



Copenhagen 24 March 2026

Minutes of annual general meeting

Better Collective A/S

On Tuesday 24 March 2026 at 12:00 pm CET, the annual general meeting of Better Collective A/S, Central Business Registration (CVR) no. 27 65 29 13 (the “**Company**”), was held as a completely electronic general meeting without the possibility of physical attendance in accordance with section 6.4 of the Company’s articles of association.

The agenda of the meeting was as follows:

1. Appointment of Chair of the general meeting.
2. The Board of Directors’ report on the activities of the Company during the past financial year.
3. Presentation of the audited annual report and the consolidated financial statements for adoption.
4. Proposal by the Board of Directors concerning the appropriation of profits or covering of losses as recorded in the approved annual report.
5. Resolution to grant discharge of liability to members of the Board of Directors and the executive management.
6. Election of members of the Board of Directors, including the Chair and Vice Chair of the Board of Directors.
7. Presentation of the remuneration report for the most recent financial year for advisory vote.
8. Approval of the Board of Directors’ remuneration for the current financial year.
9. Election of auditor and determination of remuneration for the auditor.
10. Any proposals from the Board of Directors or the shareholders.
 - a. Proposal to amend article 6.6.3, no. 9, of the Company’s articles of association.
 - b. Proposal to renew the Board of Directors’ authorizations to:
 - i. Increase the share capital of the Company.
 - ii. Acquire treasury shares.
 - iii. Increase the share capital of the Company by issue of convertible loan instruments.
11. Proposal on authorization to the Chair of the meeting.

Re item 1. Appointment of Chair of the general meeting.

The Board of Directors appointed attorney-at-law Andreas Nielsen from Bech-Bruun Law Firm P/S as the Chair of the meeting.

The Chair of the meeting concluded that the notice to convene the annual general meeting 2026 had been given in accordance with the Company’s articles of association and the Danish Companies Act and that the general meeting had been lawfully convened and was legally competent to transact business.

The Chair of the meeting informed that shares in the nominal amount of EUR 346,906.92 were represented at the general meeting, corresponding to 59.04% of the Company’s share capital (including the Company’s treasury shares). The Chair of the meeting further informed that the Company had received postal votes and proxies prior to the general meeting, which accounted for all of the voting share capital and share capital

represented at the general meeting (in each case excluding the Company's treasury shares). Based on such registered postal votes and proxies, the Board of Directors' proposals would be adopted.

The Chair of the meeting stated that under the Danish Companies Act a complete account of the voting procedure must be available for each resolution passed if requested by one or more shareholders. The general meeting agreed to deviate from section 101(5) of the Danish Companies Act to the effect that the complete account was not made.

Re item 2. The Board of Directors' report on the activities of the Company during the past financial year

The Chair of the Board of Directors, Jens Bager and CEO Jesper Søgaard reported on the Company's activities during the past financial year.

The Chair of the meeting concluded that the general meeting had taken the Board of Directors' report into consideration.

Re item 3. Presentation of the audited annual report and the consolidated financial statements for adoption

The annual report and the consolidated financial statements for the financial year 2025 were presented under agenda item 2.

The audited annual report and the consolidated financial statements for the financial year 2025 were adopted as no votes were cast against the proposal.

Re item 4. Proposal by the Board of Directors concerning the appropriation of profits or covering of losses as recorded in the approved annual report

The Board of Directors proposed that the year's profit after tax of EUR thousand 23,591 was transferred to the Company's reserves and that no dividend will be paid out for the financial year 2025.

The proposal was unanimously adopted.

Re item 5. Resolution to grant discharge of liability to members of the Board of Directors and the executive management

The Board of Directors proposed that the Board of Directors and the Executive Management are discharged from liability for the performance of their duties.

The Board of Directors and the Executive Management abstained from voting on this matter.

The proposal was adopted with the approval of a simple majority of the votes represented at the general meeting.

Re item 6. Election of members of the Board of Directors, including the Chair and Vice Chair of the Board of Directors

Under section 9.2 of the Company's articles of association, members of the Board of Directors are elected for one-year terms. Therese Hillman, Thomas Stig Plenborg, René Efraim Rechtman, Leif Nørgaard, Britt Ingrid Boeskov and Todd Dunlap were up for election, and all had accepted to stand for re-election.

Jens Bager had expressed a wish to step down as chair and member of the Board of Directors with effect from the date of the ordinary general meeting. CEO Jesper Søgaard thanked Jens Bager for his many contributions to the Company.

The Board of Directors proposed re-election of the remaining members of the Board of Directors elected by the general meeting. The Board of Directors further proposed that Thomas Stig Plenborg be appointed as Chair of the Board of Directors and that Therese Hillman be re-elected as Vice Chair of the Board of Directors.

