ASX Announcement

Ansell Limited FY26 Full Year Results & Appendix 4E

24 August 2026 – Ansell Limited (ASX:ANN) has released to the market today its Full Year Report and Accounts for the period ended 30 June 2026. Attached to this announcement are the Appendix 4E and the Full Year Financial Report.

This announcement was authorised for release by the Board of Directors of Ansell Limited.

ENDS

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About Ansell

Ansell (ASX:ANN) is a global leader in safety solutions and an integrated manufacturer of personal protection equipment for healthcare and industrial workplaces. Each day, over 10 million workers in more than 100 countries trust their safety to Ansell brands such as HyFlex, Ringers, MICROFLEX, TouchNTuff, GAMMEX, Kimtech, KleenGuard, and AlphaTec. Driven by a vision to lead the world to a safer future, the company continuously pursues new product and service innovations that predict, prevent, and protect against workplace risk while promoting sustainable sourcing and manufacturing.

Information on Ansell and its products can be found at www.ansell.com. **#AnsellProtects**

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Ansell

APPENDIX 4E

FOR THE YEAR ENDED 30 JUNE 2026
ANSELL LIMITED AND ITS SUBSIDIARIES

ACN 004 085 330

Results for Announcement to the Market			US$m
Revenue from ordinary activities	up	6.8%	2,140.2
Operating profit after tax attributable to members	up	105.3%	208.6
Net profit for the period attributable to members	up	105.3%	208.6

Dividends (distributions)	Amount per share US cents	Franked amount per share US cents
Dividend	41.50	Nil

Record date for determining entitlements to the dividend	1 September 2026
Dividend Reinvestment Plan election cut off date	2 September 2026
Dividend payment date	17 September 2026

For non-resident shareholders, the dividend will not attract withholding tax as it is sourced from the Company's Conduit Foreign Income Account

Net Tangible Asset Backing	2026 US$m	2025 US$m
Shareholders' Equity attributable to Ansell Limited Shareholders	**1,991.2**	1,963.6
Less Intangible Assets	**1,654.6**	1,655.5
Net Tangible Assets	**336.6**	308.1

	2026	2025
Net tangible asset backing per ordinary share	**$2.40**	$2.11

- This report is based on Financial Statements which have been audited.
- Refer to the accompanying Annual Report (which includes the Report by the Directors), ASX announcement and Investor Presentation for the commentary on the figures reported above and the remainder of the information requiring disclosure to comply with Listing Rule 4.3A.
- This report is presented in United States dollars.

Annual Report 2026

CONTENTS

Acknowledgement of Country

We acknowledge and respect the traditional lands and cultures of First Nations peoples in Australia and globally. We pay our respects to Elders past and present and recognise First Nations peoples' longstanding and ongoing spiritual connections to land, sea, community and Country. Appreciation and respect for the rights and cultural heritage of First Nations peoples is essential to the advancement of our societies and our common humanity.

AGM

Ansell's Annual General Meeting (AGM) will be held on 9 November 2026.

To access more information, visit https://investor.ansell.com/shareholder-information/?page=annual-general-meetings.

Corporate Reporting Suite

This Report is part of our broader corporate reporting suite and the following documents are available at www.ansell.com:

Results Presentation: Ansell's strategy, financial results and operational performance for the reporting period.

Corporate Governance Statement: Ansell's application of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (4th Edition).

Environmental, Social & Governance Report: Features information about Ansell's Environmental, Social and Governance (ESG) goals and performance (to be released by the end of August 2026).

Labour Rights Report (Modern Slavery Statement): Ansell's statement on our actions to assess and address modern slavery risks in our business and supply chains (to be released by the end of August 2026).

ABOUT THIS REPORT

Report Structure

This Report is designed to be read in its entirety. The required elements of the Directors' Report, including the Operating and Financial Review (OFR) as required by ASIC Regulatory Guide 247, are covered on pages 14 to 74. Commentary on Ansell's financial performance specifically is contained on pages 16 to 25 and references information reported in the Financial Statements (pages 75 to 126). The Financial Statements include Ansell Limited (the Company or Parent Entity) and the entities it controlled at the end of, or during, the year ended 30 June 2026.

This Report also includes the Sustainability Report (pages 137 to 164). The Sustainability Report has been prepared in accordance with Australian Accounting Standards Board (AASB) S2 – *Climate-related Disclosures* which is the mandatory Australian Sustainability Reporting Standard (ASRS) that has been issued by the AASB and the requirements of the *Corporations Act 2001*.

Throughout the report, the consolidated entity is referred to as Ansell or the Group. The Directors' Declaration forms part of the Annual Report under the *Corporations Act 2001*.

Non-IFRS Measures

Ansell's financial results are reported under International Financial Reporting Standards (IFRS). This release includes certain non-IFRS measures such as Constant Currency, Organic Constant Currency, Adjusted Sales Growth, GPADE, SG&A, Significant Items, Statutory EBIT, Adjusted EBIT, Adjusted EBIT Margin, GPADE Margin, Adjusted Profit Attributable, Adjusted Effective Tax Rate, Adjusted EPS and Net Debt to Adjusted EBITDA, which have been defined on page 16. These measures are presented to enable understanding of the performance of the Company without the impact of non-trading items and foreign currency. Non-IFRS measures have not been subject to audit or review.

Assurance and Verification

The Remuneration Report (pages 48 to 74) and the Financial Statements (pages 75 to 126) have been audited by KPMG. Full details of the assurance scope, process and outcome are included in the Independent Auditor's Report on pages 131 to 135.

All unaudited information contained in this report has been subject to an internal review and approval process defined by our Corporate Reporting framework as explained in our 2026 Corporate Governance Statement.

Forward-looking Statements

Any forward-looking statements are based on Ansell's current expectations, best estimates and assumptions as at the date of preparation, many of which are beyond Ansell's control. These forward-looking statements are not guarantees or predictions of future performance and involve known and unknown risks, which may cause actual results to differ materially from those expressed in the report.


AlphaTec® 6500
AlphaTec
AlphaTec® 6500
PEG 200
14
BULK TANK 14

ABOUT ANSELL

LEADING THE WORLD TO A SAFER FUTURE

For over 130 years, Ansell has delivered advanced protection solutions to people at work and at home, keeping them out of harm's way.

No. 1 or 2
position in key segments globally

~10 billion
gloves sold per year

Provides protection solutions to
25+ industries

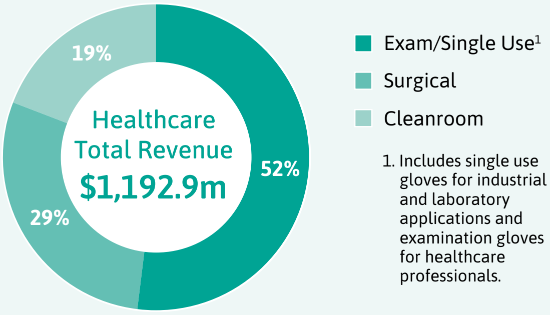
As the safety industry evolves, so does Ansell. We help workers and organisations stay two steps ahead of the challenges they encounter, keeping workplaces safe and implementing sustainable work practices.

We operate across two business segments:

Healthcare Segment

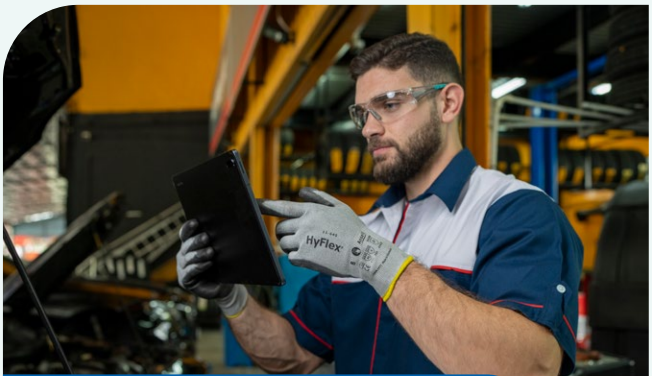
The Healthcare Segment manufactures and markets innovative solutions for a wide range of customers, including hospitals, surgical centres, dental surgeries, veterinary clinics, first responders, manufacturers, auto repair shops, chemical plants, laboratories and life science & pharmaceutical companies.

The portfolio includes surgical gloves and other operating room consumables, single use and examination gloves[1], and cleanroom products including clean and sterile gloves, garments, and consumables.



1. Includes single use gloves for industrial and laboratory applications and examination gloves for healthcare professionals.

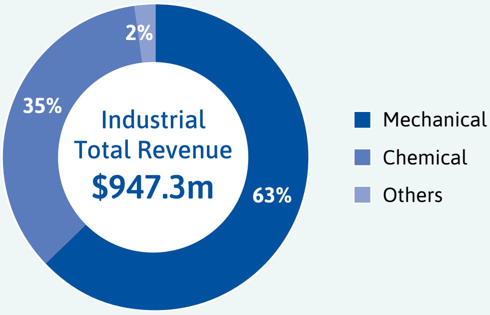
MICROFLEX TouchNTuff
MICRO-TOUCH GAMMEX ENCORE
BioClean KIMTECH



Industrial Segment

The Industrial Segment manufactures and markets high-performance hand, eye and chemical protective clothing solutions for a wide range of industrial applications.

Ansell protects workers in industries including automotive, chemical, metal fabrication, machinery and equipment, food, construction, mining, oil & gas, utilities, logistics, and first responders.



HyFlex AlphaTec ACTIVARMR
RINGERS GLOVES EDGE KLEENGUARD

OUR OPERATIONS

21
Warehouses

20
R&D centres

14
Manufacturing facilities

15,000+
Employees

Customers in
100+
countries

Ansell Limited (Ansell) is a global company employing more than 15,000 people in over 55 countries. Ansell is legally domiciled in Melbourne, Australia and is listed on the Australian Securities Exchange (ASX: ANN). Ansell has four corporate headquarters: Melbourne, Australia; Brussels, Belgium; New Jersey, United States; and Cyberjaya, Malaysia.

We operate 14 manufacturing facilities with the largest located in Malaysia, Sri Lanka and Thailand and smaller plants located in Brazil, China, Lithuania, Portugal, Vietnam and India. These facilities produce an extensive range of products including mechanical gloves, chemical gloves, chemical protective clothing, single use gloves, surgical gloves and life sciences gloves.

We also work with third parties for the supply of selected finished goods, predominantly exam and single use gloves.


Lithuania
Brussels
Portugal
China
Thailand
India
Cyberjaya
Vietnam
Melbourne
Sri Lanka
Malaysia

CUSTOMER SUCCESS STORIES

At Ansell, customer success is at the center of what we do. The following stories demonstrate how close collaboration with customers, combined with innovative products, technical expertise, and dedicated support, helped deliver meaningful outcomes in safety, productivity, compliance, and sustainability during FY26.

Supporting HIPRA's commitment to sustainable development

HIPRA, a biotechnological pharmaceutical company dedicated to advancing animal and human health, sought to strengthen its environmental impact while maintaining the highest standards of safety. For years, the company relied on reusable apparel that required repeated laundering and nitrile gloves that were disposed of as waste, a model that conflicted with its ambition to contribute to a healthier planet.

Ansell partnered with HIPRA through the RightCycle™ Programme, a circular solution that transforms previously hard to recycle gloves and apparel into new consumer products. By transitioning to Kimtech™ single use garments and nitrile gloves, the company reduced reliance on the need for continuous laundering and ensured that used PPE could be reclaimed and repurposed into items such as lawn furniture and bookshelves. RightCycle™, now in its 15th year, has already diverted more than 3,600 metric tons of used PPE from landfills since the program's inception.

The impact for HIPRA was significant. The shift to Kimtech™ products and participation in RightCycle™ led to almost a 55% reduction in glove and garment waste and diverted more than 200,000 kg of waste from landfill or incineration. Implementation was straightforward: the company installed collection containers, set up a waste handling workflow, and engaged employees in the programme. The partnership demonstrates how sustainability and safety can advance together through practical, scalable solutions.

Ensuring protection in critical pharmaceutical environments

A global pharmaceutical group operating a specialised chemotherapy manufacturing facility required a glove solution that meets stringent cleanroom, regulatory, and chemical handling standards. The gloves initially selected for the facility's new Restricted Access Barrier System (RABS) environment did not meet the site's cleanroom and compliance requirements.

The gloves did not have FDA 510(k) clearance for medical or chemotherapy use, lacked documentation to support use in an EU GMP Annex 1 / Grade A cleanroom environment, and did not provide adequate chemical protection for handling chemotherapy agents.

Ansell introduced the customer to BioClean™ Nitrile Sterile RABS/Isolator Gloves, designed to meet the sterility, cleanroom compatibility, and chemical protection requirements of the facility's RABS environment, including SAL 10^{-6} sterility assurance, ISO Class 4 / EU GMP Grade A/B use, and chemotherapy drug resistance tested in accordance with ASTM D6978-05.

Each glove is 100% water-leak tested for assured barrier integrity and rated for mechanical protection, supporting safety and reliability in demanding RABS/isolator environments. Ansell supported the transition with onsite technical expertise, samples for in-process testing, and full documentation to meet regulatory requirements.

The facility saw immediate improvements. Contamination risks were reduced through the use of sterile, cleanroom-processed gloves suitable for use in Grade A RABS/isolator environment. The site ultimately adopted Ansell as its exclusive isolator glove supplier, with Ansell achieving 100% market share within the facility.

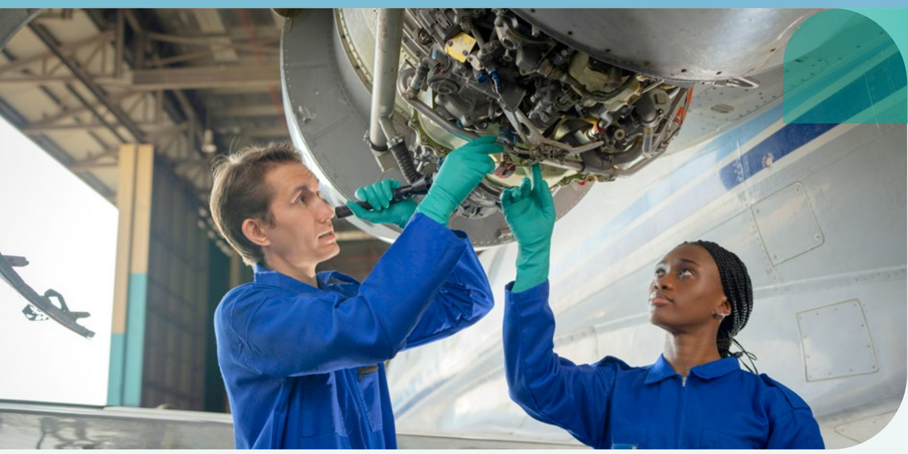
Transforming hand safety across mining sites

A leading mining company sought to reduce hand injuries across four major mining operations, where bumps, bruises, and cuts were among the most common workplace injuries.

Working closely with site safety leaders, Ansell conducted site visits and AnsellGUARDIAN™ assessments to identify hand protection risks and improvement opportunities. The assessments, combined with extensive wearer trials, led to the implementation of the RINGERS™ R065 glove.

Following deployment, the mining operations achieved an average 73% reduction in hand injuries, reaching historically low injury rates across participating sites.

The success of the program led to its implementation at additional mining sites and its recommendation to external mining service providers. As a result, the RINGERS™ R065 became the authorised hand protection solution across operations, supporting a more consistent approach to worker safety and injury prevention.



Improving efficiency through advanced hand protection

One of Latin America's leading aircraft maintenance, repair, and overhaul providers supports commercial airlines through highly specialised maintenance operations that require strong chemical protection and high dexterity. Technicians frequently work with aggressive aircraft maintenance chemicals, and previous disposable gloves lacked the durability needed for these demanding applications. Frequent glove changes reduced efficiency and increased consumption.

Through close collaboration with the customer's safety and procurement teams, Ansell identified MICROFLEX™ 93-260 as the optimal solution. The glove demonstrated superior chemical resistance and durability while maintaining the comfort and tactile sensitivity required for precision work. Field experience showed that a single MICROFLEX™ 93-260 glove could outlast three to four competing disposable gloves, quickly becoming one of the most strategically important PPE items in the operation.

When the customer launched its 2025–2026 cost reduction initiatives, Ansell worked collaboratively to optimise supply chain costs to achieve an estimated 15–18% reduction in procurement related costs. Throughout the process, MICROFLEX™ 93-260 consistently met the customer's needs, earning strong confidence among users and becoming the preferred glove for the application.

CHAIR'S REVIEW

The Board continues to oversee Ansell's sustainability strategy and performance, recognising that long-term value creation depends on the responsible management of both environmental and social impacts.

Nigel D Garrard
Chair

Dear Shareholder,

Fiscal 2026 (FY26) was another year of improved performance for Ansell, with strong results achieved amidst some quite dynamic external market conditions, further evidence of the strength of the Ansell value proposition to our tens of thousands of customers worldwide. We again delivered on our performance commitments, with FY26 Adjusted Earnings Per Share of 148.6 cents at the upper end of the upgraded guidance range we provided at the Annual General Meeting in October 2025.

Leadership Changes

The Board has dedicated considerable time and attention to CEO succession planning over the past few years. In January, we announced both the retirement of CEO Neil Salmon and, following a robust global search and selection process, the appointment of Nathalie Ahlström as his successor.

Nathalie brings extensive international leadership experience, most recently serving as President and CEO of the publicly-listed Fiskars Group in Finland. She has made an excellent impression in her first months with Ansell, and the Board is confident that her strategic vision, leadership and global experience will help position Ansell for its next phase of innovation and growth.

Neil played a strong role over his 13 years with Ansell. Under his leadership, Ansell delivered organic growth despite challenging market conditions, improved productivity, advanced its long-term sustainability agenda, and successfully acquired and integrated Kimberly-Clark's Personal Protective Equipment business (KBU) – our largest acquisition to date. On behalf of the Board and the entire Ansell team, I would like to thank Neil for his leadership, commitment and contribution to Ansell's business, people and culture. We wish Neil well for the future.

We also announced the appointment of Erik Van den Enden as CFO in June, following the departure of Brian Montgomery in April. Erik is a seasoned CFO with a strong background in strategy, who has the relevant experience and capabilities needed to help further our long-term growth ambitions. We look forward to Erik commencing in September.

Planet and People – Winning Through Sustainability

The Board continues to oversee Ansell's sustainability strategy and performance, recognising that long-term value creation depends on the responsible management of both environmental and social impacts.

During the year, the Board reviewed progress against Ansell's environmental sustainability priorities and endorsed refinements to certain environmental targets to reflect evolving business and operating conditions. While our targets may evolve over time, our commitment to improving resource efficiency, responsible water stewardship and reducing environmental impacts remains unchanged.

Respecting human rights and addressing modern slavery risks across our operations and supply chain remain important priorities for Ansell and areas of ongoing focus for the Board. Through our governance framework, due diligence processes, supplier oversight activities and participation in industry initiatives, we seek to promote safe, fair and respectful working conditions and drive continuous improvement in labour standards across our value chain.

During the year, the Board closely monitored management's response to serious labour rights issues identified at Mediceram, a small Malaysian supplier (represented less than 0.1% of our global supplier spend) of ceramic formers used in the production of our single use gloves. Following notification of the allegations in March 2025, Ansell worked with Mediceram, the Responsible Glove Alliance and other stakeholders to investigate the issues, support remediation efforts and encourage improvements in working conditions. These efforts contributed to the reimbursement of more than US$1 million in recruitment fees to affected migrant workers.

Ansell's initial response reflected our belief that, where possible, engagement and remediation are more likely to deliver positive outcomes for workers than immediate disengagement. However, after Mediceram terminated a significant number of workers and subsequently failed to take appropriate action, Ansell suspended the supplier relationship. After Mediceram entered winding-up proceedings in January 2026, we continued to work with the Responsible Glove Alliance and Responsible Business Alliance to support affected former workers and help ensure they could return home safely and without incurring additional costs.

While trade policies remain far from certain, we retain the ability to react quickly to further changes and are committed to taking the necessary actions to protect our business while continuing to deliver value to our customers.

While the outcome was disappointing, the experience reinforced the importance of ongoing vigilance, effective due diligence and continuous improvement in managing labour rights risks within complex global supply chains. The Board supports the further strengthening of Ansell's human rights and supplier oversight programs, including enhanced attention to smaller suppliers to ensure appropriate risk-based oversight across the supply base. These enhancements build on an already well-established program and are intended to strengthen transparency, accountability and worker protections across our value chain.

Further details on our sustainability priorities and efforts are outlined in our 2026 Environmental, Social and Governance Report and Labour Rights Report. In addition, this Annual Report includes Ansell's first climate-related financial disclosures prepared under AASB S2 *Climate-related Disclosures*, reflecting our commitment to transparent reporting and providing investors with information on how climate-related risks and opportunities are considered within our business. I encourage all shareholders to read these reports and disclosures.

Navigating Geopolitical Challenges

Shifting trade policies and heightened geopolitical tensions presented significant challenges to commercial operations in FY26, and our teams responded well.

Higher tariffs announced in the United States in 2025 demanded clear and decisive action to offset the increased costs, and we were successful in implementing the necessary sourcing actions and price increases. While trade policies remain uncertain, we retain the ability to react quickly to further changes and are committed to taking the necessary actions to protect our business while continuing to deliver value to our customers.

The onset of the Middle East crisis in March also drove higher costs due to constrained supply of key production inputs. Our first priority was to secure supply and safeguard production to ensure that we could continue to provide our end user customers with the products they need to keep their workers protected. We also worked with our customers to adjust prices where required, and with the situation remaining fluid we will continue these conversations into FY27.

Looking to FY27

As we enter FY27, we are confident that, despite the external environment remaining uncertain, our strong market positions and differentiated customer safety solutions provide us with a platform for continued growth and long-term shareholder value creation.

My thanks go to Ansell employees for their resilience throughout FY26. Our strong performance is a direct result of their focus and dedication.

I would also like to take the opportunity to welcome Jonas Samuelson to the Ansell Board of Directors, who joined in March. Jonas brings extensive international leadership and finance experience to the Board, together with a strong record of overseeing complex global operations including as President & CEO of Electrolux Group. His expertise in international manufacturing, operational transformation and financial governance will support the Board in guiding Ansell's long-term strategy and performance.

Thank you for your continued shareholding and support.

Yours sincerely,

Nigel D Garrard
Chair

CHIEF EXECUTIVE OFFICER'S REVIEW

The combination of customer focus and commercial and operational excellence is reflected directly in our strong FY26 result.

Nathalie Ahlström
Managing Director and Chief Executive Officer

Dear Shareholder,

It is with great pleasure that I write to you for the first time as Chief Executive Officer of Ansell.

Across its 130-year history, Ansell has developed into a global leader in safety, innovating solutions that safeguard lives and enable businesses to thrive. That legacy of trust and impact is extraordinary, and it is an exciting privilege to help shape its next chapter. Realising the potential for where Ansell can go is what will guide my priorities as CEO.

Since beginning in the role, I have spent significant time with our end user customers and distributor partners to understand how we can better partner with them to deliver improved safety, productivity and compliance outcomes. To our customers, Ansell is more than just a supplier of PPE, it is a trusted safety partner they can rely upon to solve their unique and complex safety problems.

A key objective for me as we move forward is to deepen these relationships, so that in a world where our customers require increasingly specialised safety solutions, Ansell is who they call on to respond.

I have also been getting to know our global Ansell teams, and I am extremely impressed by the depth of talent in our organisation. Our task now is to work together to deliver a strong and sustainable company that will drive excellence, growth and create long-term value for our shareholders and customers.

Overview of Financial Performance

FY26 unfolded against a backdrop of considerable macroeconomic and geopolitical uncertainty, with the introduction of new US tariffs and the crisis in the Middle East creating significant challenges for our business. Rather than simply absorb these pressures, we responded decisively. We took targeted pricing actions to recover higher costs, accelerated our sourcing and supply-chain productivity initiatives, all the while staying close to our customers so that we could continue to meet their demand for our safety solutions.

That combination of customer focus, and commercial and operational excellence is reflected directly in our strong FY26 result.

Group sales of $2,140.2m for FY26 were up 5.0% versus the prior year on an Organic Constant Currency basis, with Adjusted Sales Growth improving to 5.7% after excluding sales in FY25 and FY26 that benefitted from temporary order pattern favourability. Sales growth accelerated in the second half of the year, supported by improved volumes.

The demand for more specialised protection showed up directly in our segment results. Our Industrial segment delivered 3.3% Organic Constant Currency sales growth, increasing to 4.4% on an Adjusted Sales Growth basis. With uneven conditions in some industrial markets, we focused our efforts on those with the most potential, including the aerospace and defence vertical where we saw good growth, and the US where momentum improved in the second half of the year. We also benefitted from continued success with new products, particularly in our Mechanical business where there was strong demand for our new HyFlex™ precision comfort cut protection styles.

Sales in our Healthcare segment increased 6.4% on an Organic Constant Currency basis, increasing to 6.7% on an Adjusted Sales Growth basis. Higher sales of Exam/Single Use gloves included good growth in industrial and scientific end markets with more complex protection needs, Surgical sales benefitted from the continued trend of higher demand for synthetic products, and we recorded another strong year of growth in our Cleanroom safety solutions supported by growing demand in key verticals including pharmaceuticals, medical devices and semiconductors.

It is particularly pleasing to see that sales growth converted efficiently into earnings. Our FY26 earnings before interest and tax were $321.9m before Significant Items (Adjusted EBIT), representing Organic Constant Currency growth of 14.9% versus FY25. Despite significant cost headwinds throughout the year, we delivered a 90 basis point increase in Adjusted EBIT Margin to 15.0%, aided by higher sales in market segments where our safety solutions provide the most significant value to our customers, with sourcing actions and price increases proving successful in offsetting the effects of US tariffs and higher costs from the Middle East crisis.

This growth in earnings translated to Adjusted EPS of 148.6 cents, a 17.8% increase on the 126.1 cents delivered in FY25, and a result near the top of our guidance range. Adjusted EPS excluded one-off costs, predominantly associated with our Accelerated Productivity Investment Program.

$321.9m

Adjusted EBIT

148.6¢

Adjusted Earnings Per Share

To our customers, Ansell is more than just a supplier of PPE, it is a trusted safety partner they can rely upon to solve their unique and complex safety problems.

Our earnings growth in FY26 was matched by strong cash generation, and we enter FY27 with a robust balance sheet that gives us the flexibility to invest in growth while continuing to return capital to shareholders. Sustaining that balance between investing in the business while delivering consistent returns to shareholders will be a key priority for me and my executive team.

Progress on Sustainability Commitments

At Ansell, safety is central to everything we do. This year, we updated our leading and lagging safety indicator targets to reflect our zero harm ambition and we delivered another year of excellent safety outcomes, with our Total Recordable Injury Frequency Rate (TRIFR) reducing by 32% versus FY25, and a strong increase observed in our employee safety observations. This stands in testament to the commitment of our teams to ensuring that safety is the highest priority in our workplaces.

Respecting human rights and promoting responsible labour practices throughout our operations and supply chain remain important priorities for Ansell. Through our Labour Standards Management Framework in our manufacturing operations and our Supplier Management Framework (SMF) in our supply chain, we continue to strengthen oversight, identify and address labour rights risks, and support improvements in working conditions for workers. During FY26, we saw improvement in the performance ratings of our in-scope finished goods and raw materials suppliers, with 64% of suppliers who were onboarded in FY25, moving from C ratings to either an A or B after one year. Our operational labour rights programs also continued to evolve during the year, with a focus on strengthening governance, monitoring and accountability across our manufacturing sites.

CHIEF EXECUTIVE OFFICER'S REVIEW CONTINUED

The issues identified at our supplier Mediceram underscore both the importance of vigilance and the challenges that can arise within complex supply chains, and it's important to address this directly. The experience has strengthened our resolve to continue enhancing our human rights due diligence processes. Our SMF already covers the vast majority of our suppliers and we are further increasing oversight of smaller suppliers, particularly where geographic, workforce or other risk factors warrant closer attention. These actions will further strengthen oversight, accountability and worker protections across our value chain.

We continue to make progress towards our goal of achieving net zero emissions across our value chain by 2045. Our scope 1 and 2 greenhouse gas emissions are now 36% lower than our FY20 base year, due to a combination of reduced production as we made targeted adjustments to inventory levels, improved energy efficiency and greater use of renewables. Renewable electricity now represents 58% of our total electricity consumption with 9 of our 14 plants at 100%.

Water stewardship remains an important focus for Ansell, reflecting the critical role water plays in our manufacturing operations. Challenges with implementing water recycling processes mean we have now adopted a revised water target – to maintain absolute water withdrawals at or below FY20 levels through to FY30, even as production volumes grow. This updated target reflects evolving operational conditions while reinforcing our commitment to responsible water management, improved water efficiency and sustainable growth.

Lastly, our R&D teams continue to focus on reducing the environmental impact of our products, through using sustainable raw materials and packaging, reducing energy and water consumption in our manufacturing processes, and increasing product durability and lifespan. This year 90% of new and updated products were designed with reduced environmental impact, including our recently launched TouchNTuff™ 93-800, a breakthrough single use glove designed to deliver at least 15 minutes of acetone resistance, which is made from at least 60% bio-based carbon.

Strategic Priorities

My first few months as CEO have shown me that Ansell is a company with strong foundations, and our FY26 financial results are proof of this. My focus as we move forward will be to accelerate profitable sales growth and enhance our customer centricity. We will do this through a program of commercial excellence that enhances the value we bring to our customers, through prioritising growth in our most attractive markets, and achieving a level of operational excellence that simplifies our business and enhances our ability to meet our customer needs at scale.

We are already seeing progress with these strategies. Ansell has some of the PPE industry's leading brands with strong reputations for innovation, quality and performance. Over time we have been focusing investment behind our largest, most profitable brands that are most valued by our customers.

Our top five brands, representing 58% of our total sales, grew at 1.2 times the rate of the total group in FY26, while also contributing to better margins. Moving forward we will work to simplify our brand portfolio to further enhance its relevance to our customers.

The US is our largest market and central to our plans to accelerate profitable growth. We saw increasing momentum in the US as the year progressed with sales growing at 1.8 times the rate of the total group, with the strongest growth in premium industrial and scientific market segments. This success is built on the strength of our end user partnerships, which afford us rare insights into the complex safety problems of our key customers and enable us to provide tailored solutions that meet their specific objectives.

One such example is our partnership with Amazon, who over the past few years had been dealing with a significant number of hand impact injuries across its warehouse network.

My focus as we move forward will be to accelerate profitable sales growth and enhance our customer centricity.

Existing impact protection solutions were too heavy and cumbersome, so we developed a new, lightweight impact protection glove under the Ringers™ brand which has contributed to a 65% reduction in hand impact injuries in the Amazon sites where it has been deployed.

We have also had success with key operational excellence initiatives, with our Accelerated Productivity Investment Program announced in 2023 achieving its $50m recurring pre-tax savings target on schedule in FY26. As we move forward we will pursue an ongoing program of customer centric simplification that will optimise our product and brand portfolios, our supply chain and our ways of working.

Looking Forward

We enter the 2027 financial year from a position of strength. While we continue to operate in an uncertain external environment, we have real and genuine momentum and a great platform upon which to grow.

I am proud of the results we have been able to achieve in FY26 and excited about the opportunity in front of us. My thanks go to the over 15,000 Ansell employees who helped deliver our strong performance in FY26 and warmly welcomed me into our company. I look forward to what we can achieve together in FY27 and beyond.

Nathalie Ahlström
Managing Director and Chief Executive Officer

OUR STRATEGIC PRIORITIES

Strategic priorities

Increased customer centricity

Accelerated profitable growth

Three levers: two growth and one funding

Growth lever

Commercial excellence

Strengthening partnerships with key distributors and end users while enhancing commercial capabilities and elevating key brands to drive increased customer value and growth.

Growth lever

Focus on strategic markets

Increasing investment in geographies and verticals where customers place higher value on our differentiated safety solutions, and the profitable growth potential is most significant.

Funding lever

Operational excellence

Enabling and funding our growth ambitions through business simplification and optimisation initiatives aligned to the needs of our customers.


Ansell

FINANCIAL PERFORMANCE

Basis of Preparation

Currency Reporting

The US Dollar is the predominant global currency of Ansell's business transactions and the currency in which the Group's operations are managed and reported. Non-US Dollar values are included in this report where appropriate.

Non-IFRS measures

Ansell's financial results are reported under International Financial Reporting Standards (IFRS). Certain non-IFRS measures are presented in this report to enable understanding of the performance of Ansell without the impact of non-trading items and foreign currency. Non-IFRS measures have not been subject to audit or review. The non-IFRS measures are defined as follows and apply throughout this report:

- **Constant Currency** – the presentation of Constant Currency information is designed to facilitate comparability of reported earnings by restating the prior period's results at the exchange rates applied in determining the results for the current period. This is achieved by analysing and estimating, where necessary, revenue and cost transactions by underlying currencies of our controlled entities. These transactions are converted to US dollar at the average exchange rates applicable to the current period on a month by month basis (**Currency Effect**). In addition, the profit and loss impact of net foreign exchange gains/losses is excluded from the current and prior year's results (**Net Exchange Loss**). The principles of Constant Currency reporting and its implementation are subject to oversight by the Audit and Compliance Committee of the Board.
- **Organic Constant Currency** – compares the current period's performance to the prior period's results on a Constant Currency basis (as defined previously), excluding Significant Items and normalising for the effects of acquisitions, divestments, and business exits (as defined on page 17).
- **Adjusted Sales Growth** – defined as sales growth on an Organic Constant Currency basis adjusted to exclude the impact of temporary order patterns from both FY25 sales and FY26 sales. Temporary order patterns included:
  - **FY25:** ~$10m of Industrial sales from customers increasing safety stocks of the Ringers™ R840 (Mechanical).
  - **FY25:** ~$17m of Healthcare sales from the fulfilment of Surgical orders unable to be shipped in FY24 due to Red Sea disruptions.
  - **FY26:** ~$15m of Healthcare sales from customers increasing inventories of Exam/Single Use products ahead of price increases related to cost inflation from the Middle East conflict.
- **GPADE** – defined as Gross Profit After Distribution Expenses. Gross Profit means sales less cost of goods sold.
- **SG&A** – defined as Selling, General and Administration expenses excluding Significant Items.
- **Significant Items** – defined as income or expense items that are unusual or infrequent, also known as non-recurring. See Note 3(b) Significant Items of the Group's audited FY26 Financial Statements.
- **Statutory EBIT** – defined as Profit before net financing costs and income tax expense.
- **Adjusted EBIT** – defined as Statutory EBIT excluding Significant Items.
- **Adjusted EBIT or GPADE Margin** – defined as Adjusted EBIT or GPADE as a percentage of sales.
- **Adjusted Profit Attributable** – defined as Profit Attributable excluding Significant Items and related tax impacts.
- **Adjusted Effective Tax Rate** – calculated excluding Significant Items. $2.2m income tax expense for FY26 is attributable to Significant Items (FY25: income tax benefit of $16.6m).
- **Adjusted EPS** – defined as Earnings Per Share (EPS) excluding Significant Items and related tax impacts.
- **Net Debt to Adjusted EBITDA** – calculated as net debt divided by Adjusted EBITDA. Net debt comprises interest bearing liabilities and lease liabilities less cash at bank and short-term deposits. Adjusted EBITDA comprises profit before net financing costs, income tax, depreciation and amortisation, and excludes Significant Items.

Comparative Year – FY25 Organic Constant Currency Reconciliation

The purpose of this reconciliation is to adjust the FY25 comparative results for:

- the impact of foreign currency movements (**Currency Effect** and **Net Exchange Loss**), as defined on page 16, and
- to exclude the contribution from the product group exited and no longer sold in FY26 (**Exited Product Group**).

These are designed to facilitate comparability of reported earnings with current year performance on a like-for-like basis.

	Healthcare	Industrial	Unallocated	Group
Prior Period Sales				
Statutory Sales	$1,104.7m	$898.6m	-	$2,003.3m
Less Exited Product Group	($5.0m)	($6.3m)	-	($11.3m)
Remove Currency Effect	$21.5m	$25.1m	-	$46.6m
Organic Constant Currency Sales	**$1,121.2m**	**$917.4m**	**-**	**$2,038.6m**
Prior Period EBIT				
Statutory EBIT				$183.9m
Remove Significant Items				$98.2m
Adjusted EBIT	$141.9m	$155.5m	($15.3m)	$282.1m
Less Exited Product Group	$0.6m	-	-	$0.6m
Remove Currency Effect	$1.0m	$8.3m	($0.7m)	$8.6m
Remove Net Exchange Loss	$0.5m	$0.4m	-	$0.9m
Organic Constant Currency EBIT	**$144.0m**	**$164.2m**	**($16.0m)**	**$292.2m**
Prior Period Profit Attributable				
Statutory Profit Attributable				$101.6m
Remove Significant Items				$81.7m
Adjusted Profit Attributable				$183.3m
Less Exited Product Group				$0.5m
Remove Currency Effect				$6.2m
Remove Net Exchange Loss				$0.7m
Organic Constant Currency Profit Attributable				**$190.7m**
Organic Constant Currency Adjusted EPS				**131.2¢**

FINANCIAL PERFORMANCE CONTINUED

Group Income Statement

	FY26	FY25	Growth %	Organic Constant Currency Growth %
Sales	**$2,140.2m**	**$2,003.3m**	**6.8%**	**5.0%**
Adjusted EBIT	**$321.9m**	**$282.1m**	**14.1%**	**14.9%**
Adjusted EBIT Margin	**15.0%**	**14.1%**		
Significant Items	**($1.4m)**	($98.2m)	(98.6%)	N/A
Net Interest	**($40.9m)**	($40.0m)	2.3%	1.5%
Taxes	**($70.0m)**	($40.3m)	73.7%	21.5%
Adjusted Effective Tax Rate	***24.1%***	*23.5%*		
Minority Interests	**($1.0m)**	($2.0m)	(50.0%)	(52.4%)
Profit Attributable	**$208.6m**	**$101.6m**	**105.3%**	**16.5%**
EPS	**146.0¢**	**69.9¢**	**108.9%**	**N/A**
Adjusted EPS	**148.6¢**	**126.1¢**	**17.8%**	**18.5%**
Dividend	**68.10¢**	**50.20¢**	**35.7%**	**N/A**

	FY26				FY25				Organic Constant Currency Growth %			
	Healthcare	Industrial	Unallocated	Group	Healthcare	Industrial	Unallocated	Group	Healthcare	Industrial	Unallocated	Group
Revenue	**$1,192.9m**	**$947.3m**	**-**	**$2,140.2m**	$1,104.7m	$898.6m	-	$2,003.3m	6.4%	3.3%	-	5.0%
Adjusted EBIT	**$170.7m**	**$170.6m**	**($19.4m)**	**$321.9m**	$141.9m	$155.5m	($15.3m)	$282.1m	23.5%	7.9%	21.3%	14.9%
Adjusted EBIT Margin	**14.3%**	**18.0%**	**N/A**	**15.0%**	12.8%	17.3%	N/A	14.1%	+207bps	+81bps	N/A	+135bps

Sales

FY26 sales were $2,140.2m, representing growth of 5.0% on an Organic Constant Currency basis, improving to Adjusted Sales Growth of 5.7%. On a reported basis, sales increased 6.8%, supported by favourable FX. Sales growth was supported by strong momentum in strategic markets, including the scientific vertical where Cleanroom sales grew 10% on an Adjusted Sales Growth basis, and the US where sales grew 10% on an Adjusted Sales Growth basis.

Adjusted EBIT

FY26 Adjusted EBIT was $321.9m, representing an increase of 14.1% on a reported basis and 14.9% on an Organic Constant Currency basis.

Organic Constant Currency EBIT growth was driven by higher sales, improved GPADE Margin from increased sales of products in higher margin market segments, increased KBU synergies, and improved supply chain productivity. Adjusted EBIT margin increased to 15.0%, up from 14.1% in FY25.

The overall impact of foreign exchange on FY26 Adjusted EBIT was moderately unfavourable versus FY25. Underlying foreign exchange movements were positive, driven by positive movement in the EUR partially offset by adverse movements in the MYR and THB. However, this was more than offset by the increased loss on hedge contracts, primarily on the EUR.

Net Interest Expense

Net interest expense was $40.9m in FY26, largely in line with FY25. Refer to the 'Net Debt' commentary on page 19 for further detail.

Tax Expense

The Adjusted Effective Tax Rate was 24.1% in FY26, a moderate increase versus the 23.5% recorded in FY25 primarily due to a higher proportion of earnings generated in higher-tax jurisdictions and recognition of a top-up tax under the Pillar Two Model Rules.

Significant Items

FY26 Significant Items comprised ERP system upgrade costs associated with the Accelerated Productivity Investment Program of $10.7m and legal costs associated with the shareholder class action, partially offset by the recognition of US tariff refund receivables of $12.1m.

Since FY24, the Group has continued its program to unify ERP systems across the organisation. During FY26, activities focused on building and testing upgraded ERP systems ahead of implementations in commercial entities, planned to commence with North America in FY27.

Further details are provided in Note 3(b) Significant Items of the Group's audited FY26 Financial Statements.

Group Statement of Financial Position

	FY26	FY25	$ Change	% Change
Inventories	$501.2m	$584.7m	($83.5m)	(14.3%)
Trade receivables	$249.0m	$212.4m	$36.6m	17.2%
Trade payables	($217.8m)	($238.9m)	$21.1m	(8.8%)
Net working capital	**$532.4m**	**$558.2m**	**($25.8m)**	**(4.6%)**
Property, plant and equipment	$376.0m	$377.2m	($1.2m)	(0.3%)
Intangible assets	$1,654.6m	$1,655.5m	($0.9m)	(0.1%)
Other assets/liabilities	($30.3m)	($38.0m)	($7.7m)	(20.3%)
Capital employed	**$2,532.7m**	**$2,552.9m**	**($20.2m)**	**(0.8%)**
Net debt	**($510.6m)**	**($570.2m)**	**$59.6m**	**(10.5%)**
Total equity	**$2,022.1m**	**$1,982.7m**	**$39.4m**	**2.0%**

Working Capital

Inventory decreased by $83.5m in FY26, primarily attributable to continued inventory management initiatives, including optimisation of safety stock levels and inventory holdings. This resulted in a slight improvement in inventory turns compared with FY25.

Collections of trade receivables remained strong in FY26 with the ageing profile at year end largely consistent with FY25. 94% of gross trade receivables were within agreed credit terms, in line with FY25.

The decrease in trade payables was primarily attributable to lower purchases from outsourced finished goods suppliers, which were elevated at the end of FY25 ahead of US tariff increases.

Net Debt

	FY26	FY25	$ Change	% Change
Interest bearing liabilities	$657.2m	$698.9m	($41.7m)	(6.0%)
Cash at bank and short-term deposits	$246.0m	$235.4m	$10.6m	4.5%
Net interest bearing liabilities	**$411.2m**	**$463.5m**	**($52.3m)**	**(11.3%)**
Lease liabilities	$99.4m	$106.7m	($7.3m)	(6.8%)
Net debt	**$510.6m**	**$570.2m**	**($59.6m)**	**(10.5%)**

Net debt at 30 June 2026 was $510.6m, a decrease of $59.6m compared to 30 June 2025. Net Debt to Adjusted EBITDA was 1.3x for FY26 (FY25: 1.6x).

The Group maintains strong liquidity with $752.4m of undrawn debt facilities and cash at 30 June 2026. The drawn debt profile has an average maturity tenor of approximately 5.5 years.

As at 30 June 2026, the average interest rate on interest bearing liabilities was 4.7% (FY25: 4.4%), with 65% (FY25: 63%) of debt facilities at fixed interest rates.

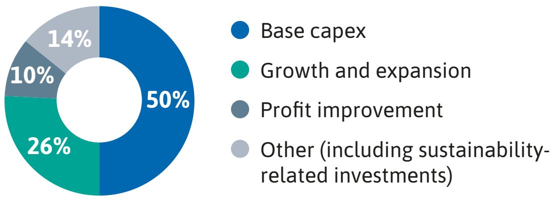
Group Cash Flow

	FY26	FY25	$ Change	% Change
Net receipts from operations	**$441.1m**	$278.1m	$163.0m	58.6%
Net cash provided by operating activities	**$388.6m**	$239.3m	$149.3m	62.4%
Net cash used in investing activities	**($59.3m)**	($703.3m)	$644.0m	(91.6%)
Net cash used in financing activities	**($322.7m)**	($216.0m)	($106.7m)	49.4%
Net increase/(decrease) in cash and cash equivalents	**$6.6m**	($680.0m)	$686.6m	(101.0%)

Net cash provided by operating activities increased compared to FY25, driven by higher sales and earnings and reduced Significant Items. Operating cash flow also benefitted from improved working capital, primarily from lower inventory, and the absence of KBU transaction and integration costs incurred in FY25.

Net cash used in investing activities was significantly lower than FY25, which included the $635.1m payment for the KBU acquisition. Capital expenditure was also lower year on year following completion of the greenfield India surgical facility. Net cash used in financing activities was $322.7m which included $118.4m in costs from the share buyback program.

FY26 Capex by Category



Capital Investment Projects

FY26 capital expenditure was lower than FY25 following completion of the greenfield India surgical facility. Ansell continues to make capital investments to further its long-term strategic objectives, including:

- Expanded manufacturing capacity;
- Site improvements and productivity enhancements, including investments in automation; and
- Sustainability-related initiatives, including investments in solar power installations and wastewater management systems.

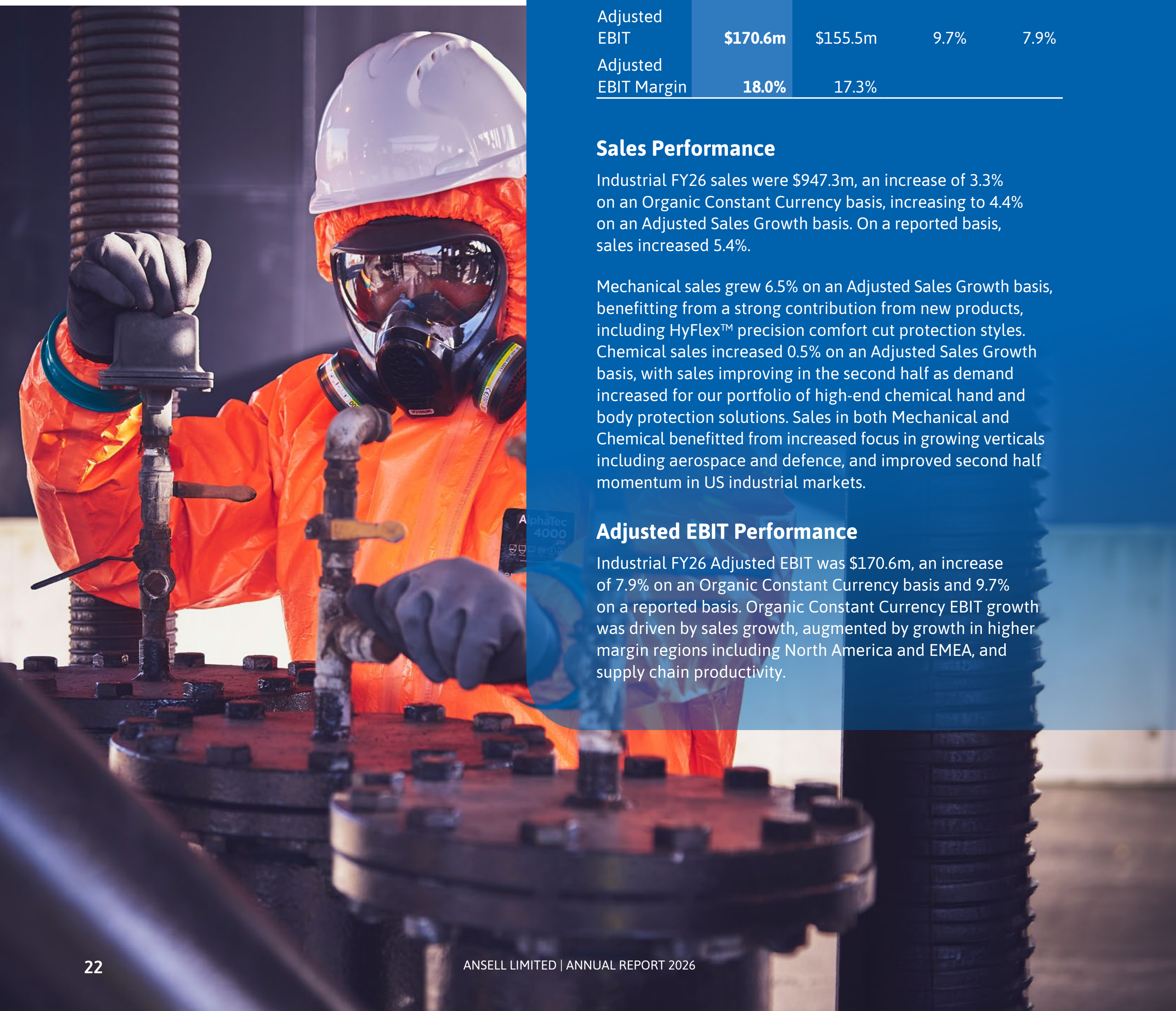

AlphaTec
3000

INDUSTRIAL SEGMENT

The Industrial Segment manufactures and markets high-performance hand, eye and chemical protective clothing solutions for a wide range of industrial applications.

Ansell protects workers in industries including automotive, chemical, metal fabrication, machinery and equipment, food, construction, mining, oil & gas, utilities, logistics and first responders.

HyFlex™ AlphaTec™ ACTIVARMR™ RINGERS GLOVES EDGE™ KLEENGUARD®



Financial Summary

	FY26	FY25	Growth %	Organic Constant Currency Growth %
Sales	**$947.3m**	$898.6m	5.4%	3.3%
Adjusted EBIT	**$170.6m**	$155.5m	9.7%	7.9%
Adjusted EBIT Margin	**18.0%**	17.3%		

Sales Performance

Industrial FY26 sales were $947.3m, an increase of 3.3% on an Organic Constant Currency basis, increasing to 4.4% on an Adjusted Sales Growth basis. On a reported basis, sales increased 5.4%.

Mechanical sales grew 6.5% on an Adjusted Sales Growth basis, benefitting from a strong contribution from new products, including HyFlex™ precision comfort cut protection styles. Chemical sales increased 0.5% on an Adjusted Sales Growth basis, with sales improving in the second half as demand increased for our portfolio of high-end chemical hand and body protection solutions. Sales in both Mechanical and Chemical benefitted from increased focus in growing verticals including aerospace and defence, and improved second half momentum in US industrial markets.

Adjusted EBIT Performance

Industrial FY26 Adjusted EBIT was $170.6m, an increase of 7.9% on an Organic Constant Currency basis and 9.7% on a reported basis. Organic Constant Currency EBIT growth was driven by sales growth, augmented by growth in higher margin regions including North America and EMEA, and supply chain productivity.

New Product Development Highlights

HyFlex™ 11-594

Ultra-lightweight cut protection glove

Cut protection glove with AEROFIT™ technology offering a second-skin fit for exceptional comfort and tactile control.

Ringers™ R570

Light duty impact-resistant glove

Providing reliable impact and cut protection in a lightweight, flexible design that ensures comfort throughout the day, boosting productivity and reducing costs.

