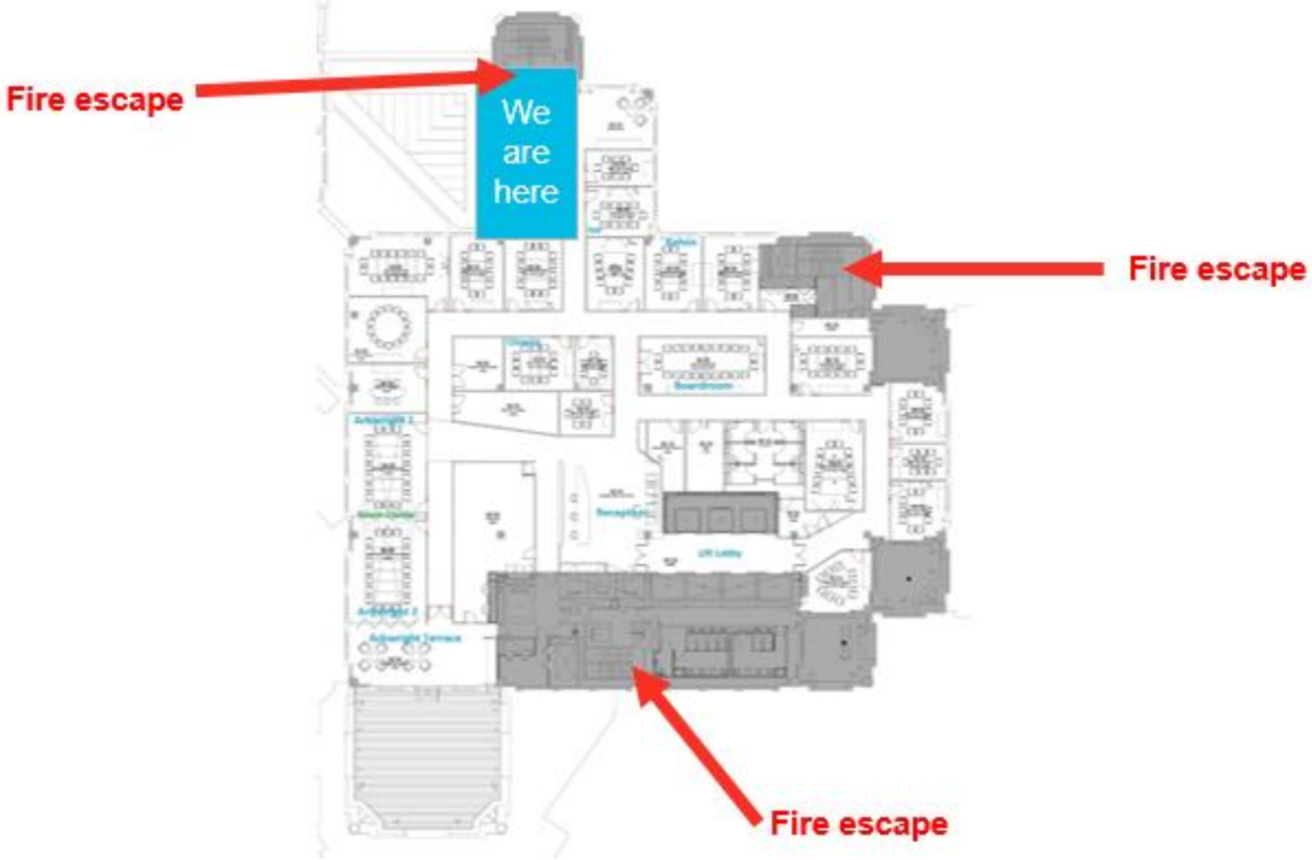
COATS GROUP PLC ANNUAL GENERAL MEETING

20 MAY 2026

HOUSE KEEPING

Fire escapes

There are three fire escapes located on the 9th floor. No fire drills are planned for this afternoon.



