutive days at the year-end, have been excluded for the Lindex division. The data has been extracted from the divisions' HR systems.

Employees in countries where the Group has at least 50 employees, representing at least 10% of its total employees

Country	Number of employees (head count)	
	2024	2025
Sweden	2,093	2,044
Finland	1,541	1,471
Norway	943	1,066

See the *Key Figures* table of the consolidated financial statements 2025.

Characteristics of the Group's own employees by contract type and gender

	Female 2025 (2024)	Male 2025 (2024)	Other 2025 (2024)	Not disclosed 2025 (2024)	Total 2025 (2024)
Number of employees (head count)	5,491 (5,435)	497 (531)	0 (0)	0 (0)	5,988 (5,966)
Number of permanent employees (head count)	4,480 (4,434)	469 (504)	0 (0)	0 (0)	4,949 (4,938)
Number of temporary employees (head count)	582 (618)	26 (26)	0 (0)	0 (0)	608 (644)
Number of non-guaranteed hours employees (head count)	429 (383)	2 (1)	0 (0)	0 (0)	431 (384)
Number of full-time employees (head count)	1,700 (1,691)	385 (416)	0 (0)	0 (0)	2,085 (2,107)
Number of part-time employees (head count)	3,791 (3,745)	112 (114)	0 (0)	0 (0)	3,903 (3,859)

During the reporting year, 2,107 (2024: 2,401; earlier reported: 1,059) employees left the company, giving an employee turnover of 35.2% (2024: 40.2%, earlier reported: 17.8%). As of the 2025 reporting period, number of employees who left the company include temporary workers. Comparable figures have been updated accordingly.

S1-8 COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE

Collective bargaining coverage		Social dialogue
Coverage rate	Employees – EEA (for countries with > 50 empl. representing >10% of total empl.)	Workplace representation (EEA only, for countries with >50 empl. representing 10% total empl.)
0–19%		
20–39%		
40–59%		
60–79%		
80–100%	Sweden, Norway, Finland	Sweden, Norway, Finland

The proportions of collective bargaining coverage and social dialogue in the countries with the largest workforces was unchanged in 2025 compared to 2024.

78.3% (2024: 78.3%) of Lindex Group's employees are covered by collective bargaining agreements.

S1-9 DIVERSITY METRICS

Diversity metrics top management, 2025 (2024)

	Female	Female %	Male	Male %	Other	Other %	Gender not disclosed	Gender not disclosed %
Top management	7 (9)	47% (50%)	8 (9)	53% (50%)	0 (0)	0% (0%)	0 (0)	0% (0%)

Top management includes Lindex Group's and the divisions' Leadership teams.

Diversity metrics employees, 2025 (2024)

	Under 30 years old	30 to 50 years old	Over 50 years old	Total
Number of employees	2,070 (2,149)	2,340 (2,294)	1,578 (1,523)	5,988 (5,966)

S1-10 ADEQUATE WAGES

Lindex Group has conducted a double materiality assessment across its operations. Based on this assessment, the topic was determined to be not material for the current reporting period.

The evaluation considered wage-setting mechanisms such as collective bargaining agreements in Sweden, Norway, Finland; EU Directive on Adequate Minimum Wages in the other EEA countries and the UK National Living Wage in the UK, as well as the Anker methodology in production countries outside EEA.

No significant material impacts were identified in relation to wage adequacy.

S1-14 HEALTH AND SAFETY METRICS

Health and safety management system coverage

	Lindex division	Stockmann division
Workers covered by a health and safety management system (%)	100	100

The figures are estimated based on that Lindex Group adheres to local occupational safety and health legislation. There has been no changes 2025 compared to 2024.

Work-related injuries and work-related accidents

	2024	2025
Number of fatalities as a result of work-related injuries	0	0
Number of work-related accidents	191	194
Rate of work-related accidents	25.3	27.5
Fatalities as a result of work-related injuries, other workers working on the company's sites	0	0

The Lindex division collects data regarding work-related injuries and accidents through its corporate health and safety management system. The Stockmann division collects data from insurance company in Finland and include cases submitted to the official authority, the Labour Inspectorate, in Estonia and Latvia. Lindex division does not separate between recordable and non-recordable incidents, in contrast to the Stockmann division.

S1-16 REMUNERATION METRICS (PAY GAP AND TOTAL REMUNERATION)

The gender pay gap percentage, defined as the difference of average pay levels between female and male employees, is 17,17% in total (2024: 18.06%). In 2025, most of the males were working in the offices (white-collar), whereas the majority of the store personnel (blue-collar) were females. The gender pay gap was -0.40% among blue-collar employees, indicating slightly higher average pay for women, and 11.67% among white-collar employees. The average hourly salaries used in the gender pay gap calculation are based on annual disbursements during the reporting year for all active employees with valid contracts as of 31 December 2025. Individuals on long-term absence, defined as any uninterrupted absence lasting more than 30 consecutive days at the year-end, have been excluded. To determine the average hourly salary, total annual basic salary compensation was divided by the corresponding hours worked. A standardised full-time, full-year annual basic salary was then estimated based on local weekly full-time equivalent (FTE) standards. Variable pay disbursements for the year were added to this standardised annual basic salary, and the total was converted back into an average hourly rate. A key change to the gender pay gap calculation in the 2025 reporting compared to 2024 is the inclusion of variable components.

The annual total remuneration ratio, based on the company's highest paid individual divided by the median of all other employees, amounts to 17.81 (2024: 43.22). Annual remuneration is derived from the annual full-time, full-year salary including variable pay used in the pay gap calculation. Compared to 2024, the 2025 remuneration ratio calculation has been adjusted by converting all salaries to full-time equivalents and basing the figures on actual disbursements, whereas the 2024 calculation partially used

contractual salary figures. The lower remuneration ratio reported for 2025 is an effect of the updated methodology, which results in higher underlying remuneration levels. The remuneration of the highest-paid individual is lower compared to 2024, which has also contributed to a reduction of the remuneration ratio.

S1-17 INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS

	2024	2025
Incidents of discrimination, including harassment	0	0
Complaints filed through grievance mechanisms	6	18
The amount of fines, penalties, and compensation for damages as a result of incidents and complaints	0	0
Cases of severe human rights incidents	0	0

Out of the 18 concerns raised through channels for own workers during 2025, 15 were fully or partially substantiated, 17 concerns lead to remediation and two cases remained open and were under review or ongoing remediation at the end of the reporting year. The increase in reported concerns in 2025 was influenced by five reports relating to the same case. It may also indicate increased awareness and a higher reporting tendency among employees. All three unresolved concerns from 2024 were resolved during 2025.

Data has been gathered from the designated speak-up portal (WhistleB) and the central and local functions of Human Resource, Security and Sustainability.

S2 Workers in the value chain

S2-1 Policies related to value chain workers

Lindex Group has adopted policies to manage its material impacts concerning workers in its value chain. These policies, Human Rights Policy and Speak-Up Policy, outline Lindex Group's commitments to responsible and ethical sourcing, considering impacts on human rights. The policies and further details are presented in chapter *MDR-P Policies adopted to manage material sustainability matters*.

The Group's Human Rights Policy outlines Lindex Group's commitment to respecting internationally recognised human rights, including labour rights, and includes provisions for safe workplaces, adequate wages, and the prohibition of child labour, forced labour, and human trafficking. The Group's commitment encompasses the entire workforce within its value chain. Special consideration is provided to safeguard the health and well-being of female workers in the supply chain. In 2025, there were 11 identified cases of non-compliance with the UN Guiding Principles on Business and Human Rights, ILO principles, or OECD Guidelines related to value chain workers. All issues have been addressed and 10 of the 11 have been remediated during the reporting year.

The Group ensures that its commitments are accessible to its suppliers. The Lindex division has outlined these commitments in its Supplier Code of Conduct and sustainability commitments. Additionally, these commitments are incorporated into the supplier purchasing agreements. Compliance is regularly evaluated through

pre-assessments, regular audits and evaluations, using a business scorecard to recognise high-performing commercial goods suppliers. The Stockmann division has integrated the commitments into supplier agreements. As part of the agreements, the Stockmann division requires its commercial suppliers to commit to the amfori BSCI Code of Conduct, which includes eleven core labour rights derived from international treaties, or to provide a document outlining similar commitments. The compliance of non-EU own-brand suppliers is monitored with regular audits. Stockmann has started to expand the audit requirement to EU own-brand suppliers during 2025. Further details on how the Group engages with value chain workers on its policies are provided in chapter *S2-2 Process for engaging with value chain workers about impacts*.

The Group provides an anonymous grievance mechanism, outlined in the Speak-Up Policy, allowing all stakeholders, including value chain workers, to report concerns confidentially through an online speak-up portal. When human rights violations are caused by third parties, the Group strives to use its leverage to ensure remediation and implement preventative measures.

S2-2 Processes for engaging with value chain workers about impacts

Lindex Group engages with value chain workers and their representatives to manage the impacts on workers across its supply chain. Through collaboration with recognised worker representatives and credible proxies, the Group obtains valuable insights, particularly from the most vulnerable groups, which are used to guide its decision-making and strengthen its strategies. The effectiveness of the engagement methods is assessed through audits, worker interviews, and grievance mechanisms.

Through regular consultations with credible proxies, the Lindex division gathers feedback when developing or updating policies, creating action plans, or implementing capacity-building programmes. For both divisions, engagement with value chain workers typically occurs during regular audits, which include confidential worker interviews to assess working conditions, grievance mechanisms, and awareness of rights among workers. The audit data informs the Group's decisions to improve workplace standards. The audits are further described in subchapter *S2-4 Taking action on material impacts on value chain workers and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions*.

The Lindex division engages with suppliers in high-risk countries, including Bangladesh, China, India, Pakistan, and Turkey, through workshops, consultations, and providing role-specific training covering topics such as health and safety and gender equality. The division maintains a strong local presence in these countries through its own production offices, where the division's employees maintain a close dialogue with suppliers to support the workers' well-being.

The Lindex division is an active member of the Ethical Trading Initiative (ETI) and uses this platform to engage with a wide range of stakeholders, including NGOs, academia, trade unions, and governmental authorities, ensuring dialogue that advances workers' rights and ethical practices. Additionally, the Lindex division is a signatory to the International Accord for Health and Safety in the Textile and Garment Industry, committing to safety inspections, factory improvements, and worker empowerment, with the involvement of global trade unions.

In addition to the regular audits conducted by the Stockmann division, the division relies to some extent on the Lindex division's production offices, and supplier engagement regarding its own brand products, excluding hard goods, is therefore carried out by the Lindex division. In 2025, 64% of garment orders came from the Lindex division's suppliers.

The Chief Sustainability Officer is responsible for overseeing the engagement at the Lindex division and ensuring that worker insights inform the division's approach. At the Stockmann division, the Chief Technology & Supply Chain Officer and the Chief Brand and Offering Officer share the responsibility.

S2-3

Processes to remediate negative impacts and channels for value chain workers to raise concerns

Lindex Group has a structured approach to remedy, which it follows in situations where it identifies that it has caused or contributed to a material negative impact on value chain workers. The Group's Speak-Up portal, and the process described in *S1-3 Process to remediate negative impacts and channels for own workers to raise concerns*, is also used to report concerns related to workers in the value chain. When a negative impact is identified, Lindex Group follows a process outlined in the Speak-Up Policy, which includes a comprehensive investigation by the sustainability team to assess the situation and engage with the value chain workers or their representatives, to determine appropriate actions.

Through its Supplier Code of Conduct, the Lindex division requires suppliers to establish safe, confidential grievance channels, which are regularly monitored through audits and worker interviews. Through the audits, the Lindex division

has identified challenges related to workers' trust in the suppliers' internal grievance channels. To assess the worker awareness and the reliability of grievance mechanisms, the division uses the Sedex SMETA audits. The audit process includes strengthening grievance management systems at factories and maintaining documentation on grievances and remedies. The Stockmann division's suppliers commit to providing effective grievance mechanisms and maintaining accurate records in line with UNGP Article 31 when adhering to the amfori BCSI Code of Conduct.

Lindex Group is continuously striving to ensure that suppliers strengthen their internal grievance channels. To further support workers' ability to raise concerns, the Lindex division also partners with a third-party grievance mechanism in its sourcing regions. In Bangladesh, the RMG Sustainability Council (RSC) provides a transparent platform for reporting health and safety issues, and complaints are made public to ensure accountability. The Lindex division also supports a Women's Café in Bangladesh that provides a safe space for female workers to address workplace issues. In Turkey, the Lindex division partners with MUDEM to offer legal support and grievance channels for garment workers.

S2-4

Taking action on material impacts on value chain workers, and approaches to mitigating material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions

The Group's Human Rights Policy outlines the Group's commitment to responsible and ethical sourcing, ensuring that products and services are sourced from suppliers with consideration for their potential impact on human rights and the environment.

Lindex Group implements ongoing key actions to address and mitigate the material negative impacts on workers in its supply chain. The current focus of Lindex Group's actions is on workers of the tier 1 suppliers, while the company is in the process of strengthening its Human Rights Due Diligence (HRDD) process to expand these actions further in the supply chain. Transparency and traceability efforts cover the full supply chain.

Actions related to material impacts, risks, and opportunities

- Enhancing human rights and due diligence across the supply chain: In 2025, the Lindex division conducted a comprehensive impact assessment across its entire supply chain, from raw materials to final products, to better understand potential human rights risks and inform the continuous development of its due diligence practices. During the reporting year, the division published its first Human rights report.
- Supply chain management: The Lindex division uses a Business Scorecard to evaluate supplier performance, focusing on onboarding, evaluation, motivation, and disengagement. The aim is to transform and consolidate value chains, encouraging self-reliance in business partners and promoting long-term human rights standards. The division's responsible purchasing practices include fair price negotiations, realistic production forecasts, and transparent communication. Suppliers are given notice in cases of disengagement to reduce worker impact due to the Lindex division's withdrawal. The Stockmann division uses supplier selection criteria when selecting new suppliers. In supplier collaboration, long-term supplier relationships are preferred to build strong, efficient and compliant supplier partnerships.
- Supplier audits: Regular audits support adherence to Lindex Group's standards. The Lindex division's supplier evaluations include internal audits and third-party Sedex SMETA audits. The Stockmann division

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requires third-party audits, such as amfori BSCI, Sedex SMETA and ICS, for its non-EU suppliers and business partners. Stockmann has started to expand the requirement to EU own-brand suppliers during 2025. Suppliers are audited annually, or biannually if they have received high results in many consecutive audits. Audits focus on various topics, including adequate wages, freedom of association, health and safety, diversity, discrimination, child labour and forced labour. An audit report, along with a corrective action plan to address detected deficiencies, is prepared after each audit. Each task outlined in the corrective action plan is given a deadline, and progress is actively monitored. In addition to audits, the Lindex division promotes supplier ownership by training suppliers in conducting self-assessments alongside audits encouraging continuous improvement in factory conditions and develop sustainable practices.

- **Transparency:** During 2025, the Lindex division piloted Textile Genesis, a traceability platform that covers the entire supply chain, and signed an agreement with a rollout plan. This is a key step towards increasing traceability and strengthening the company's due diligence practices. The Lindex division publishes available supplier information on its website and Open Supply Hub. The Stockmann division publishes lists of Tier 1 suppliers and factories of its own brand fashion and home products on its website.

Health & safety

Lindex Group mitigates health and safety risks by conducting external audits, ensuring effective remediation through follow-ups on corrective action plans. Through its ongoing participation in the Accord on Fire and Building Safety, the Lindex division is committed to improving safety in the garment industry, particularly in Bangladesh and Pakistan. This legally binding agreement between brands and trade unions aims to establish a robust, industry-wide compliance and accountability system. The programme

includes independent inspections, training, and a complaint mechanism to ensure safe workplaces. The Lindex division's all tier one suppliers in Bangladesh and Pakistan undergo inspections. Remediation progress on identified safety issues is regularly monitored and published online. In 2025, 92 inspections were completed in Bangladesh, achieving a 90% progress rate. In Pakistan, six initial inspections were carried out; however, the current progress rate remains at 0% as follow-up inspections were not yet conducted during reporting year.

In 2025, the Lindex division joined the Employment Injury Scheme (EIS) Pilot in Bangladesh and started contributing financially to the initiative. It was launched in 2022 under the lead of International Labour Organization (ILO) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). It's the first national employment injury social insurance scheme for Ready-Made Garments (RMG) workers in Bangladesh, covering 4 million workers in the export-oriented RMG sector in the country. In the event of work-related injuries, the scheme provides compensation for the affected. The monthly pensions are financed through voluntary contributions from international brands.

Adequate wages

The Group is committed to promoting fair wage practices throughout its supply chain and using influence to support wage progression. This commitment is outlined in the Lindex division's Sustainability Commitment and in the Stockmann division's supplier agreements through compliance with the amfori BSCI Code of Conduct. In addition to this, the Lindex division supports its suppliers in periodically assessing worker wages against locally calculated living wages using the Anker & Anker methodology and benchmarking these against actual wages. Suppliers are guided to implement wage management systems and transition from cash to digital payment methods to improve wage reliability and transparency. The Lindex division's purchasing practices

are structured to support fair wage payments while avoiding incentives for excessive overtime. The Group's production is outsourced to independent suppliers, and worker wages are not directly paid by the Group.

Freedom of association

Lindex Group's supplier requirements communicated through the Lindex division's Supplier Code of Conduct and the Stockmann division's supplier agreement, require suppliers to uphold workers' rights to freedom of association. However, freedom of association, the right to unionisation, worker representation, and collective bargaining remain under considerable pressure in many countries, where efforts to organise and strengthen unions among garment workers frequently encounter significant challenges and resistance. Lindex Group closely monitors audit findings on worker representation and addresses issues such as the absence of elected representatives, lack of awareness about their roles, irregular meetings with management, and inadequate election system. The Lindex division has also mapped the presence of trade unions at its tier 1 suppliers. Findings show that only 26 of 130 production units currently have a trade union in place. In 2025, the Lindex division participated in the Ethical Trading Initiative (ETI) working group on Freedom of Association. The purpose of this group is to develop guidance materials and strengthen companies' understanding of freedom of association and worker representation in sourcing countries.

Gender equality and discrimination and harassment

The Lindex division's WE Women Management System, developed in collaboration with GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), continues to strengthen women's position and equal rights in the global garment supply chain. The programme provides skills training, mentorship, and health support, while raising supplier management's awareness on gender issues and promoting workplace inclusivity, equal opportunities, and

protecting women from discrimination and harassment. This is implemented in countries such as Bangladesh, India, Turkey, and China. As part of its human rights due diligence process, the Lindex division commissioned an independent evaluation to gain insights into the current conditions of women workers within its supply chain in Bangladesh. The study was carried out by a third party and included 20 factories. The results demonstrated positive impacts on women's empowerment and workplace conditions, while also highlighting areas where further action is required to advance gender equality. Additionally, the division conducted an in-depth study on the gender wage gap in China. The study confirmed the findings from the 2024 global Gender pay gap survey, showing that male workers generally earn more than female workers across most job categories, with only a few exceptions in office or management roles.

Child labour and forced labour

The Group has zero tolerance of child and forced labour. Zero tolerance cases are monitored by the Lindex division during supplier onboarding, audits, and ongoing monitoring of WhistleB reports and external sources. The Lindex division also has a Modern Slavery Act statement that defines the division's approach to preventing, identifying, and mitigating the risk of modern slavery in its business and value chains. The Lindex division has a Child Labour Action Plan and a Forced Labour Action Plan in place. The Child Labour Action Plan defines child labour, allocates responsibilities between the Lindex division and suppliers, and specifies actions to be taken if child labour is found. The Forced Labour Action Plan details procedures for addressing alleged or confirmed cases of forced labour, slavery, or human trafficking, including assigned responsibilities and corrective actions. The Stockmann division monitors the cases through supplier audits.

The Lindex division uses a Human Rights Due Diligence (HRDD) process to identify, prevent, and mitigate impacts, focusing on vulnerable groups. The Stockmann division is committed to developing a similar process. Currently, its actions on the supply chain are developed based on risk assessments and active monitoring of the audit results. No severe human rights issues or incidents connected to value chain workers were reported in 2025.

Lindex Group provides remedy through a structured process, which includes investigations, implementation of corrective measures, and engagement with workers or representatives, as described in chapter *S2–3 Processes to remediate negative impacts and channels for value chain workers to raise concerns*.

By implementing these actions, Lindex Group aims to improve the supplier alignment with ethical standards, leading to improved working conditions, better wage transparency, increased worker representation, and inclusive workplaces for women. The effectiveness of the actions is assessed through audit results and target tracking. The actions on diversity and inclusion both mitigate potential adverse impacts and address the risks and opportunities related to reputation, as identified in the double materiality assessment.

Actions planned for the future is to develop new 2030 targets based on the result from the impact assessment.

The actions presented in this chapter are ongoing, integrated into Lindex Group's regular operations. While operational (OpEx) and capital expenditures (CapEx) are associated with implementing the Group's actions, the financial data is organised by business functions rather than sustainability criteria, and no monetary amounts will be disclosed.

S2–5

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

To promote the Lindex Group's commitment to responsible and ethical sourcing that promotes supply chain workers' rights, outlined in the Group's Human Rights Policy, the Lindex division has established targets focusing on living wages, working conditions, transparency, and women's empowerment. The Stockmann division has set a target related to supplier audits.

Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target base- line year	Target base- line value	Results 2024	Results 2025	Additional information
Lindex division	Group's Human Rights Policy. The target is directly linked to the Human rights policy objective of adequate wages.	Living Wage Program: By 2025, Lindex division's tier 1 suppliers who stand for 80% of its production volume will participate in a living wage program. Lindex division requires suppliers to calculate living wages, identify wage gaps, and use digital payments.		Upstream supply chain, tier 1, covering 80% of Lindex division's production volume.	2019	0%	In 2024, tier 1 suppliers who stand for 80% of Lindex division production volume are calculating a living wage and tier 1 suppliers who stand for 95% of Lindex division production volume have adopted digital payments.	In 2025, tier 1 suppliers who stand for 72% of Lindex division's production volume are calculating a living wage and tier 1 suppliers who stand for 99% of Lindex division production volume have adopted digital payments.	The target was not achieved. The results show a decrease compared to the previous year. Some suppliers that had provided data in prior reporting periods were unable to submit data from this reporting period. This negatively impacted the overall performance. The target is relative, based on the proportion of total production volume. The calculation method was adjusted in 2023 and now looks at the volume of tier 1 suppliers that have participated in a living wage program conditions / full Lindex division production volume. The target was developed by a cross-functional team with expertise from global production markets, incorporating insights from over 20 years of audit results, research reports, NGO surveys, multi-stakeholder collaborations such as with amfori BSCI, ETI, GZI, and Solidaridad.
Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of working conditions including discrimination, health and safety, adequate wages, freedom of association, forced labour, child labour and offense and harassment.	Working Conditions: By 2025, Lindex division's tier 1 suppliers who stand for 80% of its production volume will demonstrate commitment to improving working conditions in areas such as health, safety, and anti-discrimination.		Upstream supply chain, tier 1, covering 80% of Lindex division's production volume.	2019	0%	In 2024, tier 1 suppliers who stand for 78% of Lindex division production volume, showed commitment to improving working conditions. Self-assessment performance reached 72% by 2024.	In 2025, tier 1 suppliers who stand for 80% of Lindex division production volume showed commitment to improving working conditions. Self-assessment performance reached 69% by 2025.	The target was achieved. The target is relative, measured through Lindex division's scorecard system, that evaluates suppliers annually on self-assessment capability and management improvements in working conditions. The calculation method was adjusted in 2023 and now looks at the production volume of tier 1 suppliers that have showed commitment to improve working conditions / full Lindex division production volume. The target was developed by a cross-functional team with expertise from global production markets, incorporating insights from over 20 years of audit results, research reports, NGO surveys, multi-stakeholder collaborations such as with amfori BSCI, ETI, GZI, and Solidaridad.
Lindex division	Groups Human rights policy. The target is directly linked to the objective of the Human rights policy. Transparency in supply chain is essential for upholding and advancing human rights by enabling greater accountability and addressing systemic issues effectively.	Supply Chain Transparency: By 2025, Lindex division's tier 1 suppliers who stand for 80% of its production volume will be traceable within the supply chain.		Upstream supply chain, tier 1, covering 80% of Lindex division's production volume.	2019	0%	Lindex division has published supplier information on both its website and Open Supply Hub.	Lindex division has published supplier information on both its website and Open Supply Hub.	The target was not achieved. While significant parts of the supply chain have already been mapped, the IT infrastructure needed to enable transparency and product traceability is still in development. To enable this, the division is implementing the digital platform TextileGenesis, which allows tracking of products from fibre to finished garment and gives the visibility of all raw material suppliers. This will support the division's target to achieve full traceability for all garments down to the fibre level by 2028. In accordance with Lindex commitment to the transparency pledge, Lindex publishes contact information to garment factories, processing units, and fabric suppliers on both our own websites as well as on open supply hubs. The target was developed by a cross-functional team with expertise from global production markets, incorporating insights from over 20 years of audit results, research reports, NGO surveys, multi-stakeholder collaborations such as with Amfori BSCI, ETI, GZI, and Solidaridad. The target is relative.

Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target base- line year	Target base- line value	Results 2024	Results 2025	Additional information
Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of women empowerment and gender equality.	Women's Empowerment: By 2025, Lindex division's tier 1 suppliers who stand for 80% of its production volume will have completed and sustained the Women Empowerment (WE Women) program.		Upstream supply chain, tier 1, covering 80% of Lindex division's production volume.	2019	0%	In 2024, tier 1 suppliers who stand for 53% of Lindex division production volume had completed the WE Women program.	In 2025, tier 1 suppliers who stand for 50% of Lindex production volume had completed the WE Women program.	The target was not met. The target is relative and measured annually. The calculation method was adjusted in 2023 and now looks at the volume of tier 1 suppliers that have onboarded WE Women / full Lindex division production volume. The target was developed by a cross-functional team with expertise from global production markets, incorporating insights from over 20 years of audit results, research reports, NGO surveys, multi-stakeholder collaborations such as with amfori BSCI, ETI, GZI, and Solidaridad. The Lindex division has successfully implemented the WE Women project with the majority of its suppliers in Bangladesh and key suppliers in India. However, challenges like COVID-related disruption have delayed the rollout in other markets. The division's exit from Myanmar, where the project had been implemented, has also affected the result. Although the Lindex division plans to expand the project to more suppliers in China in 2025, it is expected that the original target will not be met. Instead, lessons learned will be used to shape the strategy beyond 2025.
Stockmann division		100% of own brand suppliers covered by audits.		Tier 1 suppliers.			67%	83%	Stockmann divisions long-term target is to ensure all its own brand products' tier 1 suppliers are covered by audits. Currently, 83% of suppliers are covered, and all suppliers are required to commit to the amfori Code of Conduct or equivalent principles. This target does not have a baseline year or baseline value, but progress is actively monitored throughout the year, and ongoing discussions are held with suppliers on how to include those not yet covered by audits. This is a new target that is formally reported in this report, even though the underlying data has been monitored previously.

S3 Affected communities

S3-1 Policies related to affected communities

Lindex Group has adopted policies to manage material impacts related to affected communities living near to the Group's value chain activities. These policies, Human Rights Policy, Environmental Policy, and Speak-Up Policy, outline Lindex Group's approach to addressing impacts on communities' rights and access to clean water and impacts from discarded products. The policies and further details are presented in chapter *MDR-P Policies adopted to manage material sustainability matters*.

The Human Rights Policy emphasises respect for affected communities' rights, especially access to clean water, sanitation, and adequate housing, and includes measures to minimise impacts on land and water resources. Lindex Group commits to upholding civil, political, economic, social, and labour rights across its value chain. Dialogue with stakeholders, including NGOs and local representatives, is integral to aligning operations with international standards, ensuring respect for the rights of affected communities and indigenous peoples. No cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises were reported regarding affected communities during the reporting year.

The Environmental Policy draws from the guidance on the principles for responsible business conduct and outlines these commitments by targeting reductions in water use

and pollution, focusing on sustainable practices like water recycling and rainwater harvesting, particularly in water-intensive parts of the supply chain.

The Lindex division also uses its Supplier Code of Conduct to engage with suppliers in high-risk regions, requiring them to commit to similar sustainability commitments outlined in the Group's policies. Outreach efforts involve consultations, workshops, and collaborations, fostering understanding of the Lindex division's standards in Bangladesh, China, India, and Turkey.

