

Notice to attend the Annual General Meeting of Lagercrantz Group AB (publ)

The shareholders of Lagercrantz Group AB (publ) ("the Company") are hereby given notice to attend the Annual General Meeting to be held at 4.00 p.m., on Tuesday, 25 August 2026, at IVA's Conference Centre, Grev Turegatan 16 in Stockholm.

The Board of Directors has decided to allow shareholders to exercise their voting rights by postal voting before the Annual General Meeting (AGM) in accordance with the Company's articles of association.

NOTICE OF PARTICIPATION

Attending the meeting venue in person

In order to be entitled to attend the meeting in person, the shareholder must:

- 1) be registered under their own name (not nominee-registered) in the share register kept by Euroclear Sweden AB no later than Monday, 17 August 2026.
- 2) give notice of participation via the website www.lagercrantz.com or by telephone +46 8 402 9186, to the Company's head office with the address Lagercrantz Group AB (publ), Attn: The Annual General Meeting, c/o Euroclear Sweden AB, Box 191, SE-101 23 Stockholm or via e-mail to GeneralMeetingService@euroclear.com no later than Wednesday, 19 August 2026, at 3.00 p.m.

The notice of participation must contain the shareholders' name, social security number (company registration number), address, telephone number and the number of shares as well as any assistants. The information provided in the notice of participation will only be processed for the purposes of the AGM 2026.

Registered participants will have to bring personal ID to the AGM.

Where participation is based on a proxy, a power of attorney must be submitted to the Company well in advance of the AGM. The power of attorney must not be issued earlier than five years prior to the date of the AGM. Representatives of a legal person must also submit a registration certificate, or other corresponding authorisation documentation. The Company provides a form of proxy to the shareholders, which is available at the Company's head office or on the website: www.lagercrantz.com.

Participation by postal voting

In order to be entitled to participate in the AGM through postal voting, shareholders must:

- 1) be registered under their own name (not nominee-registered) in the share register kept by Euroclear Sweden AB no later than Monday, 17 August 2026.
- 2) give notice of participation no later than Wednesday, 19 August 2026, by submitting a postal vote in accordance with the instructions below, so that the postal voting form is received by Euroclear Sweden AB no later than that day. A special form shall be used for postal voting. The postal voting form is available on the Company's website, www.lagercrantz.com. The completed and signed postal voting form may be sent by post to Lagercrantz Group AB (publ), Attn: The Annual General Meeting, c/o Euroclear Sweden AB, Box 191, SE-101 23 Stockholm or by e-mail to GeneralMeetingService@euroclear.com. Shareholders may also submit the postal vote electronically by verifying with BankID via the Company's website, www.lagercrantz.com. The postal vote must be received by the Company/Euroclear Sweden AB no later than Wednesday, 19 August 2026.

If the shareholder postal votes by proxy, a written and dated power of attorney signed by the shareholder must be attached to the postal voting form. If the shareholder is a legal person, a registration certificate (or other corresponding authorisation document) must be attached to the form. A form of proxy is available on the Company's website, www.lagercrantz.com.

Shareholders may not provide the advance vote with special instructions or conditions. If this occurs, the vote is invalid. Further instructions are provided in the postal voting form.

A shareholder who has postal voted also has the possibility to attend the meeting venue, provided that notice of participation has been given in the way prescribed above for such attendance.

NOMINEE-REGISTERED SHARES

Shareholders whose shares are registered in the name of a nominee must, temporarily register the shares in their own name, in order to be able to exercise their voting rights at the AGM. Such re-registration must be completed no later than Wednesday, 19 August 2026. Requests for such registration must be made to the nominee a few banking days before Wednesday, 19 August 2026 in order for the registration to be completed in time.

PROPOSED AGENDA

1. Opening of the AGM.
2. Election of Chairman of the AGM.
3. Preparation and approval of the voting list.
4. Approval of agenda.
5. Election of one or two persons to verify the minutes.
6. Determination of whether the AGM has been duly convened.
7. Address by the President and CEO
8. Presentation of:
 - a) the Annual Accounts and the Consolidated Financial Statements and the report on the work of the Board of Directors and the committees of the Board of Directors, and
 - b) the Audit Report and the Audit Report for the Group and the statement on remuneration principles for senior executives.
9. Resolutions regarding:
 - a) adoption of the Income Statement and the Balance Sheet and the Consolidated Income Statement and the Consolidated Balance Sheet,
 - b) appropriation of the Company's profit in accordance with the adopted Balance Sheet, and
 - c) discharge from liability for the members of the Board of Directors and the President.
10. Report on and resolution regarding the principles and work of the Election Committee.
11. Resolution regarding the number of Board members.
12. Resolution regarding fees for the Board of Directors and the Auditors.
13. Election of Board members.
14. Election of Chairman of the Board of Directors.
15. Election of Auditors until the AGM 2027.
16. Proposal by the Board of Directors' Remuneration Report.
17. Authorisation for the Board of Directors to take decisions on purchase and assignment of own shares.
18. Proposal by the Board of Directors for a resolution regarding the issuance of call options on repurchased shares and assignment of repurchased shares to managers and senior executives in the Group.
19. Authorisation for the Board to resolve on a new issue of up to 10 percent of the number of B shares.
20. Other matters arising.
21. Closing of the AGM.

