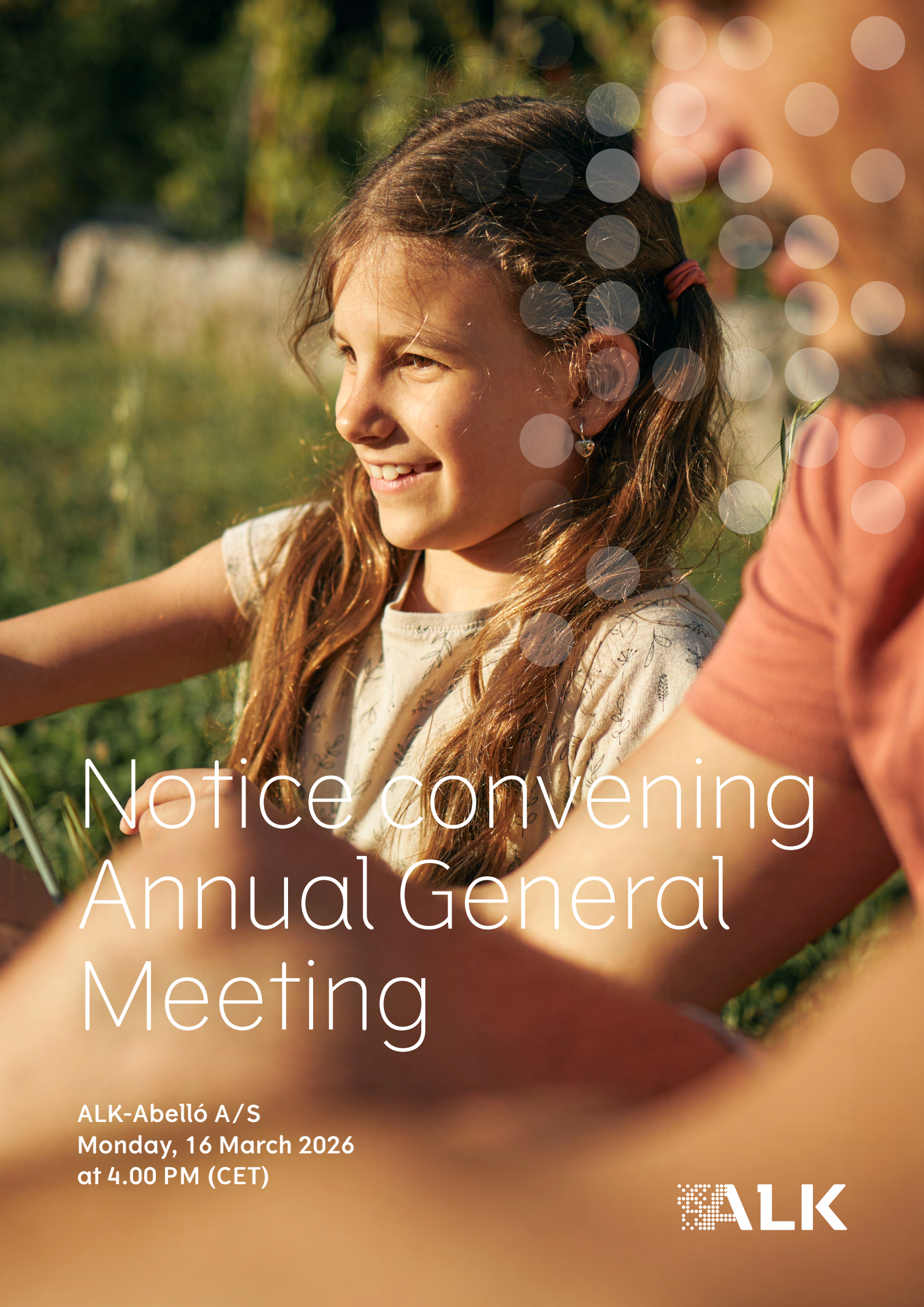




Notice convening Annual General Meeting

ALK-Abelló A/S
Monday, 16 March 2026
at 4.00 PM (CET)



To the shareholders of ALK-Abelló A/S

The Board of Directors is pleased to invite you to the company's Annual General Meeting to be held on