The Stockmann division requires its suppliers to make similar commitments, for example, by signing the amfori BSCI Code of Conduct, through which the suppliers commit to respecting the right to healthy living conditions of local communities, and to preventing, mitigating, and remediating adverse impacts on the surrounding communities, or by demonstrating similar commitments in their own policies.

As outlined in its Speak-Up Policy, Lindex Group offers a grievance mechanism to enable all its stakeholders, including affected communities, to report concerns anonymously through an online speak-up portal. Lindex Group's suppliers are also mandated to establish safe, confidential grievance channels, further described in subchapter *S2-3 Processes to remediate negative impacts and channels for value chain workers to raise concerns*.

S3-2 Processes for engaging with affected communities about impacts

Lindex Group incorporates the perspectives of affected communities in managing its impacts through partnerships and collaborations, especially via NGOs and industry initiatives, due to the remoteness of its operations, which

limits direct engagement. The Lindex division engages with the affected communities at multiple stages, including during policy development and mitigation planning, with regular dialogues through partnerships and initiatives. The Stockmann division does not have its own separate process in place to engage with communities that are only affected through the Stockmann division's value chain; however, when the division utilises the Lindex division's production offices, the Lindex division's processes are applied.

Cooperation with local NGOs and suppliers enables the Lindex division to integrate community perspectives into decision-making. Currently, the Lindex division conducts projects only in Bangladesh. Key activities include partnership projects, such as with WaterAid, aimed at improving access to water, sanitation, and hygiene. These efforts involve not only infrastructure development but also community empowerment, particularly by training women to be hygiene behaviour change agents, to address community needs effectively. By involving local communities, especially women, in project planning and implementation, the Lindex division gains insight into the perspectives of vulnerable and marginalised communities and ensures that the projects reflect the perspectives of those most affected.

The operational responsibility for these engagements, ensuring insights inform the Lindex division's sustainability approach, lies with the Chief Sustainability Officer. The processes to assess the effectiveness of engagement have not yet been put in place.

The Group has not identified material impacts related to indigenous communities among the affected communities and therefore, has not included a specific process to protect the particular rights of indigenous peoples in its stakeholder engagement approach.

S3–3

Processes to remediate negative impacts and channels for affected communities to raise concerns

Lindex Group follows a remediation process, outlined in its Speak-Up Policy, whenever it identifies that it has caused or contributed to a material negative impact on affected communities. Lindex Group offers a grievance mechanism for affected communities through its online speak-up portal, process outlined in subchapter *S1–3 Processes to remediate negative impacts and channels for own workers to raise concerns*. If an incident involving affected communities occurs, the situation is assessed, and engagement takes place with the communities or their representatives, such as suppliers, peers, or NGOs, to determine appropriate actions. The channel is publicly available on the Group’s website. While there are no specific mechanisms to support the availability of these channels for affected communities, the portal can be used by anyone to report potential misconduct. Currently, there is no formal assessment in place to determine whether affected communities are aware of or have trust in these channels.

Although Lindex Group does not currently support grievance channels through its business relationships for affected communities, it acknowledges their value and intends to explore options for expanding such mechanisms. An example of existing support along the Lindex division’s value chain includes the Women’s Café in Bangladesh, described further in subchapter *S2–3 Processes to remediate negative impacts and channels for value chain workers to raise concerns*.

S3–4

Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions

Lindex Group has implemented ongoing actions to mitigate negative impacts on affected communities, especially focusing on water and land use in the Lindex division’s supply chain. These actions include water management, land-use and ecosystem protection, and circularity and waste reduction. These actions, expected outcomes, and how to track effectiveness are described in more detail in subchapters *E2–2 Actions and resources related to pollution*, *E3–2 Actions and resources related to water*, *E4–3 Actions and resources related to biodiversity and ecosystems*, and *E5–2 Actions and resources related to resource use and circular economy*. In addition to these, the Lindex division has identified necessary actions in response to actual or potential negative impacts on affected communities through its human rights due diligence process.

When negative impacts arise, Lindex Group follows a process outlined in its Speak-Up Policy, as described in subchapter *S3–3 Processes to remediate negative impacts and channels for affected communities to raise concerns*. No severe human rights issues or incidents connected to affected communities were reported in 2025.

To deliver positive impacts on communities, the Lindex division collaborates with WaterAid to improve water and sanitation facilities in garment worker communities

in Bangladesh, targeting over 8,700 people through initiatives such as menstrual hygiene management (MHM) programme, rainwater harvesting systems in factories to reduce groundwater dependency, and community ownership approaches to engage local residents in planning and financing while training women and girls as hygiene change agents. During 2025, the project aimed to enhance the knowledge on menstrual hygiene management of garment workers and their communities in Bangladesh, was expanded and reached additional 3,738 people.

The Lindex division monitors the progress of these actions through annual reports from WaterAid, with a set of key performance indicators (KPIs) to assess access to clean water, sanitation, and hygiene awareness. The project spans from July 2023 to June 2025.

S3–5

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

Lindex Group has established specific targets for managing impacts on affected communities; however, its key initiatives focus on sustainable water management, waste reduction,

and ecosystem protection. These initiatives are further described in chapters *E3 Water*, *E4 Biodiversity and ecosystems* and *E5 Resource use and circular economy*.

Lindex division/ Stockmann division/ Group	Related policy and brief description of relation to the policy objective	Target	Frameworks or conclusive scientific evidences the target is based on	Scope of the target	Target base-line year	Target baseline value	Results 2024	Results 2025	Additional information
Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and sanitation.	By 2025 the aim is to secure 1,200 people gain access to clean drinking water and improved sanitation facilities at RMG workers' dwelling communities.		The initiative focuses on targeted group in ready made garment sector communities in Savar Upazila in Bangladesh.	2023	0 people	87 people	1,434 people	The target was exceeded. The target is absolute. The target was developed together with the project partner WaterAid.
Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and sanitation.	By 2025 the aim is to secure 8,700 people gain access to handwashing facilities at factories and RMG workers' dwelling communities.		The initiative focuses on targeted group in ready made garment sector communities in Savar Upazila in Bangladesh.	2023	0 people	2,780 people	12,108 people	The target was exceeded. The target is absolute, The target was developed together with the project partner WaterAid.
Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and sanitation.	By 2025 the aim is to reach 6,200 people in awareness raising and improved hygiene behaviour of workers and their families.		The initiative focuses on targeted group in ready made garment sector communities in Savar Upazila in Bangladesh.	2023	0 people	1,423 people	6,795 people	The target was exceeded. The target is absolute. The target was developed together with the project partner WaterAid.

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Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and minimise impact on land.	By 2025, the commercial goods suppliers to eliminate the use of hazardous chemicals contributing to water and soil pollution, achieving a score of four in the Environmental Assessment tool. Looking towards 2030, Lindex's division's long-term goal is for suppliers to lead the way in responsible chemical management, setting industry standards through innovative, science-based practices. The division's focus is on minimizing environmental impact through smarter formulations, reducing toxicity, and improving process efficiency throughout the textile value chain.	The current targets related to chemical management for Lindex division are voluntary and fully aligned with EU regulations, including REACH/ECHA (Registration, Evaluation, Authorisation, and Restriction of Chemicals/European Chemicals Agency) standards as well as the Group's environmental policy. The targets are based on conclusive scientific evidence since REACH/ECHA, AFIRM (Apparel and Footwear International RSL Management), ZDHC (Zero Discharge of Hazardous Chemicals), and ASTM (American Society for Testing and Materials) are grounded on scientifically proven data.	Target includes upstream supply chain tier 1-2.	2019	2019, the focus was to map chemicals First measured value was 79% in 2022	79%	95%	The short term goal means that Lindex division's commercial goods suppliers with chemical intense operations have implemented a strong environmental management system, including chemical management, with at least 80% of their chemicals compliant with Lindex division's MRSL (Manufacturing Restricted substances list), with a detailed, verifiable plan to reach 100% compliance. The assessment scale is from one to five, with a score of one indicating significant shortcomings in chemical management, and a score of five indicating industry leadership in chemical management, with innovative practices that extend beyond the factory. A score of four indicates that suppliers have a robust chemical management system in place to systematically evaluate all chemical hazards and risks before purchasing. The target is relative. The key stakeholders were engaged in setting the targets, as the division consulted textile experts, NGOs, other fashion brands, and several of the leading suppliers, such as MAS Group.
Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and minimise impact on land.	By 2025, 80% of commercial goods suppliers are expected to achieve optimal water efficiency, which includes reducing water intake, re-using and recycling water within processes, and treating wastewater to meet environmental standards before discharge.	Key EU directives considered include Directive 2018/851/EU (amending the Waste Framework Directive), Regulation 2019/1021/EU (POP Regulation), Directive 2008/98/EC (Waste Framework Directive), Directive 2010/75/EU (Industrial Emissions Directive - IED) and Directive 2000/60/EC (Water Framework Directive). Additionally, international standards such as ZDHC (Zero Discharge of Hazardous Chemicals), HiGG FEM (Facility Environmental Module) and BSR (Business for Social Responsibility) Wastewater Discharge Standards were also incorporated into the development of the Environmental Assessment tool, used to evaluate. Not based on conclusive scientific evidence.	Target includes upstream supply chain tier 1 vertical suppliers.	2019	2019, the focus was to map the current situation First measured value was 79% in 2022	79%	95%	This short-term relative goal has a direct and immediate impact on the water use of factories. Lindex division tracks the effectiveness of these actions by using its Environmental Assessment tool, which evaluates suppliers with water intense operations on a scale of one to five, with one being the lowest and five being the highest score. A score of five means suppliers have action plans for 100% water efficiency and show significant progress, a score of three reflects compliance with national water regulations and some progress on water efficiency, and scores one and two highlight major water management issues. Lindex division aims to phase out those scoring below three. Progress is measured both quantitatively, through reductions in water use and increased recycling, and qualitatively, through third-party wastewater testing. The target has not been validated by an external party and the targets are voluntary. The Group collaborates with stakeholders, including NGOs in production countries, to identify and address specific water risks. Through these partnerships, they work to understand the challenges and set targeted goals based on the identified risks.

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Index division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and minimise impact on land.	By 2030, 80% of commercial goods suppliers should have comprehensive water stewardship principles in place. This long-term goal includes ecosystem restoration and improved basin-level water management, benefiting both suppliers and local communities.	Key EU directives considered include Directive 2018/851/EU (amending the Waste Framework Directive), Regulation 2019/1021/EU (POP Regulation), Directive 2008/98/EC (Waste Framework Directive), Directive 2010/75/EU (Industrial Emissions Directive - IED) and Directive 2000/60/EC (Water Framework Directive). Additionally, international standards such as ZDHC (Zero Discharge of Hazardous Chemicals), HiGG FEM (Facility Environmental Module) and BSR (Business for Social Responsibility) Wastewater Discharge Standards were also incorporated into the development of the tool. Not based on conclusive scientific evidence.	Target includes upstream supply chain tier 1 vertical suppliers.	2019	2019, the focus was to map the current situation First measured value was 79% in 2022	79%	95%	Suppliers achieving this, which represent score five with the Environmental Assessment tool, must demonstrate verified actions in reducing water use and recycling wastewater, adhering to both EU regulations and international standards as well as the Group's Environmental Policy. This long-term goal aims for a more significant, widespread impact on water quality and availability at regional and global levels. Lindex division tracks the effectiveness of these actions by using its Environmental Assessment tool, which evaluates suppliers on a scale of one to five, with one being the lowest and five being the highest score. A score of five means suppliers have action plans for 100% water efficiency and show significant progress, a score of three reflects compliance with national water regulations and some progress on water efficiency, and scores one and two highlight major water management issues. Progress is measured both quantitatively, through reductions in water use and increased recycling, and qualitatively, through third-party wastewater testing. The target has not been validated by an external party and the targets are voluntary. The Group collaborates with stakeholders, including NGOs in production countries, to identify and address specific water risks. Through these partnerships, they work to understand the challenges and set targeted goals based on the identified risks.
Index division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and minimise impact on land.	By 2030, 100% of Lindex virgin cotton will come from farmers with whom we are collaborating directly in order to secure the transition to organic and regenerative agriculture.	The target aligns with frameworks such as the Kunningham Montreal Global Biodiveristy framework (GBF) and the Science Based Targets for Nature (SBTN). Target relates to the following SBTN targets: • Landscape engagement • ARRRT Framework: Reduce, Transform	Target includes upstream supply chain tier 4.	2024	5%	5%	8%	Landrelated engagement target: Lindex will actively drive change in identified risk areas for cotton agriculture by collaborating directly with farmers and secure the transition to organic and regenerative agriculture. No ecological thresholds or biodiversity offsets were used in setting this targets. Target is relative. Feedback on target setting and possible gaps were provided by WWF in Sustainable Fashion Academy's course "Kickstarting Biodiversity Program".

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Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and minimise impact on land.	By 2026, 100% of Lindex's materials are recycled and/or sustainably sourced (through recognized certification schemes).		Target includes upstream supply chain tier 4.	2018	0%	88%	91%	The key stakeholders were engaged in setting the targets, as the division consulted textile experts, NGOs and Textile Exchange. The target is relative and voluntary.
Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and minimise impact on land.	By 2026, 70% of all products include a minimum of 15% recycled content.	Lindex division's sustainability targets are designed in accordance with recognised international standards, such as those of the Textile Exchange, and the principles of the EU waste hierarchy, as well as scientific research conducted by the Ellen McArthur foundation regarding circular business models.	Target includes upstream value chain tier 4.	2021	16%	59%	74%	This target focuses on increasing the use of recycled fibres, reducing the division's reliance on virgin materials. Lindex division works with industry partners, including Södra Skogsägarna and Infinited Fiber Oy, to scale textile-to-textile recycling solutions and ensure access to post-consumer recycled materials. Progress is reviewed and monitored regularly to ensure transparency and alignment with global sustainability goals. Target is relative and the result represents a share of the number of pieces produced. The 2024 result has been revised due to an identified error.
Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and minimise impact on land.	By 2026, 100% of all cotton will be traceable through recognized certification schemes.	The target aligns with frameworks such as the Kunningham Montreal Global Biodiveristy framework (GBF) and the Science Based Targets for Nature (SBTN). Target relates to the following SBTN targets: <ul style="list-style-type: none"> No conversion of natural ecosystems Land footprint reduction ARRRT Framework: Avoid, Reduce 	Target includes upstream supplychain tier 4.	2023	87%	93%	93%	The WWF biodiversity risk filter was used to identify high-impact areas, focusing on cotton and MMCF production as well as water use and quality. No ecological thresholds or biodiversity offsets were used in setting this relative targets. Feedback on target setting and possible gaps were provided by WWF in Sustainable Fashion Academy's course "Kickstarting Biodiversity Program".

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Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and minimise impact on water and land.	By 2026, 100% of all manmade cellulosic fibers will be traceable through recognized certification schemes.	The target aligns with frameworks such as the Kunningham Montreal Global Biodiveristy framework (GBF) and the Science Based Targets for Nature (SBTN). Target relates to the following SBTN targets: <ul style="list-style-type: none"> Target: No conversion of natural ecosystems Land footprint reduction ARRRT Framework: Avoid, Reduce 	Target includes upstream supply chain tier 4.	2023	97%	99%	97%	The WWF biodiversity risk filter was used to identify high-impact areas, focusing on cotton and MMCF production as well as water use and quality. No ecological thresholds or biodiversity offsets were used in setting this target. Target is relative. Feedback on target setting and possible gaps were provided by WWF in Sustainable Fashion Academy's course "Kickstarting Biodiversity Program".
Lindex division	Group's Human Rights Policy. The target is directly linked to policy objective of affected communities and access to clean water and minimise impact on land.	By 2030, circular business models and services such as recommerce, rental, or repair services will comprise 5% of Lindex division's total revenue.	Lindex division's sustainability targets and they are designed in accordance with recognised international standards, such as those of the Textile Exchange, and the principles of the EU waste hierarchy, as well as scientific research conducted by the Ellen McArthur foundation regarding circular business models.	Target includes the entire value chain (upstream, own operations and down-stream).	2024	0.02%	0.02%	0.02%	Through collaboration with industry partners and stakeholders, Lindex division is committed to driving innovation and achieving these targets as part of its circular economy initiatives. Progress is reviewed and monitored regularly to ensure transparency and alignment with global sustainability goals. Result from circular business so far is based on Second hand, where sales can be followed besides sales of other categories. This is a part of the "budget hierarchy" in RMS.

S4 Consumers and end-users

S4-1 Policies related to consumers and end-users

Lindex Group has adopted policies to manage material impacts, risks and opportunities related to consumers and end-users. These policies, the Consumer and End-User Policy, Human Rights Policy, and Speak-Up Policy, outline Lindex Group's approach to protecting consumer rights and aligning with their values, supporting a positive and loyal customer base. The policies and further details are presented in chapter *MDR-P Policies adopted to manage material sustainability matters*.

Through the policy commitments, the Group is dedicated to ensuring that the human rights of the consumers and end-users are respected in every channel and market in which it operates. While the policies cover many areas related to the rights of the consumer, this chapter focuses on the topics material to Lindex Group, which are the right to health and safety, and the right to be free from discriminatory practices:

- The Group is committed to safeguarding the right to health and safety by ensuring the products meet or exceed industry standards through safety checks and chemical tests, particularly benefiting consumers such as parents purchasing for their children.
- The right to be free from discriminatory practices is supported by offering diverse and accessible products, a commitment to inclusive marketing, and regular adaptations based on customer feedback. The Group

is committed to ensuring that its marketing campaigns and promotional materials reflect the diverse communities it serves, and do not uphold stereotypes. Efforts are also made to ensure the accessibility of the Group's websites and apps.

Lindex Group's Consumer and End-User Policy align with internationally recognised standards, including:

- UNGCP: Addressing safety, information, and choice rights.
- ICC Advertising and Marketing Communications Code and World Federation of Advertisers' global principles: Focusing on ethical, inclusive, and accurate marketing.
- UN Convention on the Rights of the Child: Attention to children's rights, product safety, and age-appropriate marketing.
- REACH and GDPR: Ensuring chemical compliance and consumer data protection.

No cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises were reported in the downstream value chain.

To ensure responsiveness to customer needs, the Group has put in place mechanisms such as surveys and customer service channels, fostering a culture of improvement and customer-centric innovation. The insights gathered from these channels were considered when setting the Consumer and End-User Policy. With a specific focus on the needs of women and children, to enable remedy for human rights impacts, there are dedicated channels like customer service and a speak-up portal that reinforce Lindex Group's commitment to consumer rights.

S4-2 Processes for engaging with consumers and end-users about impacts

Lindex Group engages directly with consumers and end-users to consider their perspectives when making decisions and developing activities aimed at managing actual and potential impacts. As outlined in its Consumer and End-User Policy, Lindex Group continually develops its offering to meet the needs of its diverse customer base by considering feedback from all consumer demographics. The feedback is used to improve existing products and develop new ones that address specific needs or gaps in the market that are relevant to the Group's overall offering. The Group is committed to:

- Active customer dialogue: Lindex Group engages with customers through customer service, social media, and regular surveys, gathering and acting on feedback to address their needs and concerns.
- Privacy and data practices: Compliance with privacy regulations, transparent data practices, and respect for consumer data-sharing preferences are prioritised.
- Product transparency: The company communicates clearly about products and sustainable practices, and provides consumers with accurate information.
- Complaint resolution: A systematic complaint process enables resolution through repairs, replacements or compensation as necessary.
- Speak-up portal: Lindex Group encourages consumers to report misconduct or raise concerns via the Group's speak-up portal.

Engagement is ongoing and occurs across several stages, including during complaints of faulty goods, suspected product-related damage, or other instances when customers wish to share feedback. Engagement can

happen in-store, via customer service, or through other channels at the time of purchase, pre-purchase, or post-purchase. The effectiveness of engagement is ensured with frequent customer surveys to gather feedback and measure customer experience, and mechanisms to process and analyse complaints, described in subchapter *S4–3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns*.

At the Stockmann division, the Chief Brand & Offering Officer and Chief Sales and Marketing Officer holds shared operational responsibility for ensuring engagement with consumers and that feedback informs company decisions and improvements. At the Lindex division, the Chief Brand and Product Officer share this responsibility with the Chief Commercial Officer.

Risk assessment routines consider the needs of vulnerable groups, such as children, focusing on factors like weight, height, age-related abilities, physical and mental maturation, and potential product misuse. This approach ensures that product safety aligns with the specific needs and characteristics of these consumers.

S4–3 Processes to remediate negative impacts and channels for consumers to raise concerns

Lindex Group has established a process to address and remediate negative impacts on consumers and end-users resulting from its products, and this is outlined in the Speak-Up Policy. This process includes multiple channels through which customers can report complaints and personal injuries directly to store staff, through an online speak-up portal, or by contacting customer service via letter, email, or telephone. Lindex Group's speak-up portal is available for all stakeholders to anonymously report concerns.

Complaints are carefully assessed to determine their nature and documented to ensure traceability. A range of solutions is offered to resolve issues, including repair, product exchange, price reduction, purchase cancellation, or compensation for costs associated with medical visits, medication, or any incurred personal or property damage.

The Group does not assess the effectiveness of remedy, but its process enables dialogue with the individual raising the concern, from the receipt of the report until the closure of the case. To improve quality and safety, all complaints and claims are logged to identify trends and patterns, and regular analyses are conducted to enhance product safety and quality standards. While Lindex Group's policy does not specifically extend these processes to business partners, it emphasises direct consumer interaction as a primary focus.

To assess whether customers are aware of and trust these processes, the Group comprehensively documents the complaints and implements frequent surveys to gather feedback on customer experience and trust in the company's processes for addressing concerns. Marketing and communication materials aim to provide accurate and transparent information about the processes available to consumers, while transparent communication and engagement on social media platforms further build trust and awareness of these channels. Lindex Group prohibits retaliation against individuals raising concerns, as described in subchapter *G1–1 Corporate culture and business conduct policies and corporate culture*.

Employee training programmes for staff in product, marketing, and sales roles ensure that they are well-equipped to handle and respond to consumer needs, further reinforcing customer confidence in Lindex Group's processes and channels for addressing issues.

S4–4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions

Lindex Group addresses material impacts, risks, and opportunities related to consumers by focusing on key actions for enhancing product safety and promoting diversity and inclusivity within the brands and products. The actions have been established to safeguard consumers and mitigate the related risks to Group's reputation. The actions promoting inclusivity in product development and communication are one of the Group's ways to positively contribute to consumers' self-esteem, while increasing customer loyalty, maintaining diverse representation, and brand appeal across various consumer segments.

Key actions related to consumers and end-users

- **Product safety and quality:** The Lindex division's own-brand products undergo internal and third-party testing to meet or exceed industry safety standards, with particular focus on chemical content and child safety. For other products, the division works together with suppliers to ensure quality and safety. At the Stockmann division, the division is responsible for product safety checks, applying the same safety standards as the Lindex division. For the whole Group, children's garments receive special attention, with safety considered from design to finished product, guided by specific safety instructions and European standards. To ensure compliance, the Group applies a regularly updated checklist across the production chain, monitored by internal quality and testing teams.
- **Diversity and inclusion:** To avoid reinforcing societal inequities, Lindex Group's campaigns avoid stereotypes and reflect a wide range of consumer

S4–5

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

The Group has not yet set any measurable, outcome-oriented targets to manage material impacts, risks and opportunities related to consumers and end-users.

Due to the complexity of social inclusion, setting measurable targets is currently challenging. Therefore, the Lindex division has chosen to embed social inclusion within internal frameworks, such as the customer promise and the brand platform, to ensure its integration into core business practices. The monitoring of the actions' effectiveness is described in subchapter *S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions.*

The presented actions do not require significant operational (OpEx) or capital (CapEx) expenditures beyond the divisions regular budgets. Social inclusion campaigns are part of the Lindex division's standard marketing activities, without the need for extra operational or capital expenses. The Stockmann division's work on inclusion is still under development and does not yet require any additional resources.

To address customer feedback and track the effectiveness of related actions, the Group collects, documents, and analyses all complaints and feedback to identify patterns and areas for improvement. Issues are assessed in-depth, with corrective actions aligned to each case, ranging from repairs and exchanges to refunds and compensation. If customers experience harm, the Group responds through direct communication, with apologies and explanations, detailed investigations including independent testing when appropriate, and financial or practical compensation as a gesture of goodwill.

Lindex Group maintains multiple channels for customer feedback, ensuring traceability and prompt response. If a product poses any risk, a thorough root cause analysis identifies required actions, which could include a recall, product improvement, or corrective measures for customers. To prevent any customer impact from the Group's practices, comprehensive quality checks and safety controls are part of each production phase. Strict adherence to regulatory standards and detailed risk assessments, especially for children's products, further reduces potential risks. No severe human rights issues or incidents connected to consumers have been reported in the year 2025.

experiences, supporting diversity and empowerment. The Lindex division's products are designed to support women through various life stages, such as menstruation and menopause, and campaigns portray a broad representation of beauty and diversity. The Stockmann division's wide offering is curated to meet diverse consumer needs.

- **Accessibility:** During the reporting period, the Group advanced its compliance with the European Accessibility Act and published accessibility statements on both divisions' websites. The Group's websites and apps are designed to be accessible for users with disabilities, allowing all customers to make informed choices.
- **Inclusive assortment:** The Group continues to actively respond to customer requests for a more inclusive selection. The Lindex division has introduced adjustable waists for both children's and women's clothing and expanded size ranges in its lingerie offering, while the Stockmann division has continued to develop its plus-size clothing selection and offers sewing services to tailor products for a better fit. In addition to this, the Stockmann division collaborated with body-positivity advocate and designer Henna Lampinen to create a plus-size capsule collection for its own brand, which was available in spring 2025 as part of the women's NOOM collection.

Some of these actions are ongoing and regularly refined based on customer feedback and regulatory changes, whereas others relate specifically to the current reporting period. The work around inclusivity and customer engagement is continually evolving in line with consumer needs and social expectations. The Lindex division regularly carries out surveys on customers to find out their views of body positivity and inclusivity, integrating their insights to refine its approach.

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G1 Business conduct

G1-1

Business conduct policies and corporate culture

The Group's business conduct is guided by its Code of Conduct, which sets out principles for compliance with legislation, international treaties and recommendations, fair competition, consumer rights, employee and working conditions, environmental responsibility, and the prevention of corruption and conflicts of interest. During the reporting period, the Lindex division implemented its division-level Code of Conduct, reinforcing its corporate culture and aligning daily work practices with its higher purpose, which is described in the subchapter *SBM-1 Strategy, business model and value chain*. The Stockmann division continues to follow the Group-level Code of Conduct, ensuring consistent ethical behaviour across the division.

Lindex Group's business conduct is described in separate policies, such as the Speak-Up, Environmental, Human Rights, Consumer and End-user and Anti-Corruption Policies. These policies support the Group's employees in making decisions aligned with the Group's ethical standards. A general description of the Environmental Policy

is provided in subchapter *E1-2 Policies related to climate change mitigation and adaptation*, the Human Rights Policy and Speak-Up Policy in subchapter *S1-1 Policies related to own workforce*, and the Consumer and End-User Policy in subchapter *S4-1 Policies related to consumers and end-users*. The Group updated its Anti-Corruption Policy during the reporting period to further systemise anti-corruption measures across the organisation. The policy aligns with the United Nations Convention against Corruption. The Group has a zero-tolerance approach to all forms of bribery and corruption. No formal assessment has yet been performed to determine which functions are most at risk of corruption and bribery. A risk assessment covering all relevant functions will be conducted in the future.

At Lindex Group, the Stockmann division offers training related to its business conduct by providing an e-learning module based on the Group Code of Conduct for new personnel when they enter the division and for existing employees. In 2025, 98% (2024: 70%) of the employees in Finland, 97% (2024: 100%) in Latvia and 55% in Estonia, completed the module. The module was introduced in Estonia in early 2025. The division's target is to achieve 100% completion by its employees across all countries, even though the target was not achieved during the reporting period. The e-learning module is mandatory for all employees. The Lindex division has implemented its own Code of Conduct, which is available on the division's website. Training related to the Code of Conduct is planned and is scheduled for roll-out in the coming years.

The Group develops and promotes its corporate culture by actively managing and working in alignment with its values, as the divisions' purposes and values form the foundation of the Group's corporate culture. The Group's corporate culture is evaluated through regular employee surveys and by monitoring the reports submitted to the speak-up portal.