AlphaTec™ 58-835

High-end chemical protective glove with cut protection

Providing combined chemical and cut protection, comfort and durability for workers exposed to chemical hazards and handling sharp objects in a wide range of manufacturing industries.

HEALTHCARE SEGMENT

The Healthcare Segment manufactures and markets innovative solutions for a wide range of customers, including hospitals, surgical centres, dental surgeries, veterinary clinics, first responders, manufacturers, auto repair shops, chemical plants, laboratories and life science & pharmaceutical companies.

The portfolio includes surgical gloves and other operating room consumables, single use and examination gloves[1], and cleanroom products including clean and sterile gloves, garments, and consumables.

MICROFLEX TouchNTuff MICRO-TOUCH GAMMEX ENCORE BioClean KIMTECH

Financial Summary

	FY26	FY25	Growth %	Organic Constant Currency Growth %
Sales	**$1,192.9m**	$1,104.7m	8.0%	6.4%
Adjusted EBIT	**$170.7m**	$141.9m	20.3%	23.5%
Adjusted EBIT Margin	**14.3%**	12.8%		

Sales Performance

Healthcare FY26 sales were $1,192.9m, an increase of 6.4% on an Organic Constant Currency basis, improving to Adjusted Sales Growth of 6.7%. On a reported basis, sales increased 8.0%.

Exam/Single Use sales grew 5.6% on an Adjusted Sales Growth basis, with higher growth in industrial and scientific end markets with more complex protection needs. Surgical sales increased 6.4% on an Adjusted Sales Growth basis, driven by higher demand for synthetic products. Cleanroom sales increased 10.0% on an Adjusted Sales Growth basis, with momentum increasing significantly in the second half, particularly in the US, supported by increased demand for clean and sterile products used in the production of pharmaceuticals, medical devices and semi-conductors.

Adjusted EBIT Performance

Healthcare FY26 Adjusted EBIT was $170.7m, an increase of 23.5% on an Organic Constant Currency basis and 20.3% on a reported basis. Organic Constant Currency EBIT growth was attributable to higher sales, accelerated growth in higher margin Cleanroom solutions, and supply chain productivity.

1. Includes single use gloves for industrial and laboratory applications and examination gloves for healthcare professionals

New Product Development Highlights

TouchNTuff™ 93-800

Nitrile disposable glove

The first disposable glove to be resistant to acetone for at least 15 minutes, providing superior protection against acetone exposure and enhanced resistance to other harsh chemicals for workers in a wide range of industrial environments.

Kimtech™ Polaris™

Nitrile disposable glove

Delivering superior comfort and the highest level of chemical protection in the Kimtech™ portfolio. Designed for use in laboratories and manufacturing of pharmaceuticals and medical devices.

Kimtech™ G3 EVT Prime

White nitrile cleanroom glove

Providing excellent process control in all non-sterile cleanroom applications.

FY27 OUTLOOK

While global macroeconomic conditions remain uncertain, we anticipate Constant Currency sales growth from both higher volumes and pricing actions completed in FY26. Growth will be prioritised in strategic markets, including the US, and high growth verticals including scientific and select industrial segments.

Earnings growth is expected from profitable sales growth, enabled by our focus on commercial excellence, augmented by productivity improvements from operational excellence initiatives.

SUSTAINABILITY AMBITIONS AND TARGETS

As we work towards our long-term 2045 Sustainability Action Plan ambitions, we continued to deliver progress during FY26. Across our priority areas of People, Planet and Product, we strengthened safety and employee engagement, advanced responsible business practices throughout our value chain, reduced environmental impacts through decarbonisation and resource efficiency initiatives, and further embedded sustainability into product design and innovation. Refer to Ansell's Environmental, Social & Governance Report for more information.

People

We believe in fostering a culture of safety, wellbeing and belonging. Our workplaces champion inclusion and equal opportunity, benefiting our people and the local communities where we operate.

	Ambition	FY26 Progress	FY26 Actions	Material Topic
Safe and respectful workplaces	12% reduction of Total Recordable Injury Frequency Rate (TRIFR) by FY30 (from FY25 base year)[1]	32% reduction in TRIFR to 0.543 (from 0.795 in FY25)	• This year, we updated both our TRIFR and safety observations targets, reflecting changes in internal strategy and improved safety performance in the last year. • We exceeded our updated safety observation target reflecting increased individual employee participation to enhance early risk detection. • Further strengthened our zero harm ambition through Ansell-wide initiatives including actions on identifying risks and implementing control procedures with a focus on hand safety, improving quality and frequency of safety reporting at department level and rolling-out our People Engagement Programme as part of the next phase of our Zero-On initiative. • Delivered via our new People Engagement Programme, 18 training sessions, reaching over 1,000 employees, equivalent to 2,376 total training hours, exceeding our FY25 training records and demonstrating significant progress in capability building and a strong commitment to operational excellence and safety.	Health and safety
	Achieve a minimum of 150 safety observations per 100 employees annually to mitigate unsafe conditions and acts	570 safety observations per 100 employees		
	Building an inclusive workplace by offering trainings on equal opportunity principles and awareness campaigns, as well as measuring progress and reporting on the global percentage of women in leadership positions	In the FY26 engagement survey that focused on the professional population, the question *"I feel like I belong at Ansell"* increased from 71% in FY25 to 74% in FY26	• Conducted our engagement survey for professional employees, which showed that engagement increased for the third consecutive year in this population and saw positive movement across the majority of survey items.	Belonging and inclusion
	Year-on-year progress in implementing 60-hour workweeks across all Ansell plants[2]	Continued focus on implementation	• Continued rollout of the 60-hour workweeks standard in phases at plants, including rollout to our Shah Alam plant in June 2026. • Launched a third-party operated hotline at our Thailand plant related to grievance mechanisms. • Transitioned to Worldwide Responsible Accredited Production (WRAP) audits with 11 out of 14 plants completing their first WRAP audits and 80% of the non-compliances identified closed. • Progress on suppliers rated A or B reflects an expanded assessment population and newly introduced verification standards. 15 raw material suppliers onboarded in FY25, 6 of which underwent WRAP audits for the first time, and completed their first rated assessment in FY26, having been given time to undergo training and prepare for audits. • Engaged with WRAP to deliver focused training programmes for selected suppliers to strengthen their understanding of WRAP Principles and support effective audit preparation and implementation as suppliers are newly onboarded to the Supplier Management Framework (SMF).	Labour rights
	100% of direct suppliers meet Ansell's labour, health and safety standards for decent work for their employees by FY27[3]	90% in FY26 of finished goods suppliers are rated A or B (90% in FY25) 81% in FY26 of in-scope raw material suppliers are rated A or B (85% in FY25)[4]		
Supporting communities	Investing in the communities where we operate through sustained financial and product donations, disaster relief and meaningful employee volunteerism – with year-on-year growth in participation and impact, reported annually	1,320 total volunteer hours 5,239,620 pairs of special-edition gloves sold, with proceeds from sales donated	• Launched Ansell Hearts & Hands, our community engagement strategy designed to bring employees together to create meaningful impact. Through Hearts & Hands, employees contributed volunteer hours and donated monetary rewards earned through volunteer service to 103 different causes. • Supported on-the-ground disaster relief following Cyclone Ditwah in Sri Lanka, including donations totalling over US$100,000 and furthered our long-term glove charitable programmes. • Donated proceeds from special-edition gloves sold to the Stars Foundation – an organisation empowering Aboriginal and Torres Strait Islander girls with education, wellbeing and leadership mentoring programmes.	Community

1. TRIFR target baseline has been updated to FY25 TRIFR of 0.795.
2. The maximum 60-hour workweeks for operational employees, including regular working hours and voluntary overtime, is informed by the International Labour Organization (ILO) standards on hours of work and weekly rest, and the Ethical Trade Initiative (ETI) Base Code 6.
3. Suppliers that are in-scope are direct finished goods and raw material suppliers managed by Global Sourcing, and excludes speciality, non-glove products.
4. Current year performance excludes new raw material suppliers who have been onboarded on to our SMF in FY26 and are at earlier stages of their compliance journey, requiring time to schedule audits, implement corrective actions and complete verification audits. Newly onboarded raw material supplier ratings will be reported in FY27.

SUSTAINABILITY AMBITIONS AND TARGETS CONTINUED

Planet

We recognise the urgent need to act for the future of the planet. Across our value chain, we aim to reduce impacts on climate, energy and emissions, water, waste and biodiversity.

	Ambition	FY26 Progress
Accelerating decarbonisation	**NET ZERO TARGET – Net zero GHG emissions across the value chain by FY45** **Related gross target** • Reduce absolute Scope 1 and Scope 2 emissions by 90% by FY40 (from a FY20 base year)[1] • Reduce absolute Scope 3 GHG emissions by 90% by FY45 (from a FY22 base year)[1]	Decreased Scope 1 and Scope 2 GHG emissions totalling 36% reduction in FY26 from FY20 base year, and 21% reduction in FY26 compared to FY25[2]
	Milestones or interim targets • Reduce absolute Scope 1 and Scope 2 GHG emissions by 42% by FY30 (from FY20 base year)[1] • Reduce absolute Scope 3 GHG emissions from fuel- and energy-related activities and end-of-life treatment of sold products by 25% by FY30 (from FY22 base year)[1] • 90% of suppliers by spend covering purchased goods and services and upstream transportation and distribution have science-based emissions targets in place by FY30	Decreased absolute Scope 3 GHG emissions by 15% from FY22 base year[2] 13% of suppliers by spend (23 suppliers) have science-based targets Decreased absolute GHG emissions from fuel- and energy-related activities and end-of-life treatment of sold products (Scope 3) by 22% in FY26 from FY22 base year
	Initiatives contributing to targets • Certify all manufacturing plants to ISO 50001 Energy Management Systems by FY28 • Product stewardship initiatives, including reduced environmental impact product design and recyclable, reusable or compostable packaging (refer to Product section below)	Achieved ISO 50001 certification at 9 of 14 manufacturing plants (FY25: 7)
	RENEWABLE ELECTRICITY TARGET – Source 100% renewable electricity in plants by FY40, with a mid term target of 60% renewable electricity by FY30 **Initiatives contributing to targets** • Investments in renewable electricity sources, including renewable grid electricity, solar PV systems, I-RECs, Power Purchase Agreements and ISO 50001	58% of electricity used in plants is renewable Maintained 9 out of 14 plants consuming 100% renewable electricity
Conserve natural resources	Reduce water withdrawals by 35% by FY27 (from FY20 base year)[3]	2% decrease in water withdrawals from baseline (FY20)
	Achieve Zero Waste to Landfill (ZWL) for all manufacturing plants	Zero Waste to Landfill certification at 12 out of our total of 14 manufacturing plants
	Improve environmental stewardship to reduce impacts on natural resources	95% of biomass used to fuel hot water generators at our Sri Lanka and Thailand plants is certified[5]

Product

We believe in producing products that meet the highest standards of safety and quality, reimagining what is possible through innovative research and design, creating solutions that benefit our customers, and minimise social and environmental impact.

	Ambition	FY26 Progress
Materials and product innovation	Design 80% of new and updated products with reduced environmental impact by FY26[6]	90% of new and updated products designed with reduced environmental impact (80% in FY25)
	100% of packaging material is recyclable, reusable or compostable by FY26[7]	99% of Industrial packaging[7] is recyclable, reusable or compostable (99% in FY25) 100% of Healthcare packaging[7] is recyclable, reusable or compostable (100% in FY25)

1. In line with SBTi Corporate Net-Zero Standards and Guidance. Refer to Section 5.7 and Appendix 1 and 3 of the Group's FY26 Sustainability Report for detail on Scope 1 and Scope 2. Scope 1 and Scope 2 FY20 base year 281,661 tCO_2e. Scope 3 FY22 base year 878,947 tCO_2e (base year recalculation following the KBU acquisition is in progress with SBTi and will be reported in FY27).
2. During FY26, certain office and warehouse lease emissions were reclassified from Scope 3 to Scope 2 following an emissions boundary assessment. FY26 Scope 2 and FY25 Scope 3 values reflect this change. The Scope 2 and Scope 3 base years have not been restated, as the impact was below the 5% significance threshold.
3. Ansell Seremban had already achieved Ansell's RO water usage target at acquisition and is therefore excluded from FY20 baseline and FY26 water withdrawal metrics.
4. Excludes India plant, which is at initial stages of production with one production line operationalised in FY26 contributing 2% of the Group's FY26 waste.
5. Certified under the Sustainable Produced Fuel Wood Certification Standard (SLS 1551:2016) at Ansell Lanka and the BECIS Responsible Sourcing Criteria (BRSC) at Ansell Thailand.

FY26 Actions	Material Topic
• Decrease in Scope 1 and 2 GHG emissions is primarily due to decrease in volume as we made targeted adjustments to inventory levels, which also resulted in 16% decrease in energy consumption. We also continued our focus on renewable energy initiatives, as outlined below, leading to an increase in renewables in our energy mix to 55% (from 50% in FY25). • Continued executive engagement, SBTi training and supplier progress reviews, while newly expanding supplier participation in the CDP Supply Chain Program to support improved emissions data and target-setting practices. Additionally, 29 suppliers have formally submitted their commitments to SBTi, for a total of 42% of suppliers by spend with SBTi-validated targets and/or commitments. • Continued the rollout of ISO 50001 Energy Management Systems across manufacturing plants, supporting additional facilities to achieve certification while strengthening energy management practices at existing certified sites. • Expanded renewable energy and low-carbon energy solutions across operations by increasing participation in Malaysia's Green Electricity Tariff (GET) programme, securing long-term I-RECs through a renewable electricity contract in Thailand, and installing a new biomass-powered hot water generator at the Ansell Thailand plant.	Energy and Emissions
• Decrease is primarily due to reduced volume, while increased intensity to 2.44 m^3 per thousand production units (from 2.19 in FY25) is due to operational changes, such as fixed load impact, running trials and post process changes. We also observed improved efficiency practices at Ansell Lanka, Thailand and India, which contributed to the decrease in absolute water withdrawals. • Launched one production line at our India plant, our first Zero Liquid Discharge plant, with reverse osmosis (RO) system recycling up to 80% of wastewater generated, saving approximately 110,000 m^3 of water year-to-date. • The FY27 target guided Ansell's water stewardship efforts over recent years. Based on progress to date and evolving operational conditions, Ansell has established a new FY30 target to maintain absolute water withdrawals at or below the FY20 baseline, even as production volumes grow. This revised target reflects the company's current operating context while maintaining a strong focus on responsible water stewardship and improving water efficiency as the business expands.	Water
• Maintained ZWL certification for all 12 plants in operation when this goal was established, with remaining 2 plants working towards the goal. • Ansell plants diverted 98.52% of waste generated from going to landfill, a slight decrease from FY25 (99.81%) after the inclusion of Ansell Seremban in the reporting scope[4], while ZWL certified plants maintained landfill diversion exceeding 99% with 99.54% landfill diversion in FY26. • Seremban achieved a waste to landfill diversion rate of above 99% from the second half of FY26, meaning the site is on track to achieve full ZWL certification in FY27.	Waste
• Completed the certification of biomass sourced at our Thailand plant against the BECIS Responsible Sourcing Criteria (from 33.1% in FY25). • Slight decrease in % of certified biomass sourced in Sri Lanka is due to delayed renewal of certification by suppliers in time for the reporting cut-off.	Biodiversity

FY26 Actions	Material Topic
• Launched TouchNTuff™ 93-800, our first single-use glove made from at least 60% bio-based carbon, a renewable raw material, with a TÜV certified[8] formulation and recognised with the 2026 SEAL Business Sustainability Award for Sustainable Product. • Introduced updates to the AlphaTec™ 58 and 53 Series chemical glove. Transitioned from virgin nylon liners to liners made from 100% recycled polyester (rPET), delivering a minimum 20% recycled content per glove. By adopting our upgraded Ansell Grip Technology™, we remove non-renewable components from its manufacturing process, allowing water used in the manufacturing process to be recycled through our on-site reverse osmosis facility. • Introduced the new HyFlex™ Sustainable Cut Resistance Series. The series uses over 50% recycled polyester recovered from post-consumer standard plastic bottles (PET bottles)[9] and reduces carbon footprint by 40–59% compared to similar gloves[10]. • We've added select Microflex™ and TouchNTuff™ gloves and AlphaTec™ coveralls by expanding recycling capabilities of our third-party partners in the RightCycle™ Program across North America and Europe, covering 290 unique sites across 254 end-users, and resulting in a 17% increase of from FY25 of 531 metric tonnes diverted. • We are on track to achieve 100% recyclable, reusable or compostable packaging for our Industrial hand protection styles by FY27. We are finalising materials and manufacturing capabilities to replace laminated paper and plastic U-cards with recyclable polyethylene bags and compliance inserts, selected to maintain quality and avoid contamination risks associated with paper band alternatives, for 7 Industrial hand protection styles. Due to be completed by FY27, these initiatives will enable Ansell to achieve our target.	Product stewardship and innovation

6. Performance is measured according to D4S principles, only applicable for projects active in the reporting period, when compared with gloves of a similar make.
7. Applies to Industrial and Healthcare hand protection styles included in the project scope. Excludes packaging required to meet specific industry requirements that may not be recyclable.
8. TÜV Austria OK biobased Class 3 certification, indicating a biobased carbon content of ≥60% and <80%.
9. % represents minimum recycled content in the final product. Based on size 9, one pair contains the equivalent of 1.21, 1.55 and 1.48 standard 500ml PET bottles for styles 11-752, 11-762 and 11-772, respectively.
10. Based on comparative Life Cycle Assessment (LCA) of the new product and standard Ansell PU gloves with an equivalent level of protection. The assessment was conducted in accordance with ISO 14040:2006 and ISO 14044:2006 and underwent an independent critical review by a qualified external reviewer.

BOARD OF DIRECTORS

Nigel D Garrard
Chair
BEcon (Adelaide), CA
Resident of Australia

Appointed Non-Executive Director in March 2020, and Chair in October 2023.

Chair of the Governance Committee and Share Buyback Sub-Committee and member of the Human Resources Committee and M&A Sub-Committee.

Current Directorships: Chair of ALS Limited (2024 to present, Non-Executive Director from 2023) and Flinders Port Holdings Pty Ltd (2021 to present), Non-Executive Director of Treasury Wine Estates Limited (2025 to present) and Chair of McMahon Services advisory board (2019 to present) and Detmold Group advisory Board (2020 to present).

Previous Directorships: CSR Limited (2020 – 2024), Hudson Institute of Medical Research (2016 – 2022), Managing Director of Orora Limited (2013 – 2019), Amcor Australasia and Packaging Distribution (2009 – 2013), SPC Ardmona Limited (2000 – 2007), Chiquita Brands South Pacific Ltd (1994 – 2000).

Mr Garrard is an experienced executive with a successful track record across FMCG and Industrial/Manufacturing sectors. Mr Garrard has 20 years' experience as an ASX-listed CEO across three companies. In 2019, Mr Garrard retired as Managing Director and CEO of Orora Limited. Mr Garrard led the demerger of Orora from Amcor, and subsequent listing on the ASX in 2013.

Mr Garrard brings broad international experience across listed, not-for-profit, governance, private and industry entities.

The Board considers Nigel Garrard to be an independent Director.

Nathalie Ahlström
Managing Director and Chief Executive Officer
MSc (Tech), Åbo Akademi (Finland)
Resident of Belgium

Appointed Managing Director and Chief Executive Officer in February 2026

Ms Ahlström joined Ansell in January 2026 and is based in Ansell's Brussels office. Before coming to Ansell, she gained nearly 30 years of international leadership experience in consumer goods, packaging and strategic transformation. As our CEO, she's leading Ansell into an exciting new chapter, continuing our mission to protect people and advance safety worldwide.

She served as President and CEO of Fiskars Group for 5 years from 2020 to 2025, leading the company's portfolio of iconic brands and driving performance and growth. Her earlier roles included executive positions at Fazer and Amcor, where she led commercial, strategy and general management functions across Asian, European and global markets. She's also held senior business development and sourcing roles at Huhtamaki and began her career in consulting with Pöyry Forest Industry Oy, while serving on the boards of Ahlström-Munksjö.

As an Executive Director, Ms Ahlström is not an independent Director.

Leslie A Desjardins
Non-Executive Director
B. Industrial Admin, Finance (Kettering), MS. Management (MIT)
Resident of the USA

Appointed Non-Executive Director in November 2015.

Member of the Audit and Compliance Committee, the Human Resources Committee and the Governance Committee, M&A Sub-Committee and Share Buyback Sub-Committee.

Current Directorships: Non-Executive Director and Audit and Risk Committee Chair and member of the People Committee, and Nominations Committee of ALS Limited (2019 to present).

Previous Directorships: Director of Aptar Group (2012 – 2015) and Non-Executive Director of Terry Fox Cancer Foundation (2014 – 2021).

Mrs Desjardins is a former international finance executive with experience in business performance and growth. Mrs Desjardins was formerly the Chief Financial Officer of Amcor Limited. Prior to Amcor, she held executive roles at General Motors Corporation, in Canada, the United States and Australia, including Chief Financial Officer GM Holden, Controller for GM North America and Finance Director for GM's manufacturing facilities in North America. Mrs Desjardins has extensive experience in finance, M&A, strategy, government relations and global operations.

The Board considers Leslie Desjardins to be an independent Director.

Debra L Goodin
Non-Executive Director
BEcon (Adelaide), CA
Resident of Australia

Appointed Non-Executive Director in December 2022.

Chair of the Audit and Compliance Committee, member of the Human Resources Committee, Governance Committee and Share Buyback Sub-Committee.

Current Directorships: Independent Chair Port of Melbourne (2025 – present).

Previous Directorships: Chair of Atlas Arteria (2017 – 2026), Non-Executive Director of Australia Pacific Airports Corporation (2020 – 2022), oOh! Media (2014 – 2020), Senex Energy (2014 – 2020), Ten Network Holdings (2016 – 2017) Beyond Bank Australia (2011 – 2015) and City West Water (2011 – 2015). Member of Finance, Investment and IT Committee of Royal Women's Hospital Foundation Limited (2012 – 2019).

Ms Goodin is a former executive who has diverse global experience in operations, finance, M&A and corporate services, and has worked in both the public and private sectors. In 2014 she completed a 22 month contract role with Downer Group (ASX 100) as Divisional CEO/COO of Downer's two consulting subsidiary companies in New Zealand and Australia. Prior to this Ms Goodin was the Global COO of Coffey International where she led a range of engineering consulting businesses in the areas of mining, geotechnics, environment and international development.

The Board considers Debra Goodin to be an independent Director.

William G Reilly
Non-Executive Director
BA (Fairfield), J.D (Seton Hall)
Resident of the USA

Appointed Non-Executive Director in October 2017.

Member of the Sustainability and Risk Committee, the Human Resources Committee, the Governance Committee and the M&A Sub-Committee.

Mr Reilly has over 35 years' experience as an in-house lawyer. Mr Reilly was appointed as General Counsel of Ansell Healthcare in 2000 when it was a division of Pacific Dunlop Limited, subsequently becoming General Counsel of Ansell Limited in 2002.

Mr Reilly has served with three Chief Executive Officers and has played pivotal roles leading many of Ansell's corporate strategic and legal initiatives, including M&A, litigation and the successful intellectual property strategy.

He has also overseen the Global Compliance and Risk functions, acted as interim head of Human Resources, leader of the Regulatory function and joint Company Secretary. Prior to joining Ansell, Mr Reilly held senior legal positions at C. R. Bard, Inc., The Hertz Corporation and McKesson Corporation. In 2016, Mr Reilly was named on the Financial Times first ever Global GC 30 List.

The Board considers William Reilly to be an independent Director.

Jonas Samuelson

Non-Executive Director

MSc, International Business Administration & Economics (Gothenburg School of Economics)

Resident of Sweden

Appointed Non-Executive Director in March 2026.

Member of the Audit and Compliance Committee and Governance Committee.

Current Directorships: Board Member of Volvo Car AB (2020 to present), Perrigo Company (2025 to present) and Axel Johnson AB (since 2018), Chairman of Axel Johnson International AB (since 2025) and Rosti Group AB (2025 to present).

Jonas Samuelson is an accomplished global executive with more than 30 years' experience in finance, operations, and general management in multinational industrial and consumer goods companies. He served as President & CEO of Electrolux Group from 2016 to 2025, having previously held senior leadership roles including Group CFO, COO, and CEO of Electrolux Major Appliances EMEA. Before Electrolux, he was CFO at Munters and spent over a decade at General Motors and Saab in a series of senior finance, commercial, and business development roles across Sweden and the United States.

The Board considers Mr Samuelson to be an independent Director.

Christina M Stercken

Non-Executive Director

BEcon & MEcon (Univ. of Bonn), EMBA (Duke)

Resident of Germany

Appointed Non-Executive Director in October 2017.

Chair of the Sustainability and Risk Committee and M&A Sub-Committee and member of the Audit and Compliance Committee and Governance Committee.

Current Directorships: Member of the Board of Landis & Gyr Group AG (2017 to present), Member of the Supervisory Board of TeamViewer SE (2023 to present) and Chair of Myanmar Foundation (2025 to present, Vice Chair 2000 – 2025).

Previous Directorships: Ascom Holding AG (2014 – 2020).

Mrs Stercken was a partner at Euro Asia Consulting PartG (EAC) until the end of 2017. In this function, Mrs Stercken helped customers in machinery, automotive, chemical, healthcare and infrastructure industries in strategy, M&A and operational excellence in growth markets.

Before joining EAC, Mrs Stercken served as Managing Director Corporate Finance M&A of Siemens AG. Among other management positions within Siemens AG, she was responsible for the Siemens Task Force China and Head of Public Sector Business Unit at Siemens Business Services. Mrs Stercken started her career in Marketing at BMW Pty. Ltd, South Africa.

Mrs Stercken brings a broad range of competencies relevant to Ansell's strategies, including M&A, broad industry background and business building in developing markets. In her function as Vice Chair of Myanmar Foundation, Munich, Mrs Stercken supports social projects in Myanmar.

The Board considers Christina Stercken to be an independent Director.

Randy Stone

Non-Executive Director

B.S., Economics (South Dakota University), MBA (Lehigh University)

Resident of the USA

Appointed Non-Executive Director in August 2025.

Member of the Audit and Compliance Committee, Sustainability and Risk Committee and Governance Committee.

Current Directorships: Member of the Board of Directors of CTS Corporation (2023 to present).

Mr Stone is a seasoned senior executive who has diverse global experience in leading large-scale, complex businesses. Mr Stone had an extensive executive career including senior positions with Avantor (NYSE: AVTR) and DuPont (NYSE: DD), working in global environments relevant to Ansell and having a proven ability to navigate across cultures and geographies.

Mr Stone is currently a Member of the Board of Directors for CTS Corporation, a NYSE listed company that designs and manufactures smart solutions for various markets.

The Board considers Mr Stone to be an independent Director.

Christine Y Yan

Non-Executive Director

BS (Mech. Eng) (Shandong), MSc, (Mech. Eng) (Wayne State), MBA (Michigan)

Resident of the USA

Appointed Non-Executive Director in April 2019.

Chair of the Human Resources Committee and member of the Sustainability and Risk Committee and the Governance Committee.

Current Directorships: Non-Executive Director and Chair of Governance and Sustainability Committee of ON Semiconductor Corporation (2018 to present), Non-Executive Director and Chair of Corporate Governance and Nominating Committee of Modine Manufacturing Company Inc. (2014 to present) and Non-Executive Director and Chair of Compensation Committee of Cabot Corporation (2019 to present).

Ms Yan is an experienced executive who has had a distinguished career at Stanley Black & Decker. Ms Yan has held senior management positions in both the US and China, including Vice President of Sales and Marketing for North America Automotive, President of the Global Automotive Division, President of Americas for the Engineered Fastening division, President of Stanley Storage and Workspace Systems and more recently, President of Asia and Vice President of Integration. Ms Yan brings a broad range of general management experience across different geographies, as well as experience in innovation, business development, sales, digital transformation and marketing in the business-to-business industry.

The Board considers Christine Yan to be an independent Director.

EXECUTIVE LEADERSHIP TEAM

Nathalie Ahlström
Managing Director and Chief Executive Officer
MSc (Tech), Åbo Akademi (Finland)
Resident of Belgium

Fred Marx
Acting Chief Financial Officer[1]
MBA, BS (Finance)
Resident of the USA

Erik Van den Enden
Chief Financial Officer[2]
MBA, MGM, Ir.
Resident of Belgium

Rob Hughes
Chief Product and Marketing Officer
BBA
Resident of the USA

Philippe Rommel
Chief Legal Officer
JD, LLM
Resident of Belgium

Deanna Johnston
Chief Information Officer
BBA
Resident of the USA

Charlotte Doll
Chief Human Resources Officer
BS
Resident of the USA

John Marsden
Chief Operations and Supply Chain Officer
MEng
Resident of Malaysia

Sean Sweeney
Chief Commercial Officer, Americas
BA, MT
Resident of the USA

Augusto Accorsi
Chief Commercial Officer, EMEA/APAC
MBA
Resident of Belgium

1. Effective until 31 August 2026.
2. Effective from 1 September 2026.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HyFlex

REPORT BY THE DIRECTORS

This Report by the Directors of Ansell Limited ('the Company') is made for the year ended 30 June 2026. The information set out below is to be read in conjunction with:

- Operating and Financial Review appearing on pages 16 to 25;
- Remuneration Report appearing on pages 45 to 74; and
- Note 21 Related Party Disclosures and Note 23 Ownership-based Remuneration Schemes to the audited FY26 Financial Statements accompanying this Report.

Directors and Secretary

The names and details of each person who has been a Director of the Company during or since the end of the financial year are:

- Nigel D Garrard (Chair)
- Neil I Salmon (Managing Director and Chief Executive Officer)[1]
- Nathalie Ahlström (Managing Director and Chief Executive Officer)[2]
- Leslie A Desjardins
- Debra L Goodin
- William G Reilly
- Jonas Samuelson[3]
- Christina M Stercken
- Randy Stone[4]
- Christine Y Yan

1. Mr Neil Salmon retired as Managing Director and Chief Executive Officer of Ansell, effective 16 February 2026.
2. Ms Nathalie Ahlström joined the Company as Managing Director and Chief Executive Officer, effective 16 February 2026.
3. Mr Jonas Samuelson joined Ansell as independent Non-Executive Director, effective 1 March 2026.
4. Mr Randy Stone joined Ansell as independent Non-Executive Director, effective 1 August 2025.

Particulars of the qualifications, experience and special responsibilities of each Director, as at the date of this Report, and of their other directorships, are set out on pages 30 to 31.

Details of meetings of the Company's Directors (including meetings of Board Committees) and each Director's attendance are set out on page 36.

The Company Secretary is Catherine Stribley, B.Com./LLB (Hons), FGIA, and she was appointed as Company Secretary in April 2017. Ms Stribley first joined the Company in 2010 and has held legal positions in both Australia and the US, including Senior Counsel and Senior Counsel, IP.

Principal Activities

The principal activities of Ansell Limited and its subsidiaries ('the Group') are the design, development, manufacture, sourcing, distribution and sale of a wide range of hand and body protection solutions for the industrial and healthcare markets. Ansell operates in two main business segments, Industrial and Healthcare.

Board Areas of Focus

This year the Board and its Committees have undertaken key strategic, governance and oversight activities. The key areas of focus for the Board during FY26 were:

- **Company strategy and performance**
- **Board and ELT succession**
- **Oversight of capital management initiatives**
- **Risk management, governance and compliance**
- **Environment, Social and Governance (ESG)**

Operating and Financial Review

The Operating and Financial Review for the Group for the financial year is set out on pages 16 to 25, and forms part of this Report.

State of Affairs

During the year the Group continued to progress the strategies that have been identified to accelerate growth and create increased shareholder value. The Operating and Financial Review provides additional information on the Group's growth strategies. Other than set out in the Operating and Financial Review, no significant changes occurred in the state of affairs of the Group during the financial year.

Likely Developments

Likely developments in the operations of the Group are referred to on page 26. In the opinion of the Directors, the disclosure of any further information about likely developments in the operations of the Group has not been included in the Report because disclosure of this information may result in unreasonable prejudice to the Group.

Significant Events Since Balance Date

The Directors are not aware of any significant matters or circumstances that have arisen since the end of the financial year that have affected or may affect the operations of the Group, the results of those operations or the state of affairs of the Group in subsequent financial years.

Performance in Relation to Environmental Regulations

Group entities are subject to environmental regulation in the jurisdictions in which they operate. The Group has risk management programs in place to address the requirements of the various regulations. From time to time, Group entities receive notices from relevant authorities pursuant to local environmental legislation. Ansell works to evaluate each environmental issue within a framework of optimal management. On receiving such notices, the Group evaluates potential remediation or other options, associated costs relating to the matters raised and, where appropriate, makes provision for such costs. The Directors are not aware of any material breaches of Australian or international environmental regulations during the year.

The Board monitors compliance with the Group's environmental policies and practices, and believes that any outstanding environmental issues are well understood and are being actively managed. At the date of this Report, any costs associated with remediation or changes to comply with regulations in the jurisdictions in which Group entities operate are not considered material.

Refer to the Sustainability Report (prepared in accordance with AASB S2 *Climate-related Disclosures* and included in the Annual Report) and Ansell's Environmental, Social & Governance Report for further environmental information.

Dividends and Share Issue

The final dividend of US28.00 cents per share (unfranked) in respect of the year ended 30 June 2025 was paid to shareholders on 18 September 2025. An interim dividend of US26.60 cents per share (unfranked) in respect of the half-year ended 31 December 2025 was paid to shareholders on 13 March 2026. A final dividend of US41.50 cents per share (unfranked) in respect of the year ended 30 June 2026 is payable on 17 September 2026 to shareholders registered on 1 September 2026. The financial effect of this dividend has not been brought to account in the audited FY26 Financial Statements and will be recognised in subsequent financial reports. There are no unissued shares under option at the date of this Report.

Interests in the Shares of the Company

The relevant interests of each Director in the share capital of the Company^, as at the date of this Report, as notified to ASX Limited pursuant to the Listing Rules and Section 205G of the *Corporations Act 2001*, were:

N D Garrard	18,000
N I Salmon[1]	232,607
N Ahlström[2]	0
L A Desjardins	15,412
D L Goodin	7,798
W G Reilly	51,480
J Samuelson[3]	0
C M Stercken	15,186
R Stone[4]	747
C Y Yan	17,675

1. Mr Neil Salmon retired as Managing Director and Chief Executive Officer of Ansell, effective 16 February 2026. Mr Salmon's relevant interests in shares of the Company is shown as at his retirement date.
2. Ms Nathalie Ahlström joined the Company as Managing Director and Chief Executive Officer, effective 16 February 2026.
3. Mr Jonas Samuelson joined the Company as independent Non-Executive Director, effective 1 March 2026.
4. Mr Randy Stone joined the Company as independent Non-Executive Director, effective 1 August 2025.

^ Includes beneficially held in own name or in the name of a trust, nominee company or private company.

Directors' Meetings

The following table sets out the number of Directors' meetings (including meetings of Board Committees) held during the financial year and the number of meetings attended by each Director.

	Board		Audit and Compliance Committee		Sustainability and Risk Committee		Human Resources Committee		Governance Committee	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
N D Garrard	8	8	–	–	–	–	5	5	4	4
N I Salmon[1]	6	6	–	–	–	–	–	–	3	3
N Ahlström[2]	3	3	–	–	–	–	–	–	2	2
L Desjardins	8	8	4	4	–	–	5	5	4	4
D L Goodin	8	8	4	4	–	–	5	5	4	4
W G Reilly	8	8	–	–	4	4	5	5	4	4
J Samuelson[3]	2	2	1	1	–	–	–	–	1	1
C M Stercken	8	8	4	4	4	4	–	–	4	4
R Stone[4]	8	8	4	4	4	4	–	–	4	4
C Y Yan	8	8	–	–	4	4	5	5	4	4

Note: In addition to the scheduled meetings shown above, the Board met on several additional occasions during October 2025 to consider a cyber-related matter.

1. Mr Neil Salmon retired as Managing Director and Chief Executive Officer of Ansell, effective 16 February 2026.
2. Ms Nathalie Ahlström joined the Company as Managing Director and Chief Executive Officer, effective 16 February 2026.
3. Mr Jonas Samuelson joined the Company as independent Non-Executive Director, effective 1 March 2026.
4. Mr Randy Stone joined the Company as independent Non-Executive Director, effective 1 August 2025.

Held – Indicates the number of meetings held while each Director was a member of the Board or Committee.

Attended – Indicates the number of meetings attended during the period that each Director was a member of the Board or Committee.

Indemnity

Upon their appointment to the Board, each Director enters into a Deed of Access, Indemnity and Insurance with the Group. These Deeds provide for indemnification of the Directors to the maximum extent permitted under law. They do not indemnify for any liability involving a lack of good faith. No Director or officer of the Group has received the benefit of an indemnity from the Group during or since the end of the 2026 financial year. Rule 61 of Ansell's Constitution also provides an indemnity in favour of officers (including the Directors, and Company Secretary) of the Group against liabilities incurred while acting as such officers to the extent permitted by law. In accordance with the powers set out in the Constitution, the Group maintains a Directors' and Officers' insurance policy. Due to confidentiality obligations and undertakings of the policy, no further details in respect of the premium or the policy can be disclosed.

Corporate Governance

Ansell is committed to effective corporate governance. By putting in place the right governance framework, the Board and management have set a culture of integrity, transparency and accountability that permeates throughout the Company.

Ansell's Corporate Governance Statement

A detailed statement outlining Ansell's principal corporate governance practices in place during the financial year ended 30 June 2026 can be found at https://www.ansell.com/au/en/about-us/governance. This statement has been approved by the Board.

Governance Structure

The Board's role is to represent the Company's shareholders, taking into consideration the interests and wants of the broad range of Ansell's stakeholders. The Board leads and oversees the management of the Company and is accountable to shareholders for creating and delivering shareholder value.

The Board is responsible for ensuring that management's objectives and activities are aligned with the expectations and risks identified by the Board.

The Board has adopted a formal Board Charter that details the Board's role, authority, responsibilities, membership and operations.

The Board also has four standing committees that assist it in discharging its responsibilities:

- Audit and Compliance Committee
- Sustainability and Risk Committee
- Human Resources Committee
- Governance Committee

Each Committee operates under a specific charter and provides advice to the Board on specific matters within the Committee's remit. The Board also delegates specific functions to ad hoc committees of Directors on an 'as needs' basis. Ansell's Board and Committee Charters can be found on the Ansell website at www.ansell.com.

Specific responsibilities for the day-to-day management and administration of the Company are delegated by the Board to the Managing Director and Chief Executive Officer (CEO), assisted by the Executive Leadership Team (ELT). Ansell's Delegation of Authority Policy sets out the powers that are reserved to the Board and those that are delegated to the CEO.

Board Composition and Processes

Ansell is committed to ensuring an appropriate mix of skills, expertise, experience and diversity on the Board and its Committees so that the Board can effectively discharge its corporate governance and oversight responsibilities. Refer to the Board Skills Matrix in Ansell's 2026 Corporate Governance Statement.

Over the last several years, the Board's ongoing succession planning has seen the retirement and appointment of several Directors. In FY26, Mr Neil Salmon retired after 13 years service, including four years as Chief Executive Officer & Managing Director. Ms Nathalie Ahlström was appointed Chief Executive Officer and Managing Director upon Mr Salmon's retirement, bringing significant international experience to lead Ansell into an exciting new chapter and continue execution of the Company's strategy.

Further, Mr Morten Falkenberg retired as a Non-Executive Director effective 31 May 2025, with the Board further strengthened through the appointments in FY26 of Mr Randy Stone and Mr Jonas Samuelson as independent Non-Executive Directors, adding complementary international experience and industry expertise.

As announced at the 2025 Annual General Meeting, Ms Leslie Desjardins has signaled an intention to retire at the 2026 Annual General Meeting. Additionally, Mr William Reilly has indicated he does not intend to seek re-election at the 2026 Annual General Meeting.

The Governance Committee will continue to consider the forward skill and experience requirements of the Board with respect to Board succession to ensure strong corporate knowledge is coupled with new skills and thinking to support the long-term strategic direction of the Company.

The Board annually reviews the performance of the Board and each Committee, as well as individual Directors and the Chair, and requires all Directors (except the Managing Director/CEO) to submit themselves for re-election at least once every three years.

The Board will endorse a retiring Director for re-election only where their performance over the preceding years meets or exceeds the Board's expectations. The Board has a general policy that Non-Executive Directors should not serve for a period exceeding 12 years, and that the Chair should not serve in that role for more than 10 years. The Board will continue to assess the application of this policy to each Director having regard to the mix of experience, skills and knowledge on the Board.

In FY26, an internal self-evaluation of Board and Committee performance was completed.

Every three years, or at such other interval determined appropriate by the Board, the Board engages an independent external adviser to review the effectiveness and performance of the Board, its Committees and individual Non-Executive Directors.

The most recent externally facilitated review was completed in April 2023. The review assessed Board and Committee effectiveness, Board composition and capability, governance oversight, Board-management engagement and Board dynamics. Recommendations arising from the review were considered by the Board and implemented through a range of initiatives aimed at further enhancing Board effectiveness.

Since the date of the last Annual Report, the Board has also formally assessed the performance of the Chief Executive Officer, and the Human Resources Committee has overseen the performance of Ansell's Executive Leadership Team, as led by the Chief Executive Officer.

The Board has determined that the next externally facilitated review will be undertaken during FY27, following a period of Board and executive leadership renewal. The timing is intended to enable a comprehensive assessment of Board composition, effectiveness and dynamics once those changes have become established.

Shareholder Engagement

Ansell is committed to positive and meaningful stakeholder engagement. Ansell knows that it builds greater trust with stakeholders when the Company is transparent and accountable. Ansell's engagement occurs through a number of channels, including ASX disclosures, Annual General Meetings, Annual Reports, the Ansell website and social media as well as interactions with large investor groups, proxy analysts and regulators.

The Chair typically meets proxy advisers and Ansell's largest shareholders once or twice per year to discuss governance aspects and proposed developments. The CEO and CFO meet investors post half and full year results.

Corporate Responsibility

Ansell is committed to sound corporate governance to underpin its sustainability practices. Its Core Values, Code of Conduct and related policies constitute the governance framework for its activities, an important part of which are its corporate social responsibility and sustainability activities.

Ansell recognises how environmental, social and governance factors are driving the need to re-examine the way business is done – both within our industry and across the global economy. Over the past several years, Ansell has transformed the ways in which sustainability is incorporated into its business practices and will continue to advance further in this area in the years ahead. The Company is listening to the voices of our customers and distributors, non-governmental organisations, governments, investors and other partners, and shares their concerns for worker rights, safe environmental practices, and managing risk across our operations.

Refer to the Sustainability Report (prepared in accordance with AASB S2 *Climate-related Disclosures* and included in the Annual Report), Ansell's Environmental, Social & Governance Report and Labour Rights Report (Modern Slavery Statement) for full details of Ansell's environmental, social and economic sustainability activities, policies, practices and management of risks.

Code of Conduct

The Code of Conduct is Ansell's core policy, serving as a guide to ethical behaviour and business conduct for all employees. It sets out what it means to work for Ansell and the standards expected of all employees.

Whistleblower Policy

The Whistleblower Policy promotes and supports a culture of honest and ethical behaviour. The policy encourages reporting of suspected unethical, illegal, fraudulent or undesirable conduct, and ensures that anyone who makes a report can do so safely, securely and with confidence that they will be protected and supported.

Anti-Bribery and Corruption Policy

The Anti-Bribery and Corruption Policy is designed to bring awareness to all employees, directors, officers, contractors and consultants that certain types of payments may constitute corruption, an illegal benefit or an act of bribery and that any such payments are prohibited. Ansell operates a zero-tolerance policy when it comes to bribery and corruption. Compliance with this policy is foundational to the Company's values and standing in the wider community.

Human Rights Statement

As a responsible corporate citizen, Ansell is committed to operating in accordance with applicable laws and to respecting internationally recognised human rights. Ansell is committed to implementing the United Nations Guiding Principles on Business and Human Rights and the Ten Principles of the UN Global Compact, and respects human rights as set out in the International Bill of Human Rights and the International Labour Organization Core Conventions. Ansell's Human Rights Statement can be found at www.ansell.com.

Labour Rights Reports (and Modern Slavery Statement)

The Australian Modern Slavery Act was passed in December 2018 and Ansell meets the requirements of this Act. Ansell's 2026 Labour Rights Report (Modern Slavery Statement) is to be released by the end of August 2026. Current and previous Modern Slavery Statements can be found at www.ansell.com.

Risk Management

Ansell recognises that effective risk management and internal controls are an integral part of sound management practice and good corporate governance. Ansell has established controls and procedures that are designed to safeguard the Group's assets and the integrity of its reporting. The Group's internal controls cover accounting, financial reporting, safety, sustainability, fraud, delegation of authority and other control points.

Ansell has also established practices for the oversight and management of key business risks. Ansell recognises that the identification, evaluation and management of risk, and the communication of a well-established risk tolerance guidance in a formal Risk Management Framework is central to achieving the Company's corporate purpose of creating long-term shareholder value.

Further details of Ansell's Risk Management Framework are contained in Ansell's Corporate Governance Statement.

Risk is inherent to our business and the effective management of risk is vital to the growth and success of the Company. We continuously seek to identify, measure and monitor material risks across our organisation and review our processes to help best ensure that material risks are appropriately identified and escalated through to senior levels of the organisation.

Material Risks – Description and Mitigation Actions

Below is a summary of the key material risks that could impact the achievement of Ansell's business objectives and how the Group seeks to manage them. These risks are not listed in any order of significance, nor are they all encompassing. Rather, they reflect the most significant risks identified at a whole-of-entity level through the Group's risk management process. There may be additional risks unknown to Ansell and other risks that are currently believed to be immaterial which could become material.

The Group's process for managing risk is set out in the Corporate Governance Statement.

Risk	Nature of Risk	Mitigation Actions
Global economic, market and geo-political instability and uncertainty	The Group's presence in over 55 countries globally and its growing presence in emerging markets exposes it to geopolitical risks, regulatory risks and other factors beyond its control. Ongoing geopolitical tension, evolving trade policies and increasing protectionist measures continue to increase uncertainty across global supply chains and end markets. The Group is exposed to inflationary risks in respect to the price of materials and finished goods purchased from its third-party suppliers, and labour and energy costs in its own facilities. The Group continues to monitor disruptions related to energy, including availability, cost and energy type.	• Continual monitoring of the Group's exposure to these risks through local presence. Geographic diversification of sales, marketing and supply chain operations helps reduce reliance on any individual country. • Careful monitoring and management of customer credit risk. Enhanced credit risk management in place in emerging markets. • Use of in-house and external local expertise to advise on matters of country risk. • Continued review of inventory levels and logistic programs to ensure the Group has flexibility to respond to uncertainties. • Continued rebalancing of the proportion of product manufactured in-house versus outsourced to optimise cost, protect supply and intellectual property, and ensure optimal use of manufacturing facilities. • Active monitoring of market conditions to ensure price adjustments can be made timely where appropriate. • Strengthened risk identification processes in respect to changes in regulatory and statutory requirements to ensure management can act quickly in the event of significant changes. • Pricing plans to mitigate tariff increases and cost exposure from global events.
Systems and technology, including cyber security	As a modern business Ansell relies on Information Technology (IT) platforms to support operations. Interruption, compromise of, or failure of these platforms could affect Ansell's ability to operate effectively and service its customers. The Group faces an evolving cyber threat environment which may result in unauthorised access to systems, disruption to operations, loss of confidential information, regulatory non-compliance and reputational damage. Increasing digitalisation, interconnected business systems and global data protection obligations continue to elevate the importance of maintaining effective cyber resilience capabilities.	• Ansell maintains a multi-layered cyber security program designed to prevent, detect, respond and recover from cyber threats. Key elements include continuous monitoring, independent security assessments, employee awareness training, third-party risk management and formal incident response capabilities. The Group achieved ISO 27001 certification in 2025, reflecting the maturity of its information security management framework. • The Group continues to enhance its cyber resilience through ongoing security improvement initiatives, including assessments of Operational Technology (OT) environments and implementation of associated risk mitigation activities. • The Group has implemented data protection procedures and maintains compliance programs aligned with European GDPR and other applicable global privacy and data protection regulations.
Systems and technology, including upgrade of Enterprise Resource Planning (ERP) system	Upgrading and consolidating ERP systems introduces material change risk by altering operational workflows and data landscape. Failing to manage this shift and operate a globally integrated ERP platform can cause business disruption, compliance failures, reduced operational efficiency and remediation costs, which affects Ansell's ability to operate effectively and service its customers.	• Effective and stable ERP systems are in place in the largest regions of North America, EMEA and APAC, with rollout of a modern cloud-based ERP system now completed for the majority of manufacturing sites. A roadmap to consolidate commercial operations into this single ERP system is underway, supported by governance, change management and strict operational readiness activities prior to any cutover. • Disaster recovery plans are maintained and tested regularly.

Risk	Nature of Risk	Mitigation Actions
Product quality	As a manufacturer, quality is paramount to the Group and failures in this area can have a significant negative effect on financial results, customer relationships, reputation and brand credibility.	• Continued investment in quality assurance and governance practices, including systematic quality assurance testing during and after the manufacturing and procurement process. • All manufacturing facilities are externally certified to ISO 9001 with some facilities also certified to ISO 13485 as required. • Continual monitoring of quality metrics to monitor and correct defective processes before products are released to the market. • Management and monitoring of customer feedback.
Major incident at a significant manufacturing site or warehouse	The Group operates a diversified network of manufacturing sites and warehouses. These facilities are vital to the Group and financial losses from natural disasters and pandemics, civil or labour unrest, terrorism, major fire or other supply disruptions are possible.	• The Group has Business Continuity Plans in place at all manufacturing sites and major warehouses. • Property damage insurance including business interruption cover is in place for all manufacturing sites. • The Group monitors its overall exposure to individual sites and seeks to limit its dependence on any one site through dual sourcing strategies. • Regular risk engineering and safety audits are conducted at each of the Group's manufacturing sites and major warehouses. • Ongoing safety and fire preparedness reviews are conducted along with continual investment in upgraded protection systems. • Duplication of key production lines minimises business interruption risk. • Secondary and/or alternate suppliers for key supplies and/or materials.
Third party supply interruptions	Ansell relies on supplies of various raw materials and finished goods from third-party suppliers. Significant interruptions or failure of the supplier to perform can leave Ansell short of vital raw material or finished product, impacting the Group's ability to fulfil customer demand, maintain service levels, achieve revenue objectives and protect market share. A supplier being placed under a Withhold Release Order from US Customs & Border Protection, or similar enforcement agency in other countries, can impact the Group's ability to fulfil orders. Significant tariffs imposed by the US on imports from other countries could render outsourced finished goods no longer commercially viable.	• The Group maintains a comprehensive supplier risk management framework encompassing supplier due diligence, qualification, performance evaluation and contract governance processes. • Strategic vertical integration initiatives are pursued where appropriate to enhance operational resilience and reduce reliance on external suppliers for critical inputs. • Ongoing supplier assessments, audits and engagement program support monitoring of operational performance, compliance and sustainability-related requirements throughout the supply chain. • Financial health assessments of key suppliers are undertaken periodically to support proactive identification and management of potential supply continuity risks. • Responsible sourcing, labour rights and supply chain sustainability risks are overseen through the Supplier Management Framework and Labour Rights Committee. • Supplier selection and performance management incorporate balanced scorecard methodologies and periodic reviews to promote continuous improvement and alignment with the Group's expectations. • Supply chain resilience is enhanced through supplier diversification, dual-sourcing strategies and contingency planning for critical materials and products. • The Group's supplier network includes manufacturing capabilities across multiple geographical locations, enhancing supply chain resilience and operational flexibility while mitigating concentration risks arising from geopolitical developments, trade restrictions, pandemics and other regional disruptions. • Regulatory developments, trade restrictions and geopolitical factors are monitored on an ongoing basis to support timely response to potential supply disruptions and changing market conditions.