**Monday, 16 March 2026 at 4.00 PM (CET)
at ALK-Abelló A/S, Bøge Allé 1, 2970 Hørsholm, Denmark**

Agenda with complete proposals

1. Report on the activities of the company

2. Approval of the annual report and resolution to discharge the Board of Directors and the Board of Management from their obligations

3. Resolution on the allocation of profits

As stated in the annual report, the net profit after tax for the financial year 2025 is DKK 1,197 million. The Board of Directors proposes that the net profit is allocated to the effect that a dividend of DKK 1.6 per share of a nominal value of DKK 0.50, corresponding to a total dividend of DKK 355 million, is distributed to shareholders and that the remaining net profit of DKK 842 million is carried forward.

4. Adoption of the remuneration report for 2025

The Board of Directors proposes that the remuneration report for 2025 be approved.

5. Adoption of the remuneration to the Board of Directors for the present year

The Board of Directors proposes that all fees to the members of the Board of Directors, the Vice Chair and the Chair of the Board of Directors shall remain unchanged entailing that a member of the Board of Directors shall receive a fee of DKK 400,000, that the Vice Chair shall receive twice that amount, DKK 800,000, and that the Chair shall receive three times that amount, DKK 1,200,000.

The Board of Directors also proposes that the supplementary fee to a board member who is member of the Remuneration & Nomination Committee or the Scientific Committee shall remain unchanged at DKK 100,000 per committee seat. The fees to the Chairs of the Remuneration & Nomination and the Scientific Committees shall also remain unchanged at DKK 150,000 per chairship. The Board of Directors proposes that the supplementary fee to a member of the Audit Committee shall remain unchanged at DKK 140,000 and that the supplementary fee to the Chair of the Audit Committee shall remain unchanged at DKK 210,000.

6. Election of the Chair of the Board of Directors

Pursuant to article 8.2 of the Articles of Association, members of the Board of Directors elected by the general meeting shall retire at each year's annual general meeting, but are eligible for re-election.

The Board of Directors proposes re-election of the Chair **Anders Hedegaard**.

7. Election of the Vice Chair of the Board of Directors

The Board of Directors proposes re-election of the Vice Chair **Lene Skole**.

8. Election of other members of the Board of Directors

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

Gitte Aabo, Lars Holmqvist, Jesper Høiland, Bertil Lindmark and Alan Main.

A more detailed description of the candidates' competencies, other managerial positions held in other commercial enterprises, demanding organisational assignments and independence is attached as Annex 1 to this convening notice and can also be found at the [company's website](#).

Endeavours are made to ensure that the Board of Directors of ALK-Abelló A/S is made up of persons with the international, managerial, financial, pharmaceutical, production, and R&D expertise needed to safeguard the interests of the company and thereby of the shareholders in the best possible way. The Board of Directors believes that the proposed candidates satisfy these criteria.

9. Appointment of auditor

The Board of Directors proposes that PwC Statsautoriseret Revisionspartnerselskab be re-appointed. The election concerns both the appointment as auditor in respect of statutory financial reporting and sustainability reporting. The proposal is based on a recommendation from the Audit Committee, which is not influenced by third parties and has not been subject to any agreement with a third party that could restrict the choice of the General Meeting to certain auditors or audit companies.

10. Proposals from the Board of Directors

a) Update of the remuneration policy

The Board of Directors proposes that the company's remuneration policy is approved. The draft updated remuneration policy is accessible at the [company's website](#).

11. Any other business



Majority requirements

All proposals of the agenda must be adopted by a simple majority of the votes cast, cf. article 5.11 of the Articles of Association.

Record date

A shareholder's right to attend and vote at the Annual General Meeting is determined relative to the shares held by the shareholder on the record date, which is **Monday, 9 March 2026 at 11:59 PM (CET)**.

Request for admission tickets

Admission tickets will be issued to anyone who, according to the register of shareholders, is registered as a shareholder on the record date, or from whom the company has received due notice as of the record date for entry into the register of shareholders.

