

Organisational Document

Kalmar Corporation's Annual General Meeting 2026

This document includes information and proposals concerning the formal organisational matters in agenda items 1 to 5 of the Annual General Meeting ("AGM") of Kalmar Corporation ("Kalmar" or "Company") to be held on Tuesday 31 March 2026.

This document constitutes a part of the notice ("Notice") to the AGM and has been published on the Company's website www.kalmarglobal.com/AGM2026 on 13 February 2026. The document may be supplemented at the AGM with such information that is not available before the AGM. Shareholders present at the AGM are entitled to speak on the items during the respective agenda item.

1. Opening of the meeting

The Chair of the Board of Directors, Jaakko Eskola, will open the AGM. Should Jaakko Eskola be prevented from opening the meeting due to a weighty reason, another member of the Board of Directors of the Company will open the AGM.

2. Calling the meeting to order

Chair and secretary

It is proposed to the AGM that Attorney-at-law Riikka Rannikko acts as Chair of the AGM. Should Riikka Rannikko be prevented from acting as Chair due to a weighty reason, the person opening the AGM will propose the person deemed most suitable to act as Chair of the AGM.

The Company's General Counsel Ulla Bono will act as Secretary of the AGM. Should Ulla Bono be prevented from acting as Secretary due to a weighty reason, the Chair of the AGM will select the person deemed most suitable to act as Secretary of the AGM.

Procedural matters

Language of the meeting

The meeting will be conducted in Finnish and simultaneously interpreted into English.

Right to speak

Pursuant to Chapter 5, Section 25 of the Finnish Limited Liability Companies Act, a shareholder who is present at the meeting has the right to request information with respect to the matters to be considered at the General Meeting. A request to speak at the meeting may be presented by raising one's hand. Said person will be handed a microphone after the Chair of the meeting has granted said request. Persons exercising their right to speak are requested

to begin by stating their name, and the name of the shareholder they may represent and state their voting ticket number.

Following the meeting via webcast

The AGM may be followed via a webcast. It is not possible to ask questions, make counterproposals, make other interventions or vote via webcast. Shareholders following the meeting via webcast are requested to note that following the meeting via webcast is not considered as participation in the AGM within the meaning of the Finnish Limited Liability Companies Act, nor does it enable the exercise of shareholder rights at the AGM.

Shareholders following the webcast may exercise their voting rights by voting in advance in accordance with the instructions provided in the Notice to the meeting.

Mobile phones; video recording and photography

Participants are requested to keep their mobile phones on silent mode during the meeting. Photography and videotaping in the meeting room is prohibited. The meeting will be recorded and the Company may take photographs at the meeting venue. The Company will use the recording and photographs for its own purposes. Certain parts of the recording, such as the review of the President and CEO, will be published on the Company's website later.

Meeting venue and exiting

The meeting venue is the Grand Events area of Scandic Grand Central Helsinki. Shareholders leaving the meeting venue after the opening of the meeting are requested to return their voting tickets to the personnel of the AGM.

Agenda

The agenda of the matters pertaining to the meeting is included in the Notice to the AGM which is available on the Company's website www.kalmarglobal.com/AGM2026 and is available to the participants of the AGM at the meeting venue. Unless otherwise announced by the Chair of the AGM, the items will be addressed in the order set out in the agenda.

3. Election of the persons to scrutinise the minutes and to supervise the counting of votes

One person to scrutinise the minutes and to supervise the counting of votes will be elected at the meeting.

It is proposed to the AGM that Katriina Kataja be elected to scrutinise the minutes and Aleksanteri Lebedeff to supervise the counting of votes. If the aforementioned persons are unavailable, the Chair of the AGM will propose other persons to replace them.

The minutes of the AGM will be available on the Company's website no later than on 14 April 2026.

4. Recording the legality of the meeting

According to article 10 of the articles of association, the notice convening the General Meeting shall be published on the Company's website no earlier than three (3) months prior to the record date of the General Meeting and no later than three (3) weeks prior to the General Meeting, but no later than nine (9) days before the record date of the General Meeting.

The Notice to the meeting has been published on the Company's website and as a stock exchange release on 13 February 2026.

The Notice to the meeting is available on the Company's website at www.kalmarglobal.com/AGM2026 and a printed copy of the Agenda, the Shareholder's Nomination Board's and Board's proposals, as well as Board CVs are available for inspection at the meeting. Certain information of the shareholder register is also available at the AGM in accordance with the Finnish Limited Liability Companies Act.

It is noted that the proposals to the AGM, the Financial statements and all other documents and information required under the Finnish Limited Liability Companies Act and the Securities Markets Act have been available to shareholders on the Company's website for the period required under the Finnish Limited Liability Companies Act prior to the AGM. These documents are also available for inspection at the meeting venue.

It is noted that the AGM has been convened in accordance with the articles of association and in compliance with the provisions of the Finnish Limited Liability Companies Act, and that it has therefore been duly convened and constitutes a quorum. The Notice will be appended to the minutes of the meeting.

5. Recording the attendance at the meeting and adoption of the list of votes

Articles of association and registration for the meeting

According to article 11 of the articles of association, in order to attend a General Meeting, a shareholder must register with the Company no later than the time specified by the Board of Directors in the notice to the meeting, which may not be earlier than ten (10) days prior to the meeting. In addition, the requirements of the Finnish Limited Liability Companies Act on the right to participate in a general meeting in a company where the shares have been incorporated in the book-entry system must be taken into account. At the General Meeting, each class A share represents one vote and each full set of ten class B shares represents one vote, however, each shareholder has a minimum of one vote.

Shareholders who have duly registered for the AGM prior to the end of the registration period and who have the right to participate in the AGM pursuant to Chapter 5, Sections 6 and 6a of the Finnish Limited Liability Companies Act and who have either voted in advance during the advance voting period or who attend the AGM at the meeting venue will be deemed as shareholders participating in the meeting.

Information on the list of votes

A list will be prepared of all shareholders represented at the AGM, their possible assistants and proxy representatives, including information on the number of shares and votes held by them (list of votes). At the beginning of the meeting, the secretary of the AGM will state the number of shareholders present either by proxy or in person and the respective number of shares and votes represented. Additionally, the Chair of the AGM will state the members of the Board of Directors, the proposed members to the Board of Directors, the President and CEO and the Auditor and Sustainability reporting assurance provider of the Company present at the meeting.

A summary of the list of votes is available for inspection from the Chair of the AGM and will be appended to the minutes of the meeting. The list of votes will be updated based on the participation at the beginning of a potential vote.

Information on advance voting and voting instructions provided by holders of nominee-registered shares

Shareholders may vote in advance on certain items on the agenda of the AGM from 13 February 2026 at 9:30 (EET) until 23 March 2026 at 16:00 (EET). A proposal subject to advance voting is considered to have been presented unchanged at the AGM in accordance with the Finnish Limited Liability Companies Act. The Company and the Chair of the AGM will have a list of the results of advance voting and possible voting instructions provided by holders of nominee-registered shares, a summary of which will be appended to the minutes of the meeting.

If voting is not carried out in relation to a certain agenda item, the opposing, and in agenda items requiring qualified majority also the abstention votes cast in advance, as well as the voting instructions, if any, will be recorded in the minutes of the meeting. To the extent opposing votes have been cast without presenting a counterproposal in agenda items which cannot be effectively opposed without a counterproposal, such votes will not technically be considered as opposing votes in a possible voting and will not be recorded in the minutes.