Lindex Group encourages all its employees, suppliers, partners, customers, public authorities, and other stakeholders to report any misconduct or raise concerns through its speak-up portal, in line with its Speak-Up Policy and in accordance with the EU Whistleblowing Directive. The Speak-Up Policy outlines the principles that guide whistleblowing reporting and investigation, and the protection of whistleblowers: confidentiality, non-retaliation, fair treatment, and the prohibition of malicious or false reports. The Speak-Up Policy and speak-up portal are available to all stakeholders on the Group's website and intranet. The online portal is provided by an external partner, WhistleB, Whistleblowing Centre, but the cases are handled by the Group's designated case handlers. To ensure anonymity, the communication channel is encrypted and password-protected. For the Stockmann division, whistleblowing training is part of the Code of Conduct e-learning, which is mandatory for all employees.

Lindex Group strictly prohibits retaliation against any individual who makes a good-faith report of suspected misconduct or participates in an investigation. Retaliation against individuals raising concerns under the Speak-Up Policy will not be tolerated and may result in disciplinary action, up to and including termination of the employment or contractual relationship. Measures to protect against retaliation include a clearly defined process for the investigation of concerns and anonymisation of documentation.

Reported concerns are handled by case handlers from Lindex Group Security, HR, Sustainability, Legal and/or Internal Audit. The case handlers may also initiate investigations independently, without involvement from management, and formulate conclusions based on the investigation. Upon receiving a reported concern,

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investigations are conducted promptly, objectively, and with respect for the rights of all parties involved. Access to reports and information relating to an investigation is restricted to the individuals carrying out the investigation and information is shared further only on a strict need-to-know basis and only for the purpose of conducting the investigation and taking enforcement actions.

G1-2 Management of relationships with suppliers

Lindex Group is committed to responsible and ethical sourcing, which includes acquiring products and services from suppliers with consideration for their potential impacts on human rights and the environment. The Group seeks long-term partnerships with suppliers who share its vision of sustainability and continuous improvement in terms of sustainability. To promote fair practices, the Group has established clear internal guidelines on responsible purchasing practices and pre-assessment processes for supplier selection. The Lindex division has a strong local presence, with its own production offices and staff who maintain close dialogue with commercial goods suppliers and conduct frequent factory visits, a practice that has been in place for many years.

The Lindex division has established internal guidelines on responsible purchasing practices to ensure that its business decisions do not negatively impact the rights and wellbeing of workers in its supply chain. As a member of the Ethical Trading Initiative (ETI), the division is committed to the 'Common Framework for Responsible Purchasing Practices', reinforcing its dedication to fair and ethical sourcing. Another key focus area of responsible

procurement for the division is the prevention of late payments, regardless of the supplier's size. The division's responsible sourcing policy is still under development. The Stockmann division has established practices to ensure timely payments, regardless of the size of the supplier. The division has the following practices to ensure that all suppliers, including SMEs, receive their payments on time and without delays:

- Clear payment terms: all contracts define clear payment terms that are mutually accepted by both parties.
- Automated invoice processing: the division uses automated systems to process and pay invoices, reducing the risk of human error and speeding up payment processes.
- Regular monitoring: the division regularly monitors the status of payments and ensures that all invoices are processed and paid on time.
- Communication: the division communicates with suppliers when necessary and informs them of any delays or problems with payments.

To ensure alignment with the Group's ethical and environmental standards, including human rights commitments, all the Lindex division's commercial goods suppliers are required to sign the division's sustainability commitment and Supplier Code of Conduct, with zero-tolerance issues including child labour, forced labour, and environmental violations. The Stockmann division's new commercial goods suppliers are required to sign the amfori BSCI Code of Conduct or provide a similar document outlining their commitments. In accordance with its commitment to the transparency pledge, both divisions publish the contact information of garment factories, processing units, and fabric suppliers on their own websites.

In addition to that, the Lindex division publishes this information via open supply hubs.

The Lindex division evaluates the performance of its commercial goods suppliers using a Business Scorecard, which assesses quality, lead time, business performance, and sustainability, including human rights and environmental performance. High-performing suppliers are rewarded, and regular reviews ensure that suppliers remain aligned with Lindex Group's sustainability objectives. This focus on responsible purchasing helps to support improved working conditions at supplier facilities, with particular attention given to key suppliers responsible for 80% of the division's production volume.

In addition, the Lindex division conducts an ongoing and dynamic Human Rights Due Diligence (HRDD) process that extends across its supply chain. The Stockmann division is committed to developing its own process.

The Group conducts regular audits, applying the SMETA approach to the Lindex division's suppliers and third-party audits, such as amfori BSCI, to the Stockmann division's suppliers. Corrective action plans are implemented as needed, and progress is actively monitored.

The Lindex division has developed internal guidelines and tools to support supplier planning and prevent excessive overtime. These practices are incorporated into training and induction programmes to ensure consistent behaviour across the organisation.

G1-3 — G1-4

Prevention and detection of corruption and bribery

Lindex Group has processes in place to prevent, detect, and address allegations or incidents of corruption and bribery. It applies a zero-tolerance approach to these issues, supported by its Anti-Corruption Policy, the Group and the Lindex division Code of Conduct, the Lindex division Supplier Code of Conduct, and the sustainability commitments of both divisions. The policies are available on the Lindex Group website and divisions' intranets. The Lindex division's Code of Conduct and Supplier Code of Conduct are available on the division's website. The Group's Board of Directors and Audit Committee have competence in matters of preventing and detecting corruption and bribery, although they have not received formal training in these. The Stockmann division currently provides training on anti-corruption and bribery to new and existing employees as part of its Code of Conduct training and the Lindex division plans to include these topics in its training programme during 2026, focusing on the functions deemed to be at higher risk of corruption and bribery. The Group is currently not able to report the percentage of functions-at-risk covered by training programmes.

The Group's employees, contractors and suppliers are encouraged to report concerns through various channels, including management, HR, Security, and the anonymous speak-up portal. Lindex Group's employees can also report any suspicions to their supervisor, their unit's security manager, the Group leadership, the Legal department or the Group's Internal Audit. Reports are handled with confidentiality, investigated independently by designated case handlers, and corrective actions are taken if necessary.

Investigations are conducted independently by case handlers from Security, HR, Sustainability, Legal, or Internal Audit, without any involvement from management. If the investigation involves anyone from the investigation team, these individuals are excluded from the process.

Findings are reported to relevant management levels depending on the nature of the concern, up to the Board of Directors when needed. Additionally, the Audit Committee receives annual reports on concerns raised through the speak-up portal or the other channels.

Lindex Group did not have any convictions or fines for violation of anti-corruption and anti-bribery laws in 2025.

G1-6

Payment practices

The average time the Lindex division takes to pay an invoice, from the date when the calculation of the contractual or statutory term of payment starts, is 35.8 days (2024: 35.7 days). The average time for the Stockmann division is 35.4 days (2024: 33.9 days, earlier reported: 32.9 days).

The percentage of payments to commercial goods suppliers aligned with the Lindex division's standard payment terms of 60 days net is 97.8% (2024: 97.4%). The percentage of payments to suppliers for over-head costs within standard payment terms is 98.4% (2024: 95.4%). The Stockmann division lacks standard payment terms but has used the average payment term of invoices paid during the reporting year as the standard payment term when calculating the percentage of payments aligned with standard payment terms. 93.5% (2024: 93.5%) of payments to commercial

goods suppliers are paid within the division's standard payment terms based on this logic, and 92.1% (2024: 92.9%, earlier reported: 93.1%) of payments to suppliers for overhead costs. Among payments to uncategorized suppliers, 74.4% (2024: 70.3%) complied with Stockmann division's average payment terms.

Information has been compiled from the financial ERP systems, including all invoices paid during the reporting year. Payments made up to two days after the due date are treated as being within standard terms, acknowledging potential delays caused by weekends. Deviations from standard terms occur mainly among suppliers for overhead costs due to variations in local standards, the absence of formal agreements, or deviating terms outlined in concluded agreements.

The Group has no outstanding legal proceedings for late payments.

Key figures

		2025	2024	2023	2022	2021
Revenue	EUR mill.	952.3	940.1	951.7	981.7	899.0
Gross profit	EUR mill.	554.4	547.9	554.2	568.3	527.0
Gross margin	%	58.2	58.3	58.2	57.9	58.6
EBITDA	EUR mill.	169.5	159.8	176.7	258.0	184.9
Adjustments to EBITDA	EUR mill.	-4.8	-14.0	-3.5	75.1	13.8
Adjusted EBITDA	EUR mill.	174.2	173.8	180.2	183.0	171.1
Operating result	EUR mill.	64.7	60.9	76.5	154.9	82.1
Operating margin	%	6.8	6.5	8.0	15.8	9.1
Adjustments to operating result	EUR mill.	-4.8	-14.0	-3.5	75.1	13.8
Adjusted operating result	EUR mill.	69.5	74.9	80.0	79.8	68.3
Net result for the period	EUR mill.	24.4	13.2	51.7	101.6	47.9
Adjustments to net result for the period	EUR mill.	-5.6	-11.2	26.6	64.0	7.9
Adjusted net result for the period	EUR mill.	30.0	24.4	25.1	37.6	40.0
Share capital	EUR mill.	77.6	77.6	77.6	77.6	77.6
Return on equity	%	6.2	3.4	14.2	33.7	20.2
Return on capital employed	%	6.2	6.2	8.1	15.7	8.0
Capital employed, average	EUR mill.	1,103.7	1,065.3	1,004.3	1,005.4	1,059.2
Capital turnover rate		0.9	0.9	0.9	1.0	0.8
Inventories turnover rate		2.4	2.3	2.4	2.4	2.4
Equity ratio	%	33.3	30.0	29.9	26.2	18.9
Equity ratio excluding IFRS 16 items	%	64.8	61.9	60.6	53.4	27.3
Net gearing	%	120.4	145.0	133.2	135.4	212.8
Net gearing excluding IFRS 16 items	%	-9.0	-6.2	-12.8	-22.3	76.8
Capital expenditure *)	EUR mill.	31.1	45.7	65.1	62.5	16.9
Share of revenue	%	3.3	4.9	6.8	6.4	1.9
Interest-bearing net debt	EUR mill.	542.8	571.4	521.6	454.4	570.8
Interest-bearing net debt / EBITDA	EUR mill.	3.2	3.6	3.0	1.8	3.1
Interest-bearing net debt excluding IFRS 16 items	EUR mill.	-51.6	-31.8	-65.6	-100.4	233.6
Total assets	EUR mill.	1,356.2	1,315.7	1,310.2	1,282.9	1,416.5
Personnel expenses	EUR mill.	214.8	208.4	212.5	212.1	194.6
Personnel, average **)	persons	5,940	6,014	5,801	5,802	5,649
Average number of employees, converted to full-time equivalents	persons	4,015	4,216	4,283	4,332	3,886
Revenue per person	EUR thousands	160.3	163.6	164.1	169.2	159.1

*) excluding right-of-use assets

**) comparative figure for 2024 has been corrected

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Key figures per share

		2025	2024	2023	2022	2021
Earnings per share, undiluted and diluted	EUR	0.16	0.08	0.33	0.65	0.42
Adjusted Earnings per share, undiluted and diluted	EUR	0.18	0.15	0.16	0.24	0.35
Cash flow from operating activities per share	EUR	0.76	0.56	0.65	0.35	1.32
Equity per share	EUR	2.75	2.44	2.47	2.15	1.74
P/E ratio of shares		15.3	32.6	8.8	3.0	5.1
Share quotation at 31.12.	EUR	2.47	2.69	2.90	1.97	2.16
Highest price during the period	EUR	3.31	3.51	3.03	3.26	2.44
Lowest price during the period	EUR	2.34	2.39	1.68	1.46	1.07
Average price during the period	EUR	2.81	2.93	2.13	2.19	1.61
Share turnover	thousands					
A share						576
B share		35,452	28,294	47,442	94,830	90,210
Share turnover	%					
A share						0.5
B share		21.6	17.5	29.9	60.8	79.1
Market capitalisation at 31.12.	EUR mill.	405.2	434.8	460.3	307.1	333.6
Number of shares at 31.12.	thousands	164,041	161,623	158,716	155,880	154,437
Weighted average number of shares, basic	thousands	162,731	160,359	157,379	155,189	114,009
Weighted average number of shares, diluted	thousands	163,309	161,106	157,379	155,189	114,009
Number of shareholders at 31.12.		39,529	41,055	42,328	44,289	45,054

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Performance measures according to IFRS

Earnings per share, basic and diluted	$\frac{\text{Net result for the period attributable to the parent company's shareholders} - \text{tax} - \text{adjusted interest on hybrid bond}}{\text{Average number of shares (basic or diluted)}}$
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Alternative performance measures

Gross profit	Revenue – materials and services
Gross margin	$\frac{\text{Gross profit} * 100}{\text{Revenue}}$
EBITDA	Operating result + depreciation, amortisation, and impairment losses
Adjusted EBITDA	EBITDA – adjustments, see items affecting comparability
Adjusted operating result	Operating result – adjustments, see items affecting comparability
Operating margin, %	$\frac{\text{Operating result} * 100}{\text{Revenue}}$
Adjusted net result for the period	Net result for the period – adjustments after taxes, see items affecting comparability
Return on equity, %	$\frac{\text{Net result for the period attributable to the parent company's shareholders} * 100}{\text{Equity attributable to the parent company's shareholders (average for the year)}}$
Capital employed	Total assets – deferred tax liability and other non-interest-bearing liabilities
Return on capital employed, %	$\frac{(\text{Result before taxes} + \text{interest and other financial expenses}) * 100}{\text{Capital employed (average for the year)}}$

Capital turnover rate	$\frac{\text{Revenue}}{\text{Capital employed (average for the year)}}$
Inventories turnover rate	$\frac{365}{\text{Inventories turnover time}}$
Equity ratio, %	$\frac{\text{Equity attributable to parent company's shareholders} * 100}{\text{Total assets} - \text{advance payments received}}$
Equity ratio excluding IFRS 16 items, %	$\frac{\text{Equity attributable to parent company's shareholders excluding IFRS 16 items} * 100}{\text{Total assets} - \text{right-of-use assets} - \text{lease receivables} - \text{advance payments received}}$
Interest-bearing net debt	Interest-bearing liabilities – cash and cash equivalents – interest-bearing receivables
Interest-bearing net debt excluding IFRS 16 items	Interest-bearing liabilities - lease liabilities
Net gearing, %	$\frac{\text{Interest} - \text{bearing net debt} * 100}{\text{Equity attributable to parent company's shareholders}}$
Net gearing excluding IFRS 16 items, %	$\frac{\text{Interest} - \text{bearing net debt excluding IFRS 16 items} * 100}{\text{Equity attributable to parent company's shareholders excluding IFRS 16 items}}$
Operating free cash flow	Adjusted EBITDA – lease payments +/- changes in net working capital – capital expenditure

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Key figures per share

Adjusted earnings per share	$\frac{\text{Adjusted net result for the period attributable to the parent company's shareholders}}{\text{Average number of shares}}$
Equity per share	$\frac{\text{Equity attributable to the parent company's shareholders}}{\text{Number of shares on the balance sheet date}}$
Cash flow from operating activities per share	$\frac{\text{Cash flow from operating activities}}{\text{Average number of shares excluding own shares owned by the company}}$

P/E ratio of share	$\frac{\text{Share quotation on balance sheet date}}{\text{Earnings per share}}$
Share turnover	Number of shares traded during the period
Market capitalisation	Number of shares multiplied by quotation for the respective share series on balance sheet date

Items affecting comparability

Lindex Group uses Alternative Performance Measures in accordance with the guidelines of the European Securities and Markets Authority (ESMA) to better reflect operational business performance and to facilitate comparisons between financial periods.

The adjusted operating result is calculated from the operating result, excluding adjustments for items affecting comparability. In 2025, these items are presented under the following categories:

- Restructuring, disputes and related items – including costs and reversals related to restructuring programmes, termination of lease agreements, and disputed or conditional restructuring debt.
- Strategic projects and structural changes – including costs related to strategic initiatives, organisational development, and sale-and-leaseback modifications.
- Insurance settlements and refunds – including insurance claim settlements, employee insurance refunds, and pension fund rebates.
- Gains and losses on disposals – including gains and losses on the sale of real estate and disposal of subsidiary shares.
- Other – including costs related to geopolitical events such as the war in Ukraine and minor dispute costs.

In addition to the above, items affecting comparability may also include impairment and other value adjustments to assets, litigation fees and settlements, and other significant non-recurring income or expenses.

The adjusted net result is calculated from the net profit/loss for the period, excluding the above items after tax impact. The tax impact is calculated at the transaction level and includes changes in deferred taxes. Additionally, adjustments to the net result include tax income and expenses resulting from settlements of tax disputes.

In 2025, the Group combined certain items affecting comparability into broader categories to improve clarity. Comparative figures for previous years have been restated accordingly.

EUR mill.	2025	2024	2023	2022	2021
EBITDA	169.5	159.8	176.7	258.0	184.9
<i>Adjustments to EBITDA</i>					
Costs related to restructuring programme	-5.0	10.7	2.6	19.7	2.0
Costs related to strategic projects and structural changes	9.8	7.5	0.3	0.4	8.9
Insurance settlements and refunds		-4.4		-0.3	-3.0
Gains and losses on disposal of assets			0.6	-95.4	-21.7
Other		0.2		0.5	
<i>Adjustments total</i>	4.8	14.0	3.5	-75.1	-13.8
Adjusted EBITDA	174.2	173.8	180.2	183.0	171.1
Operating result	64.7	60.9	76.5	154.9	82.1
<i>Adjustments to operating result</i>					
Costs related to restructuring programme	-5.0	10.7	2.6	19.7	2.0
Costs related to strategic projects and structural changes	9.8	7.5	0.3	0.4	8.9
Insurance settlements and refunds		-4.4		-0.3	-3.0
Gains and losses on disposal of assets			0.6	-95.4	-21.7
Other		0.2		0.5	
<i>Adjustments total</i>	4.8	14.0	3.5	-75.1	-13.8
Adjusted operating result	69.5	74.9	80.0	79.8	68.3
Net result for the period	24.4	13.2	51.7	101.6	47.9
<i>Adjustments to net result</i>					
Costs related to restructuring programme	-5.0	10.7	2.6	19.7	2.0
Costs related to strategic projects and structural changes	9.8	7.5	0.3	0.4	8.9
Insurance settlements and refunds		-4.4		-0.3	-3.0
Gains and losses on disposal of assets			0.6	-95.4	-21.7
Other		0.2		0.5	
Income taxes	-1.0	-2.8	-30.1	23.6	5.9
<i>Adjustments total</i>	3.8	11.2	-26.6	-51.5	-7.9
Net result for the period attributable to non-controlling interests	1.8				
Adjusted net result for the period	30.0	24.4	25.1	50.2	40.0

Shares and share capital

Lindex Group plc has a single class of shares, all shares of which shall carry one (1) vote per share and have equal rights also in other respects. The company's share is listed on the Helsinki Stock Exchange and its trading code is LINDEX and ISIN number is FI0009000251.

The company's share capital on 31 December 2025 was EUR 77 556 538, and number of shares was 164 041 391.

The number of registered shareholders was 39 529 (41 055 shareholders on 31 December 2024).

The company's market capitalisation on 31 December 2025 was EUR 405.2 million (EUR 434.8 million on 31 December 2024).

Number of shares, 31 December 2025

	Number	Shareholders %	Percentages of shares and votes %
1-100	24,956	63.1	0.6
101-1000	11,175	28.3	2.5
1001-10000	2,958	7.5	5.1
10001-100000	372	0.9	6.3
100001-1000000	50	0.1	8.4
1000001-	18	0.1	77.2
Total	39,529	100	100

Ownership structure, 31 December 2025

	Number	Shareholders %	Percentages of shares and votes %
Households	38,539	97.5	16.4
Private and public corporations	628	1.6	28.3
Nominee registrations (incl. foreign shareholders)	190	0.5	28.8
Foundations and associations	138	0.4	21.8
Financial and insurance companies	34	0.1	4.7
Total	39,529	100	100

Major shareholders, 31 December 2025

	Percentages of shares and votes %
1 Nordic Retail Partners Jv Ky	14.6
2 Varma Mutual Pension Insurance Company	8.1
3 Society of Swedish Literature in Finland	7.1
4 Etola Group	5.0
5 Hc Holding Oy Ab	3.9
6 Niemistö Kari Pertti Henrik	3.1
7 Lahitapiola Keskustakiinteistot Ky	1.9
8 Samfundet Folkhälsan i Svenska Finland	1.7
9 Elo Mutual Pension Insurance Company	1.5
10 Ilmarinen Mutual Pension Insurance Company	1.2
11 Jenny and Antti Wihuri Foundation	0.9
12 eQ Nordic Small Cap Mutual Fund	0.8
13 Kaloniemi Markku Petteri	0.5
14 Danske Invest Finnish Equity Fund	0.4
15 LähiTapiola Mutual Life Insurance Company	0.4
16 Säästöpankki Small Cap Mutual Fund	0.3
17 OP-Finland Index Fund	0.3
18 Sijoitusrahasto Eq Eurooppa Pienyhtiö	0.3
19 Proprius Partners Micro Finland (non-Ucits)	0.3
20 Puolimatka Raimo Armas	0.2
Other	47.5
from which Nominee registered shares	28.6
Total	100.0

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Consolidated Income Statement

EUR mill.	Note	1.1.-31.12.2025	1.1.-31.12.2024
REVENUE	2.2	952.3	940.1
Other operating income	2.2	0.0	4.5
Materials and services	2.3	-397.9	-392.3
Employee benefit expenses	2.5, 5.5, 5.6	-214.8	-208.4
Depreciation, amortisation and impairment losses	3.1	-104.7	-99.0
Other operating expenses	2.6	-170.1	-184.1
Total expenses		-887.5	-883.7
OPERATING PROFIT/LOSS	2.1	64.7	60.9
Financial income	4.2	3.6	5.2
Financial expenses	4.2	-40.4	-37.6
Total financial income and expenses		-36.8	-32.3
PROFIT/LOSS BEFORE TAX		28.0	28.6
Income taxes	2.7	-3.6	-15.3
NET PROFIT/LOSS FOR THE PERIOD		24.4	13.2
Profit/loss for the period attributable to:			
Equity holders of the parent company		26.2	13.2
Non-controlling interests		-1.8	0.0
Earnings per share attributable to the equity holders of the parent company, EUR:	4.14		
From the period result, basic		0.16	0.08
From the period result, diluted		0.16	0.08

Consolidated Statement of Comprehensive Income

EUR mill.	Note	1.1.-31.12.2025	1.1.-31.12.2024
PROFIT/LOSS FOR THE PERIOD		24.4	13.2
Other comprehensive income: Items that may be subsequently reclassified to profit and loss			
Exchange differences on translating foreign operations, before tax		28.3	-17.1
Exchange differences on translating foreign operations, net of tax	2.7, 4.13	28.3	-17.1
Cash flow hedges, before tax		-1.8	3.4
Cash flow hedges, net of tax	2.7, 4.13	-1.8	3.4
Other comprehensive income for the period, net of tax		26.6	-13.7
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		50.9	-0.5
Total comprehensive income attributable to:			
Equity holders of the parent company		52.8	-0.5
Non-controlling interests		-1.8	0.0

Consolidated Statement of Financial Position

EUR mill.	Note	31.12.2025	31.12.2024
ASSETS			
NON-CURRENT ASSETS			
Intangible assets			
Goodwill		257.0	242.6
Trademark		84.0	79.3
Intangible rights		38.4	33.3
Other intangible assets		0.3	0.2
Advance payments and construction in progress		0.9	1.0
Intangible assets, total	3.2	380.6	356.4
Property, plant and equipment			
Land and water		2.2	0.2
Buildings and constructions		41.0	0.0
Machinery and equipment		39.8	48.6
Modification and renovation expenses for leased premises		15.4	3.6
Right-of-use assets	3.5	448.3	456.8
Advance payments and construction in progress		51.4	88.3
Property, plant and equipment, total	3.3	598.1	597.5
Investment properties	3.4	0.5	0.5
Non-current receivables	4.11, 4.12	3.5	3.3
Other investments	4.11	0.4	0.4
Deferred tax assets	2.8	28.2	30.6
NON-CURRENT ASSETS, TOTAL		1,011.3	988.8
CURRENT ASSETS			
Inventories			
	2.4	163.8	169.6
Current receivables			
Income tax receivables		3.8	0.4
Non-interest-bearing receivables		42.4	42.3
Current receivables, total	4.4	46.1	42.7
Cash and cash equivalents	4.5	134.8	114.7
CURRENT ASSETS, TOTAL		344.8	326.9
ASSETS, TOTAL		1,356.2	1,315.7

EUR mill.	Note	31.12.2025	31.12.2024
EQUITY AND LIABILITIES			
EQUITY			
Share capital		77.6	77.6
Invested unrestricted equity fund		80.7	78.6
Other funds		0.0	1.8
Translation reserve		-6.1	-34.4
Retained earnings		298.8	270.5
Equity attributable to equity holders of the parent company	4.13	451.0	394.0
Non-controlling interest		-1.2	0.0
EQUITY, TOTAL		449.7	394.0
NON-CURRENT LIABILITIES			
Deferred tax liabilities	2.8	47.5	52.3
Non-current interest-bearing financing liabilities	4.6	0.0	76.1
Non-current lease liabilities	4.6	500.9	512.9
Non-current non-interest-bearing liabilities and provisions	4.6, 4.10, 4.11, 5.3	0.2	0.4
NON-CURRENT LIABILITIES, TOTAL		548.5	641.6
CURRENT LIABILITIES			
Current interest-bearing financing liabilities	4.7	83.3	6.8
Current lease liabilities	4.7	93.5	90.3
Trade payables and other current liabilities	4.7, 4.10	179.3	164.1
Income tax liabilities	4.7	1.9	3.1
Current provisions	5.3	0.0	15.9
Current non-interest-bearing liabilities, total		181.2	183.1
CURRENT LIABILITIES, TOTAL		357.9	280.1
LIABILITIES, TOTAL		906.4	921.7
EQUITY AND LIABILITIES, TOTAL		1,356.2	1,315.7

Consolidated Cash Flow Statement

EUR mill.	Note	1.1.-31.12.2025	1.1.-31.12.2024
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit/loss for the period		26.2	13.2
Adjustments for:			
Depreciation, amortisation and impairment losses		104.7	99.0
Gains (-) and losses (+) of disposals of fixed assets and other non-current assets		0.2	0.0
Interest and other financial expenses		38.6	37.6
Interest income		-3.6	-5.2
Income taxes		3.6	15.3
Other adjustments		-5.1	9.7
Working capital changes:			
Increase (-) / decrease (+) in inventories		12.3	-10.0
Increase (-) / decrease (+) in trade and other current receivables		1.7	-1.1
Increase (+) / decrease (-) in current liabilities		-0.8	-15.2
Interest expenses paid		-42.4	-38.1
Interest received from operating activities		1.8	3.4
Income taxes paid from operating activities		-13.9	-18.7
Net cash from operating activities		123.2	90.0
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of tangible and intangible assets		-30.6	-38.4
Security deposit		0.0	-0.2
Dividends received from investing activities		0.1	0.0
Net cash used in investing activities		-30.5	-38.6
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from current liabilities		1.5	0.0
Proceeds from non-current liabilities		0.0	3.0
Payment of lease liabilities		-79.6	-73.9
Net cash used in financing activities		-78.2	-70.8
NET INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS			
		14.6	-19.5
Cash and cash equivalents at the beginning of the period		114.7	137.5
Net increase/decrease in cash and cash equivalents		14.6	-19.5
Effects of exchange rate fluctuations on cash held		5.6	-3.4
Cash and cash equivalents at the end of the period	4.5	134.8	114.7

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Consolidated Statement of Changes in Equity

EUR mill.	Share capital	Invested unrestricted equity fund	Hedging reserve	Other reserves	Translation differences	Retained earnings	Equity attributable to shareholders total	Non-controlling interests	Total
EQUITY 1.1.2025	77.6	78.6	1.5	0.2	-34.4	270.5	394.0		394.0
Profit/loss for the period						26.2	26.2	-1.8	24.4
Exchange differences on translating foreign operations *)						28.3	28.3	0.0	28.3
Cash flow hedges *)			-1.8				-1.8		-1.8
Total comprehensive income for the period, net of tax	0.0	0.0	-1.8	0.0	28.3	26.2	52.8	-1.9	50.9
Share issue to creditors for unsecured restructuring debt		2.1					2.1		2.1
Share-based payments **)						0.3	0.3		0.3
Other changes						1.8	1.8	0.6	2.5
Other changes in equity total	0.0	2.1	0.0	0.0	0.0	2.1	4.2	0.6	4.8
EQUITY 31.12.2025	77.6	80.7	-0.2	0.2	-6.1	298.8	451.0	-1.2	449.7

*) Notes 2.7, 4.13

**) Note 5.6

EUR mill.	Share capital	Invested unrestricted equity fund	Hedging reserve	Other reserves	Translation differences	Retained earnings	Equity attributable to shareholders total	Non-controlling interests	Total
EQUITY 1.1.2024	77.6	75.9	-1.8	0.2	-17.3	256.9	391.5		391.5
Profit/loss for the period						13.2	13.2		13.2
Exchange differences on translating foreign operations *)						-17.1	-17.1		-17.1
Cash flow hedges *)			3.4				3.4		3.4
Total comprehensive income for the period, net of tax	0.0	0.0	3.4	0.0	-17.1	13.2	-0.5	0.0	-0.5
Share issue to creditors for unsecured restructuring debt		2.6					2.6		2.6
Share-based payments **)						0.3	0.3		0.3
Other changes in equity total	0.0	2.6	0.0	0.0	0.0	0.3	3.0	0.0	3.0
EQUITY 31.12.2024	77.6	78.6	1.5	0.2	-34.4	270.5	394.0	0.0	394.0

*) Notes 2.7, 4.13

**) Note 5.6

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1 Basis of preparation

1.1 Corporate information

The consolidated financial statements of Lindex Group plc and its subsidiaries (collectively Lindex Group or the Group) for the year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Board of Directors on 26 February 2026.