Risk	Nature of Risk	Mitigation Actions
Environment, social and governance (ESG) risks	Failure to effectively manage environmental, social and governance risks across the Group's operations and supply chain may result in reputational, regulatory, legal, operational, market and financial impacts. These risks include labour rights and modern slavery matters, environmental impacts, ethical business conduct, evolving sustainability-related regulatory requirements and changing stakeholder expectations. Climate-related risks and opportunities (CRROs), including three physical risks, three transition risks, and one transition opportunity arising from climate change, form part of the Group's broader ESG risk profile. Refer to Section 3.3 of the Group's Sustainability Report (pages 142 to 149 of the Annual Report) for further information.	• Continued emphasis, focus and oversight on ESG at the Board level, within the remit of the Board, the Sustainability and Risk Committee and the Audit and Compliance Committee. • A cross-functional Sustainability Council, comprising all ELT members, oversees implementation of the Group's sustainability strategy and provides regular updates to the Board. • A Labour Rights Committee comprising ELT members and functional leaders oversees labour rights and modern slavery risk management across the Group's operations and supply chain. • Due diligence processes to identify, assess and mitigate labour rights and modern slavery risks across operations and supply chains, including implementation of the Supplier Management Framework and supplier assessments and audits. • Promotion of ethical business practices through the Code of Conduct, Supplier Code of Conduct and associated governance frameworks. • Environmental and social objectives, metrics and targets established to support monitoring and management of key sustainability risks and opportunities. • CRROs are managed through the Group's enterprise risk management framework and sustainability governance processes. • In addition to identifying CRROs, the Group has ongoing and planned mitigation actions in place to manage CRROs. Further detail on the Group's mitigation and adaptation measures, and its resilience to CRROs, is set out in sections 3.5 and 3.6 of the Group's Sustainability Report (pages 150 to 152 of the Annual Report). • Ongoing implementation of governance, risk management and disclosure processes designed to support compliance with applicable sustainability and climate-related reporting requirements. • Science-based greenhouse gas emissions reduction targets (validated by Science Based Targets initiative) and environmental performance targets, including water stewardship and waste management targets, are established and monitored. • Monitoring and ensuring compliance with existing and upcoming legislation and reporting requirements.
Foreign exchange exposure	Approximately half of the Group's revenues and costs are in currencies other than the US dollar. With volatile foreign exchange markets, significant changes can occur in foreign exchange rates and result in a significant impact on US dollar earnings.	• A robust foreign currency management policy is in place (monitored by the Audit and Compliance Committee and the Board). • Ongoing monitoring of currency volatility and forecasts, including commercial pricing actions, where necessary. • Ongoing assessment of impacts to our key financial metrics. • The Group's foreign exchange risks and management strategies are detailed in Note 16 Financial Risk Management of the Group's audited Financial Statements.

Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of Ansell Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of the financial report and the review of specified sustainability disclosures in the sustainability report of Ansell Limited for the financial year ended 30 June 2026 there have been:

i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit and review; and

ii. no contraventions of any applicable code of professional conduct in relation to the audit and review.

KPMG

KPMG

Chris Sargent
Partner
Melbourne
24 August 2026

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Non-audit Services

During the year, the Group's auditor, KPMG, was paid the following amounts in relation to non-audit services provided by KPMG:

Regulatory sustainability report assurance services	$179,983
Other assurance services	$5,390
Taxation services	$30,631

The Directors are satisfied that the provision of such non-audit services is compatible with the general standards of independence for auditors and does not compromise the auditor independence requirements of the *Corporations Act 2001* in view of both the amount and the nature of the services provided. All non-audit services were subject to the corporate governance procedures adopted by the Group and have been reviewed by the Audit and Compliance Committee to ensure they do not impact the integrity and objectivity of the auditor.

Rounding

The Group is a company of the kind referred to in *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183* and in accordance with that Instrument, unless otherwise shown, amounts in this Report and the accompanying audited FY26 Financial Statements have been rounded off to the nearest one hundred thousand dollars.

This Report is made in accordance with a resolution of the Board of Directors made pursuant to Section 298(2) of the *Corporations Act 2001* and is signed for and on behalf of the Directors.

Nigel D Garrard
Chair

Nathalie Ahlström
Managing Director and Chief Executive Officer

Dated in Melbourne on this 24th day of August 2026.

CONTENTS OF THE REMUNERATION REPORT

LETTER FROM CHAIR OF THE HUMAN RESOURCES COMMITTEE

Dear Shareholders,

On behalf of the Board of Directors, I am pleased to present Ansell's Remuneration Report for the year ended 30 June 2026.

FY26 was a year of strong financial delivery for Ansell, achieved against a backdrop of considerable external challenges. Sustained US trade policy uncertainty and Middle East supply chain disruptions tested the resilience of our business throughout the year, yet Ansell delivered solid outcomes across its key financial metrics reflecting the strength of our diversified portfolio and disciplined execution by management.

Ansell navigated these headwinds through targeted pricing actions, operational efficiencies and continued realisation of integration benefits from the KBU acquisition. The Board is pleased with how management adapted to a rapidly shifting external environment while maintaining focus on longer-term strategic priorities, including innovation, customer centricity, sustainability and portfolio development.

Our Performance in FY26

Ansell's Performance against key financial metrics for FY26 was as follows:

- Sales Growth of 5% on an Organic Constant Currency basis, with growth achieved in both Industrial and Healthcare segments.
- Adjusted EBIT was $321.9m, representing 14.9% growth compared to FY25 on an Organic Constant Currency basis, exceeding expectations.
- Adjusted EPS was US148.6 cents, representing growth of 18.5% against the prior year on an Organic Constant Currency basis.

Responding to External Uncertainty

A key consideration shaping the Board's decisions this year was how to set FY26 incentives fairly in a period of heightened external volatility. We made one deliberate change to the STI structure: the removal of the Organic Sales Growth measure, with that weighting redirected to EBIT Growth (increasing the EBIT Growth weighting from 60% to 70%). In light of the uncertainty stemming from U.S. trade policy and its impact on customer demand and pricing, we determined that EBIT Growth provides the clearest measure of management's operating performance. This metric emphasises the actions within management's control, maintaining pricing discipline, managing costs, and driving operational execution, while recognising the team's ability to navigate an unusually volatile external environment. The LTI framework, with its longer horizon and through-cycle measures of EPS growth, organic revenue growth and relative TSR, was deliberately left unchanged, because those measures are designed to navigate through these complex landscapes in the long-term.

Leadership Changes During the Year

FY26 was a year of significant leadership change, managed through an orderly succession process. Mr Neil Salmon retired as Managing Director and CEO in February 2026 after 13 years of service, continuing as Special Advisor through 30 June 2026 to ensure a seamless handover. The Board determined Mr Salmon a good leaver and his incentive treatment, set out in Section 4, reflects that determination with no termination payments made. We thank Neil for his outstanding contribution to Ansell.

Following a thorough global search, the Board appointed Ms Nathalie Ahlström as CEO and Managing Director. Ms Ahlström brings nearly 30 years of international leadership experience, and her commencement arrangements, communicated to the market on 8 January 2026, were designed to align her interests with shareholders from the outset and to offset the FY26–28 LTI cycle in which her mid-year start made her ineligible.

Mr Brian Montgomery resigned as CFO during the year and, in accordance with the plan rules and treatment on resignation, he was determined a bad leaver, with all unvested incentives forfeited accordingly. Mr Fred Marx was appointed Acting CFO effective 17 April 2026. Prior to year end, the Board appointed Mr Erik Van den Enden as Chief Financial Officer, commencing 1 September 2026. Details of the remuneration arrangements for Mr Montgomery as exiting CFO, Mr Marx as Acting CFO, and Mr Van den Enden as incoming CFO are set out in Section 4.1.

Remuneration Outcomes for FY26

Base salary increases

As part of our annual cycle ahead of FY26, Executive remuneration was reviewed, with consideration given to market benchmarking, scope and responsibilities, local market trends, individual performance and the macro-environment. As a result of this, increases to base salaries of the KMPs between 2.5% – 5% were applied for FY26.

Short-term Incentives

Consistent with the strong financial results delivered in FY26, short-term incentive outcomes for Mr Salmon were delivered at 70.0% of maximum (paid in cash), reflecting the achievement of EBIT Growth above target and strong delivery against individual objectives, and a successful CEO transition. Ms Ahlström's short-term incentive outcome was 70.0% of maximum, pro-rated to reflect her performance and contribution for the period she served as CEO for the FY26 year. Outcomes for other executives were aligned with this performance, with further detail presented in Section 3.3 in relation to the assessment and outcomes for each executive.

Long-term incentives (FY24 – FY26 grant)

The Board assessed the FY24–FY26 LTI plan and determined that the ROCE gateway of 10.5% was met, with actual ROCE of 13.0% for FY26. The EPS Growth measure achieved cumulative EPS growth of 34.4% against a maximum threshold of 23.6%, resulting in vesting at 100% of the maximum available under the plan. The Board is satisfied this outcome appropriately reflects the sustained earnings performance delivered over the three-year period. Awards will be settled in August 2026.

Looking ahead to FY27

As we enter FY27, the Board remains focused on supporting the disciplined execution of Ansell's strategy, while ensuring our remuneration framework continues to align with long-term shareholder value creation. No material changes are proposed to the STI or LTI framework. The Board is confident that the current structure remains fit for purpose: it places a substantial portion of executive compensation at risk, ties that compensation to the financial and shareholder-value measures that matter most (EBIT Growth, EPS growth, organic revenue growth and relative TSR) and reinforces a clear line of sight between executive performance and the long-term value delivered to shareholders.

FY27 will also be the first full year under Ms Ahlström's leadership. She will participate in the LTI program from FY27 with a target opportunity of 140% of base salary and a maximum of 280%, ensuring a substantial proportion of her potential compensation is delivered as equity and directly aligned with the shareholder experience over the coming years. The Board believes this alignment, combined with our market-leading mandatory shareholding requirements, gives shareholders confidence that management's interests are firmly tied to sustainable, long-term value creation.

The Board will continue to monitor market practice, regulatory developments and shareholder feedback, and will engage proactively ahead of any future change. We are satisfied that, as currently constructed, Ansell's remuneration framework strikes the right balance between incentivising strong performance, retaining exceptional global talent, and aligning the interests of our shareholders.

In closing, the Board believes FY26 remuneration outcomes appropriately reflect company performance, account fairly for a year of leadership transition, and remain firmly aligned with shareholder interests. Importantly, after careful review of Company performance, leadership transitions and the external operating environment, the Board did not apply any upward or downward discretion to STI or LTI outcomes, with all outcomes determined in accordance with the approved performance measures and plan rules. We remain committed to a clear, transparent and performance-based framework, and we welcome your continued engagement.

Yours sincerely,

Christine Yan

Christine Y Yan
Chair of the Human Resources Committee
Ansell Limited

REMUNERATION REPORT (AUDITED)

Section 1 – Introduction and KMP Composition

1.1 Introduction

The Directors of Ansell Limited (Ansell) and its subsidiaries (the 'Group') present the Remuneration Report. This Report has been prepared in accordance with Section 300A of the Corporations Act 2001 for FY26. This Report, which has been audited by KPMG, forms part of the Report of the Directors.

The Report outlines the remuneration arrangements in place for the Non-Executive Directors and Executive Key Management Personnel (KMP) of Ansell, being those executives who have authority and responsibility for planning, directing and controlling the activities of the Group. In this Report, 'Executives' refers to members of the Group Executive team identified as KMP.

Ansell's reporting currency is US$ and US based Executive KMPs are paid in US$. For non-US based Executive KMPs, the reported numbers in the pay tables are subject to currency translation differences from year to year.

1.2 KMPs Comprising the Board of Directors and Executives

The table below details Ansell's KMP:

Non-Executive Directors	Location	Role	Period as KMP in FY26
Nigel D Garrard	Australia	Chair, Independent Non-Executive Director	1 July 2025 – 30 June 2026
Leslie A Desjardins	United States	Independent Non-Executive Director	1 July 2025 – 30 June 2026
Debra L Goodin	Australia	Independent Non-Executive Director	1 July 2025 – 30 June 2026
William G Reilly	United States	Independent Non-Executive Director	1 July 2025 – 30 June 2026
Christina M Stercken	Germany	Independent Non-Executive Director	1 July 2025 – 30 June 2026
Christine Y Yan	United States	Independent Non-Executive Director	1 July 2025 – 30 June 2026
Randy Stone	United States	Independent Non-Executive Director	1 August 2025 – 30 June 2026
Jonas Samuelson	Sweden	Independent Non-Executive Director	1 March 2026 – 30 June 2026

Executive Director	Location	Role	Period as KMP in FY26
Nathalie Ahlström	Belgium	Managing Director and Chief Executive Officer	16 February 2026 – 30 June 2026

Other Executives	Location	Role	Period as KMP in FY26
Neil Salmon	Belgium	Managing Director and Chief Executive Officer	1 July 2025 – 16 Feb 2026
Brian Montgomery	United States	Chief Financial Officer	1 July 2025 – 17 April 2026
Fred Marx	United States	Acting Chief Financial Officer	17 April 2026 – 30 June 2026

Former KMPs	Location	Role
Morten Falkenberg	Denmark	Former Independent Non-Executive Director (until 31 May 2025)
Zubair Javeed	United Kingdom	Former Chief Financial Officer (until 14 March 2025)
Rikard Froberg	United States	Former Chief Product & Marketing Officer (until 28 February 2025)

The composition of Ansell's KMP changed significantly during FY26 and is summarised below:

Board Changes During FY26

- Mr Randy Stone was appointed as an Independent Non-Executive Director effective 1 August 2025, having served as a Board Observer from June 2025. Mr Stone also joined the Audit & Compliance Committee and Sustainability & Risk Committee upon appointment.
- Mr Jonas Samuelson was appointed as an Independent Non-Executive Director effective 1 March 2026. Mr Samuelson also joined the Audit & Compliance Committee upon appointment.

Chief Executive Officer

- Mr Neil Salmon retired as Managing Director and CEO of Ansell on 16 February 2026, having served the Ansell Group for 13 years. Mr Salmon continued as Special Advisor to the Board and the incoming CEO through 30 June 2026 to ensure a well-managed leadership transition. As Mr Salmon no longer held authority and responsibility for planning, directing and controlling the activities of the Group following his retirement from the Board on 16 February 2026, he ceased to be a KMP on that date.
- Ms Nathalie Ahlström was appointed Managing Director and CEO effective 16 February 2026, joining the Board and becoming a KMP from that date. Ms Ahlström is an accomplished international executive with nearly 30 years of leadership experience spanning consumer goods, packaging and large-scale corporate transformation. Most recently, she served as President and CEO of Fiskars Group, a global consumer brand company listed on Nasdaq Helsinki from 2020 to 2025. Earlier in her career she was Executive Vice President of Fazer Confectionery and held senior operational, strategy and general management roles at Amcor and Huhtamäki across European and Asian markets. The Board considers that Ms Ahlström's combination of listed-company leadership, global operational depth and transformation experience makes her exceptionally well suited to lead Ansell's next phase of growth.

Chief Financial Officer

- Mr Brian Montgomery resigned as Chief Financial Officer effective 17 April 2026 to pursue an external opportunity, having joined Ansell in April 2025. He therefore ceased to be a KMP on 17 April 2026.
- Following Mr Montgomery's departure, Mr Fred Marx was appointed Acting Chief Financial Officer effective 17 April 2026 and became a KMP from that date. Mr Marx briefly held the CFO role in an acting capacity during FY25, in the short interval between Mr Javeed's departure and Mr Montgomery's appointment. He was not classified as a KMP at that time given the scope of the interim role and imminent arrival of a permanent CFO. His FY26 appointment is materially different in both scope and substance. Mr Marx has assumed full responsibility for the CFO function, and the Board has put formal compensation arrangements in place to recognise his expanded role. On this basis, the Board determined that Mr Marx meets the definition of a KMP from 17 April 2026.
- The Board announced the appointment of Mr Erik Van den Enden as Chief Financial Officer on 22 June 2026, with his employment commencing 1 September 2026. Mr Van den Enden will become a KMP from his commencement date.

Several Executives served as KMP for only part of FY26 due to the leadership transitions described above. Except where otherwise stated, the remuneration disclosures in this report reflect only the period during which each individual served as KMP. Some tables additionally show an Executive's full-year or full performance period position for transparency, with the KMP and non-KMP portions identified separately. The KMP portion aligns to the statutory remuneration table in Section 4.6.

FY25 remuneration information is included for comparative purposes for Mr Salmon and Mr Montgomery, being the Executive KMPs who were also KMP in FY25. No prior year comparative is available for Ms Ahlström and Mr Marx as this is their first year as KMP.

Section 2 – Remuneration Policy

2.1 Philosophy and Strategy

The Board's executive remuneration philosophy is to attract, motivate, and retain exceptional global executive talent to drive sustainable profitable growth and long-term shareholder value, by fostering a performance culture aligned with Ansell's strategy and values.

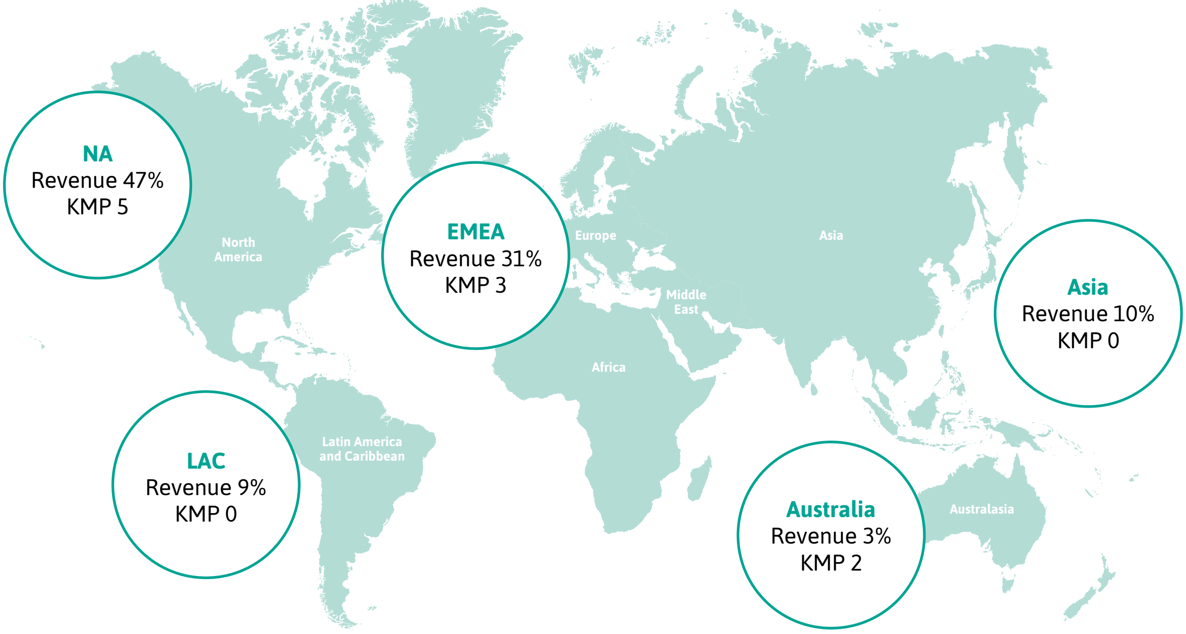
This philosophy is operationalised through four governing principles, each underpinned by specific practices that shape how the Company designs, delivers, and governs executive pay. Together, these principles and practices are summarised in Figure 2.1.

Figure 2.1: Executive Remuneration Philosophy, Principles & Practices

Philosophy	**To attract, motivate, and retain exceptional global executive talent to drive sustainable profitable growth and long-term shareholder value by fostering a performance culture aligned with Ansell's strategy and values**			
Principles	**Pay for Performance**	**Alignment with Shareholder Interests**	**Transparent Governance**	**Market Competitiveness & Talent Management**
Practices	Substantial pay delivered 'at risk' through short and long-term performance incentives Financial and non-financial performance indicators balanced across short and long-term horizons Strong emphasis on quantifiable metrics, supplemented by Board discretion	Significant equity compensation with market leading shareholding guidelines Encourage sensible risk-taking aimed at sustainable growth Continuous awareness of societal sensitivities across Ansell's global operations Clawback and malus policies to recover compensation in the event of misconduct	Remuneration plans designed to be simple and easy to explain High-quality disclosure of executive reward policies and outcomes Active engagement with shareholders to explain strategy and address concerns	Benchmark against peers of comparable size, industry, complexity and geographic scope Competitive mix of fixed pay, short-term and long-term incentives Compensation structure designed to motivate and retain executives

The Market Competitiveness & Talent Management principle requires Ansell to benchmark and design remuneration with reference to the global markets from which it sources executive talent. Although Ansell is listed on the Australian Securities Exchange, our workforce spans 55+ locations worldwide, and our Key Management Personnel including the Board of Directors and Executive KMP are based across Europe, the United States, and Australia. Figure 2.2 illustrates the geographic distribution of Group revenue and KMP across our principal regions.

Figure 2.2: 30 June 2026



2.2 Remuneration Framework Components

Ansell's executive remuneration framework comprises three components, Fixed Annual Remuneration (FAR), Short-term Incentives (STI), and Long-term Incentives (LTI), which together constitute Total Remuneration. The framework is structured so that a substantial portion of each executive's potential compensation is delivered 'at risk', with actual reward directly linked to the achievement of performance objectives across both short and long-term horizons.

Each component is designed to give effect to the governing principles established in Section 2.1. Figure 2.3 summarises the operation and performance measures applicable to each component and the strategic outcomes the combined framework is designed to deliver.

Figure 2.3

	Fixed Annual Remuneration	Short-term Incentives	Long-Term Incentives
What is it?	This is the fixed portion of remuneration that is paid regularly throughout the year.	This is the annual variable component of remuneration, linked to the achievement of short-term financial and non-financial performance objectives.	This is the long-term variable component of remuneration, comprising performance rights that vest over three years subject to meeting performance conditions.
Form of Award	Delivered as base salary, retirement and other benefits (healthcare insurance and other location related allowances, including living away from home allowances).	Delivered 50% in cash and 50% in restricted equity.[1]	Delivered via rights to receive ordinary shares upon meeting targets.
Operation & Performance Measure	Set with reference to the executive's responsibilities, qualifications and experience, as well as individual performance, location and market rate for a comparable role.	Combination of financial and non-financial performance metrics. Performance weighted more towards financial KPIs, with financial measures comprising not less than 70% of the award.	Three-year performance and vesting period. Combination of key financial and shareholder value measures.
Strategic Objective/ Performance Link	Provides a competitive fixed-pay foundation that attracts and retains talent. Increases are linked to individual performance, relevant market benchmarks, and organisational performance.	Aligned with the Group's short-term objectives. Clear line of sight for participants. Deferral of 50% of the award in restricted shares encourages longer-term sustainable performance.[1]	Reflects the Group's key long-term strategic priorities. Relevant indicator of shareholder value creation. Clear line of sight for participants to encourage and motivate long-term performance.

1. STI was delivered 100% in cash for Mr Marx consistent with his STI plan arrangement.

Section 3 – FY26 Remuneration Framework in Detail and Outcomes

3.1 FY26 Business Performance and Remuneration Outcomes

This section summarises Ansell's FY26 financial performance and the resulting STI and LTI outcomes. The metrics presented include those that directly determine incentive plan outcomes EBIT Growth (STI), Adjusted EPS Growth and ROCE (LTI) alongside broader operational measures that provide shareholders with a complete view of business performance for the year. Definitions of these and other terms used throughout this Report are set out in the Glossary in Section 8.

Figure 3.1 FY26 Business Performance Highlights

Sales (US$M)
$2,140m
▲ 5.0% vs FY25[1]

Adjusted EBIT
$321.9m
▲ 14.9% vs FY25[1]

Adjusted EPS
148.6¢
▲ 18.5% vs FY25[1]

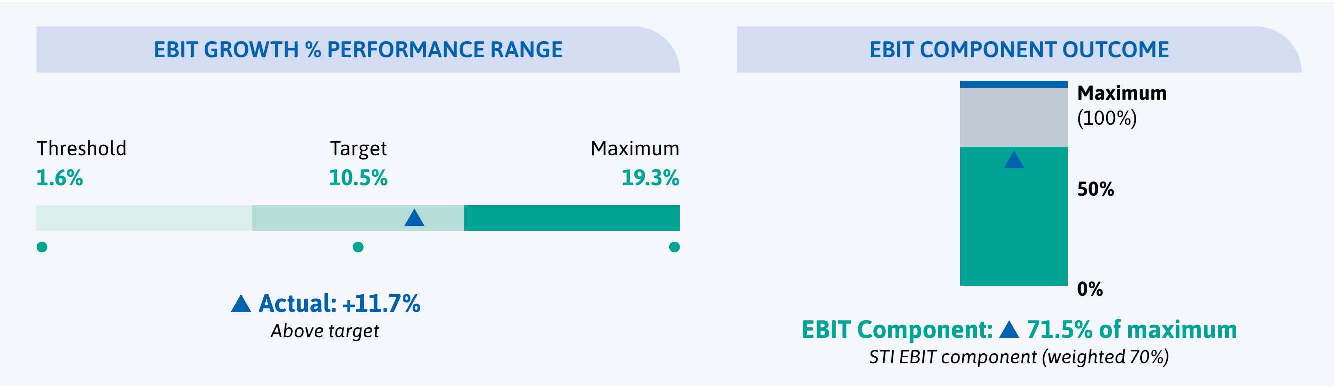
ROCE
13.0%
▼ 20 bps vs FY25

TSR (3 Year)
14.25%
Above median vs ASX200 Industrials Peers

1. Growth rates on an Organic Constant Currency basis.

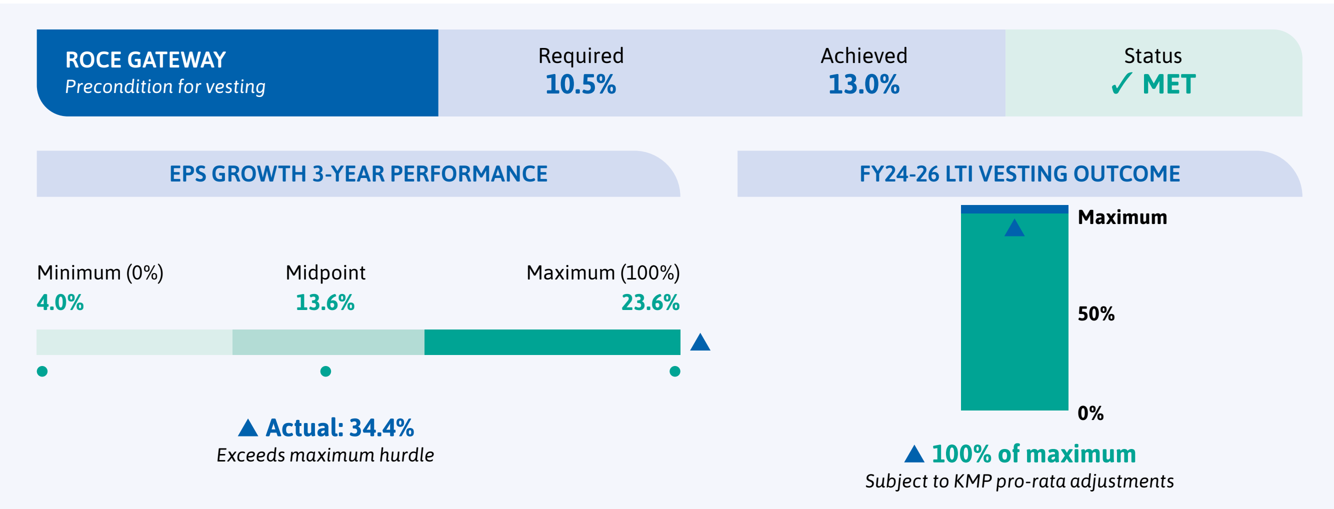
FY26 STI Performance and Outcome

Figure 3.2



FY24-26 LTI Performance and Outcome

Figure 3.3



EBIT outcome reflects the STI EBIT component only (70% weighted); Individual Objectives (30%) disclosed by Executive in Section 3.3. FY24-26 LTI vesting shown is the maximum position

3.2 Fixed Annual Remuneration

Our fixed remuneration practices are reviewed regularly to ensure that they continue to reflect the scale and complexity of Ansell and its operations. Fixed remuneration is maintained with the global market in mind to ensure that we continue to attract, motivate and retain a talented and truly diverse global workforce.

There were no policy changes to any element of fixed remuneration in FY26.

Base Salary

Base salaries are reviewed annually. In conducting this review, the HRC considers a number of factors to ensure decision making processes are suitably robust. Factors considered include market benchmarking analysis, individual performance, internal relativities, changes in scope of responsibilities, local market trends and the wider macro-economic environment.

The base salaries for the Executive KMPs for FY26 were:

Executives	Base Salary	Increase[1]
Executive KMP		
Nathalie Ahlström	EUR 757,000 (USD equivalent $883,108)	N/A
Fred Marx	USD 354,803	N/A
Former Executive KMP		
Neil Salmon	EUR 868,540 (USD equivalent $1,013,229)	5%
Brian Montgomery	USD 615,000	2.5%

1. From FY25 Base Salary.

Retirement Benefits

Retirement benefits vary by jurisdiction and individual arrangement. Mr Marx and Mr Montgomery receive contributions to US benefit and non-qualified pension plans. Ms Ahlström and Mr Salmon operate under Belgian independent Director and management company structures respectively and do not receive separate Company funded retirement benefits.

Other Benefits

Other benefits vary by local market and individual circumstances. Ms Ahlström's other benefits comprise a one-off EUR 56,000 relocation allowance and an annual benefits allowance of up to EUR 200,000 (Brussels accommodation, Brussels–Helsinki travel, a company vehicle, and medical, life and disability insurance), with any unused balance paid as cash. Income tax preparation assistance is provided at annual reasonable cost, and financial planning support of up to EUR 10,000 per year is also provided. Mr Salmon's other benefits include a general expense allowance of EUR 14,800 per month applicable throughout FY26. Mr Marx's other benefits include an Acting Cash Allowance of USD 250,000, further details of which are set out in Section 4.1. Mr Montgomery's other benefits include health insurance and the FY26 portion of his commencement cash bonus, further details of which are set out in Section 4.6.

3.3 Short-Term Incentive (STI)

Our STI program focuses on our key financial drivers of success, while also affording the flexibility to recognise function-specific objectives and non-financial performance, to further differentiate outcomes amongst our leaders.

For FY26, EBIT Growth carries a 70% weighting in the STI structure, with the Individual Scorecard maintained at 30%. This follows the Board's removal of the Organic Sales Growth measure from the STI structure, with that freed weighting redirected to EBIT Growth (increasing its weighting from 60% to 70%). In the short term, sales were directly impacted by the significant uncertainty created by US trade policy developments during the year, making sales growth an unsuitable measure of annual operating performance. Over the longer term, sales growth continues to be captured through the Organic Revenue Growth measure in the LTI plan. This change was communicated to shareholders in the FY25 Remuneration Report. All other key elements of the plan remain unchanged.

The STI plan is delivered part in cash and part in restricted shares. Half of the award received will be deferred into restricted shares, with the restriction period requiring the shares be held for a minimum period of two years from when the shares are granted.
The number of restricted shares granted are calculated based on a post-tax STI award basis.

FY26 STI Plan

Eligibility to participate in the STI plan is determined at the discretion of the Board. The detailed framework described below covers the FY26 STI Plan, which applies to the CEO and other ELT members. Mr Marx's STI arrangement is described separately at the end of this section, consistent with his role as Vice President at the commencement of FY26.

Figure 3.4

Feature	STI Plan
Purpose	Reward annual performance against Group financial and individual objectives, enabling differentiated and genuinely variable pay outcomes.
Eligibility	CEO and ELT members as determined by the Board at its discretion.
Participants and Participation Basis	Nathalie Ahlström (Pro-rated from commencement date of 26 January 2026) Neil Salmon (Full financial year in accordance with retirement arrangements). Brian Montgomery (Resigned 17 April 2026; STI forfeited per plan rules).
Target STI (% of base salary)	Ms Ahlström and Mr Salmon, target is 100%. Mr Montgomery target is 75%.
Formula Structure	Base Salary × Target STI % × STI Outcome (0% – 150%) STI Outcome is determined based on Performance Measures and Calculation Methodology explained below.
Performance Measures	**EBIT Growth (70% weighting) and Individual Scorecard (30% weighting);**

EBIT Growth Performance

The FY26 EBIT Growth target was set at 10.5%,with the threshold set at 1.6% growth and the maximum at 19.3% growth.

Figure 3.4

Performance Level	EBIT Growth	Payout/Modifier
Below Threshold	< 1.6%	0%
Threshold	1.6%	40%
Target	10.5%	100%
Maximum	19.3%	150%

Payout is interpolated on a straight-line basis between each performance level.

Individual Scorecard

The individual objectives are measured through a scorecard approach combining functional area goals within the control of the Executive with individual objectives. The functional area goals could be financial or non-financial in nature and include ESG metrics which are specific to the respective areas of responsibility. For FY27, key climate related ESG metrics will be incorporated into the STI individual scorecard.

Maximum STI Outcome	150% of target.
Below-Threshold EBIT Growth Outcome	0% on EBIT component; Individual Scorecard component may still apply.
STI Delivery	50% cash / 50% restricted shares (2-year restriction period).
Target Setting Methodology	The FY26 EBIT Growth target was set with reference to prior year's performance and Ansell's strategic plan, incorporating a material uplift in Group EBIT relative to the prior year baseline, reflecting continued growth expectations. Target setting considered the Group's strategic plan, prior year performance and expected external cost pressures. Consistent with prior years, the Board approved an adjustment to normalise incentive expenses at grant date. The Board also retains discretion to adjust EBIT Growth targets during FY26 in the event of material changes in tariff settings. Individual objectives are set and assessed on the basis described under Individual Scorecard above.

Mr Marx's STI Arrangement

Mr Marx's STI is calculated based on a target opportunity of 40% of base salary, subject to assessment of EBIT Growth performance (consistent with the STI plan described above), with a multiplier based on his individual performance. STI is delivered 100% in cash.

FY26 STI Outcomes

The FY26 STI outcome for each Executive reflects the combined assessment of EBIT Growth performance and individual objectives, applied within the framework explained above. The following chart provides a summary of where each Executive's overall STI outcome landed relative to the threshold, target and maximum payout range. Further detail on the calculation methodology, EBIT Growth and individual assessments follows.

Figure 3.5

	Overall STI Payout Range and Actual Outcome			Overall STI Payout Percentage
Executive*	**Minimum 0%**	**Target 100%**	**Maximum 150%**	
Nathalie Ahlström		▲		▲ 105%
Neil Salmon		▲		▲ 105%
Brian Montgomery	STI forfeited on resignation 17 April 2026 per plan rules			0%

* Mr Marx's STI outcome was 128.6% of target opportunity. Refer to Figure 3.8 for detail.

The FY26 STI Outcome for Executive members is calculated as follows:

Figure 3.6

Annual Base Salary × **Target STI Opportunity as % of Base Salary** × **STI Outcome (0%–150%)** Determined as a weighted combination of EBIT Growth Performance (70%) & Individual Scorecard (30%) = **STI Payout**

The STI Outcome ranges from 0% to 150% and is determined as a weighted combination of two performance measures:

- **EBIT Growth Performance (70% weighting)** — per the EBIT Growth Performance Range in Figure 3.2
- **Individual Scorecard (30% weighting)** — measured through a functional and individual scorecard, including non-financial and ESG goals specific to each Executive's area of responsibility

Where EBIT Growth performance is below threshold (i.e. EBIT Growth less than 1.6%), the EBIT component contributes 0% to the STI Outcome. However, the Individual Scorecard component may still result in a payout if individual performance objectives are achieved.

EBIT Growth Performance Outcome

EBIT Growth for FY26 was 11.7%, exceeding the target of 10.5% and below the maximum of 19.3%. Applying straight-line interpolation between target and maximum, this resulted in the EBIT component achieving 71.5% of maximum under the EBIT Growth Performance Range (Refer to Section 3.1 for a visual representation of the actual EBIT Growth outcome against the performance range).

EBIT Growth outcome was mainly driven by higher sales, improved sales mix, increased synergies from the FY25 KBU acquisition, and improved sourcing productivity. Consistent with past practice, the impact of FX volatility on the financial results in FY26 has been adjusted via the Group's Constant Currency target-setting and measuring process. No discretionary adjustments were made by the Board to the EBIT Growth outcome for FY26 STI purposes.

Individual Performance Assessment

Figure 3.7

Executive	Individual Scorecard Outcome (30% Component): Threshold 40%	Target 100%	Maximum 150%	Actual Outcome
Nathalie Ahlström		▲		▲ 100%
Neil Salmon		▲		▲ 100%

FY26 Individual Performance Assessment

Executive	Individual Performance Assessment for FY26
Nathalie Ahlström	Assessed at 100% of target. Ms Ahlström made an effective start to her tenure, integrating into the business, building company strategy and customer relationships, and leading the Group's response to the Middle East supply chain disruption during her partial year.
Neil Salmon	Assessed at 100% of target. Mr Salmon delivered strongly against his scorecard objectives to 16 February 2026, including pricing and sourcing actions that offset tariff-related cost pressures, above-target growth in priority segments, continued realisation of KBU synergies, and progress on leadership development, safety and sustainability outcomes. Following 16 February 2026, Mr Salmon continued to provide transitional leadership services through 30 June 2026.
Fred Marx	Based on annual performance assessment, the Individual Performance Modifier was assessed as 120%.
Brian Montgomery	STI forfeited on resignation 17 April 2026 per plan rules.

For the FY26 STI, the Board approved the following payments to the Executives (US$):

Consistent with the approach explained in Section 1.2, the table below shows each Executive's total FY26 STI award based on their full period of employment, with the KMP and non-KMP portions identified separately.

Figure 3.8

	STI Outcome Attributable to		Total STI		STI Payment Method[5]		
Executives	Financial Measures (US$)	Individual Objectives (US$)	Payable (US$)	% of Maximum Achieved	Cash (US$)	Restricted Shares (US$)	STI Forfeited (% of Maximum)
Nathalie Ahlström[1]	**288,862**	**115,483**	**404,346**	**70.0%**	**202,173**	**202,173**	**30.0%**
KMP period	249,981	99,939	349,921	70.0%	174,960	174,960	30.0%
Non-KMP period	38,881	15,544	54,425	70.0%	27,213	27,213	30.0%
Neil Salmon[2]	**760,327**	**303,969**	**1,064,296**	**70.0%**	**1,064,296**	**–**	**30.0%**
KMP period	481,211	192,382	673,593	70.0%	673,593	–	30.0%
Non-KMP period	279,116	111,587	390,703	70.0%	390,703	–	30.0%
Fred Marx[3]			**182,567**	**61.3%**	**182,567**	**–**	**38.7%**
KMP period	Refer to footnote 3		37,518	61.3%	37,518	–	38.7%
Non-KMP period	Refer to footnote 3		145,049	61.3%	145,049	–	38.7%
Brian Montgomery[4]	**–**	**–**	**–**	**–**	**–**	**–**	**100%**

1. Ms Ahlström's STI reflects the actual base salary received for her full employment period at Ansell (26 January – 30 June 2026, 156 days). The KMP and non-KMP period split is calculated on a pro-rata basis of KMP period: 16 February – 30 June 2026 and non-KMP period: 26 January – 15 February 2026 respectively. STI delivered 50% in cash and 50% as restricted shares (2-year sale restriction). EUR amounts are converted to USD using applicable average exchange rates.
2. Mr Salmon's STI reflects the actual base salary received for the full FY26 year (1 July 2025 – 30 June 2026), including both the CEO period and the Special Advisor period (17 February – 30 June 2026). The KMP and non-KMP period split is calculated on a pro-rata basis of KMP period: 1 July 2025 – 16 February 2026 and non-KMP Special Advisor period: 17 February – 30 June 2026 respectively. STI delivered 100% in cash per retirement arrangements. EUR amounts are converted to USD using applicable average exchange rates.
3. Mr Marx's STI reflects his target opportunity of 40% of base salary, the EBIT Growth outcome, and his individual performance assessment. As individual performance is applied as a multiplier to the EBIT Growth outcome rather than as a separate independently weighted component, the Financial Measures and Individual Objectives columns in Figure 3.8 are not separately disclosed. The KMP and non-KMP period split is calculated on a pro-rata basis of KMP period: 17 April – 30 June 2026 and non-KMP period: 1 July 2025 – 16 April 2026 respectively. STI is delivered in cash only.
4. Mr Montgomery resigned on 17 April 2026. All FY26 STI awards were forfeited in full on resignation in accordance with the applicable plan rules.
5. The amounts shown in the table are pre-tax. The number of restricted shares awarded to Ms Ahlström will be determined by dividing the restricted shares component by the VWAP of Ansell shares at the time of vesting.

3.4 Long-Term Incentive (LTI)

The LTI plan intends to drive an appropriate focus towards our long-term strategic priorities and the sustainable growth of the business, while also ensuring Executives remain motivated to consistently deliver strong performance outcomes. Annual awards granted will vest after three years subject to the achievement of predetermined performance conditions and continued service. Awards that do not vest at vesting date automatically lapse.

LTI awards discussed in this section are:

- **FY26-28 LTI Plan:** LTI awards granted during FY26
- **FY24-26 LTI Plan:** LTI awards vesting in FY26

For FY26, Executives receive 100% of their annual LTI grant in the form of Performance Share Rights (PSRs). Mr Marx's LTI arrangement at Vice President level is described separately below.

FY26-28 LTI Plan

Eligibility to participate in the LTI plan is determined at the discretion of the Board. The following table summarises the key features of the FY26-28 LTI Plan. Ms Ahlström did not participate in the FY26-28 LTI cycle given her commencement date of 16 February 2026; she will participate from FY27 with a target opportunity of 140% and a maximum of 280% of her annual base salary.

Feature	FY26-28 LTI Plan Details
Description	LTI awards are delivered in Performance Share Rights (PSRs), which are conditional rights to receive Ansell ordinary shares upon satisfaction of performance conditions and continued service over the three-year performance period. PSRs carry no entitlement to dividends prior to vesting.
Purpose	Drive focus on Ansell's long-term strategic priorities and sustainable growth, aligning Executive remuneration with multi-year performance and shareholder value creation.
Eligibility	CEO and ELT members as determined by the Board at its discretion.
Participants and Participation Basis	Neil Salmon (Participated in FY26-28 grant. Good Leaver; Pro-rated at 33.33% of maximum award per retirement arrangements. All LTI outcomes remain subject to original performance conditions). Brian Montgomery (All LTI awards forfeited on resignation 17 April 2026 per plan rules).
Performance and vesting Period	The LTIP performance period is three years. 1 July 2025 to 30 June 2028, with vesting shortly after. Vesting conditions are noted below.
Opportunity	See Figure 3.9 below.
Performance Conditions	See below.

Opportunity

Figure 3.9

Executive	Target LTI Award as a % of Base Salary	Maximum LTI Award as a % of Base Salary	Performance Measure Vesting as a % of Maximum Award: Minimum Hurdle[2]	Performance Measure Vesting as a % of Maximum Award: Maximum Hurdle
Neil Salmon[1]	150%	300%	0%	100%
Brian Montgomery	125%	250%	0%	100%

1. Mr Salmon's FY26 LTI Equity award was approved by shareholders at the 2025 Annual General Meeting.
2. Vesting commences only upon reaching the minimum performance hurdle.

Performance Conditions

The FY26-28 LTI plan retains the same three performance measures as the FY25-27 plan, EPS Growth, Organic Revenue Growth and relative TSR reflecting the Board's continued view that these measures appropriately capture both financial performance and relative shareholder value creation. Each measure vests on a continuum from threshold through target to maximum, enabling proportional reward for performance outcomes between these points.

Each condition is assessed independently at the end of the three-year period, with the weighted combined outcome determining the overall vesting percentage. Refer to the table below for performance ranges.

Figure 3.10: FY26-28 LTI Performance Conditions

Performance Measure	Weight	Minimum Hurdle (0% vesting)	Maximum Hurdle (200% of target awards)
EPS Growth	40%	15.8% over 3 years (5.0% CAGR)	36.8% over 3 years (11.0% CAGR)
Organic Revenue Growth	30%	6.1% over 3 years (2.0% CAGR)	19.1% over 3 years (6.0% CAGR)
Relative TSR vs ASX200 Industrials	30%	50th percentile[1]	75th percentile or above
Total	**100%**		

For EPS Growth and Organic Revenue Growth, vesting scales linearly between the minimum and maximum hurdles. For rTSR, vesting scales linearly between the 50th and 75th percentiles.

1. For the rTSR measure, achieving the 50th percentile results in 100% of target awards vesting. No vesting occurs below the 50th percentile.

Feature	FY26-28 LTI Plan Details
Target Setting Methodology	Ansell's LTI is designed to align the remuneration of Executives to the long-term business strategy and shareholder value creation model. Targets set with reference to Ansell's strategic plan, prior fiscal year performance, growth initiatives and the expected contribution from committed investments. The Board evaluated targets against business performance expectations to ensure they are suitably challenging and aligned to Ansell's strategic direction.
How Awards Are Granted	The number of Awards granted to each Executive represents the maximum potential award, set at 200% of the Target Award. The Target Award is first calculated as follows: **Number of Target PSRs Granted = (Base Salary × Target Award Amount as a % of Base Salary) ÷ Share Price at Grant** The maximum potential award being the number of PSRs actually granted is then determined as 200% of the Target PSRs. Performance conditions assessed at the end of the three-year period determine what proportion of the maximum award vests, ranging from 0% to 100% of the PSRs granted.
How Awards Will Vest	At the end of the three-year performance period, the Board assesses performance against each condition to determine the proportion of the maximum award that vests. The value of awards received is determined as follows: **Value of Awards on Vesting = Number of Awards Granted × Performance Vesting Outcome % × Share Price on Vesting** The Performance Vesting Outcome % represents the proportion of the maximum award that vests, ranging from 0% (below minimum hurdle) to 100% (at or above maximum hurdle). Each performance condition is assessed independently, with the weighted combined outcome applied to the total PSRs granted to determine the number of PSRs that ultimately vest. PSRs that do not satisfy the applicable performance conditions lapse and are forfeited.
Settlement	Vested PSRs settled in Ansell ordinary shares. Vesting occurs in August following the end of the performance period.

Mr Marx's FY26 LTI Arrangement

Mr Marx participates in the LTI plan in his capacity as Vice President. His target LTI opportunity for FY26 is 40% of base salary. His FY26-28 LTI grant is delivered in a mix of Performance Share Rights and Restricted Stock Units. The Performance Share Rights are subject to the same three-year performance period and performance conditions as the LTI Plan described above. The Restricted Stock Units are subject to a service condition only and vest over three years. Mr Marx also holds unvested RSU grants from his previous role with Ansell, the vesting of which is described under "Vesting of Outstanding RSU Awards" below.

FY24-26 PSR Vesting Outcomes for KMP

Both Mr Salmon and Mr Marx were employed for the full three-year FY24-26 performance period but served as KMP for only part of it. Consistent with the approach explained in Section 1.2, the table below shows total PSRs granted and vesting outcomes, with the KMP and non-KMP portions identified separately.

Figure 3.11

Executive	Date Award Granted	Maximum Value of PSRs Granted (US$)[3]	Number of PSRs Vested	Number of PSRs Forfeited
Neil Salmon[1]	8/8/2023	2,260,242	144,526	–
KMP period	–	1,983,807	126,850	–
Non-KMP period	–	276,435	17,676	–
Fred Marx[2]	8/8/2023	128,615	8,224	–
KMP period	–	8,789	562	–
Non-KMP period	–	119,826	7,662	–

1. Mr Salmon receives 100% of his FY24-26 LTI award in accordance with his retirement arrangement. The Maximum Value of PSRs Granted and PSRs Vested are split between KMP period (1 July 2023 – 16 February 2026) and non-KMP Special Advisor period (17 February – 30 June 2026) on a pro-rata basis of the full performance period. EUR amounts are converted to USD using applicable average exchange rates.
2. Mr Marx's Maximum Value of PSRs Granted and PSRs Vested are split between KMP period (17 April – 30 June 2026) and non-KMP period (1 July 2023 – 16 April 2026) on a pro-rata basis of the full performance period.
3. Value shown calculated using grant date VWAP share price of A$24.06 and an AUD:USD exchange rate of 0.65.

FY24-26 LTI Plan Performance Outcomes

The FY24-26 LTI plan measured Ansell's performance over the three-year period from 1 July 2023 to 30 June 2026 against a single performance measure, Adjusted EPS Growth subject to a ROCE gateway condition. The performance measure and outcomes are set out below, followed by the resulting vesting outcomes for each KMP.

Figure 3.12

Performance Measure	Weight	Minimum Hurdle (0% vesting)	Maximum Hurdle (100% of maximum award)	Actual Outcome	Vesting (% of maximum)
ROCE Gateway		10.5% at Year-3		13.0%	Gateway met
EPS Growth	100%	4.0% growth by year 3 (1.3% CAGR)	23.6% growth by year 3 (7.3% CAGR)	34.4% growth (10.3% CAGR)	100% of maximum

FY24-26 EPS Growth

The Board assessed the three-year Adjusted EPS Growth relevant for incentive purposes as 34.4%, which significantly exceeded the maximum threshold of 23.6%, resulting in vesting at 100% of maximum. The reconciliation from statutory EPS for each year of the performance period is shown below.

The strong EPS growth over the three-year period reflects a significant step up in sales supported by success with new products and improved post-pandemic conditions in healthcare end markets, earnings accretion from the KBU acquisition, and successful delivery of savings from the Accelerated Productivity Investment Program. FX volatility has been adjusted out of the EPS calculation consistent with the Constant Currency methodology applied at the commencement of the performance period.

