

Invitation to the Ordinary General Meeting of Shareholders of Avolta AG

 Avolta



**The Ordinary General Meeting of Shareholders
of Avolta AG (“General Meeting”)
will be held on May 6, 2026 at 14:30 CEST
(doors open at 14:00 CEST) at Rhyпарк,
Mülhauserstrasse 17, 4056 Basel, Switzerland.**

Chairman's Statement



Juan Carlos Torres Carretero
Chairman of the Board of Directors

Dear Shareholders,

2025 marked another year of strategic progress and resilient execution for Avolta, as we continued to operate in a dynamic environment shaped by geopolitical developments, macroeconomic uncertainty, and evolving traveler expectations.

Against this backdrop, we delivered a solid and balanced performance across our key operational and financial metrics. Our business demonstrated continued organic growth, supported by sustained travel demand and the strength of our diversified global footprint. Profitability further improved, driven by disciplined cost management and operational efficiencies. At the same time, strong cash generation enabled us to reinforce our balance sheet while maintaining a consistent focus on shareholder returns. Avolta's share price increased 30% year-on-year in 2025, reflecting the market's recognition of our operational and financial progress.

Consistent execution of our strategy

The continued rollout of our Destination 2027 strategy remained central to our performance in 2025. Our unique positioning, at the intersection of travel retail and food & beverage, continues to differentiate Avolta in a transforming industry landscape.

During the year, we strengthened our global footprint through new concessions and contract extensions and further advanced our hybrid formats, expanded our concession portfolio, and reinforced our commercial partnerships across all our regions. Our ability to secure strategic locations reflects both the strength of our integrated business model and our long-standing partnerships with airport authorities, landlords, and brand partners.

We continue to see structural growth drivers underpinning our industry, supported by increasing global mobility and evolving consumer expectations around convenience, experience, and digital integration. At the same time, we continue to invest in our digital ecosystem, en-

hancing customer engagement through personalization, AI supported data-driven insights, and seamless omnichannel experiences. Initiatives such as Club Avolta are increasingly supporting both customer loyalty and commercial performance, reinforcing our long-term competitive positioning.

Strong organic growth

Overall, 2025 results were very balanced with strong delivery across all financial KPIs. Our consolidated CORE turnover reached CHF 13,720 million, representing organic growth of 5.5% versus 2024. This performance is particularly notable when considered against the softer backdrop in North America, which represents 30% of CORE Turnover.

Margin expansion and cash conversion

Beyond the top line, 2025 was a year of consolidating productivity measures. CORE EBITDA reached CHF 1,324 million, representing a margin of 9.7% and an improvement of 0.3% year-on-year. These results reflect continued progress in operational execution, cost discipline, and portfolio optimization.

Equally important, Equity Free Cash Flow increased by 15% year-on-year to CHF 487 million, representing a 36.8% conversion of CORE EBITDA, comfortably exceeding our expectations at the outset of the year. This level of cash generation provides a strong foundation for disciplined capital allocation and shareholder returns.

Disciplined capital allocation and shareholder returns

Our capital allocation policy remains focused on balancing growth, deleveraging, and shareholder remuneration. As part of our medium-term Destination 2027 strategy, Avolta targets a leverage ratio of 1.5–2.0x net debt to CORE EBITDA, with near-term flexibility up to 2.5x for strategic business opportunities. In 2025, Avolta's net debt to CORE EBITDA leverage ratio stood at 1.96x, down from 2.1x at the end of 2024 and at the lowest level since 2011.

In line with our commitment to return value to shareholders, an ordinary dividend of CHF 1.15 per share for 2025 will be proposed for shareholder approval at the Annual General Meeting (AGM), representing an increase of +15% year-on-year and a total payout of CHF 163 million.

Moreover, further to the successful completion of Avolta's 2025 share buyback of up to CHF 200 million and subsequent cancellation of 3.32% of the share capital, Avolta in March 2026 launched a new share buyback program in an amount of up to CHF 225 million and with a duration of twelve months for the purpose of a further capital reduction. This underlines our confidence in the business outlook and continued commitment to delivering attractive shareholder returns.

In total, including the 2024 share cancellation and the 2025 share buyback, it is expected that Avolta will have reduced its registered share capital by around 10% by the end of the newly launched program.

Capital range

The 2025 AGM approved a capital range that allowed the Board of Directors to increase and decrease the then registered share capital by up to 10%. On February 23, 2026, 4,861,342 shares held in treasury (including the shares repurchased in the 2025 share buyback program) were cancelled, reducing the registered share capital by approximately 3%.