Lindex Group plc (the company) is a public listed company and the ultimate parent of Lindex Group. The company is incorporated in Finland and domiciled in Helsinki, Finland. The registered office is located at Aleksanterinkatu 52, 00100 Helsinki. The company's primary field of business is retail and its principal place of business is Finland.

The parent company's shares are listed on the Helsinki exchange (Nasdaq Helsinki Ltd). A copy of the consolidated financial statements is available at www.lindexgroup.com or from the parent company.

1.2 General

Lindex Group's consolidated financial statements have been prepared in accordance with IFRS Accounting Standards, complying with the IAS and IFRS standards and IFRIC and SIC interpretations in force on 31 December 2025. In the Finnish accounting legislation and the regulations issued pursuant to it, IFRS Accounting Standards refer to the standards and their interpretations that have been approved for application in the EU in accordance with the procedure stipulated in EU regulation (EC) No 1606/2002. The notes to the consolidated financial statements are also in accordance with Finnish accounting and company legislation that supplements IFRS regulations.

The information in the financial statements is based on original acquisition costs, unless stated otherwise in the accounting policies. The financial statements are presented in millions of euros.

Lindex Group issues a financial review complying with the ESEF requirements on its website. In addition, Lindex Group voluntarily issues a financial review in pdf format, which does not fulfil the disclosure requirements set in the Finnish Securities Markets Act, chapter 7, section 5.

1.3 New and amended standards and interpretations

On 1 January 2025, Lindex Group adopted the Amendment to IAS 21 – Lack of Exchangeability, issued by the IASB and endorsed by the EU. The amendment did not have a material impact on Lindex Group's financial statements.

The new and amended standards and interpretations that are issued, but not yet effective up to the date of issuance of the Group's financial statements are disclosed below. The Group intends to adopt these new and amended standards and interpretations, if applicable, when they become effective and endorsed by the EU.

IFRS 18 - Presentation and Disclosure in Financial Statements

IFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operation, whereof first three are new.

The standard requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and it also includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes.

In addition, narrow-scope amendments have been made to IAS 7 - Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

IFRS 18, and the amendments to the other standards, are effective for the reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. IFRS 18 will apply retrospectively.

The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements. The initial expected impacts on Group's financial statements are as follows:

- Foreign exchange difference will be classified in the category where the related income and expense form the item giving rise to the foreign exchange difference
- New disclosure will be added: (a) management-defined performance measures; and (b) a reconciliation for each line item in the statement of profit or loss between the restated amounts presented applying IFRS 18 and the amounts previously presented applying IAS 1.
- Interest received and interest paid will be classified in the investing activities and financing activities, respectively, on the statement of cash flows.

IFRS 19 – Subsidiaries without Public Accountability: Disclosures

IFRS 19 will become effective on 1 January 2027. As the Group's equity instruments are publicly traded, it is not eligible to elect to apply IFRS 19.

Annual Improvements to IFRS Accounting Standards- Volume 11

Annual improvements to IFRS Accounting Standards – Volume 11 includes minor amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7. The amendments clarify wording and remove minor inconsistencies and they are effective on 1 January 2026. The Group does not expect them to have a material impact on its financial statements.

Amendments to IFRS 9 and IFRS 7 – Contracts Referencing Nature-Dependent Electricity

IASB issued amendments to IFRS 9 and IFRS 7 relating to contracts referencing nature-dependent electricity, including clarifications to the own-use requirements, hedge accounting and related disclosures. The amendments are effective on 1 January 2026. The Group does not expect them to have a material impact on its financial statements.

Amendments to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments

IASB issued amendments to IFRS 9 and IFRS 7 that clarify certain classification and measurement requirements, including those relating to contingent (e.g. ESG-linked) features and derecognition of financial liabilities settled through electronic payment systems. The amendments are effective on 1 January 2026. The Group does not expect them to have a material impact on its financial statements.

1.4 Accounting judgements, estimates and assumptions

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require material adjustments to the carrying amount of assets or liabilities in future periods.

In the process of applying the Group's accounting policies, management has made various judgements. The Group has based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. However, existing circumstances and assumptions about future developments may change due to market conditions or factors beyond the Group's control. Such changes are reflected in the assumptions when they occur.

Management has assessed that the most significant effects on the amounts recognised in the consolidated financial statements particularly relate to going concern, valuation of assets, lease term assessments, contingent liabilities, and provisions recognised.

Management has also exercised judgement in the consolidation of structured entities, particularly in determining control and assessing the impact on the consolidated financial statements. The principal assumptions concerning the future and the main uncertainties relating to estimates at the end of the reporting period, which constitute a significant risk of causing a material change in the carrying amounts of assets and liabilities within the next financial year, include the value of right-of-use assets and lease liabilities, depreciation and lease terms, inventory demand and turnover rates, and impairment testing of Lindex segment goodwill and the brand. More detailed information on these is provided in Notes 2.4, 3, and 5.3.

Management considers climate-related matters in estimates and assumptions, where appropriate. The assessment includes possible impacts on the Group due to physical and transition risks. Management believes that the business model and products will remain viable in a future low-carbon economy. However, climate-related matters increase the uncertainty in estimates and assumptions related to certain items in the financial statements. Even though climate-related risks might not currently have a significant impact on estimates and assumptions, management closely monitors relevant changes and developments, including climate-related legislation and changes in customer behaviour.

1.5 Business continuity

The Group has prepared the financial statements based on the principle of business continuity. The Group's ability to continue its operations depends on the profitability of its business and the successful execution of its business plan.

Lindex Group operates in a dynamic and complex environment that exposes it to a range of risks that may affect its financial performance and liquidity. The Group's key risks include macroeconomic conditions, exchange rate volatility, and supply chain disruptions.

Inflation and interest rate fluctuations may increase operating costs, reduce consumer purchasing power, and affect discount rates used in asset valuation. Changes in exchange rates, particularly between the euro and the key currencies may impact revenue, costs and balance sheet valuations. Delays in shipments or production stoppages could increase freight costs and affect inventory availability, impacting working capital and cash flows. To manage these challenges, management and the Board of Directors regularly assess the operational and strategic risks.

Lindex Group does not currently have any legal disputes or claims not already reported in the financial statements and there are no indications of material threats for continuing operations or cash flows. Revenues are diversified across a large customer base, and no single customer poses a significant threat to the Group's cash flows.

The Group continues to monitor geopolitical risks and uncertainties as part of its risk management process. As of the reporting date, these risks and uncertainties have no material impact on the Group's financial statements.

Based on its analysis of the company's overall situation and the general economic uncertainty, the Board of Directors confirms that Lindex Group has adequate liquidity and financing to meet its obligations during at least the next twelve months and therefore the financial statements have been prepared according to the principle of business continuity.

1.6 Principles of consolidation

The consolidated financial statements comprise the financial statements of the parent company, Lindex Group plc, and all entities in which the parent company holds, either directly or indirectly, more than 50% of the voting rights conferred by shares or otherwise has control. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the entity.

Intercompany shareholdings are eliminated using the acquisition method, under which consideration transferred and identifiable assets and liabilities of an acquired company are measured at fair value at the acquisition date. Goodwill is recognised as the excess of consideration transferred, including non-controlling interests and the fair value of any previously held interest, over the fair value of the acquired net assets. Intra-Group transactions, balances, and unrealised profits are eliminated in consolidation. Subsidiaries are included from the date control is obtained and excluded when control ceases. Changes in ownership interests that do not result in loss of control are accounted for as equity transactions.

A structured entity is one that has been set up so that voting rights or similar rights are not the dominant factor in deciding who controls the entity. A structured entity, which is designed to achieve a specific business purpose, is consolidated when the substance of the relationship between Lindex Group and the structured entity indicates that the structured entity is controlled by Lindex Group. Management uses judgement when determining the accounting treatment of a structured entity. In addition to the voting rights or similar rights, management considers other factors such as the nature of the arrangement, contractual arrangements and level of influence with the structured entity.

A joint arrangement in which Lindex Group and another party, based on an agreement or the Articles of Association, have rights to the assets and obligations for the liabilities of the joint arrangement is treated as a joint operation. The consolidated financial statements include the Group's share of its joint operation in its statement of financial position as an investment property. Lindex Group does not recognise the income and expenses of the joint operation, as it is immaterial to the Group.

1.7 Items denominated in foreign currency

The consolidated financial statements are presented in millions of euros, with a precision of 0.1 million, as euro is the functional and presentation currency of the Group's parent company.

Transactions in foreign currencies are recognised in functional currency of each company using the exchange rate at the date of the transaction. Receivables and liabilities denominated in foreign currencies are translated at the exchange rate prevailing at the reporting date. Exchange differences arising from translation are recognised in profit and loss.

The income statements and statements of other comprehensive income of foreign subsidiaries are translated into euro at the average exchange rate for the period, and the

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statement of financial position at the exchange at the reporting date. The exchange rate differences resulting from translating the income statement and other comprehensive income at the average rate and the statement of financial position at the closing rate are recognised as a separate item in other comprehensive income.

Goodwill arising from the acquisition of foreign operations and any fair value adjustments to the carrying amounts of the assets and liabilities of such operations are treated as assets and liabilities of the foreign operations and translated into euro using the exchange rate at the reporting date.

When a foreign subsidiary or joint arrangement is disposed of in whole or in part, the cumulative translation difference related to that entity is recognised in income statement as part of the gain or loss on disposal.

2 Key numbers

2.1 Segment information

Accounting policies

Lindex Group's reportable segments are **Lindex**, which operates in the fashion retail trade and **Stockmann**, which operates in the department store trade. Segments represent divisions of the Group that are managed and monitored as separate units offering different products and services.

The segment information presented by the Group is based on the management's internal reporting. Management assesses segment performance primarily on operating profit, and the measurement principles for assets and liabilities are consistent with IFRS requirements. The highest level of operational decision-making is vested in the Group's CEO, who regularly reviews the operational performance of the divisions.

Segment information is presented in accordance with IFRS 8 Operating Segments.

2.1.1 Operating segments

Lindex

Lindex is one of Europe's leading fashion companies, with 442 stores in 17 countries, an online store serving 32 countries and a global presence through partnerships. Lindex offers inspiring and affordable fashion for women and children. Its product range includes women's wear, kids' wear, lingerie and cosmetics.

Stockmann

Stockmann is a multichannel retail company offering a diverse and high-quality range of fashion, cosmetics and home products. Stockmann operates seven department stores in three countries, complemented by its own online store. In Estonia and Latvia, Stockmann's range also includes premium food and beverage products.

Unallocated

Unallocated items include functions that serve the entire Lindex Group, such as Corporate Management, Group Finance Management, Group Treasury, Internal Audit and Investor Relations.

2025				
EUR mill.	Lindex	Stockmann	Unallocated	Group total
Revenue	645.9	306.8	-0.4	952.3
Materials and services	-229.8	-168.5	0.4	-397.9
Other operating expenses	-276.2	-103.3	-5.5	-384.9
Depreciations	-75.3	-29.4	0.0	-104.7
Operating result	64.6	5.6	-5.5	64.7
Financial income				3.6
Financial expenses				-40.4
Consolidated profit/loss before taxes				28.0
Capital expenditure	79.1	7.0		86.1
Assets	1,033.2	322.6	0.3	1,356.2

2024				
EUR mill.	Lindex	Stockmann	Unallocated	Group total
Revenue	628.8	311.6	-0.2	940.1
Other operating income	4.5	0.0	0.0	4.5
Materials and services	-219.6	-172.8	0.2	-392.3
Other operating expenses	-258.8	-123.8	-9.9	-392.5
Depreciations	-69.7	-29.2	0.0	-99.0
Operating result	85.1	-14.2	-10.0	60.9
Financial income				5.2
Financial expenses				-37.6
Consolidated profit before taxes				28.6
Capital expenditure	114.4	25.5	0.0	139.9
Assets	959.4	356.0	0.3	1,315.7

2.1.2 Information on market areas

The Group reports revenue, operating results, and non-current assets geographically divided into Finland, Sweden, Norway, and other countries.

EUR mill.	2025	2024
Revenue		
Finland	308.6	313.6
Sweden*)	339.7	329.9
Norway	131.7	126.2
Other countries	172.3	170.4
Group total	952.3	940.1
Finland, %	32.4 %	33.4 %
International operations, %	67.6 %	66.6 %
Operating profit/loss	2025	2024
Finland	0.2	-22.7
Sweden*)	45.2	67.4
Norway	6.9	6.2
Other countries	12.5	10.0
Group total	64.7	60.9
Non-current assets	2025	2024
Finland	239.7	246.2
Sweden*)	635.7	595.6
Norway	56.0	58.4
Other countries	51.8	58.0
Group total	983.1	958.2
Finland, %	24.4 %	25.7 %
International operations, %	75.6 %	74.3 %

*) Includes the sales of goods and services to the franchising partners and third parties.

2.2 Operating income

2.2.1 Revenue recognition

Accounting policies

Revenue is recognised when a performance obligation is satisfied by transferring a promised good or service to a customer, and the customer obtains control of that good or service. Most of the Group's operating income arises from the retail sales of goods or services, which are paid for in cash or by credit card. Revenue is recognised at the point of sale. When calculating revenue, indirect taxes and discounts granted are deducted from sales.

Sales through the online store and to franchising partners are recognised as revenue when all goods or services related to the order have been delivered to the customer or the franchising partner, and the customer obtains control over the goods or services.

Customers have the right to return the products purchased from a store or the online store within a specified time frame. A refund liability for expected returns is calculated based on historical experience as a percentage of sales. This liability is recognised as a reduction of revenue. The cost of goods expected to be returned is recognised as an asset under inventories and as an adjustment in materials and services.

Income from credit card co-operation is recognised as revenue. For the customer loyalty programme, sales adjustment items include customer loyalty award points. The estimated stand-alone selling price of unused loyalty points accumulated by customers is recognised as a reduction of revenue and as a short-term contract liability. The liability is recognised in the same financial period as the related revenue. When a customer redeems accumulated points as payment in a store, the value of the points used is recognised as revenue and a reduction of the short-term contract liability. If loyalty points expire unused, their value is recognised as revenue and as a reduction of short-term contract liability.

Lease income from operating leases is recognised as revenue on a straight-line basis over the lease term. Turnover-based lease income is recognised based on the actual revenue of the tenants.

2.2.1.1 Revenue

EUR mill.	2025	2024
Merchandise revenue	924.3	911.5
Rental income and service charges	27.9	28.6
Total	952.3	940.1

2.2.1.2 Disaggregated revenue information

1.1.-31.12.2025, EUR mill.	Lindex	Stockmann	Total
Revenue streams			
Merchandise revenue	645.9	278.9	924.8
Rental income and service charges		27.9	27.9
Eliminations	-0.4		-0.4
Total	645.5	306.8	952.3

Market areas			
Finland	78.3	230.3	308.6
Sweden	339.7		339.7
Norway	131.7		131.7
Other countries	95.8	76.5	172.3
Total	645.5	306.8	952.3

1.1.-31.12.2024, EUR mill.	Lindex	Stockmann	Total
Revenue streams			
Merchandise revenue	628.8	282.9	911.7
Rental income and service charges		28.6	28.6
Eliminations	-0.2		-0.2
Total	628.6	311.6	940.1

Market areas			
Finland	78.3	235.3	313.6
Sweden	329.9		329.9
Norway	126.2		126.2
Other countries	94.1	76.3	170.4
Total	628.6	311.6	940.1

2.2.1.3 Contract balances

EUR mill.	2025	2024
Contract assets	0.8	0.7
Contract liabilities	7.1	5.8

No information is provided about remaining performance obligations that have an original expected duration of one year or less, as allowed by IFRS 15.

2.2.2 Other operating income

Accounting policies

Other operating income includes, among other items, gains on the sale of property, plant and equipment and income from the disposal of a business.

Government grants or similar assistance from public entities that become receivable as compensation for expenses already incurred are recognised as other operating income in the period in which the company complies with the attached conditions.

EUR mill.	2025	2024
Insurance claim settlement for losses related to COVID-19		4.4
COVID-19 support received		0.0
Total		4.5

2.3 Gross margin

EUR mill.	2025	2024
Revenue	952.3	940.1
Materials and services	397.9	392.3
Gross profit	554.4	547.9
Gross margin, % of revenue	58.2%	58.3%

2.4 Inventories

Accounting policies

Inventories are measured at the lower of acquisition cost and net realisable value. In the ordinary course of business, net realisable value is the estimated selling price less the estimated costs incurred in bringing the product to a finished condition and the estimated necessary selling costs.

The inventory turnover rate and any potential decline in the net realisable value below the acquisition cost are assessed regularly. If necessary, an impairment loss is recognised for inventories. Lindex recognises a provision for obsolete inventories based on whether the inventories are older than one year, as well as parameters related to inventory levels and uncertainties in the operating environment. Stockmann recognises a provision for obsolete inventories calculated as a percentage of the acquisition cost of slow-moving goods in the central warehouse and department stores.

The value of inventories is determined using the weighted average cost method and it includes all direct purchase costs.

EUR mill.	2025	2024
Materials and consumables	163.8	169.6
Total	163.8	169.6

The value of inventories has been written down by EUR 6.3 (7.2) million for obsolete assets.

2.5 Employee benefits

Accounting policies

Pension obligations

All statutory and voluntary pension plans in the Lindex Group's countries of operation are classified as defined contribution plans. Payments for defined contribution plans are made to pension insurance companies and are recognised as expenses in the income statement for the financial period to which they relate.

Other long-term employee benefits

Lindex Group operates a length-of-service reward system classified as other long-term employee benefits. Employees who complete the specified years of service are entitled to extra paid leave. The present value of the obligation arising from this long-term employee benefit at the reporting date is recognised as a liability in the statement of financial position. Items arising from the measurement of the liability are recognised in the income statement.

EUR mill.	2025	2024
Salaries and fees	165.8	161.0
Share-based payments	0.6	0.3
Pension expenses, defined contribution plans	15.0	14.9
Other employee benefits expenses	33.4	32.2
Total	214.8	208.4

Information on the management's employee benefits is given in Notes 5.5 Related party transactions and 5.6 Share-based incentives.

2.6 Other operating expenses

Accounting policies

Other operating expenses comprise costs that are not directly attributable to the sale of goods and services. These include, for example, site expenses, marketing expenses, goods handling expenses, ICT expenses, professional service fees and expenses for leased workforce. Also, expenses related to short-term leases, leases of low-value assets and variable lease payments not included in the measurement of lease liabilities are recognised in other operating expenses. In addition, losses on the disposal of property, plant and equipment and valuation losses of assets classified as held for sale are recognised in other operating expenses.

EUR mill.	2025	2024
Site expenses	55.1	54.2
Marketing expenses	33.3	32.2
Goods handling expenses	33.1	26.0
ICT expenses	22.6	22.0
Professional services	6.3	12.9
Leased workforce	7.0	7.8
Bank and cash calculation expenses	5.9	5.5
Voluntary social security expenses	3.7	4.4
Credit losses	0.1	0.8
Other expenses *)	3.0	18.5
Total	170.1	184.1

*) Corporate restructuring related expenses EUR -5.4 (9.9) million.

Fees to the auditors

EUR mill.	2025	2024
Auditing/EY	0.6	0.5
Auditing/others	0.1	0.0
Other assurance services based on legal requirements/EY	0.2	0.2
Tax advisory/EY	0.0	0.0
Other services/EY	0.0	0.0
Total	0.9	0.7

2.7 Income taxes

Accounting policies

Tax expense in the income statement comprises tax based on taxable profit for the period and deferred tax. The tax rates and tax laws used to compute the tax amounts are those enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income. The amount of tax is adjusted for any taxes relating to previous periods. Income tax is presented in the income statement unless the tax relates to items recognised directly in equity or in other comprehensive income, in which case the tax effect is recognised in equity or in other comprehensive income.

Deferred tax is recognised for temporary differences between the tax bases of assets and liabilities and their carrying amounts at the reporting date. Deferred tax is not recognised on goodwill impairment, which is non-deductible for tax purposes.

Deferred tax assets and liabilities are measured at the tax rates expected to apply when the asset is realised or the liability settled, based on tax rates and tax laws enacted or substantively enacted at the reporting date.

Deferred tax liabilities are recognised in full, except for undistributed profits of the Estonian and Latvian subsidiaries, as the Group can control the timing of the reversal and no reversal is expected in the foreseeable future. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilised. Deferred tax assets arising from unused tax losses are recognised only to the extent that the Group company has sufficient taxable temporary differences. Alternatively, they are recognised when there is other convincing evidence that sufficient taxable income will be generated to utilise the unused tax losses or tax credits.

The Group offsets deferred tax assets and deferred tax liabilities only if it has a legally enforceable right to set off current tax assets against current tax liabilities based on taxable income for the period. In addition, such deferred tax assets and liabilities must relate to income taxes levied by the same tax authority, either on the same taxable entity or on different entities that intend to settle on a net basis or realise the assets and settle the liabilities simultaneously.

The Group applies the temporary mandatory exception under IAS 12.4A, which requires that entities do not recognise or disclose deferred tax assets and liabilities related to the OECD/G20 BEPS Pillar Two model rules. Group companies recognise income tax expense and any top-up tax related to the Pillar Two in the period in which the liability

arises. Estonian and Latvian subsidiaries are exceptions to this rule, as they recognise income tax expenses and liabilities upon dividend distribution. For such regimes, top-up tax is not recognised in the absence of dividend distribution during the fiscal year if a deemed distribution tax election has been made.

EUR mill.	2025	2024
Income taxes for the financial period	-15.4	-11.6
Income taxes from previous financial periods	7.7	-1.9
Change in deferred tax liability/assets	4.1	-1.8
Total	-3.6	-15.3

Reconciliation between the income tax expense in the income statement and the Group's tax expense at the Finnish tax rate of 20%

EUR mill.	2025	2024
Profit before taxes	28.0	28.6
Income taxes at current tax rate	-5.6	-5.7
Income taxes from previous financial periods	7.7	-1.9
Previous periods' confirmed losses	0.8	
Tax-exempt income	3.5	1.3
Differing tax rates of foreign subsidiaries	-0.1	0.1
Non-deductible expenses	-6.1	-7.0
Effect of deferred taxes not recognised	-2.4	-2.1
Unrecognised deferred tax assets from losses in taxation	-4.9	
Reverse of deferred tax relating to previous financial periods	8.9	
Deferred tax on results from previous financial periods	-5.3	
Income taxes in the income statement	-3.6	-15.3

The Pillar Two model rules were adopted in Finland at the end of 2023 and became applicable on 1 January 2024. According to these rules, the Group is considered a multinational enterprise to which the Pillar Two rules apply. Concurrently, Pillar Two legislation has been enacted or substantively enacted in several other jurisdictions where the Group operates, effective for the financial year beginning on or after 1 January 2024.

The Group has assessed its exposure to Pillar Two income taxes based on 2025 financial information and country-by-country reporting for its constituent entities. For the 2025 financial year, the Group's effective tax rate was above 15% or transitional safe harbour relief applied in all jurisdictions where the Group operates.

In Estonia, the Group distributed retained earnings during the year and paid income tax in accordance with the local distribution tax regime. As a result, the effective tax rate for Pillar Two purposes in 2025 exceeded 15%. The distribution also fulfilled the deemed distribution tax election made for the previous year. Consequently, the Group has no top-up tax liability in any jurisdiction for the financial year 2025 or for the prior year.

2.8 Deferred tax assets and deferred tax liabilities

Changes in deferred tax assets

EUR mill.	1.1.2025	Recognised in income statement	Translation difference	31.12.2025
Confirmed losses	0.0			0.0
Difference between carrying amounts and tax bases of property, plant and equipment	1.4		0.1	1.5
Lease liability	115.2	-4.2	3.3	114.3
Other temporary differences	4.5	-2.9	0.0	1.6
Deferred tax assets	121.1	-7.1	3.4	117.4
Netting of deferred taxes	-90.5			-89.2
Deferred tax assets, net	30.6			28.2

EUR mill.	1.1.2024	Recognised in income statement	Translation difference	31.12.2024
Difference between carrying amounts and tax bases of property, plant and equipment	1.4		-0.0	1.4
Lease liability	111.1	5.7	-1.7	115.2
Other temporary differences	5.1	-0.4	-0.1	4.5
Deferred tax assets	117.6	5.3	-1.8	121.1
Netting of deferred taxes	-87.3			-90.5
Deferred tax assets, net	30.3			30.6

Changes in deferred tax liabilities

EUR mill.	1.1.2025	Recognised in income statement	Translation difference	31.12.2025
Cumulative depreciation differences	19.8	1.6	1.0	22.4
Difference between carrying amount and tax bases of prop., plant and equip.	4.1		0.2	4.4
Measurement at fair value of intangible and tangible assets	13.2		0.8	14.0
Right-of-use assets	90.5	-4.4	3.0	89.2
Other temporary differences	15.1	-8.4	-0.0	6.7
Deferred tax liabilities	142.8	-11.2	5.1	136.7
Netting of deferred taxes	-90.5			-89.2
Deferred tax liabilities, net	52.3			47.5

EUR mill.	1.1.2024	Recognised in income statement	Translation difference	31.12.2024
Cumulative depreciation differences	18.4	1.9	-0.5	19.8
Difference between carrying amount and tax bases of prop., plant and equip.	4.3		-0.1	4.1
Measurement at fair value of intangible and tangible assets	13.7		-0.4	13.2
Right-of-use assets	87.4	4.7	-1.6	90.5
Other temporary differences	14.6	0.5	0.0	15.1
Deferred tax liabilities	138.3	7.1	-2.6	142.8
Netting of deferred taxes	-87.3			-90.5
Deferred tax liabilities, net	51.0			52.3

Group companies have tax losses of EUR 18.6 million (61.6) that may be utilised against future taxable income. Of these, EUR 4.6 million can be used until 2033, EUR 13.3 million until 2034, and EUR 0.8 million can be carried forward indefinitely.

No deferred tax assets have been recognised for these losses. The Group records a deferred tax asset only to the extent that it is probable that sufficient taxable profit will be available to utilise the losses in future periods or that they can be used elsewhere in the Group.

In accordance with IAS 12 paragraph 52 A, no deferred tax liability has been recognised on the accumulated distributable earnings of EUR 12.4 million (21.1) in the Estonian and Latvian subsidiaries.

Lindex Group has recognised a deferred tax liability of EUR 6.8 million (6.4) for the undistributed accumulated distributable earnings of Lindex Group plc's branch in Estonia. Currently, the taxes in Estonia on potential future profit distributions from the branch would not be deductible against taxes payable in Finland.