The Chair of the meeting referred to page 49-51 of the Company's annual report 2025 for an overview of the management level posts held by the candidates in other businesses.

The proposed candidates were elected by the general meeting.

Hereafter the Board of Directors consisted of:

- Thomas Stig Plenborg (Chair of the Board of Directors)
- Therese Hillman (Vice Chair of the Board of Directors)
- René Efraim Rechtman
- Leif Nørgaard
- Britt Ingrid Boeskov
- Todd Dunlap

Re item 7. Presentation of the remuneration report for the most recent financial year for advisory vote

The Board of Directors presented the remuneration report for 2025.

The Board of Directors proposed an advisory vote on the remuneration report 2025 prepared in accordance with section 139b(4) of the Danish Companies Act.

The proposal was adopted with the approval of a simple majority of the votes represented at the general meeting.

Re item 8. Approval of the Board of Directors' remuneration for the current financial year

The Board of Directors proposed that the general meeting approved an annual remuneration of EUR 141,750 for the Chair of the Board of Directors, EUR 94,500 for the Vice Chair of the Board of Directors, and an annual remuneration of EUR 47,250 for each of the other members of the Board of Directors until the next annual general meeting. The annual remuneration proposed for the financial year 2025 was the same as the annual remuneration for the previous year.

Furthermore, the Board of Directors proposed that the general meeting approved an annual remuneration of EUR 32,200 (same amount as in the previous year) for the Chair position in the Audit Committee and the Chairman of the Remuneration Committee, respectively. An annual remuneration of EUR 16,100 (same amount as in the previous year) for a regular membership of the Audit Committee and an annual remuneration of EUR 10,750 (same amount as in the previous year) for a regular membership of the Remuneration Committee, respectively.

The Board of Directors abstained from voting on this matter.

The proposal was adopted with the approval of a simple majority of the votes represented at the general meeting.

Re item 9. Election of auditor and determination of remuneration for the auditor

The Board of Directors proposed, in accordance with the recommendation from the Audit Committee, that i) Ernst & Young Godkendt Revisionspartnerselskab is re-appointed as the auditor of the Company, ii) Ernst & Young Godkendt Revisionspartnerselskabs audit assignment also includes the issue of an assurance report on the sustainability reporting in the management review, and iii) the remuneration to Ernst & Young Godkendt Revisionspartnerselskab will be paid in accordance with accounts approved by the Company.

The proposal was adopted with the approval of a simple majority of the votes represented at the general meeting.

Re. item 10a. Proposal to amend article 6.6.3, no. 9, of the Company's articles of association

The Board of Directors proposed to amend Article 6.6.3, no. 9, of the Company's articles of association by deleting the words "*and determination of remuneration for the auditor*", so that, following the amendment, Article 6.6.3, no. 9, would read: "*Election of auditor.*"

The Chair of the meeting explained that the proposed change was of an editorial and clarifying nature, as it was not a Danish requirement that the general meeting approves the auditor's remuneration, and would not otherwise change the substance of the articles of association. The proposed changes were reflected in the draft articles of association attached to the notice of the annual general meeting.

The proposal was adopted with the approval of a qualified majority of more than 2/3 of the cast votes and 2/3 of the share capital represented at the general meeting.

Re item 10b i). Proposal to renew the Board of Directors' authorization to increase the share capital of the Company

The Board of Directors proposed that the general meeting in the period until 30 April 2027 authorizes the Board of Directors to increase the share capital in the Company without pre-emption rights for the existing shareholders in one or more issues by up to a nominal amount of EUR 117,509.70 corresponding to 20% of the Company's share capital and a maximum dilution of 20% of the outstanding share capital on a non-diluted basis. The capital increase(s) shall take place at market price and may be completed against cash payment, by contribution in kind or by conversion of debt.

For the issuance of shares on the basis of the above authorization the following shall apply:

1. Partial payment of the subscription amount is not permitted.
2. The new shares will be issued without pre-emption rights for existing shareholders, and the pre-emption rights relating to the new shares will not be restricted in respect of future capital increases other than as provided for in the Company's articles of association.
3. There are no restrictions on the transferability of the shares. No shareholder is obliged to have his or her shares redeemed in full or in part.
4. The new shares will be issued through VP Securities A/S (Euronext Securities Copenhagen) and will (in the discretion of the Board of Directors) be admitted to trading and official listing on Nasdaq Copenhagen and/or Nasdaq Stockholm.

5. The new shares will be issued in the name of the holder and will be negotiable instruments.

It was proposed that the authorization to increase the share capital without pre-emption rights will replace the lapsed authorization in article 4.1 in the articles of association as set out in the draft articles of association.

The purpose of the authorization is to make it possible for the Company to (i) settle part of the purchase price and/or earn-out payments related to acquisitions (ii) finance future acquisitions of the Company, (iii) procure capital in the future and (iv) cover share delivery obligations relating to long-term incentive (LTI) programs.

