

NKT A/S' Annual General Meeting on Wednesday, 25 March 2026 at 3:45 p.m. (CET) (the doors will open at 2:45 p.m. (CET) with no option to enter the building earlier) at NKT's new headquarters, Amerika Plads 29, 2100 Copenhagen, Denmark.

In accordance with article 5 of the Articles of Association, notice is hereby given of the Annual General Meeting of NKT A/S, company registration No. 62 72 52 14 (**NKT** or the **Company**).

Agenda and full contents of the proposals

- 1** Report by the Board of Directors on the Company's activities in 2025.
- 2** Presentation of the audited Annual Report.
- 3** Adoption of the Annual Report.
- 4** Proposal by the Board of Directors for the distribution of profit or cover of loss.
- 5** Presentation of, and advisory vote on the Company's Remuneration Report.
- 6** Resolution regarding discharge of the Management and the Board of Directors from their liabilities.
- 7** Remuneration of the Board of Directors - 2026.

The Board of Directors proposes that no dividend payment is to be distributed.

Based on a benchmarking exercise against comparable Danish companies confirming that current remuneration levels for both the Board of Directors and its committees are below the market median, the Board proposes to adjust the remuneration levels to ensure the Company's continued ability to attract and retain highly qualified Board members and maintain a competitive and fair remuneration structure.

In 2025, the base fee was DKK 375,000 (EUR ~50,000). The Chair received three times the base fee (DKK 1,125,000) and did not receive additional remuneration for committee appointments, while the Deputy Chair received two times the base fee (DKK 750,000).

Committee fees in 2025 were:

- *Audit Committee: DKK 125,000 per ordinary member and DKK 250,000 for the chair*
- *Nomination Committee: DKK 62,500 per ordinary member and DKK 125,000 for the chair*
- *Remuneration Committee: DKK 93,750 per ordinary member and DKK 187,500 for the chair*

- *ESG Committee: DKK 62,500 per ordinary member and DKK 125,000 for the chair*

For 2026, the Board proposes to raise the base fee to DKK 450,000 (EUR ~60,000), that the Chair continues to receive three times the base fee (DKK 1,350,000) without additional committee remuneration, and that the Deputy Chair continues to receive two times the base fee (DKK 900,000).

It is proposed that the relationship between the Base Fee and the remuneration of the members of the Audit Committee, the Nomination Committee and the Remuneration Committee is maintained unchanged (and therefore increases proportionally compared to the remuneration levels for 2025), such that:

- *Audit Committee: DKK 150,000 per ordinary member and DKK 300,000 for the chair*
- *Nomination Committee: DKK 75,000 per ordinary member and DKK 50,000 for the chair*
- *Remuneration Committee: DKK 112,500 per ordinary member and DKK 225,000 for the chair*

The Board of Directors furthermore proposes to adjust the remuneration of the ESG Committee such that the ordinary members will henceforth receive DKK 112,500, corresponding to 25% of the Base Fee, and the chair of the committee will receive DKK 225,000, corresponding to 50% of the Base Fee. The corresponding rates in 2025 amounted to 16.67% and 33.33% of the Base Fee, respectively.

With these changes, the total annual remuneration for the Board of Directors, including committee remuneration, will amount to DKK 6,750,000 based on a Board comprising nine members and four committees (Audit, Nomination, Remuneration, ESG), each with two members. Committee fees otherwise payable to the Chair of the Board will be deducted, as they are covered by the Chair's board fee.

8 Election of Board members.

The Board of Directors proposes re-election of the following board members:

Jens Due Olsen, René Svendsen-Tune, Nebahat Albayrak, Karla Marianne Lindahl, Andreas Nauen and Anne Vedel.

A description of the background and other executive functions (CVs) held by the persons up for election is attached and is available at the Company's website, investors.nkt.com/corporate-governance/general-meetings

9 Election of one or more public accountants.

9.1 Election of public accountant

It is proposed that PRICEWATERHOUSE-COOPERS STATSAUTORISERET REVISIONSPARTNERSELSKAB, CVR-nr. 33771231, is re-elected. The proposal is in accordance with the nomination made by the Audit Committee. The Audit Committee is not influenced by any third parties and has not been subject to any agreement which limits the General Meeting's freedom to elect auditor or audit firm.

9.2 Election of a sustainability auditor

It is proposed that PRICEWATERHOUSE-COOPERS STATSAUTORISERET REVISIONSPARTNERSELSKAB, CVR-nr. 33771231, is elected. The proposal is in accordance with the nomination made by the Audit Committee. The Audit Committee is not influenced by any third parties and has not been subject to any agreement which limits the General Meeting's freedom to elect auditor or audit firm.