3 Intangible and tangible assets and leasing arrangements

3.1 Depreciation, amortisation and impairment losses

EUR mill.	2025	2024
Intangible assets	9.3	9.1
Buildings and constructions	1.0	
Machinery and equipment	10.1	11.4
Modification and renovation expenses for leased premises	4.5	1.1
Right-of-use assets	79.9	77.4
Depreciation and amortisation, total	104.7	99.0
Depreciation, amortisation and impairment losses, total	104.7	99.0

3.2 Goodwill and other intangible assets

Accounting policies

Goodwill represents the excess of the consideration transferred, measured at fair value, over the fair value of the identifiable net assets acquired, measured at fair value. Neither goodwill nor the Lindex brand is amortised. The brand is considered to have an indefinite useful life due to its high awareness. Goodwill and the brand are carried at original acquisition cost less any accumulated impairment losses.

Other intangible assets comprise intangible rights and software, which are measured at original acquisition cost. These assets are amortised on a straight-line basis over their estimated useful lives:

Software	3–10 years
Patents	6 years
Other intangible rights	5 years

Subsequent expenditure related to intangible assets is capitalised only when it enhances the future economic benefits of the asset. All other costs are recognised as operating expenses when incurred.

For cloud computing arrangements (Software-as-a-Service or SaaS), service contracts grant the Group with the right to access the cloud provider's application software over the contract period. Implementation costs, including configuration or customisation of the cloud provider's application software, are recognised as operating expenses when the services are received. When the supplier provides both configuration and customisation services, judgement is applied to determine whether these services are distinct from the underlying SaaS application. Distinct configuration and customisation costs are expensed as incurred, while non-distinct costs are expensed over the SaaS contract term.

	Goodwill	Trademark	Intangible rights	Other intangible assets	Advance payments and construction in progress	Intangible assets, total
Intangible assets, EUR mill. 2025						
Acquisition cost 1.1.	613.2	79.6	91.5	3.3	1.0	788.7
Translation difference +/-	36.1	4.7	4.9	0.0	-0.0	45.8
Increases during the period			10.0	0.2	1.5	11.7
Decreases during the period			-2.3			-2.3
Transfers between items during the period			2.6		-1.7	0.9
Acquisition cost 31.12.	649.4	84.3	106.7	3.5	0.9	844.7
Accumulated amortisation 1.1.	-370.7	-0.3	-58.2	-3.1		-432.3
Translation difference +/-	-21.7	-0.0	-3.2	0.0		-24.9
Amortisation on reductions during the period			2.3			2.3
Amortisation and impairment losses during the period			-9.3	-0.1		-9.3
Accumulated amortisation 31.12.	-392.3	-0.3	-68.4	-3.2		-464.1
Carrying amount 1.1.	242.6	79.3	33.3	0.2	1.0	356.4
Carrying amount 31.12.	257.0	84.0	38.4	0.3	0.9	380.6
Intangible assets, EUR mill. 2024						
Acquisition cost 1.1.	633.3	82.2	103.5	3.3	0.7	823.1
Translation difference +/-	-20.1	-2.6	-2.3	0.0	0.0	-25.0
Increases during the period			9.8		1.2	11.0
Decreases during the period			-20.4			-20.4
Transfers between items during the period			0.9	-0.0	-0.9	-0.0
Acquisition cost 31.12.	613.2	79.6	91.5	3.3	1.0	788.7
Accumulated amortisation 1.1.	-382.7	-0.3	-71.2	-3.0		-457.1
Translation difference +/-	12.0	0.0	1.6	-0.0		13.6
Amortisation on reductions during the period			20.4			20.4
Amortisation and impairment losses during the period			-8.9	-0.2		-9.1
Accumulated amortisation 31.12.	-370.7	-0.3	-58.2	-3.1		-432.3
Carrying amount 1.1.	250.6	81.9	32.4	0.4	0.7	366.0
Carrying amount 31.12.	242.6	79.3	33.3	0.2	1.0	356.4

Impairment testing

Accounting policies

The carrying amounts of assets are regularly assessed to identify potential indicators of impairment. When such indicators exist, the recoverable amount of the asset is determined. Goodwill and the brand are allocated to cash-generating units and tested for impairment annually. If the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, an impairment loss is recognised in the income statement.

For impairment losses on a cash-generating unit, the reduction is first allocated to the goodwill. Subsequently, any remaining impairment loss is allocated proportionally to the unit's other assets.

The recoverable amount of intangible and tangible assets is the higher of fair value less costs to sell and value in use. Value in use is calculated by discounting estimated future cash flows to their present value using a pre-tax discount rate that reflects the average cost of capital for the relevant cash-generating unit. Climate-related risks, both physical and transitional, are constantly monitored when determining the recoverable amount.

While the Group currently considers its operations not significantly exposed to physical risk, value-in-use may be affected by transition risks, such as climate-related legislation, regulatory changes and shifts in demand for the Group's products.

Impairment losses on property, plant and equipment and other intangible assets (excluding goodwill), may be reversed if there is a change in the estimates used to determine the recoverable amount. However, any reversal cannot exceed the carrying amount that would have been determined if no impairment loss had been recognised in previous periods.

Under IFRS 8, Lindex Group's reportable segments comprise the Lindex fashion chain and Stockmann's department store business, both of which are treated as cash-generating units. The assets of these segments are tested for impairment either during the preparation of the financial statements or whenever indicators of impairment arise.

Since 2019, Lindex has achieved revenue growth of approximately 3% CAGR (Compound Annual Growth Rate), predominantly attributed to its digital expansion efforts. The strategic plan is to maintain this growth momentum in the coming years, with financial targets set at 3-5% annual growth in the mid-term, aiming to reach EUR 900 million (SEK 10 billion) in the long term. Additionally, the digital share is targeted to increase from 22% in 2025 to 30% in the mid-term, reflecting a strong strategic emphasis on digital advancement.

To enhance both growth and profitability, Lindex has started to implement a new fully automated logistics centre for e-commerce during 2025 with an expected launch in 2026. This strategic move is designed to bolster digital sales and explore new sales channels.

Regarding financial performance, the adjusted operating margin is targeted to reach 15% in the long-term, while broadly maintaining the current levels in the mid-term. This dual focus on sustained growth and profitability reflects Lindex's commitment to a balanced and sustainable business strategy. The implementation of the new logistics centre is anticipated to play a pivotal role in achieving these targets, providing a robust infrastructure for digital expansion and diversification into new channels.

Despite the impact of inflation on consumer confidence in recent years, Lindex has predominantly grown internationally acquiring new customers. While lower consumer confidence is anticipated to affect the retail market in the coming years, Lindex aims to mitigate this impact, drawing from its experience in navigating similar challenges in the past.

The Group has concluded that no single climate-related assumption is a key assumption for the 2025 test of goodwill. Lindex has incorporated its expectations for the changing consumer needs and consumption habits, expected cost increases due to stricter recycling requirements and more sustainably sourced materials as well as higher energy and freight cost due to climate change in the cash-flow forecasts when assessing value-in-use amounts.

As at 31 December 2025, there are no indicators of impairment. Goodwill of EUR 257.0 (242.6) million is allocated to the Lindex segment, and the Lindex trademark, valued at EUR 84.0 (79.3) million, is fully allocated to the same segment. The Lindex brand is considered to have an indefinite useful life due to its high awareness. With a 70-year history, the Group intends to continue leveraging the brand in existing markets and expand into to new markets through both online channels and physical store concepts.

Main assumptions and variables used in calculating the value in use of Lindex

In the impairment testing, future cash flows are forecasted based on Lindex's strategy and financial targets, while also considering potential climate-related risks. Cash flow projections are prepared using a conservative approach and have been approved by the Group Management Team. This approach ensures that financial forecasts reflect a realistic assessment of potential challenges and uncertainties. Management approval

confirms the validity and careful consideration applied in preparing these projections as Lindex navigates a dynamic business environment.

Main variables used in the value in use calculation are:

1. **Revenue growth.** The forecasted revenue growth for Lindex is based on an estimation of sales expansion in both physical stores and online platforms, covering a five-year period. Over the past five years, the revenue growth rate, measured as the Compound Annual Growth Rate (CAGR), has been approximately 3%. The management has considered the mid-term financial targets, coupled with a terminal growth rate of 2.0% (2.0%). These revenue forecasts take into consideration a range of factors, including shifts in the economy, insights from market research, expansion initiatives in physical stores, online channels, and collaboration with third-party platforms. A significant catalyst for growth is anticipated with the operationalisation of Lindex's fully automated logistics centre, which is set to become fully operational in 2026. This facility is expected to provide robust support for growth, particularly in the realm of online channels.

2. **Gross margins and operating margins.** In recent years, Lindex has achieved an increase or stability in both gross margins and operating margins. This is attributed to various strategic actions implemented across the supply chain, assortments, strategic pricing, cost-efficiency measures, and digitalisation initiatives. Despite temporary annual fluctuations, the aggregated improvements are sustained over time, providing confidence in the future outlook. Forecasts for Lindex's gross margin and operating margin percentages extend over a 5-year period. In 2025, the gross margin was 64.4% (65.1%), and the adjusted operating margin was 11.2% (13.2%).

Management anticipates that factors such as macroeconomic turmoil, increases in raw material prices, a shift towards sustainable sourcing, and changes in the sales mix, in combination with continual investments to future-proof the business, may decrease profitability in the short term, but profitability is expected to gradually improve. The lower starting margin is planned to be effectively mitigated by continuously streamlining operations through increased automation and digitalisation. This ensures that the long-term goal of achieving a 15% adjusted operating result remains unchanged.

3. **Discount rate,** which is determined using the weighted average cost of capital, based on either the optimal capital structure or the average capital structure of industry peers, and reflects the total cost of equity and debt. Its components include the market-specific risk-free rate, market risk premium, business-specific beta, country risk premium, size risk premium, cost of debt and debt-to-equity ratio, which corresponds to the capital structure typical of the retail industry. Lease liabilities are considered in the calculation of the discount rate, and the corresponding right-of-use assets are included in the value of assets.

Management has determined the components of discount rate so that market-specific risk-free rate, market risk premium, business-specific beta, country risk premium and size risk premium are consistent with external sources of information, and the cost of debt reflects the industry average.

The discount rate applied is a pre-tax rate. For Lindex, the discount rate is based on market interest rates and country-specific risk relating to Sweden and Finland. The discount rate used for Lindex is 9.3% (12.1%).

Sensitivity in determining the recoverable amount

In impairment testing, the recoverable amount of Lindex is significantly higher than the carrying amount of non-current assets and working capital in the statement of financial position. However, due to competition and the general economic environment affecting consumers behaviour and purchasing power, a significant change in the key assumptions used could result in the recoverable amount falling below the segment's carrying amount, which would lead to an impairment requirement.

A sensitivity analysis was performed for Lindex using downside scenarios. The scenarios considered were:

- Reducing sales growth from the level assumed in management's estimates for the cash flow period, including the terminal period;
- Reducing the gross margin percentage from the level assumed in management estimates for the cash flow period; including the terminal period;
- Increasing the discount rate.

The change in an assumption that would cause the recoverable amount to equal the carrying amount is presented in the table below.

Change, percentage points	2025
Discount rate increase	> 8%
Decline in sales growth	> 13%
Decline in Gross Margin	> 8%

Based on the impairment testing performed, the headroom continues to be significant (in 2024: more than EUR 300 million).

3.3 Property, plant and equipment

Accounting policies

Machinery and equipment constitute the majority of property, plant and equipment. This category also includes modification and renovation costs of leased premises such as interior finishing work in commercial premises located in leased buildings.

Property, plant and equipment are measured in the statement of financial position at original acquisition cost, less accumulated depreciation and any impairment losses. The acquisition cost of self-constructed assets includes materials and direct labour. Where an item of property, plant and equipment comprises several components with differing useful lives, the components are treated as separate items. Subsequent expenditure is capitalised only when it increases the future useful life of the asset; other costs, such as routine maintenance and repair, are recognised in the income statement as operating expenses when incurred.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets.

The estimated useful lives are:

Buildings	20-25 years
Warehouse automation	10-15 years
Modification and renovation of leased premises	5-20 years
Machinery and equipment	3-15 years
ICT equipment	3-5 years
Lightweight store fixtures and equipment	3-8 years

The Group reviews the estimated residual values and expected useful lives of property, plant and equipment annually and adjusts them prospectively where appropriate. The review includes climate-related considerations, including physical and transition risks. In particular, the Group assesses whether the climate-related legislation and regulations might impact useful lives or residual values of the assets. As at reporting date, climate-related considerations had no impact on the useful lives or valuation of these assets.

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Property, plant and equipment, EUR mill. 2025	Land and water	Buildings and constructions	Machinery and equipment	Modification and renovation expenses for leased premises	Right-of-use assets	Advance payments and construction in progress	Property, plant and equipment, total
Acquisition cost 1.1.	0.2	0.0	259.0	9.2	777.0	88.3	1,133.7
Translation difference +/-	0.1	0.9	5.1	1.2	20.9	4.0	32.1
Increases during the period	1.9		7.9	5.1	55.0	4.4	74.3
Decreases during the period			-20.6	-1.7	-21.2		-43.5
Transfers between items during the period		41.1	-71.4	74.7		-45.3	-0.9
Acquisition cost 31.12.	2.2	42.0	180.0	88.5	831.7	51.4	1,195.8
Accumulated depreciation 1.1.		0.0	-210.4	-5.5	-320.3		-536.2
Translation difference +/-		-0.0	-4.0	-1.0	-8.3		-13.4
Depreciation on reductions during the period			20.6	1.7	25.0		47.3
Transfers between items during the period			63.8	-63.8			0.0
Depreciation and impairment losses during the period		-1.0	-10.1	-4.5	-79.9		-95.4
Accumulated depreciation 31.12.		-1.0	-140.2	-73.1	-383.5		-597.7
Carrying amount 1.1.	0.2	0.0	48.6	3.6	456.8	88.3	597.5
Carrying amount 31.12.	2.2	41.0	39.8	15.4	448.3	51.4	598.1

Property, plant and equipment, EUR mill. 2024	Land and water	Buildings and constructions	Machinery and equipment	Modification and renovation expenses for leased premises	Right-of-use assets	Advance payments and construction in progress	Property, plant and equipment, total
Acquisition cost 1.1.	0.2	-0.0	249.3	8.8	715.7	77.9	1,051.9
Translation difference +/-	-0.0		-6.9		-14.9	-2.5	-24.3
Increases during the period	0.0		19.2		94.2	15.5	128.9
Decreases during the period			-4.7	-0.2	-18.0		-22.9
Transfers between items during the period			2.0	0.5		-2.6	
Acquisition cost 31.12.	0.2	-0.0	259.0	9.2	777.0	88.3	1,133.7
Accumulated depreciation 1.1.		0.0	-210.0	-4.6	-275.2		-489.8
Translation difference +/-			6.4		7.4		13.8
Depreciation on reductions during the period			4.6	0.2	24.9		29.7
Depreciation and impairment losses during the period			-11.4	-1.1	-77.4		-89.8
Accumulated depreciation 31.12.		0.0	-210.4	-5.5	-320.3		-536.2
Carrying amount 1.1.	0.2	0.0	39.3	4.2	440.5	77.9	562.1
Carrying amount 31.12.	0.2	0.0	48.6	3.6	456.8	88.3	597.5

In 2025 and 2024 advance payments and construction in progress relate mainly to the construction of the Lindex division's new omnichannel distribution centre. The new facility is planned to be fully operational during the first half of 2026. No impairment has been recorded in relation to assets. However, future uncertainty in achieving cash flows could trigger an impairment.

3.4 Investment property

Accounting policies

When the Group holds land or building to earn rental income or for appreciation rather than for its own retail or administrative purposes, the property is classified as an investment property in accordance with IAS 40.

An investment property is initially valued at acquisition cost, which includes the purchase price and any directly attributable expenditure. Investment properties are not depreciated; instead, changes in fair value are recognised in the income statement in the period in which they arise. These gains or losses are presented separately in the income statement.

The Tapiolan Säästötammi property in Espoo, of which the Group owns 37.8%, is classified as an investment property in accordance with IAS 40.

EUR mill.	2025	2024
Fair value at 1.1.	0.5	0.5
Fair value at 31.12.	0.5	0.5

3.5 Leases

Group as lessee

Accounting policies

A right-of-use asset and a lease liability is recognised at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The right-of-use assets in Lindex Group are composed of leased business premises, warehouses, cars, and other machinery and equipment.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date until the end of the lease term. If the lease transfers ownership of the underlying asset to the Group by the end of the lease term, or the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the right-of-use asset will be depreciated over the useful life of the underlying asset. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for the amount of the remeasurement of the lease liability.

At the commencement date the lease liability is measured at the present value of the lease payments that have not been paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the incremental borrowing rate is used instead. The incremental borrowing rate is the average rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed lease payments,
- variable lease payments that depend on an index, initially measured using the index as at the commencement date,
- amounts expected to be payable under residual value guarantees,
- the exercise price of a purchase option if it is reasonably certain that the option will be exercised,
- payments of penalties for terminating the lease if it is reasonably certain that the option to terminate will be exercised.

The lease term is determined as the non-cancellable period of a lease, together with periods covered by an option to extend the lease if it is reasonably certain that the option will be exercised. Lindex division uses a scoring system based on the operating profit to determine if prolongation of the original rental period is included in the lease term. Operating profit is measured as a percentage of turnover and the higher the percentage, the more likely the option to extend will be exercised.

The lease liability is later measured at the amortised cost using the effective interest method. The lease liability is reassessed when there is a change in future lease payments arising from a change in the index or if there is a change in the estimate of the amount expected to be payable under the residual value guarantee or if there is a change in the assessment of whether purchase, extension or termination option will be exercised. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Lease modifications, where the original terms of a lease agreement such as change in the scope of a lease, its contractual duration, or the consideration for a lease, are accounted for either as a new lease or an adjustment to the existing lease. If the modification increases the scope of the lease by adding new assets, and the consideration increases commensurately, it is treated as a separate lease.

The Group presents right-of-use assets that do not meet the definition of investment property in property, plant and equipment and lease liabilities in liabilities in the statement of financial position. When right-of-use assets are transferred to the lessee under a sublease agreement and are classified as a finance lease, the right-of-use assets are derecognised and presented as a lease receivable in the balance sheet.

Based on the exemption provided by IFRS 16, the Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases and leases of low-value assets, including IT-systems and office equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Sale and leaseback

Accounting policies

In sale and leaseback transactions, where Lindex Group sells and then leases back assets, the right-of-use asset arising from the leaseback is measured at the proportion of the previous carrying amount of the asset that relates to the right-of-use retained by the Group. Accordingly, Lindex Group recognises only the amount of any gain or loss that relates to the rights transferred to the buyer-lessor.

Right-of-use assets

2025, EUR mill.	Buildings	Machinery and equipment	Total
Acquisition cost 1.1.	774.7	2.3	777.0
Translation difference +/-	21.0	-0.2	20.9
Increases during the period	54.9	0.1	55.0
Decreases during the period	-21.1	-0.1	-21.2
Acquisition cost 31.12.	829.5	2.2	831.7
Accumulated depreciation and impairment losses 1.1.	-319.5	-0.7	-320.3
Translation difference +/-	-8.3	-0.0	-8.3
Depreciation on reductions during the period	24.9	0.1	25.0
Depreciation, amortisation and impairment losses during the period	-79.2	-0.6	-79.9
Accumulated depreciation and impairment losses 31.12.	-382.2	-1.3	-383.5
Carrying amount 1.1.	455.2	1.6	456.8
Carrying amount 31.12.	447.3	1.0	448.3

2024, EUR mill.	Buildings	Machinery and equipment	Total
Acquisition cost 1.1.	714.3	1.4	715.7
Translation difference +/-	-14.9	-0.0	-14.9
Increases during the period	92.8	1.4	94.2
Decreases during the period	-17.6	-0.5	-18.0
Acquisition cost 31.12.	774.7	2.3	777.0
Accumulated depreciation and impairment losses 1.1.	-274.6	-0.6	-275.2
Translation difference +/-	7.4	0.0	7.4
Depreciation on reductions during the period	24.5	0.4	24.9
Depreciation, amortisation and impairment losses during the period	-76.8	-0.6	-77.4
Accumulated depreciation and impairment losses 31.12.	-319.5	-0.7	-320.3
Carrying amount 1.1.	439.7	0.9	440.5
Carrying amount 31.12.	455.2	1.6	456.8

In 2025 and 2024 increases of right-of use assets are mainly due to extensions to the contracts, price increases and new Lindex store openings. Decreases mainly relate to changes in terms of lease agreements for business premises. Department store properties in Helsinki, Tallinn and Riga were sold and leased back in 2021 and 2022.

Carrying amount 31.12. by operating segments

EUR mill.	2025	2024
Lindex	263.9	252.4
Stockmann	184.4	204.4
Total	448.3	456.8

Leases recognised in profit and loss

EUR mill.	2025	2024
Interest expenses on lease liabilities	-37.4	-36.0
Expenses relating to leases of low-value assets	-1.6	-1.5
Expense relating to variable lease payments not included in lease liabilities	-3.5	-2.9
Total	-42.4	-40.4

Total cash outflow for leases in 2025 was EUR 117.0 (109.8) million.

Group as lessor

Accounting policies

When the Group acts as a lessor, for each lease at the lease inception it is determined whether it is a finance lease or an operating lease. A lease is a finance lease if substantially all of the risks and rewards incidental to ownership of the underlying asset are transferred to the lessee, otherwise it is an operating lease. All leases in which Lindex Group acts as a lessor on 31 December 2025 and 31 December 2024 are operating leases. The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of revenue.

Minimum lease payments on non-cancellable operating leases

EUR mill.	2025	2024
Within one year	6.2	5.8
Between one and five years	4.7	12.1
Total	10.9	17.9

4 Capital Structure

4.1 Capital management

For the purpose of the Group's capital management, equity includes issued capital, invested unrestricted equity fund and other equity reserves attributable to the equity holders of the parent. The Group monitors its capital structure using the net gearing ratio and other relevant indicators.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

The net gearing ratio is defined as interest-bearing net debt divided by equity attributable to the equity holders of the parent company. Interest-bearing net debt includes interest-bearing financing liabilities and lease liabilities less cash and cash equivalents and interest-bearing receivables.

Net gearing

EUR mill.	2025	2024
Interest-bearing financing liabilities	83.3	82.9
Lease liabilities (IFRS 16)	594.4	603.1
Cash and cash equivalents	-134.8	-114.7
Interest-bearing net debt	542.8	571.4
Equity attributable to the equity holders of the parent company	451.0	394.0
Net gearing	120.4 %	145.0 %

In order to achieve this overall objective, the Group's capital management aims to ensure that it meets financial covenants attached to the interest-bearing financing liabilities that define capital structure requirements. At the end of the reporting period, the Group had no interest-bearing financing arrangements that included financial covenants based on capital structure or financial ratios.

4.2 Financial income and expenses

Financial income

EUR mill.	2025	2024
Dividend income from other investments	0.0	0.1
Interest income on bank deposits and other investments	1.8	3.4
Other financial income	1.8	0.4
Foreign exchange differences	0.0	1.4
Total	3.6	5.2

Financial expenses

EUR mill.	2025	2024
Interest expenses on financial liabilities measured at amortised cost	-2.0	-1.6
Interest expenses from lease contracts	-37.4	-36.0
Other financial expenses	-0.1	
Foreign exchange differences	-0.9	
Total	-40.4	-37.6

EUR mill.	2025	2024
Financial income and expenses, total	-36.7	-32.3

4.3 Financial instruments

Accounting policies

Financial instruments are classified under IFRS 9 into the following categories: financial assets and liabilities measured at amortised cost, at fair value through other comprehensive income, and at fair value through income statement. Classification is determined at initial recognition based on the business model objective and the contractual cash flow characteristics of the instrument.

Trade receivables and other non-derivative receivables are measured at amortised cost and presented as current or non-current assets in the statement of financial position, depending on maturity. Receivables maturing after more than 12 months are classified as non-current. Trade receivables are initially recognised at fair value. Lindex Group applies the IFRS 9 simplified approach for expected credit losses, using a lifetime expected loss

allowance for all trade receivables, customer contract assets and lease receivables. Expected credit losses are estimated based on historical experience and recognised in income statement as a percentage of outstanding trade and lease receivables.

Other investments include the Group's holdings in shares, measured at fair value through income statement. The fair value of listed shares is market prices at the reporting date. Unlisted shares are carried at cost less impairment if fair value cannot be measured reliably.

Purchases and sales of financial assets are recognised on the trade date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised from the statement of financial position when contractual rights to cash flows expire, or control over the asset is lost.

Non-derivative financial liabilities are classified at amortised cost and initially recognised at their fair value in the statement of financial position. Transaction costs are included in the initial carrying amount of interest-bearing liabilities. Subsequently, interest-bearing liabilities are measured at amortised cost using the effective interest method. Non-current liabilities have maturities of 12 months or more, and current liabilities mature within 12 months.

Derivative financial instruments are classified as financial assets or liabilities at fair value through income statement, with changes in their fair value recognised in the income statement, except for derivatives designated as hedging instruments in cash flow hedges or net investment hedges that meet IFRS 9 hedge accounting criteria.

Hedge accounting is applied in accordance with IFRS 9 to certain currency derivatives used to hedge forecasted foreign currency-denominated sales and purchases that are highly probable and expected to affect the income statement. Changes in the fair value of the hedging instruments are recognised in other comprehensive income and presented in the fair value reserve within equity, while any ineffective portion is recognised in the income statement. Cumulative fair value changes recognised in equity are reclassified to the income statement as adjustments to sales or purchases in the same period in which the forecast transactions covered by hedge accounting are recognised in the income statement. If a forecast transaction is no longer expected to occur, the related fair value change recognised in equity is transferred to the income statement.

Hedge accounting is also applied to currency derivatives hedging foreign currency denominated net investments in foreign operations. Changes in fair value are recognised in other comprehensive income and presented in the translation reserve within equity. Gains and losses accumulated in translation reserve are transferred to income statement upon disposal of the net investment. Realised foreign exchange rate gains on net investment hedges and internal loans are included in cash flows from investment activities in the consolidated cash flow statement.

The hedging relationship between the hedged item and the hedging instrument is documented at inception, including identification of the hedging instruments, the hedged item, the nature of the risk being hedged, the risk management objectives, and hedge effectiveness calculations. The hedging relationship must be effective, and the effectiveness is assessed both at inception and subsequently at each reporting date.

The fair value of interest rate swaps is determined based on the present value of future cash flows using market prices at the reporting date. Changes in the fair value of interest rate swaps are recognised in financial income and expenses in the income statement.

The fair value of currency forwards and currency swaps is calculated using market prices at the reporting date, while the fair value of currency options is determined using the Black-Scholes model. The results of measuring currency derivatives are recognised in the income statement, except for currency derivatives designated as hedging instruments in accordance with IFRS 9 for cash flow hedges or hedges of net investments.

4.4 Current receivables

EUR mill.	2025	2024
Non-interest-bearing trade receivables	17.2	16.0
Receivables based on derivative contracts	0.1	1.5
Other receivables	0.4	1.0
Prepayments and accrued income	24.7	23.7
Income tax receivables	3.8	0.4
Current receivables, total	46.1	42.7

The carrying amount of trade receivables corresponds to their fair value. The maximum amount of the credit risk for trade receivables and other current receivables is their carrying amount.

Prepayments and accrued income

EUR mill.	2025	2024
Prepaid rents	13.8	11.9
Merchandise prepayments	3.9	4.4
Periodised ICT expenses	2.2	3.1
Receivable from credit card co-operation	1.7	1.8
Periodised indirect employee expenses	1.2	1.1
Others	1.9	1.4
Total	24.7	23.7

4.5 Cash and cash equivalents

Accounting policies

Cash and cash equivalents consist of cash on hand, current bank deposits as well as other current, highly liquid investments with a maturity of no more than three months at the date of acquisition. The fair values of cash and cash equivalents are assumed to approximate to their carrying amounts because of their short maturities.

EUR mill.	2025	2024
Cash and cash equivalents	134.8	114.7
Total	134.8	114.7

Restricted cash on 31 December 2025 EUR 0.6 million (0.6).