Figure 3.13: FY24-26 EPS Growth Reconciliation

US cents	FY23	FY24	FY25	FY26
Statutory EPS (US cents)	117.5	59.4	69.9	146.0
Significant Items[1]	(2.1)	42.8	56.2	2.6
Statutory EPS excluding reported Significant Items	**115.3**	**102.2**	**126.1**	**148.6**
FX (gain)/loss adjustment	(5.5)	6.4	0.5	7.3
F24 and F25 APIP cost amortisation[2]	–	(10.8)	(10.8)	(11.0)
EPS for LTI award	**109.8**	**97.8**	**115.8**	**145.0**
Constant Currency	4.2	(8.5)	3.9	n/a
Base for next year's growth	**114.0**	**89.3**	**119.7**	**145.0**
Growth % each year		-14.2%	29.6%	20.8%
3-year EPS Growth		**-14.2%**	**11.2%**	**34.4%**

1. FY26 Significant Items comprise one-off costs associated with the Accelerated Productivity Investment Program and legal costs associated with the shareholder class action, partially offset by the recognition of US tariff refund receivables. See Note 3(b) Significant Items of FY26 Financial Statements for detail.
2. In keeping with past practice, 1/3 of the amortised portion of FY24 and FY25 APIP costs, previously excluded from the calculation of LTI awards, has been included in the EPS Growth calculation.

Vesting of Outstanding RSU Awards

In addition to the FY24-26 PSR LTI grant and described above, Mr Marx holds unvested RSU grants from his previous role with Ansell. A portion of these grants comprising 1,372 RSUs from the grant of 8 August 2023, 1,176 RSUs from the grant of 20 August 2024, and 1,075 RSUs from the grant of 19 August 2025, totaling 3,623 RSUs are scheduled to vest on 27 August 2026. These RSUs are vested based on service only with no performance hurdles. As the vesting date of 27 August 2026 falls in FY27, the vesting outcomes will be reported in the FY27 Remuneration Report. Mr Marx's full RSU holdings, including tranches vesting beyond 27 August 2026, are reflected in Section 4.5.

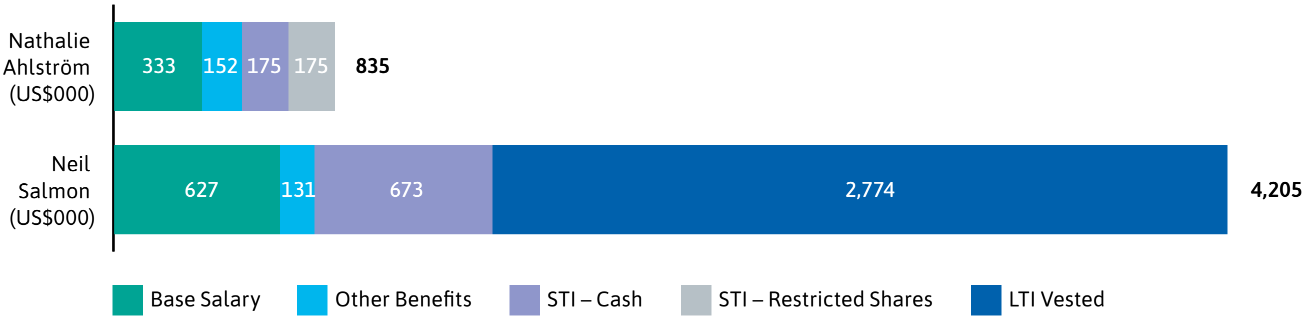
3.5 CEO Realised Pay Summary

This section summarises the realised pay earned by Ms Ahlström and Mr Salmon during their respective periods as CEO in FY26, using non-IFRS financial information. This is a voluntary disclosure supplemental to the statutory remuneration table in Section 4.6. Reflecting the leadership transition during the year, the amounts shown are those received while each was designated as a KMP. One-off commencement equity awards, specifically Ms Ahlström's Sign-on RSU Award and one-off PSR Incentive are excluded as they have not yet vested (RSU Award) or been granted (PSR Incentive); these are disclosed in Section 3.6. Mr Montgomery and Mr Marx are not included in this comparison; their FY26 remuneration is disclosed in Section 4.6.

Ms Ahlström's KMP period covers 16 February to 30 June 2026 and Mr Salmon's KMP period covers 1 July 2025 to 16 February 2026.

CEO Realised Pay During KMP Period (US$[1])

Figure 3.14



Executive	Base Salary	Other Benefits[2]	STI Cash[3]	STI Restricted Shares	LTI Vested[4]	Total
Ms Nathalie Ahlström	333,125	152,121	174,960	174,960	–	835,166
Mr Neil Salmon	627,237	130,725	673,593	–	2,773,864	4,205,418

1. All amounts in US dollars. EUR amounts are converted to USD using applicable average exchange rates. Amounts are pre-tax.
2. Ms Ahlström's Other Benefits include a one-off relocation allowance of EUR 56,000 paid upon commencement and an annual benefits allowance of up to EUR 200,000 pro-rated to her KMP period (16 February – 30 June 2026).
3. Mr Salmon's STI reflects the KMP period portion only (1 July 2025 – 16 February 2026). His full year STI entitlement is delivered 100% in cash in accordance with his retirement arrangements.
4. Mr Salmon's LTI Vested reflects the FY24-26 PSR grant pro-rated to his KMP service during the three-year performance period (962 out of 1,096 days). The full FY24-26 grant is valued at $3,160,389. This has been valued using the Ansell share price of A$31.74 and an AUD:USD exchange rate of 0.69 on 30 June 2026, as a best estimate given that actual vesting occurs post year-end, in October 2026. The value will be confirmed based on the actual share price and exchange rate at the vesting date.

3.6 One-off Compensation Awards in FY26

CEO Commencement Arrangements

Ms Nathalie Ahlström commenced employment with Ansell on 26 January 2026 and was appointed Chief Executive Officer and Managing Director on 16 February 2026, succeeding Mr Neil Salmon who retired on the same date following 13 years with the Ansell Group.

To secure Ms Ahlström's appointment, the Board approved a commencement equity package comprising a Sign-on RSU Award and a One-off Performance Share Right Incentive. These awards were necessary to attract an executive of the right calibre for this critical leadership role. Given her mid-year commencement in FY26, Ms Ahlström will not participate in the FY26-28 LTI cycle. She will instead commence participation in the LTI program from FY27. The Board is satisfied that these commencement arrangements serve the long-term interests of shareholders and align Ms Ahlström's interests with theirs from the outset of her tenure.

CEO Sign-on Awards

Equity Type	Details
Restricted Stock Units (RSUs)	4,500 Restricted Stock Units (RSUs) were granted to Ms Ahlström on 26 January 2026 under the FY26 Long-Term Incentive Plan (LTIP). Each RSU represents a right to receive one ordinary share in Ansell Limited, subject to a service condition only. All RSUs will vest on 16 February 2028, subject to Ms Ahlström's continuous employment with a member of the Ansell Group until that date. The fair value of the award is calculated by reference to the Ansell shares on the grant date of 26 January 2026 in accordance with AASB 2. This award is reported within the statutory remuneration table in Section 5 of this report.
Performance Share Rights (PSRs) Incentive	The Board approved a Sign-on Performance Share Right (PSR) Incentive with a target value of EUR 475,000 and a maximum value of EUR 715,000, subject to Ansell's relative Total Shareholder Return (rTSR) performance against the ASX200 Industrials Index over a three-year period commencing 16 February 2026. The award is subject to shareholder approval at Ansell's Annual General Meeting in November 2026. If shareholders do not approve the grant of PSRs as a long-term incentive for the CEO, the total remuneration package may not be competitive with the market, there may be misalignment of rewards with other senior executives and Ansell may be in breach of contractual obligations to the CEO. In these circumstances, the Board would provide Ms Ahlström with an equivalent cash incentive subject to the same performance conditions and performance period as described above. The number of Target PSRs is calculated by dividing EUR 475,000 by the 10-day VWAP of Ansell shares on the ASX, covering the five trading days before and the five trading days after Ms Ahlström's appointment date of 16 February 2026. The number of Maximum PSRs is calculated on the same basis using a maximum value of EUR 715,000. The vesting schedule for the award is as follows:

Figure 3.15

Ansell rTSR Ranking vs ASX200 Industrials Index	Vesting Outcome
Below 25th percentile	0% – No vesting
Between 25th and 50th percentile	Linear vesting from 0% to 100% of Target PSRs (EUR 475,000 value)
Between 50th and 75th percentile	Linear vesting from 100% of Target PSRs to 100% of Maximum PSRs (EUR 715,000 value)
At or above 75th percentile	100% of Maximum PSRs vest (EUR 715,000 maximum value)

The sign-on PSR Incentive is subject to shareholder approval at Ansell's Annual General Meeting in November 2026 (in FY27). This arrangement was communicated to the market as part of the CEO appointment announcement released to the ASX on 8 January 2026. Full details of the award, including the number of PSRs to be granted, will be set out in the Notice of Meeting for the November 2026 AGM.

CEO Relocation Allowance

As part of Ms Ahlström's commencement arrangements, the Board approved a one-off relocation allowance of EUR 56,000 to assist with relocation costs incurred in connection with her appointment as CEO. The allowance was paid as a lump sum upon commencement and is not a recurring element of Ms Ahlström's remuneration.

Acting CFO Arrangements

Mr Brian Montgomery resigned as Chief Financial Officer effective 17 April 2026. Following his departure, the Board appointed Mr Fred Marx as Acting Chief Financial Officer effective the same date. Mr Marx has been with the Ansell Group since January 2009 and most recently served as Vice President, Group Corporate Financial Planning & Analysis. To recognise Mr Marx's expanded responsibilities, the Board approved the following arrangements:

Acting Cash Allowance

Mr Marx will receive an Acting Cash Allowance of USD 250,000 per annum, paid monthly from 17 April 2026 to 17 April 2027. This allowance was approved in recognition of Mr Marx's leadership of the finance function during a period of executive transition, including responsibility for supporting the onboarding and transition of a permanent Chief Financial Officer. The Board determined that these transition responsibilities would extend beyond the appointment of a permanent CFO and therefore approved the allowance for a fixed period.

Retention RSU Award

A Retention RSU Award valued at USD 100,000 was granted to Mr Marx on 17 April 2026. The number of RSUs granted was determined by reference to the 10-day VWAP of Ansell shares on the grant date.

Further details of Acting Cash Allowance and Retention RSU Award are set out in Section 4.1 and amounts attributed to FY26 are reported within the statutory remuneration table in Section 4.6.

3.7 Other Policy Matters

Board Discretion on Adjustments

a. The Board and the HRC retains the ability to make discretionary adjustments to all elements of remuneration. This ability extends to the application of upward or downward discretion, as well as the use of malus and clawback on incentive outcomes. The recovery and withholding provisions are consistent across both the STI and LTI plans. The Board can claw back and apply malus to incentives to cover the following events:
   1. Material misstatement of the financial statements.
   2. Misconduct.
   3. Error in calculation of the performance condition.
   4. Serious reputational damage to the Group.
   5. Any other instance or practice which the Board deems to have had a detrimental impact on the Group, its performance, employees or shareholders.

b. In line with the ability to apply discretion, the Board applies a robust process for decision making which is guided by a set of predetermined adjustment principles in the Board-approved Discretion Policy. This policy ensures that regular consideration is given to the application of discretionary adjustments, and that in events where discretion is deemed necessary or unnecessary, there is a sound rationale for such treatment.

c. The overarching objective of the Discretion Policy is to ensure that any Board discretion adjustments are fair and reasonable and make the performance condition not more nor less difficult to achieve than if the triggering event had not occurred, and to continue to drive the right outcomes and expected behaviours (i.e. sustainable profitable growth).

d. The robust assessment principles contained in the Discretion Policy are:
   1. Focused on materiality. In other words, focus needs to be on adjustments where there is a significant variance from the financial year plan assumptions which are unforeseen and out of Management's control or opportunity to adequately manage.
   2. Non-financial considerations such as customer and/or supplier perceptions, reputation impact and broader societal sensitivities should be part of the assessment of the need to apply a discretionary adjustment to incentive outcomes.
   3. In assessing each material change or effect, we consider:
      i. Was the triggering event factored into the original financial or non-financial targets?
      ii. Was the outcome in Management's control?
      iii. Could the triggering event have been foreseen, planned or reasonably responded to by Management?
      iv. Is the outcome a result of Management's efforts or in Management's control?
   4. Based on a combination of the above, whether and how much adjustment, positively or negatively, is applied to any of the incentive metric results is compared to the formulaic outcome of the incentive plan rules.
   5. Finally, the broader macro-economic conditions and/or relevant market expectations should be considered.

e. During FY26, the Board carefully considered the impact of significant US trade policy developments, including the introduction of broad-based tariffs, on Ansell's financial performance and incentive outcomes. Having regard to the assessment principles of the Discretion Policy, and noting that management responded with discipline and agility to navigate these external headwinds, the Board determined that no discretionary adjustments to FY26 STI or LTI outcomes were warranted. The Board notes that it retains the ability to consider discretionary adjustments in future years should material impacts from these or other external factors arise.

Change of Control

a. On a change of control, the Board has discretion to end the restriction period ahead of the agreed schedule in respect of previous financial years STI plans.

b. On a change of control, the Board has discretion to vest some or all of the LTI awards, but, unless it uses its discretion, awards will vest as if the applicable performance condition has met the target level of performance (and without time pro-rating). In exercising this discretion, the Board will consider all relevant circumstances, including performance against the various measures and conditions for the part period up to the change of control event and the portion of the performance period that has expired.

Leaver Treatment

a. If an Executive ceases his or her employment with Ansell at any time prior to the end of the performance period, the Executive shall not be entitled to any in-year STI payment. However, the Board may, in its sole discretion, pay a pro-rated award in certain circumstances, such as death, disablement, retirement or other situations approved by the Board. For any STI restricted shares that have been earned but are still under a holding restriction, there is no forfeiture in the case of cessation of employment.

b. If an Executive's employment is terminated by the Company for any reason other than for cause or resignation, their unvested awards will not lapse. The awards will remain subject to the original performance conditions, tested at the end of the performance period. Any awards that vest will be pro-rated to reflect the portion of the performance period the executive was employed. Vesting is conditional upon the executive providing a release of the Group from any claims and adhering to post-employment non-compete restrictions as determined by the Board.

c. During FY26, the Board determined that Mr Salmon's retirement constitutes a bona fide retirement (Good Leaver) in accordance with the applicable LTI plan rules. Details of the determination and his leaver treatment are set out in Section 4.1.

d. During FY26, the Board determined that Mr Montgomery's resignation constitutes a Bad Leaver in accordance with the applicable STI and LTI plan rules. Details of the determination and his leaver treatment are set out in Section 4.1.

Section 4 – Statutory Information

4.1 Executive Service Agreements

Chief Executive Officer

Nathalie Ahlström (16 February 2026 to 30 June 2026)

Ms Ahlström was appointed as CEO and Managing Director of Ansell effective 16 February 2026 under an independent contractor arrangement consistent with standard senior management practices in Belgium. The key terms of her engagement are as follows:

- No fixed term of engagement;
- Six months' notice of termination by Ms Ahlström, with the Company having the option to pay in lieu of notice;
- Entitlement to one times base salary, 12 months' continued health insurance and pro-rated STI and LTI participation where the Company terminates without cause or Ms Ahlström resigns for Good Reason;
- Immediate termination for cause without severance;
- A mandatory shareholding requirement of two times annual fee to be achieved within five years of appointment;
- A 12-month post-termination non-compete restriction; and
- A 12-month post-termination non-solicitation restriction in respect of senior leaders.

The agreement is governed by Belgian law for most provisions, with incentive and termination-related provisions governed by the laws of Victoria, Australia. The agreement complies with the Corporations Act 2001 in relation to the payment of benefits.

Neil Salmon (1 July 2025 to 16 February 2026)

Mr Salmon served as Managing Director and CEO of Ansell from September 2021 until his retirement from the Board on 16 February 2026, having served the Ansell Group for 13 years. His contractual arrangements operated through a Belgian management company structure and were aligned with standard senior management practices in Belgium, Australia and the United States, where the Ansell Group corporate hubs are located. He continued as Special Advisor to the Board and incoming CEO from 16 February 2026 until his retirement date of 30 June 2026, on the following terms:

- Continuation of base pay and allowances at current levels for the period to 30 June 2026;
- Entitlement to FY26 STI, delivered in cash only in accordance with his retirement arrangements, payable September 2026;
- Full participation in the FY24-26 LTI for the full performance period, payable August 2026;
- Good Leaver pro-rata participation in the FY25-27 LTI at 66.66%, payable August 2027; and
- Good Leaver pro-rata participation in the FY26-28 LTI at 33.33%, payable August 2028.

The Board determined that Mr Salmon's retirement constitutes a bona fide retirement in accordance with the applicable LTI plan rules, having regard to his 13 years of continuous service, his voluntary retirement following an orderly succession process, and his continued contribution as Special Advisor through 30 June 2026. All LTI outcomes remain subject to the original performance conditions. No termination payment was made and no incentives vested on an accelerated basis. FY25 deferred STI restricted shares continue subject to their original restriction periods.

Mr Salmon is subject to a 12-month post-employment non-compete restriction in respect of businesses that are in competition with Ansell in any fields in which Ansell has more than US$10 million in annual sales, and non-solicitation of Ansell officers, executives and senior director level employees.

The agreements comply with the Corporations Act 2001 in relation to the payment of benefits.

Other Executives

Fred Marx (17 April 2026 to 30 June 2026)

Mr Marx is a US-based Executive whose employment relationship is 'at will' and, as such, does not have a fixed term of employment. Mr Marx holds the substantive position of Vice President, Group Corporate FP&A and Strategy and has been with the Ansell Group since January 2009. He was appointed Acting Chief Financial Officer effective 17 April 2026. The key terms of his acting arrangement are as follows:

- An Acting Cash Allowance of USD 250,000 per annum, paid monthly for a fixed 12-month period from 17 April 2026 to 17 April 2027. This allowance is temporary remuneration and is not included in any calculation where base salary is used as a basis, including STI, LTI or merit increases;
- A Retention RSU Award valued at USD 100,000 granted on 17 April 2026, vesting on 17 April 2027 subject to continued service;
- A clawback provision requiring repayment of the Acting Cash Allowance received if Mr Marx voluntarily resigns or is terminated for cause prior to 17 April 2027;
- Separation pay in accordance with Ansell's standard US severance policy, equivalent to approximately 36 weeks of base salary based on Mr Marx's length of service with the Ansell Group, subject to a maximum of 40 weeks of base salary, payable on conclusion of the acting arrangements or advisory period if no other position within the Group is identified; and
- Mr Marx is subject to a 12-month post-employment non-compete restriction.

The arrangement complies with the *Corporations Act 2001* in relation to the payment of benefits.

Brian Montgomery (1 July 2025 to 17 April 2026)

Mr Montgomery was a US-based Executive whose employment relationship was 'at will'. He resigned as CFO effective 17 April 2026. The Board determined that Mr Montgomery's resignation constitutes a Bad Leaver under the applicable STI and LTI plan rules. Accordingly, all unvested incentives including FY26 STI, outstanding Performance Share Rights and commencement Restricted Stock Units were forfeited in full on departure. No termination payment was made and no separation agreement was entered into. His FY25 deferred STI restricted shares continue subject to their original restriction periods, and he is subject to a 12-month post-employment non-compete restriction.

Erik Van den Enden (Commencing 1 September 2026)

Mr Van den Enden will be appointed as Chief Financial Officer of Ansell effective 1 September 2026. His contractual arrangements operate through a Belgian management company structure. The key terms of his engagement are as follows:

- No fixed term of engagement;
- Six months' notice of termination by Mr Van den Enden, with the Company having the option to terminate at any time subject to payment of a separation fee equal to one times annual fee;
- Immediate termination for cause without severance;
- A mandatory shareholding requirement of one times annual fee to be achieved within six years of appointment;
- A 12-month post-termination non-compete restriction; and
- A 12-month post-termination non-solicitation restriction in respect of senior leaders.

Fixed Remuneration & Allowances

- Annual fee of EUR 600,000, reviewed annually.
- A fixed annual allowance of EUR 84,000 to cover items including individual risk and retirement insurance, company car leasing and mobile subscriptions.
- Reimbursement of reasonable professional expenses incurred in connection with the establishment of his management company.

Incentive Plans

- STI: Target opportunity of 75% of annual fee, with a maximum of 112.5%. STI is delivered 50% in cash and 50% as restricted shares. The FY27 STI award will be pro-rated for active months of service.
- LTI: Target opportunity of 125% of annual fee, with a maximum of 250%. Eligible to participate in the FY27-29 LTI cycle.

Sign-on Arrangements

- Cash sign-on bonus of EUR 125,000. Repayable in full if the agreement is terminated on or before the first anniversary of the start date.
- Sign-on RSU award with a face value of EUR 125,000, with 50% vesting on the first anniversary and 50% on the second anniversary of the start date, subject to continued service.

4.2 Securities Trading Policy

Ansell's Securities Trading Policy outlines the law relating to insider trading and details the Company's requirements with regards to dealings in Ansell securities. The policy applies to all Directors and employees and aims to prevent the misuse (or perceived misuse) of sensitive information and ensure compliance with insider trading laws. The policy can be found on the Ansell website at www.ansell.com.

4.3 Shareholder Alignment

Mandatory Shareholding Requirements

To encourage alignment with shareholder interests, the Company adopted mandatory shareholding requirements, known as the Mandatory Shareholding Policy (introduced in 2013 and amended in January 2025). This policy requires Non-Executive Directors and ELT members to hold a multiple of their fee/base salary in Ansell shares by a specified date and tested at 30 June each year. The current requirement is:

- CEO: 2 x base salary to be achieved within 5 years of being appointed.
- ELT members: 1 x base salary to be achieved within 6 years of being appointed.
- Non-Executive Directors: 1 x annual Director fees to be achieved within 5 years of being appointed.

Vested awards are included in the target assessment. Unvested equity rights held pursuant to the incentive plans are not included in the target assessment.

Voluntary Share Purchase Plan

Ansell has developed a mechanism to enable KMP to regularly purchase Ansell shares, known as the Voluntary Share Purchase Plan (VSPP). While optional, the VSPP facilitates compliance with the Share Purchasing Policy, while complying with the Securities Trading Policy and ASX Listing Rules.

The VSPP rules were updated in FY23. Under the VSPP, a pre-agreed amount of Ansell shares (by % of director fees or base salary, as applicable) is acquired during each trading window during the year on the ASX through a trustee company at the prevailing market price and are transferred into the name of the applicable KMP but are subject to a restriction on dealing until the KMP ceases to hold office.

Shares were purchased on market (at no discount) on behalf of the Directors throughout FY26 pursuant to the VSPP (as shown in Figure 4.1).

4.4 Current Shareholding

The table below details the movement of shares held by each KMP and the progress of each KMP during FY26 in achieving their respective mandatory shareholding requirements. In FY26 all Directors were in compliance with the Mandatory Shareholding Policy as outlined in Section 4.3.

Figure 4.1

	Year	Held at 1 July (or Date Appointed KMP)	VSPP Purchases[1]	Other Purchases	Awarded During the Year	Net Movement Due to Other Changes	Held at 30 June (or Date Ceased as KMP)	% of Share Ownership Goal met[2]
Non-Executive Directors								
Nigel D Garrard	**2026**	**18,000**	**–**	**–**	**n/a**	**–**	**18,000**	**111%**
	2025	13,587	–	4,413	n/a	–	18,000	110%
Leslie A Desjardins	**2026**	**15,412**	**–**	**–**	**n/a**	**–**	**15,412**	**208%**
	2025	15,412	–	–	n/a	–	15,412	188%
Debra L Goodin	**2026**	**6,718**	**–**	**1,080**	**n/a**	**–**	**7,798**	**98%**
	2025	1,198	–	5,520	n/a	–	6,718	92%
William G Reilly	**2026**	**51,480**	**–**	**–**	**n/a**	**–**	**51,480**	**709%**
	2025	51,480	–	–	n/a	–	51,480	705%
Christina M Stercken	**2026**	**15,186**	**–**	**–**	**n/a**	**–**	**15,186**	**187%**
	2025	15,186	–	–	n/a	–	15,186	186%
Christine Y Yan	**2026**	**17,675**	**–**	**–**	**n/a**	**–**	**17,675**	**217%**
	2025	17,675	–	–	n/a	–	17,675	216%
Jonas Samuelson[3]	**2026**	**–**	**–**	**–**	**n/a**	**–**	**–**	**0%**
Randy Stone[4]	**2026**	**–**	**747**	**–**	**n/a**	**–**	**747**	**10%**
CEO								
Nathalie Ahlström[5]	**2026**	**–**	**–**	**–**	**–**	**–**	**–**	**0%**
Acting CFO								
Fred Marx[6]	**2026**	**–**	**–**	**–**	**–**	**–**	**–**	**n/a**
Former Executives								
Neil Salmon[7]	**2026**	**148,965**	**–**	**–**	**83,642**	**–**	**232,607**	**n/a**
	2025	127,625	–	–	21,340	–	148,965	169%
Brian Montgomery[8]	**2026**	**–**	**–**	**–**	**1,948**	**–**	**1,948**	**n/a**
	2025	–	–	–	–	–	–	0%

1. Purchases made under the Voluntary Share Purchase Plan (see Section 4.3).
2. The percentage of ownership goals met are based upon a multiple of an individual's base pay or Director fees (as applicable). The calculation uses base pay and shareholding as at 30 June 2026 and 30 June 2025, and applies the 12-month average share price and FX rates for FY26 and FY25, respectively.
3. Mr Samuelson was appointed as an Independent Non-Executive Director effective 1 March 2026. Shareholding shown from date of appointment. No FY25 comparative as first year as KMP.
4. Mr Stone was appointed as an Independent Non-Executive Director effective 1 August 2025. Shareholding shown from date of appointment. No FY25 comparative as first year as KMP.
5. Ms Ahlström was appointed CEO and Managing Director effective 16 February 2026. Shareholding shown from date of appointment. No FY25 comparative as first year as KMP.
6. Mr Marx was appointed Acting CFO effective 17 April 2026. Shareholding shown from date of appointment as KMP. No FY25 comparative as first year as KMP. He is not subject to a mandatory shareholding requirement in respect of his temporary appointment as Acting Chief Financial Officer.
7. Mr Salmon retired as Managing Director & CEO from 16 February 2026.
8. Mr Montgomery resigned as CFO on 17 April 2026.

4.5 Equity Instruments

The table below details the movement in the number of PSRs and RSUs over ordinary shares of Ansell Limited held by the CEO and Other Executive KMPs during FY26.

Figure 4.2

	Year	Held at 1 July (or Date Appointed KMP)	PSRs During the Year			RSUs During the Year			Held at 30 June
			Granted[1]	Vested[2]	Forfeited[3]	Granted[4]	Vested	Forfeited	
CEO									
Nathalie Ahlström[5]	**2026**	**4,500**	**–**	**–**	**–**	**–**	**–**	**–**	**4,500**
Acting CFO									
Fred Marx[6]	**2026**	**28,685**	**–**	**–**	**–**	**4,984**	**–**	**–**	**33,669**
Former Executives									
Neil Salmon	**2026**	**398,654**	**135,406**	**(64,535)**	**(188,837)**	**–**	**–**	**–**	**280,652**
	2025	335,382	136,364	–	(73,092)	–	–	–	398,654
Brian Montgomery[7]	**2026**	**33,108**	**70,220**	**–**	**(70,220)**	**–**	**–**	**(33,108)**	**–**
	2025	—	–	–	–	33,108	–	–	33,108

1. PSRs granted during FY26 were pursuant to the FY26–28 LTI Plan, calculated by way of a face value methodology using a volume-weighted average price of Ansell Limited Shares on the ASX over a 10-day period from 18 to 29 August 2025, this being A$32.95 (FY25: 13 to 27 August 2024, this being A$24.06). Grants are recorded at maximum.
2. PSRs vested during FY26 were pursuant to the FY23–25 LTI Plan, with outcomes approved by the HRC on August 2025.
3. PSRs forfeited during FY26 were pursuant to (i) Mr Salmon's FY25-27 LTI and FY26-28 LTI plan PSRs in excess of his Good Leaver entitlement, forfeited upon his retirement on 16 February 2026; (ii) Mr Montgomery's FY26-28 PSRs, forfeited in full upon his resignation on 17 April 2026, in accordance with plan rules.
4. RSUs granted during FY26 comprise Mr Marx's Retention RSU Award of 4,984 RSUs granted on 17 April 2026 upon his appointment as Acting Chief Financial Officer, vesting 17 April 2027, subject to continued service.
5. Ms Ahlström commenced employment with Ansell on 26 January 2026 and was appointed CEO and Managing Director effective 16 February 2026. The "Held at Date Appointed KMP" balance of 4,500 RSUs reflects her sign-on RSU award granted on 26 January 2026, prior to her KMP appointment date. The RSUs vest on 16 February 2028, subject to continued service. Her one-off PSR incentive award is subject to shareholder approval at the November 2026 AGM and has not yet been granted; accordingly, it does not appear in this table.
6. Mr Marx was appointed Acting CFO effective 17 April 2026. "Held at Date Appointed KMP" reflects his combined holding of PSRs and RSUs at 17 April 2026. Only movements during the KMP period from 17 April 2026 are shown in the activity columns.
7. Mr Montgomery resigned effective 17 April 2026. All unvested FY26–28 PSRs and commencement RSUs were forfeited upon departure in accordance with plan rules.

4.6 Executive Statutory Remuneration (US$[1])

Figure 4.3

				Other Benefits[5]		STI[6]			
Name[2]	Year	Base Salary[3]	Retirement Benefits[4]	Other	Equity	Cash	Restricted Shares	LTI[7] Equity	Total Earnings
CEO									
Nathalie Ahlström	**2026**	**333,125**	**–**	**152,121**	**85,261**	**174,960**	**174,960**	**–**	**920,427**
Acting CFO									
Fred Marx	**2026**	**72,905**	**15,057**	**55,121**	**18,184**	**37,518**	**–**	**32,928**	**231,712**
Former Executives									
Neil Salmon	**2026**	**627,237**	**–**	**130,725**		**673,593**	**–**	**1,343,019**	**2,774,573**
	2025	883,698	–	192,970		619,211	619,211	2,634,998	4,950,088
Brian Montgomery	**2026**	**487,856**	**44,694**	**340,294**	**(88,907)**	**–**	**–**	**–**	**783,937**
	2025	129,615	3,500	90,549	83,812	63,297	63,297	–	434,070
Zubair Javeed	2025	443,313	44,331	611,521		–	–	(206,410)	892,755
Rikard Froberg	2025	334,833	99,133	34,346		–	–	(153,769)	314,543

1. All non USD amounts, including equity awards and remuneration relating to Ms Ahlström, Mr Salmon and Mr Javeed, have been translated into USD using applicable average exchange rates.
2. Amounts represent remuneration earned during each individual's KMP period (see Section 1.2). The applicable KMP periods are:
   - **Ms Ahlström**: 16 February to 30 June 2026 (commenced employment 26 January 2026; pre-KMP period base salary totalled $51,819 and STI totalled $54,426).
   - **Mr Marx**: 17 April to 30 June 2026.
   - **Mr Salmon**: full FY25, and 1 July 2025 to 16 February 2026 (continued as Special Adviser to 30 June 2026; advisory period base salary totalled 373,930, STI totalled $390,703, and LTI totalled $778,989.
   - **Mr Montgomery**: 14 April to 30 June 2025 (FY25), and 1 July 2025 to 17 April 2026 (FY26).
   - **Mr Javeed**: 1 July 2024 to 14 March 2025.
   - **Mr Froberg**: 1 July 2024 to 28 February 2025.
3. **Base salary** comprises salary earned during the financial year. Changes in base salary for Executives are determined with reference to performance and external benchmarking of comparable roles within relevant jurisdictions. Mr Salmon's FY26 base salary increased by 5% effective 1 October 2025 and is denominated in Euro. Mr Montgomery received a salary increase of 2.5% effective 1 October 2025 and is remunerated in USD.
4. **Retirement benefits** comprise all retirement benefits accrued during the KMP period. Mr Marx and Mr Montgomery receive contributions to US qualified and non qualified pension plans. Ms Ahlström and Mr Salmon do not receive traditional employer retirement benefits under their respective Belgian arrangements.
5. **Other benefits** comprise the cost to the Company of allowances, insurance, relocation expenses and other non monetary benefits. The amounts disclosed also include the following one-off awards:
   - **Ms Ahlström**:
     - a one off relocation allowance of EUR 56,000;
     - an annual benefits allowance of EUR 200,000 (refer to Section 3.2 for details), pro-rated to her KMP period; and
     - sign on awards, including RSUs and PSRs, measured at fair value (RSUs at A$30.28 per unit and PSRs at A$33.27 per unit) and accounted for in accordance with AASB 2 Share based Payment (AASB 2).
   - **Mr Marx**: Acting Cash Allowance and retention RSUs earned for the period 17 April to 30 June 2026. Retention RSUs are measured at fair value (A$26.20 per unit) and accounted for in accordance with AASB 2.
   - **Mr Montgomery**: Commencement arrangements comprising both cash (US$400,000) and equity (33,108 RSUs) components (refer Section 4.2 of the FY25 Remuneration Report):
     - 2026 and 2025 cash amounts include the portions earned from 1 July 2025 to 14 April 2026 (US$314,521) and from 14 April 2025 to 30 June 2025 (US$85,479); and
     - The equity component is measured at fair value (A$27.68 per unit) and accounted for under AASB 2. The 2026 negative amount reflects the FY26 reversal of share based payment expense previously recognised in FY25 due to forfeited entitlements upon cessation of employment. The reversal exceeds the FY25 accrual due to foreign exchange impacts arising from the translation from AUD to USD.
   - **Mr Javeed**: a cash payment made upon cessation of employment (refer Section 5.1 of the FY25 Remuneration Report).
6. **Short term incentives (STI)** for 2026 and 2025 represent amounts payable under the FY26 and FY25 STI Plans, respectively. Except for Mr Marx and Mr Salmon in FY26, STI awards were delivered 50% in cash and 50% in restricted shares, subject to a two year sale restriction. Amounts disclosed are pre tax; the number of restricted shares issued is determined on a post tax basis. For Mr Marx and Mr Salmon, FY26 STI was delivered entirely in cash in accordance with their respective one-off arrangements.
7. **Long term incentives (LTI)** represent share based payments recognised in accordance with AASB 2. 2026 includes awards under the FY24–FY26, FY25–FY27 and FY26–FY28 LTI plans and 2025 includes awards under the FY23–FY25, FY24–FY26 and FY25–FY27 LTI plans. Negative LTI reflects reversals of previously recognised share based payment expense in accordance with AASB 2, including forfeitures on cessation of employment for Mr Montgomery, Mr Javeed and Mr Froberg. No forfeiture has been recognised for Mr Salmon, having regard to his Good Leaver treatment approved by the Board in connection with his bona fide retirement.

Section 5 – Non-Executive Directors

5.1 Policy and Approach

Overview of policy	(a) Structured with a fixed fee component only. (b) Fees are not linked to the performance of Ansell, so that independence and impartiality are maintained. (c) Director fees are paid in US dollars; however, Directors may elect to be paid in their local currencies (subject to applicable currency exchange rates). (d) Board and Committee fees are set by reference to several relevant considerations including: accountabilities and responsibilities attaching to the role of Director; time commitment expected of Directors; fees paid by peer companies; independent advice received from external advisers; the global nature of the business; and the requirement to travel internationally to familiarise oneself with international operations and for required meetings.
Aggregate fees approved by shareholders	The current aggregate fee pool for Non-Executive Directors of US$2,100,000 was approved by shareholders at the 2024 Annual General Meeting. The fee pool in US$ reflects the fact that business operations are run from outside Australia.
Base fees for FY26	See tables and notes below.

Base Fees (Board):

Non-Executive Chair	US$349,440 (inclusive of Committee fees)	
Non-Executive Director	US$131,040	
Committee Fees	**Chair**	**Member**
Audit and Compliance Committee	US$31,500	US$12,600
Human Resources Committee	US$31,500	US$12,600
Sustainability and Risk Committee	US$31,500	US$12,600

Directors are permitted to be paid additional fees for special duties, including fees paid for serving on ad hoc projects or transaction-focused committees.

Directors are entitled to be reimbursed for all business-related expenses, including travel expenses incurred performing their duties.

A travel allowance of US$30,000 per annum is paid to each Non-Executive Director, which is in addition to the above fees.

Superannuation contributions are made on behalf of the Non-Executive Directors at a rate of 12% (FY25: 11.5%) as required by Australian law. For non-Australian-based Directors, these payments are pro rated for the period of time spent in Australia where required by law. The Directors' fees above are inclusive of any superannuation payments payable by law.

FY27 – Base and Committee fees will increase by 3.5%, effective 1 July 2026.

5.2 Non-Executive Directors’ Statutory Remuneration (US$)

Details of Non-Executive Directors’ remuneration are set out in the table below:

Figure 5.1

Non-Executive Directors	Year	Total Directors' Fees[1] (US$)	Superannuation[2] (US$)	Total (US$)
Nigel D Garrard (Chair)	**2026**	**379,440**	**–**	**379,440**
	2025	362,800	–	362,800
Leslie A Desjardins[3]	**2026**	**189,390**	**–**	**189,390**
	2025	196,800	–	196,800
Debra L Goodin[4]	**2026**	**180,348**	**21,642**	**201,990**
	2025	160,359	18,441	178,800
William G Reilly	**2026**	**186,240**	**–**	**186,240**
	2025	178,800	–	178,800
Christina M Stercken	**2026**	**205,140**	**25**	**205,165**
	2025	196,800	–	196,800
Christine Y Yan	**2026**	**205,140**	**–**	**205,140**
	2025	196,800	–	196,800
Jonas Samuelson[5]	**2026**	**57,880**	**–**	**57,880**
Randy Stone[6]	**2026**	**170,720**	**–**	**170,720**
Former Executives				
Morten Falkenberg[7]	2025	163,900	–	163,900
Total Non-Executive Directors’ Remuneration	**2026**	**1,574,298**	**21,667**	**1,595,965**
	2025	1,456,259	18,441	1,474,700

1. Directors’ Fees include Base and Committee Fees plus travel allowances less Superannuation (see footnote 2 below). All Fees are expressed in US$. The methodology of converting the fees into the base currency of the Directors has not changed.
2. Superannuation contributions are made on behalf of the Non-Executive Directors at a rate of 12% (FY25: 11.5%) as required by Australian law. The requirement to make superannuation contributions may differ between Non-Executive Directors depending on factors such as residency, the location in which director services are performed and other applicable legal requirements. Some Australian directors have elected to opt-out of superannuation guarantee payments in accordance with an Australian Taxation Office ruling.
3. Ms Desjardins retired as Chair of the Audit & Compliance Committee from 1 September 2025 (remaining an Audit & Compliance Committee Member for the remainder of FY26), and the Directors’ fees and associated entitlements reflect a part year entitlement as Audit & Compliance Committee Chair.
4. Ms Goodin was appointed Chair of the Audit & Compliance Committee from 1 September 2025 (being an Audit & Compliance Committee Member for the remainder of FY26), and the Directors’ fees and associated entitlements reflect a part year entitlement as Audit & Compliance Committee Chair.
5. Mr Samuelson was appointed as Non-Executive Director from 1 March 2026, and the Directors’ fees and associated entitlements reflect a part year entitlement as Non-Executive Director, and member of the Audit & Compliance Committee.
6. Mr Stone was appointed as Non-Executive Director from 1 August 2025, and the Directors’ fees and associated entitlements reflect a part year entitlement as Non-Executive Director, member of the Audit & Compliance Committee and Sustainability & Risk Committee. .
7. Mr Falkenberg retired as Non-Executive Director from 31 May 2025, and the Directors’ fees and associated entitlements reflect a part year entitlement as Non-Executive Director, member of the Audit & Compliance Committee and Sustainability & Risk Committee.

The composition of the Committees is summarised in the Report by the Directors.

Section 6 – Group Performance and Remuneration Outcomes

6.1 Group Performance

The five-year performance history of the Group is summarised below.

Figure 6.1

	2022 Adjusted[3]	2023 Adjusted[3]	2024 Adjusted[3]	2025 Adjusted[3]	2026 Adjusted[3]
Sales (US$m)	1,952.1	1,655.1	1,619.3	2,003.3	**2,140.2**
EBIT (US$m)	245.1	206.3	195.5	282.1	**321.9**
Profit Attributable (US$m)	175.7	145.6	131.5	199.8	**212.3**
Earnings Per Share (US cents)	138.6	115.3	105.5	126.1	**148.6**
Dividends Per Share[1] (US cents)	55.45	45.90	38.40	50.20	**68.10**
Ansell share price[2] (A$)	22.24	26.73	26.55	30.29	**31.74**

1. Dividends have been determined in US$ since Ansell adopted the US$ as its reporting currency in FY14.
2. FY26 share price is at 30 June 2026.
3. Adjusted excludes Significant Items. For 2022, refer to Note 3(b) Significant Items of the Group's audited FY22 Financial Statements. For 2023 and 2024, refer to Note 3(b) Significant Items of the Group's audited FY24 Financial Statements. For 2025 and 2026, refer to Note 3(b) Significant Items of the Group's audited FY26 Financial Statements.

6.2 STI/LTI Payouts as Percentage of Maximum

CEO	FY22	FY23	FY24	FY25	FY26
STI (% of maximum)	0%	41%	50%	92%	**70%**
LTI (% of maximum)	51%	0%	0%	54.8%	**100%**

Section 7 – Governance

7.1 Role of the Human Resources Committee (HRC)

Board
The Board is responsible for:

- defining Ansell's remuneration strategy; and
- determining the structure and quantum of remuneration for the CEO and Other Executives that support and drive the achievement of Ansell's strategic objectives.

The Board has an overarching discretion with respect to the awards given under Ansell's incentive plans.

Consultation with shareholders and other stakeholders

Remuneration consultants and other external advisers

- Provide independent advice, information and recommendations relevant to remuneration decisions.
- In performing its duties and making recommendations to the Board, the Chair of the HRC seeks independent advice from external advisers on various remuneration-related matters.
- Any advice or recommendations provided by external advisers are used to assist the Board – they do not substitute for the Board and HRC process.

HRC
The HRC is delegated responsibility by the Board to review and make recommendations on the remuneration policy, strategy and structure for Ansell's Board members, the CEO and Other Executives.

The HRC has in place a process of engaging and seeking independent advice from external remuneration advisers and ensures remuneration recommendations in relation to Other Executives are free from undue influence by management.

Management
Provides information relevant to remuneration decisions and makes recommendations to the HRC.

Obtains remuneration information from external advisers to assist the HRC (i.e. market data, legal advice, accounting advice, tax advice).

Remuneration consultants and other external advisers

- Management may seek its own independent advice with respect to information and recommendations relevant to remuneration decisions.

7.2 External Consultants

In FY26, the Board engaged PwC to provide independent advice on remuneration, which includes provision of an Australian market practice perspective on management's international remuneration proposals, disclosure in the Remuneration Report and to provide regular updates on Australian regulatory and market trends. No remuneration recommendations as defined in Section 9B of the Corporations Act 2001 were provided by PwC.

7.3 Shareholder Engagement

The HRC maintains a regular dialogue with major shareholders, relevant institutional investor bodies and proxy advisers. The views and opinions expressed are considered when determining remuneration. The HRC monitors trends and developments in corporate governance and market practice to ensure the structure of Executive remuneration remains appropriate. The HRC would undertake a consultation process in advance of any material changes to the remuneration policy.

Section 8 – Glossary

Adjusted EBIT refers to page 16 of this Report.

Adjusted EPS refers to page 16 of this Report.

AGM means Annual General Meeting.

APAC means Asia-Pacific.

APIP means Accelerated Productivity Investment Program.

ASX means the Australian Securities Exchange.

Bad Leaver means an Executive whose cessation of employment does not qualify for favourable treatment of unvested incentives under the applicable plan rules, as determined by the Board (for example, resignation), resulting in forfeiture of unvested incentives.

Board means the Board of Directors of Ansell Limited.

CAGR means Compound Average Growth Rate, which as used in this document measures the average year over year growth rate of a financial metric over the specified time period.

CEO means Chief Executive Officer.

CFO means Chief Financial Officer.

Constant Currency refers to page 16 of this Report.

Corporations Act means the *Corporations Act 2001* (Cth).

EBIT Growth is defined as annual Adjusted EBIT growth on a Constant Currency basis after normalising for a more typical incentive expense.

ELT means the Executive Leadership Team.

EMEA means Europe, Middle East and Africa.

EPS means Earnings Per Share, which means the portion of Ansell's profit that is allocated to each outstanding ordinary fully paid share.

EPS Growth is defined as a 3-year compound annualised EPS growth on a Constant Currency basis after excluding Significant Items and other Board-approved adjustments as disclosed in Figure 3.13.

ESG means Environmental, Social, and Governance.

Executive or **Group Executive** in this Report refers to the CEO and Other Executives.

FAR (Fixed Annual Remuneration) means the fixed component of an Executive's remuneration, comprising base salary, retirement and other benefits.

FY21–FY26 FY21 means the financial year commencing 1 July 2020 and ending 30 June 2021. FY22 means 1 July 2021 to 30 June 2022. FY23 means 1 July 2022 to 30 June 2023. FY24 means 1 July 2023 to 30 June 2024. FY25 means 1 July 2024 to 30 June 2025. FY26 means 1 July 2025 to 30 June 2026.

FX means Foreign Exchange.

Good Leaver means an Executive whose cessation of employment qualifies for favourable treatment of unvested incentives under the applicable plan rules, as determined by the Board (for example, on bona fide retirement).

HRC means Human Resources Committee.

IFRS means International Financial Reporting Standards.

KBU means the Kimberly-Clark PPE business acquired by Ansell in 2024

KMP means the Key Management Personnel of Ansell, which comprises all Directors (Executive and Non-Executive) and those Executives who have authority and responsibility for planning, directing and controlling the activities of the Group.

LAC means Latin American and Caribbean.

Long-Term Incentive (LTI or **LTIP)** means the Ansell Long-Term Incentive Plan, which is subject to the rules of the Ansell Long-Term Incentive Plan as periodically approved by the Board.

Organic Constant Currency refers to page 16 of this Report.

Organic Revenue Growth is defined as a 3-year compound annualised sales growth on a Constant Currency basis after excluding the impact of acquisitions, divestments and exited businesses.

Other Executives means the group of people who are KMP, but are not Non-Executive Directors or the CEO.

Profit Attributable means those profits of the Company that are available to the shareholders for distribution.

PSRs means Performance Share Rights.

Realised pay means the pay actually received/receivable by the Executive during the financial year, including salary, benefits, STI in relation to the relevant financial year and any equity incentives that vested in relation to the completion of the relevant financial year. Equity incentives were valued using the values of the shares determined as at the vesting date.

RSUs means Restricted Stock Units.

rTSR means the TSR performance of Ansell Limited (ASX: ANN) against the TSR performance of the ASX200 Industrials Index, expressed as a percentile ranking.

ROCE means Return on Capital Employed, which is the amount of Adjusted EBIT returned as a percentage of the average funds that are employed (both equity and debt used in the business). From FY25, ROCE for remuneration excludes assets under construction, representing capital pending deployment. On a consistent basis, the ROCE for FY23 and FY24 would have been 11.1% and 10.6%, respectively.

ROCE Gateway means the ROCE required for the successful achievement of the relevant award.

Significant Items refers to page 16 of this Report.

Short-Term Incentive Plan (STI) means the Ansell Short-Term Incentive Plan, which is subject to the rules of the Ansell Short-Term Incentive Plan as periodically approved by the Board.

TSR means Total Shareholder Return and represents the percentage growth in value received by a shareholder over a period. Based on the change in Ansell's closing share price and assuming USD dividends are converted to AUD and reinvested in Ansell shares on the day they are paid.

VSPP means Voluntary Share Purchase Plan.

VWAP means Volume Weighted Average Price.

CONSOLIDATED INCOME STATEMENT

of Ansell Limited and its subsidiaries for the year ended 30 June 2026

	Note	2026 US$m	2025 US$m
Revenue			
Sales revenue	2, 3(c)	**2,140.2**	2,003.3
Expenses			
Cost of goods sold		**(1,253.4)**	(1,178.3)
Distribution		**(126.9)**	(127.2)
Selling, general and administration including Significant Items	3(b)	**(439.4)**	(513.9)
Total expenses, excluding financing costs		**(1,819.7)**	(1,819.4)
Profit before net financing costs and income tax expense		**320.5**	183.9
Net financing costs	3(a)	**(40.9)**	(40.0)
Profit before income tax		**279.6**	143.9
Income tax expense	4(a)	**(70.0)**	(40.3)
Profit for the period		**209.6**	103.6
Profit for the period is attributable to:			
Ansell Limited shareholders		**208.6**	101.6
Non-controlling interests		**1.0**	2.0
Profit for the period		**209.6**	103.6

	Note	2026 US cents	2025 US cents
Earnings Per Share			
Basic Earnings Per Share	5	**146.0**	69.9
Diluted Earnings Per Share	5	**145.1**	69.5

The above Consolidated Income Statement should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

of Ansell Limited and its subsidiaries for the year ended 30 June 2026

	Note	2026 US$m	2025 US$m
Profit for the period		**209.6**	103.6
Other comprehensive income			
Items that will not be reclassified to the Income Statement:			
Retained profits			
Remeasurement of defined benefit superannuation/post-retirement health benefit plans	13(a)	**1.2**	–
Tax expense on items that will not be subsequently reclassified to the Income Statement	4(a)	**(0.3)**	–
Other reserve			
Change in fair value of equity investment designated as fair value through other comprehensive income		**–**	(2.0)
Total items that will not be reclassified to the Income Statement		**0.9**	(2.0)
Items that may subsequently be reclassified to the Income Statement:			
Foreign currency translation reserve			
Net exchange differences on translation of financial statements of foreign subsidiaries		**10.8**	43.2
Hedging reserve			
Movement in effective cash flow hedges for the year		**18.3**	(20.1)
Movement in time value of options for the year		**(1.3)**	1.1
Tax (expense)/benefit on items that may subsequently be reclassified to the Income Statement	4(a)	**(5.5)**	5.7
Total items that may subsequently be reclassified to the Income Statement		**22.3**	29.9
Other comprehensive income for the period, net of tax where applicable		**23.2**	27.9
Total comprehensive income for the period		**232.8**	131.5
Attributable to:			
Ansell Limited shareholders		**230.6**	127.7
Non-controlling interests		**2.2**	3.8
Total comprehensive income for the period		**232.8**	131.5

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

of Ansell Limited and its subsidiaries as at 30 June 2026

	Note	2026 US$m	2025 US$m
Current assets			
Cash and cash equivalents	6(a)	**249.5**	238.3
Trade and other receivables	7(a)	**301.2**	246.5
Derivative financial instruments	16(c)	**7.9**	2.4
Inventories	7(b)	**501.2**	584.7
Other current assets		**38.3**	38.9
Total current assets		**1,098.1**	1,110.8
Non-current assets			
Trade and other receivables		**1.3**	1.5
Derivative financial instruments	16(c)	**2.3**	2.6
Financial assets		**1.1**	1.1
Property, plant and equipment	8	**376.0**	377.2
Right-of-use assets	9	**88.9**	98.4
Intangible assets	10	**1,654.6**	1,655.5
Deferred tax assets	4(b)	**39.3**	38.9
Retirement benefit assets	13(a)	**3.2**	2.6
Other non-current assets		**27.0**	33.8
Total non-current assets		**2,193.7**	2,211.6
Total assets		**3,291.8**	3,322.4
Current liabilities			
Trade and other payables	7(c)	**284.0**	305.9
Derivative financial instruments	16(d)	**5.4**	18.1
Interest bearing liabilities	11	**51.4**	60.4
Lease liabilities	9	**20.9**	20.6
Provisions	12	**87.1**	96.1
Current tax liabilities		**29.6**	20.9
Total current liabilities		**478.4**	522.0
Non-current liabilities			
Trade and other payables		**1.8**	1.0
Interest bearing liabilities	11	**605.8**	638.5
Lease liabilities	9	**78.5**	86.1
Provisions	12	**11.2**	10.0
Retirement benefit obligations	13(a)	**3.7**	5.1
Deferred tax liabilities	4(c)	**63.8**	50.6
Other non-current liabilities		**26.5**	26.4
Total non-current liabilities		**791.3**	817.7
Total liabilities		**1,269.7**	1,339.7
Net assets		**2,022.1**	1,982.7
Equity			
Contributed equity	14(a)	**901.4**	1,027.0
Reserves		**(134.0)**	(160.6)
Retained profits		**1,223.8**	1,097.2
Total equity attributable to Ansell Limited shareholders		**1,991.2**	1,963.6
Non-controlling interests		**30.9**	19.1
Total equity		**2,022.1**	1,982.7

The above Consolidated Statement of Financial Position should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

of Ansell Limited and its subsidiaries for the year ended 30 June 2026

2026	Note	Attributable to Ansell Limited shareholders Contributed Equity US$m	Share-based Payment Reserve US$m	Hedging Reserve US$m	Other Reserve US$m	Foreign Currency Translation Reserve US$m	Retained Profits US$m	Total US$m	Non-controlling Interests US$m	Total Equity US$m
Balance as at 30 June 2025		1,027.0	32.7	(9.0)	2.9	(187.2)	1,097.2	1,963.6	19.1	1,982.7
Comprehensive income										
Profit for the year		–	–	–	–	–	208.6	208.6	1.0	209.6
Other comprehensive income		–	–	11.5	–	9.6	0.9	22.0	1.2	23.2
Total comprehensive income		–	–	11.5	–	9.6	209.5	230.6	2.2	232.8
Transactions with owners										
Share-based payments expense		–	11.6	–	–	–	–	11.6	–	11.6
Transfer from retained profits		–	–	–	4.1	–	(4.1)	–	–	–
Shares used to settle the Group's Long-Term Incentive plans		10.2	(10.2)	–	–	–	–	–	–	–
Share buybacks		(118.4)	–	–	–	–	–	(118.4)	–	(118.4)
Purchase of treasury shares		(17.4)	–	–	–	–	–	(17.4)	–	(17.4)
Dividends paid[1]	15	–	–	–	–	–	(78.8)	(78.8)	–	(78.8)
Total transactions with owners		(125.6)	1.4	–	4.1	–	(82.9)	(203.0)	–	(203.0)
Recognition of non-controlling interest on acquisition of subsidiaries	20	–	–	–	–	–	–	–	9.6	9.6
Total equity as at 30 June 2026		901.4	34.1	2.5	7.0	(177.6)	1,223.8	1,991.2	30.9	2,022.1

1. Dividends paid includes $0.3m paid to the Ansell Limited Employee Share Plan Trust due to the Trust holding unallocated shares at the record date for the dividends. Refer to Note 22 Ansell Limited Employee Share Plan Trust.