PROPOSAL OF THE ELECTION COMMITTEE FOR RESOLUTIONS WITH RESPECT TO ITEMS 2, 10-15 ABOVE:

The Election Committee, which as of 31 December 2025, represented 43.7% percent of the votes in the Company, submits the following proposal for resolution. For information regarding the composition of the Election Committee and its work during the year, please refer to Lagercrantz Group's website: lagercrantz.com

2 Chairman of the AGM

Fredrik Börjesson.

10 Election Committee's principles

The Election Committee proposes to the AGM 2025 that the principles adopted at the AGM 2024 should also apply to the next Election Committee.

11 The number of Board members

The Election Committee proposes to the AGM that the Board of Directors shall be composed of six (6) members, which is a reduction from previous seven members.

12 Fees for the Board of Directors and Auditors

Total directors' fees of SEK 3,980,000 to be distributed as follows:

- To the Chairman of the Board of Directors: SEK 1,600,000 (1,450,000)
- To other Board members not employed by the Company: SEK 630,000 (575,000) per Board member.

The fee payable for work as part of the Company's Remuneration Committee is proposed to be SEK 120,000 (115,000) per Board member.

Board members may, by special arrangement with the Company and insofar as applicable legislation and prevailing jurisprudence so permit, invoice their fees plus social security contributions and value added tax from a company owned by the Board member, or from their private business, provided that such payment is cost neutral for the Lagercrantz Group.

Audit fees will be paid according to approved invoice.

13 Election of Board members

Re-election of Anna Almlöf, Fredrik Börjesson, Anna Marsell, Anders Claeson, Malin Nordesjö and Jörgen Wigh.

Detailed descriptions of the members of the Board of Directors proposed for re-election are found on the Company's website.

14 Election of Chairman of the Board of Directors

Re-election of Fredrik Börjesson.

15 Election of Auditors until AGM 2027

Election of the registered auditing firm Deloitte AB for the period until the end of the next AGM. Deloitte AB has advised that Alexandros Kouvatsos will be appointed as auditor in charge if Deloitte AB is elected as auditor.

PROPOSAL OF THE BOARD FOR RESOLUTIONS WITH RESPECT TO ITEMS 9, 16-19 ABOVE:

9 Appropriation of the Company's profit in accordance with the adopted balance sheet

The Board of Directors proposes a dividend to the shareholders of SEK 2.50 (2.20) per share and that Thursday, 27 August 2026 shall be the record day for receiving the dividend. If the AGM adopts the proposal, the dividend is expected to be remitted by Euroclear Sweden AB on Tuesday, 1 September 2026 to shareholders recorded in the share register on the record day.

16 Principles for remuneration and other terms of employment for senior executives

The Board proposes that the AGM resolves to approve the Board's report on Remuneration in accordance with chapter 8 section 53 a Swedish Companies Act (2005:551).

17 Authorisation for the Board of Directors to take decisions on acquisition of and assignment of own shares

The Board proposes that the AGM resolve to authorise the Board, on one or more occasions until the next AGM, to acquire as many Class B shares, such that the Company's holding of own shares at any given time does not exceed 10 percent of all shares in the Company. Purchases shall be made via Nasdaq Stockholm within the prevailing price range at any given time (i.e. the spread between the highest buying price and lowest selling price).

The Board of Directors also proposes that the AGM resolve to authorise the Board of Directors until the next AGM to sell the Company's holdings of its own Class B shares, in connection with acquisition of companies or businesses, outside of Nasdaq Stockholm, at a price deemed equivalent to market value. Transfers on Nasdaq Stockholm must take place within the price range registered at any given time. In the case of transfers outside Nasdaq Stockholm, payment for the shares must be made in cash, with property in kind or by set-off and the transfer must be carried out on market terms. The authorisation may be exercised on one or more occasions, but not longer than until the next AGM, and covers all holdings of the Company's own shares at the time of the decision of the Board of Directors. The authorisation includes the right for the Board of Directors to decide on a departure from the preferential rights of shareholders.

The purpose of acquiring and selling the Company's own shares is to allow the Board of Directors to adapt the Group's capital structure, as well as to enable the future acquisition of companies and businesses with payment using the Company's own shares, and to ensure the delivery of shares in connection with the Company's outstanding incentive programmes at any given time.