4.6 Non-current liabilities

EUR mill.	2025	2024
Bond issues		73.1
Periodised loan arrangement expenses		-0.1
Lease liabilities	500.9	512.9
Other interest-bearing financing liabilities		3.0
Other non-interest bearing liabilities	0.2	0.4
Total	501.0	589.3
of which interest-bearing	500.9	589.0

4.7 Current liabilities

EUR mill.	2025	2024
Lease liabilities	93.5	90.3
Bond issues	73.1	
Other interest-bearing financing liabilities	10.1	6.8
Trade payables	72.8	57.7
Other current liabilities	34.4	33.6
Accruals and prepaid income	71.8	72.8
Derivative contract liabilities	0.3	
Income tax liability	1.9	3.1
Current provisions		15.9
Total	357.9	280.1
of which interest-bearing	176.7	97.1

Restructuring debt

EUR mill.	31.12.2025	31.12.2024
Restructuring debt related to current provisions	0.0	15.9
Provisions related to restructuring debt	0.0	15.9
Total	0.0	15.9

In 2024 the provisions consisted of a disputed landlord's claim related to a terminated lease agreement.

Accruals and prepaid income

EUR mill.	2025	2024
Personnel expenses	41.9	40.9
Periodised purchases	10.8	13.8
Customer loyalty programme MORE	7.1	5.8
Reserve for returns and periodisation of sales	4.7	4.8
Derivative liabilities	0.3	
Other accruals and prepaid income	7.0	7.5
Total	71.8	72.8

4.8 Reconciliation of liabilities arising from financing activities

EUR mill.	1.1.2025	Cash flows from liabilities	Non-cash changes from liabilities	Non-cash changes from loans		31.12.2025
			Changes in leases	The effect of changes in foreign exchange rates		
Non-current liabilities, interest-bearing	76.1			0.1	-76.2	0.0
Current liabilities, interest-bearing	6.8	1.5		0.5	74.5	83.3
Lease liabilities	603.1	-79.6	54.8	16.1		594.4
Total liabilities from financing activities	686.0	-78.2	54.8	16.6	-1.7	677.6

EUR mill.	1.1.2024	Cash flows from liabilities	Non-cash changes from liabilities	Non-cash changes from loans		31.12.2024
			Changes in leases	The effect of changes in foreign exchange rates		
Non-current liabilities, interest-bearing	71.9	3.0		-0.0	1.2	76.1
Current liabilities, interest-bearing				-0.0	6.8	6.8
Lease liabilities	587.2	-73.9	98.0	-8.2		603.1
Total liabilities from financing activities	659.1	-70.8	98.0	-8.3	8.0	686.0

4.9 Financial risk management

The Group's financing activities and financial risk management are centralised within Lindex Group plc's Treasury function and conducted in accordance with the financial policy approved by the Board of Directors.

Following the corporate restructuring of Lindex Group plc initiated in April 2020, the company's external debts were subject to restructuring, all derivative positions were closed, and hedging facilities were cancelled by the banks. The restructuring programme was approved in February 2021 and concluded on 15 August 2025, after the company had settled the final remaining restructuring debts and fulfilled its other obligations under the restructuring programme. During the restructuring proceedings, the Group had limited ability to manage financial risks in line with its financial policy. This note describes the Group's risk management framework under normal circumstances.

The objective of financial risk management is to ensure access to adequate financing under all circumstances and to mitigate the impact of market risks on the Group's income statement and balance sheet. Group Treasury, reporting to the Chief Financial Officer of Lindex Group plc, manages the Group's financial exposures and executes hedging strategies based on detailed internal guidelines for managing financial risks, liquidity and financing. Divisions may issue additional instructions regarding the hedging of foreign exchange exposures.

The Group's main financial risks are currency risk, interest rate risk, financing and liquidity risk, credit and counterparty risk and electricity price risk.

Currency risk

The Group's currency risk arises from sales and purchases in foreign currencies, balance-sheet items denominated in foreign currencies, and foreign-currency-denominated net investments in units abroad.

Transaction risk

Transaction risk arises from currency flows related to sales, purchases, loans and receivables. In 2025, the main sales currencies were the euro, Swedish krona, and Norwegian krone. The primary purchasing currencies were the euro, US dollar and Swedish krona. In 2025, non-euro sales represented 54 % of total sales (2024: 53 %). Purchases subject to transaction risk represented 49 % of total purchases (2024: 52 %). In addition, the Group makes purchases in foreign currency without a transaction risk, mainly local purchases in Sweden. In 2025 these purchases accounted for 3 % of the Group's total purchases (2024: 4 %).

Divisions forecast net cash flows in foreign currencies and manage the related currency risks. Hedging is based on six-month cash flow forecasts, and hedging ratios for individual currencies may vary between 0–100%. Contracted cash flows may be hedged for longer periods.

During the restructuring proceedings, the Group was unable to hedge foreign exchange exposures. AB Lindex obtained hedging facilities in September 2021 and currently hedges its transaction exposure in accordance with the treasury policy. Lindex Group plc does not currently have hedging facilities, new facilities will be negotiated during 2026. Currency derivatives used to hedge forecasted cash flows are classified as cash flow hedges. The Lindex division carries the main transaction exposure, while the Stockmann division primarily operates in its functional currency and therefore has limited exposure. Outstanding cash-flow hedges cover the Lindex division's purchases in US-dollars and sales in Swedish Krona, Norwegian Krona, euro and Czech Koruna, and mature during the first five months of 2026. The gain or loss from these hedging instruments will affect the Group's operating profit during the period in which the forecasted hedged items affect profit, typically 4-5 months after maturity. Information on fair value is presented in Note 4.10. No ineffectiveness arose on cash flow hedges during 2025.

Foreign exchange derivatives hedging cash flows

EUR mill.	2025	2024
USD	39.3	47.2
SEK	-18.0	-21.5
NOK	-10.2	-11.2
EUR	-7.8	-10.1
CZK	-3.4	-2.8

Sensitivity Analysis, cash flow hedges, effect on equity after tax

2025, EUR mill.	USD	SEK	NOK	CZK
Change + 10 %	-2.8	-0.6	0.7	0.2
Change - 10 %	3.5	0.7	-0.9	-0.3

2024, EUR mill.	USD	SEK	NOK	CZK
Change + 10 %	-3.4	-0.7	0.8	0.2
Change - 10 %	4.2	0.9	-1.0	-0.2

All outstanding cash flow hedges relate to the Lindex division, whose functional currency is the Swedish Krona. At year-end, cash-flow hedges covered approximately 62 % of the Group's expected net USD flows for the next six months.

Foreign subsidiaries are financed primarily in local currency, meaning they do not incur significant transaction risks beyond sales and purchases in foreign currency. Group Treasury manages currency risk related to foreign-currency-denominated receivables and liabilities, with a hedging ratio of 0 – 100%.

The table below presents the Group's transaction exposure comprising foreign-currency-denominated assets and liabilities together with the derivatives designated to hedge these items. Forecasted cash flows and the derivatives used to hedge forecasted cash flows are excluded.

The Group's transaction exposure

2025, EUR mill.	SEK	GBP	NOK	CZK	USD	DKK
Receivables	-4.7	1.6	17.7	6.6	6.5	2.3
Trade payables and other current liabilities	-28.5	0.0	-12.2	0.0	-22.7	-0.3
Foreign currency exposure in the balance sheet	-33.2	1.5	5.5	6.6	-16.2	2.0
Foreign exchange derivatives hedging balance sheet items					20.4	
Net position in the balance sheet	-33.2	1.5	5.5	6.6	4.2	2.0

2024, EUR mill.	SEK	GBP	NOK	CZK	USD	DKK
Receivables	3.0	2.5	12.5	8.1	6.3	
Trade payables and other current liabilities	-34.1		-7.3		-23.4	
Foreign currency exposure in the balance sheet	-31.2	2.5	5.3	8.1	-17.2	0.0
Foreign exchange derivatives hedging balance sheet items					21.8	
Net position in the balance sheet	-31.2	2.5	5.3	8.1	4.6	0.0

A 10 % strengthening or weakening of the euro against other currencies would have the following effect on profit after tax, based on the exposures shown above.

Sensitivity Analysis, effect on income statement after tax

2025, EUR mill.	SEK	GBP	NOK	CZK	USD	DKK
Change + 10 %	2.4	-0.1	-0.4	-0.5	-0.3	-0.1
Change - 10 %	-2.9	0.1	0.5	0.6	0.4	0.2

2024, EUR mill.	SEK	GBP	NOK	CZK	USD	DKK
Change + 10 %	2.3	-0.2	-0.4	-0.6	-0.7	0.0
Change - 10 %	-2.8	0.2	0.5	0.7	0.9	0.0

Translation risk

Translation risk arises when the financial statements of foreign subsidiaries are translated into euros for consolidation.

For foreign-currency-denominated net investments, changes in exchange rates are recognised as translation differences in equity. Under normal circumstances Lindex Group selectively hedges translation risk related to net investments using foreign-currency loans or derivatives, taking into account the potential impact on profit, balance sheet, cash flows, and hedging costs.

Under the Board-approved policy, the degree of hedging may vary between 0-100%. At the end of 2025, translation risk remained unhedged.

The table below shows the impact on the Group's equity of a 10% change in the euro against the functional currencies of the Group companies. The analysis includes the impact arising from the translation of foreign-currency-denominated net investments into euros.

Sensitivity Analysis, effect on equity

2025, EUR mill.	SEK
Change + 10 %	-58.6
Change - 10 %	71.7

2024, EUR mill.	SEK
Change + 10 %	-58.4
Change - 10 %	71.4

Interest rate risk

Interest rate fluctuations affect the Group's interest expenses and income. The objective is to reduce uncertainty in earnings arising from changes in interest rates. The duration of the loan and investment portfolio is limited to five years. Interest rate derivatives may be used but were not in use at year-end 2025.

Interest-bearing liabilities consist mainly of a five-year bullet bond (excl. IFRS16 lease liabilities) issued to certain unsecured creditors who were entitled to convert their receivables into senior secured bonds. The bond matures in July 2026 and bears interest at 0.10 % per annum.

Interest-bearing receivables consist mainly of bank receivables in various currencies with maturities of less than one month.

Interest terms of the Group's interest-bearing liabilities and bank receivables on 31 December 2025:

Interest rate adjustment, period, EUR mill.	< 12 months	1–3 years	3–5 years	Total
Bond Issues	73.1			73.1
Other interest-bearing liabilities	10.1			10.1
Total	83.3	0.0	0.0	83.3
Cash and bank receivables	-134.8			-134.8
Total	-51.6	0.0	0.0	-51.6

Interest terms of the Group's interest-bearing liabilities and bank receivables on 31 December 2024:

Interest rate adjustment, period, EUR mill.	< 12 months	1–3 years	3–5 years	Total
Bond Issues		73.1		73.1
Other interest-bearing liabilities	6.8	3.0		9.8
Total	6.8	76.2	0.0	82.9
Cash and bank receivables	-114.7			-114.7
Total	-107.9	76.2	0.0	-31.7

Electricity price risk

Lindex Group has entered into electricity price commitments to mitigate the risk associated with future electricity procurement. In line with the Group's financial policy, the commitment level for future electricity prices is set between 50% and 80% for the years 2026-2027. As both divisions have secured energy price commitments for the majority of their electricity consumption, a 20 percentage point fluctuation in the market price of electricity would not have a material impact on the Group's net result or equity. In addition, the solar panels installed on the roof of Lindex's omnichannel distribution centre somewhat reduce the Group's dependence on external electricity purchases.

Financing and liquidity risk

Financing risk refers to the risk that the Group cannot meet its payment obligations due to insufficient liquid funds, breach of terms of the financing facilities or difficulties in obtaining funding. To mitigate this risk, the Group maintains long-term committed credit facilities and a liquidity reserve equivalent to at least to at least one month's average operational cash outflows. Cash and cash equivalents, together with unused committed and uncommitted credit facilities form the liquidity reserve.

At the reporting date, the Group had cash and cash equivalents of EUR 134.8 million (114.7). In addition, the Group has a committed secured revolving credit facility of EUR 40 million maturing in July 2028, which remained unused during 2023-2025. Events after the reporting period relevant to the Group's financing arrangements are disclosed in Note 5.9. The Group's EUR 73.1 million bond will mature in July 2026. Based on the Group's liquidity planning and available financing arrangements, management assesses that the Group has sufficient liquidity and financing capacity to meet its obligations as they fall due.

Liquid assets and unused committed credit facilities

EUR mill.	2025	2024
Cash and cash equivalents	134.8	114.7
Credit facility	40.0	40.0
Total	174.8	154.7

Cash flows based on agreements in financial liabilities, including financing costs, on 31 December 2025

EUR mill.	Carrying amount	2026	2027	2028	2029	2030-	Total
Current liabilities bond (5-y bullet)	73.1	73.1					73.1
Current liabilities, interest-bearing	10.1	-10.1					-10.1
Current trade payables	107.2	-107.2					-107.2
Non-current lease liabilities	500.9		-104.5	-93.0	-83.6	-377.1	-658.2
Current lease liabilities	93.5	-112.5					-112.5
Lease liabilities, total	594.4	-112.5	-104.5	-93.0	-83.6	-377.1	-770.7
Total	784.8	-156.7	-104.5	-93.0	-83.6	-377.1	-814.9
Currency derivatives	0.3						
Assets		26.4					26.4
Liabilities		-26.6					-26.6
Total	0.3	-0.2	0.0	0.0	0.0	0.0	-0.2

In July 2021 EUR 66.1 mill. of the restructuring debt was converted into a new bond, which will be repaid in 2026 and to which annual interest of EUR 0.1 mill. will be paid. In 2022 more bonds were converted with EUR 1.5 mill., in 2023 with EUR 4.4 mill. and in 2024 with EUR 1.1 mill.

Carrying amount of lease liabilities is discounted in accordance with IFRS 16. Annual cash flows are presented in nominal values.

Cash flows based on agreements in financial liabilities, including financing costs, on 31 December 2024

EUR mill.	Carrying amount	2025	2026	2027	2028	2029-	Total
Non-current bond (5-y bullet)	73.1	-0.1	-73.2				-73.3
Non-current liabilities	3.0		-3.0				-3.0
Current liabilities interest-bearing	6.8	-6.8					-6.8
Current trade payables and other current liabilities	91.3	-91.3					-91.3
Non-current lease liabilities	512.9		-102.6	-92.1	-79.9	-407.1	-681.7
Current lease liabilities	90.3	-109.8					-109.8
Lease liabilities, total	603.1	-109.8	-102.6	-92.1	-79.9	-407.1	-791.4
Total	777.3	-207.9	-178.8	-92.1	-79.9	-407.1	-965.8

The cash flows presented are based on the restructuring programme approved on 9 February 2021 and they include financing costs.

In July 2021 EUR 66.1 mill. of the restructuring debt was converted into a new bond, which will be repaid in 2026 and to which annual interest of EUR 0.1 mill. will be paid. In 2022 more bonds were converted with EUR 1.5 mill., in 2023 with EUR 4.4 mill. and in 2024 with EUR 1.1 mill. Provisions regarding disputed landlords' claims are not included in the cash flows.

Credit and counterparty risk

Trade receivables, investment-related receivables and derivative contracts expose the Group to credit risk. Counterparty risk related to investments is managed through counterparty limits approved by the Board of Directors. Derivative contracts are concluded only with counterparties deemed highly creditworthy and financially sound. Cash assets are invested in liquid, low-risk financial instruments, and on 31 December 2025, the Group's liquid assets consisted primarily of short-term bank deposits. The Group's credit risk arising from trade receivables is limited, as the receivables are widely diversified and counterparties' creditworthiness is assessed before credit is granted.

Ageing of trade and lease receivables

31 December 2025

EUR mill.	Gross carrying amount	Loss allowance
Trade receivables not due	14.8	0.0
Trade receivables fallen due in 1–30 days	1.1	0.0
Trade receivables fallen due in 31–60 days	0.6	0.0
Trade receivables fallen due in 61–90 days	0.5	0.0
Trade receivables fallen due in over 120 days	1.5	1.4
Total	18.6	1.4

31 December 2024

EUR mill.	Gross carrying amount	Loss allowance
Trade receivables not due	15.1	0.0
Trade receivables fallen due in 1–30 days	0.6	0.0
Trade receivables fallen due in 31–60 days	0.1	0.0
Trade receivables fallen due in 61–90 days	0.1	0.0
Trade receivables fallen due in 91–120 days	0.1	0.0
Trade receivables fallen due in over 120 days	1.2	1.2
Total	17.2	1.2

Lindex Group recognises impairment provisions based on lifetime expected credit losses from trade and lease receivables in accordance with IFRS 9. The Group applies a simplified credit loss matrix for trade and lease receivables. Accordingly, the credit loss allowance is measured at an amount equal to the lifetime expected credit losses. The expected credit loss model is forward-looking and the expected default rates are based on historical realised credit losses. The lifetime expected credit loss allowance is calculated using the gross carrying amount of outstanding trade receivables in each

ageing bucket and the expected default rate. The changes in expected credit losses are recognised in other operating expenses.

4.10 Derivative contracts

Nominal values of derivative contracts

Derivative contracts, hedge accounting applied

EUR mill.	2025	2024
Cash flow hedges, currency forwards	39.4	45.6
Total	39.4	45.6

Fair value of derivative contracts 2025

Derivative contracts, hedge accounting applied

EUR mill.	Positive	Negative	Net
Cash flow hedges, currency forwards	0.1	-0.3	-0.2
Total	0.1	-0.3	-0.2

Fair value of derivative contracts 2024

Derivative contracts, hedge accounting applied

EUR mill.	Positive	Negative	Net
Cash flow hedges, currency forwards	1.5		1.5
Total	1.5		1.5

Currency derivatives are measured at fair value using market prices at the balance sheet date. Changes in fair value are recognised either in equity or in profit and loss, depending on whether hedge accounting is applied. No hedge-ineffectiveness relating to currency derivatives was recognised on profit or loss in 2025.

4.11 Financial assets and liabilities by measurement category and hierarchical classification of fair values

The Group applies the following fair value hierarchy to measure financial instruments:

Level 1: Quoted (unadjusted) prices for identical assets or liabilities in active markets.

Level 2: Valuation techniques using observable inputs, such as quoted market prices available from exchanges, brokers or pricing services. Level 2 instruments include over-the-counter derivative contracts measured at fair value or designated as hedging instruments.

Level 3: Valuation techniques requiring management's judgment.

There were no transfers between the levels during the financial year.

Financial assets, EUR mill.	Level	Carrying amount 2025	Fair value 2025	Carrying amount 2024	Fair value 2024
Derivative contracts, hedge accounting applied	2	0.1	0.1	1.5	1.5
Financial assets at amortised cost					
Non-current receivables		3.5	3.5	3.3	3.3
Current receivables, non-interest-bearing		42.3	42.3	40.8	40.8
Cash and cash equivalents		134.8	134.8	114.7	114.7
Other investments	3	0.4	0.4	0.4	0.4
Financial assets, total		181.1	181.1	160.7	160.7

Financial liabilities, EUR mill.	Level	Carrying amount 2025	Fair value 2025	Carrying amount 2024	Fair value 2024
Derivative contracts, hedge accounting applied	2	0.3	0.3	0.0	0.0
Financial liabilities at amortised cost					
Non-current interest-bearing liabilities	2	0.0	0.0	76.1	71.2
Non-current lease liabilities		500.9	500.9	512.9	512.9
Non-current non-interest-bearing liabilities		0.2	0.2	0.4	0.4
Current liabilities, interest-bearing	2	83.3	81.4	6.8	6.8
Current lease liabilities		93.5	93.5	90.3	90.3
Current liabilities, non-interest-bearing		179.0	179.0	164.1	164.1
Financial liabilities, total		857.1	855.2	850.5	845.6

In the balance sheet, derivative contracts are included in the following categories: non-current and current receivables, non-interest-bearing and non-current and current liabilities, non-interest-bearing.

Level 3 financial assets consist of shares in unlisted companies. Their fair value is determined using valuation techniques based on management's judgment. Gains and losses from these investments are recognised in other operating income or other operating expenses, as acquisition and disposal decisions are made for business purposes.

Change in fair value of other investments, EUR mill.	2025	2024
Carrying amount 1.1.	0.4	0.4
Increases during the period		
Carrying amount 31.12.	0.4	0.4

4.12 Financial instruments subject to netting arrangements

The Group has entered into derivative transactions under agreements that include master netting arrangements. These agreements specify that, in certain circumstances, such as when a credit event (e.g. default) occurs, all outstanding transactions under the agreement are terminated and a single net amount is payable in settlement of all transactions.

The agreements do not meet the criteria for offsetting in the statement of financial position.

The following table presents the recognised financial instruments that are subject to these netting agreements.

31.12.2025			
Financial assets, EUR mill.	Carrying amount	Items under netting arrangements	Net
Currency derivatives, hedge accounting applied	0.1	-0.1	0.0
Financial assets, total	0.1	-0.1	0.0
Financial liabilities, EUR mill.			
Currency derivatives, hedge accounting applied	-0.3	0.1	-0.2
Financial liabilities, total	-0.3	0.1	-0.2
31.12.2024			
Financial assets, EUR mill.	Carrying amount	Items under netting arrangements	Net
Currency derivatives, hedge accounting applied	1.5	0.0	1.5
Financial assets, total	1.5	0.0	1.5

4.13 Shareholders' equity

EUR mill.	Entered in trade register	Number of shares, B	Share capital	Invested unrestricted equity fund	Total
31.12.2023		158,715,555	77.6	75.9	153.5
Share issue	26.1.2024	307,489			
Share issue	24.6.2024	2,599,852			
31.12.2024		161,622,896	77.6	78.6	156.1
Share issue	1.5.2025	112,324			
Share issue	21.7.2025	2,306,171			
31.12.2025		164,041,391	77.6	80.7	158.2

Share capital and number of shares

In April 2025, the Company's Board of Directors resolved on a directed share issue without consideration to the participants of the Performance Share Plan in order to deliver the share rewards. In the share issue, 112,324 new shares were, in deviation from the shareholders' pre-emptive subscription right, issued without consideration to the management and key personnel of the company in order to deliver the rewards under the performance period 2022-2024.

In July 2025, the Company's Board of Directors decided, in accordance with the restructuring programme and pursuant to the authorization granted by the Annual General Meeting, to issue 2,306,171 new shares in the Company, in deviation from the shareholders' pre-emptive subscription rights to fulfil obligations under the restructuring programme, and approved the subscription made in the share issue. The subscription price in the share issue was EUR 0.9106 per share, which has been paid by setting off restructuring debt in accordance with the restructuring programme.

As a result of the share issues in April and June 2025, the total number of shares in the Company increased to a total of 164,041,391 shares.

On 31 December 2025 Lindex Group plc's share capital was EUR 77.6 million, and all shares issued have been fully paid.

Redemption obligation

A shareholder whose holding of all the Company's shares or voting rights, either alone or together with other shareholders, reaches or exceeds 33 1/3% or 50% is obliged, upon

the demand of the other shareholders, to redeem their shares in accordance with the provisions of the Articles of Association.

Invested unrestricted equity fund

The invested unrestricted equity fund comprises other equity-like investments and the share subscription price, less transaction costs, to the extent that these amounts are not recorded in share capital under a specific resolution. The share issue carried out in 2025 has been recognised as an addition to the invested unrestricted equity fund.

Translation reserve

The translation reserve includes translation differences arising from the consolidation of foreign subsidiaries' financial statements and from the consolidation of net investments in foreign currencies.

Other funds

EUR mill.	2025	2024
Hedging reserve	-0.2	1.5
Reserve fund	0.2	0.2
Total	0.0	1.8

Other funds comprise:

- **Reserve fund**, which includes amounts transferred from unrestricted shareholders' equity in accordance with local regulations
- **Hedging reserve**, which reflects changes in the fair value of derivatives used to hedge cash flows, net of the deferred tax liability.

Dividends

The dividend proposed by the Board of Directors is not recognised in the financial statements. Dividends are recognised only when approved by a resolution of the General Meeting of shareholders.

The terms of the senior secured bonds issued in July 2021 do not permit dividend payments. During the restructuring programme in 2021-2025, Lindex Group plc was not permitted to distribute funds either.

4.14 Earnings per share

Basic earnings per share is calculated by dividing the profit for the period attributable to the parent company's shareholders by the weighted average number of shares outstanding during the financial period. The outstanding shares do not include treasury shares held by the Group.

Diluted earnings per share is calculated by adjusting the weighted average number of shares by the effect of potential diluting shares such as shares from share-based payments. Lindex Group has long-term incentive schemes, which can be settled in company shares. These contingently issuable shares are issuable when certain pre-defined conditions in the incentive programmes are met during a timeframe set in the incentive programmes' conditions. If the settlement happened at the reporting date, it would result in issuing 577.692 (747.162) shares.

EUR mill.	2025	2024
Profit/loss for the period attributable to the equity holders of the parent company	26.2	13.2
Weighted average number of shares	162,731,452	160,358,794
Weighted diluted number of shares	163,309,144	161,105,956
Basic earnings per share, EUR	0.16	0.08
Diluted earnings per share, EUR	0.16	0.08

5 Other notes

5.1 Group companies

31.12.2025	Shareholding %	Voting rights %
Parent company holdings		
Stockmann AS, Tallinn	100.0	100.0
SIA Stockmann, Riga	100.0	100.0
Stockmann Security Services Oy Ab, Helsinki	100.0	100.0
Lindex Holding AB, Stockholm	100.0	100.0
Subsidiaries' holdings		
TOV Stockmann, Kiev *)	100.0	100.0
AB Lindex, Gothenburg	100.0	100.0
Lindex Sverige AB, Gothenburg	100.0	100.0
Lindex AS, Oslo	100.0	100.0
Lindex Denmark Aps, Copenhagen	100.0	100.0
Lindex Oy, Helsinki	100.0	100.0
Oü Lindex Eesti, Tallinn	100.0	100.0
SIA Lindex Latvia, Riga	100.0	100.0
UAB Lindex Lithuania, Vilnius	100.0	100.0
Lindex s.r.o., Prague	100.0	100.0
AB Espevik, Gothenburg *)	100.0	100.0
Lindex H.K. Ltd, Hong Kong	100.0	100.0
Shanghai Lindex Consulting Company Ltd, Shanghai	100.0	100.0
Lindex India Private Ltd, New Delhi	100.0	100.0
Lindex Slovakia s.r.o., Bratislava	100.0	100.0
Lindex UK Fashion Ltd, London	100.0	100.0
Lindex Commercial (Shanghai) Co.Ltd., Shanghai	100.0	100.0
Lindex Fastighets AB, Gothenburg	100.0	100.0

*) dormant companies

Unconsolidated structured entities

There were no unconsolidated structured entities in Lindex Group.

Consolidated structured entities

In 2022, Lindex Group plc announced plans to invest in a highly automated omnichannel distribution centre located in Alingsås, part of the greater Gothenburg area in Sweden.

The distribution centre was officially launched in November 2024, full operational capacity is expected to be achieved during the first half of 2026.

Lindex has entered into several agreements regarding Bälinge Logistikfastighet AB, covering among other things, the financing of the land acquisition and the construction of the building. Based on the contractual terms the Group assessed that the voting rights in Bälinge Logistikfastighet AB are not the dominant factor in deciding who controls the entity. Therefore, the Group concluded that Bälinge Logistikfastighet AB is a structured entity under IFRS 10 Consolidated Financial Statements with a non-controlling interest.

Disposals

In 2025 and 2024 there were no disposals in the group.

New companies

In 2025 Lindex established a new company in Denmark.

5.2 Joint arrangements

Joint operations

Lindex Group holds a 37.8% interest in Kiinteistö Oy Tapiolan Säästötammi Fastighets Ab, a real estate company based in Espoo, Finland. The Group recognises its share of the joint operation in the statement of financial position as investment property (see Note 3.4 for further details). Lindex Group does not recognise the income and expenses of the joint operation, as it is not material the Group.

Assets and liabilities of joint operations

EUR mill.	2025	2024
Non-current assets	1.3	1.3
Current assets	0.4	0.4
Current liabilities	0.0	0.0

Income and expenses of joint operations

EUR mill.	2025	2024
Income	0.1	0.0
Expenses	-0.1	-0.1

5.3 Provisions

Accounting policies

A provision is recognised when the Group has a legal or constructive obligation as a result of a past event, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be estimated reliably.

A provision for an onerous contract is recognised when the unavoidable costs of meeting the obligations under the contract exceed the expected economic benefits.

A restructuring provision is recognised when the Group is committed to plan involving the sale or termination of a significant line of business or the closure of operations in a geographical area.

Provision amounts are reviewed at each reporting date and adjusted to reflect the current management estimates. Changes in provisions are recognised in the income statement in the same line item in which the provision was originally recorded.

Current provisions

Other provisions

EUR mill.	2025	2024
Carrying amount 1.1.	15.9	18.0
Used provisions	-10.5	-2.1
Reversal of unused provisions	-5.4	-0.0
Carrying amount 31.12.		15.9
Current provisions total		15.9

In 2024, provision related to landlords' claims arising from terminated lease agreements and amounted to EUR 15.9 million.