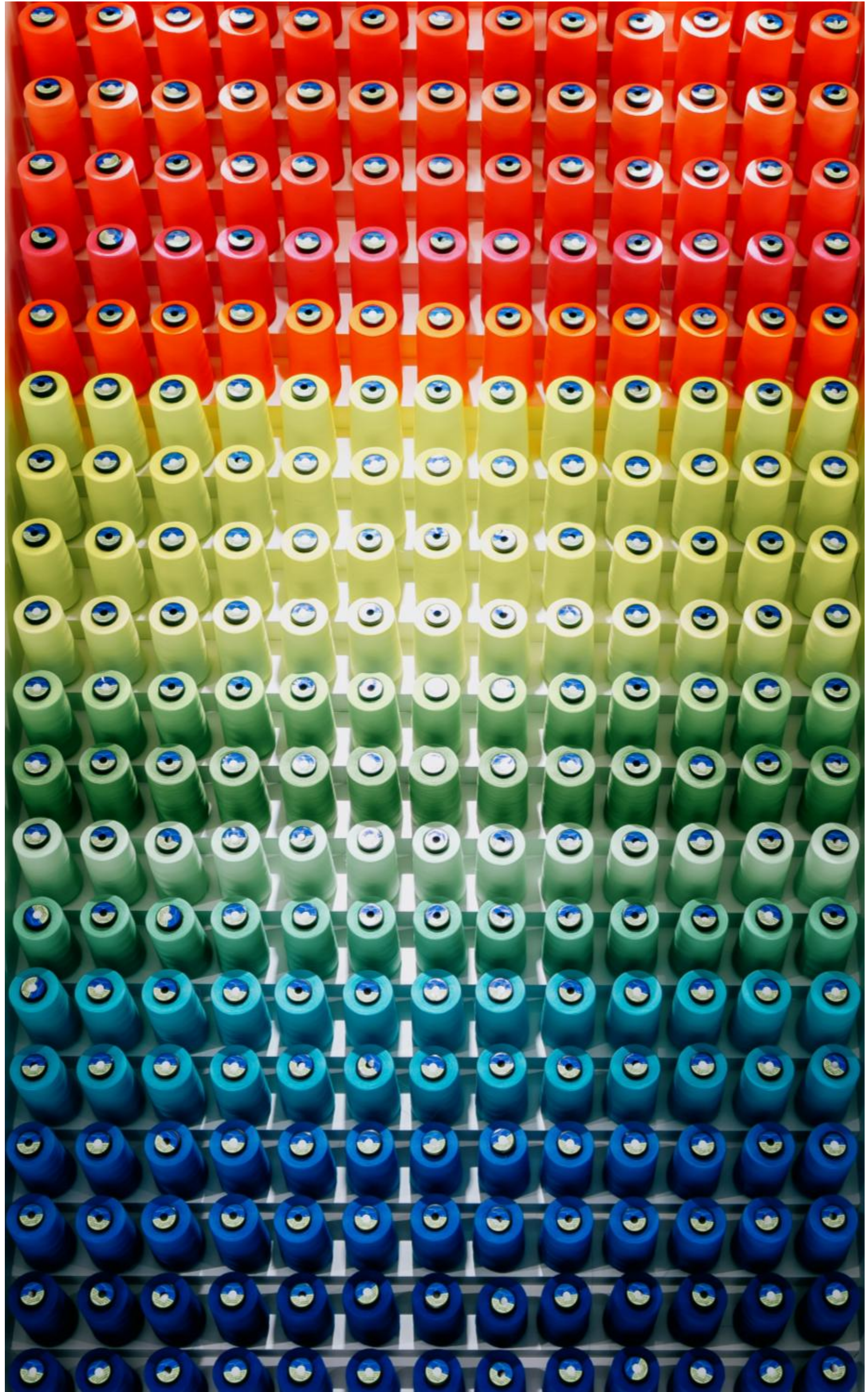
AGENDA

1. **Welcome - David Gosnell, Chair**
2. Trading update – David Paja, Group CEO
3. Questions and answers
4. Notice of meeting and poll vote on resolutions
5. Close of meeting and proxy totals

WELCOME

INTRODUCTION OF BOARD MEMBERS

- David Gosnell OBE, Chair
- David Paja, Executive Director and Group CEO
- Hannah Nichols, Executive Director and Group Chief Financial Officer
- Steve Murray, Senior Independent Non-Executive Director
- Sarah Highfield, Independent Non-Executive Director
- Echo Lu, Independent Non-Executive Director
- Srinivas Phatak, Independent Non-Executive Director
- Fran Philip, Independent Non-Executive Director
- Jakob Sigurdsson, Independent Non-Executive Director
- Wu Gang, Independent Non-Executive Director
- Stuart Morgan, Chief Legal and Risk Officer and Group Company Secretary is also in attendance today



AGENDA

1. Welcome - David Gosnell, Chair
2. **Trading update – David Paja, Group CEO**
3. Questions and answers
4. Notice of meeting and poll vote on resolutions
5. Close of meeting and proxy totals

DISCLAIMER

Restricted distribution

This presentation is not for release, publication or distribution, in whole or in part, directly or indirectly, in, into or from any jurisdiction where to do so would constitute a violation of the relevant laws or regulations of such jurisdiction (the ‘Restricted Jurisdictions’).

Not an offer

This presentation is not intended to and does not constitute, or form part of, any offer to sell or subscribe for or an invitation to purchase or subscribe for any securities or the solicitation of any vote or approval in any jurisdiction pursuant to the matters contained herein or otherwise.

Forward-looking statements

This document contains certain forward-looking statements, including statements regarding Coats Group plc’s plans (‘Coats’ or the ‘Company’), objectives and expected performance. Such statements relate to events and depend on circumstances that will occur in the future and are subject to risks, uncertainties and assumptions. There are several factors which could cause actual results and developments to differ materially from those expressed or implied by such forward-looking statements, including, among others the enactment of legislation or regulation that may impose costs or restrict activities; the re-negotiation of contracts of licenses; fluctuations in demand and pricing in the industry; fluctuations in exchange controls; changes in government policy and taxations; industrial disputes; and war and terrorism. These forward-looking statements speak only as at the date of this document.