Acquisition and sale of own shares in accordance with this authorisation shall be carried out with due observance of Nasdaq Stockholm's rules for issuers.

The decision on an authorisation according to this item requires that the AGM's resolution is supported by at least two thirds of the votes and number of shares represented at the AGM.

18 Proposal for resolution regarding the issuance of call options on repurchased shares and assignment of repurchased shares to managers and senior executives

The Board of Directors proposes that the AGM 2026 pass a resolution on the establishment of a call option programme for managers and senior executives of the Lagercrantz Group. The purpose of the programme is to allow management staff in the Lagercrantz Group, through their own investment, to benefit from and strive for an increase in the value of the Company's shares, thereby more closely aligning the interests of managers and shareholders in the Company. The purpose of the programme is to also contribute to increasing the long-term share ownership of management staff in the Company.

The proposal is that the Company shall issue call options on repurchased Class B shares in the Company on the following principal terms and conditions:

- (i) Number of call options – that can be issued – shall be no more than 800,000.
- (ii) The right to acquire call options will accrue to managers and senior executives in the Lagercrantz Group in accordance with item (vii) below. Subscription for call options shall take place from 14 September 2026 until 22 September 2026. Payment for acquired call options shall be made no later than 1 October 2026.
- (iii) Each call option shall entitle its holder to acquire one (1) repurchased Class B share in the Company at a redemption price of 125 percent of the average value for each of the trading days during the period from 26 August 2026 until 8 September 2026, calculated from the average of the highest and lowest price paid according to Nasdaq Stockholm's official quotation for Class B shares in the Company. Days without a quotation of the price paid shall be excluded from the calculation. The redemption price may be recalculated during the term of the call option programme under certain conditions.
- (iv) The premium for the call options shall be equivalent to the market value of the call options in accordance with an external valuation applying the generally accepted valuation method (the Black & Scholes model).
- (v) Acquisition of Class B shares in the Company by exercising call options may occur on two occasions: (i) after the Company publishes its Interim Report for the period 1 April 2029 – 30 September 2029 (probably during the period 30 October – 10 November 2029, and (ii) after the Company publishes its Year-End Report for the period 1 April 2029 – 31 March 2030 (probably during the period 17 – 30 May 2030).
- (vi) Upon full subscription of the call options, up to 800,000 Class B shares in the Company (subject to any recalculation), equivalent to approximately 0.4 percent of the total number of shares outstanding (of Class A as well as Class B) and approximately 0.3 percent of the total number of votes in the Company, may be acquired within the framework of the call option programme.
- (vii) The programme shall cover a maximum of some 100 managers and senior executives in the Lagercrantz Group. The proportion between the number of call options offered to the employee shall vary depending on the responsibility and position of the employee and previous inclination to exercise options for shares.

- (viii) The Board of Directors will ultimately decide which persons shall be included in each respective category according to the principles set forth in item (vii) above, and how many call options employees in each category are to be offered to acquire.
- (ix) A person entitled to an allocation of call options may acquire up to 150% of the originally offered number of call options, if another entitled person decides to wholly or partly decline the offer of call options. For call options acquired as described in this section, no extra compensation shall be paid in accordance with item (xiii) below.
- (x) With the exception of the Company's President, the members of the Board of Directors are not entitled to acquire call options within the framework of the call option programme.
- (xi) Issuance of call options to employees outside of Sweden will depend on prevailing tax effects, that no legal obstacles exist and that the Board of Directors is of the opinion that such allocations can be made by expending reasonable administrative and financial resources.
- (xii) Call options are freely assignable with regard to the pre-emption agreement with the Company. Call options acquired are to be offered under the pre-emption agreement at market value. The Company is entitled to repurchase issued call options at market value, which is calculated based on the calculated weighted average price paid according to Nasdaq Stockholm-s price list for class B share in the company, during five days immediately following the day of the company publishes the interim report for the period 1 April-30 September 2029 or the year-end report for the period 1 April 2029 – 31 March 2030. Days without a price paid shall not be included in the calculation.
- (xiii) For the purpose of encouraging participation in the call option programme, extra compensation in the form of cash gross salary will be paid to the participants, equivalent to the option premium paid. Payment of the extra compensation will take place two (2) years after the resolution on the adoption of this call option programme, provided that the option holder on this date has not resigned or been served with notice and still owns the call options.
- (xiv) The costs for the programme are estimated to be approximately MSEK 28, after corporate taxes (calculated based on conditions prevailing as of 22 June 2026). The costs mainly consist of the extra compensation as described above and of the social security contributions payable thereon. The programme is expected to have a marginal effect on the Company's earnings per share. The extra compensation is equivalent to the option premium of a total amount of approximately MSEK 27 that the Company will receive upon assignment of the call options. The programme therefore does not entail any net charge against the Company's equity.
- (xv) The proposal by the Board of Directors implies that the AGM also approves that the Company, in a departure from the preferential rights of shareholders, assigns up to 800,000 of the Company's repurchased Class B shares at the determined redemption price in connection with any exercise of the call options (subject to any recalculation).