5.4 Contingent liabilities

Collaterals given for own liabilities

EUR mill.	2025	2024
Rental guarantees	8.9	10.1
Total	8.9	10.1

Contingent liabilities

EUR mill.	2025	2024
Pledged subsidiary shares *)	303.4	303.4
Pledged loan receivables **)	376.0	398.5
Guarantees	0.1	0.1
Electricity commitments	0.0	0.5
Total	679.5	702.5

*) Book value of subsidiary shares

***) Book value of subsidiary loan receivables

Electricity commitments relate to agreements to buy electricity for certain prices in the years 2026–2028.

Lease commitments

Lease agreements on the Group's business premises

EUR mill.	2025	2024
Within one year	5.8	6.1
After one year	19.2	12.4
Total	25.1	18.5

Group's lease payments

EUR mill.	2025	2024
Within one year	0.1	0.1
After one year	0.1	0.2
Total	0.1	0.3

5.5 Management remuneration

Remuneration of the Group Management Team 2025

EUR	CEO	Other Group Management Team members	Total
Short-term employee benefits	545,752	1,079,416	1,625,168
Post-employment benefits			
Other long-term employee benefits	171,353	116,534	287,887
Share-based payments	71,862	331,317	403,179
Total	788,967	1,527,267	2,316,234

Remuneration of the Board of Directors 2025

EUR	Annual remuneration	Remuneration for meetings	Total
Pohjonen Sari	90,000	28,200	118,200
Neuwald Roland	65,000	16,200	81,200
Björkman Stefan	42,500	16,800	59,300
Collesei Andrea	31,875	10,800	42,675
Karppinen Timo	52,500	17,400	69,900
Stone Tracy	42,500	15,000	57,500
Williams Harriet	42,500	15,000	57,500
Total	366,875	119,400	486,275

Remuneration of key persons total			2,802,509
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Remuneration of the Group Management Team 2024

EUR	CEO	Other Group Management Team members	Total
Short-term employee benefits	485,770	1,028,611	1,514,381
Other long-term employee benefits	278,157	123,162	401,319
Share-based payments	216,766	-105,180	111,586
Total	980,692	1,046,594	2,027,286

Remuneration of the Board of Directors 2024

EUR	Annual remuneration	Remuneration for meetings	Total
Pohjonen Sari	90,000	33,600	123,600
Neuwald Roland	65,000	19,800	84,800
Björkman Stefan	42,500	15,000	57,500
Karppinen Timo	52,500	21,000	73,500
Stone Tracy	42,500	19,800	62,300
Williams Harriet	42,500	15,000	57,500
Total	335,000	124,200	459,200

Remuneration of key persons total	2,486,486
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Remuneration of the CEO

CEO Susanne Ehnåge's remuneration consists of a fixed monetary salary, fringe benefits, and short- and long-term incentive schemes. In addition, Susanne Ehnåge has a supplementary pension arrangement as well as potential retention and severance benefits.

Management's pension commitments

CEO Susanne Ehnåge is eligible to retire upon reaching the age of 65 years. The pension accrues under an individual pension scheme in accordance with local practice in Sweden. In 2025, Susanne Ehnåge's pension scheme was based on a defined contribution system, partly under the local ITP1 plan and partly through an additional pension provision equal to 30 % of income exceeding the ITP1 income cap.

The retirement age for other Group Management Team members is 65 years or individual based on the statutory retirement age.

The total cost for the defined occupational contribution pension insurance taken by the company for the Group Management Team was EUR 287,887 (401,319).

Management's share-based incentives

Information on the management's share-based incentive plan is disclosed in Note 5.6.

5.6 Share-based incentives

Accounting policies

Lindex Group offers performance shares as a long-term equity-settled share-based incentive plan for key employees.

Employee services received and the corresponding increase in equity are measured at the fair value of the equity instruments granted, determined at the grant date. The fair value measurement excludes the impact of any non-market vesting conditions. Non-market vesting conditions attached to the performance shares are included in assumptions about the number of shares that employees are ultimately expected to receive.

The Group reviews these assumptions regularly and revises its estimates of the number of performance shares expected to vest as necessary.

Share-based compensation is recognised as an expense in the consolidated income statement on a straight-line basis over the vesting and commitment period of the plan, with a corresponding increase in equity.

Social security expenses related to the share-based compensation are recognised as an expense in the consolidated income statement over the vesting and commitment period, based on the actual share price at the end of the reporting period. The corresponding amount is recorded as a liability in the consolidated statement of financial position.

Share-based incentive plan as of 1 January 2022

During the financial year 2022 Lindex Group plc's Board of Directors decided on the establishment of a share-based long-term incentive scheme for the company's management and key personnel. The Performance Share Plan (PSP) consists of three individual performance periods. The Board of Directors decides separately on the performance criteria, the number of people authorised to participate and the amount of

the threshold, target and maximum reward for each performance period. The objective of the Performance Share Plan is to support the implementation of the Company's strategy, to align the interests of the key personnel with those of the Company's shareholders and to retain management and key personnel.

The Board of Director's approved the commencement of the first performance period (PSP 2022-2024) and decided on the performance criteria in 2022. The performance criteria include total shareholder return, revenue, EBIT and climate target. In 2025, rewards from the first performance period were paid, comprising 112,324 shares granted and a cash component to cover withholding tax obligations. The total value of these amounted to EUR 0.6 million.

The Board of Director's approved the commencement of the second performance period (PSP 2023-2025) and decided on the performance criteria in January 2023. The performance criteria include total shareholder return, revenue, EBIT and climate target. The potential reward will be paid during H1 2026, depending on the achievement of the performance criteria and the service condition. Any reward earned for the PSP 2023-2025 will be paid partly in company shares and partly in cash. The purpose of the cash contribution is to cover taxes and tax-like payments incurred by the management and key personnel from the remuneration.

The Board of Director's approved the commencement of the third performance period (PSP 2024-2026) and decided on the performance criteria in February 2024. The performance criteria include total shareholder return, revenue, EBIT and climate target. The potential reward will be paid during H1 2027, depending on the achievement of the performance criteria and the service condition. Any reward earned for the PSP 2024-2026 will be paid partly in company shares and partly in cash. The purpose of the cash contribution is to cover taxes and tax-like payments incurred by the management and key personnel from the remuneration.

Share-based incentive plan as of 1 January 2025

In March 2025 the Board of Directors decided on the establishment of a new share-based long-term incentive scheme targeted to the key management of the company and its divisions. The incentive scheme consists of a Performance Share Plan (PSP), with annually commencing individual plans, each with a three-year performance period, followed by the payment of the potentially earned reward. The commencement of each individual plan is subject to a separate Board approval in each case. The objectives of the Performance Share Plan are to support the implementation of the company's strategy,

to align the interests of the management with those of the company's shareholders and the retention of the management.

The Board of Director's approved the commencement of the first plan within the PSP structure (PSP 2025-2027) and decided on the performance criteria in March 2025. The performance criteria include the total shareholder return of the company's share and revenue, EBIT and ESG targets. Any reward for the PSP 2025-2027 will be paid partly in company shares and partly in cash. The purpose of the cash contribution is to cover taxes and tax-like payments incurred by the management and key personnel from the remuneration.

Performance plan	2025		2022	
Performance period	2025-2027	2024-2026	2023-2025	2022-2024
Initial amount, pcs *)	1,400,000	1,430,500	2,000,000	2,000,000
Initial allocation date	14.3.2025	18.3.2024	6.7.2023	23.11.2022
Vesting date	30.4.2028	30.4.2027	30.4.2026	2.5.2025
Maximum contractual life, years	3.1	3.1	2.8	2.4
Remaining contractual life, years	2.3	1.3	0.3	
Number of participants in the plan	13	12	9	10
Payment method	Equity and cash, net settlement			

*) The amounts are presented in gross terms, i.e. the share reward figures both the reward paid in share and a number of shares corresponding to the amount of the reward paid in cash.

Changes in share awards during the financial year

Performance plan	2025		2022		Total
Performance period	2025-2027	2024-2026	2023-2025	2022-2024	
Outstanding number of shares 1.1.		1,080,200	798,000	791,000	2,669,200
Granted during the year	1,005,000				1,005,000
Forfeited during the year		214,000	197,000	678,676	1,089,676
Exercised during the year				112,324	112,324
Outstanding number of shares 31.12.	1,005,000	866,200	601,000		2,472,200

Fair value determination

The fair value of share-based incentives has been determined at the grant date and the fair value is expensed until vesting. Market condition, in this case total shareholder return has been taken into account when determining the fair value at grant and it will not be changed during the plan. The pricing of the share-based incentives granted during the period was determined by the following inputs and had the following effect:

Valuation parameters for instruments granted during period 2025	Performance period 2025-2027
Share price at grant, EUR	3.02
Share price at the end of the period, EUR	2.47
Expected volatility, % *)	35.01%
Maturity, years	2.8
Risk-free interest rate, %	2.32%
Valuation model	Monte Carlo
Fair value per share, EUR	1.49

*) Expected volatility was determined by calculating the historical volatility of Lindex Group plc's share using monthly observations over corresponding maturity.

Effect of share-based Incentives on the result and financial position

EUR mill.	2025	2024
Expenses for the financial year, share-based payments	0.6	0.4
Expenses for the financial year, share-based payments, equity-settled	0.6	0.3
Liabilities arising from share-based payments 31.12.	0.1	0.3
Estimated future cash payment related to withholding taxes	0.5	0.9

5.7 Related parties

The Group's related parties include its management (the Board of Directors, CEO and the Group Management Team), companies controlled by them, their close family members and companies controlled by those family members, as well as Lindex Group's subsidiaries and joint operations. The relationships between the parent company and its subsidiaries are presented in Note 5.1.

Related party transactions

Except for compensation for the key management personnel (Note 5.5), there were no material transactions between Lindex Group and its related parties during the reporting period.

5.8 Climate-related matters

Accounting policies

Lindex Group considers climate-related matters in estimates and assumptions, where appropriate. The assessment includes possible impacts on the Group due to physical and transition risks. The Group believes that its business model and products will remain viable in a future low-carbon economy. However, climate-related matters increase the uncertainty in estimates and assumptions related to certain items in the financial statements. Even though climate-related risks might not currently have a significant impact on estimates and assumptions, the Group closely monitors relevant changes and developments, including climate-related legislation and changes in customer behaviour. The items and considerations which are recognised as most directly impacted by climate-related matters are:

Impairment of goodwill.

The value-in-use may be impacted in different ways by transition risk, such as climate-related legislation and changes in demand for the Group's products. The Group has concluded that no single climate-related assumption is a key assumption for the goodwill impairment test in 2025. Nevertheless, expectations for the changing consumer needs and consumption habits, anticipated cost increases due to stricter recycling requirements and more sustainably sourced materials, as well as higher energy and freight cost due to climate change, have been incorporated into the cash-flow forecasts when assessing value-in-use amounts. See Note 3.2.

Useful life of property, plant and equipment.

When reviewing the residual values and expected useful lives of assets, the Group considers climate-related matters, including legislation and regulations that may restrict the use of assets. See Note 3.3.

5.9 Events after the reporting period

On 5 February 2026, Lindex Group plc has signed a EUR 50 million secured revolving credit facility agreement. The revolving credit facility may be used for general corporate and working capital purposes and includes customary financial covenants. The revolving credit facility matures in May 2027, subject to a 15-month extension option.

Lindex Group plc Income Statement, FAS

EUR	Note	1.1.-31.12.2025	1.1.-31.12.2024
REVENUE		229,748,178.92	234,761,334.39
Other operating income	2	6,371,575.58	6,699,421.66
Materials and services			
Materials and consumables:			
Purchases during the financial year		-118,502,183.99	-118,671,613.96
Change in inventories, increase (+), decrease (-)		-3,356,218.23	-6,527,056.06
Materials and services, total		-121,858,402.22	-125,198,670.02
Employee benefits	3	-41,912,440.82	-43,149,636.63
Depreciation, amortisation and impairment losses	4	-7,839,587.75	-8,494,327.78
Other operating expenses	5	-85,405,671.86	-104,390,638.54
		-257,016,102.65	-281,233,272.97
OPERATING PROFIT (LOSS)		-20,896,348.15	-39,772,516.92
Financial income and expenses	6	62,163,772.64	52,019,847.15
PROFIT (LOSS) BEFORE APPROPRIATIONS AND TAXES		41,267,424.49	12,247,330.23
Appropriations	7	4,668,698.78	5,140,632.00
Income taxes	8	-3,605,318.07	-907,012.21
PROFIT (LOSS) FOR THE PERIOD		42,330,805.20	16,480,950.02

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Lindex Group plc Balance sheet, FAS

EUR	Note	31.12.2025	31.12.2024
ASSETS			
NON-CURRENT ASSETS			
Intangible assets	9		
Intangible rights		4,568,621.63	5,319,295.22
Advance payments and construction in progress		855,307.07	1,038,042.12
Intangible assets, total		5,423,928.70	6,357,337.34
Property, plant, equipment	10		
Machinery and equipment		14,481,564.69	16,557,956.62
Modification and renovation expenses for leased premises		2,772,697.21	2,594,426.25
Other tangible assets		5,827.15	5,827.15
Advance payments and construction in progress		2,258,494.09	1,185,224.20
Property, plant, equipment, total		19,518,583.14	20,343,434.22
Investments	11		
Shares in Group companies		308,636,627.98	308,636,627.98
Other shares and participations		744,633.86	744,633.86
Investments, total		309,381,261.84	309,381,261.84
NON-CURRENT ASSETS, TOTAL		334,323,773.68	336,082,033.40
CURRENT ASSETS			
Inventories			
Materials and consumables		43,517,164.67	46,873,382.90
Inventories, total		43,517,164.67	46,873,382.90
Non-current receivables			
Loan receivables from Group companies		203,877,452.31	235,952,762.35
Other receivables		660,875.70	3,675,367.31
Non-current receivables, total		204,538,328.01	239,628,129.66
Current receivables	12		
Trade receivables		3,284,034.65	3,074,475.09
Receivables from Group companies		7,207,509.41	10,120,756.67
Other receivables		44,710.52	226,394.85
Prepayments and accrued income		7,512,119.86	8,264,382.00
Current receivables, total		18,048,374.44	21,686,008.61
Cash in hand and at banks	13	15,799,396.83	21,705,786.04
CURRENT ASSETS, TOTAL		281,903,263.95	329,893,307.21
ASSETS, TOTAL		616,227,037.63	665,975,340.61

EUR	Note	31.12.2025	31.12.2024
EQUITY AND LIABILITIES			
EQUITY			
Share capital	14-15	77,556,538.26	77,556,538.26
Invested unrestricted equity fund		80,886,137.67	78,786,138.36
Retained earnings		253,804,332.80	237,323,382.78
Net profit (loss) for the financial year		42,330,805.20	16,480,950.02
EQUITY, TOTAL		454,577,813.93	410,147,009.42
ACCUMULATED APPROPRIATIONS			
	16	14,332,123.88	16,330,822.66
PROVISIONS			
	17		15,911,836.57
LIABILITIES			
Non-current liabilities			
Bonds			73,142,624.00
Other payables		6,803,674.97	7,980,724.21
Liabilities to Group companies		25,585,793.67	97,091,100.30
Non-current liabilities, total		32,389,468.64	178,214,448.51
Current liabilities			
Bonds	19	73,142,624.00	
Advances received		454,165.16	872,337.88
Trade payables		12,762,914.83	12,065,064.32
Liabilities to Group companies		1,685,218.03	1,861,837.85
Other payables		13,731,908.08	14,533,950.31
Accrued expenses and prepaid income	20	13,150,801.08	16,038,033.09
Current liabilities, total		114,927,631.18	45,371,223.45
LIABILITIES, TOTAL		147,317,099.82	223,585,671.96
EQUITY AND LIABILITIES, TOTAL		616,227,037.63	665,975,340.61

Lindex Group plc Cash flow statement

EUR	1.1.-31.12.2025	1.1.-31.12.2024
CASH FLOW FROM OPERATING ACTIVITIES		
Profit (loss) for the financial year	42,330,805.20	16,480,950.02
Adjustments for:		
Depreciation and amortisation according to plan	7,839,587.75	8,494,327.78
Impairment losses		3,400,000.00
Other non-cash income and expenses	-5,514,041.89	240,057.74
Financial income and expenses	-62,163,772.63	-55,419,847.15
Appropriations	-4,668,698.78	-5,140,632.00
Deferred taxes	3,605,318.07	907,012.21
Changes in working capital:		
Increase (-) / decrease (+) of current receivables	-1,247,335.81	1,386,753.65
Increase (-) / decrease (+) of inventories	3,356,218.23	6,527,056.06
Increase (+) / decrease (-) of non-interest-bearing liabilities	-14,145,727.10	-9,579,175.32
Interest and other financial expenses paid from operating activities	-2,725,466.96	-3,385,012.12
Interest received from operating activities	235,601.50	821,994.08
Taxes		3,946,829.73
CASH FLOW FROM OPERATING ACTIVITIES	-33,097,512.42	-31,319,685.32
CASH FLOW FROM INVESTING ACTIVITIES		
Capital expenditure on tangible and intangible assets	-5,613,283.87	-4,969,881.15
Proceeds from disposal of tangible and intangible assets		25,000.00
Increase (-)/decrease (+) of loan receivables	8,412,492.80	
Additions to holdings in Group companies		-600,000.00
Dividends received/return of equity	73,847.96	2,975.00
NET CASH FROM INVESTING ACTIVITIES	2,873,056.89	-5,541,906.15
CASH FLOWS FROM FINANCING ACTIVITIES		
Increase (-)/decrease (+) of loan receivables	-267,875.70	
Proceeds from non-current liabilities	57,695,151.38	45,033,237.24
Repayments of non-current liabilities	-35,109,209.36	-11,358,866.74
Received and paid group contributions	2,000,000.00	1,500,000.00
NET CASH FROM FINANCING ACTIVITIES	24,318,066.32	35,174,370.50
Change in cash in hand and at banks, increase (+) / decrease (-)	-5,906,389.21	-1,687,220.97
Cash in hand and at banks in the beginning of the financial year	21,705,786.04	23,393,007.01
Cash in hand and at banks at the end of the financial year	15,799,396.83	21,705,786.04

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Parent Company Financial Statements

Auditor's Reports

Corporate Governance Statement

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Notes to the parent company financial statements

1. Accounting principles

The financial statements of Lindex Group plc have been prepared according to Finnish Accounting Standards (FAS).

Corporate restructuring proceedings

District Court of Helsinki has approved Lindex Group plc's restructuring programme on 9 February 2021. Thereafter, restructuring debts have been paid as the final amount of restructuring debts has been confirmed. The company has fulfilled the conditions for concluding the implementation of the restructuring programme. The company's restructuring programme has concluded on 15 August 2025.

Transactions in foreign currencies

Transactions in foreign currencies are recorded at the rates prevailing on the transaction date.

Gains and losses on foreign exchange in financial operations are entered as net amounts under other financial income or other financial expenses.

Revenue

Revenue comprises sales income excluding indirect taxes, discounts granted and foreign exchange rate differences.

Other operating income

The items stated as other operating income are capital gains on the sale of non-current assets connected with business operations, compensation obtained from the sale of businesses and charges for services rendered to subsidiaries.

Income taxes

The direct taxes entered into the profit and loss account are the taxes corresponding to net profit for the financial year as well as taxes payable for prior periods or tax refunds. Deferred tax assets have been recognised for the expenses deductible in taxation in the future periods.

The profits of Lindex Group plc's Branch in Estonia have been included in the taxable income of the parent office in Finland. The profits of the Branch will be income taxable in Estonia, at the time when the profits are distributed to the parent office in Finland.

According to the tax treaty between Estonia and Finland, the income tax which will be

paid in Estonia is deductible from the income tax in Finland under certain conditions. The untaxed retained earnings of the Branch in Estonia including the profit of the reporting period are EUR 30.9 (29.0) million. The calculated income tax in Estonia would be EUR 6.8 (6.4) million, which is recognised as deferred tax liability. This amount of tax will be most likely not deductible from the income tax in Finland.

Intangible and tangible assets

Tangible and intangible assets are valued according to the original cost less accumulated depreciation according to plan.

Depreciation according to plan is based on the original cost and the estimated useful life of intangible and tangible assets as follows:

Intangible assets	3 – 10 years
Machinery and equipment	3 – 15 years
Modification and renovation expenses of leased premises	5 – 15 years

Investments in non-current assets

Securities included in non-current assets are valued at acquisition cost or, if their fair value is lower, at this lower value.

Principles of impairment testing are described as notes to consolidated financial statements.

Inventories

In the valuation of inventories, the principle of lowest value has been used, i.e., the inventories have been entered in the balance sheet at the lowest of acquisition cost or a lower repurchase price or the probable market price. The value of inventories is determined using the weighted average cost method and it includes all the direct costs of the purchase.

Non-current liabilities

Loans payable are recognised at nominal value. Transaction costs are initially recognised as accruals and amortized over the life of the instrument. Transaction cost and loan interest are recognised in the income statement as financial expenses over the life of the instrument.

Current liabilities

In accordance with the restructuring programme, the unsecured creditors have been entitled to convert their receivables under the payment programme of the restructuring programme that have been confirmed to unsecured debt, by way of set-off, to senior secured bonds on a euro-for-euro basis. The aggregate principal amount of the bonds validly subscribed for by the unsecured creditors was EUR 73.142.624. This bond will mature in July 2026.

Appropriations

The difference between total and planned depreciation is shown as accumulated appropriations in the balance sheet and the change during the financial year in the income statement. Appropriations contain also given and received group contributions.

Provisions

A provision is recognised when the company has a legal or factual obligation as a result of a past event and it is probable that a payment obligation will be realised and the amount of the obligation can be estimated reliably.

During restructuring programme as provision were recognised conditional debts, which were mainly based on the early termination of the agreements with landlords. All conditional debts have been settled and no provisions on this remain.

2. Other operating income

EUR	2025	2024
Compensation for services to Group companies	6,053,042.60	6,619,569.87
Other compensation from Group companies	292,704.10	
Other operating income	25,828.88	79,851.79
Total	6,371,575.58	6,699,421.66

3. Employee benefits

EUR	2025	2024
Salaries and remuneration paid to the Board of Directors	486,275.00	459,200.00
Other wages and salaries	33,608,964.22	35,024,047.74
Wages during sick leave	1,424,758.61	1,477,326.34
Pension expenses	5,145,834.50	5,242,040.51
Other employee benefits expenses	1,246,608.49	947,022.04
Total	41,912,440.82	43,149,636.63
Personnel, average	893	954

Information on the remuneration of the CEO is disclosed in group note 5.5.

Management's share-based incentives

Information on the management's share-based incentive plan is disclosed in group note 5.6.

Management pension liabilities

The retirement age of the Group Management Team members is 65 years or individual based on the statutory retirement age.

CEO Susanne Ehnåge is eligible to take retirement upon reaching the age of 65 years.

The CEO's pension will accrue based on an individual pension scheme according to the local practice.

4. Depreciation, amortisation and impairment losses

EUR	2025	2024
Intangible rights	2,932,980.29	3,493,204.76
Machinery and equipment	4,008,787.47	4,129,580.67
Modification and renovation expenses for leased premises	897,819.99	871,542.35
Total	7,839,587.75	8,494,327.78

5. Other operating expenses

EUR	2025	2024
Site expenses	51,183,011.76	47,253,458.70
ICT expenses	11,848,184.82	12,546,397.12
Marketing expenses	5,994,103.95	7,015,664.24
Staff leasing expenses	5,023,731.56	5,199,410.47
Goods handling expenses	3,391,026.82	3,554,448.64
Professional services expenses	3,905,894.53	8,355,011.52
Voluntary indirect employee expenses	966,541.29	1,169,549.23
Rental expenses	777,668.37	753,212.00
Credit losses	59,072.64	236,749.89
Other expenses *)	2,256,436.12	18,306,736.73
Total	85,405,671.86	104,390,638.54

*) 2025 corporate restructuring related expenses EUR -5.4 (9.9) million.

Auditors' fees

EUR	2025	2024
Auditing	255,815.00	222,490.00
Other Assurance services based on legal requirements	225,640.00	169,100.00
Total	481,455.00	391,590.00

6. Financial income and expenses

EUR	2025	2024
Interest income from Group companies	27,974,778.60	31,919,994.41
Dividend from Group companies	19,500,000.00	31,416,284.13
Other dividend income	17,847.96	58,975.00
Interest income from parties outside the Group	235,601.49	821,994.25
Interest expenses to Group companies	-1,829,463.72	-2,489,627.92
Interest and other financial expenses to parties outside the Group	-1,025,781.59	-1,092,558.11
Impairment of loan receivables and investments *)		-3,400,000.00
Return of unrestricted equity reserve **)	6,684,000.00	
Foreign exchange gains and losses (net)	10,606,789.89	-5,215,214.61
Total	62,163,772.63	52,019,847.15

*) Impairment of SIA Stockmann shares

***) Reversal of impairment loss of Stockmann Security Services Oy shares

7. Appropriations

EUR	2025	2024
Difference between depreciation according to plan and depreciation in taxation	1,998,698.78	2,800,632.00
Received Group contributions	2,670,000.00	2,340,000.00
Total	4,668,698.78	5,140,632.00

8. Income taxes

EUR	2025	2024
Change in deferred taxes *)	-3,605,318.07	-907,012.21
Total	-3,605,318.07	-907,012.21

*) Includes def.tax liability change for Estonian Branch EUR 422 950.76 (482 771.21).

Non-current assets

9. Intangible assets

Intangible rights

EUR	2025	2024
Acquisition cost 1.1.	11,014,807.99	29,900,223.01
Increases	499,577.56	602,346.18
Transfers between items	1,682,729.14	868,867.70
Decreases	-2,165,111.59	-20,356,628.90
Acquisition cost 31.12.	11,032,003.10	11,014,807.99
Accumulated amortisation 1.1.	5,695,512.77	22,556,161.81
Accumulated amortisation on decreases	-2,165,111.59	-20,353,853.80
Amortisation for the financial year	2,932,980.29	3,493,204.76
Accumulated amortisation 31.12.	6,463,381.47	5,695,512.77
Carrying amount 31.12.	4,568,621.63	5,319,295.22

Advance payments and construction in progress

EUR	2025	2024
Acquisition cost 1.1.	1,038,042.12	700,346.73
Increases	1,499,994.09	1,206,563.09
Transfers between items	-1,682,729.14	-868,867.70
Acquisition cost 31.12.	855,307.07	1,038,042.12
Carrying amount 31.12.	855,307.07	1,038,042.12

Intangible assets, total	5,423,928.70	6,357,337.34
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10. Tangible assets

Machinery and equipment

EUR	2025	2024
Acquisition cost 1.1.	38,150,523.54	37,221,173.60
Increases	96,348.00	563,342.38
Transfers between items	1,836,047.54	1,437,511.48
Decreases	-3,094,845.29	-1,071,503.92
Acquisition cost 31.12.	36,988,073.79	38,150,523.54
Accumulated depreciation 1.1.	21,592,566.92	18,534,490.17
Accumulated depreciation on decreases	-3,094,845.29	-1,071,503.92
Depreciation for the financial year	4,008,787.47	4,129,580.67
Accumulated depreciation 31.12.	22,506,509.10	21,592,566.92
Carrying amount 31.12.	14,481,564.69	16,557,956.62

Modification and renovation expenses for leased premises

EUR	2025	2024
Acquisition cost 1.1.	6,743,948.54	6,396,662.05
Transfers between items	1,076,090.95	505,065.89
Decreases	-1,143,544.16	-157,779.40
Acquisition cost 31.12.	6,676,495.33	6,743,948.54
Accumulated depreciation 1.1.	4,149,522.29	3,435,759.34
Accumulated depreciation on decreases	-1,143,544.16	-157,779.40
Depreciation for the financial year	897,819.99	871,542.35
Accumulated depreciation 31.12.	3,903,798.12	4,149,522.29
Carrying amount 31.12.	2,772,697.21	2,594,426.25

Other tangible assets

EUR	2025	2024
Acquisition cost 1.1.	5,827.15	54,601.65
Decreases		-48,774.50
Acquisition cost 31.12.	5,827.15	5,827.15
Carrying amount 31.12.	5,827.15	5,827.15

Advance payments and construction in progress

EUR	2025	2024
Acquisition cost 1.1.	1,185,224.20	300,227.73
Increases	3,985,408.38	2,827,573.84
Transfers between items	-2,912,138.49	-1,942,577.37
Acquisition cost 31.12.	2,258,494.09	1,185,224.20
Carrying amount 31.12.	2,258,494.09	1,185,224.20
Tangible assets, total	19,518,583.14	20,343,434.22

11. Investments

Investments in Group companies

EUR	2025	2024
Acquisition cost 1.1.	308,636,627.98	311,436,627.98
Increases *)		600,000.00
Impairments **)		-3,400,000.00
Carrying amount 31.12.	308,636,627.98	308,636,627.98

*) 2024: Increase in SIA Stockmann's equity

***) 2024: Impairment of SIA Stockmann shares

Other shares and participations

EUR	2025	2024
Acquisition cost 1.1.	744,633.86	748,761.86
Decreases		-4,128.00
Carrying amount 31.12.	744,633.86	744,633.86
Investments, total	309,381,261.84	309,381,261.84

12. Current receivables

Trade receivables

EUR	2025	2024
Non-interest-bearing trade receivables	3,284,034.65	3,074,475.09
Total	3,284,034.65	3,074,475.09

Receivables from Group companies

EUR	2025	2024
Group contribution receivables	2,670,000.00	4,490,000.00
Trade receivables	4,529,245.39	5,564,349.67
Prepayments and accrued income	8,264.02	66,407.00
Total	7,207,509.41	10,120,756.67

Other receivables

EUR	2025	2024
Other receivables	44,710.52	226,394.85
Total	44,710.52	226,394.85

Prepayments and accrued income

EUR	2025	2024
Periodised ICT expenses	2,179,554.44	3,137,742.55
Receivable from credit card co-operation	1,675,598.24	1,785,325.78
Periodised indirect employee expenses	1,174,022.00	1,092,483.00
Receivables from suppliers	871,600.02	1,055,240.79
Other prepayments and accrued income	1,611,345.16	1,193,589.88
Total	7,512,119.86	8,264,382.00

13. Cash in hand and at banks

Cash in hand and at banks comprise bank deposits and cash in hand.