At the upcoming AGM, shareholders will be asked to approve an updated capital range to restore the capital range in effect before the capital decrease, thereby re-establishing the Board of Directors' ability to increase or decrease the registered share capital by up to 10%. The flexibility provided by the capital range will be exercised in alignment with our capital allocation policy, including in connection with the 2026 share buyback program of up to CHF 225 million.

Compensation

Avolta's compensation system is performance-oriented and links strategic and financial success with sustainable growth and long-term value creation for our shareholders.

The Board of Directors and the Remuneration Committee believe that Avolta's compensation system is well balanced. We are also confident that our compensation framework supports our long-term commitment to financial and non-financial values and that it is well aligned with our Destination 2027 strategy and shareholders' interests.

Based on the results of our peer group benchmark analysis and taking into account feedback received from our shareholders, we have made some changes to our remuneration targets. For the LTI, CORE EPS is now a KPI with

a weight of 30% while the relative TSR weighting increased to 50% (25% in 2024), reinforcing our efforts to align with shareholders' interests.

The maximum total remuneration for the Global Executive Committee for 2027 to be approved by the AGM 2026 remains unchanged at CHF 37.0 million compared to the amount approved for 2026. The maximum amount of remuneration of the Board of Directors to be approved for the term of office from the AGM 2026 to the AGM 2027 is CHF 10.6 million, also unchanged from the amount approved for the prior term of office. We will continue to assess and review our compensation programs to ensure that they fulfil their purpose in the evolving context in which Avolta operates. We will also continue to pursue an open and active dialogue with our shareholders.

Responsible governance

Responsible governance and sustainability remain integral to our strategy. Throughout 2025, we continued to advance our initiatives across environmental impact, responsible sourcing, and community engagement. We believe that disciplined governance and responsible business practices are key enablers of long-term value creation and risk mitigation.

Building on previous years' achievements, 2025 was dedicated to strengthening the foundations of the Materiality Assessment process, with a view to best practices and future regulatory developments. In this context, Avolta initiated a series of analyses and preparatory activities.

From a Financial Materiality perspective, Avolta advanced the alignment of sustainability-related risks with its Enterprise Risk Management (ERM), ensuring their integration into the broader corporate risk assessment framework and that its outputs directly inform the Double Materiality Assessment. In parallel, Avolta deepened its understanding of its direct supply chain, aiming to enhance visibility into key sustainability issues arising from direct business relationships.

Looking ahead

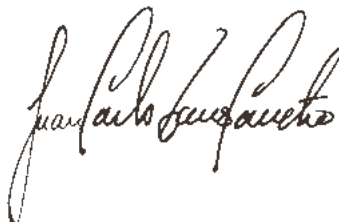
While we remain mindful of ongoing macroeconomic and geopolitical uncertainties, we are confident in the resilience of our business model and the structural growth of the travel sector.

Our priorities remain unchanged: consistent execution of our strategy, disciplined capital allocation, and continued investment in innovation and customer experience. These pillars will enable us to deliver sustainable long-term value for our shareholders.

On behalf of the Board of Directors, I would like to express my sincere gratitude to our employees for their dedication and commitment, to our partners for their continued collaboration, and to our shareholders for their ongoing trust and support.

We look forward to continuing our journey together.

Sincerely,



Juan Carlos Torres Carretero
Chairman of the Board of Directors

Agenda

Ordinary General Meeting of Avolta AG 2026

1 Approval of the Consolidated Financial Statements and the Annual Financial Statements for 2025 as well as the Non-Financial Reporting 2025, Advisory Vote on the Remuneration Report 2025

1.1 Approval of the Consolidated Financial Statements and the Annual Financial Statements for 2025

The Board of Directors **proposes** that the consolidated financial statements and the annual financial statements for 2025 be approved.

Explanations:

In accordance with article 698 para. 2 items 3 and 4 of the Swiss Code of Obligations (“CO”) and the Articles of Incorporation, the General Meeting is competent for approving the consolidated and annual financial statements. In its reports to the General Meeting, Deloitte AG, as auditors, recommends without qualification that the consolidated and annual financial statements of Avolta AG be approved.

1.2 Approval of the Non-Financial Reporting 2025

The Board of Directors **proposes** that the Non-Financial Reporting 2025 be approved.