Pursuant to the Articles of Association, requests for admission tickets for the Annual General Meeting must be made no later than **Thursday, 12 March 2026 at 11:59 PM (CET)**. Admission tickets may be requested in one of the following ways:

- by electronic registration at ALK's [InvestorPortal](#) or through the website of [Euronext Securities](#) (using MitID or VP-ID). When you have registered, you will receive an electronic admission ticket. Please bring the electronic admission ticket on your smartphone or tablet. You can also bring a printout of the admission ticket, if you so prefer.
- by returning a scanned copy of the registration form by email to CPH-investor@euronext.com or by sending the registration form duly filled in and signed by post to Euronext Securities, Nicolai Eigtvæds Gade 8, DK-1402 Copenhagen K, Denmark, or
- by emailing Euronext Securities at CPH-investor@euronext.com or by calling tel. +45 4358 8866. Please state your VP reference number.

Electronic admission tickets will be sent to the email recorded in the company's register of shareholders. Physical admission tickets will not be sent by post but will be handed out on Monday, 16 March 2026 from 3.00 PM (CET) at the venue of the Annual General Meeting by presenting proof of identity. You will also receive your ballot paper upon registration of your arrival at the Annual General Meeting.

Attendance with an adviser

Every shareholder has the right to attend the Annual General Meeting with an adviser, provided that the shareholder has registered him-/herself and the accompanying adviser no later than **Thursday, 12 March 2026 at 11:59 PM (CET)**. Shareholders or his/her proxy holder, who wish to register an adviser for attending the Annual General Meeting must state the name of the adviser, when submitting his/her notification of attendance.

Proxy form/postal vote form

Shareholders who wish to be represented by proxy or wish to submit a postal vote before the Annual General Meeting may use the proxy form or postal vote form as follows:

- by appointing **a named third party as your proxy**. Your proxy must pick up the admission ticket when arriving at the Annual General Meeting and must present proof of identity; or
- by appointing **the Board of Directors as your proxy**. In that case, your votes will be cast in accordance with the recommendations of the Board of Directors; or
- by appointing **the Board of Directors as your proxy to vote as indicated by you** by ticking off how you want your votes to be cast; or
- by casting **a postal vote**.

Please note that you can vote either by proxy or by postal vote; you cannot do both.

If you choose to attend the Annual General Meeting by proxy, the proxy form can be submitted **electronically** via [Euronext Securities' website](#) or [ALK's website](#); scanned and emailed to CPH-investor@euronext.com; or returned by post to Euronext Securities, Nicolai Eigtveds Gade 8, DK-1402 Copenhagen K, Denmark for it to reach Euronext Securities **by Thursday, 12 March 2026 at 11:59 PM (CET)**.

If you choose to vote by post, the postal vote form can be submitted **electronically** via [Euronext Securities' website](#) or [ALK's website](#); scanned and emailed to CPH-investor@euronext.com; or returned by post to Euronext Securities, Nicolai Eigtveds Gade, DK-1402 Copenhagen K, Denmark for it to reach Euronext Securities **by Friday, 13 March 2026 at 12:00 noon (CET)**.

Please note that, in order to submit a proxy online or to cast an electronic postal vote, you must use MitID or VP-ID.

Shareholder information

The share capital of the company has a total nominal value of DKK 111,411,960, of which DKK 9,207,600 is in A shares, DKK 920,760 is in AA shares, and DKK 101,283,600 is in B shares.

The company's share capital is divided into shares with a nominal value of DKK 0.50 each. Each A share of DKK 0.50 nominal value carries ten votes, each AA share of DKK 0.50 nominal value carries ten votes, and each B share of DKK 0.50 nominal value carries one vote.

The following information and materials will be available at the [company's website](#) no later than three weeks before the date of the Annual General Meeting:

- The notice convening the general meeting
- The total number of shares and votes as at the date the general meeting is convened, including the total number for each share class
- The documents to be presented at the general meeting, including the latest audited annual report and the remuneration report for 2025
- The agenda and the complete proposals
- Forms to be used for voting by proxy and by postal vote
- Draft updated remuneration policy

Processing of personal data

In line with company law requirements, ALK-Abelló A/S processes personal information about its shareholders in managing the company's register of shareholders and in other communications. The following data will be processed: Name, address, contact details, VP reference number, shareholding, and attendance at events. You can read more about the ways in which the company processes personal data at the [ALK-Abelló A/S website](#).