10 Any other proposals from the Board of Directors or the shareholders.

10.1 Authorisations to the Board of Directors

The Board of Directors proposes that the current three authorisations to issue new shares with pre-emptive rights, without pre-emptive rights, and to issue convertible instruments in articles 3A(1), 3A(2), 3B(1) and 3C be extended and updated, as they expire at the Annual General Meeting. Accordingly, the Board proposes that articles 3A, 3B and 3C of the Articles of Association be amended in their entirety as follows:

"Article 3.A

3.A.1

The Board of Directors may decide to increase the share capital in one or more issues of new shares against cash payment with pre-emptive rights for the Company's

existing shareholders. The authorisation is valid until 25 March 2031, or the earlier date of the Company's Annual General Meeting in 2031. The authorisation may be used to increase the share capital by up to a nominal amount of DKK 214,880,180 (10,774,009 shares of DKK 20 each).

3.A.2

The Board of Directors may decide to increase the share capital by up to a nominal amount of DKK 107,440,080 (5,372,004 shares of DKK 20 each) in one or more issues. The authorisation is valid until 25 March 2031, or the earlier date of the Annual General Meeting in 2031. The capital increase may be carried out through the issuance of shares against cash payment, debt conversion or contribution in kind. The shares are issued without pre-emptive rights for the existing shareholders.

3.A.3

Shares issued under authorisations in articles 3A(1) and 3A(2) shall confer rights to dividends from a date determined by the Board of Directors, no later than for the financial year in which the capital increase takes place. The shares must be negotiable instruments, issued in the name of the holder, and carry the same rights as the existing shares regarding rights, redemption and transferability.

Article 3.B

3.B.1

The Company may, until 25 March 2031, or the earlier date of the Annual General Meeting in 2031, on one or more occasions, raise loans by issuing bonds or other financial instruments granting the lender a right to convert the claim into up to a nominal amount of DKK 107,440,080 (5,372,004 shares of DKK 20 each) (convertible loans).

Convertible loans may be raised in Danish kroner or the equivalent amount in foreign currency calculated at the exchange rates applicable at the time of the loan being raised. The Board of Directors is simultaneously authorised to carry out the associated capital increase.

Convertible loans may be raised against cash payment or in another manner. Subscription takes place without pre-emptive rights for the shareholders, and the convertible loans must be offered at a subscription price and a conversion price which, taken together, at least correspond to the market price of the shares at the time of the Board of Directors' decision.

The conversion period may be set for a longer period than 5 years after the raising of the convertible loan. The Board of Directors shall determine the terms for raising convertible loans, including the loan terms and the rules for conversion, as well as the rights of the holders in the event of capital increases, capital reductions, the raising of new convertible loans, the dissolution of the Company, merger or demerger before the expiry of the conversion right.

The timing and terms of the capital increase shall be determined by the Board of Directors in compliance with the rules in article 3B(2).

3.B.2

New shares issued under the Board's authorisation in article 3B(1) shall be registered shares conferring rights to dividends from a date set by the Board. They shall carry the same rights as the existing shares regarding rights, redemption and transferability. The Board of Directors is authorised to implement the necessary amendments to the Articles of Association in connection with such capital increases.

Article 3.C

3.C.1

The Board of Directors' authorisations in articles 3A(1), 3A(2) and 3B(1) may, respecting the individual limitations, be used in aggregate to increase the share capital by up to a nominal amount of DKK 322,320,260 (16,146,013 shares of DKK 20 each). The Board's authorisations in articles 3A(2) and 3B(1) may, respecting their limitations, be used in aggregate to increase the share capital by up to a nominal amount of DKK 107,440,080 (5,372,004 shares of DKK 20 each).

10.2 Amendment of article 5 of the Articles of Association of NKT A/S (Venue for Annual General Meeting)

The Board of Directors proposes, in light of Region Hovedstaden being merged with Region Sjælland and becoming Region Østjylland as of 1 January 2027, to amend the current article 5.2 of the Articles of Association, which currently reads: "General meetings are held in Region Hovedstaden at a location determined by the Board of Directors.

The following new wording of article 5.2 is proposed:

"General meetings are held in Greater Copenhagen at a location determined by the Board of Directors."

10.3 Authorisation to acquire own shares

It is proposed that, in the period until 25 March 2031, the Board of Directors is authorised to arrange and carry out the acquisition of the Company's own shares up to a nominal value corresponding to 10 percent of the share capital. The purchase price for such shares may not deviate by more than 10 percent from the price quoted on Nasdaq Copenhagen at the time of the acquisition. The quoted price at the time of acquisition shall be understood as Nasdaq Copenhagen's closing price – all trades at 17:00.

11 Any other business.