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes.

2025	Note		Attributable to Ansell Limited shareholders						Non-controlling Interests US$m	Total Equity US$m
		Contributed Equity US$m	Share-based Payment Reserve US$m	Hedging Reserve US$m	Other Reserve US$m	Foreign Currency Translation Reserve US$m	Retained Profits US$m	Total US$m		
Balance as at 30 June 2024		1,028.2	26.8	4.3	4.4	(228.6)	1,059.8	1,894.9	15.3	1,910.2
Comprehensive income										
Profit for the year		–	–	–	–	–	101.6	101.6	2.0	103.6
Other comprehensive income		–	–	(13.3)	(2.0)	41.4	–	26.1	1.8	27.9
Total comprehensive income		–	–	(13.3)	(2.0)	41.4	101.6	127.7	3.8	131.5
Transactions with owners										
Share-based payments expense		–	9.1	–	–	–	–	9.1	–	9.1
Transfer from retained profits		–	–	–	0.5	–	(0.5)	–	–	–
Shares used to settle the Group's Long-Term Incentive plans		3.2	(3.2)	–	–	–	–	–	–	–
Purchase of treasury shares		(4.4)	–	–	–	–	–	(4.4)	–	(4.4)
Dividends paid[1]	15	–	–	–	–	–	(63.7)	(63.7)	–	(63.7)
Total transactions with owners		(1.2)	5.9	–	0.5	–	(64.2)	(59.0)	–	(59.0)
Total equity as at 30 June 2025		1,027.0	32.7	(9.0)	2.9	(187.2)	1,097.2	1,963.6	19.1	1,982.7

1. Dividends paid includes $0.2m paid to the Ansell Limited Employee Share Plan Trust due to the Trust holding unallocated shares at the record date for the dividends. Refer to Note 22 Ansell Limited Employee Share Plan Trust.

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF CASH FLOWS

of Ansell Limited and its subsidiaries for the year ended 30 June 2026

	Note	2026 US$m	2025 US$m
Cash flows related to operating activities			
Receipts from customers		**2,218.5**	1,983.8
Payments to suppliers and employees		**(1,777.4)**	(1,705.7)
Net receipts from operations		**441.1**	278.1
Income taxes paid		**(56.9)**	(45.4)
Interest received		**4.4**	6.6
Net cash provided by operating activities	6(b)	**388.6**	239.3
Cash flows related to investing activities			
Payments for business acquisition, net of cash acquired	20	**(10.7)**	(635.1)
Payments for property, plant, equipment and intangible assets		**(49.0)**	(69.3)
Payments for financial asset investments		**–**	(0.2)
Proceeds from the sale of property, plant and equipment		**0.4**	1.3
Net cash used in investing activities		**(59.3)**	(703.3)
Cash flows related to financing activities			
Proceeds from borrowings		**82.7**	35.3
Repayments of borrowings		**(120.9)**	(117.3)
Repayments of lease liabilities		**(23.4)**	(20.1)
Payments for share buybacks		**(118.4)**	–
Payments for purchases of treasury shares		**(17.4)**	(4.4)
Dividends paid – Ansell Limited shareholders[1]	15	**(78.8)**	(63.7)
Interest on interest bearing liabilities and financing costs paid		**(41.1)**	(41.0)
Interest paid on lease liabilities		**(5.4)**	(4.8)
Net cash used in financing activities		**(322.7)**	(216.0)
Net increase/(decrease) in cash and cash equivalents		**6.6**	(680.0)
Cash and cash equivalents at the beginning of the financial year		**238.3**	912.3
Effect of movements in exchange rates on cash held		**4.6**	6.0
Cash and cash equivalents at the end of the financial year	6(a)	**249.5**	238.3

1. 2026 dividends paid includes $0.3m (2025: $0.2m) paid to the Ansell Limited Employee Share Plan Trust due to the Trust holding unallocated shares at the record date for the dividends. Refer to Note 22 Ansell Limited Employee Share Plan Trust.

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes.

NOTES TO THE FINANCIAL STATEMENTS

of Ansell Limited and its subsidiaries for the year ended 30 June 2026

1. Summary of Material Accounting Policies

General

Ansell Limited (the 'Company') is a company domiciled in Australia. The Company and its subsidiaries (together referred to as the 'Group') is a global leader in protection solutions. The Group is a for-profit entity and designs, develops, manufactures, sources, distributes and sells a wide range of hand and body protection solutions and is organised around two segments as detailed in Note 2 Segment Information.

- Healthcare Segment
- Industrial Segment

Statement of Compliance

The Financial Report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards adopted by the Australian Accounting Standards Board ('AASB') and the *Corporations Act 2001*. The financial report of the Group also complies with International Financial Reporting Standards and interpretations adopted by the International Accounting Standards Board ('IFRS' or 'IAS').

The consolidated financial statements were authorised for issue by the Board of Directors on 24 August 2026.

Basis of Accounting

The Financial Report is presented in United States dollars and on the historical cost basis except that assets and liabilities in respect of derivative financial instruments and financial assets are stated at their fair value. The Financial Report has been prepared on a going concern basis, which assumes the continuity of normal operations.

The Company is of a kind referred to in *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183* and in accordance with the Instrument, amounts in the Financial Report and Directors' Report have been rounded off to the nearest hundred thousand dollars, unless otherwise stated.

A summary of the material accounting policies of the Group are disclosed below. The accounting policies have been applied consistently by all entities in the Group.

Changes in Accounting Standards

IFRS 18/AASB 18 *Presentation and Disclosure in Financial Statements* was issued in April 2024 and replaces IAS 1/AASB 101 *Presentation of Financial Statements*. The new standard introduces new requirements for the Consolidated Statement of Comprehensive Income, additional disclosure requirements and new principles for aggregation and disaggregation of information. The new standard is effective for annual periods beginning on or after 1 January 2027 and will first apply to the Group for the financial year ending 30 June 2028. The Group is in the process of assessing the impact of the new standard.

Other than noted above, there are no accounting standards, amendments to accounting standards or interpretations that have been identified that will materially impact the Group.

Principles of Consolidation

The financial statements of the Group include the Company being the parent entity, and its subsidiaries.

The financial statements incorporate the assets and liabilities of all subsidiaries of the Company as at balance date and the results of all subsidiaries for the year then ended. Subsidiaries are entities controlled by the Company. Control exists when the Company is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Results of subsidiaries are included in the Consolidated Income Statement from the date on which control commences and continue to be included until the date control ceases to exist. The effects of all transactions between entities in the Group are eliminated in full. Non-controlling interests in the results and equity of subsidiaries are shown separately in the Consolidated Income Statement and Statement of Financial Position respectively.

1. Summary of Material Accounting Policies continued

Foreign Currency

Transactions

Transactions in foreign currencies are recorded at the rate of exchange ruling on the date of each transaction. At balance date, amounts payable and receivable in foreign currencies are converted at the rates of exchange ruling at that date, with any resultant gain or loss recognised in the Consolidated Income Statement except when deferred in equity as qualifying cash flow hedges.

Translation

The financial statements of overseas subsidiaries are maintained in their functional currencies and are converted to the Group's presentation currency as follows:

- assets and liabilities are translated at the rate of exchange as at balance date;
- income statements are translated at average exchange rates for the reporting period which approximate the rates ruling at the dates of the transactions; and
- all resultant exchange differences are recorded within equity in the foreign currency translation reserve.

When an overseas subsidiary is sold, the cumulative amount recognised in the foreign currency translation reserve relating to the subsidiary is recognised in the Consolidated Income Statement as part of the gain or loss on sale.

Accounting Estimates and Judgements

Current Asset Provisions

In the course of normal trading activities, management uses its judgement in establishing the net realisable value of various elements of working capital – principally inventory and accounts receivable. Provisions are established for obsolete or slow moving inventories and bad or doubtful receivables. The actual level of obsolete or slow moving inventories and bad or doubtful receivables in future periods may be different from the provisions established, and any such differences would affect future earnings of the Group. The factors considered are detailed in Note 7 Working Capital.

Property, Plant and Equipment and Finite Life Intangible Assets

The Group's property, plant and equipment and intangible assets, other than indefinite life intangible assets, are depreciated/amortised on a straight-line basis over their useful economic lives. Management reviews the appropriateness of useful economic lives of assets at least annually, and any changes to useful economic lives may affect prospective depreciation rates and asset carrying values. The useful economic lives are detailed in Note 8 Property, Plant and Equipment and Note 10 Intangible Assets.

Impairment of Goodwill and Brands

The Group tests whether goodwill and brands are impaired at least annually, or more frequently if events or changes in circumstances indicate that their carrying values may be impaired, in accordance with the accounting policy on intangible assets. The policy requires the use of assumptions in assessing the carrying values of cash generating units (CGUs). These assumptions are detailed in Note 10 Intangible Assets.

Income Tax

The Group operates in a number of tax jurisdictions and needs to consider their varying complexities, differing tax rules and the changing tax environments. The Group has processes to assess and manage these issues.

The reviews undertaken to determine whether a deferred tax asset should be recognised in jurisdictions where unbooked tax losses exist and in assessing the recoverability of booked tax losses involve the use of judgements and estimates in assessing the projected future trading performances of relevant operations. These judgements and estimates are subject to risk and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact on the amount of the deferred tax asset in respect of tax losses recognised on the Statement of Financial Position. In such circumstances the carrying amount of this asset may require adjustment resulting in a corresponding credit or charge to the Consolidated Income Statement.

Contingencies and Provisions

Contingent liabilities include but are not limited to pending, potential or future legal, judicial, regulatory, and other proceedings of a litigious nature that cannot be predicted with certainty. Proceedings are evaluated on a case by case basis considering the available information, including that from legal counsel, to assess potential outcomes. Where it is considered probable that a present obligation will result in an outflow of resources, and a reliable estimate of the amount of the obligation can be made, a provision is recognised. See Note 12 Provisions and Note 17 (b) Contingent Assets and Liabilities for detail.

Contingent assets are possible assets that arise from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. Contingent assets are assessed continually and if they become virtually certain that an inflow of economic benefits will arise, the asset and the related income are recognised in the financial statements in the period that the change from probable to virtually certain occurs. See Note 17 (b) Contingent Assets and Liabilities for detail.

Employee Benefits

The amount recognised as an expense for the Long-Term Incentive Plan (LTIP) reflects the fair value of Performance Share Rights (PSRs), including the impact of market-based conditions, and Restricted Stock Units (RSUs) granted and the number of awards based on estimated non-market performance and service conditions at the vesting date. The estimated non-market performance conditions have been determined based on management's estimate of future performance, including the budget for the 2027 financial year as approved by the Board. For PSRs subject to market-based conditions, the fair value reflects the probability of achieving those conditions and is not subsequently adjusted. The fair value of PSRs and RSUs are detailed in Note 23 Ownership-based Remuneration Schemes.

Various actuarial assumptions are utilised in the determination of the Group's defined benefit superannuation plan obligations. These assumptions are detailed in Note 13 Retirement Benefit Obligations.

Other Accounting Policies

Other accounting policies that summarise the measurement basis used and are relevant to an understanding of the financial statements are provided throughout the notes to the financial statements.

2. Segment Information

The Group comprises the following operating segments:

Healthcare Segment:

- Surgical gloves and other operating room consumables;
- Single use gloves for industrial and laboratory applications and examination gloves for healthcare professionals; and
- Cleanroom products including clean and sterile gloves, garments, and other consumables.

Industrial Segment:

- High-performance hand, eye and chemical protective clothing solutions for a wide range of industrial applications.

2026	Note	Operating Segments Healthcare US$m	Industrial US$m	Unallocated US$m	Total Group US$m
Sales revenue		**1,192.9**	**947.3**	**–**	**2,140.2**
Profit/(loss) before significant items, net financing costs and income tax expense		**170.7**	**170.6**	**(19.4)**	**321.9**
Significant items	3(b)				**(1.4)**
Profit before net financing costs and income tax expense					**320.5**
Net financing costs					**(40.9)**
Profit before income tax expense					**279.6**
Income tax expense					**(70.0)**
Profit after income tax					**209.6**
Non-controlling interests					**(1.0)**
Net profit attributable to Ansell Limited shareholders					**208.6**
Segment assets		**1,727.3**	**1,207.9**	**356.6**	**3,291.8**
Segment liabilities		**164.4**	**150.6**	**954.7**	**1,269.7**
Segment depreciation and amortisation		**45.3**	**32.2**	**2.2**	**79.7**
Segment capital expenditure		**31.5**	**20.6**	**0.2**	**52.3**

2025	Note	Operating Segments Healthcare US$m	Industrial US$m	Unallocated US$m	Total Group US$m
Sales revenue		1,104.7	898.6	–	2,003.3
Profit/(loss) before significant items, net financing costs and income tax expense		141.9	155.5	(15.3)	282.1
Significant items	3(b)				(98.2)
Profit before net financing costs and income tax expense					183.9
Net financing costs					(40.0)
Profit before income tax expense					143.9
Income tax expense					(40.3)
Profit after income tax					103.6
Non-controlling interests					(2.0)
Net profit attributable to Ansell Limited shareholders					101.6
Segment assets		1,775.6	1,210.1	336.7	3,322.4
Segment liabilities		173.8	160.9	1,005.0	1,339.7
Segment depreciation and amortisation		40.4	31.0	3.4	74.8
Segment capital expenditure		48.0	20.6	0.7	69.3

Regional Information

Sales revenue is disclosed in the four geographical regions based on where the products are sold to external customers.

Assets (excluding cash and cash equivalents, goodwill, brands and other intangibles) are allocated to the geographical regions in which the assets are located, such as working capital, manufacturing facilities and warehouses. Manufacturing facilities are located as follows:

Asia Pacific: Malaysia, Thailand, Sri Lanka, China, India and Vietnam.

Europe, Middle East and Africa: Lithuania and Portugal.

Latin America and Caribbean: Brazil.

	Sales Revenue		Regional Assets	
Regions	**2026 US$m**	**2025 US$m**	**2026 US$m**	**2025 US$m**
Asia Pacific	**269.8**	270.3	**616.6**	579.8
Europe, Middle East and Africa	**664.7**	618.8	**245.5**	258.8
Latin America and Caribbean	**202.9**	197.5	**117.6**	133.9
North America	**1,002.8**	916.7	**316.0**	363.0
Total regions	**2,140.2**	2,003.3	**1,295.7**	1,335.5

Country of Domicile

The Company's country of domicile is Australia. The sales revenue and assets for the Australian entities (reported within the Asia Pacific region) are as follows:

	2026 US$m	**2025 US$m**
Sales revenue	**56.8**	52.8
Assets	**14.2**	13.2

3. Profit Before Income Tax

	2026 US$m	2025 US$m
(a) Profit Before Income Tax has been Arrived at after Charging/(Crediting) the Following Items		
This table summarises expenses by nature:		
Interest expense on interest bearing liabilities	**35.3**	38.1
Interest expense on lease liabilities	**5.4**	4.8
Other financing costs	**4.5**	3.4
Interest income	**(4.3)**	(6.3)
Net financing costs	**40.9**	40.0
Wages and salaries	**313.5**	309.3
Increase in provision for employee entitlements	**19.0**	17.2
Defined contribution superannuation plan expense	**18.0**	16.7
Defined benefit superannuation/post-retirement health benefit plan expense	**2.3**	0.5
Share-based payments expense	**11.6**	9.1
Employee benefits expense	**364.4**	352.8
Impairment of trade receivables	**0.6**	0.9
Research and development costs	**21.5**	20.6
Net foreign exchange loss	**13.8**	1.0
(Gain)/loss on the sale of property, plant and equipment	**(0.2)**	0.2
Expenses relating to short term leases	**–**	0.2
Expenses relating to low value leases	**0.1**	0.1
Income from sub-leasing of right-of-use assets	**(0.2)**	(0.2)
Variable lease payments	**15.7**	14.8
Write-down in value of inventories	**7.5**	10.7

(b) Significant Items

Significant items for the year ended 30 June 2026 are summarised below:

	2026 US$m			2025 US$m		
	Profit before tax	Tax	Profit after tax	Profit before tax	Tax	Profit after tax
APIP – Organisation & Manufacturing Costs	–	–	–	(6.2)	0.7	(5.5)
APIP – ERP Upgrade Costs	(10.7)	0.8	(9.9)	(9.1)	0.5	(8.6)
KBU Acquisition Costs	–	–	–	(10.0)	3.4	(6.6)
KBU Integration Costs	–	–	–	(29.5)	6.2	(23.3)
Brand Restructuring	–	–	–	(41.3)	5.8	(35.5)
US Tariff Refunds	12.1	(3.0)	9.1	–	–	–
Class Action	(2.8)	–	(2.8)	(2.1)	–	(2.1)
Total	(1.4)	(2.2)	(3.6)	(98.2)	16.6	(81.6)
EPS equivalent			(2.6 cents)			(56.2 cents)

Accelerated Productivity Investment Program (APIP) announced by the Group on 18 July 2023

During the year, ERP upgrades under APIP incurred $10.7m of pre-tax costs (2025: $9.1m). 2025 APIP also included labour productivity improvements of $2.3m and manufacturing and warehousing configuration changes of $3.9m, including $1.2m asset impairment.

Kimberly-Clark's Personal Protective Equipment business (renamed KBU) acquisition

The Group acquired KBU on 1 July 2024. Costs directly related to the acquisition were expensed as incurred and recorded as significant items. The Group also undertook a number of one-time integration activities to complete the transition of KBU business from Kimberly-Clark. The incidental costs directly attributable to these integration activities were expensed as incurred and recorded as significant items.

Brand Restructuring

2025 brand restructuring costs reflected asset impairments resulting from the brand portfolio strategy. As part of this strategy, the Group is discontinuing the use of certain existing brands that have overlap with those acquired through the KBU acquisition.

US Tariff Refunds

By the date of this report, the Group had received tariff refunds of $12.1m in accordance with the United States Supreme Court ruling on 20 February 2026, relating to import tariffs previously paid under the International Emergency Economic Powers Act (IEEPA).

Class Action

During the year, the Group incurred legal costs associated with the shareholder class action.

(c) Recognition and Measurement

Sales Revenue

Sales revenue is recognised when control of the goods has been transferred to the customer in accordance with the trading terms which are generally specified in their sales agreements. Sales revenue is recorded based on the consideration received or receivable from the customer net of returns, trade discounts and allowances.

4. Income Tax

	2026 US$m	2025 US$m
(a) Income Tax Expense		
Prima facie income tax calculated at 30% (2025: 30%) on profit before income tax	**83.9**	43.1
Adjusted by the tax effect of:		
Investment and export incentive allowances	**(0.6)**	(1.7)
Net lower overseas tax rates	**(14.6)**	(4.3)
Utilisation of unbooked tax losses	**(0.6)**	(5.3)
Prior year over provision	**(2.3)**	(2.1)
Impact of significant items	**2.5**	12.9
Other permanent differences	**1.7**	(2.3)
Income tax expense attributable to profit before income tax	**70.0**	40.3
Income tax expense attributable to profit before income tax is made up of:		
Current year income tax	**66.0**	56.6
Deferred income tax attributable to:		
Increase in deferred tax liability	**14.8**	5.7
Increase in deferred tax asset	**(10.8)**	(22.0)
	70.0	40.3

	2026 US$m	2025 US$m
Income tax expense/(benefit) recognised in other comprehensive income		
Remeasurement of defined benefit superannuation/post-retirement health benefit plans	**0.3**	–
Movement in effective hedges for year	**5.5**	(5.7)
	5.8	(5.7)

	2026 US$m	2025 US$m
(b) Deferred Tax Assets		
Deferred tax assets arising from:		
Deductible temporary differences	**112.5**	104.8
Accumulated tax losses	**25.0**	24.0
Total deferred tax assets	**137.5**	128.8
Deferred tax assets are attributable to the following:		
Trading stock tax adjustments	**18.9**	15.6
Provisions	**56.6**	49.8
Accruals	**3.9**	3.7
Leased liabilities	**25.2**	25.7
Financial instruments	**–**	3.9
Amortisation of intangible assets	**7.9**	6.1
Accumulated tax losses	**25.0**	24.0
Total deferred tax assets	**137.5**	128.8
Less: offset against deferred tax liabilities	**(98.2)**	(89.9)
Net deferred tax assets	**39.3**	38.9
Details of the movement in the balance of deferred tax assets are as follows:		
Balance at the beginning of the financial year	**128.8**	101.0
Additions through business acquisition	**–**	2.0
Amount credited to the Income Statement	**10.8**	22.0
Amount (debited)/credited to other comprehensive income	**(3.9)**	3.9
Net exchange differences on translation of foreign subsidiaries	**1.8**	(0.1)
Total deferred tax assets	**137.5**	128.8
Less: offset against deferred tax liabilities	**(98.2)**	(89.9)
Net deferred tax assets	**39.3**	38.9

(c) Deferred Tax Liabilities

	2026 US$m	2025 US$m
Deferred tax liabilities are attributable to the following:		
Depreciation on plant and equipment	**24.0**	18.6
Amortisation of intangible assets	**110.1**	98.4
Right-of-use assets	**23.0**	23.6
Financial instruments	**1.6**	–
Other	**3.3**	(0.1)
Total deferred tax liabilities	**162.0**	140.5
Less: offset against deferred tax assets	**(98.2)**	(89.9)
Net deferred tax liabilities	**63.8**	50.6
Details of the movement in the balance of deferred tax liabilities are as follows:		
Balance at the beginning of the financial year	**140.5**	110.7
Amount charged to the Income Statement	**14.8**	5.7
Additions through business acquisition	**3.6**	24.2
Amount debited/(credited) to other comprehensive income	**1.9**	(1.8)
Net exchange differences on translation of foreign subsidiaries	**1.2**	1.7
Total deferred tax liabilities	**162.0**	140.5
Less: offset against deferred tax assets	**(98.2)**	(89.9)
Net deferred tax liabilities	**63.8**	50.6

***4. Income Tax** continued*

(d) Recognition and Measurement

Current Tax

Income tax on the profit or loss for the financial year comprises current and deferred tax and is recognised in the Consolidated Income Statement. Current tax is the expected tax payable or receivable on taxable income for the financial year using tax rates enacted or substantively enacted at reporting date, and any adjustments to tax payable or receivable in respect of previous years.

The Pillar Two Model Rules require a top up of tax in jurisdictions where the effective tax rate is below 15%. The Group recognised current tax expense of $1.9m (2025: nil) related to the top-up tax.

Deferred Tax

Deferred tax balances are determined using the balance sheet method, which calculates temporary differences based on the carrying amounts of an entity's assets and liabilities in the Consolidated Statement of Financial Position and their associated tax bases. The amount of deferred tax provided is based on the expected manner of realisation of the asset or settlement of the liability using tax rates enacted or substantively enacted at reporting date.

In jurisdictions where unbooked tax losses exist, regular reviews are undertaken of the past trading history and projected future trading performance of the operations in these jurisdictions as part of the determination of the value of any deferred tax asset that should be reflected in the Finance Statements in respect of such losses. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent it is no longer probable that the related tax benefit will be realised.

The Group has not recognised the tax value of deferred tax assets in respect of trading tax losses of $15.9m (2025: $13.8m) and $79.0m of capital losses (2025: $75.1m), which includes $7.9m (2025: $5.6m) and $76.5m (2025: $72.5m) for Australia, respectively. These tax losses do not expire under current tax legislation. Deferred tax assets in respect of these unbooked losses have not been recognised as it is not probable that future taxable profits will be available against which these losses can be utilised.

Ansell Limited and its wholly-owned Australian subsidiaries formed a tax consolidated group effective from 1 July 2002. Ansell Limited is the head entity and accounts for the group as a single taxpayer for Australian income tax purposes.

Current and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income. In this case, the associated tax is also recognised in other comprehensive income.

Deferred tax assets and deferred tax liabilities are offset only if the Group has a legally enforceable right to set off current tax assets against current tax liabilities and the balances relate to income taxes levied by the same taxation authority.

The Group has applied the temporary relief under AASB 112 *Income Taxes* in relation to deferred taxes arising from the implementation of the Pillar Two Model Rules published by the Organisation for Economic Co-operation and Development's (OECD).

5. Earnings Per Share

	2026 US$m	2025 US$m
Earnings reconciliation		
Profit for the period	**209.6**	103.6
Less profit for the period attributable to non-controlling interests	**(1.0)**	(2.0)
Basic earnings	**208.6**	101.6
Diluted earnings	**208.6**	101.6

	Number of Shares (Millions)	
Weighted average number of ordinary shares used as the denominator		
Number of ordinary shares for basic Earnings Per Share	**142.8**	145.3
Effect of potential ordinary shares	**1.0**	0.8
Number of ordinary shares for diluted Earnings Per Share	**143.8**	146.1

	US Cents	US Cents
Earnings Per Share		
Basic Earnings Per Share	**146.0**	69.9
Diluted Earnings Per Share	**145.1**	69.5

Recognition and Measurement

Earnings Per Share (EPS) is the amount of profit attributable to each share. Basic EPS is calculated on the Group's profit for the year attributable to equity shareholders divided by the weighted average number of shares on issue during the year. Diluted EPS reflects any commitments the Group has to issue shares in the future, including under the Executive Share Plan (refer to Note 14 Contributed Equity and Reserves) and the Long-Term Incentive Plan (refer to Note 23 Ownership-based Remuneration Schemes).

6. Cash and Cash Equivalents

	2026 US$m	2025 US$m
(a) Cash and Cash Equivalents		
Cash at bank	107.8	88.5
Short-term deposits	138.2	146.9
	246.0	235.4
Restricted cash	0.5	0.1
Restricted deposits	3.0	2.8
Total cash and cash equivalents	249.5	238.3

	2026 US$m	2025 US$m
(b) Reconciliation of Net Profit After Tax to Net Cash Provided by Operating Activities		
Profit for the period	209.6	103.6
Add non-cash items:		
Depreciation	75.5	70.4
Amortisation	4.2	4.4
Impairment of trade receivables	0.6	0.9
Share-based payments expense	11.6	9.1
Write-down of property, plant and equipment and intangible assets	25.2	44.1
Fair value loss through profit or loss on financial assets	–	2.7
Add items classified as investing/financing activities:		
Interest expense on interest bearing liabilities and financing costs	39.8	41.5
Interest expense on lease liabilities	5.4	4.8
(Gain)/Loss on the sale of property, plant and equipment	(0.2)	0.2
Net cash provided by operating activities before change in assets and liabilities	371.7	281.7
Change in assets and liabilities:		
Increase in trade and other receivables	(55.6)	(21.1)
Decrease/(Increase) in inventories	82.6	(93.7)
Decrease/(Increase) in other assets	1.1	(0.5)
(Decrease)/Increase in trade and other payables	(18.6)	28.4
(Decrease)/Increase in provisions/other liabilities	(4.7)	28.8
Decrease in retirement benefit obligations	(0.5)	(0.3)
Increase/(Decrease) in deferred tax liabilities	8.4	(14.1)
(Increase)/Decrease in deferred tax assets	(4.6)	19.5
Increase in current tax liabilities	9.3	10.5
Other non-cash items (including foreign currency impact)	(0.5)	0.1
Net cash provided by operating activities	388.6	239.3

(c) Recognition and Measurement

Cash at Bank and on Deposit

Cash and cash equivalents include cash on hand and at banks and investments in money market instruments, net of outstanding bank overdrafts.

Restricted Cash

Restricted cash is cash held by the Ansell Limited Employee Share Plan Trust (refer to Note 22 Ansell Limited Employee Share Plan Trust).

Restricted Deposits

Restricted deposits represent cash set aside (under Court orders) to cover the provisions established to address any remaining liability of members of the Group for claims arising with respect to the Accufix Pacing Lead (refer to Note 12 Provisions – Other Provisions).

7. Working Capital

	2026 US$m	2025 US$m
Net trade receivables	249.0	212.4
Inventories	501.2	584.7
Trade payables	(217.8)	(238.9)
Total working capital	**532.4**	**558.2**

(a) Current Trade and Other Receivables

	2026 US$m	2025 US$m
Trade receivables	356.6	293.3
Allowance for impairment	(3.1)	(3.1)
Provision for rebates and allowances	(104.5)	(77.8)
Net trade receivables	**249.0**	**212.4**
Other amounts receivable	52.2	34.1
Total current trade and other receivables	**301.2**	**246.5**

Movements in the allowance for impairment of trade receivables:

	2026 US$m	2025 US$m
Balance at the beginning of the financial year	3.1	2.8
Amounts charged to the Income Statement	0.4	0.7
Amounts utilised	(0.3)	(0.5)
Net exchange differences on translation of foreign subsidiaries	(0.1)	0.1
Balance at the end of the financial year	**3.1**	**3.1**

	Gross Trade Receivables		Allowance for Impairment	
Ageing of Trade Receivables	2026 US$m	2025 US$m	2026 US$m	2025 US$m
Within agreed terms	334.9	275.4	–	–
Past due 0 to 60 days	18.4	14.5	–	–
Past due 61 to 90 days	1.2	1.1	1.0	0.8
Past due 91 days or more	2.1	2.3	2.1	2.3
Total	**356.6**	**293.3**	**3.1**	**3.1**

(b) Inventories

	2026 US$m	2025 US$m
Raw materials	73.6	71.1
Work in progress	25.3	24.3
Finished goods	402.3	489.3
Total inventories	**501.2**	**584.7**

	2026 US$m	2025 US$m
Inventories recognised as an expense	1,143.9	1,088.7

***7. Working Capital** continued*

(c) Current Trade and Other Payables

	2026 US$m	2025 US$m
Current		
Trade payables	**217.8**	238.9
Other payables	**66.2**	67.0
Total current trade and other payables	**284.0**	305.9

(d) Recognition and Measurement

Trade Receivables

Trade receivables are carried at amounts due. Receivables that are not past due and not impaired are considered recoverable. Trade receivables are recognised initially at the value of the invoice sent to the customer and subsequently at the amount considered recoverable. Customer trading terms are generally between 30 to 60 days from invoice date.

Allowance for Impairment of Trade Receivables

The collectability of trade receivables is assessed continuously and at balance date specific allowances are made for any doubtful trade receivables based on a review of all outstanding amounts at year end. Bad debts are written off during the year in which they are identified.

The Group determines that the trade receivables are low credit risk financial assets and measures the impairment of trade receivable balances based on an expected credit loss model. The following basis have been used to assess the allowance for impairment of trade receivables:

- individual account by account assessment based on past credit history;
- prior knowledge of debtor insolvency;
- high risk customers' assessments based on continuous analysis of customers' payment trends and monitoring of the political and economic climates particularly for those customers who are located in emerging market countries; and
- customer accounts that have been referred to a collection agency.

Provision for Rebates and Allowances

Provision for rebates and allowances are recognised as a reduction in revenue in the same period as the related sales, based on historical trends, contractual terms, current sales volumes, and expected future claims.

Inventories

Inventories are valued at the lower of cost and net realisable value. The net realisable value of inventories is the estimated selling price in the ordinary course of business less estimated costs to sell. The cost of inventories is based on the first-in, first-out principle. In the case of manufactured inventories and work in progress, cost includes an appropriate share of production overheads.

Provision for Obsolete or Slow-moving Inventories

Allowances are established for obsolete or slow-moving inventories taking into consideration the ageing or seasonal profile of inventories, the nature of inventories, discontinued lines, sell-through history and forecast sales.

Trade and Other Payables

Trade and other payables are normally settled within 30 to 90 days from invoice date or within the agreed payment terms with the supplier. Other payables comprise capital expenditure payables and accrued expenses.

8. Property, Plant and Equipment

2026	Freehold Land US$m	Buildings US$m	Plant and Equipment US$m	Buildings and Plant Under Construction US$m	Total US$m
Cost	**22.9**	**193.3**	**641.8**	**44.1**	**902.1**
Accumulated depreciation and impairment losses	**–**	**(87.0)**	**(434.6)**	**(4.5)**	**(526.1)**
	22.9	**106.3**	**207.2**	**39.6**	**376.0**
Movement					
Balance at the beginning of the financial year	**7.7**	**92.8**	**193.2**	**83.5**	**377.2**
Additions	**–**	**1.8**	**1.5**	**45.3**	**48.6**
Additions through business acquisition	**16.8**	**8.4**	**–**	**–**	**25.2**
Disposals/scrappings/asset impairment[1]	**–**	**(12.4)**	**(8.1)**	**(4.9)**	**(25.4)**
Transfer from buildings and plant under construction	**–**	**23.2**	**61.7**	**(84.9)**	**–**
Depreciation	**–**	**(7.6)**	**(42.3)**	**–**	**(49.9)**
Net exchange differences on translation of foreign subsidiaries	**(1.6)**	**0.1**	**1.2**	**0.6**	**0.3**
Balance at the end of the financial year	**22.9**	**106.3**	**207.2**	**39.6**	**376.0**

1. Includes impairment recognised within cost of goods sold relating to the Group's Indian manufacturing facility following assessment of the future economic benefits expected to be generated from the assets. The recoverable amount was determined using a value-in-use methodology based on discounted future cash flows over the useful lives.

2025	Freehold Land US$m	Buildings US$m	Plant and Equipment US$m	Buildings and Plant Under Construction US$m	Total US$m
Cost	7.7	160.2	588.3	83.5	839.7
Accumulated depreciation and impairment losses	–	(67.4)	(395.1)	–	(462.5)
	7.7	92.8	193.2	83.5	377.2
Movement					
Balance at the beginning of the financial year	6.8	90.5	185.2	66.8	349.3
Additions	–	1.6	4.0	51.8	57.4
Additions through business acquisition	–	–	0.9	–	0.9
Disposals/scrappings/asset impairment	–	(2.8)	(1.5)	(0.2)	(4.5)
Transfer from buildings and plant under construction	–	4.5	32.6	(37.1)	–
Depreciation	–	(6.8)	(40.0)	–	(46.8)
Net exchange differences on translation of foreign subsidiaries	0.9	5.8	12.0	2.2	20.9
Balance at the end of the financial year	7.7	92.8	193.2	83.5	377.2

Recognition and Measurement

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the item. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and that the cost of the item can be measured reliably.

Depreciation

Depreciation is generally calculated on a straight-line basis so as to write off the net cost of each item of property, plant and equipment, excluding land, over its estimated useful life.

The expected useful lives in the current and prior years are as follows:

Buildings	The lesser of 50 years or the life of the leasehold period of the land (20 to 50 years)
Plant and equipment	3 to 20 years

Depreciation rates and methods are reviewed annually for appropriateness.

9. Leases

2026	Right-of-use Assets Buildings US$m	Motor Vehicles US$m	Other Plant & Equipment US$m	Total US$m	Lease Liabilities US$m
Balance at the beginning of the financial year	77.8	12.4	8.2	98.4	(106.7)
New leases	3.9	6.6	4.0	14.5	(14.5)
Modifications	3.9	–	–	3.9	(3.9)
Terminations	(1.9)	(0.6)	–	(2.5)	2.5
Depreciation	(18.9)	(5.3)	(1.4)	(25.6)	–
Repayments	–	–	–	–	23.4
Net exchange differences on translation of foreign subsidiaries	0.4	(0.4)	0.2	0.2	(0.2)
Balance at the end of the financial year	65.2	12.7	11.0	88.9	(99.4)
Classification of Lease Liabilities					
Current					(20.9)
Non-current					(78.5)
					(99.4)

2025	Right-of-use Assets Buildings US$m	Motor Vehicles US$m	Other Plant & Equipment US$m	Total US$m	Lease Liabilities US$m
Balance at the beginning of the financial year	68.3	8.7	9.2	86.2	(90.9)
New leases	7.3	7.4	0.6	15.3	(15.3)
Modifications	20.8	0.5	1.1	22.4	(22.4)
Terminations	(1.4)	(0.3)	(1.8)	(3.5)	3.5
Depreciation	(17.7)	(4.6)	(1.3)	(23.6)	–
Repayments	–	–	–	–	20.1
Net exchange differences on translation of foreign subsidiaries	0.5	0.7	0.4	1.6	(1.7)
Balance at the end of the financial year	77.8	12.4	8.2	98.4	(106.7)
Classification of Lease Liabilities					
Current					(20.6)
Non-current					(86.1)
					(106.7)

Maturity Analysis – Lease Liabilities

The following table sets out the contractual maturities of the Group's lease liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows comprising principal and interest repayments.

	Carrying Amount US$m	Total Contractual Cash Flows US$m	Contractual Maturity (Years) 0-1 US$m	1-2 US$m	2-5 US$m	> 5 US$m
2026						
Lease Liabilities	**99.4**	**122.8**	**26.0**	**21.8**	**42.2**	**32.8**
2025						
Lease Liabilities	106.7	130.5	25.5	22.1	43.3	39.6

Recognition and Measurement

The Group leases buildings, motor vehicles and other plant and equipment. Lease terms range from less than 12 months to 99 years with varying implicit discount rates and in numerous currencies. When an arrangement qualifies as a lease under AASB 16 *Leases*, the right-of-use asset and lease liability as at inception are calculated by discounting future payments under the lease contract. The right-of-use asset is depreciated on a straight-line basis over the term of the lease. Regular lease payments are allocated against the lease liability and interest.

Where lease contracts include an option(s) for renewal the impact of such options is not included in the initial calculation of the right-of-use asset and liability unless it is considered reasonably certain that the option(s) will be exercised.

The Group has also entered into arrangements (predominantly for warehousing and distribution facilities) which may incorporate a fixed monthly charge and/or charges which are dependent on a number of factors i.e. number of pallets stored, number of deliveries etc. (variable charges). The fixed monthly charges of these arrangements are accounted for as a lease under AASB 16 whereas variable charges are expensed to the Consolidated Income Statement as incurred.

10. Intangible Assets

2026	Goodwill US$m	Brands US$m	Software US$m	Other Intangibles US$m	Total US$m
Cost					
Balance at the beginning of the financial year	**1,476.5**	**397.4**	**71.1**	**23.5**	**1,968.5**
Additions	**–**	**–**	**1.1**	**–**	**1.1**
Net exchange differences on translation of foreign subsidiaries	**(2.9)**	**5.1**	**2.1**	**0.1**	**4.4**
Balance at the end of the financial year	**1,473.6**	**402.5**	**74.3**	**23.6**	**1,974.0**
Provision for amortisation and impairment					
Balance at the beginning of the financial year	**141.2**	**95.7**	**61.5**	**14.6**	**313.0**
Amortisation	**–**	**–**	**3.2**	**1.0**	**4.2**
Net exchange differences on translation of foreign subsidiaries	**(1.1)**	**1.1**	**2.0**	**0.2**	**2.2**
Balance at the end of the financial year	**140.1**	**96.8**	**66.7**	**15.8**	**319.4**
Written down value at the end of the financial year	**1,333.5**	**305.7**	**7.6**	**7.8**	**1,654.6**

2025	Goodwill US$m	Brands US$m	Software US$m	Other Intangibles US$m	Total US$m
Cost					
Balance at the beginning of the financial year	982.2	248.5	68.9	23.5	1,323.1
Additions	–	–	1.3	–	1.3
Additions through business acquisition	477.0	148.9	–	–	625.9
Net exchange differences on translation of foreign subsidiaries	17.3	–	0.9	–	18.2
Balance at the end of the financial year	1,476.5	397.4	71.1	23.5	1,968.5
Provision for amortisation and impairment					
Balance at the beginning of the financial year	139.9	57.3	57.6	13.5	268.3
Amortisation	–	0.1	3.2	1.1	4.4
Asset impairment[1]	–	38.4	–	–	38.4
Net exchange differences on translation of foreign subsidiaries	1.3	(0.1)	0.7	–	1.9
Balance at the end of the financial year	141.2	95.7	61.5	14.6	313.0
Written down value at the end of the financial year	1,335.3	301.7	9.6	8.9	1,655.5

1. Asset impairment relates to the brand restructure. Refer to Note 3(b) Significant Items.

Carrying amount of goodwill and brands allocated to each of the CGUs:

	Industrial		Healthcare	
	2026 US$m	2025 US$m	2026 US$m	2025 US$m
Goodwill	497.5	497.6	836.0	837.7
Brands	71.7	70.5	234.0	231.2
	569.2	568.1	1,070.0	1,068.9

Recognition and Measurement

Goodwill and Brands

Goodwill on acquisition is measured at cost being the excess of the cost of the acquisition over the fair value of the Group's share of the net identifiable assets acquired. Goodwill is not amortised. Brands are initially recorded at cost based on independent valuations at acquisition date, which equates to fair value. Based on the nature of the major brands acquired by the Group, which are international brands that benefit from competitive advantages due to technology, innovation and product development, it is not possible to make an arbitrary assessment that these brands have a finite useful life, quantifiable in terms of years except where such brands are subject to licensing agreements covering a finite period or where management intends to phase out the use of a brand. Brands subject to a licensing arrangement are amortised over the life of the arrangement. Brands that are intended to be phased out are amortised over the period management anticipates that this process will take. No amortisation is provided against the carrying value of those brands not subject to a licensing arrangement or phase-out process as the Group believes that the lives of such assets are indefinite at this point.

Software Costs

Capitalised software costs are amortised over a 5 to 10-year period.

Configuration or Customisation Costs in a Cloud Computing Arrangement

Software-as-a-Service (SaaS) arrangements are service contracts providing the Group with the right to access the cloud provider's application software over the contract period. Costs incurred to configure or customise, and the ongoing fees to obtain access to the cloud provider's application software, are recognised as operating expenses when the services are received.

Costs incurred for the development of software code that enhances or modifies, or creates additional capability to, existing on-premise systems and meets the definition of and recognition criteria for an intangible asset are recognised as intangible software assets and amortised over the useful life of the software on a straight-line basis. Judgement is required to determine whether the additional code meets the definition of an intangible asset, including whether the Group has power to obtain future economic benefits flowing from the underlying resource and restrict the access of others to those benefits.

Where the SaaS arrangement supplier provides both the configuration and customisation services, and the SaaS access over the contract term, judgement is required to determine whether these services are distinct or not from each other. Distinct configuration and customisation costs are expensed as incurred as the software is configured or customised (i.e. upfront). Non-distinct configuration and customisation costs are expensed over the SaaS contract term (i.e. as a prepayment).

Non-distinct customisation activities significantly enhance or modify a SaaS cloud-based application. Judgement is required in determining whether the degree of customisation and modification of the SaaS cloud-based application is significant or not.

Other Intangible Assets

Other intangible assets that are acquired by the Group and have finite useful lives are initially recorded at cost based on independent valuations at acquisition date, which equates to fair value. These assets include patents that are amortised on a straight-line basis over the legal life of the patent and customer and distributor relationships that are amortised on a straight-line basis over their estimated useful lives being which range from 6 to 20 years.

The amortisation of brands, software costs and other intangible assets are recognised in selling, general and administration costs in the Consolidated Income Statement.

***10. Intangible Assets** continued*

Recoverability Assessment

Recoverable Amount of Non-Current Assets Valued on the Cost Basis

The carrying amounts of non-current assets valued on the cost basis, excluding any retirement benefit assets, deferred tax assets and financial assets are reviewed to determine whether they are in excess of their recoverable amount at balance date.

The recoverable amount of a non-current asset is the higher of an asset's fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a post-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash flows, the recoverable amount is determined for the CGU to which the asset belongs.

An impairment loss is recognised whenever the carrying amount of an asset or its CGU exceeds its recoverable amount. Impairment losses are recognised in the Consolidated Income Statement as part of cost of goods sold and selling, general and administration expenses. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to CGUs and then to reduce the carrying amount of the other assets in the unit.

An impairment loss is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised. An impairment loss in respect of goodwill or other indefinite life intangible assets is not reversed.

An impairment loss in other circumstances is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Goodwill and Indefinite Life Intangible Assets

Goodwill and indefinite life intangible assets are tested for impairment as part of the year-end reporting process. These assets are also reviewed as part of the interim reporting process to determine whether there are any indicators of impairment.

The carrying amount of other non-current assets, excluding any retirement benefit assets, deferred tax assets and financial assets are reviewed at each reporting date to determine whether there are any indicators of impairment.

If such indicators exist, the asset is tested for impairment by comparing its recoverable amount to its carrying amount. The recoverable amount of an asset is determined as the higher of fair value less costs of disposal and value in use.

The Group's CGUs are the same as the segments outlined within Note 2 Segment Information.

The recoverable amount of each CGU has been determined based on a value in use calculation derived from five-year cash flow projections:

- The first year's cash flow projection is derived from the budget for the 2027 financial year as approved by the Board.
- Specific growth and after tax discount rates have been used in developing internal forecasts for financial years ending June 2028 to 2031 and for the terminal year. Factors such as country risk, forecasting risk and country specific growth and tax rates have been taken into consideration in arriving at these rates.

Cash flows used for value in use calculations are estimated for the asset in its present condition and committed capital expenditure, including related to environment, health and safety, and therefore do not include cash inflows or outflows that improve or enhance the asset's performance or that may arise from future restructuring. Key assumptions also include the post-tax discount rate, terminal growth rate, annual revenue growth and margins.

The post-tax discount rate used for a value in use calculation is derived based on an internal assessment of the Group's post-tax weighted average cost of capital in conjunction with risk specific factors for the countries in which the CGU operates. The growth in the terminal year was 1.9% (2025: 2.0% and 2.1%) and the post-tax discount rates applied range between 9.3% and 10.0% (2025: 8.8% and 9.5%).

The potential impacts of climate change have been considered in the Group's impairment testing through downside scenario analysis and key assumption sensitivity assessment. No material financial risks on the carrying value were identified.

11. Interest Bearing Liabilities

	2026 US$m	2025 US$m
Current		
Loans repayable in:		
Euros	**40.8**	–
Chinese renminbi	**10.6**	10.4
United States dollars	**–**	50.0
Total current	**51.4**	60.4
Non-current		
Loans repayable in:		
Euros	**75.1**	119.1
United States dollars	**504.2**	492.0
United Kingdom pounds	**26.5**	27.4
Total non-current	**605.8**	638.5
Total interest bearing liabilities	**657.2**	698.9

This table summarises the movement in interest bearing liabilities for the year ended 30 June 2026:

	2026 US$m
Balance at the beginning of the financial year	**698.9**
Movements in cash flows related to financing activities:	
Proceeds from borrowings as per Consolidated Statement of Cash Flows	**82.7**
Repayments of borrowings as per Consolidated Statement of Cash Flows	**(120.9)**
Other movements:	
Net exchange differences on translation of foreign subsidiaries	**(3.5)**
Balance at the end of the financial year	**657.2**

The Group has a syndicated borrowing facility of US$560m, of which GBP£20m (equivalent to US$26.5m) and US$27.2m was drawn at 30 June 2026. The facility matures in July 2031 and is available to certain Australian, US, European and UK subsidiaries. In addition, the Group has issued Senior Notes with a total outstanding balance equivalent to US$592.9m. Senior Notes comprising US$477m and EUR€101.5m (equivalent to US$115.9m) mature between March 2027 and July 2036. The Group also has a CNY¥72m (equivalent to US$10.6m) uncommitted revolving loan facility, which was fully utilised at 30 June 2026.

During the year, the Group entered into uncommitted US Private Placement (USPP) shelf facilities with institutional investors, providing aggregate capacity of up to US$550m in which US$390m is available at 30 June 2026. These arrangements allow the Group to issue senior unsecured notes from time to time, subject to investor confirmation and prevailing market conditions at the time of issuance. The USPP shelf facilities are uncommitted in nature and do not represent contractually available funding at the reporting date. Accordingly, consistent with liquidity risk disclosure requirements under AASB 7 *Financial Instruments: Disclosures*, these facilities are not included in the Group's available undrawn committed facilities or liquidity headroom. As at 30 June 2026, no notes had been issued under these facilities.

There are a number of financial covenants attaching to the bank and note facilities including restrictions on the level of borrowings of non-guarantor subsidiaries and ensuring certain financial ratios are maintained. If any breaches of these covenants occur, all monies outstanding under the facility become immediately due and payable. Covenant compliance is assessed on a semi-annual basis. The Group is in compliance with all covenants as at the reporting date and expects to remain in compliance for the 12 months following the reporting date. The interest rates for these facilities are determined based on market rates at the time amounts are drawn down.