The proposal was adopted with the approval of a qualified majority of more than 2/3 of the cast votes and 2/3 of the share capital represented at the general meeting.

Re. item 10b ii). Proposal to renew the Board of Directors' authorization to acquire treasury shares

It was proposed to authorize the Board of Directors to pass a resolution on acquisition of treasury shares on the following terms:

1. The Company may acquire up to nominally EUR 58,754.85 treasury shares corresponding to 10% of the Company's share capital in the period until the annual general meeting to be held in 2027.
2. Acquisitions of treasury shares shall be made (in the discretion of the Board of Directors) on Nasdaq Copenhagen and/or Nasdaq Stockholm (the "Exchange") at a price per share within the band of prices (spread) applying on the Exchange, or to the extent the Company assigns a member of the Exchange to accumulate a certain amount of the Company's shares by proprietary trading during a certain time period on the day of delivery pay the volume weighted average price for the market as a whole for such period of time, even if the volume weighted average price falls outside the range of prices on the day of delivery.

All acquisitions of treasury shares shall be made in accordance with the applicable rules at the Exchange.

It was proposed that the authorization to the Board of Directors to acquire treasury shares will replace the lapsed authorization in article 4.2 in the articles of association as set out in the draft articles of association.

The proposal was adopted with the approval of a qualified majority of more than 2/3 of the cast votes and 2/3 of the share capital represented at the general meeting.

Re. item 10b iii). Proposal to renew the Board of Directors' authorization to increase the share capital of the Company by issue of convertible loan instruments

The Board of Directors proposed that the general meeting in the period until 30 April 2027 authorizes the Board of Directors to raise funds against issuance of convertible loan instruments in one or more issues with a right for the lender(s) to convert the loan(s) into shares in the Company with a nominal value of up to EUR 58,754.85, corresponding to 10% of the Company's share capital and a maximum dilution of 10% of the outstanding share capital on a non-diluted basis. Such issuance of convertible loan instruments shall take place without pre-emptive rights for the existing shareholders.

Convertible loans may be raised in EUR or the equivalent in foreign currency computed at the applicable rate of exchange on the day the loan is issued. The Board of Directors is also authorized to effect the consequential increase of the Company's share capital.

The detailed terms and conditions governing the convertible loan instruments may be determined by the Board of Directors, including loan terms, conversion price, conditions and windows for conversion of the loans as well as the holder's legal position in case of capital increase, capital decrease, issuance of new convertible loans, dissolution, merger or demerger of the Company before the expiry of the right of conversion.

For the issuance of shares on the basis of the above authorization the following shall apply:

1. Partial payment of the subscription amount is not permitted.
2. The new shares will be without pre-emption rights for existing shareholders, and the pre-emption rights relating to the new shares will not be restricted in respect of future capital increases other than as provided for in the Company's articles of association.
3. There are no restrictions on the transferability of the shares. No shareholder is obliged to have his or her shares redeemed in full or in part.
4. The new shares will be issued through VP Securities A/S (Euronext Securities Copenhagen) and will (in the discretion of the Board of Directors) be admitted to trading and official listing on Nasdaq Copenhagen and/or Nasdaq Stockholm.
5. The new shares will be issued in the name of the holder and will be negotiable instruments.

The Board of Directors shall be authorized to make the necessary amendments to the articles of association in connection with the capital increase(s) being effected.

It was proposed that the authorization to the Board of Directors to increase the share capital of the Company by issue of convertible loan instruments would replace the lapsed authorization in article 4.3 in the articles of association as set out in the draft articles of association.

The purpose of the authorization is to make it possible for the Company to (i) finance future M&A activities in whole or in part by issuance of convertible loan instruments and (ii) procure capital in the future.

The proposal was adopted with the approval of a qualified majority of more than 2/3 of the cast votes and 2/3 of the share capital represented at the general meeting.

Re Item 11. Proposal on authorization to the Chair of the meeting.

The Board of Directors proposed to authorize the Chair of the general meeting, with full power of subrogation to apply for registration of the resolutions passed and to make any such amendments thereto as may be required or requested by the Danish Business Authority or any other public authority as a condition for such registration or approval.

The proposal was adopted with the approval of all voting shareholders represented in person or by proxy at the general meeting.

The Chair of the meeting concluded that there was no further business to transact and thanked the shareholders for an orderly general meeting.

There were no further items to be discussed. The Chair of the meeting resigned his duties as Chair of the meeting.

The meeting was adjourned.

[Signatures on the following page]

Chair of the meeting

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Andreas Nielsen

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Andreas Nielsen

Chair of the Board of Directors

Signed by:

Thomas Plenborg

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Thomas Stig Plenborg