Explanations:

In accordance with article 964c para. 1 CO and the Articles of Incorporation, the General Meeting is competent for approving the report on non-financial matters, which is comprised of the Sustainability Report 2025 (pages 97 to 164 of the annual report 2025), the Sustainability Report 2025 Annex (pages 331 et seqq. of the annual report 2025), and the TCFD Report 2025 (pages 331 et seqq. of the annual report 2025) (the “Non-Financial Reporting 2025”). Deloitte AG has provided an independent practitioner’s limited assurance report on selected sustainability information specified in the Non-Financial Reporting 2025 (pages 331 et seqq).

1.3 Advisory Vote on the Remuneration Report 2025

The Board of Directors **proposes** that the remuneration report as shown in the annual report 2025 (pages 301 to 326) be approved on a non-binding consultative basis.

Explanations:

In accordance with article 735 para. 3 item 4 CO and the Articles of Incorporation, the Board of Directors submits the remuneration report to an advisory vote of the General Meeting. The remuneration report 2025 explains the governance and principles behind the remuneration system of Avolta, including the link between pay and performance, as well as the compensation paid or granted to the members of the Board of Directors and Global Executive Committee for 2025.

2 Appropriation of Financial Result and Dividend Payment

	(in CHF 000)
Result carried forward	(1,501,130)
Net earnings (loss) for the year	723,017
Retained (loss) at December 31, 2025	(778,113)

The Board of Directors **proposes** that

- the retained loss be carried forward; and
- a dividend for the financial year 2025 from the reserve from capital contribution of CHF 1.15 per registered share be distributed.

Explanations:

In accordance with article 698 para. 2 item 4 CO and the Articles of Incorporation, the General Meeting is competent for passing resolutions on the appropriation of the financial result and dividend payments.

If this proposal is approved, the dividend is expected to be paid on May 12, 2026. The last trading day with entitlement to receive a dividend will be May 7, 2026. The shares will trade ex-dividend as of May 8, 2026. The dividend from reserves from capital contribution will not be subject to Swiss withholding tax. Further, for Swiss resident individuals holding the shares as a private investment, the distribution will not be subject to income tax.

No dividend will be paid with respect to treasury shares held by the Company and its subsidiaries. The dividend is calculated on the basis of 141,648,339 registered shares. The maximum amount proposed for distribution corresponds to CHF 162.90 million.

3 Discharge of the Board of Directors and the Persons Entrusted with Management

The Board of Directors **proposes** that the members of the Board of Directors and the persons entrusted with management be granted discharge for their activities in the financial year 2025.

Explanations:

In accordance with article 698 para. 2 item 7 CO and the Articles of Incorporation, the General Meeting is competent for granting discharge to the members of the Board of Directors and the persons entrusted with management.

4

Amendment of Capital Range

The Board of Directors **proposes** to (i) amend the existing capital range (article 3^{ter} paragraph 1 of the Articles of Incorporation) and (ii) amend article 3^{quater} of the Articles of Incorporation as shown below (for ease of comparison, the redline below shows the changes to the current articles 3^{ter} and 3^{quater} of the Articles of Incorporation):

Artikel 3^{ter}: Kapitalband

¹ Die Gesellschaft verfügt über ein Kapitalband zwischen CHF ~~637'417'530'659'293'565~~ (untere Grenze) und CHF ~~779'065'860'805'803'246~~ (obere Grenze). Der Verwaltungsrat ist im Rahmen des Kapitalbands ermächtigt, jederzeit bis zum ~~6~~¹⁴. Mai 2031~~0~~ das Aktienkapital einmal oder mehrmals und in beliebigen Beträgen zu erhöhen oder herabzusetzen oder Aktien direkt oder indirekt zu erwerben oder zu veräussern. Die Kapitalerhöhung oder -herabsetzung kann durch Ausgabe von voll zu liberierenden Namenaktien bzw. Vernichtung von Namenaktien oder durch eine Erhöhung bzw. Herabsetzung der Nennwerte der bestehenden Namenaktien im Rahmen des Kapitalbands erfolgen.

Artikel 3^{quater}: Kapitalerhöhungen gemäss Artikel 3^{bis} und 3^{ter}

Die Gesellschaft kann nach dem Datum dieser Statuten (i) Namenaktien unter Ausschluss des Bezugsrechts gemäss Artikel 3^{ter} dieser Statuten und (ii) Wandelanleihen, Optionsanleihen oder andere Finanzierungsinstrumente unter Ausschluss der Vorwegzeichnungsrechte gemäss Artikel 3^{bis} dieser Statuten, die zur Ausgabe von Namenaktien führen, im Umfang von insgesamt höchstens ~~14'164'833'14'650'968~~ voll zu liberierenden Namenaktien mit einem Nennwert von je CHF 5.– ausgeben.