Questions from the shareholders

Shareholders may ask questions about the agenda, documents etc. for use at the Annual General Meeting, or the company's position in general up to the date of the meeting by writing to ALK-Abelló A/S, Bøge Allé 6-8, 2970 Hørsholm, Denmark or emailing investor@alk.net. Shareholder questions/comments will be answered either in writing prior to the Annual General Meeting and uploaded to the [company's website](#) or presented by the chair of the Annual General Meeting and answered verbally during the Annual General Meeting.

The Annual General Meeting will be held in Danish and webcasted live at the [company's website](#). Simultaneous interpretation from Danish to English and English to Danish will be available at the meeting and the webcast.

Light refreshments will be served after the meeting.

Hørsholm, 20 February 2026
The Board of Directors of ALK-Abelló A/S

Practical information

If you arrive by car, there is free parking in the parking lot in front of ALK's premises at Bøge Allé 1 in Hørsholm.

The bus lines **150S**, **500S**, and **354** stop near ALK's premises.

Annex 1

Description of the candidates for the Board of Directors

ALK-Abelló A/S,
Monday, 16 March 2026
at 4.00 PM (CET)



Annex 1



Anders Hedegaard

Chair

Nominated for re-election as Chair of the Board of Directors

Chair of the Board of Directors since 2020

Chair of the Remuneration & Nomination Committee, member of the Scientific Committee

Nationality
Gender
Born
Independence¹

Danish
Male
1960
Yes

Profession

Professional board member

Board competencies

Specific expertise within management and sales & marketing in international life science companies

Directorships, including sub-committees

Ellab A/S: Chair and chair of the Remuneration Committee
Rodenstock Group, Germany: Member of the Advisory Board
Candela Medical, USA: Board adviser



Lene Skole

Vice Chair

Nominated for re-election as Vice Chair of the Board of Directors

Member of the Board of Directors since 2014 and Vice Chair since 2015

Member of the Remuneration & Nomination and Scientific Committees

Danish
Female
1959
No (CEO of the Lundbeck Foundation)²

CEO of the Lundbeck Foundation and directorships at two other subsidiaries

Experience in management, financial and economic expertise, experience in strategy and communication in international companies

Ørsted A/S: Chair and chair of the Nomination & Remuneration Committee

Falck A/S³: Vice Chair and member of the Remuneration and Nomination Committee

H. Lundbeck A/S³: Vice Chair and member of the Remuneration & Nomination and Scientific Committees

Nordea Bank Abp, Finland: Vice Chair and member of the Audit Committee

¹ as defined by the Danish Recommendations on Corporate Governance

² These board members are not regarded as independent in the sense of the definition contained in the Danish recommendations on corporate governance due to being affiliated with the Lundbeck Foundation, which owns 40.3% of ALK's shares

³ Board positions included in the position as CEO of the Lundbeck Foundation

**Gitte Aabo**

Member

Nominated for re-election as member of the Board of Directors

Board member since 2021

Chair of the Audit Committee

Nationality
Gender
Born
Independence¹

Danish
Female
1967
Yes
Profession

Professional board member

Board competencies

Global leadership experience and comprehensive understanding of international management, finance, IT, and sales & marketing, as well as insights into building digital communities

Directorships, including sub-committees
Rockwool Foundation: Vice chair
Dynavox Group: Chair and chair of the Compensation Committee and member of the Audit and Nomination Committees.
GN Foundation: Chair
**Lars Holmqvist**

Member

Nominated for re-election as member of the Board of Directors

Board member since 2015

Member of the Audit Committee

Swedish
Male
1959
No (member of the Board of the Lundbeck Foundation)²

Professional board member

Experience in management, finance, and sales & marketing in international life science companies, including medtech and pharmaceutical companies

H. Lundbeck A/S: Board member and member of the Audit Committee
The Lundbeck Foundation: Board member and Chair of the Investment Committee
Vitrolife AB, Sweden: Board member and member of the Audit Committee