- (xvi) The reason for the departure from the preferential rights of shareholders is to allow management staff in the Lagercrantz Group, through their own investment, to benefit from and strive for, an increase in the value of the Company's shares, thereby more closely aligning the interests of managers and shareholders in the Company. The purpose of the programme is also to contribute to increasing the long-term share ownership of management staff in the Company. The programme also aims to motivate managers and senior executives to remain employed in the Group.
- (xvii) Finally, the proposal of the Board of Directors means that the AGM approves that Class B shares acquired by the Company in accordance with prior authorisations may be assigned for the purpose of ensuring delivery of shares through the proposed call option programme.

The company currently has three outstanding option programmes, each one with a term of approximately 3.5 years, in which managers and senior executives in the Lagercrantz Group acquired call options on repurchased Class B shares in the company during 2023, 2024 and 2025. The outstanding number of call options, after completed repurchases, amounts to 2,345,000 options in total and is equivalent to approximately 1.3% of the total number of shares and approximately 09% of the total number of votes in the company.

The proposal for the call option programme was prepared by the Company's Remuneration Committee in consultation with the Company's Board of Directors. The decision to propose the issuance of call options on repurchased shares was made by the Board of Directors.

The decision on issuance of call options and assignment of repurchased shares, for this reason, in accordance with this item, requires that the AGM's resolution is supported by shareholders holding not less than nine tenths of the votes and number of shares represented at the AGM.

19 Authorisation for the Board to resolve on a new issue of up to 10 percent of the number of B shares

In order to enable more acquisitions, the Board proposes that the AGM 2026 resolves to authorise the Board to, for a period until the next AGM, on one or more occasions, decide on a new issue of Class B shares. New issue of class B shares may take place with or without preferential rights for the Company's shareholders and payment shall be possible either in cash and / or through non-cash consideration, set-off or otherwise with conditions. However, such issues may not cause the Company's registered share capital or the number of shares in the Company to increase by more than a total of 10 percent, based on the Company's registered share capital or the number of shares prior to exercise of the authorisation. The purpose of the authorisation is to increase the Company's financial flexibility and the Board's room for manoeuvre. If the Board decides on an issue with deviation from the shareholders preferential rights, the reason shall be that the shares may constitute a means of payment in connection with company acquisitions, to finance company acquisitions or to strengthen the financial position in connection with company acquisitions. In the event of such a deviation from the shareholders' preferential rights, the issue shall take place on market-related terms and conditions.

The President is authorised to make such minor adjustments to the decision as may be necessary to register the authorisation.

The resolution on authorisation under this item requires that the AGM's resolution is supported by shareholders holding at least two thirds of both the votes cast and the shares represented at the AGM.

20 Other matters

The financial statements and audit report, the Remuneration Report and the complete proposal by the Board of Directors for resolutions with respect to items 9 and 16-19 of the agenda, and statements in accordance with Chapter 18, Section 4 and Chapter 19, Section 22, of the Swedish Companies Act, and a statement by the auditor pursuant to Chapter 8, Section 54 of the Swedish Companies Act will be available at the Company from Tuesday, 5 August 2025 and will be posted to shareholders who so request and provide their postal address. The 2024/25 Annual Report was published 4 July 2025. Documents as described above will also be made available on the Company's website: lagercrantz.com.

The share capital as of 30 June 2025 amounted to MSEK 49 distributed among 9,775,386 Class A shares and 199,442,847 Class B shares, providing a total of 209,218,233 shares, of which the Company had repurchased 3,104,112 Class B shares as of 30 June 2025. Class A shares carry ten votes while Class B shares carry one vote. The number of votes in the Company amounts to 294,052,918, taking repurchased shares into account. Both classes of shares carry the same rights to share in the Company's assets and profit.

For information on how your personal data is processed, please refer to the privacy policy available on Euroclear's website <https://www.euroclear.com/dam/ESw/Legal/Privacy-notice-bolagsstammor-engelska.pdf>. If you have any questions regarding our processing of personal data, you can contact us by email at info@lagercrantz.com.

Stockholm, 23 July 2026

The Board of Directors

Lagercrantz Group AB (publ)

For additional information, please contact:
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This document is a translation from the Swedish version. Should there be any discrepancies, the Swedish version shall prevail.