Article 3^{ter}: Capital Range

¹ The Company has a capital range ranging from CHF ~~637,417,530,659,293,565~~ (lower limit) to CHF ~~779,065,860,805,803,246~~ (upper limit). The Board of Directors shall be authorized within the capital range to increase or reduce the share capital once or several times and in any amounts or to acquire or dispose of shares directly or indirectly through the issuance of fully paid registered shares or cancellation of registered shares, as applicable, or by increasing or reducing the nominal value of the existing shares within the limits of the capital range by not later than May ~~6~~¹⁴, 2031~~0~~.

Article 3^{quater}: Capital Increases pursuant to Article 3^{bis} and 3^{ter}

The Company may after the date hereof issue (i) registered shares without preferential subscription rights pursuant to Article 3^{ter} of these Articles of Incorporation and (ii) convertible debentures, debentures with option rights or other financing instruments without advance subscription rights pursuant to Article 3^{bis} of these Articles of Incorporation that result in the issuance of registered shares, which, in the aggregate, do not exceed ~~14,164,833,14,650,968~~ fully paid registered shares with a nominal value of CHF 5.– each.

Explanations:

The 2025 General Meeting approved a capital range that allows the Board of Directors to increase the share capital by up to 10 % and to decrease the share capital by up to 10 % of the then registered share capital. On February 23, 2026, 4,861,342 shares held in treasury (including 4,169,864 shares repurchased from the market) were cancelled, reducing the registered share capital by approx. 3 %, to 141,648,339 shares.

The Board of Directors proposes to restore the capital range in effect before the above-mentioned capital decrease to enable the Board of Directors to decrease the share capital by up to 10 % of today's registered share capital and to increase the share capital by a maximum of 10 % of today's registered share capital. The flexibility provided by the capital range will be exercised in alignment with the Company's capital allocation policy, including in connection with its 2026 share buyback program of up to CHF 225 million.

5 Re-elections to the Board of Directors

Explanations:

Pursuant to article 698 para. 2 item 2 and para. 3 item 1 CO and the Articles of Incorporation, the General Meeting is competent for the (re-)election of the members of the Board of Directors and its Chairman. The re-elections will be carried out individually.

The Board of Directors and the Nomination and Sustainability Committee determined that the persons proposed for re-election have the required qualifications. Further information can be found in the annual report 2025 (pages 280 to 282).

5.1 Re-election of the Chairman

The Board of Directors **proposes** that Juan Carlos Torres Carretero be re-elected as a member of the Board of Directors and as its Chairman for a term of office extending until completion of the next Ordinary General Meeting.

5.2 Re-election of Directors

The Board of Directors **proposes** that Alessandro Benetton, Bruno Chiomento, Jeanne Jackson, Heekyung Jo Min, Sami Kahale, Enrico Laghi, Luis Maroto Camino, Joaquín Moya-Angeler Cabrera, Ranjan Sen, Mary Steele Guilfoile, and Eugenia M. Ulasewicz be re-elected as independent members of the Board of Directors for a term of office extending until completion of the next Ordinary General Meeting.

6 (Re-)elections to the Remuneration Committee

The Board of Directors **proposes** that Enrico Laghi, Luis Maroto Camino and Joaquín Moya-Angeler Cabrera be re-elected as members of the Remuneration Committee for a term of office extending until completion of the next Ordinary General Meeting, and that Bruno Chiomento be elected as new member of the Remuneration Committee for the same term.

Eugenia M. Ulasewicz will not stand for re-election as a member of the Remuneration Committee.

Explanations:

Pursuant to article 698 para. 3 item 2 CO and the Articles of Incorporation, the General Meeting is competent for the (re-)election of the members of the Remuneration Committee. The (re-)elections will be carried out individually.

7

Re-election of the Auditors

The Board of Directors **proposes** that Deloitte AG be re-elected as the Auditors for the financial year 2026.

Explanations:

Pursuant to article 698 para. 2 item 2 CO and the Articles of Incorporation, the General Meeting is responsible for the re-election of the auditors. Deloitte AG confirmed its independence required for this mandate.