¹ as defined by the Danish Recommendations on Corporate Governance

² These board members are not regarded as independent in the sense of the definition contained in the Danish recommendations on corporate governance due to being affiliated with the Lundbeck Foundation, which owns 40.3% of ALK's shares

**Jesper Høiland**

Member

Nominated for re-election as member of the Board of Directors

Board member since 2023

Member of the Audit Committee

Nationality**Gender****Born****Independence¹**

Danish

Male

1960

Yes

Profession

Strategic adviser, PharmaCo Consult ApS

Board competencies

Management and commercial experience from 35 years with global pharmaceutical companies, including roles at Ascendis Pharma, Inc., Radius Health, Inc. and Novo Nordisk Inc., USA. Unique expertise in establishing and expanding commercial activities in North America, including product launches

Directorships, including sub-committees

SciBase AB, Stockholm: Chair
Flen Health SA, Luxemburg: Board member
Allarity Therapeutics, USA: Board member
Alva Therapeutics, USA: Board member

**Bertil Lindmark**

Member

Nominated for re-election as member of the Board of Directors

Board member since 2021

Chair of the Scientific Committee

Swedish

Male

1955

Yes

Chief Medical Officer of Vicore Pharma Holding AB

More than 30 years' experience of global executive R&D leadership in pharmaceuticals (Astra, AstraZeneca, Almirall) and biotech (ASLAN Pharmaceuticals, eTheRNA Immunotherapies, Galecto Inc.). Experience in multi therapy area and bringing blockbuster therapeutics to market globally. Served on the Research Board of AstraZeneca. Participated in a range of IPOs, acquisitions, and debt-financing activities

Aqilion AB, Sweden: Chair of the Board and member of the Remuneration Committee
Cellevate, Sweden: Board member

¹ as defined by the Danish Recommendations on Corporate Governance

**Alan Main**

Member

Nominated for re-election as member of
the Board of Directors

Board member since 2022

Member of the Remuneration & Nomination
Committee

Nationality	British
Gender	Male
Born	1963
Independence¹	Yes
Profession	Senior adviser, Canson Capital Partners
Board competencies	More than 30 years of experience from the consumer healthcare industry, including roles in Sanofi, Bayer, and Roche
Directorships, including sub-committees	–

¹ as defined by the Danish Recommendations on Corporate Governance

Employee-elected board members

Employee representatives are elected for a four-year term by the employees in ALK-Abelló A/S in Denmark. The most recent election of employee representatives was conducted in February 2023 and the employee representatives took office on the day of the Annual General Meeting on 23 March 2023. The term for the current employee representatives will expire in March 2027.

The current employee representatives are listed below.



Katja Barnkob
Employee-elected

Employee-elected member
of the Board of Directors since 2011

Nationality
Gender
Born
Independence¹

Danish
Female
1969
No

Profession

Senior Project Director, Global Clinical
Development at ALK-Abelló A/S

Board competencies

Experience in project management of
global drug development projects in the
pharmaceutical industry

**Directorships, including
sub-committees**

The Lundbeck Foundation: Board member,
employee-elected



Nanna Rassov Carlson
Employee-elected

Employee-elected member
of the Board of Directors since 2019

Danish
Female
1976
No

Senior Manager, QA Release at ALK-Abelló A/S

Expertise in production and release of ALK's
active pharmaceutical ingredients for sublingual
immunotherapy products

-

¹ as defined by the Danish Recommendations on Corporate Governance

**Lise Lund Mærkedahl**

Employee-elected

Employee-elected member
of the Board of Directors since 2023

Nationality
Gender
Born
Independence¹

Danish
Female
1967
No

ProfessionProject Director, Global Clinical Development at
ALK-Abelló A/S**Board competencies**Experience in the development of new vaccines,
project management of drug discovery
projects, and most recently governance
of data digitalisation and AI projects.**Directorships, including
sub-committees**

-

**Johan Smedsrud**

Employee-elected

Employee-elected member
of the Board of Directors since 2019

Danish
Male
1972
No

Senior Maintenance Supporter, Process &
Production Support at ALK-Abelló A/SExperience in HVAC systems, cleanroom
testing, utensil washing and sterilisation
for the pharmaceutical industry

-

¹ as defined by the Danish Recommendations on Corporate Governance