***11. Interest Bearing Liabilities** continued*

Net interest bearing debt	2026 US$m	2025 US$m
Current interest bearing liabilities	**51.4**	60.4
Current lease liabilities	**20.9**	20.6
Non-current interest bearing liabilities	**605.8**	638.5
Non-current lease liabilities	**78.5**	86.1
Cash at bank and short-term deposits	**(246.0)**	(235.4)
Net interest bearing debt	**510.6**	570.2

Recognition and Measurement

Interest bearing liabilities are initially recognised at fair value less attributable transaction costs. Subsequent to initial recognition, interest bearing liabilities are stated at amortised cost. Any difference between the cost and redemption value is recognised in the Consolidated Income Statement over the period of the liability using the effective interest method.

Nature and Currency of Borrowing		Effective Interest Rate % p.a.	Financial Year of Debt Maturity	2026 US$m
Bank loans	Great British pounds	2.02	2032	**26.5**
	United States dollars	4.76	2032	**27.2**
	Chinese renminbi	2.70	2027	**10.6**
Other loans	Euros	2.99	2027	**40.8**
	Euros	2.75	2028	**40.8**
	Euros	2.47	2029	**34.3**
	United States dollars	5.12	2030	**87.0**
	United States dollars	5.42	2030	**20.0**
	United States dollars	4.84	2031	**75.0**
	United States dollars	5.48	2031	**25.0**
	United States dollars	5.58	2035	**80.0**
	United States dollars	5.60	2035	**100.0**
	United States dollars	5.68	2037	**40.0**
	United States dollars	5.70	2037	**50.0**
Total interest bearing liabilities				**657.2**

Nature and Currency of Borrowing		Effective Interest Rate % p.a.	Financial Year of Debt Maturity	2025 US$m
Bank loans	Great British pounds	2.18	2027	27.4
	United States dollars	5.65	2027	15.0
	Chinese renminbi	3.35	2026	10.4
Other loans	Euros	2.99	2027	41.9
	Euros	2.75	2028	41.9
	Euros	2.47	2029	35.3
	United States dollars	4.68	2026	50.0
	United States dollars	5.87	2030	87.0
	United States dollars	5.42	2030	20.0
	United States dollars	4.84	2031	75.0
	United States dollars	6.12	2031	25.0
	United States dollars	6.22	2035	80.0
	United States dollars	5.60	2035	100.0
	United States dollars	6.32	2037	40.0
	United States dollars	5.70	2037	50.0
Total interest bearing liabilities				698.9

12. Provisions

	2026 US$m	2025 US$m
Current		
Provision for employee benefits	**75.7**	81.9
Provision for rationalisation and restructuring costs	**7.9**	11.2
Other provisions	**3.5**	3.0
Total current	**87.1**	96.1
Non-current		
Provision for employee benefits	**11.2**	10.0
Total non-current	**11.2**	10.0
Total provisions	**98.3**	106.1

Reconciliations of the carrying amount of each class of provision, except for employee entitlements, are set out below:

	2026 US$m	2025 US$m
Provision for rationalisation and restructuring costs		
Balance at the beginning of the financial year	**11.2**	7.0
Amounts (credited)/charged to the Income Statement	**(0.3)**	8.0
Payments made	**(3.0)**	(4.0)
Net exchange differences on translation of foreign subsidiaries	**–**	0.2
Balance at the end of the financial year	**7.9**	11.2
Other provisions		
Balance at the beginning of the financial year	**3.0**	2.9
Amounts charged to the Income Statement	**0.3**	–
Net exchange differences on translation of foreign subsidiaries	**0.2**	0.1
Balance at the end of the financial year	**3.5**	3.0

Recognition and Measurement

A provision is recognised when there is a legal, equitable or constructive obligation as a result of a past event and it is probable that a future sacrifice of economic benefits will be required to settle the obligation.

A non-current provision is determined by discounting the expected future cash flows required to settle the obligation at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Employee Entitlements

Wages, Salaries and Annual Leave

Liabilities for employee entitlements to wages, salaries and annual leave represent the amount which members of the Group have a present obligation to pay resulting from employees' services provided up to the balance date calculated at undiscounted amounts based on expected wage and salary rates that will be paid when the obligation is settled and include related on-costs.

Long Service Leave and Post-retirement Health Benefits

The liability for employee entitlements to long service leave represents the present value of the estimated future cash outflows to be made by the Group resulting from employees' services provided in the current and prior periods. Post-retirement health benefits are subject to annual actuarial reviews.

The liability is calculated using estimated future increases in wage and salary rates including related on-costs, expected settlement dates based on turnover history and medical cost trends and is discounted using corporate bond rates at balance date that most closely match the terms of maturity of the related liabilities.

***12. Provisions** continued*

Provision for Rationalisation and Restructuring Costs

Provisions for rationalisation and restructuring are only recognised when a detailed plan has been approved and the restructuring has either commenced or been publicly announced, or firm contracts related to the restructuring have been entered into. Costs related to ongoing activities are not provided for.

Other Provisions

Other provisions are recognised to cover specifically identified or obligated costs relating to the Accufix Pacing Lead and insurance claims. The Accufix Pacing Lead-related expenses include costs for patients associated with the monitoring and (where appropriate) explanation of the leads and for legal costs in defence of claims made in respect of the Accufix Pacing Leads. This provision is covered by cash required to be set aside by the Courts (refer to Note 6 Cash and Cash Equivalents – Restricted Deposits).

13. Retirement Benefit Obligations

Certain members of the Group contribute to defined benefit and defined contribution superannuation plans maintained to provide superannuation benefits for employees. They are obliged to contribute to the various superannuation plans as a consequence of legislation or Trust Deeds. Legal enforceability is dependent on the terms of the legislation or the Trust Deeds.

(a) Defined Benefit Superannuation Plans

Funding for post-employment benefits is carried out in accordance with the requirements of the Trust Deed for the Fund and the advice of the Fund's actuarial adviser. Plan assets are held in trusts which are subject to supervision by prudential regulators. Responsibility for governance of the plan, including investment decisions and plan rules, rests solely with the board of trustees of the plan.

Retirement Benefit Asset

	2026 US$m	2025 US$m
Fair value of defined benefit plan assets	3.2	2.6
Present value of accumulated defined benefit obligations	–	–
Defined benefit asset recognised in the Statement of Financial Position	3.2	2.6

The movements in the defined benefit asset during the year are outlined below:

	2026 US$m	2025 US$m
Balance at the beginning of the financial year	2.6	2.7
Actuarial gains/(losses)[i]	0.2	(0.1)
Net interest income[ii]	0.2	–
Net exchange differences on translation of foreign subsidiaries	0.2	–
Balance at the end of the financial year	3.2	2.6

Retirement Benefit Liability

	2026 US$m	2025 US$m
Present value of accumulated defined benefit obligations	**31.1**	30.3
Fair value of defined benefit plan assets	**(27.4)**	(25.2)
Defined benefit liability recognised in the Statement of Financial Position	**3.7**	5.1

The movements in the net defined benefit liability during the year are outlined below:

	2026 US$m	2025 US$m
Balance at the beginning of the financial year	**5.1**	5.1
Actuarial gains(i)	**(1.0)**	(0.1)
Current service cost(ii)	**2.4**	2.1
Net interest cost(ii)	**0.1**	0.1
Employer contributions(iii)	**(2.5)**	(2.4)
Benefits paid(iii)	**(0.1)**	(0.1)
Net exchange differences on translation of foreign subsidiaries	**(0.3)**	0.4
Balance at the end of the financial year	**3.7**	5.1

The principal actuarial assumptions used (expressed as a weighted average) were as follows:

	2026	2025
Discount rate	**4.3% to 5.3%**	3.6% to 5.3%
Future salary increases	**Nil* to 2.5%**	Nil* to 2.5%

(i) Actuarial gains and losses are recorded in other comprehensive income.

(ii) Current service cost and net interest are recorded in the Consolidated Income Statement as part of selling, general and administration expenses.

(iii) Employer contributions and benefits paid are cash payments and are recorded as part of payments to suppliers and employees in the Consolidated Statement of Cash Flows.

* For those defined benefit plans that have no active employees, no future salary increase was assumed.

The Group expects $1.9m in contributions to be paid to its defined benefit plans during the year ending 30 June 2027.

The major categories of plan assets as a percentage of the fair value of total plan assets are as follows:

	2026 US$m	2025 US$m
Equity securities	**6%**	6%
Fixed interest securities	**77%**	77%
Property	**1%**	1%
Cash and cash equivalents	**11%**	11%
Other	**5%**	5%

(b) Defined Contribution Superannuation Plans

	2026 US$m	2025 US$m
Contributions to defined contribution plans during the year	**18.0**	15.0

14. Contributed Equity and Reserves

(a) Contributed Equity

	Ordinary shares		Executive Share Plan shares		Treasury shares		Contributed equity	
	Number	US$m	Number	US$m	Number	US$m	Number	US$m
At 30 June 2024	145,943,984	1,044.3	900	–	(685,137)	(16.1)	145,259,747	1,028.2
Conversion of Executive Share Plan shares to fully paid	900	–	(900)	–	–	–	–	–
Shares used to settle the Group's Long-Term Incentive plans	–	–	–	–	147,501	3.2	147,501	3.2
Purchase of treasury shares	–	–	–	–	(199,681)	(4.4)	(199,681)	(4.4)
At 30 June 2025	145,944,884	1,044.3	–	–	(737,317)	(17.3)	145,207,567	1,027.0
Buyback/cancellation of shares	**(5,574,076)**	**(118.4)**	**–**	**–**	**–**	**–**	**(5,574,076)**	**(118.4)**
Shares used to settle the Group's Long-Term Incentive plans	**–**	**–**	**–**	**–**	**554,608**	**10.2**	**554,608**	**10.2**
Purchase of treasury shares	**–**	**–**	**–**	**–**	**(791,231)**	**(17.4)**	**(791,231)**	**(17.4)**
At 30 June 2026	**140,370,808**	**925.9**	**–**	**–**	**(973,940)**	**(24.5)**	**139,396,868**	**901.4**

Issued Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax where applicable, from the proceeds. When shares are repurchased, the amount of the consideration paid, including directly attributable costs, is recognised as a deduction from equity.

Ordinary shares are fully paid and do not have authorised capital or par value. They carry one vote per share and the right to dividends as declared from time to time. In the event of winding up of the Company, ordinary shareholders rank after all other shareholders and creditors and are fully entitled to any proceeds of liquidation.

Dividend Reinvestment Plan

The Company operates a Dividend Reinvestment Plan, which is open to all shareholders. Under this plan, 167,786 shares were purchased on market and issued to shareholders during the year (2025: 143,479).

Executive Share Plan

During the year ended 30 June 2025, 900 shares allotted under the Pacific Dunlop Executive Share Plan (discontinued in 1996) were converted to fully paid ordinary shares. No shares remain outstanding under the Pacific Dunlop Executive Share Plan at the end of the financial year.

Treasury Shares

When the Ansell Limited Employee Share Plan Trust purchases equity instruments in the Company that have been identified as treasury shares, the consideration paid, including any directly attributable costs is deducted from equity, net of any related income tax effects. When the treasury shares are subsequently sold or reissued, any consideration received, net of any directly attributable costs and the related income tax effects, is recognised as an increase in equity, and the resulting surplus or deficit on the transaction is presented in retained earnings. Refer to Note 22 Ansell Limited Employee Share Plan Trust.

(b) Nature and Purpose of Reserves

Share-based Payments Reserve

This reserve is used to record the value of equity benefits provided to employees as part of their remuneration under various Long-Term Incentive Plans. Refer to Note 23 Ownership-based Remuneration Schemes for further details of these plans.

Hedging Reserve

This reserve records the portion of the unrealised gains or losses on cash flow hedges, the cumulative net change in the intrinsic and time value of options and interest rate swaps that are deemed to be effective.

Other Reserve

The other reserve comprises:

- The cumulative net change in the fair value of equity investments designated at Fair Value through Other Comprehensive Income (FVOCI); and
- In certain jurisdictions regulatory requirements result in appropriations being made to an other reserve.

Foreign Currency Translation Reserve

The foreign currency translation reserve records the foreign currency differences arising from the translation of the financial statements of foreign subsidiaries where their functional currency is different to the presentation currency of the Group. Refer to Note 1 Summary of Significant Accounting Policies.

15. Dividends

	2026 US$m	2025 US$m
Dividends paid		
A final dividend of US28.00 cents per share unfranked for the year ended 30 June 2025 (June 2024: US21.90 cents unfranked) was paid on 18 September 2025 (2024: 12 September 2024)	**41.1**	31.7
An interim dividend of US26.60 cents per share unfranked for the year ended 30 June 2026 (June 2025: US22.20 cents unfranked) was paid on 13 March 2026 (2024: 6 March 2025)	**37.7**	32.0
	78.8	63.7

Dividends Determined

Since the end of the financial year the Directors have determined to pay a final dividend of US41.50 cents per share unfranked, to be paid on 17 September 2026. The financial effect of this dividend has not been brought to account in the financial statements for the year ended 30 June 2026 and will be recognised in subsequent financial reports.

Dividend Franking Account

The balance of the dividend franking account as at 30 June 2026 was nil (2025: nil).

16. Financial Risk Management

Ansell has a range of financial policies designed to mitigate any potential negative impact financial risks may have on the Group's results. The Group's policy is to maintain a strong capital base to support business growth and maintain investor, creditor and market confidence. Capital management is monitored through measures such as return on capital employed and dividend distributions to shareholders. The Group seeks to maintain balance between the higher returns that might be possible with the higher levels of borrowing and the advantages and security afforded by a strong capital position. The Group monitors its Net Debt to EBITDA ratio within a target range as a key indicator. The Group's risk management is carried out by a central treasury department under policies approved by the Board of Directors. Group treasury identifies, evaluates and hedges financial risks in close co-operation with the Group's business units. The Board reviews and approves the Group's policies for managing each of these risks which are summarised below:

- Note 16(a) Foreign Exchange Risk;
- Note 16(b) Interest Rate Risk;
- Note 16(c) Credit Risk;
- Note 16(d) Liquidity Risk; and
- Note 16(e) Commodity Price Risk.

These risks affect the fair value measurements applied by the Group, which are discussed in Note 16(f) Fair Value.

(a) Foreign Exchange Risk

Foreign currency financial assets and liabilities of subsidiaries are monitored and hedged on a regular basis to minimise exchange gains and losses through the Consolidated Income Statement. All interest bearing liabilities at 30 June 2026 are in the functional currency of the borrowing entity so there is no foreign exchange impact through the Consolidated Income Statement. The Group reviews exposures on a regular basis and undertakes hedging as deemed appropriate.

The Group is exposed to a number of foreign currencies; however, the predominant operating currency is the US dollar (US$). As such the Group has determined it appropriate to manage its foreign currency exposure against the US$. On this basis the Group manages its transactional exposures as follows:

- Major revenue and cost currency net cash flow exposures are predominantly hedged back to US$ on a 12 to 18-month rolling basis so as to reduce any significant adverse impact of exchange rate fluctuations on the EPS guidance provided by the Company to the market.
- Under the policy, the Group can hedge up to 90% of its estimated foreign currency exposure in respect of forecast purchases and sales.

The Group enters into a range of derivative financial instruments, which can be defined in the following broad categories:

(i) Forward Contracts

These transactions enable the Group to buy or sell specific amounts of foreign exchange or financial instruments at an agreed rate/price at a specified future date. Maturities of these contracts are predominantly up to 1 year.

(ii) Foreign Exchange Options

This is a contract between two parties, which gives the buyer of the put or call option the right, but not the obligation, to transact at a specified exchange rate. The Group typically uses a combination of bought and sold options, generally for zero cost, to hedge foreign currency revenue and cost cash flows predominantly out to 1 year.

As at 30 June, the exposure to foreign currency risk from the Group's primary trading currency (US$) is:

	2026 US$m	2025 US$m
Net receivable/(payable) in non-US$ reporting entities	5.7	(17.3)

The following table demonstrates the estimated sensitivity in the valuation of outstanding forward contracts and foreign exchange options to a 10% increase/decrease in the US$ exchange rate, with all other variables held constant, on profit for the period and equity.

	Profit for the Year		Equity	
	2026 US$m	2025 US$m	2026 US$m	2025 US$m
With all other variables held constant:				
10% increase in US$ exchange rate	–	–	8.0	22.5
10% decrease in US$ exchange rate	–	–	(2.2)	(23.5)

(b) Interest Rate Risk

The Group has a broad aim of managing interest rate risk on its debt by setting a minimum level of interest rate risk days (the weighted average term of all interest rates in the portfolio) and a minimum fixed interest rate ratio of 40%. The Group enters into interest rate swaps that enable parties to swap interest rates (from or to a fixed or floating basis) for a defined period of time. Maturities of the contracts are principally between 1 and 10 years.

Prior to the beginning of each year, the Group calculates its financial budget for the upcoming year using an updated set of financial assumptions and management's view of the marketplace in the coming financial year. The Group forecasts interest rates for all debt repricing and new financing.

In this context interest rate risk is the risk that the Group will, as a result of adverse movements in interest rates, experience:

- unacceptable variations to the cost of debt in the review period for which the financial budget has been finalised; and
- unacceptable variations in interest expense from year to year.

It is recognised that movements in interest rates may be beneficial to the Group. Within the context of the Group's operations, interest rate exposure occurs from the amount of interest rate repricing that occurs in any 1 year.

The exposure to interest rate risk and the effective weighted average interest rate for interest bearing financial liabilities are set out below:

	Weighted Average Effective Interest Rate %	Floating US$m	Fixed Interest Repricing in: 1 Year or Less US$m	1 to 2 Years US$m	2 to 5 Years US$m	> 5 Years US$m	Total US$m
2026							
Bank and other loans	**4.9**	**371.3**	**40.8**	**40.8**	**54.3**	**150.0**	**657.2**
Effect of interest rate swaps*	**(0.2)**	**(141.5)**	**26.5**	**25.0**	**90.0**	**–**	**–**
		229.8	**67.3**	**65.8**	**144.3**	**150.0**	**657.2**
2025							
Bank and other loans	5.2	359.8	50.0	42.0	97.1	150.0	698.9
Effect of interest rate swaps*	(0.3)	(142.4)	–	27.4	90.0	25.0	–
		217.4	50.0	69.4	187.1	175.0	698.9

* Represents notional amount of interest rate swaps.

A separate analysis of debt by currency can be found at Note 11 Interest Bearing Liabilities.

The table below shows the effect on profit for the period and equity, if interest rates had been 10% higher or lower with all other variables held constant, taking into account all underlying exposures and related hedges. A sensitivity of 10% has been selected as this is considered reasonable given the current level of both short-term and long-term US$ interest rates.

	Profit for the Year 2026 US$m	Profit for the Year 2025 US$m	Equity 2026 US$m	Equity 2025 US$m
With all other variables held constant:				
If interest rates were 10% higher	**–**	–	**1.1**	1.4
If interest rates were 10% lower	**–**	–	**(1.1)**	(1.5)

***16. Financial Risk Management** continued*

(c) Credit Risk

The credit risk on financial assets (excluding investments) of the Group is the carrying amount, net of any provision for impairment, that has been recognised on the Statement of Financial Position. The Group is exposed to credit risk from its operating activities, primarily from customer receivables and from its financing activities, including deposits with financial institutions, foreign exchange transactions and other financial instruments.

The carrying amount of the Group's financial assets represents the maximum credit exposure. The Group does not hold any collateral over any of the receivables.

(i) Credit Risk – Cash and Cash Equivalents

The Group held cash and cash equivalents of US$249.5m at 30 June 2026 (2025: US$238.3m). The material cash and cash equivalent balances are held with bank and financial institution counterparties which are rated A3 or above by Moody's Investor Service.

(ii) Credit Risk – Trade Receivables

Customer credit risk is managed by each region subject to established policies, procedures and controls relating to customer credit risk management.

The Group trades with recognised, creditworthy third parties, and also minimises concentrations of credit risk by undertaking transactions with a large number of customers and counterparties in various countries. Customers who wish to trade on credit terms are subject to credit verification procedures including an assessment of their independent credit rating, financial position, past experience and industry reputation. In addition, receivable balances are monitored on an ongoing basis. The Group is not materially exposed to any individual customer. An ageing of trade receivables past due is included in Note 7 Working Capital.

	Carrying Amount	
	2026 US$m	**2025 US$m**
Net trade receivables	**249.0**	212.4

Individual trade receivables that are known to be uncollectible are written off by reducing the carrying amount directly. For these receivables, the estimated impairment losses are recognised as an allowance for impairment. Receivables for which an impairment provision was recognised are written off against the provision where there is no expectation of recovering additional cash. Allowances for impairment are recognised in the Consolidated Income Statement. Subsequent recoveries of amounts previously written off are credited to the Consolidated Income Statement. Movements in the allowance for impairment and the ageing of trade receivables are included in Note 7 Working Capital.

(iii) Credit Risk by Maturity

Based on the policy of not having material overnight exposures to an entity rated lower than A3 by Moody's Investors Service, the risk to the Group of counter-party default loss is not considered material. The following table indicates the value of amounts owing by counterparties by maturity.

	Foreign Exchange Related Contracts		Interest Rate Contracts		Foreign Exchange Options		Total	
	2026 US$m	**2025 US$m**	**2026 US$m**	**2025 US$m**	**2026 US$m**	**2025 US$m**	**2026 US$m**	**2025 US$m**
Term:								
0-6 months	**1.9**	1.5	**–**	–	**2.8**	0.2	**4.7**	1.7
6-12 months	**–**	0.4	**0.5**	–	**2.7**	0.3	**3.2**	0.7
1-2 years	**–**	–	**0.3**	1.2	**–**	–	**0.3**	1.2
2-5 years	**–**	–	**2.0**	0.6	**–**	–	**2.0**	0.6
> 5 years	**–**	–	**–**	0.8	**–**	–	**–**	0.8
Total	**1.9**	1.9	**2.8**	2.6	**5.5**	0.5	**10.2**	5.0

(d) Liquidity Risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its obligations when they are due.

The Group manages liquidity risk by:

(a) maintaining adequate levels of undrawn committed facilities that can be drawn down upon at short notice (the Group's undrawn facilities are explained in Note 11 Interest Bearing Liabilities);

(b) retaining appropriate levels of cash and cash equivalents;

(c) spreading the maturity dates of long-term debt facilities between financial years (to the extent practicable); and

(d) regular monitoring of cash balances and cash requirement forecasts.

The Group has $752.4m of undrawn debt facilities and cash at 30 June 2026 (2025: $738.2m).

The following table sets out the contractual maturities of the Group's financial liabilities (excluding lease liabilities – refer Note 9(c) – Maturity Analysis – Lease Liabilities) into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows comprising principal and interest repayments.

	Carrying Amount US$m	Total Contractual Cash Flows US$m	Contractual Maturity (Years) 0-1 US$m	1-2 US$m	2-5 US$m	> 5 US$m
2026						
Trade and other payables	**285.8**	**285.8**	**284.0**	**1.8**	**–**	**–**
Bank and other loans	**657.2**	**845.3**	**82.1**	**70.1**	**312.6**	**380.5**
Derivative financial instruments	**5.4**	**5.4**	**5.4**	**–**	**–**	**–**
Total	**948.4**	**1,136.5**	**371.5**	**71.9**	**312.6**	**380.5**
2025						
Trade and other payables	306.9	306.9	305.9	1.0	–	–
Bank and other loans	698.9	929.0	96.4	117.0	265.7	449.9
Derivative financial instruments	18.1	18.1	18.1	–	–	–
Total	1,023.9	1,254.0	420.4	118.0	265.7	449.9

The Group assessed the concentration of risk with respect to its financial liabilities and concluded it to be low. The Group has access to a sufficient variety of potential funding sources.

(e) Commodity Price Risk

Ansell is a significant buyer of natural rubber latex and a range of synthetic latex products. It purchases these products in a number of countries in Asia, predominately Malaysia, Thailand and Sri Lanka. The Group is not active in hedging its purchases on rubber exchanges but may, from time to time, buy from suppliers or brokers at a fixed price for up to several months into the future. To the extent that any increases in these costs cannot be passed through to customers in a timely manner, the Group's profit after income tax and shareholder's equity could be impacted adversely.

16. Financial Risk Management continued

(f) Fair Value

The Group considers that the carrying amount of recognised financial assets and financial liabilities approximates their fair value. Derivative financial instruments are carried at their fair value.

The following table displays:

(i) Nominal/Face Value

This is the contract's value upon which a market rate is applied to produce a gain or loss which becomes the settlement value of the derivative financial instrument.

(ii) Credit Risk (Derivative Financial Instruments)

This is the maximum exposure to the Group in the event that all counterparties who have amounts outstanding to the Group under derivative financial instruments fail to honour their side of the contracts. The Group's exposure is almost entirely to banks. Amounts owed by the Group under derivative financial instruments are not included.

(iii) Net Fair Value

This is the amount at which the instrument could be realised between willing parties in a normal market conditions and not in a liquidation or forced sale environment. The net amount owing to/(by) financial institutions under all derivative financial instruments would have been $4.8m (2025: $13.0m) if all contracts were closed out on 30 June 2026.

2026	Average Exchange Rates	Average Maturity Days	Nominal/ Face Value US$m	Credit Risk US$m	Net Fair Value US$m
Foreign exchange contracts					
Purchase/sale contracts:					
– United States dollars/Euros	1.15	28	50.5	0.2	0.1
– United States dollars/Japanese yen	158.57	38	5.7	0.1	0.1
– Malaysian ringgits/United States dollars	4.02	72	53.6	–	(0.5)
– Thai baht/United States dollars	32.48	121	26.8	–	(0.5)
– Sri Lankan rupees/United States dollars	319.95	174	28.5	–	(2.0)
– United States dollars/Australian dollars	0.70	23	3.8	0.1	–
– United States dollars/Canadian dollars	1.39	19	4.5	0.1	0.1
– Other	–	–	159.0	1.4	0.7
Foreign exchange zero cost collar options	**Options strike rates**				
– Euros/United States dollars	1.17 – 1.20	185	161.4	4.1	3.3
– Canadian dollars/United States dollars	1.38 – 1.33	119	15.1	0.4	0.4
– Great British pounds/United States dollars	1.36 – 1.40	112	9.7	0.3	0.3
– Australian dollars/United States dollars	0.68 – 0.72	173	19.7	0.4	0.2
– Thai baht/United States dollars	31.76 – 32.68	221	24.7	0.3	(0.2)
Interest rate contracts					
Interest Rate Swaps:	**Interest rate %**	**Years**			
– GBP Payable fixed	0.9	0.7	26.5	0.5	0.5
– USD Payable fixed	3.2	2.7	115.0	2.3	2.3
Total			704.5	10.2	4.8

2025	Average Exchange Rates	Average Maturity Days	Nominal/ Face Value US$m	Credit Risk US$m	Net Fair Value US$m
Foreign exchange contracts					
Purchase/sale contracts:					
– United States dollars/Euros	1.11	163	206.2	–	(12.7)
– United States dollars/Japanese yen	143.01	129	11.0	–	–
– Malaysian ringgits/United States dollars	4.26	143	72.9	0.9	0.9
– Thai baht/United States dollars	32.50	16	9.6	–	–
– Sri Lankan rupees/United States dollars	301.08	34	4.5	–	–
– United States dollars/Australian dollars	0.65	24	3.4	–	–
– United States dollars/Canadian dollars	1.37	32	13.5	–	–
– Other	–	–	134.6	1.0	(0.1)
Foreign exchange zero cost collar options	**Options strike rates**				
– Euros/United States dollars	1.09 – 1.14	154	75.3	0.2	(3.5)
– Canadian dollars/United States dollars	1.38 – 1.32	189	11.1	0.1	–
– Great British pounds/United States dollars	1.30 – 1.34	162	6.6	0.1	(0.2)
– Japanese yen/United States dollars	143.2 – 137.0	116	5.3	0.1	0.1
– Australian dollars/United States dollars	0.65 – 0.66	69	2.0	–	–
Interest rate contracts					
Interest Rate Swaps:	**Interest rate %**	**Years**			
– GBP Payable fixed	0.9	1.7	27.4	1.2	1.2
– USD Payable fixed	3.2	3.7	115.0	1.4	1.3
Total			698.4	5.0	(13.0)

16. Financial Risk Management *continued*

The effects of hedge accounting on the financial position and performance of the Group is as follows:

2026 US$m	Carrying Amount of Hedging Instruments*	Change in Value of the Hedging Instrument for Calculating Hedge Ineffectiveness	Change in Value of the Hedged Item for Calculating Hedge Ineffectiveness	Change in Value of the Hedging Instrument Recognised in Other Comprehensive Income	Hedge Ineffectiveness Recognised in the Income Statement	Amount Reclassified from Hedging Reserve to the Income Statement
Cash flow hedges						
Revenue (up to 1 year)	**3.9**	**3.9**	**(3.9)**	**3.9**	**–**	**(16.6)**
Costs (up to 1 year)	**(3.1)**	**(3.1)**	**3.1**	**(3.1)**	**–**	**0.9**
GBP interest	**0.5**	**0.5**	**(0.5)**	**0.5**	**–**	**2.2**
USD interest	**2.3**	**2.3**	**(2.3)**	**2.3**	**–**	**3.5**

2025 US$m	Carrying Amount of Hedging Instruments*	Change in Value of the Hedging Instrument for Calculating Hedge Ineffectiveness	Change in Value of the Hedged Item for Calculating Hedge Ineffectiveness	Change in Value of the Hedging Instrument Recognised in Other Comprehensive Income	Hedge Ineffectiveness Recognised in the Income Statement	Amount Reclassified from Hedging Reserve to the Income Statement
Cash flow hedges						
Revenue (up to 1 year)	(16.6)	(16.6)	16.6	(16.6)	–	2.4
Costs (up to 1 year)	0.9	0.9	(0.9)	0.9	–	(2.2)
GBP interest	1.2	1.2	(1.2)	1.2	–	2.2
USD interest	1.3	1.3	(1.3)	1.3	–	3.5

* Includes the time value of foreign exchange options.

(iv) Fair Value Hierarchy

The table below analyses financial assets and financial liabilities carried at fair value, including their levels in the fair value hierarchy as well as the valuation method. It does not include information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

The different valuation methods have been defined as follows:

- **Level 1:** quoted prices (unadjusted) in active markets for identical assets or liabilities;
- **Level 2:** inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- **Level 3:** inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Group currently holds Level 2 derivative financial instruments and Level 3 financial assets designated at FVOCI and FVTPL. In order to determine the fair value of the financial instruments, management used valuation techniques in which all significant inputs were based on observable market data. The fair value of financial assets designated as FVOCI and FVTPL is calculated based on the latest available valuation inputs at each reporting date, including unlisted equity investee's financial information and recent transactions.

The fair values of forward exchange contracts, foreign exchange options and interest rate swaps are determined based on the unrealised gains and losses at the reporting date. This is done using the standard valuation technique based on the applicable market observable rates including spot rate, forward points, volatilities and interest rate data sourced from brokers and third party market data vendors.

	2026 US$m	2025 US$m
Level 2		
Derivative financial assets	10.2	5.0
Derivative financial liabilities	5.4	18.1
Level 3		
Financial assets designated as FVOCI	–	1.1

(g) Recognition and Measurement

Derivatives

The Group uses derivative financial instruments, principally foreign exchange and interest rate related, to reduce the exposure to foreign exchange rate and interest rate movements.

The Group has adopted certain principles in relation to derivative financial instruments:

- Derivatives may be used to hedge underlying business exposures of the Group. Trading in derivatives is not undertaken.
- Derivatives acquired must be able to be recorded in the Group's treasury management systems, which contain extensive internal controls.
- The Group predominantly does not deal with counterparties rated lower than A3 by Moody's Investors Service.

The Group follows the same credit policies, legal processes, monitoring of market and operational risks in the area of derivative financial instruments as it does in relation to other financial assets and liabilities on the Statement of Financial Position.

On a continuing basis, the Group monitors its future exposures and on some occasions hedges all or part of these exposures. The transactions which may be covered are future net cash flows of overseas subsidiaries, future foreign exchange requirements and interest rate positions.

These exposures are then monitored and may be modified from time to time. The foreign exchange hedge instruments are predominantly up to 12 months' duration and are used to hedge operational transactions the Group expects to occur in this time frame. From time to time minor mismatches occur in the forward book; however, these mismatches are managed under guidelines, limits and internal controls. Interest rate derivative instruments can be for periods up to 10 years as the critical terms of the instruments are matched to the underlying borrowings.

Derivative financial instruments are recognised initially at fair value and subsequently remeasured to their fair value at each reporting date. The fair value of forward exchange contracts, foreign exchange options and interest rate swap contracts is determined by reference to current market rates for these instruments.

The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument and continues to satisfy the conditions for hedge accounting, and if so, the nature of the item being hedged. The Group designates certain derivatives as either hedges of the fair value of recognised assets or liabilities (fair value hedges) or hedges of highly probable forecast transactions (cash flow hedges).

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in fair values or cash flows of hedged items.

***16. Financial Risk Management** continued*

Fair Value Hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the Consolidated Income Statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

Derivatives That Do Not Qualify For Hedge Accounting

Changes in the fair value of any derivative instrument that does not qualify for hedge accounting are recognised immediately in the Consolidated Income Statement.

Cash Flow Hedge

The effective portion of changes in the fair value of derivatives (including the intrinsic value of options) that are designated and qualify as cash flow hedges is recognised in equity in the hedging reserve. There is an economic relationship between the hedged items and the hedging instruments as the terms of the foreign exchange forward and option contracts match the terms of the expected highly probable forecast transactions (i.e. notional amount and expected payment date).

The gain or loss relating to the ineffective portion is recognised immediately in the Consolidated Income Statement. The time value of options is accounted for as a hedging cost with changes in fair value being recognised in the hedging reserve through Other Comprehensive Income.

Gains or losses that are recognised in the hedging reserve are transferred to the Consolidated Income Statement in the periods when the hedged item will affect profit or loss. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset or a non-financial liability, the gains or losses previously deferred in equity are transferred from equity and included in the measurement of the initial cost or carrying amount of the asset or liability.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, or no longer meets the conditions for hedge accounting. At that point in time, any cumulative gain or loss on the hedging instrument recognised in equity remains in equity until the forecasted transaction is ultimately recognised in the Consolidated Income Statement. When a hedged transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the Consolidated Income Statement.

Hedge Effectiveness

The Group determines its economic exposure to unexpected movements in foreign currency rates and interest rates and ensures the hedging instruments entered into satisfactorily mitigate these risks. The Group ensures the changes in the fair value of the hedging instruments are highly correlated to the change in the fair value of the underlying hedged item and are therefore effective.

Potential sources of ineffectiveness include, but are not limited to:

- the Group no longer having the economic exposure rendering the hedge instrument ineffective;
- hedging instrument expires or is sold, terminated or exercised; and
- changes in counterparty credit status.

The Group has established a hedge ratio of 1:1 as the underlying risk of the hedging instrument is identical to the hedged risk component.

17. Commitments and Contingencies

(a) Capital Expenditure Commitments

	2026 US$m	2025 US$m
Contracted but not provided for in the financial statements:		
Plant and equipment	**15.2**	18.8
Payable within one year	**15.2**	18.8

(b) Contingent Assets and Liabilities

Contingent liabilities are potential future cash outflows where the likelihood of payment is more than remote but is not considered probable or cannot be reliably measured. Contingent liabilities are not recognised in the Statement of Financial Position but are disclosed.

Contingent assets are possible future economic benefits arising from past events. Contingent assets are not recognised in the Statement of Financial Position but are disclosed, unless the inflow of economic benefits becomes virtually certain, at which point the related asset is recognised.

Class Action

On 10 August 2023, the Group announced it had been served with a shareholder class action filed in the Supreme Court of Victoria by the law firm Slater & Gordon on behalf of the lead plaintiff, Michael Gary Warner. The claim is expressed to be made on behalf of shareholders who acquired an interest in fully paid ordinary shares in Ansell during the period between 24 August 2021 and 28 January 2022 (inclusive). It is alleged that, during this period, Ansell failed to comply with its continuous disclosure obligations and engaged in misleading and deceptive conduct prior to the release of its FY22 Trading and Business Update on 31 January 2022. Ansell denies any liability and will vigorously defend the claim.

It is not possible to determine the ultimate impact of this claim, if any, on the Group. No provision has been recognised in respect of the year ended 30 June 2026. The associated legal costs were recorded as incurred (refer to Note 3(b) Significant Items).

US Tariff

Following the United States Supreme Court ruling on 20 February 2026, the Group became eligible to seek refunds of certain import tariffs previously paid under the International Emergency Economic Powers Act (IEEPA).

Based on the status of the claims and management's assessment of the available evidence, the inflow of economic benefits associated with $12.1m of the submitted claims was considered virtually certain. Accordingly, a receivable of $12.1m was recognised at 30 June 2026. Any additional amounts for which the recognition criteria were not met at the reporting date have not been recognised and will be recognised as income, presented as a significant item, when the relevant refunds are received.

The Group may be subject to commercial expectations from customers to share a portion of any tariff refund benefits. As at the reporting date, the Group had not entered into any arrangements, nor identified any legal or constructive obligations, requiring the repayment or sharing of tariff refund benefits with customers. Accordingly, no present obligation existed at the reporting date and no provision has been recognised in accordance with AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

Other Claims

From time to time, entities within the Group are party to various legal actions as well as inquiries from regulators and government bodies that have arisen in the ordinary course of business. Consideration has been given to such matters and it is expected that the resolution of these contingencies will not have a material impact on the financial position of the Group, or are not at a stage to support a reasonable evaluation of the likely outcome.

18. Particulars Relating to Subsidiaries

	Country of Incorporation	Beneficial Interest 2026 %	2025 %
Ansell Limited	Australia		
Ansell Healthcare Japan Co., Ltd.	Japan*	100	100
BNG Battery Technologies Pty. Ltd.	Australia	100	100
Corrvas Insurance Pty. Ltd.	Australia	100	100
Dunlop Olympic Manufacturing Pty. Ltd.	Australia	100	100
FGDP Pty. Ltd.	Australia	100	100
Nucleus Ltd.	Australia	100	100
Lifetec Project Pty. Ltd.	Australia	100	100
Medical TPLC Pty. Ltd.	Australia	100	100
N &T Pty. Ltd.	Australia	100	100
Nucleus Trading Pte. Ltd.	Singapore*	100	100
THLD Ltd.	Australia	100	100
TNC Holdings Pte. Ltd.	Singapore*	100	100
TPLC Pty. Ltd.	Australia	100	100
Olympic General Products Pty. Ltd.	Australia	100	100
Pacific Dunlop Finance Pty. Ltd.	Australia	100	100
Ansell (Shanghai) Management Co., Ltd.	China*	100	100
Ansell (Shanghai) Commercial and Trading Co., Ltd.	China*	100	100
P.D. Holdings Pty. Ltd.	Australia	100	100
P.D. International Pty. Ltd.	Australia	100	100
Ansell Canada Inc.	Canada*	100	100
Ansell Commercial Mexico S.A. de C.V.	Mexico*	100	100
Ansell Colombia SAS	Colombia*	100	100
Ansell Global Services (Pvt) Limited	Sri Lanka*	100	100
Ansell Global Trading Center (Malaysia) Sdn. Bhd.	Malaysia*	100	100
Ansell Lanka (Pvt.) Ltd.	Sri Lanka*	100	100
Ansell MEA Trading FZE	UAE*	100	100
Ansell Peru S.A.C	Peru*	100	100
Ansell Protective Solutions Singapore Pte. Ltd.	Singapore*	100	100
Ansell Sterile Solutions Pvt Ltd	India*	100	100
Ansell Services (Asia) Sdn. Bhd.	Malaysia*	100	100
Ansell (Kulim) Sdn. Bhd.	Malaysia*	100	100
Ansell N.P. Sdn. Bhd.	Malaysia*	75	75
Ansell Malaysia Sdn. Bhd.	Malaysia*	75	75
Ansell Seremban Sdn. Bhd.	Malaysia*	100	100
Hercules Equipamentos de Protecao LTDA	Brazil*	100	100
Ansell Brazil LTDA	Brazil*	100	100
Ansell Textiles Lanka (Pvt.) Ltd.	Sri Lanka*	100	100
Ansell (Thailand) Ltd.	Thailand*	100	100
Ansell US Group Holdings Pty. Ltd.	Australia	100	100
Ansell USA LLC	USA*	100	100
Ansell USA Inc.	USA*	100	100
Ansell Edmont Industrial de Mexico S.A. de C.V.	Mexico*	100	100
Pacific Dunlop Holdings (USA) LLC	USA*	100	100
Barriersafe Solutions International, Inc.	USA*	100	100
Ansell Healthcare Products LLC	USA*	100	100
Ansell Sandel Medical Solutions LLC	USA*	100	100
Ansell Liquid Asset Holdings LLC	USA*	100	100

	Country of Incorporation	Beneficial Interest 2026 %	2025 %
Pacific Chloride Inc.	USA*	100	100
Pacific Dunlop Holdings LLC	USA*	100	100
TPLC Holdings Inc.	USA*	100	100
Accufix Research Institute Inc.	USA*	100	100
Cotac Corporation	USA*	100	100
Pacific Dunlop Finance Company	USA*	100	100
Comercializadora Ansell Chile Limitada	Chile*	100	100
Corrvas Insurance (Singapore) Pte. Ltd.	Singapore*	100	100
Global Industrial Estates (Pvt) Ltd	Sri Lanka*	49 (b)	–
Global Industrial Hub (Pvt) Ltd	Sri Lanka*	49 (b)	–
Ansell (U.K.) Limited	U.K.*	100	100
Ansell Healthcare Europe N.V.	Belgium*	100	100
Ansell GmbH	Germany*	100	100
Ansell Italy S.r.l.	Italy*	100	100
Ansell Medikal Urunler Ithalat Ihracat Uretim ve Ticaret A.S.	Turkey*	100	100
Ansell Norway AS	Norway*	100	100
Ansell Protective Solutions AB	Sweden*	100	100
Ansell Protective Solutions Lithuania UAB	Lithuania*	100	100
Ansell S.A.	France*	100	100
Ansell Services Poland Sp. Z o.o.	Poland*	100	100
Ansell Spain SL (Sociedad de Responsabilidad Limitada)	Spain*	100	100
Comasec SAS	France*	100	100
Ansell Industrial & Specialty Gloves Malaysia Sdn. Bhd.	Malaysia*	100	100
Ansell Portugal – Industrial Gloves, Sociedade Unipessoal, Lda	Portugal*	100	100
Ansell Korea Co. Ltd.	South Korea*	100	100
Ansell Vina Co., Ltd.	Vietnam*	100	100
Ansell Xiamen Limited	China*	100	100
Ansell Microgard Xiamen Limited	China*	100	100
Nitritex Limited	U.K.*	100	100
Nitritex (M) Sdn. Bhd.	Malaysia*	100	100
Pacific Dunlop Holdings (Singapore) Pte. Ltd.	Singapore*	100	100
Ansell India Protective Products Pvt. Ltd.	India*	100	100
Ansell (Hong Kong) Limited.	Hong Kong*	100	100
PDOCB Pty. Ltd.	Australia	100	100
PD Licensing Pty. Ltd.	Australia	100	100
Siteprints Pty. Ltd.	Australia	100	100
The Distribution Group Holdings Pty. Ltd.	Australia	100	100
The Distribution Group Pty. Ltd.	Australia	100	100
The Distribution Trust	Australia	100 (a)	100 (a)
Xelo Pty. Ltd.	Australia	100	100
Xelo Sacof Pty. Ltd.	Australia	100	100

* Subsidiaries incorporated outside Australia carry on business in those countries.

(a) The trustee of The Distribution Trust is The Distribution Group Pty. Ltd. The beneficiary of the trust is Ansell Limited.

(b) The Group has controlling rights over Global Industrial Estate (Pvt) Ltd and Global Industrial Hub (Pvt) Ltd. Refer to Note 20 for details.

The following previously wholly owned subsidiaries ceased to be subsidiaries of the Group during the year:

- Ansell (Middle East) DMCC (dissolved)
- Ansell Protective Products Limited (dissolved)
- Ansell Perry de Mexico S.A. de C.V. (disposed of through a share sales)

19. Parent Entity Disclosures and Deed of Cross Guarantee

(a) Parent Entity Disclosures

As at the end of and throughout the financial year ended 30 June 2026, the parent company of the Group was Ansell Limited.

	2026 US$m	2025 US$m
Results of the parent entity		
Profit for the year	**186.9**	48.9
Other comprehensive income	**59.2**	(19.9)
Total comprehensive income for the period net of income tax	**246.1**	29.0

Financial Position of the Parent Entity at Year End

	2026 US$m	2025 US$m
Current assets	**1,552.0**	1,349.6
Total assets	**3,004.1**	2,730.6
Current liabilities	**1,708.3**	1,479.6
Total liabilities	**1,735.9**	1,505.6
Total equity of the parent entity comprising:		
Contributed equity	**901.4**	1,027.0
Share-based payment reserve	**34.1**	32.7
Foreign currency translation reserve	**(412.9)**	(472.0)
Other reserve	**(1.8)**	(1.8)
Retained profits	**747.4**	639.1
Total equity	**1,268.2**	1,225.0

The Group has a net current asset position of $619.7m (2025: $588.8m), which the parent company controls. As at 30 June 2026, the parent company has a net current liability position of $156.3m (2025: $130.0m).

Parent Entity Guarantee

The parent entity guarantees the debts of certain subsidiaries that are guarantors under the Group's revolving credit bank facility. Refer to Note 11 Interest Bearing Liabilities.

Parent Entity Contingent Liabilities

Refer to Note 17(b) Contingent Assets and Liabilities for details of a class action in which the parent entity is involved.

(b) Deed of Cross Guarantee

Pursuant to *ASIC Corporations (Wholly-owned Companies) Instrument 2016/785*, the wholly-owned subsidiaries listed below are relieved from the requirements to prepare, audit and lodge financial reports and Directors' reports under the *Corporations Act 2001*. As a condition of the Instrument, Ansell Limited and the subsidiaries entered into a Deed of Cross Guarantee dated 22 June 2026 under which each entity guarantees the debts of the others.

The subsidiaries subject to the Deed are:

- P.D. Holdings Pty. Ltd.
- P.D. International Pty. Ltd.
- Ansell US Group Holdings Pty. Ltd.
- Nucleus Ltd.
- THLD Ltd.

A Consolidated Statement of Comprehensive Income, movements in Consolidated Retained Earnings and Consolidated Statement of Financial Position, comprising the Company and controlled entities which are parties to the Deed, after eliminating all transactions between those entities, are set out below.

Consolidated Statement of Comprehensive Income of Entities Party to the Deed of Cross Guarantee

	2026 US$m
Sales revenue	57.0
Cost of goods sold	(38.7)
Distribution	(6.2)
Selling, general and administration	(1.2)
Dividend income	178.0
Share-based payments expense	(11.6)
Net foreign exchange gain	8.3
Profit before net financing costs and income tax expense	185.6
Net financing costs	1.6
Profit before income tax	187.2
Income tax expense	(7.1)
Profit for the period	180.1
Other comprehensive income	
Items that will not be reclassified to the Income Statement:	
Retained profits	
Remeasurement of defined benefit superannuation	0.2
Tax expense on items that will not be subsequently reclassified to the income statement	(0.1)
Items that may subsequently be reclassified to the Income Statement:	
Foreign currency translation reserve	
Net exchange differences on translation of financial statements of foreign subsidiaries	71.4
Other comprehensive income for the period, net of tax where applicable	71.5
Total comprehensive income for the period	251.6

Movements in Consolidated Retained Profits of Entities Party to the Deed of Cross Guarantee

	2026 US$m
Retained profits at beginning of year	236.6
Profit for the period	180.1
Other comprehensive income	0.1
Dividends paid	(78.8)
Retained profits at end of year	338.0

19. Parent Entity Disclosures and Deed of Cross Guarantee *continued*

Consolidated Statement of Financial Position of Entities Party to the Deed of Cross Guarantee

	2026 US$m
Current assets	
Cash and cash equivalents	48.0
Trade and other receivables	194.6
Derivative financial instruments	7.9
Inventories	7.0
Other current assets	4.0
Total current assets	261.5
Non-current assets	
Investments in subsidiaries	1,338.1
Property, plant and equipment	0.2
Right-of-use assets	3.4
Intangible assets	159.5
Deferred tax assets	9.8
Retirement benefit assets	3.2
Total non-current assets	1,514.2
Total assets	1,775.7
Current liabilities	
Trade and other payables	362.2
Derivative financial instruments	5.4
Lease liabilities	1.0
Provisions	6.1
Current tax liabilities	1.9
Total current liabilities	376.6
Non-current liabilities	
Lease liabilities	2.7
Provisions	0.2
Total non-current liabilities	2.9
Total liabilities	379.5
Net assets	1,396.2
Equity	
Contributed equity	901.4
Reserves	156.8
Retained profits	338.0
Total equity	1,396.2

20. Acquisition of Subsidiaries

On 3 November 2025, the Group acquired controlling rights in Global Industrial Hub (Private) Limited (GIH) and Global Industrial Estates (Private) Limited (GIE) for cash consideration of $11.5m. The previous owner became a non-controlling interest and retained 51% of the economic interest in both entities. Accordingly, the Group consolidated both entities as subsidiaries in the Group's financial statements from acquisition date in accordance with AASB 10 *Consolidated Financial Statements*. The acquisition has been accounted for as a business combination in accordance with AASB 3 *Business Combinations*.

GIH and GIE are property holding entities that own the titles to properties used in the Group's manufacturing operations. The acquisition provides the Group with long term access to these properties and strengthens operational continuity in Sri Lanka.

Fair Value of Net Assets Acquired

The provisional determined fair values of the assets and liabilities at the date of acquisition are as follows:

	Provisional Fair Value US$m
Cash and cash equivalents	0.8
Other receivables	0.5
Property, plant & equipment	25.2
Other payables	(1.8)
Deferred tax liabilities	(3.6)
Fair value of identifiable net assets	**21.1**
Less Non-controlling interest	(9.6)
Cash consideration paid	**11.5**

The fair value of the non-controlling interest at the acquisition date was measured using an adjusted net assets approach, reflecting a market participant view of a non controlling position.

Profit Contribution

During the year ended 30 June 2026, the acquired entities contributed $0.7m profit attributable to Ansell Limited shareholders (EPS increment of 0.5 cents), representing a net reduction in property-related expenses. If the acquisition occurred on 1 July 2025, the contribution would have been an estimated $1.0m profit (EPS increment of 0.7 cents).

Recognition and Measurement

Business Combinations

The Group accounts for business combinations using the acquisition method. Identifiable assets acquired and liabilities and contingent liabilities assumed are measured at fair value. Any excess of the cost of acquisition over the fair values of the net identifiable assets acquired is recognised as goodwill. Transaction costs are expensed as incurred unless related to the issue of debt or equity securities.

Measurement of Fair Values

Property, plant and equipment were valued using the market comparison technique and cost technique. The valuation model considers market prices for similar items when they are available, and depreciated replacement cost when appropriate. Depreciated replacement cost reflects adjustments for physical deterioration as well as functional and economic obsolescence.

21. Related Party Disclosures

(a) Subsidiaries

Ansell Limited is the parent entity of all entities detailed in Note 18 Particulars Relating to Subsidiaries and from time to time has dealings on normal commercial terms and conditions with those entities, the effects of which are eliminated in these consolidated financial statements.