8

Re-election of the Independent Voting Rights Representative

The Board of Directors **proposes** that Altenburger Ltd legal + tax, Seestrasse 39, 8700 Küsnacht-Zürich, Switzerland, be re-elected as the Independent Voting Rights Representative for a term of office extending until completion of the next Ordinary General Meeting.

Explanations:

Pursuant to article 698 para. 3 item 3 CO and the Articles of Incorporation, the General Meeting is competent for the re-election of the Independent Voting Rights Representative. Altenburger Ltd legal + tax confirmed its independence required for this mandate.

9 Compensation of the Board of Directors and the Global Executive Committee

9.1 Approval of the Maximum Aggregate Amount of Compensation of the Board of Directors

The Board of Directors **proposes** to approve a maximum aggregate amount of compensation of the Board of Directors for the term of office from the 2026 Ordinary General Meeting to the 2027 Ordinary General Meeting of CHF 10.6 million.

Explanations:

Pursuant to article 698 para. 3 item 4 CO and the Articles of Incorporation, the General Meeting is competent for the approval of the maximum compensation of the Board of Directors.

The remuneration system of the Board of Directors is explained in detail on pages 304 et seqq. of the annual report 2025.

Members of the Board of Directors receive a fixed compensation. As executive Chairman, Mr. Torres Carretero also receives a performance bonus. The proposed maximum aggregate amount for the compensation of the Board of Directors for the period until the next Ordinary General Meeting derives from the following components:

- Board and committee fees, including the board membership fees, the fees of the Executive Chairman, the Lead Independent Director, the Honorary Chairman, and the committee membership fees for the members of the Board of Directors proposed for the re-election above.*
- A performance bonus for the executive Chairman, which is based on financial performance of the Company and capped at 133 1/3 % of the target bonus. The bonus will be approved by the entire Board of Directors (with the Chairman abstaining) upon proposal of the Remuneration Committee. The amount included in the proposed maximum aggregate amount is based on the maximum possible bonus pay-out.*
- Mandatory social security contributions to be paid (or expected to be paid) by the Company pursuant to applicable law.*
- A reserve amount, which allows for flexibility in the event of extraordinary events, significant additional workload of all or certain members of the Board of Directors that requires additional compensation, including membership in ad hoc committees, or an increase in mandatory social security contributions due to a change of domicile of a member of the Board of Directors or of applicable contribution rates.*

The proposed maximum aggregate amount of compensation of the Board of Directors for the term of office from the 2026 Ordinary General Meeting to the 2027 Ordinary General Meeting of CHF 10.6 million remains unchanged compared to the CHF 10.6 million approved for the prior term of office.

The actual pay-out, including the distribution among these non-binding components, for the upcoming term of office will be disclosed in the remuneration reports 2026 and 2027, respectively.

9.2 Approval of the Maximum Aggregate Amount of Compensation of the Global Executive Committee for Financial Year 2027

The Board of Directors **proposes** to approve a maximum aggregate amount of compensation of the Global Executive Committee for the financial year 2027 of CHF 37.0 million.

Explanations:

Pursuant to article 698 para. 3 item 4 CO and the Articles of Incorporation, the General Meeting is competent for the approval of the maximum compensation of the Global Executive Committee ("GEC").

The remuneration system of the GEC is explained in detail on pages 309 et seqq. of the annual report 2025.

Members of the GEC receive compensation packages which consist of a fixed base salary in cash, a performance-related bonus, a share-based incentive plan and other indirect benefits. The proposed maximum aggregate amount for the compensation of the GEC for the financial year 2027 derives from the following components:

- Base salaries reflecting the scope and key areas of responsibilities of the position, the required skills and the experience and competence of the individual person.*
- Performance-related annual bonuses. The amount included in the proposed maximum aggregate amount is based on the maximum possible bonus pay-out.*
- Grants of Performance Share Units (PSUs). The actual number of shares allocated to each member of the GEC under the PSU Plan for the awards that will be granted in the financial year 2027 will depend on the achievement of predetermined performance criteria in 2027, 2028 and 2029, and ranges from 0 to up to 2 shares per PSU, with a target vesting ratio of 1 (see pages 312 et seqq. of the annual report 2025 for details).*
- Pension and mandatory social security contributions to be paid (or expected to be paid) by the Company pursuant to applicable pension plans and laws.*
- Fringe benefits including health insurance, company cars or allowances. Avolta limits such benefits to a minimum.*
- A reserve amount intended to provide flexibility in the compensation structure and in case of extraordinary events such as a significant additional workload of all or individual GEC members that requires additional compensation, or an increase in mandatory social security contributions due to a change of domicile of a member of the GEC or of applicable contribution rates.*

A portion or all of the compensation of some GEC members is expected to be paid in USD. The exchange rates used in calculating the maximum aggregate compensation is CHF 0.86 to the USD. The proposed maximum aggregate amount of compensation excludes any currency exchange rate fluctuation until final payment of all compensation elements.