14. Changes in equity

As of 31 December 2024, a total number of shares was 161,622,896.

In April 2025, the Company's Board of Directors resolved a directed share issue without consideration to the participants of the Performance Share Plan in order to deliver the share rewards. In the share issue, 112 324 new shares in the company were, in deviation from the shareholders' pre-emptive subscription right, issued without consideration to the management and key personnel of the company in order to deliver the rewards under the performance period 2022–2024.

In July 2025, the Company's Board of Directors decided, in accordance with the restructuring programme and pursuant to the authorization granted by the Annual General Meeting, to issue 2,306,171 new shares of the Company, in deviation from the shareholders' pre-emptive subscription rights to fulfil obligations under the restructuring

programme. The subscription price in the Share Issue was EUR 0.9106 per share, which has been paid by setting off restructuring debt in accordance with the restructuring programme.

As a result of the share issues in April and July 2025, the total number of shares in the Company has increased to a total of 164,041,391 shares.

On 31 December 2025 Lindex Group plc's share capital was EUR 77.6 million. All the shares issued have been fully paid in.

Share capital

EUR	2025	2024
Shares 1.1. and 31.12.	77,556,538.26	77,556,538.26
Share capital, total	77,556,538.26	77,556,538.26
Reserve for invested unrestricted equity 1.1.	78,786,138.36	76,138,713.65
Share conversion from restructuring debt	2,099,999.31	2,647,424.71
Reserve for invested unrestricted equity 31.12.	80,886,137.67	78,786,138.36
Retained earnings 1.1.	253,804,332.80	237,323,382.78
Retained earnings 31.12.	253,804,332.80	237,323,382.78
Net profit (loss) for the financial year	42,330,805.20	16,480,950.02
Equity, total	454,577,813.93	410,147,009.42

Breakdown of distributable funds 31.12.

EUR	2025	2024
Funds	80,886,137.67	78,786,138.36
Retained earnings	253,804,332.80	237,323,382.78
Net profit (loss) for the financial year	42,330,805.20	16,480,950.02
Total	377,021,275.67	332,590,471.16

15. Parent company's shares

pcs.	2025	2024
Shares (1 vote each)	164,041,391	161,622,896
Total	164,041,391	161,622,896

16. Accumulated appropriations

The accumulated appropriations comprise accumulated depreciation difference.

17. Provisions

Other provisions

EUR	2025	2024
Provision on the claims on rental agreements		15,911,836.57
as part of company restructuring debt		15,911,836.57
Total		15,911,836.57

The company has settled all disputed claims related to the restructuring proceedings and fulfilled its other obligations under the restructuring programme.

18. Non-current liabilities

EUR	2025	2024
Bonds		73,142,624.00
Deferred tax liabilities	6,803,674.97	6,380,724.21
Other payables		1,600,000.00
Liabilities to Group companies	25,585,793.67	97,091,100.30
part of company restructuring debt		63,900,534.46
Non-current liabilities, total	32,389,468.64	178,214,448.51

19. Current liabilities

EUR	2025	2024
Bonds	73,142,624.00	
Other interest-bearing liabilities	1,693,974.52	1,725,387.09
Non-interest-bearing liabilities	40,091,032.66	43,645,836.36
Total	114,927,631.18	45,371,223.45

Restructuring debt

EUR	2025	2024
Current non-interest-bearing restructuring debt		
Restructuring debt related to provisions		15,911,836.57
Restructuring debt to group companies		
Trade payable to group companies		17,398.07
Liabilities to group companies		63,883,136.39
Restructuring debt to group companies total		63,900,534.46
Restructuring debt total		79,812,371.03

Liabilities to Group companies

EUR	2025	2024
Trade payables	1,617,912.23	1,786,249.02
Accrued liabilities	67,305.80	75,588.83
Total	1,685,218.03	1,861,837.85

20. Accruals and prepaid income, current

EUR	2025	2024
Accrued personnel expenses	8,881,744.67	9,047,877.26
Periodised purchases of stock items	2,199,575.74	2,683,272.59
Reserve for returns and accrued income	1,334,764.00	1,369,636.00
Accrued professional expenses	230,795.41	1,791,546.00
Other accrued expenses and prepaid income	503,921.26	1,145,701.24
Total	13,150,801.08	16,038,033.09

21. Contingent liabilities

Security pledged on behalf of Group companies

EUR	2025	2024
Rent guarantees	8,948,219.69	10,095,080.60
Other guarantees	68,760.03	
Total	9,016,979.72	10,095,080.60

22. Liability engagements and other commitments

EUR	2025	2024
Rental commitments	396,516,359.00	460,167,532.00
Electricity commitments	54,000.00	662,256.00
Leasing commitments	413,671.93	434,016.55
Total	396,984,030.93	461,263,804.55

Pension liabilities

The pension liabilities of the parent company are insured with outside pension insurance companies. The pension liabilities are fully covered.

23. Shares and participations

Group companies

Parent company holdings	Shareholding %	Voting rights %
Stockmann AS, Tallinn	100	100
SIA Stockmann, Riga	100	100
Stockmann Security Services Oy Ab, Helsinki	100	100
Lindex Holding AB, Stockholm	100	100

Other companies

Parent company holdings	Shareholding %
Kiinteistö Oy Tapiolan Säästötammi Fastighets Ab, Espoo	37.8

24. Events after the reporting period

On 5 February 2026, Lindex Group plc has signed a EUR 50 million secured revolving credit facility agreement. The revolving credit facility may be used for general corporate and working capital purposes and includes customary financial covenants. The revolving credit facility matures in May 2027, subject to a 15-month extension option.

Board proposal for disposal of net result of the financial year

The Board of Directors proposes to the Annual General Meeting that the net result of the financial year 2025 will be carried further in the retained earnings.

Signatures on the financial statements and the report of the Board of Directors

The financial statements, prepared in accordance with applicable accounting regulations, give true and fair view of the assets, liabilities, financial position, and profit or loss of the company and the group of companies included in its consolidated financial statements.

The report of the Board of Directors contains a truthful description of the development and result of the business operations of both the company and the group of companies included in its consolidated financial statements, as well as a description of the most significant risks and uncertainties and other aspects of the company's condition.

The sustainability report included in the report of the Board of Directors has been prepared in accordance with the reporting standards referred to in Chapter 7 of the Finnish Accounting Act and Article 8 of the Taxonomy Regulation.

Helsinki, 26 February 2026

Sari Pohjonen Stefan Björkman Andrea Collesei

Timo Karppinen Roland Neuwald Tracy Stone

Harriet Williams

Susanne Ehnbåge
CEO

The Auditor's Note

A report of the audit performed has been issued today.

Helsinki, 26 February 2026

Ernst & Young Oy

Authorised Public Accountant Firm

Terhi Mäkinen

Authorised Public Accountant

AUDITOR'S REPORT (Translation of the Finnish original)

To the Annual General Meeting of Lindex Group plc

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Lindex Group plc (business identity code 0114162-2) for the year ended 31 December, 2025. The financial statements comprise the consolidated balance sheet, income statement, statement of comprehensive income, statement of changes in equity, statement of cash flows and notes, including material accounting policy information, as well as the parent company's balance sheet, income statement, statement of cash flows and notes.

In our opinion

- the consolidated financial statements give a true and fair view of the group's financial position, financial performance and cash flows in accordance with IFRS Accounting Standards as adopted by the EU.
- the financial statements give a true and fair view of the parent company's financial performance and financial position in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements.

Our opinion is consistent with the additional report submitted to the Audit Committee.

Basis for Opinion

We conducted our audit in accordance with good auditing practice in Finland. Our responsibilities under good auditing practice are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our audit, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

In our best knowledge and understanding, the non-audit services that we have provided to the parent company and group companies are in compliance with laws and regulations applicable in Finland regarding these services, and we have not provided any prohibited non-audit services referred to in Article 5(1) of regulation (EU) 537/2014. The non-audit services that we have provided have been disclosed in note 2.6 to the consolidated financial statements and note 5 to the parent company financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements. We have also addressed the risk of management override of internal controls. This includes consideration of whether there was evidence of management bias that represented a risk of material misstatement due to fraud.

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>Valuation of Goodwill and trademark <i>We refer to the Group's accounting policies and the note 3.2</i></p> <p>At the balance sheet date 31 December 2025, the value of goodwill amounted to EUR 257,0 million and the trademark to EUR 84,0 million representing 25 % of total assets and 76 % of total equity (2024: goodwill EUR 242,6 million and trademark EUR 79,3 million representing 24 % of total assets and 82 % of total equity). The goodwill and trademark are related to the Lindex acquisition.</p> <p>The valuation of goodwill and trademark was a key audit matter as:</p> <ul style="list-style-type: none"> the management's annual impairment test is complex and involves judgments; the annual impairment test is based on market and economical assumptions; the goodwill and the trademark balances are significant. <p>The cash flows of the cash generating units are based on the value in use. Changes in the assumptions used can significantly impact the value in use. The value in use is dependent on several assumptions such as the revenue growth and discount rate used. Changes in these assumptions can lead to an impairment in goodwill or trademark.</p>	<p>Our audit procedures included, among others:</p> <ul style="list-style-type: none"> Involving internal valuation specialists to assist us in evaluating the assumptions and methodologies used by the group including those related to forecasted revenue and the weighted average cost of capital used in discounting the cash flows. Assessing the sensitivity in the available headroom by cash generating unit and focused on whether any reasonably possible change in assumptions could cause the carrying amount to exceed its recoverable amount. Comparing the historical forecasting of the group with actual outcome and comparing forecasts to the latest budgets approved by the board. Checking the mathematical accuracy of the underlying calculations and benchmarking the value in use of Lindex with peer company information. Comparing the groups' disclosures related to impairment tests in note 3.2 in the financial statements with presentation requirements in applicable accounting standards and we reviewed the information provided on sensitivity analysis.
<p>Revenue Recognition <i>We refer to the Group's accounting policies and the note 2.2</i></p> <p>Revenue is generated from sales of products and services in retail stores</p>	<p>To address the risk of material misstatement regarding revenue recognition our audit procedures included among others:</p> <ul style="list-style-type: none"> assessing the Group's accounting policies over revenue recognition,

<p>and in online platforms as well as from sales to franchise stores.</p> <p>Revenue is recognized upon delivery of the goods or when the service has been performed.</p> <p>The group focuses on revenue as a key performance measure which could create an incentive for revenue to be recognized before the control of goods or services has transferred to the customer. Revenue recognition was a key audit matter due to the high volume of transactions, different kind of delivery methods and the management judgement involved in accounting for right of return and loyalty bonus.</p> <p>Revenue recognition was also a significant risk of material misstatement referred to in EU Regulation No 537/2014, point (c) of Article 10(2).</p>	<p>including principles relating to right of return accounting and loyalty bonuses in relation to applicable accounting standards;</p> <ul style="list-style-type: none"> • testing sales transactions by comparing them to payments received; • testing revenue, product returns and margins with data analytics; • reviewing the sales processes in retail stores; • analyzing the timing of revenue recognition of online sales based on delivery lead times; and • assessing the Group's disclosures in respect of revenues.
<p>Valuation of inventories <i>We refer to the Group's accounting policies and the note 2.4</i></p> <p>At the balance sheet date 31 December 2025, the value of inventory amounted to EUR 163,8 million representing 12 % of total assets and 36 % of total equity (2024: EUR 169,6 million representing 13 % of total assets and 43 % of total equity).</p> <p>In accordance with the accounting policies the inventories are valued at the lower of cost or net realizable value. Inventories are presented net of impairment loss recognized for obsolete and slow-moving inventories.</p> <p>Valuation of inventories was a key audit matter because the carrying value of inventories is material to the financial statements and because valuation of inventories and the level of allowance for obsolete and slow-moving inventories requires management judgment.</p>	<p>Our audit procedures included, among others:</p> <ul style="list-style-type: none"> • Assessing the Group's accounting policies regarding inventories with applicable accounting standards. • Comparing unit prices of selected inventory items to latest purchase invoices and to sales prices. • Assessing the analyses and assessment made by management with respect to slow moving and obsolete stock and to the expected sales and net realizable value. • Analyzing exceptional values in inventory accounting with data analytics. • Assessing the Group's disclosures in respect of inventory.

Responsibilities of the Board of Directors and the Managing Director for the Financial Statements

The Board of Directors and the Managing Director are responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as adopted by the EU, and of financial statements that give a true and fair view in accordance with the laws and regulations governing the preparation of financial statements in Finland and comply with statutory requirements. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors and the Managing Director are responsible for assessing the parent company's and the group's ability to continue as going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting. The financial statements are prepared using the going concern basis of accounting unless there is an intention to liquidate the parent company or the group or cease operations, or there is no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance on whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with good auditing practice will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with good auditing practice, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the parent company's or the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the parent company or the group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Reporting Requirements

Information on our audit engagement

We were first appointed as auditors by the Annual General Meeting on 7.4.2021, and our appointment represents a total period of uninterrupted engagement of 5 years.

Other information

The Board of Directors and the Managing Director are responsible for the other information. The other information comprises the report of the Board of Directors and the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. We have obtained the report of the Board of Directors prior to the date of this auditor's report, and the Annual Report is expected to be made available to us after that date.

Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. With respect to report of the Board of Directors, our responsibility also includes considering whether the report of the Board of Directors has been prepared in compliance with the applicable provisions, excluding the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

In our opinion, the information in the report of the Board of Directors is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in compliance with the applicable provisions. Our opinion does not cover the sustainability report information on which there are provisions in Chapter 7 of the Accounting Act and in the sustainability reporting standards.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Other statements based on law

Our responsibility is to, based on our audit, express an opinion on the registration and publication of the income tax report required in Chapter 7 b of the Accounting Act.

The Board of Directors and the Managing Director are responsible for the registration and the publication of the income tax report.

In our opinion, the company has not been obliged to register and publish an income tax report referred to in Chapter 7 b of the Accounting Act for the financial year immediately preceding the financial year.

Helsinki 26.2.2026

Ernst & Young Oy
Authorized Public Accountant Firm

Terhi Mäkinen
Authorized Public Accountant

(Translation of the Finnish original)**Independent Auditor's Report on the ESEF Consolidated
Financial Statements of Lindex Group plc****To the Board of Directors of Lindex Group plc**

We have performed a reasonable assurance engagement on the financial statements 743700IFQI6W89M11Y95-2025-12-31-1-fi.zip of Lindex Group plc (y-identifier: 0114162-2) that have been prepared in accordance with the Commission's regulatory technical standard for the financial year ended 31.12.2025.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the company's report of Board of Directors and financial statements (the ESEF financial statements) in such a way that they comply with the requirements of the Commission's regulatory technical standard. This responsibility includes:

- preparing the ESEF financial statements in XHTML format in accordance with Article 3 of the Commission's regulatory technical standard
- tagging the primary financial statements, notes and company's identification data in the consolidated financial statements that are included in the ESEF financial statements with iXBRL tags in accordance with Article 4 of the Commission's regulatory technical standard and
- ensuring the consistency between the ESEF financial statements and the audited financial statements.

The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of ESEF financial statements in accordance the requirements of the Commission's regulatory technical standard.

Auditor's Independence and Quality Management

We are independent of the company in accordance with the ethical requirements that are applicable in Finland and are relevant to the engagement we have performed, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The firm applies International Standard on Quality Management (ISQM) 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's Responsibilities

Our responsibility is to, in accordance with Chapter 7, Section 8 of the Securities Markets Act, provide assurance on the financial statements that have been prepared in accordance with the Commission's technical regulatory standard. We express an opinion on whether the consolidated financial statements that are included in the ESEF financial statements have been tagged, in all material respects, in accordance with the requirements of Article 4 of the Commission's regulatory technical standard.

Our responsibility is to indicate in our opinion to what extent the assurance has been provided. We conducted a reasonable assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000.

The engagement includes procedures to obtain evidence on:

- whether the primary financial statements in the consolidated financial statements that are included in the ESEF financial statements have been tagged, in all material respects, with iXBRL tags in accordance with the requirements of Article 4 of the Commission's regulatory technical standard and
- whether the notes and company's identification data in the consolidated financial statements that are included in the ESEF financial statements have been tagged, in all material respects, with iXBRL tags in accordance

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with the requirements of Article 4 of the Commission's regulatory technical standard and

- whether there is consistency between the ESEF financial statements and the audited financial statements.

The nature, timing and extent of the selected procedures depend on the auditor's judgement. This includes an assessment of the risk of material deviations due to fraud or error from the requirements of the Commission's technical regulatory standard.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Opinion

Our opinion pursuant to Chapter 7, Section 8 of the Securities Markets Act is that the primary financial statements, notes and company's identification data in the consolidated financial statements that are included in the ESEF financial statements of Lindex Group plc 743700IFQI6W89M1IY95-2025-12-31-1-fi.zip for the financial year ended 31.12.2025 have been tagged, in all material respects, in accordance with the requirements of the Commission's regulatory technical standard.

Our opinion on the audit of the consolidated financial statements of Lindex Group plc for the financial year ended 31.12.2025 has been expressed in our auditor's report dated 26.2.2026. With this report we do not express an opinion on the audit of the consolidated financial statements nor express another assurance conclusion.

Helsinki 2.3.2026

Ernst & Young Oy
Authorized Public Accountant Firm

Terhi Mäkinen
Authorized Public Accountant

ASSURANCE REPORT ON THE SUSTAINABILITY STATEMENT (Translation of the Finnish original)

To the Annual General Meeting of Lindex Group plc

We have performed a limited assurance engagement on the group sustainability statement of

Lindex Group plc (business identity code 0114162-2) that is referred to in Chapter 7 of the Accounting Act and that is included in the report of the Board of Directors for the reporting period 1.1.–31.12.2025.

Opinion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the group sustainability statement does not comply, in all material respects, with

- 1) the requirements laid down in Chapter 7 of the Accounting Act and the sustainability reporting standards (ESRS), and
- 2) the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088 (EU Taxonomy).

Point 1 above also contains the process in which Lindex Group plc has identified the information for reporting in accordance with the sustainability reporting standards (double materiality assessment).

Our opinion does not cover the tagging of the group sustainability statement with digital XBRL sustainability tags in accordance with Chapter 7, Section 22, Subsection 1(2), of the Accounting Act, because sustainability reporting companies have not had the possibility to comply with that requirement in the absence of requirements for the tagging of sustainability information in the ESEF regulation or other European Union legislation.

Basis for Opinion

We performed the assurance of the group sustainability statement as a limited assurance engagement in compliance with good assurance practice in Finland and with the International Standard on Assurance Engagements (ISAE) 3000 (Revised)

Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Our responsibilities under this standard are further described in the *Responsibilities of the Authorized Group Sustainability Auditor* section of our report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Authorized Group Sustainability Auditor's Independence and Quality Management

We are independent of the parent company and of the group companies in accordance with the ethical requirements that are applicable in Finland and are relevant to our engagement, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

The Authorized Group Sustainability Auditor applies International Standard on Quality Management ISQM 1, which requires the Authorized Sustainability Audit Firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director of Lindex Group plc are responsible for:

- the group sustainability statement and for its preparation and presentation in accordance with the provisions of Chapter 7 of the Accounting Act, including the process that has been defined in the sustainability reporting standards and in which the information for reporting in accordance with the sustainability reporting standards has been identified,
- the compliance of the group sustainability statement with the requirements laid down in Article 8 of the Regulation (EU) 2020/852 of the European Parliament and of the Council on the establishment of a framework to facilitate sustainable investment, and amending Regulation (EU) 2019/2088, and for

- such internal control as the Board of Directors and the Managing Director determine is necessary to enable the preparation of a group sustainability statement that is free from material misstatement, whether due to fraud or error.

Inherent Limitations in the Preparation of a Sustainability Statement

The preparation of the group sustainability statement requires a materiality assessment from the company in order to identify relevant disclosures. This significantly involves management judgment and choices. Group Sustainability reporting is also characterized by the fact that reporting of this type of information involves estimates and assumptions, as well as measurement and assessment uncertainty.

The determination of greenhouse gases is subject to inherent uncertainty due to the incomplete scientific data used to determine the emission factors and the numerical values needed to combine emissions of different gases.

When reporting future-related information in accordance with the ESRS standards, the company's management must present assumptions regarding possible future events and disclose the company's potential future actions related to these events, as well as prepare future-related information based on these assumptions. The actual outcome is likely to differ, as predicted events often do not occur as expected.

Responsibilities of the Authorized Group Sustainability Auditor

Our responsibility is to perform an assurance engagement to obtain limited assurance about whether the group sustainability statement is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the group sustainability statement.

Compliance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) requires that we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

- Identify and assess the risks of material misstatement of the group sustainability statement, whether due to fraud or error, and obtain an

understanding of internal control relevant to the engagement in order to design assurance procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the parent company's or the group's internal control.

- Design and perform assurance procedures responsive to those risks to obtain evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Description of the Procedures That Have Been Performed

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. The nature, timing and extent of assurance procedures selected depend on professional judgment, including the assessment of risks of material misstatement, whether due to fraud or error. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures included for ex. the following:

- We have interviewed the management of the group as well as key personnel responsible for collecting and reporting of the information included in the group sustainability statement.
- Through interviews, we gained an understanding of the group's control environment related to the group sustainability reporting process.
- We evaluated the implementation of the company's double materiality assessment process in relation to the requirements of the ESRS standards, as well as whether the information provided from the double materiality assessment is in material respects in accordance with the ESRS standards.
- We assessed whether the group sustainability statement in material respects meets the requirements of the ESRS standards regarding material sustainability topics:
 - We have tested the accuracy of the information presented in the group sustainability statement by comparing the information on a

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sample basis to the documentation and records prepared by the company and assessed whether they support the information included in the group sustainability statement.

- We have on a sample basis performed analytical assurance procedures and related inquiries, recalculations and inspected documentation, as well as tested data aggregation to assess the accuracy of the group sustainability statement.
- Regarding EU Taxonomy data, we gained an understanding of the process by which a company has defined taxonomy-eligible and taxonomy-aligned economic activities, and we assessed the compliance of the information provided.

Helsinki 26.2.2026

Ernst & Young Oy
Authorized Sustainability Audit Firm

Terhi Mäkinen
Authorized Sustainability Auditor

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LINDEXGROUP

Our Year 2025

Report of the Board of Directors

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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.

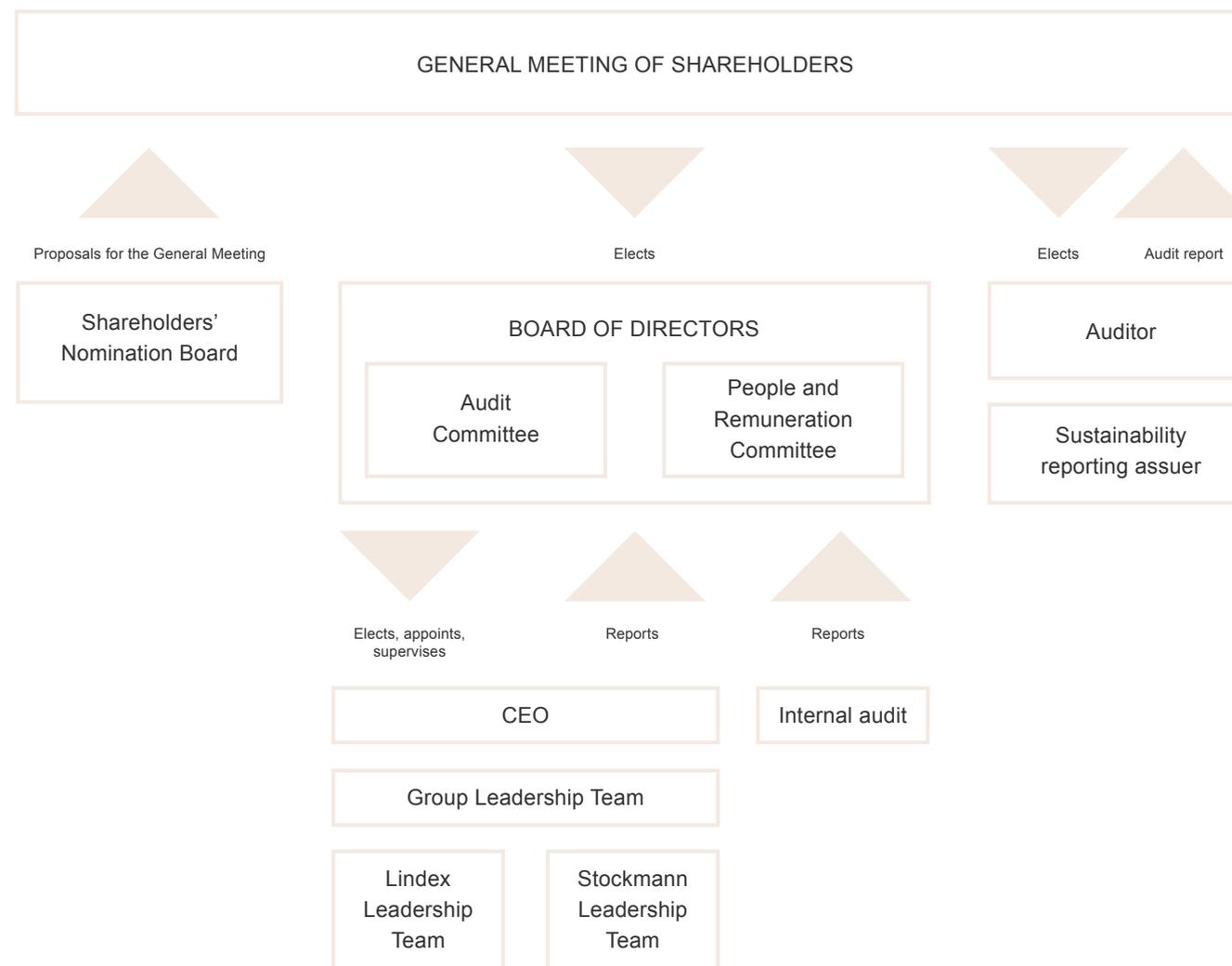
The Corporate Governance Code can be accessed on the website of the Securities Market Association at cgfinland.fi/en/. Lindex Group complies with the Finnish Corporate Governance Code 2025 in its entirety.

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 Officer of Lindex Group and 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 Konstsfundat 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.



Remuneration Report

LINDEXGROUP

Our Year 2025

Report of the Board of Directors

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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 Ehnåge, 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 Ehnåge

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.

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