(b) Transactions With Key Management Personnel

(i) Key Management Personnel Remuneration

	2026 US$	2025 US$
Short-term benefits (paid in cash)	**4,659,752**	4,859,612
Short-term benefits (paid in shares)	**189,498**	766,320
Retirement benefits	**81,418**	165,405
Long-term equity-based incentives	**1,375,946**	2,274,819
	6,306,614	8,066,156

(ii) Service Agreements With Key Management Personnel

The Company has no service agreements with the Non-Executive Directors. Refer to Section 5 of the Remuneration Report for details of service agreements with the Managing Director and other Key Management Personnel.

22. Ansell Limited Employee Share Plan Trust

The Group holds shares in itself as a result of shares purchased by the Ansell Limited Employee Share Plan Trust (the Trust). The trustee of Ansell Limited Employee Share Plan Trust is CPU Share Plans Pty Ltd. The Trust was established to manage and administer the Company's responsibilities under the Group's incentive plans through the acquiring, holding and transferring of shares, or rights to shares, in the Company to participating employees. In respect of these transactions, at any point in time the Trust may hold 'allocated' and 'unallocated' shares. This Trust is also used to facilitate the acquiring, holding and sale of shares on behalf of the Directors under the Voluntary Share Purchase Plan.

As at 30 June 2026, the Trust held 973,940 treasury shares (unallocated shares) in the Company (2025: 737,317) and 299,007 allocated shares (2025: 259,283).

Allocated Shares

Allocated shares represent those shares that have been purchased and awarded to employees under the Short-Term Incentive Plan and Special Incentive Plan. Those shares awarded under the Short-Term Incentive Plan and Special Incentive Plan contain a post-vesting holding lock and are held on trust in respect of vested grants.

Vested shares that contain a post-vesting holding lock, are restricted in that the employee is unable to dispose of the shares for a period of two years (or as otherwise determined by the Board). The Trust holds these shares on behalf of the employee until the restriction period is lifted at which time, upon the employee's choice, the Trust releases the shares to the employee or continues to hold the shares on their behalf. Allocated shares are not identified or accounted for as treasury shares.

Where the Trust purchases equity instruments in the Company, as a result of managing the Company's responsibilities for those vested shares with a post-vesting holding lock, the consideration paid, including any directly attributable costs is deducted from equity, net of any related income tax effects.

Allocated shares also include shares purchased on behalf of the Directors under the Voluntary Share Purchase Plan.

Unallocated Shares

Unallocated shares represent those shares that have been purchased by the Trustee to satisfy the potential future vesting of awards granted under the Group's Long-Term Incentive Plan. As the shares are unallocated, they are identified and accounted for as treasury shares (refer to Note 14 Contributed Equity and Reserves).

Accounting Policies

For accounting purposes, the Trust is deemed to be controlled by Ansell Limited. Accordingly, transactions with the Group-sponsored Trust are consolidated into the Group's financial statements. In particular, the Trust's purchases of shares in Ansell Limited are debited directly to equity. The shares are held in the Trust until such time as they may be transferred to participants of the various Group share schemes.

In accordance with the Trust Deed, the Trustees have the power to exercise all voting rights in relation to any investment (including shares) held within the Trust.

23. Ownership-based Remuneration Schemes

Long-Term Incentive (LTI) Plans

These plans involve the granting of Performance Share Rights (PSRs) to the Managing Director, other members of the Executive Leadership Team and other members of senior management. In addition, these plans involve the granting of Restricted Stock Units (RSUs) to senior management.

The fair value of PSRs and RSUs granted is recognised as an employee benefit expense with a corresponding increase in equity over the vesting period.

In accordance with the disclosure requirements of Australian Accounting Standards, remuneration includes a proportion of the fair value of PSRs and RSUs granted or outstanding during the year. The fair value is determined as at grant date and is progressively allocated over the vesting period for these securities.

The fair values and the factors and assumptions used in determining the fair values of the PSRs and RSUs applicable for the financial year are as follows:

Instrument	Grant Date	Vesting Period	Fair Value	Share Price on Grant Date	Risk Free Interest Rate	Dividend Yield
PSRs	8/08/2023	2 to 3 years	A$22.36	A$24.16	N/A	2.9%
RSUs	8/08/2023	1 to 3 years	A$22.80	A$24.16	N/A	2.9%
PSRs	13/08/2024	3 years	A$26.00	A$26.65	3.6%	2.6%
PSRs	29/10/2024	3 years	A$33.64	A$31.72	3.5%	2.6%
RSUs	13/08/2024	1 to 3 years	A$25.30	A$26.65	N/A	2.6%
PSRs	19/08/2025	3 years	A$30.44	A$31.57	3.4%	2.9%
PSRs	29/10/2025	3 years	A$37.40	A$36.31	3.5%	2.9%
RSUs	19/08/2025	1 to 3 years	A$29.80	A$31.57	N/A	2.9%
RSUs	26/01/2026	2 years	A$31.47	A$33.82	N/A	3.5%
RSUs	17/04/2026	1 year	A$26.20	A$27.13	N/A	3.5%

The PSRs are subject to service, gateway and performance conditions as outlined in the Remuneration Report. For the FY25 grant, the performance conditions comprise both market-based and non-market-based conditions. The fair value of PSRs subject to non-market-based performance conditions is determined using a closed-form option pricing model and excludes the impact of those conditions. For PSRs subject to market-based conditions, the fair value is determined using a Monte Carlo simulation model, reflecting the probability of achieving those conditions and is not subsequently adjusted.

The RSUs are only subject to service conditions and the fair value is determined using a closed-form option pricing model.

The amount recognised as an expense is adjusted over the vesting period to reflect the number of awards expected to satisfy the service, gateway and non-market-based performance conditions, such that the expense ultimately recognised reflects the number of awards that actually vest. No adjustment is made for awards subject to market-based performance conditions, as their impact is incorporated into the fair value.

The total number of units outstanding as at 30 June 2026 is 1,098,992 (2025: 1,170,735). During the reporting period, 652,535 units were granted, 167,131 units were forfeited, and 557,147 units were exercised.

24. Auditors' Remuneration

	2026 US$	2025 US$
Audit and review of the financial reports:		
KPMG Australia	**1,714,445**	1,639,047
Other member firms of KPMG(i)	**1,303,989**	1,198,276
	3,018,433	2,837,323
Assurance services(ii):		
Regulatory sustainability report assurance services – KPMG Australia	**179,983**	–
Other assurance services – KPMG Australia	**–**	82,214
Other assurance services – Other member firms of KPMG	**5,390**	58,000
	185,373	140,214
Other services(ii):		
Taxation services – Other member firms of KPMG	**30,631**	32,114
	30,631	32,114
Total auditors' remuneration	**3,234,438**	3,009,651

(i) Includes fees paid or payable for overseas subsidiaries' local statutory lodgement purposes, Group reporting, and other regulatory compliance requirements.

(ii) Assurance and other services primarily include assurance-based engagements undertaken for various compliance and internal governance purposes. These services are subject to appropriate corporate governance procedures encompassing the selection of service providers and the setting of their remuneration.

25. Subsequent Events

In the interval between the end of the financial year and the date of this report, there have been no matters or circumstances that have significantly affected, or may significantly affect, the Group's operations, the results of those operations, or Group's state of affairs, in the future years.

CONSOLIDATED ENTITY DISCLOSURE STATEMENT

of Ansell Limited and its subsidiaries for the year ended 30 June 2026

Entity name	Body corporate, partnership or trust	Place incorporated/ formed	% of share capital held directly or indirectly by the Company in the body corporate	Tax Residency[1]
Ansell Limited	Body corporate	Australia		Australia
Ansell Healthcare Japan Co., Ltd.	Body corporate	Japan	100	Japan
BNG Battery Technologies Pty. Ltd.	Body corporate	Australia	100	Australia
Corrvas Insurance Pty. Ltd.	Body corporate	Australia	100	Australia
Dunlop Olympic Manufacturing Pty. Ltd.	Body corporate	Australia	100	Australia
FGDP Pty. Ltd.	Body corporate	Australia	100	Australia
Nucleus Ltd.	Body corporate	Australia	100	Australia
Lifetec Project Pty. Ltd.	Body corporate	Australia	100	Australia
Medical TPLC Pty. Ltd.	Body corporate	Australia	100	Australia
N &T Pty. Ltd.	Body corporate	Australia	100	Australia
Nucleus Trading Pte. Ltd.	Body corporate	Singapore	100	Singapore
THLD Ltd.	Body corporate	Australia	100	Australia
TNC Holdings Pte. Ltd.	Body corporate	Singapore	100	Singapore
TPLC Pty. Ltd.	Body corporate	Australia	100	Australia
Olympic General Products Pty. Ltd.	Body corporate	Australia	100	Australia
Pacific Dunlop Finance Pty. Ltd.	Body corporate	Australia	100	Australia
Ansell (Shanghai) Management Co., Ltd.	Body corporate	China	100	China
Ansell (Shanghai) Commercial and Trading Co., Ltd.	Body corporate	China	100	China
P.D. Holdings Pty. Ltd.	Body corporate	Australia	100	Australia
P.D. International Pty. Ltd.	Body corporate	Australia	100	Australia
Ansell Canada Inc.	Body corporate	Canada	100	Canada
Ansell Commercial Mexico S.A. de C.V.	Body corporate	Mexico	100	Mexico
Ansell Colombia SAS	Body corporate	Colombia	100	Colombia
Ansell Global Services (Pvt) Limited	Body corporate	Sri Lanka	100	Sri Lanka
Ansell Global Trading Center (Malaysia) Sdn. Bhd.	Body corporate	Malaysia	100	Malaysia
Ansell Lanka (Pvt.) Ltd.	Body corporate	Sri Lanka	100	Sri Lanka
Ansell MEA Trading FZE	Body corporate	UAE	100	UAE
Ansell Peru S.A.C	Body corporate	Peru	100	Peru
Ansell Protective Solutions Singapore Pte. Ltd.	Body corporate	Singapore	100	Singapore
Ansell Sterile Solutions Pvt Ltd	Body corporate	India	100	India
Ansell Services (Asia) Sdn. Bhd.	Body corporate	Malaysia	100	Malaysia
Ansell (Kulim) Sdn. Bhd.	Body corporate	Malaysia	100	Malaysia
Ansell N.P. Sdn. Bhd.	Body corporate	Malaysia	75	Malaysia
Ansell Malaysia Sdn. Bhd.	Body corporate	Malaysia	75	Malaysia
Ansell Seremban Sdn. Bhd.	Body corporate	Malaysia	100	Malaysia
Hercules Equipamentos de Protecao LTDA	Body corporate	Brazil	100	Brazil
Ansell Brazil LTDA	Body corporate	Brazil	100	Brazil
Ansell Textiles Lanka (Pvt.) Ltd.	Body corporate	Sri Lanka	100	Sri Lanka
Ansell (Thailand) Ltd.	Body corporate	Thailand	100	Thailand
Ansell US Group Holdings Pty. Ltd.	Body corporate	Australia	100	Australia
Ansell USA LLC	Body corporate	USA	100	USA
Ansell (USA) Inc.	Body corporate	USA	100	USA
Ansell Edmont Industrial de Mexico S.A. de C.V.	Body corporate	Mexico	100	Mexico
Pacific Dunlop Holdings (USA) LLC	Body corporate	USA	100	USA
Barriersafe Solutions International, Inc.	Body corporate	USA	100	USA
Ansell Healthcare Products LLC	Body corporate	USA	100	USA
Ansell Sandel Medical Solutions LLC	Body corporate	USA	100	USA
Ansell Liquid Asset Holdings LLC	Body corporate	USA	100	USA

CONSOLIDATED ENTITY DISCLOSURE STATEMENT CONTINUED

of Ansell Limited and its subsidiaries for the year ended 30 June 2026

Entity name	Body corporate, partnership or trust	Place incorporated/ formed	% of share capital held directly or indirectly by the Company in the body corporate	Tax Residency[1]
Pacific Chloride Inc	Body corporate	USA	100	USA
Pacific Dunlop Holdings LLC	Body corporate	USA	100	USA
TPLC Holdings Inc.	Body corporate	USA	100	USA
Accufix Research Institute Inc.	Body corporate	USA	100	USA
Cotac Corporation	Body corporate	USA	100	USA
Pacific Dunlop Finance Company Inc.	Body corporate	USA	100	USA
Comercializadora Ansell Chile Limitada	Body corporate	Chile	100	Chile
Corrvas Insurance (Singapore) Pte. Ltd.	Body corporate	Singapore	100	Singapore
Global Industrial Estates (Pvt) Ltd	Body corporate	Sri Lanka	49	Sri Lanka
Global Industrial Hub (Pvt) Ltd	Body corporate	Sri Lanka	49	Sri Lanka
Ansell (U.K.) Limited	Body corporate	U.K.	100	U.K.
Ansell Healthcare Europe N.V.	Body corporate	Belgium	100	Belgium
Ansell GmbH	Body corporate	Germany	100	Germany
Ansell Italy S.r.l.	Body corporate	Italy	100	Italy
Ansell Medikal Urunler Ithalat Ihracat Uretim ve Ticaret A.S.	Body corporate	Turkey	100	Turkey
Ansell Norway AS	Body corporate	Norway	100	Norway
Ansell Protective Solutions AB	Body corporate	Sweden	100	Sweden
Ansell Protective Solutions Lithuania UAB	Body corporate	Lithuania	100	Lithuania
Ansell S.A.	Body corporate	France	100	France
Ansell Services Poland Sp. Z o.o.	Body corporate	Poland	100	Poland
Ansell Spain SL (Sociedad de Responsabilidad Limitada)	Body corporate	Spain	100	Spain
Comasec SAS	Body corporate	France	100	France
Ansell Industrial & Specialty Gloves Malaysia Sdn. Bhd.	Body corporate	Malaysia	100	Malaysia
Ansell Portugal – Industrial Gloves, Sociedade Unipessoal, Lda	Body corporate	Portugal	100	Portugal
Ansell Korea Co. Ltd.	Body corporate	South Korea	100	South Korea
Ansell Vina Co., Ltd.	Body corporate	Vietnam	100	Vietnam
Ansell Xiamen Limited	Body corporate	China	100	China
Ansell Microgard Xiamen Limited	Body corporate	China	100	China
Nitritex Limited	Body corporate	U.K.	100	U.K.
Nitritex (M) Sdn. Bhd.	Body corporate	Malaysia	100	Malaysia
Pacific Dunlop Holdings (Singapore) Pte. Ltd.	Body corporate	Singapore	100	Singapore
Ansell India Protective Products Pvt. Ltd.	Body corporate	India	100	India
Ansell (Hong Kong) Limited.	Body corporate	Hong Kong	100	Hong Kong
PDOCB Pty. Ltd.	Body corporate	Australia	100	Australia
PD Licensing Pty. Ltd.	Body corporate	Australia	100	Australia
Siteprints Pty. Ltd.	Body corporate	Australia	100	Australia
The Distribution Group Holdings Pty. Ltd.	Body corporate	Australia	100	Australia
The Distribution Group Pty. Ltd.	Body corporate	Australia	100	Australia
The Distribution Trust	Trust	Australia	100	Australia
Xelo Pty. Ltd.	Body corporate	Australia	100	Australia
Xelo Sacof Pty. Ltd.	Body corporate	Australia	100	Australia
Ansell Limited Employee Share Plan Trust	Trust	Australia	100	Australia

1. Where a foreign jurisdiction is disclosed as the tax residency, the entity is not an Australian tax resident, unless otherwise stated.

Key Assumptions and Judgements

Determination of Tax Residency

The Consolidated Entity Disclosure Statement (CEDS) has been prepared in accordance with the *Corporations Act 2001* and includes information for each entity that was part of the consolidated entity as at 30 June 2026. Section 295 (3A) of the *Corporation Acts 2001* requires that the tax residency of each entity which is included in the CEDS be disclosed. In the context of an entity which was an Australian resident, 'Australian resident' has the meaning provided in the *Income Tax Assessment Act 1997*. The determination of tax residency involves judgment as there are currently several different interpretations that could be adopted, and which could give rise to a different conclusion on residency.

In determining tax residency, the consolidated entity has applied the following interpretations:

- **Australian tax residency**

  The consolidated entity has applied current legislation and judicial precedent, including having regard to the Commissioner of Taxation's public guidance in *Tax Ruling TR 2018/5*.

- **Foreign tax residency**

  The consolidated entity has considered local tax laws, including having regard to, but not limited to, the activity, the operations, and the obligation to file tax returns in the jurisdiction to assist in its determination of tax residency to ensure applicable foreign tax legislation is complied with.

Partnerships and Trusts

Australian tax law does not contain specific residency tests for partnerships and trusts. Generally, these entities are taxed on a flow-through basis so there is no need for a general residence test. There are some provisions which treat trusts as residents for certain purposes, but this does not mean the trust itself is an entity that is subject to tax.

DIRECTORS' DECLARATION

of Ansell Limited and its subsidiaries for the year ended 30 June 2026

1. In the opinion of the Directors of Ansell Limited ('the Company'):
   (a) the consolidated financial statements and notes, set out on pages 75 to 126 and the Remuneration Report contained in the Report by the Directors, set out on pages 48 to 74, are in accordance with the *Corporations Act 2001*, including:
      (i) giving a true and fair view of the Group's financial position as at 30 June 2026 and of its performance, for the year ended on that date; and
      (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*;
   (b) the consolidated financial statements and notes also comply with International Financial Reporting Standards as disclosed in Note 1;
   (c) the Consolidated Entity Disclosure Statement, set out on pages 127 to 129, is true and correct; and
   (d) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. There are reasonable grounds to believe that the Company and the group entities identified in Note 19(b) will be able to meet any obligations or liabilities to which they are or may become subject as a result of the Deed of Cross Guarantee between the Company and those group entities in accordance with *ASIC Corporations (Wholly owned Companies) Instrument 2016/785*.
3. The Directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the Chief Executive Officer and the Chief Financial Officer for the financial year ended 30 June 2026.

Signed in accordance with a resolution of the directors:

Nigel D Garrard
Chair

Nathalie Ahlström
Managing Director and Chief Executive Officer

Dated in Melbourne on this 24th day of August 2026.

Independent Auditor's Report

To the shareholders of Ansell Limited

Report on the audit of the Financial Report

Opinion

We have audited the ***Financial Report*** of Ansell Limited (the Company).

In our opinion, the accompanying Financial Report of the Company gives a true and fair view, including of the ***Group's*** financial position as at 30 June 2026 and of its financial performance for the year then ended, in accordance with the *Corporations Act 2001*, in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The ***Financial Report*** comprises:

- Consolidated Statement of Financial Position as at 30 June 2026
- Consolidated Income Statement, Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, and Consolidated Statement of Cash Flows for the year then ended
- Consolidated Entity Disclosure Statement and accompanying basis of preparation as at 30 June 2026
- Notes, including material accounting policies
- Directors' Declaration.

The ***Group*** consists of the Company and the entities it controlled at the year end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited (the Code) that are relevant to audits of the financial report of public interest entities in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Key Audit Matters

The ***Key Audit Matters*** we identified are:

- Recoverable amount of goodwill and brands
- Taxation

Key Audit Matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Report of the current period.

These matters were addressed in the context of our audit of the Financial Report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

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Recoverable amount of goodwill and brands (US $1,639.2m)	
Refer to Note 1"Impairment of Goodwill and Brands" and Note 10 to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
A key audit matter was the Group's testing of goodwill and brands for impairment given the size of the balances (being 50% of total assets) and the uncertainty around forecast prices, volumes and other valuation inputs. We focused on the significant forward-looking assumptions the Group applied in the value in use (VIU) models, including: • Forecast cash flows, in particular revenue growth rates and margin percentages. We focused on both the forecast growth for the Group and the impact of the Group's future business plans when assessing the feasibility of the Group's forecast cash flows. • Terminal growth rates, noting that the Group's model is highly sensitive to changes in terminal growth rates. This drives additional audit effort specific to the feasibility of the rate. • Discount rates, noting that these are complicated in nature and vary according to industry conditions and the countries the cash generating units (CGUs) are operating in, and the approach to incorporating risks into the cash flows or discount rates. We involved valuation specialists to supplement our senior audit team members in assessing this key audit matter.	Our procedures included: • Considering the appropriateness of the VIU method applied by the Group to perform its test of goodwill and brands for impairment against the requirements of the accounting standards. • Assessing the integrity of the VIU models used, including the accuracy of the underlying calculation formulas. • Using our knowledge of the Group and industry to challenge the significant judgements and assumptions incorporated in the Group's VIU models through: - comparing the relevant cash flow forecasts and underlying assumptions against the latest Board approved plan; - assessing the accuracy of previous Group cash flow forecasts for the respective CGUs to inform our evaluation of current forecasts incorporated in the models; - challenging the Group's forecast cash flows, revenue growth rates and forecast margin percentages considering the Group's current business performance, the feasibility of its plans and forecast industry or geographic growth rates; - comparing the terminal growth rates used against relevant economic data including Gross Domestic Product growth rates and long term global inflation targets for the key countries in which the CGUs operate; and - specifically for brands, assessing revenue forecasts for individual brands and the impact of strategic decisions on the Group's brand portfolio. • Working with our valuation specialists, we: - assessed the forecast cash flows by comparing the implied earnings and asset multiples to corresponding multiples of comparable entities; and - independently developed discount rate ranges, using publicly available market data for comparable entities, adjusted by risk factors specific to the CGUs and the industry they operate in. • Considering the sensitivity of the models by varying key assumptions, such as revenue growth rates, margin percentages, discount rates and terminal growth rates to assess areas of estimation uncertainty and to focus our further procedures. • Assessing the Group's determination of CGU carrying values against the requirements of the accounting standards. • Assessing the disclosures in the Financial Report using our understanding obtained from our testing and against accounting standard requirements.

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Taxation (Income Tax Expense US $70.0m, Deferred Tax Assets US $39.3m, Deferred Tax Liabilities US $63.8m, Current Tax Liabilities US $29.6m)	
Refer to Note 1 "Income Tax" and Note 4 to the Financial Report	
The key audit matter	**How the matter was addressed in our audit**
A key audit matter was the Group's accounting for taxation due to: • The Group undertaking transactions in a number of tax jurisdictions which requires the Group to make judgements about the interpretation of tax legislation and the application of accounting standards. • The nature of cross-border tax arrangements and our need to involve taxation specialists with cross-border transactions experience and expertise in transfer pricing for key jurisdictions. • The level of judgement applied by the Group in assessing the recoverability of deferred tax assets relating to historical tax losses, given they relate to forecasting future taxable income. We involved our tax specialists to supplement our senior audit team members in assessing this key audit matter.	Working with our tax specialists, our procedures included: • Performing risk assessment procedures to understand the Group's key tax risk areas impacting financial reporting to focus our further procedures. This included: - reading minutes of the meetings of the Board and other governance committee meetings; - considering the latest Board approved Group Tax Risk Management policy; - making inquiries of Group management regarding developments in tax related matters during the year; and - using our knowledge of tax developments in key jurisdictions and the global tax environment. • Evaluating the treatment of key judgemental tax matters in various key jurisdictions by analysing and challenging the Group's assumptions used to determine tax provisions and compared the treatment against local jurisdictional tax rules, legislation and accounting standard requirements. • Assessing the completeness of the tax provisions recorded by evaluating sources such as: - communications from local tax authorities, including the status and outcomes of tax authority audits and enquiries; and - underlying documentation for key transactions. • Assessing the Group's global transfer pricing compliance with applicable laws and regulations by inspecting underlying documentation related to cross-border transactions. • Assessing the Group's position on recoverability of deferred tax assets related to tax losses through their tax loss utilisation models by comparing current and historical results to inform our evaluation of future taxable income forecasts. • Assessing the disclosures in the Financial Report using our understanding from our testing and against accounting standard requirements.

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Other Information

Other Information is financial and non-financial information in Ansell Limited's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not and will not express an audit opinion or any form of assurance conclusion thereon, with the exception of the Remuneration Report and specified sustainability disclosures within the Sustainability Report and our respective assurance opinion/conclusion.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Group, and that is free from material misstatement, whether due to fraud or error
- assessing the Group and Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group and Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: https://auasb.gov.au/media/bwvjcgre/ar1_2024.pdf. This description forms part of our Auditor's Report.

Report on the Remuneration Report

Opinion

In our opinion, the Remuneration Report of Ansell Limited for the year ended 30 June 2026 complies with *Section 300A* the *Corporations Act 2001*.

Directors' responsibilities

The Directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with *Section 300A* of the *Corporations Act 2001*.

Our responsibilities

We have audited the Remuneration Report included in pages 48 to 74 of the Directors' report for the year ended 30 June 2026.

Our responsibility is to express an opinion as to whether the Remuneration Report complies in all material respects with *Section 300A* of the *Corporations Act 2001*, based on our audit conducted in accordance with *Australian Auditing Standards*.

KPMG

Chris Sargent

Partner

Melbourne

24 August 2026

FIVE YEAR SUMMARY

of Ansell Limited and its subsidiaries for the year ended 30 June 2026

	2022 US$m	2023 US$m	2024 US$m	2025 US$m	2026 US$m
Income Statement					
Sales	1,952	1,655	1,619	2,003	**2,140**
Adjusted EBIT[1]	245	206	196	282	**322**
Significant Items (gain)/expense[2]	17	(3)	66	98	**1**
Net financing costs	20	19	21	40	**41**
Income tax expense	49	40	31	40	**70**
Non-controlling interests	1	2	1	2	**1**
Profit attributable to Ansell Limited shareholders	159	148	77	102	**209**
Statement of Financial Position					
Cash – excluding restricted deposits[3]	203	157	909	235	**246**
Other current assets	782	755	716	875	**852**
Property, plant and equipment	299	352	349	377	**376**
Right-of-use assets	57	85	86	98	**89**
Intangible assets	1,049	1,060	1,055	1,656	**1,655**
Other non-current assets	116	122	128	81	**74**
Total assets	2,506	2,531	3,243	3,322	**3,292**
Current trade and other payables	276	220	271	306	**284**
Current interest bearing liabilities	-	100	60	60	**51**
Current lease liabilities	18	17	18	21	**21**
Other current liabilities	66	78	75	135	**122**
Non-current interest bearing liabilities[3]	426	307	707	639	**606**
Non-current lease liabilities	41	70	73	86	**79**
Other non-current liabilities	122	123	128	93	**107**
Total liabilities	950	915	1,332	1,340	**1,270**
Net assets	1,557	1,615	1,910	1,983	**2,022**
Contributed equity	744	751	1,028	1,027	**901**
Reserves	(143)	(176)	(193)	(161)	**(134)**
Retained Profits	942	1,026	1,060	1,097	**1,224**
Ansell Limited shareholders' equity	1,543	1,601	1,895	1,964	**1,991**
Non-controlling interests	14	14	15	19	**31**
Total shareholders' equity	1,557	1,615	1,910	1,983	**2,022**
Total capital employed	1,840	1,953	1,858	2,553	**2,533**
Share information					
Basic earnings per share (cents)	125.2	117.5	59.4	69.9	**146.0**
Diluted earnings per share (cents)	123.8	116.7	59.1	69.5	**145.1**
Dividends per share (cents)	55.45	45.90	38.40	50.20	**68.10**
Net assets per share ($)	12.4	12.8	13.1	13.7	**14.5**
General					
Net cash from operating activities	222	181	272	239	**389**
Capital expenditure	68	67	63	69	**49**
Shareholders (no.)	46,555	41,515	38,547	34,132	**31,833**
Employees[4] (no.)	14,158	14,414	15,951	15,724	**15,409**
Ratios					
Adjusted EBIT margin (%)	12.6	12.5	12.1	14.1	**15.0**
Return on average shareholders' equity (%)	10.2	9.5	4.4	5.3	**10.5**
Adjusted EBIT return on funds employed (%) – ROCE	12.4	10.9	10.3	12.8	**12.7**
Average days working capital	93.4	111.4	108.2	89.7	**93.0**
Interest cover (times)	11.6	10.8	9.3	7.1	**7.9**
Net debt[3] to shareholders' equity (%) – gearing	18.2	20.9	(2.7)	28.8	**25.3**
Number of shares at 30 June (million)	126.0	126.0	145.0	145.2	**139.4**

1. Adjusted EBIT is defined as profit before net financing costs and income tax expense excluding Significant Items. Includes share of loss from Careplus joint venture for 2022 and 2023.
2. 2022 and 2023 Significant Items relates to the Russia Exit outlined within Note 3(b) Significant Items of the Group's audited FY23 Financial Statements. For 2024 Significant Items relates to APIP costs and KBU acquisition costs outlined within Note 3(b) Significant Items of the Group's audited FY24 Financial Statements. For 2025 and 2026 Significant Items, refer to Note 3(b) of the Group's audited FY26 Financial Statements.
3. 2024 Net debt includes $651.6m cash designated to fund the KBU acquisition and the related $377m debt issued.
4. Headcount inclusive of Ansell Seremban, formerly known as Careplus, for the first time in 2024.

SUSTAINABILITY REPORT

1. Basis of Preparation

This report (the Sustainability Report) represents climate-related financial disclosures for Ansell Limited and its subsidiaries (referred to as Ansell or the Group) for the financial year ended 30 June 2026. The Sustainability Report has been prepared in accordance with AASB S2 *Climate-related Disclosures* (AASB S2), which is the mandatory Australian Sustainability Reporting Standard (ASRS) that has been issued by the Australian Accounting Standards Board (AASB) and the requirements of the *Corporations Act 2001* (Corps Act). This report has been prepared for the same consolidated reporting entity and reporting period as the Group's Consolidated Financial Statements (refer to Note 18 Particulars Relating to Subsidiaries of the Group's FY26 audited Financial Statements). The currency presented in this report is expressed in United States Dollars (USD) which is the presentation currency of the Group's Consolidated Financial Statements. Amounts are presented in millions (denoted as "m"), unless otherwise stated.

The Sustainability Report is comprised of the following documents:

- the climate statements for the year; and
- the Directors' Declaration about the statements.

Transition Relief

As this is the first year the Group has applied AASB S2, the following transition reliefs have been adopted:

- Comparative information has not been disclosed; and
- Scope 3 Greenhouse Gas emissions have not been disclosed.

Material Information

When making decisions on materiality and decisions on information relevant for inclusion in this report, the Group has used quantitative and qualitative criteria informed by AASB guidance on material information, the Group's Risk Management Framework and the Group's financial reporting practices.

Judgements, Assumptions and Uncertainties

In preparing this report, the Group has applied estimates, assumptions and judgments in areas containing forward-looking information, which are subject to significant uncertainties. As a result, actual outcomes may differ materially from those presented.

Forward-looking Statements

This report includes forward-looking information in the identification and assessment of climate-related risks and opportunities (CRROs), scenario analysis and anticipated financial effects. Climate scenario analysis provides insight into projected future exposures, leveraging global and regional climate models. These projections are subject to uncertainty due to variability in climate projections, geographic conditions and assumptions regarding global policies, regulations and market behaviour. The estimation of anticipated financial effects is influenced by assumptions on how climate impacts the business, based on current strategy and available information. This forward-looking and known information is expected to evolve over time in response to changes in both the internal and external business environment. Please refer to Section 3 Strategy for further details.

Other Estimates and Uncertainties

Greenhouse Gas (GHG) emissions are subject to inherent uncertainties, including activity data availability and quality, timing of data collection, and reliance on information provided by suppliers or third parties. Changes or updates to emission factors, calculation methodologies, or reporting standards can also affect year-on-year comparability. The Group's Scope 1 and Scope 2 emissions were measured using activity-based data and estimations. Please refer to Section 5 and Appendix 3 for more detail.

Where value chain related data could not be directly measured, for example when identifying CRROs and conducting scenario analysis, a combination of internal and external information was used, including industry benchmarks and other appropriate proxies.

Additional information on estimates, assumptions and judgements is included in Appendix 1 and Appendix 2.

2. Governance

The Board holds ultimate responsibility for overseeing the Group's sustainability objectives, practices and performance including CRROs through its governance framework. The Board, supported by the Sustainability and Risk Committee (SRC) and the Audit and Compliance Committee (ACC) has oversight of climate-related matters. The day-to-day responsibility of executing strategy, the risk management framework, maintaining controls and appropriate procedures, including those relating to climate, sit with the Chief Executive Officer (CEO) and the Executive Leadership Team (ELT).

2.1 Governance Structures, Roles and Committees

The chart on the following page illustrates the governance framework for oversight of CRROs, including key Board, executive and management roles and reporting lines.

2.2 Climate Skills and Competencies

Ansell determines whether appropriate skills and competencies are available to oversee strategies to address CRROs through a structured evaluation approach. Ansell Directors undertake a self-assessment of their individual skills every three years with reference to the Board Skills Matrix, requiring Directors to assess their skills relating to sustainability, including climate change. The Governance Committee (GC) is responsible for periodically reviewing and updating the Board Skills Matrix to ensure the Board has the right mix of skills and experience needed to address existing and emerging business and governance issues relevant to the Company. The Board engages an external consultant every three years to assess the effectiveness of the Board Skills Matrix and Ansell's board structure.

To foster ongoing capability, Ansell's Board Charter stipulates that Board members will receive annual external briefings and training, including on climate issues, to ensure the ongoing development of their professional skills and knowledge. In FY26, the Board received a dedicated briefing on climate governance delivered by a specialist external consultant. In addition, four Directors independently undertook further training on climate-related reporting, both individually and through the boards of other organisations. This included Directors who serve on the ACC and the SRC.

2.3 Oversight of Strategy and Decision Making

Ansell's approach to overseeing CRROs is guided by a formal policy introduced in FY26. This policy sets out standards for incorporating climate considerations into corporate strategy, target setting, and major transaction decisions. It requires management and the Board to consider trade-offs associated with CRROs in line with Ansell's risk appetite. Therefore, if Ansell's regular risk management and due diligence procedures identify CRROs or related factors when working through decisions on major transactions, the Board and management are required to consider and discuss trade-offs. In FY26, no major transactions were identified as requiring additional CRRO considerations.

2.4 Oversight and Monitoring of Targets

Ansell's Board oversees the setting of targets related to CRROs by formally approving climate strategies and targets, with the most recent approval being Ansell's Scope 3 targets in FY25. These strategies and targets are reviewed whenever changes occur in Ansell's value chain, business model, operations, or when underlying assumptions, judgements, and estimates materially shift. Any updates require Board approval to ensure ongoing alignment with the Group's strategic direction. The progress towards targets is monitored through regular reviews as highlighted in the governance framework.

Additionally, Ansell's executive remuneration framework is overseen by the Human Resources Committee (HRC) and is designed to reward management for achieving strategic priorities and related targets, with climate-related considerations included for certain executives.

In FY26, Short-Term Incentives (STIs) for executives (Key Management Personnel) disclosed in the Remuneration Report were determined by a company scorecard comprising both financial and non-financial measures. While there are no explicit climate-related metrics in the STIs, the individual objectives measure (weighted at 30%) take into account sustainability, which includes CRRO considerations. Refer to Section 3.3 of the Remuneration Report for more detail on policy and outcomes.

2.5 Management Controls, Procedures and their Oversight

Ansell strengthened management's role in climate governance by clarifying processes and controls in FY26. During the year, Ansell formalised an AASB S2 Climate-related Disclosure Group Policy, a reporting process, and a related risk and controls matrix. These documents collectively set out and clarify management responsibilities across internal functions for CRRO assessments, scenario analysis, Scope 1 and Scope 2 emissions calculations, and the identification and management of other climate-related data points that inform this Sustainability Report, which is reviewed by the CEO, CFO and approved by the Board.

In addition to the governance framework described in this section, which provides the primary mechanism for Board and management oversight, members of the Executive Leadership Team (excluding the CEO and CFO, who provide separate reporting certifications to the Board) complete a corporate governance questionnaire as part of the Group's half-year and year-end reporting processes. The questionnaire includes questions requiring reflection on a range of governance matters, with sustainability and climate-related questions included where relevant. Where material matters are identified, including those relating to CRROs, they are escalated to the ACC and the Board by Internal Audit for further consideration and action.

Board of Directors (the Board) and Committees

The Board Charter identifies the overarching functions reserved for the Board across 3 areas: Strategy, planning and monitoring; Shareholder communication and compliance; and Risk management and internal controls. Therefore:

- **The Board has ultimate oversight of Ansell's CRROs, strategy, targets and performance.**
- **The Board approves relevant climate-related decisions such as strategy, targets and disclosures, and oversees management and committee performance in meeting governance and reporting obligations under applicable climate-related reporting standards, including AASB S2.**

The Board is provided an update on CRROs at least annually.

In FY26, the Board was given updates by Group Finance at its December, February, April and June meetings on the status of assessments, judgements, assumptions and disclosures aligned to AASB S2 pillars.

SRC

Per its charter:

- Oversees the identification, assessment and management of Ansell's CRROs in the enterprise risk management framework.
- Reviews prioritised CRROs, associated risk responses and mitigation actions, monitors changes in risk exposure against risk appetite, and oversees progress against climate-related objectives and targets.
- Considers the strategic implications of CRROs and provides guidance and recommendations to the Board.

The SRC is required to receive updates on CRROs and climate-related targets at least twice a year.

In FY26, the SRC discussed climate-related matters three times as part of the August, December and April SRC meetings with updates provided by Chief Operations and Supply Chain Officer, Company Secretary and Global Environmental, Health and Safety (GEHS).

The topics discussed were revisions to CRROs, the updates made to the scenario analysis, Ansell's assessment of its resilience in line with AASB S2 requirements and Ansell's SBTi targets.

ACC

Per its charter:

- Oversees the integrity, accuracy and completeness of Ansell's climate-related financial disclosures, including reporting prepared in accordance with AASB S2.
- Reviews management's judgments and estimates relating to climate-related matters, oversees internal controls and assurance processes supporting climate reporting, and monitors external audit and internal audit activities relevant to climate-related disclosures.
- Reviews management's business strategy and the impact of climate-related risk and opportunities scenario analysis on the financial planning process.
- The ACC is responsible for recommending approval of the AASB S2 climate-related disclosures to the Board.

The ACC is required to receive updates on AASB S2 disclosures.

In FY26, the ACC received updates from Group Finance at its August, November, February and June meetings on the progress of AASB S2 disclosures and related assessments including scenario analysis and financial effects assessment.

HRC

Per its charter:

- Reviews and approves the Group's policy for determining executive remuneration, and assesses its ongoing appropriateness and relevance.
- Oversees the implementation of executive remuneration policy across the Group.

Climate-related considerations are incorporated into broader remuneration discussions, including performance and incentive considerations where relevant.

GC

Per its charter:

- Reviews and finalises the matrix of skills, experience and characteristics required to be collectively met by the Board and each of the Committees, including sustainability and climate.

Climate-related considerations are incorporated into broader skills and capability discussions.

Chief Executive Officer (CEO)

Responsible for the delivery of the strategic direction and achievement of the goals determined by the Board, including management of CRROs and delivery of climate-related strategy and targets with support from ELT and relevant groups.

ELT Sustainability Council

- The ELT Sustainability Council, comprising the CEO and all members of the Executive Leadership Team, has management accountability for the identification, prioritisation and management of CRROs.
- The ELT Sustainability Council oversees implementation of approved climate and sustainability strategy, including related metrics and targets, and works to integrate climate considerations into business planning, capital allocation and performance management.

The ELT Sustainability Council is required to receive updates relating to climate-related targets at least three times a year.

In FY26 the ELT Sustainability Council received relevant updates at every meeting from GEHS and Group Finance, including detailed updates on Ansell's CRROs and the outcomes of the scenario analysis and financial effects assessment as part of its October, March and June meetings.

Chief Financial Officer (CFO)

Management level oversight on the development and delivery of Ansell's annual Sustainability Report, ensuring it is prepared in accordance with AASB S2 and all applicable mandatory climate-related reporting requirements, and that disclosures are accurate, complete, and aligned with financial reporting and governance standards.

Chief Operations & Supply Chain Officer

- Drive operations and supply chain commitments, including net-zero decarbonisation strategy.
- Responsible for the integration of climate-related strategy and targets into the operations, ensuring alignment with corporate strategy.
- Chair for Risk Management Executives (RME) meetings (See below).

Management teams

Responsible for implementing climate-related strategy and targets, supporting the identification, assessment and monitoring of CRROs, and coordinating climate-related reporting, governance and risk management activities.

Risk Management Executive

- RME meetings are chaired by the Chief Operations and Supply Chain Officer, led by Head of GEHS and attended by the Operations Leadership Team and global internal functions (e.g. HR).
- RME monitors CRROs by tracking associated metrics and targets to maintain alignment with risk appetite.
- RME reports directly to the ELT Sustainability Council and the SRC on priority CRROs, emerging issues and management responses, supporting climate-related governance and risk management requirements.

The meetings are held monthly. In FY26, RME discussed and tracked the climate-related metrics and targets associated with emissions, energy and waste.

Climate Working Group

- Comprised of representatives from finance, risk, corporate governance, sustainability and Global Environmental Health and Safety (GEHS).
- The group also supports monitoring of new and existing environmental risks, with potential implications for CRROs and financial impacts escalated.
- At the end of every meeting the group agrees on matters to escalate to the ELT Sustainability Council, SRC and ACC in line with their individual remit.

The working group convenes quarterly to maintain oversight of climate and sustainability related developments, including regulatory changes and relevant internal and external factors (e.g. market expectations, business model and supply chain changes), and to assess implications for Ansell's reporting, controls and governance processes.

Group Finance

Responsible for coordinating the development of Ansell's annual Sustainability Report, prepared in accordance with AASB S2 and relevant mandatory climate-related reporting.

Global EHS (GEHS)

- Responsible for day-to-day management and monitoring of CRROs through approved climate-related strategy and embedding climate considerations into broader corporate strategy, risk management and decision making.
- Calculates the Greenhouse Gas emission and other climate metrics included in this Sustainability Report.

3. Strategy

Ansell recognises that climate change presents risks and opportunities to its sector and business. This section outlines the Group's identified CRROs, strategic response and overall resilience to CRROs.

3.1 Identification of Climate-related Risks and Opportunities

During the reporting period, the Group undertook its periodic identification and review of CRROs with the assistance of external consultants. The CRRO identification was informed by AASB S2 guidance, subject matter expertise of external consultants who supported management workshops, interviews of operational and support functions, research on common climate impacts on the Group's sector and an analysis of the Group's business model and value chain.

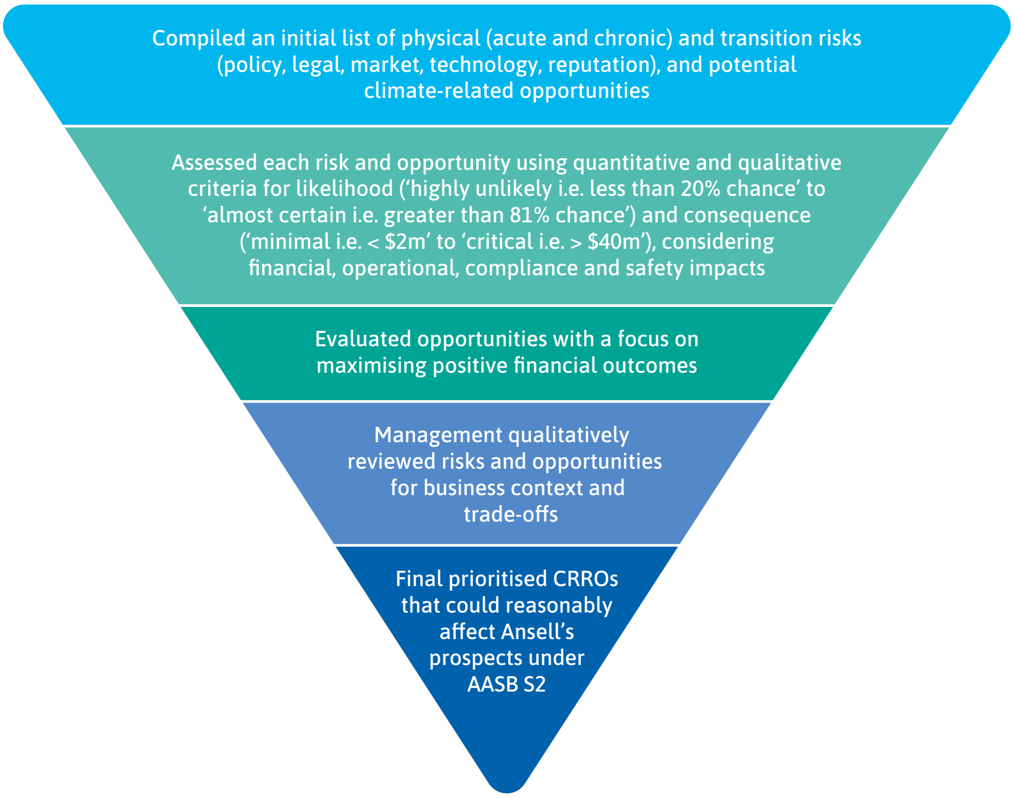
The scope of the assessment included the Group's business model, operations and value chain focusing on critical inputs and key interdependencies. The data sources considered as part of this assessment include the information available from broadly accepted climate science papers and climate models referenced in the Appendix.

Ansell's business model and operating segments are described on pages 2 to 5 of the Annual Report.

Ansell's Group Strategy and strategic planning priorities are described on pages 14 and 15 of the Annual Report.

The value chain encompasses the full range of interactions, resources and relationships from product conception through to end-of-life disposal.

CRRO identification process



The finalised CRROs can be found in Table 2. During the reporting period, the CRROs were then further assessed using scenario analysis and the determination of current and anticipated financial effects.

3.2 Climate Scenario Analysis

In the reporting period a detailed assessment of the CRROs was conducted via quantitative scenario analysis, using the same climate scenarios applied in the Group's climate resilience assessment (refer to Section 3.6) where suitable climate metrics enabled reasonable quantification, and through qualitative assessment informed by scenario narratives, including projected socioeconomic trends and transition pathways, where such metrics were unavailable. For certain physical CRROs (i.e. extreme rainfall and dry conditions), a combination of qualitative and quantitative analysis was performed based on data availability.

The Group used three scenario pathways in the analysis: High-warming, Moderate-warming and Low-warming scenarios to test resilience.

Low-warming scenario	Moderate-warming scenario	High-warming scenario
~1.5°C		>2.5°C
Envisions ambitious, coordinated global action to limit warming to ~1.5°C, making the rapid policy, market, and technological shifts of the transition the primary risk.	Assumes a delayed and uneven policy response, creating a mix of significant physical risks and abrupt, costly transition risks with warming between 1.7°C and 3.5°C.	Assumes fragmented and weak climate policies, leading to global warming well exceeding 2.5°C and making severe physical risks the primary challenge.

The Low (~1.5°C) and High (>2.5°C) labels are used to align with Corps Act climate scenario disclosure terminology. Detailed temperature outcomes for each scenario category are provided in the Appendices.

In conducting climate scenario analysis, the Group considered three time horizons: Short term (2030), medium term (2040) and long term (2045). These timeframes are aligned to the Group's strategic plans and targets, the progress of decarbonisation strategy and with the long-term lifespan of assets and infrastructures, as shown in Table 1 below.

Table 1: Time horizons

Time Horizons		Rationale
Short term	**2030**	This period aligns with government and corporate policy commitments, such as 2030 emissions reduction targets under the Paris Agreement and Australia's Nationally Determined Contributions (NDCs). It also aligns with the Group's planning horizon, and near-term Science Based Target Incentives (SBTi) target, enabling meaningful assessment of near-term transition risks. Assessing physical impacts on assets and operations in this period supports short-term adaptation planning.
Medium term	**2040**	The 2040 horizon allows for the consideration of medium-term structural changes, such as the decarbonisation of energy systems, industrial transformation, and the scaling of low-carbon technologies. For physical risks, models project substantially more pronounced chronic impacts by 2040 which may materially affect the resilience and value of assets across supply chains. This timeframe therefore captures the inflection point where transition progress and physical climate changes interact.
Long term	**2045**	This time horizon aligns with the Group's long-term SBTi target across the value chain, and the net-zero targets adopted by many governments and companies, including Australia's 2050 commitment. It offers a consistent basis for assessing long-term physical and transition risks and for evaluating alignment with 1.5°C or well-below-2°C climate scenarios. It is particularly important for testing strategic resilience and the sustainability of long-lived assets and infrastructure.

For more information on scenarios, inputs, assumptions and limitations see Appendices 1 and 2.

3.3 Climate-related Risks and Opportunities

The Group considers the prioritised CRROs to reflect its current assessment based on available information at the reporting date. Through regular risk reviews, Ansell will update CRRO ratings and add new risks or opportunities as needed. This includes assessing existing mitigation and adaptation actions, such as product innovation, and creating new climate-related opportunities. This approach supports management of potential negative impacts, enables the Group to take risk for strategic reward, and contributes to the Group's resilience against emerging risks. Based on the Group's assessment as at the reporting date, the identified CRROs are not expected to result in any adjustments to the carrying amounts of assets and liabilities in the Group's Financial Statements in the subsequent reporting period.

The Group considers the moderate-warming scenario the most likely scenario over the short to medium term and has used it as the basis for presenting the anticipated financial effects of CRROs, taking into account existing mitigation measures and sensitivity to alternative scenarios. The anticipated effects are presented as net outcomes within each of Ansell's financial performance, financial position and cash flows where relevant. Further detail on the Group's mitigation and adaptation measures, and its resilience to CRROs, is set out in Sections 3.5 and 3.6. Related disclosures on asset vulnerability and capital deployment in response to these CRROs are set out in Sections 5.3 and 5.4.

Legend for CRROs

The table below outlines the classifications and icons used for CRROs in this report.

Classification	Physical Risk	Physical Risk	Physical Risk	Transition Risk	Transition Risk	Transition Risk	Transition Opportunity
Description	Intensifying extreme rainfall, storm surges and cyclones	Worsening extreme dry conditions	Chronic temperature rise	Carbon reduction policies	Climate-related regulatory complexity, scrutiny and reporting obligations	Heightened customer and investor expectations and limited supplier decarbonisation strategy	On-site clean energy generation

Table Key

CRROs were assessed either quantitatively or qualitatively, depending on whether sufficient data was available to reliably quantify anticipated financial impacts. Where reliable quantification was not feasible, a qualitative assessment was undertaken.

Impact terms	**Quantitatively assessed CRROs** *Financial impact ranges*	**Qualitatively assessed CRROs** *Effects on the Group's business model and value chain*
Critical	Over $40m	Likely to have a significant effect on the Group's business, strategy, or financial position, even though impacts cannot be reliably quantified
Major	$10m to $40m	Expected to result in noticeable impacts on operations or strategic objectives, with potential implications for performance or resilience
Moderate	$2m to $10m	Expected to result in minor or localised impacts that are manageable within existing processes or controls
Minimal	Up to $2m	Not expected to have a meaningful effect on Ansell's business, strategy, or financial position

For quantitatively assessed CRROs, the financial impact materiality ranges were determined by benchmarking against the Group's earnings before interest and tax (EBIT) and are used to support the assessment and presentation of current and anticipated financial effects on the Group's financial performance, financial position and cash flows. EBIT is considered an appropriate benchmark given the nature of the Group's operations.