The proposed 2027 maximum amount of CHF 37.0 million remains unchanged from the approved 2026 maximum amount.

The actual pay-out, including the distribution among these non-binding components, for the financial year 2027 will be disclosed in the remuneration report 2027.

Documentation and Organizational Matters

Documentation

This invitation to the Ordinary General Meeting, the agenda and the proposals of the Board of Directors will be sent to the duly registered shareholders of the Company. The annual report, including the remuneration report, the annual financial statements, the consolidated financial statements and the reports of the Auditors for the financial year 2025 as well as the reports on non-financial matters for 2025 are available to the shareholders on www.avoltaworld.com. The documents relevant for the General Meeting will be published on Avolta's website <https://www.avoltaworld.com/en/AGM2026>.

Registration and Participation at the Ordinary General Meeting

Only shareholders entered in the share register of the Company with the right to vote on April 22, 2026, 17:00 CEST will be entitled to participate in the General Meeting. Shareholders intending to personally participate at the General Meeting can request their admission cards using the Proxy/Answer Form enclosed with the invitation.

The Proxy/Answer Form or an equivalent proxy/voting instruction (in each case as written original or in scanned form and signed by the shareholder or its representative) must reach the Company's Share Register (areg.ch ag, Fabrikstrasse 10, 4614 Hägendorf, Switzerland, e-mail: info@areg.ch) no later than April 30, 2026, 11:59 CEST. Proxy/Answer Forms or equivalent proxies/voting instructions arriving after that date will be disregarded.

Shareholders voting electronically must have submitted their proxy and voting instructions on the electronic voting platform (<https://avolta.netvote.ch>) no later than May 4, 2026, 11:59 CEST.

Shareholders will only be able to cast their vote for the number of shares registered on April 22, 2026, 17:00 CEST, to the extent they still hold those shares on the start of trading on the SIX Swiss Exchange on May 5, 2026.

Please note that the shareholders do not need to attend the General Meeting in person to cast their vote and that they may be represented by:

- a) their proxy, who does not need to be a shareholder; or
- b) Altenburger Ltd legal + tax, Seestrasse 39, 8700 Küsnacht-Zürich, as Independent Voting Rights Representative.

The Independent Voting Rights Representative votes as instructed by the respective shareholder. To the extent shareholders do not provide specific voting instructions, they instruct, by signing the Proxy/Answer Form or submitting their voting instructions electronically, the Independent Voting Rights Representative to exercise their voting rights in accordance with the proposal of the Board of Directors with regard to the items listed in this invitation. If new proposals or motions with respect to agenda items set forth in this invitation are put forth before the General Meeting, they instruct, in the absence of other specific instructions, the Independent Voting Rights Representative to exercise their voting rights in accordance with the recommendation of the Board of Directors. To the extent the voting instructions are not clear, the shares will be deemed non-represented.

Electronic Proxies and Instructions to the Independent Voting Rights Representative

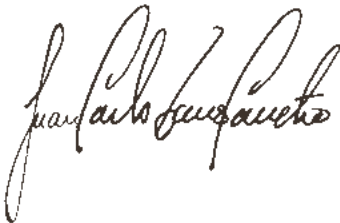
Shareholders may cast their votes online at <https://avolta.netvote.ch> by issuing electronic authorizations and instructions to the Independent Voting Rights Representative. The necessary individual login data is enclosed with the meeting materials supplied to each shareholder. Shareholders have until May 4, 2026, 11:59 CEST to vote electronically, or change any instructions they may have communicated electronically. Shareholders who voted electronically are then not permitted to cast their votes at the General Meeting in person, but can attend the General Meeting as guests.

Language

The General Meeting will be held in English. Simultaneous translation in German will be available.

Basel, April 2, 2026

On behalf of the Board of Directors of Avolta AG

A handwritten signature in black ink, appearing to read 'Juan Carlos Torres Carretero', written in a cursive style.

Juan Carlos Torres Carretero
Chairman

Enclosures:

- Proxy/Answer Form
- Return envelope to areg.ch ag, Fabrikstrasse 10,
4614 Hägendorf, Switzerland

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