Not a profit forecast

The financial information contained in this presentation is based on publicly available historic financial information of Coats and is not intended to be a profit forecast or profit estimate under applicable rules.

Rounding

Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

ROBUST TRADING IN FIRST FOUR MONTHS

Group revenue down 1%

Versus pre-tariff period in 2025

1% revenue growth in Apparel

Significant outperformance versus end markets

Footwear revenue down 4%

In line with industry trends and our expectations

OrthoLite revenue lower year-on-year

Versus strong comparator period, market wide weakness and affected by temporary operational disruption Indonesia

Limited impact of Middle East conflict on trading

Taking steps to mitigate, in line with well honed playbook

OUTLOOK

Full Year outlook unchanged

Profit will be second half weighted

Due to timing of inflation-related cost recovery

Sustained strong free cash flow generation

Continuing to de-lever to 2x by year end

AGENDA

1. Welcome - David Gosnell, Chair
2. Trading update – David Paja, Group CEO
3. **Questions and answers**
4. Notice of meeting and poll vote on resolutions
5. Close of meeting and proxy totals

AGENDA

1. Welcome - David Gosnell, Chair
2. Trading update – David Paja, Group CEO
3. Questions and answers
4. **Notice of meeting and poll vote on resolutions**
5. Close of meeting and proxy totals

NOTICE OF MEETING & POLL VOTE

ON TODAY'S AGENDA THERE ARE 21 RESOLUTIONS:

- Resolutions 1 to 17 inclusive are proposed as Ordinary Resolutions
- Resolutions 18 to 21 inclusive are proposed as Special Resolutions

The full text of the resolutions and an explanation of each can be found in your Notice of Meeting.

PROCEDURE TO COMPLETE YOUR POLL CARD:

- You should enter your full name in block capitals.
- You should cast your votes on each separate resolution by putting a cross in one of the boxes marked "for", "against" or "vote withheld".
- If you are not voting your total holding in the company's shares, would you please also write down the number of shares you wish to vote.

Please make sure you have signed your poll card and then return this to the Registrars as you leave.

AGENDA

1. Welcome - David Gosnell, Chair
2. Trading update – David Paja, Group CEO
3. Questions and answers
4. Notice of meeting and poll vote on resolutions
5. **Close of meeting and proxy totals**

PROXY TOTALS

Resolution		For + Discretion		Against		Votes Withheld
		Votes	% Votes Cast	Votes	% Votes Cast	Votes
1	Receipt of Annual Report 2025	1,674,165,082	100.00	18,011	0.00	5,928,926
2	Approval of Remuneration Report	1,643,831,510	97.84	36,251,336	2.16	29,173
3	Approval of Remuneration Policy	1,626,788,051	96.83	53,273,150	3.17	50,818
4	Approval of dividend	1,680,071,455	100.00	3,968	0.00	36,596
5	Re-election of David Gosnell	1,598,701,560	95.17	81,217,708	4.83	192,751
6	Re-election of Sarah Highfield	1,660,061,376	98.81	19,907,893	1.19	142,750
7	Re-election of Hongyan Echo Lu	1,630,108,084	97.03	49,860,512	2.97	143,423
8	Re-election of Stephen Murray	1,640,380,148	97.65	39,539,121	2.35	192,750
9	Re-election of Hannah Nichols	1,679,780,654	99.99	188,476	0.01	142,889
10	Re-election of David Paja	1,679,961,689	100.00	35,578	0.00	114,752
11	Re-election of Srinivas Phatak	1,660,134,451	98.81	19,916,145	1.19	61,423
12	Re-election of Jakob Sigurdsson	1,660,103,656	98.82	19,897,474	1.18	110,889
13	Election of Wu Gang	1,673,640,556	99.62	6,328,660	0.38	142,803
14	Re-appointment of Auditor	1,679,932,122	99.99	116,566	0.01	63,331
15	Approval of Auditor remuneration	1,679,950,144	99.99	140,391	0.01	21,484
16	Authority to allot relevant securities	1,525,239,181	90.79	154,812,497	9.21	60,341
17	Authority to make political donations and incur political expenditure	1,613,313,495	96.03	66,682,016	3.97	116,508
18	Authority to disapply pre-emption rights	1,537,228,976	91.51	142,692,550	8.49	190,493
19	Authority to disapply pre-emption rights in connection with acquisitions and specified capital investments	1,489,089,455	88.64	190,832,071	11.36	190,493
20	Authority to purchase own shares	1,679,725,772	100.00	44,377	0.00	341,870
21	Authority to call general meetings on clear 14 days' notice	1,638,228,346	97.51	41,837,916	2.49	45,757