

Coloplast Annual General Meeting

2024/25



Chair of the Board

Jette Nygaard-Andersen

Board of Directors

Other shareholder-elected Board members



Annette Bröls



Carsten Hellmann



Lars Rasmussen



Marianne Wiinholt

Board of Directors

Employee-elected Board members



Thomas Barfod



Roland Vendelbo Pedersen



Nikolaj Kyhe Gundersen

Executive Leadership Team



Lars Rasmussen
Interim CEO
since 2025



Anders Lonning-Skovgaard
EVP, CFO
At Coloplast since 2006



Dorthe Rønnau
EVP, People & Culture
At Coloplast since 2022



Allan Rasmussen
EVP, Operations
At Coloplast since 1992

Chronic Care



Caroline Vagner Rosenstand
EVP, Chronic Care Commercial
At Coloplast since 2015



Rasmus Just
EVP, Chronic Care R&D
At Coloplast since 2025

Acute Care



Fertram Sigurjonsson
EVP, Wound & Tissue Repair
At Coloplast since 2023



Thomas Johns Jr.
EVP, Interventional Urology
At Coloplast since 2015

Coloplast Annual General Meeting

2024/25

Lucie | User, Ostomy Care

Agenda

1. The board of directors' report
2. Presentation and approval of the annual report
3. Decision on the use of profit
4. Presentation and approval of the remuneration report
5. Approval of the board's remuneration
6. Proposals from the board or shareholders
7. Election of members to the board of directors
8. Election of auditor
9. Authorization to the chair of the meeting
10. Any other business

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Chair of the Board

Jette Nygaard-Andersen

This year, Coloplast helped more than two million people with intimate healthcare needs...

2024/25 was a year marked by challenges, but also by important decisions for Coloplast's future

7%

Organic growth

28%*

EBIT margin

*before special items

Stina | User, Continence Care



Victoria | User, Ostomy Care

Strive25 – focus on innovation and growth



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**Grow through
innovative customer
offerings**



**Unlock next level
efficiency gains**



**Embrace technology
to elevate user
experience and scale**



**Cultivate a winning
and sustainable
company**



Grow through innovative customer offerings

Impact4

Strengthen the customer experience at all levels - through products, services and partnerships - so Coloplast remains the preferred choice.

Chronic Care:



Strengthen our market leading position by:



Getting closer to our users and elevating the customer experience through integrated solutions that make their everyday lives easier



Continuing to set the standard for innovation, supported by clinical evidence

Acute Care:



Create a leader in innovation with Wound and Tissue Repair through new products, technologies and digital solutions with stronger connections to customers



Transform our Women's Health business with a successful launch of Intibia™



Carina
User, Continence Care



Unlock next level efficiency gains

A paradigm shift in ways of working to enhance scalability and efficiency across the company



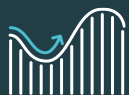
Drive **efficiency in Global Operations** to offset external headwinds and deliver gross margin accretion



Reduce complexity through portfolio simplification



Finalise integrations of Atos Medical and Kerecis and **drive synergies**



Drive **scalability** with Coloplast Business Support Centre in Poland and **establish new** Centre in Costa Rica to support growth and scale in the US

Impact4



DongWan | Coloplast Employee



Embrace technology to elevate user experience and scale

Step up technology investments to enable a best-in-class customer experience at scale



Utilise technology including AI to enhance customer experience



Utilise technology including AI to drive efficiency improvements across the business



Dedicated 5-year technology programs to support performance across the business

Impact4



Adriana | Coloplast Employee



Cultivate a winning and sustainable company

Enable strategy execution by shifting our company towards a faster and even more customer-centric organisation



Introduction of a new Coloplast leadership program, nurturing a high-performing and customer-centric culture in a large company



Develop leadership for the future by strengthening our executive succession pipeline

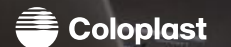


Sustainability remains an important strategic area with focus on emissions, materials, reimbursement improvement and people

Impact4



Lidet | Coloplast Employee



The priorities set in *Impact4* will drive compelling long-term value creation

Impact4



Grow through
innovative customer
offerings



Unlock next level
efficiency gains



Embrace technology
to elevate user
experience and scale



Cultivate a winning
and sustainable
company

2030 Financial ambition:

1

Organic revenue
growth of 7-8% (5-
year CAGR)

2

EBIT growth¹ in line
with or above revenue
growth over the
period

3

Return on Invested
Capital of **more than
20%** in FY 2029/30²

1. In constant currencies. Before special items.

2. A linear improvement expected over the period.



**Grow through
innovative customer
offerings**



**Unlock next level
efficiency gains**



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Key ratios 2024/25

mDKK	2024/25	2023/24	Change
Net revenue	27,874	27,030	3%
Gross margin	68%	68%	-
Operating profit (EBIT)	7,670*	7,286*	5%
Operating margin (EBIT margin)	28%*	27%*	1%-point
ROIC after tax	15%**	15%*	-

*Before special items

**Before special items and adjusted for tax related to the Kerecis IP transfer

Profit 2024/25

Net profit for the year	DKK 3,636m
Total assets	DKK 48,367m
Equity	DKK 16,122m
Free cash flow for the year	DKK 5,394m
Net interest-bearing debt	DKK 21,692m
Dividend DKK 23.00 per share	DKK 5,184m
Pay-out ratio	143%



Share price development



Financial expectations for 2025/26

Impact4

1

~7%

Organic growth in
constant currencies

2

~7%*

EBIT growth in
constant currencies

3

~16%

Return on
invested capital

*before special items

[Vis Impact4 film]

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Lucie | User, Ostomy Care

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5. Approval of the board's remuneration

The Board of Directors proposes that the remuneration for the Board for the financial year 2025/26 be set as follows:

- that ordinary members of the Board receive a base fee of DKK 500,000
- that the Deputy Chair of the Board receive a fee of DKK 875,000, equal to 1.75 times the base fee
- that the Chair of the Board receive DKK 1,500,000, equal to 3 times the base fee.

The Board proposes that, for the financial year 2025/26, ordinary members of the Audit Committee receive DKK 300,000 and that the Chair of the Audit Committee receive DKK 500,000.

The Board also proposes that, for the financial year 2025/26, ordinary members of the Remuneration and Nomination Committee receive DKK 200,000 and that the Chair of the Remuneration and Nomination Committee receive DKK 300,000.

The proposed remuneration remains unchanged compared to the financial year 2024/2025.

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6.1 Update of the remuneration policy

The Board of Directors proposes that the company's remuneration policy be amended.

The main changes and clarifications are described in more detail in the notice convening the general meeting. An updated draft of the remuneration policy has also been available on the company's website since 11 November 2025.

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7. Election of members to the Board of Directors

Lars Søren Rasmussen has decided not to seek re-election.

The following board members are therefore proposed for re-election:

- Niels Peter Louis-Hansen
- Annette Bröls
- Carsten Hellmann
- Jette Nygaard-Andersen
- Marianne Wiinholt

As a new member of the Board of Directors, the election of Niels B. Christiansen is proposed.

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