Time Horizons

The time horizon bar indicates the timelines where Ansell is most likely to be exposed to the hazard/driver.

Table 2: Identified physical and transition risks and opportunities, and their impacts on the Group's business model, value chain and financial effects (current and anticipated)

Climate-related Physical Risk:
Intensifying extreme rainfall, storm surges and cyclones

Assessment	Time horizon	Risk description
Quantitative (own operations) & Qualitative (upstream)	Short- to long-term	Extreme rainfall frequency and intensity leading to higher probability of localised flooding, elevating site-level asset damage and insurance premium pressure. These hazards also block site and transport access, disrupting operations, supply chains, and distribution, resulting in increased operational costs and reduced revenue.

Current financial effects and effects on business model and value chain

Ansell's business model or value chain are exposed to extreme wet weather events. During FY26, flooding at the Group's Sri Lankan manufacturing sites and heavy rainfall and strong winds at the Group's Bangkok manufacturing site resulted in short-term interruptions to production, with minor damage to site infrastructure also occurring in Bangkok. Collectively, these events contributed to a **Minimal** financial impact.

Anticipated financial effects and effects on business model and value chain under the moderate-warming scenario

Anticipated financial effects were quantitatively determined based on projected extreme rainfall intensity and frequency for all sites, as well as storm surge intensity and frequency for coastal sites, taking into account the Group's existing measures such as dynamic stock management, network flexibility and insurance. The impact of cyclones was qualitatively assessed due to data limitations. The potential for extreme wet weather to disrupt operations and damage assets may affect the following financial statement categories:

Financial Performance	Financial Position	Cash Flows
• Sales revenue • Cost of goods sold • Selling, general and administration expenses	• Inventory • Property, plant and equipment	• Cash flows related to operating activities

Short term

Extreme rainfall intensity is projected to increase across several operating regions, particularly in Southeast Asia. Manufacturing sites in the region may experience higher flood risk, potentially causing temporary production interruptions and inventory damage. Distribution and logistics routes in Western Europe and Southeast Asia are also projected to face increased disruption risk from more frequent and intense rainfall. However, existing mitigation measures such as dynamic stock management, network flexibility and insurance are expected to limit impacts to a **Minimal** level on Ansell's financial position, financial performance and cash flows.

Medium term

Extreme rainfall and flood risk are projected to intensify further at Southeast Asian sites, increasing the likelihood of operational disruption and inventory loss. Storm surge exposure is also expected to rise in certain parts of the region, increasing coastal flooding risk and potential supply chain delays. Existing resilience measures, particularly the Group's insurance policy covering business interruption and asset damage, are expected to largely mitigate these impacts, resulting in a **Minimal** financial impact.

Long term

Extreme rainfall, storm surge and cyclone-related flooding are projected to increase significantly, particularly affecting some Southeast Asian manufacturing sites, ports, and selected distribution centres in North America. While this elevates risks of asset damage, supply chain disruption and higher insurance costs, existing insurance coverage and resilience measures are expected to result in a **Minimal** impact on Ansell's financial performance, financial position and cash flows.

Sensitivity to climate scenarios

Projections for storm surge intensity and frequency show limited variation across scenarios, whereas extreme rainfall exhibits greater sensitivity.

Under the low global warming scenario, extreme rainfall intensity remains similar to the moderate scenario, but event frequency is projected to decline relative to recent historical conditions. As a result, impacts on Ansell's business model and value chain are not anticipated to worsen.

Under the high-warming scenario, rainfall intensity and frequency are projected to be lower than under the low-warming scenario, reflecting non-linear climatic influences. This scenario is therefore anticipated to have the least impact on Ansell.

Despite these outcomes, uncertainty in climate modelling and regional variability means Ansell continues to monitor physical climate risks and maintain adaptive resilience measures across its operations.

Climate-related Physical Risk: Worsening extreme dry conditions

Assessment	Time horizon	Risk description
Quantitative (own operations) & Qualitative (upstream)	Medium- to long-term	Worsening extreme dry conditions impacts the quantity of water needed for Ansell's manufacturing and reduces the availability and accessibility of essential natural resources (cotton, rubber, water and biomass) and finished goods as inputs, impacting production and increasing operational costs or losses.

Current financial effects and effects on business model and value chain

Ansell's business model or value chain are dependent on water availability and are therefore exposed to extreme dry conditions. During FY26, there were no interruptions to manufacturing due to water supply constraints or drought affecting the supply of raw materials, therefore the impact is **Minimal**.

Anticipated financial effects and effects on business model and value chain under the moderate-warming scenario

Anticipated financial effects were determined based on the potential for worsening extreme dry conditions to disrupt site operations, taking into account the Group's existing resilience measures, including dynamic stock management and water stewardship initiatives. These impacts may affect the following financial statement categories:

Financial Performance	Financial Position	Cash Flows
• Sales revenue • Cost of goods sold	• Inventory	• Cash flows related to operating activities

Chronic increases in extreme dry conditions may also adversely affect crop yields, potentially reducing availability and accessibility of essential organic raw materials, particularly natural rubber latex, a key input to Ansell's production. However, the financial effect of this is not quantified due to limitations in supplier-level location data across upstream agricultural supply chains and uncertainty regarding how climate impacts on production may translate into commodity price movements, supply availability, and procurement costs.

Short term

Consecutive dry days are projected to increase across Ansell's manufacturing sites in Southern Europe and Asia, raising the likelihood of localised water stress for process, cooling and sanitation needs. While this may increase regulatory pressure and water costs, impacts on Ansell's financials are expected to remain **Minimal** due to existing on-site water storage and dynamic stock management. In Southeast Asia, where Ansell's key natural rubber latex suppliers are concentrated, changes to extreme dry conditions are expected to have **Minimal** impacts on supply due to Ansell's dual sourcing strategy.

Medium term

Water stress is anticipated to intensify at some European manufacturing sites, driven by longer dry periods and declining rainfall, while impacts in Asia remain limited. As Southern Europe represents a smaller share of production, existing mitigation measures, particularly dynamic stock management, are expected to maintain financial impacts at a **Minimal** level. Supplier exposure in Southeast Asia is also projected to remain limited, with **Minimal** impact to natural rubber latex supply.

Long term

Extreme dry conditions are projected to further intensify at some European manufacturing sites, increasing water stress risk, while impacts in Asia remain comparatively less affected. Overall financial impacts are anticipated to remain **Minimal** due to dynamic stock management. In Southeast Asia, only minor increases in dry days are projected, with **Minimal** impacts anticipated on natural rubber latex supply.

Sensitivity to climate scenarios

Under the low-warming scenario, changes in consecutive dry days across most manufacturing locations range from small decreases to modest increases and are anticipated to have limited effects on operations, the business model or value chain.

Under the high-warming scenario, a broader pool of sites in Southeast Asia have comparatively higher exposure, with modest increases in consecutive dry days over time. Given their significant production role, sustained increases in dry conditions could elevate water stress risk, heightening risks to site-level production and broader supply chain operations by 2045 absent further mitigation.

Climate-related Physical Risk: Chronic temperature rise

Assessment	Time horizon	Risk description
Qualitative	Short- to long-term	Chronic temperature rise increases employee health risks and reduces labour availability and productivity, while also driving up energy demand for climate control in manufacturing, storage, and office facilities – together leading to higher operational costs and potential production losses.

Current financial effects and effects on business model and value chain

During FY26, there were no interruptions to manufacturing and distribution centre operations due to heat stress, therefore the impact is **Minimal**.

Anticipated financial effects and effects on business model and value chain under the moderate-warming scenario

While chronic temperature rise is considered a physical risk with respect to employee safety and wellbeing, financial quantification has not been performed. Management determined that historical financial impacts have not been significant and that the level of measurement uncertainty associated with estimating future financial effects is currently too high for quantitative information to be considered decision-useful. The risk has therefore been assessed qualitatively to evaluate potential impacts on Ansell's operations and workforce and to inform Ansell's risk management and mitigation considerations. These impacts may affect the following financial statement categories:

Financial Performance	Financial Position	Cash Flows
• Sales revenue	• Inventory	• Cash flows related to operating activities
• Cost of goods sold	• Property, plant and equipment	• Cash flows related to investing activities
• Selling, general and administration expenses		

Short term

Rising temperatures are anticipated to affect several manufacturing and distribution sites, particularly in Asia and North America. Heat stress and productivity impacts are expected to remain **Minimal** through operational adjustments and enhanced safety controls, with limited disruption to efficiency.

Medium term

Extreme heat is projected to intensify at these locations and in Western Europe. Greater heat exposure may place increased pressure on workforce productivity and safety, requiring additional investment in climate-control infrastructure and workforce health measures, increasing operating costs although the anticipated impact remains **Moderate**.

Long term

Extreme heat frequency and intensity are projected to continue increasing across key locations in Southeast Asia, North America and Europe. Persistent exposure may affect productivity and site conditions, requiring climate resilience to be embedded into long-term infrastructure planning, workforce management and operations across Ansell's value chain, resulting in an anticipated **Moderate** impact.

Sensitivity to climate scenarios

Scenario analysis indicates that extreme heat intensity and frequency increase under all warming pathways assessed, with impacts most pronounced under higher warming scenarios. Under lower warming scenarios, increases in maximum temperatures and hot days above 35°C are reduced but remain sufficient to create ongoing heat exposure across several manufacturing and distribution sites.

Accordingly, adaptation measures to support employee safety and maintain operational continuity are expected to be required under all scenarios, although the timing and scale of implementation may vary. Higher warming scenarios are projected to increase the urgency and extent of operational and infrastructure adaptations required across affected locations.

Climate-related Transition Risk: Carbon reduction policies

Assessment	Time horizon	Risk description
Quantitative	Medium- to long-term	Carbon reduction policies increase the cost of purchased goods and services, energy, and shipping. This raises manufacturing and distribution expenses, compressing margins if supplier cost increases cannot be passed through. Additionally, high-emitting assets may require early retirement, resulting in write-offs or write-downs that reduce earnings through impairment expense.

Current financial effects and effects on business model and value chain

During FY26, Ansell experienced increases in input costs consistent with normal business-as-usual market conditions. These cost changes cannot be directly attributed to climate-related policy developments. While some suppliers have commenced decarbonisation initiatives, there has been no observed cost pass-through affecting the Group's input costs, therefore the current impact is **Minimal**.

Anticipated financial effects and effects on business model and value chain under the moderate-warming scenario

Anticipated financial effects were determined based on the potential for carbon reduction policies to increase Ansell's cost of inputs, taking into account the expected effect of the Group's decarbonisation strategy on the carbon footprint of those inputs and the extent to which cost increases can be passed through to customers through increased prices. This may affect the following financial statement categories:

Financial Performance	Financial Position	Cash Flows
• Sales revenue	• Trade and other payables	• Cash flows related to operating activities
• Cost of goods sold	• Inventory	

The following results are indicative only and are based on a modelled carbon price used as a proxy for the impact of a range of carbon reduction policies, including carbon pricing mechanisms and emissions limits. Actual financial impacts may differ depending on the timing, design and implementation of policies across jurisdictions over time.

Short term

Carbon policy exposure across Ansell's operating, sourcing and transport jurisdictions is projected to remain limited, reflecting slower policy adoption and narrower coverage. Energy prices are projected to rise modestly, while biomass prices remain broadly stable. As Ansell's exposure is primarily through supply chain emissions which is largely mitigated by its ability to pass through cost increases to customers, the overall impact on financial performance, financial position and cash flows is anticipated to be **Minimal**.

Medium term

Carbon reduction policies are projected to strengthen, increasing direct operating costs and indirect supplier pass-through costs. Fuel prices, particularly natural gas and biomass, are projected to rise, increasing operating expenses at key manufacturing sites in Asia. While a portion of these costs may be passed to customers, supplier carbon cost pass-through is anticipated to remain the primary driver of a **Moderate** impact on Ansell's financial performance and cash flows and a **Minimal** impact on financial position.

Long term

Carbon policies are projected to strengthen further, particularly in key supplier jurisdictions, increasing supplier pass-through costs. Energy prices are projected to remain elevated, although electricity prices may ease relative to the medium term. Ansell's decarbonisation strategy and its ability to pass through cost increases are expected to partially offset these pressures, resulting in a **Moderate** impact on financial performance and cash flows and a **Minimal** impact on financial position.

Sensitivity to climate scenarios

Under a high-warming scenario, Ansell's exposure to carbon reduction policies is projected to remain broadly consistent with short-term moderate-warming levels. Energy price increases are also projected to be limited, with liquid fuels rising more than other energy sources over the long term. Overall, impacts are anticipated to be lower than under the moderate-warming scenario.

Under a low-warming scenario, carbon policy intensity is projected to accelerate, reaching long-term moderate-warming scenario levels in the short term and increasing further over the medium term. Energy prices for biomass, liquid and gaseous fuels are projected to rise significantly, while faster decarbonisation across emissions-intensive sectors may increase impairment risk for carbon-intensive assets. Continued fuel reliance and supplier cost pass-through are anticipated to result in higher business impacts.

Climate-related Transition Risk:
Climate-related regulatory complexity, scrutiny and reporting obligations

Assessment	Time horizon	Risk description
Qualitative	Short- to long-term	Emerging and increasingly complex climate-related regulatory and disclosure requirements across the jurisdictions in which Ansell operates may expand regulatory scope and increase compliance complexity. Heightened scrutiny of transition commitments and disclosures, together with evolving and novel interpretations of requirements (including climate and emissions reporting), may increase compliance risk and drive higher operational costs (e.g. people, systems, governance, external advisory and assurance).

Current financial effects and effects on business model and value chain

Ansell is subject to mandatory climate-related disclosure requirements, including AASB S2, and has incurred implementation and compliance costs such as emissions management software, employee training, and external advisory support for scenario analysis and reporting. Consistent with Australian Treasury estimates, entities may face initial transition costs of around $0.9m and ongoing annual compliance costs of approximately $0.5m, covering training, governance reviews, system upgrades, data collection, scenario analysis, Scope 3 modelling, disclosures and assurance. For the current reporting period, these expenditures and related effects arising from this risk have contributed to a **Minimal** impact.

Anticipated financial effects and effects on business model and value chain under the moderate-warming scenario

This risk was assessed qualitatively, as policy, legal and reporting risks are usually informed by scenario narratives and case studies, and because of uncertainty in the timing and design of future regulatory and assurance requirements. Impacts may arise from expanded disclosure scope, enforcement activity, and increased stakeholder scrutiny of transition commitments and reporting quality. These impacts may affect the following financial statement categories:

Financial Performance	Financial Position	Cash Flows
• Selling, general and administration expenses	• Provisions	• Cash flows related to operating activities

Short term

Climate-related regulatory and reporting requirements, including stricter scenario analysis, Scope 3 reporting and assurance requirements, are expected to increase across multiple jurisdictions in which Ansell operates (including enhanced disclosure and emissions reporting). Ansell's established systems, processes and governance are expected to limit incremental costs and avoid material financial impacts, and short-term regulatory risk is assessed as **Minimal** given lower exposure relative to emissions-intensive sectors.

Medium term

Risk is expected to increase as climate regulations expand and reporting obligations become more complex. Regulators, investors and other stakeholders may place greater focus on the adequacy of disclosures, progress against targets and compliance with evolving standards. Additional investment in data systems, staff capability and external support may be required, although timing and cost remain uncertain. The anticipated impact is expected to remain **Minimal**.

Long term

Over the long term, regulatory complexity, enforcement activity and compliance expectations are expected to continue increasing. Compliance costs are expected to rise but largely offset by prior investments in people, systems and transition initiatives. Ansell's commitment to SBTi-approved targets, transparent annual reporting and ongoing monitoring of regulatory developments is expected to support continued compliance and mitigate financial and reputational risk, with overall costs expected to remain **Minimal**.

Sensitivity to climate scenarios

Under a low-warming scenario, regulatory requirements and stakeholder scrutiny are expected to be more stringent, increasing reporting complexity, assurance expectations and the likelihood of legal actions against companies that fail to meet climate standards and policy requirements. This may result in higher compliance costs and a higher exposure to climate-related litigation for Ansell, although existing systems and governance are expected to limit financial impacts.

Conversely, under a high-warming scenario, regulatory requirements and stakeholder scrutiny are expected to be more limited and fragmented, reducing compliance costs and legal actions, with Ansell's exposure to climate-related litigation remaining comparatively low.

Climate-related Transition Risk:
Heightened customer and investor expectations and limited supplier decarbonisation strategy

Assessment	Time horizon	Risk description
Qualitative	Short- to medium-term	Heightened customer and investor expectations for emissions reduction, combined with limited supplier decarbonisation knowledge, may impede the achievement of the Group's climate-related targets, potentially affecting reputation, market position, and revenue.

Current financial effects and effects on business model and value chain

Ansell's GHG reduction targets and product stewardship initiatives are aligned with key customer expectations that have their own net-zero goals. Information on these targets and emissions reduction progress is often requested prior to tender processes, however, the extent to which they directly affect purchasing decisions is difficult to quantify. As a result, **Minimal** financial impact has been observed to date.

Operationally, efforts are focused on assessing Scope 3 emissions, engaging suppliers, and improving data collection and reporting systems. No material financial impact has been observed in FY26, although ongoing supplier capability constraints in measuring and reducing emissions represent an emerging operational consideration.

Anticipated financial effects and effects on business model and value chain under the moderate-warming scenario

Management has not observed material historical financial impacts from this risk, and the level of measurement uncertainty associated with estimating future financial effects is currently too high for quantitative information to be considered decision-useful. Accordingly, a qualitative assessment has been undertaken to evaluate potential impacts on Ansell's business, and to inform risk management and mitigation considerations. The impacts from this risk may affect the following financial statement categories:

Financial Performance	Financial Position	Cash Flows
• Sales revenue • Cost of goods sold • Selling, general and administration expenses	• Inventory	• Cash flows related to operating activities

Short term
Heightened stakeholder scrutiny and increasing customer net-zero requirements may elevate financial exposure where supplier emissions data are incomplete or progress on Scope 3 reduction progress is limited. Additional investment in supplier engagement, emissions measurement and reporting systems may raise operating costs, although impacts are expected to remain manageable and **Minimal**.

Medium term
Failure to meet customer decarbonisation expectations could affect revenue opportunities and market positioning. Investments in supplier capability, SBTi-aligned emissions reduction initiatives, and robust data infrastructure will be critical to maintaining competitiveness. Financial impacts may increase modestly as customer expectations rise, but proactive actions are expected to mitigate revenue risk therefore the anticipated impact is expected to remain **Minimal**.

Long term
Decarbonisation progress is expected to remain an important strategic differentiator, influencing customer retention, contract awards and investor perception. Ongoing supplier collaboration and integration of climate performance into procurement are expected to keep financial impacts **Minimal** while supporting market position and reputation.

Sensitivity to climate scenarios

Under a low-warming pathway, customers with net-zero commitments are likely to demand faster Scope 3 reductions, stronger decarbonisation progress and robust reporting. Failure to meet these expectations could lead to lost contracts, reduced revenue opportunities and reputational risk. This would require increased supplier engagement and investment in emissions measurement, reporting and SBTi alignment, although mitigation initiatives are expected to keep financial impacts manageable.

Under a high-warming pathway, customer and regulatory pressures are likely to be lower, reducing the risk of lost contracts, revenue impacts and reputational damage. Supplier engagement and reporting requirements would be less urgent, with lower associated compliance and mitigation costs.

Climate-related Transition Opportunity: On-site clean energy generation

Assessment	Time horizon	Opportunity description
Quantitative	Short- to medium-term	On-site clean energy generation such as solar and biomass reduces reliance on grid electricity, lowering energy costs and carbon exposure while improving emissions performance.

Current financial effects and effects on business model and value chain

During FY26, Ansell successfully installed a biomass-powered hot water generator (HWG) at its Indian manufacturing facility and continued to invest in solar photovoltaic (PV) at its Sri Lanka manufacturing site. The Indian HWG arrangement is structured as a lease, resulting in ongoing lease-related expenses and operating cash outflows, with the financial impact assessed as **Moderate** for the reporting period. The Sri Lanka solar PV installation is recognised as property, plant and equipment, reflecting upfront capital investment and associated depreciation, with the financial impact assessed as **Minimal** for the reporting period.

Anticipated financial effects and effects on business model and value chain under the moderate-warming scenario

Anticipated financial effects were determined based on the upfront capital investment required to implement on-site solar generation and the potential reduction in electricity procurement costs from lower reliance on grid electricity, which may affect the following financial statement categories:

Financial Performance	Financial Position	Cash Flows
• Cost of goods sold • Depreciation and Amortisation	• Property, plant and equipment	• Cash flows related to operating activities • Cash flows related to investing activities

Short term

Capital costs for on-site clean energy generation technologies, such as solar PV, are projected to decline, while electricity prices are projected to increase. As electricity demand increases in line with Ansell's business growth, lower capital costs may improve the commercial attractiveness of on-site renewable installations as a means of managing energy expenditure. While implementation would require upfront capital investment, resulting in **Moderate** to **Major** impacts on financial position and cash flows through upfront investing cash outflows, the associated electricity cost savings are expected to accrue progressively over time. Accordingly, the impact on financial performance is expected to be **Minimal** in the short term, with cost reductions increasing as renewable assets are deployed and operated.

Ansell's carbon exposure from electricity consumption is linked to the pace of grid decarbonisation. Grid emissions are projected to increase slightly in the short term; however, carbon policy intensity remains relatively mild, and avoided carbon costs are therefore anticipated to be **Minimal**.

Medium term

Capital costs for solar PV are projected to decline further, reinforcing the commercial viability of on-site renewable generation where site conditions permit. In the medium term, grid emissions are projected to decline while carbon policy intensity strengthens. On-site renewable deployment would therefore support both energy cost management and reduced exposure to carbon cost. Incremental solar deployment is assumed to primarily meet additional energy demand associated with business growth, resulting in lower relative capital outlay in line with ongoing operational requirements.

The combined effects are anticipated to result in a **Moderate** impact on financial performance and cash flows, reflecting reductions in operating costs and lower exposure to carbon pricing mechanisms together with a reduced level of capital investment compared to the short term. As a result, the Group's financial position is anticipated to reflect a **Major** impact due to the recognition of solar assets, without the same level of upfront cash outflow.

Long term

Capital costs are projected to decline marginally further, indicating a stabilisation in technology cost reductions. Concurrently, grid emissions are projected to fall further, reducing incremental emissions-related benefits from on-site generation. As a result, financial impacts are anticipated to remain broadly consistent with the medium-term assessment, resulting in an anticipated **Moderate** impact on financial performance and cash flows, and a **Major** impact on financial position.

Sensitivity to climate scenarios

Capital costs for on-site clean energy generation, such as solar PV, are projected to decline substantially and consistently across all climate scenarios. The relatively small differences between the low-, moderate-, and high-warming scenarios indicate that the downward cost trend is robust, regardless of the broader pace of the global energy transition. This continuing decline reinforces the commercial viability of on-site solar PV where site conditions allow, making it a strategic investment opportunity for Ansell.

Under the low-warming scenario, grid electricity prices are projected to increase in the short term before gradually moderating over the long term. Cost savings from reducing grid electricity purchases through on-site renewable generation are anticipated to be most pronounced under this scenario, supported by stronger carbon policy settings that increase avoided carbon costs, even as grid emissions are lower under this scenario.

Under the high-warming scenario, grid electricity prices are projected to decline slightly in the medium to long term. Carbon policy intensity remains limited despite projected increases in grid emissions in the long term, resulting in comparatively weaker financial incentives for on-site renewable deployment.

3.4 Strategic Planning

In responding to CRROs, Ansell considers CRRO findings, scenario analysis and anticipated financial effects into strategic planning and operational decision-making (refer to Sections 3.3 and 3.2). The Group's strategy focuses on decarbonisation, transitioning to renewable energy, strengthening operational resilience and partnering across the value chain (Section 3.5), supported by governance oversight and controls (Section 2). Delivery is resourced through dedicated cross-functional roles and governance forums (Section 2) and through capital deployment aligned to CRROs (Section 5.4 and 3.5) and existing operational budgets (Section 3.3). Progress against targets (including SBTi-aligned emissions targets) and key initiatives is monitored and disclosed in Metrics and Targets (Sections 5.1, 5.2 and 5.7).

3.5 Current and Anticipated Direct and Indirect Mitigation and Adaptation Efforts

Ansell's approach to adapting to the current and anticipated impacts of physical climate risks is centred on strengthening operational resilience, maintaining supply continuity and protecting workforce wellbeing. Key mitigation and adaption efforts are described in more detail below.

Table 3: Mitigation and adaptation efforts

CRRO

Dynamic stock management

As part of Ansell's Integrated Business Planning (IBP) process, the Group maintains minimum safety stock levels across manufacturing sites and distribution centres for both raw materials and finished goods. These levels provide a buffer to support supply continuity during temporary logistics or manufacturing disruptions, including those associated with extreme wet hazards and extreme dry conditions.

Page 143
Page 144

Business Contingency Plan

Ansell's Business Continuity Plan (BCP) has been developed to assess and manage the potential impacts of extreme weather events by leveraging multiple sites equipped with similar facilities and equipment to manufacture identical products. In the event of a disruption at one site, production can be transferred to an alternative site without significant delay, thereby mitigating the impact on overall supply continuity and maintaining the Group's ability to meet customer demand. BCP is reviewed annually by the site team and GEHS.

Page 143

Network flexibility

Ansell's logistics network supports operational resilience through flexible distribution capabilities, including dispatch from multiple distribution centres, and the ability to utilise alternative ports and transport modes when required. Distribution centres are strategically located with access to alternative transport routes to enable continued operations if primary routes are disrupted. In addition, the Group's Global Supply Chain team regularly assesses and reviews distribution centre operations and recovery planning, taking into account site-specific characteristics such as size and elevation.

Page 143

Insurance

Ansell maintains insurance coverage with third-party providers, including policies for business interruption and damage to inventory and physical assets. These policies provide financial protection in the event of operational disruptions, including those associated with extreme weather events. The Group assumes that existing coverage will be maintained across the short- to long-term time horizons, based on current information.

Page 143

Water stewardship

Ansell has implemented measures to reduce water intensity through various optimisation initiatives and started investing in reverse osmosis plant installation at targeted manufacturing plants to increase water recycling. On-site water inventories have also been increased. In addition, Ansell continues to focus on process design improvements to reduce water usage at the source, ensuring water demand is minimised before recycling or treatment is required.

Page 144

Dual sourcing

Ansell's dual-sourcing strategy reduces its reliance on single suppliers or transport routes and supports continuity of supply. This approach helps mitigate potential supply chain disruptions associated with drought-related impacts.

Page 144
Page 143

Workplace Health and Safety

By integrating the Environmental, Health and Safety (EHS) pillar into Ansell Production System (APS), Ansell regularly engages with employees on health and safety through site-specific safety committees, plant leadership, line managers and other leaders at the plants, encouraging employees to communicate any health and safety issues.

The Group also piloted the upgraded Safety, Observation, Training, Engagement, Reporting, Investigation and Action system (SOTERIA) during the year, providing employees with a more efficient platform for reporting EHS-related incidents. SOTERIA will be fully implemented in FY27.

Page 145

Ansell also has ongoing and planned mitigation actions in place to address climate-related transition risks. A cornerstone of these efforts is the Group's commitment to reach net-zero emissions across its value chain by FY45. To support this target, the decarbonisation strategy outlined below forms a large part of Ansell's overall mitigation approach. This strategy encompasses the following three primary areas:

- Transitioning from fossil fuels to renewable energies
- Collaboration through value chain partnerships and policy advocacy
- Innovation in manufacturing processes, products and circularity

Table 4: Decarbonisation strategy

	CRRO
Transitioning from fossil fuels to renewable energies To transition Ansell's manufacturing plants away from fossil fuels and support the journey to 100% renewable electricity by FY40, Ansell has made investments in renewable energy sources. These investments form part of a broader capital program designed to support delivery of the FY30 emissions reduction target. The renewable energy initiatives, which support the achievement of Ansell's emissions-reduction and energy-use goals, focus on three pathways: renewable grid electricity, solar photovoltaic (PV) systems and biomass-powered high-pressure hot water generators (HWGs).	Page 146 Page 148 Page 149
Collaboration through value chain partnerships and policy advocacy Ansell adopts a targeted approach focused on key suppliers to strengthen their climate action performance across the value chain. Ansell collaborates closely with suppliers, workers and industry partners to build capability and stay aligned with evolving market expectations.	Page 146 Page 148
Innovation in manufacturing processes, products and circularity Ansell considers opportunities to reduce the environmental impact of products across their life cycle, including material sourcing, manufacturing, packaging, extended usage and end-of-life management. This includes end-of-life initiatives such as the RightCycle™ program, which provides a recycling solution for non-hazardous PPE. The Group Product and Marketing Organisation (GPMO) supports the integration of environmental considerations into research and development activities and product design processes, while maintaining required safety and performance standards.	Page 146 Page 148

Beyond decarbonisation, Ansell also responds to transition risks relating to climate and emissions reporting and emerging global climate-related regulatory complexity and scrutiny with the efforts outlined in the table below.

Table 5: Other mitigation efforts

	CRRO
Regulatory monitoring Ansell is monitoring climate reporting requirements across jurisdictions, particularly in the US, EU and Australia and is implementing plans to meet the requirements accordingly. Ansell also engages third party consultants in the implementation where appropriate, and to provide briefings and trainings to support the continued education of key decision makers.	Page 147 Page 148
Climate Working Group A cross-functional climate working group has been established to maintain oversight of climate and sustainability-related developments, including regulatory changes and relevant internal and external factors, ensuring Ansell's compliance to climate regulations.	Page 147 Page 148
Transparent reporting Ansell demonstrates progress toward its decarbonisation targets by reducing emissions, progressing initiatives to develop products with lower emissions profiles, maintaining established governance and transparent reporting, and updating stakeholders clearly on its progress.	Page 147 Page 148

3.6 Climate Resilience

In accordance with AASB S2, this section outlines the resilience of Ansell's strategy and business model to CRROs. The assessment is informed by climate-related scenario analysis, being the same scenario analysis applied in the assessment of CRROs (refer to Section 3.3), current and anticipated financial effects of CRROs, and the Group's adaptation and mitigation plans as detailed in Section 3.5.

Overall, the Group expects its strategy and business to remain resilient to CRROs over the short, medium and long term. This assessment is based on the integrated business planning processes and capacity to adapt Ansell's strategy and business model as required.

Implications for Strategy and Business Model: The Group's strategic pillars include environmental considerations such as climate resilience. Ansell has set a net-zero target by FY45, underpinned by a decarbonisation approach focused on renewable energy sourcing, solar PV systems, and biomass generators. These investments reduce exposure to transition risks, such as emissions-related regulations, and create competitive advantages. To manage physical risks like extreme weather and water stress, the Group's business model incorporates operational controls such as maintaining safety stocks, dual-sourcing critical materials, and implementing water-saving initiatives at major manufacturing plants. Further detail can be found in Sections 3.4 and 3.5.

Significant Areas of Uncertainty: Significant uncertainties remain, primarily concerning the future pace and direction of climate policy, the precise timing and severity of physical risk impacts, and the evolution of technology under different scenarios. The Group's resilience assessment is based on the assumptions underpinning the scenario analysis (refer to Appendix 1 and Appendix 2), hence the Group acknowledges that actual outcomes may differ. Ansell views this as an ongoing journey and will continue to refine data quality and monitor key uncertainties.

Ansell's capacity to adapt its strategy and business model is highlighted in previous sections through:

- **Financial Resources:** The Group's financial position and integrated business planning processes means the Group has the flexibility and access to capital required to address climate-related risks and invest in opportunities.
- **Assets:** The Group maintains operational flexibility to redeploy, upgrade, or adapt existing assets to align with its climate strategy and respond to changing conditions.
- **Investments:** The Group's current and planned investments in climate mitigation and adaptation, particularly in renewable energy and water efficiency, are central to enhancing climate resilience and are monitored to ensure they support long-term strategic goals.

4. Risk Management

Ansell conducts an annual assessment of risks and opportunities as part of its business planning and enterprise risk management process, covering both strategic and operational risks and opportunities across the organisation, including CRROs.

This risk assessment is informed by Ansell's Risk Management Framework, with all identified risks benchmarked for significance and appropriately prioritised.

All material business risks, including identified climate-related risks and opportunities, and associated mitigation actions are recorded in Ansell's Enterprise Risk Dashboard. This dashboard is updated quarterly by the relevant business units (including GEHS for CRROs) and provides a consolidated view of business risks. The Enterprise Risk Dashboard is reviewed and reported to the Sustainability and Risk Committee (SRC).

Any proposed additions, removals, or changes to risks are reviewed through established governance forums, including Risk Management Executive (RME), Quarterly Business Review (QBR), and SRC meetings to ensure ongoing oversight and responsiveness.

For further information on risk management, refer to the Directors' Report.

Refer to Sections 3.1 to 3.3 for detail on how CRROs were identified, assessed and refined in FY26 using scenario analysis aligned to AASB S2.

5. Metrics and Targets

5.1 Overview of Metrics and Targets

Ansell has developed metrics aligned to the Group's business strategy and risk management processes to monitor CRROs. The outcomes of climate scenario analysis performed during the reporting period have been used to assess whether existing metrics remain appropriate or if additional metrics are required to monitor evolving CRROs.

5.2 Greenhouse Gas Metrics

Ansell calculates Scope 1 and Scope 2 emissions in accordance with the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)* (GHG Protocol). Emissions are reported on a consolidated Group basis, including subsidiaries, investments, and joint ventures over which it has operational control, as this reflects how emissions are managed across the Group. Total reported Scope 1 and Scope 2 GHG emissions are for the consolidated accounting group. There are no other investee emissions. Operations where the Group holds ownership but do not exercise operational control are excluded from the reported inventory. Where site-specific factors are unavailable, default regional or national emission factors are applied. See Appendix 3 for further details on methodology, input and assumptions, estimates, limitations and uncertainty.

Refer to Table 6 below for Ansell's greenhouse gas metrics.

Table 6: Greenhouse gas (GHG) metrics

Category of GHG Emission		Total GHG Emissions (tCO_2e) FY26
Total Scope 1 GHG emissions (excluding biogenic CO_2)		130,251
Biogenic CO_2		177,817
Total Scope 1 GHG emissions		**308,068**
	Market-based	**Location-based**
Total Scope 2 GHG emissions (excluding biogenic CO_2)	49,903	106,397
Biogenic CO_2	127,572	127,572
Total Scope 2 GHG emissions	**177,475**	**233,969**

Consistent with the Group's SBTi-validated Net Zero target, biogenic CO_2 emissions are excluded from progress calculations. Progress is calculated as the percentage reduction in combined Scope 1 and market-based Scope 2 emissions from the FY20 base year.

5.3. Vulnerability of Assets and Business Activities to Climate-related Risks and Opportunities

In FY26, the Group assessed business operations and assets that may be vulnerable to identified CRROs.

5.3.1. Physical Risks

Vulnerability to physical risks was assessed for sites included in the climate scenario analysis linked to relevant CRROs. The assessment considered site-specific short-term exposure to climate hazards (i.e., 2030 scenario analysis output), sensitivity to those hazards, and the effectiveness of existing adaptive capacity.

Based on this assessment, each site was assigned a vulnerability rating (low, medium or high). Assets were classified as vulnerable where the associated site was assessed as having at least medium vulnerability. Asset values in the below table have been rounded to the nearest $10m.

Description	FY26 Asset value US$m	FY26 % of total assets	CRRO
Vulnerable sites exposed to intensifying extreme rainfall, storm surges and cyclones include those with high short-term exposure, moderate sensitivity (including potential temporary operational disruption), and moderate adaptive capacity, supported by existing controls.	50	<5%	Page 143
Vulnerable sites exposed to worsening extreme dry conditions include those with high short-term exposure, moderate sensitivity, and moderate adaptive capacity, with no drought-related operational impacts observed to date.	240	<10%	Page 144
No assets were assessed as vulnerable to chronic temperature rise, as all sites exhibit low sensitivity and adequate adaptive capacity, supported by building design and existing resilience measures.	–	0%	Page 145

5.3.2 Transition Risks

Vulnerability to transition risks were assessed using relevant business activities and exposure factors, including dependence on fossil fuel energy, supplier decarbonisation readiness, regulatory developments, legal and disclosure obligations, and market or customer expectations.

	FY26		
Description	**Consumed direct fossil fuel MJ**	**% of energy consumed by fossil fuels**	**CRRO**
The Group's exposure to fossil fuel energy in its own operations was assessed as vulnerable to transition risk from carbon reduction policies impacting input costs.	**2,185,270,295**	**45%**	Page 146
	Supplier spend US$m	**% of supplier spend**	
Supplier spend associated with suppliers of purchased goods and services and upstream transportation and distribution that have not yet committed to the SBTi was assessed as vulnerable to transition risk arising from carbon reduction policies across upstream supply chains.	**341**	**58%**	Page 146
The Group's remaining transition risks, including climate-related regulatory complexity, scrutiny and reporting obligations, and heightened customer and investor expectations, were assessed as having low vulnerability. This reflects the non-discretionary and standardised nature of the Group's products, limited direct consumer-facing exposure, and established governance and compliance frameworks, supported by Board and executive oversight of climate initiatives, as well as the availability of data required to support reporting. Emerging market and customer reporting expectations are considered manageable and scalable, and are therefore assessed as low vulnerability to operations and the business model.			Page 147 Page 148

5.3.3 Climate-related Opportunities

Alignment to climate-related opportunities was assessed based on the Group's current activities and exposure to key opportunity drivers, including renewable energy adoption and decarbonisation initiatives.

	FY26		
Description	**Clean energy consumed MJ**	**% of total energy from clean energy**	**CRRO**
Energy derived from on-site clean energy generation was assessed as aligned with the climate-related opportunity identified in this area.	**2,666,423,383**	**55%**	Page 149

5.4 Capital Deployment

In FY26, the Group deployed climate-related capital across physical risks, transition risks and transition opportunities, supporting emissions reduction, water management and renewable energy initiatives across the Group. Capital deployed includes capital expenditure for property, plant and equipment and right-of-use assets recognised during the period in relation to CRROs.
The table below summarises capital deployed towards CRROs.

CRRO type	**FY26 US$m**
Physical risks	**3.0**
Transition risks	**0.1**
Transition opportunities	**4.9**
Total capital deployed	**8.0**

5.5 Internal Carbon Price

Ansell does not currently incorporate an internal carbon price in its decision-making processes. The appropriateness of implementing an internal carbon pricing mechanism will be evaluated as part of each strategic planning cycle.

5.6 Remuneration

Refer to Section 2.4 on Ansell's approach to climate-related executive remuneration.

5.7 Climate-related Targets

Ansell has developed metrics aligned to its business strategy and risk management processes, particularly in relation to addressing climate-related risks. The climate-related metrics and targets are outlined below. These targets are monitored, reviewed and approved in line with procedures identified in Section 2.4. No revisions have been made to these targets in the current period, unless otherwise stated.

Table 7: Net Zero target information

Net Target	Net-zero greenhouse gas (GHG) emissions across the value chain by FY45 Type – Quantitative absolute	
Related Gross Targets	Reduce absolute Scope 1 and Scope 2 emissions by 90% by FY40 from a FY20 base year.	Reduce absolute Scope 3 emissions by 90% by FY45 from a FY22 base year.
Type	Quantitative and absolute	Quantitative and absolute
Related metric	Scope 1 and Scope 2 GHG emissions	Scope 3 GHG emissions
Objective	Mitigation and Conformance: Conform with science-based initiatives, including SBTi and the Paris Agreement	
Scope	1 and 2	3
Greenhouse gases covered	CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3	CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3
Milestones or interim targets	• Reduce absolute Scope 1 and Scope 2 GHG emissions by 42% by FY30 from a FY20 base year.	• Reduce absolute Scope 3 emissions from fuel- and energy-related activities and end-of-life treatment of sold products by 25% by FY30 from a FY22 base year. • 90% of suppliers by spend (covering purchased goods and services, and upstream transportation and distribution) have science-based targets in place by FY30.
Progress in FY26	36% reduction in Scope 1 and Scope 2 GHG emissions from FY20 base year.	• 15% reduction in absolute Scope 3 GHG emissions from FY22 base year. • 13% of suppliers by spend (23 suppliers) have SBTi-validated targets. • Additionally, 29 suppliers have formally submitted their commitments to SBTi, for a total of 42% of suppliers by spend committed to the SBTi.
Use of offsets	Ansell prioritises direct emissions reduction, with the use of carbon credits planned only to offset residual emissions after a minimum 90% gross reduction across Scopes 1, 2, and 3 has been achieved. As this is not anticipated before 2030, the approach will be finalised closer to that time to ensure alignment with future frameworks. When selected, Ansell's portfolio is intended to comprise high-quality credits from schemes based on their credibility and integrity. Ansell will evaluate a mix of credit types, including nature-based to address the final 10% of emissions in achieving the net target.	
Alignment with jurisdictional commitments or international agreements	Paris Agreement	
Third party validation	SBTi	
Methodology	In line with SBTi Corporate Net-Zero Standards and Guidance using the absolute contraction approach and not the sectoral decarbonisation approach.	
Initiatives contributing to targets	• Certify all manufacturing plants to ISO 50001 Energy Systems by FY28 (currently 9 out of 14 plants certified). • Design 80% of new and updated products with reduced environmental impact by FY26 (currently 90% of new and updated products designed with reduced environmental impact)[1]. • 100% of packaging material is recyclable, reusable or compostable by FY26 (currently 99% of Industrial and 100% of Healthcare packaging is recyclable, reusable or compostable)[2].	

1. Performance is measured according to D4S principles, only applicable for projects active in the reporting period, when compared with gloves of a similar make.
2. This initiative covers the packaging of Industrial and Healthcare hand protection styles selected for the project based on feasibility and resource factors at the time the project and target were established. Excludes packaging for products that must meet certain unique industry needs that may not be recyclable.

The Group's Net Zero target excludes biogenic CO_2 emissions from total gross emissions (Scope 1, 2 and 3), consistent with the GHG Protocol and the methodology applied in setting the Group's emissions reduction targets, including SBTi validation. The use of biomass to generate energy forms part of the Group's overall decarbonisation approach.

Table 8: Renewable electricity target

Target	Source 100% renewable electricity in plants by FY40 Type – Quantitative absolute Base year – N/A
Related metric	Renewable electricity as a % of electricity consumption
Source of metric	Market-based accounting approach under Greenhouse Gas Protocol Scope 2 guidance
Objective	Mitigation
Scope	2
Milestones or interim targets	60% renewable electricity by FY30
Progress in FY26	58% of electricity used in plants is renewable
Alignment with jurisdictional commitments or international agreements	N/A
Methodology, inputs and assumptions	RE100 Technical Criteria. Emissions calculations are based on the GHG Protocol Scope 2 Guidance (Market-based Method).
Third party validation	No
Initiatives contributing to targets	Investments in renewable electricity sources, including renewable grid electricity, solar PV systems, I-RECs, Power Purchase Agreements and ISO 50001

Directors' Declaration

In the opinion of the Directors of Ansell Limited ('the Company'), the Company has taken reasonable steps to ensure the substantive provisions of the Sustainability Report are in accordance with the *Corporations Act 2001*, including:

- complying with Australian Sustainability Reporting Standard AASB S2 *Climate-related Disclosures*; and
- containing the climate statement disclosures required by Section 296D of the *Corporations Act 2001*.

Signed in accordance with a resolution of the directors.

Nigel D Garrard
Chair

Nathalie Ahlström
Managing Director and Chief Executive Officer
Dated in Melbourne on this 24th day of August 2026.

Independent Auditor's Report on the Sustainability Report

Independent Auditors' Review Report

To the shareholders of Ansell Limited

Report on specified Sustainability Disclosures of Ansell Limited presented in the Sustainability Report section of Ansell Limited's Annual Report 2026 titled "Sustainability Report" for the year ended 30 June 2026, prepared in accordance with the Corporations Act 2001

Review Conclusion on specified Sustainability Disclosures as required under the Corporations Act 2001

We have conducted a review of the following specified Sustainability Disclosures presented in the Sustainability Report section of Ansell Limited's Annual Report 2026 for the year ended 30 June 2026 in accordance with Australian Standards on Sustainability Assurance (ASSA) 5010 *Timeline for Audits and Reviews of Information in Sustainability Reports under the Corporations Act 2001* issued by the Auditing and Assurance Standards Board (AUASB).

Specified Sustainability Disclosures	***Reporting requirement of Australian Sustainability Reporting Standard AASB S2 Climate-related Disclosures (AASB S2) (including related general disclosures required by Appendix D) (the Criteria)***	***Locations in Sustainability Report section of Ansell Limited's Annual Report 2026***
Governance disclosures	*Paragraph 6*	*Section 2."Governance"*
Strategy (risk and opportunities) disclosures	*Subparagraphs 9(a), 10(a) and 10(b)*	*Section 3.3 "Climate-related Risks and Opportunities", subsection "Legend for CRROs"* *Type and description of CRROs on pages 143 to 149*
Scope 1 greenhouse gas (GHG) emissions *Scope 2 (Location and Market Based) GHG emissions*	*Subparagraphs 29(a)(i)(1) to (2) and 29 (a)(ii) to (v)*	*Section 5.2:* - *Scope 1 GHG emissions of 308,068 tCO_2-e* - *Scope 2 (Location-based) GHG emissions of 233,969 tCO_2-e* - *Scope 2 (Market-based) GHG emissions of 177,475 tCO_2-e* *Appendix 1 Assumptions, limitations and judgements for Scope 1 and Scope 2 emissions* *Appendix 3: Scope 1 and Scope 2 Emissions Methodology*

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Independent Auditor's Report on the Sustainability Report continued

The requirements of AASB S2 identified in the table above form the Criteria relevant to the specified Sustainability Disclosures and apply under Division 1 of Part 2M.3 of the *Corporations Act 2001* (the Act).

We have not become aware of any matter in the course of our review that makes us believe that the specified Sustainability Disclosures, in the table above, do not comply with Division 1 of Part 2M.3 of the Act.

Basis for Conclusion

Our review has been conducted in accordance with ASSA 5000 *General Requirements for Sustainability Assurance Engagements* issued by the AUASB. Our review includes obtaining limited assurance about whether the specified Sustainability Disclosures are free from material misstatement.

In applying the relevant Criteria, we note that subsection 296C(1) of the Act includes a requirement to comply with AASB S2.

Our conclusion is based on the procedures we have performed and the evidence we have obtained in accordance with ASSA 5000. The procedures in a review vary in nature and timing from, and are less in extent than for, an audit. Consequently, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an audit been performed. See the "Summary of the Work Performed" section of our report.

Our responsibilities under ASSA 5000 are further described in the "Our responsibilities" section of our report.

We comply with the independence and other ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* issued by the Accounting Professional & Ethical Standards Board Limited.

Our firm applies Auditing Standard ASQM1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements*, issued by the AUASB. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Other Information

The Directors of Ansell Limited are responsible for the other information. The other information comprises the financial and non-financial information included in Ansell Limited's Annual Report 2026, but does not include the specified Sustainability Disclosures and our review report thereon.

Our conclusion on the specified Sustainability Disclosures does not cover the other information and we do not express any form of conclusion thereon, with the exception of the Financial Report and Remuneration Report and our respective audit reports.

In connection with our review of the specified Sustainability Disclosures, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the specified Sustainability Disclosures, or our knowledge obtained when conducting the review, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities for the specified Sustainability Disclosures

The Directors of Ansell Limited are responsible for:

- The preparation of the specified Sustainability Disclosures in accordance with the Act; and
- Designing, implementing and maintaining a system of internal control that it determines is necessary to enable the preparation of specified Sustainability Disclosures in accordance with the Act that are free from material misstatement, whether due to fraud or error.

Inherent Limitations

Inherent limitations exist in all assurance engagements due to the selective testing of the information being examined. It is therefore possible that fraud, error or material misstatement in the specified Sustainability Disclosures may occur and not be detected. Non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating, and estimating such data. The precision of different measurement techniques may also vary. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities and over time.

For climate risks and opportunities, there is inherent uncertainty as a result of using assumptions about future events and management's actions that may not occur.

Greenhouse gas quantification is subject to inherent uncertainty due to the nature of the information and the uncertainties inherent in: (i) the methods used for determining or estimating the appropriate amounts, (ii) information used to determine emission factors and (iii) the values needed to combine emissions of different gases.

Auditor's Responsibilities

Our objectives are to plan and perform the review to obtain limited assurance about whether the specified Sustainability Disclosures are free from material misstatement, whether due to fraud or error, and to issue a review report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the specified Sustainability Disclosures.

As part of a review in accordance with ASSA 5000, we exercise professional judgment and maintain professional scepticism throughout the engagement. We also:

- Perform risk assessment procedures, including obtaining an understanding of internal controls relevant to the engagement to identify and assess the risks of material misstatement, whether due to fraud or error, at the disclosure level but not for the purpose of providing a conclusion on the effectiveness of the entity's internal control.
- Design and perform procedures responsive to the assessed risks of material misstatement at the disclosure level.

Independent Auditor's Report on the Sustainability Report continued

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of the Work Performed

A review is a limited assurance engagement and involves performing procedures to obtain evidence about the specified Sustainability Disclosures. The nature, timing and extent of procedures selected depend on professional judgement, including the assessed risks of material misstatement at the disclosure level, whether due to fraud or error. In conducting our review, we:

- Enquired with the relevant Ansell Limited personnel to understand the internal controls, governance structure and reporting process relevant to the specified Sustainability Disclosures.
- Assessed the appropriateness of the reporting boundary applied by Ansell Limited to the entities within the scope of the specified Sustainability Disclosures.
- Enquired with management responsible for developing the Sustainability Report section of Ansell Limited's Annual Report 2026 to consider whether the specified Sustainability Disclosures were aligned with our understanding of Ansell Limited.
- Obtained an understanding of relevant processes and information flows related to the specified Sustainability Disclosures by performing walkthroughs.
- Reviewed internal documentation, including policies, charters, minutes of meetings (Board and management committees), management papers, risk management frameworks and basis of preparation documents.
- Reviewed Ansell Limited's process to identify climate-related risks and opportunities that could reasonably be expected to affect its prospects.
- Tested Scope 1 and 2 greenhouse gas emissions activity records and related emissions factors applied, to source documentation, on a sample basis. We also re-performed emissions calculations based on the underlying data.
- Reconciled the specified Sustainability Disclosures to underlying source documents.

KPMG	Chris Sargent	Julia Bilyanska
KPMG	Chris Sargent	Julia Bilyanska
	Partner	*Partner*
	Melbourne	Melbourne
	24 August 2026	24 August 2026

Appendices to the Sustainability Report

Appendix 1: Judgements, Limitations and Uncertainty

The Group's climate resilience assessment is informed by scenario analysis, which involves inherent limitations and uncertainties and is not intended to predict future outcomes. The analysis relies on forward-looking assumptions that are subject to uncertainty which increases over longer time horizons, and actual outcomes may differ materially from those presented. Ansell has exercised judgment in the process of identifying material information to report on CRROs and setting thresholds for materiality. Additional, key areas of judgments, limitation and uncertainty in assessing climate resilience are outlined in Table 1 below.

Table 1: Judgements, limitations and uncertainty

Areas	Assumptions, Limitations and Judgements
Physical scenario analysis	• Sites assessed varied by risk type, with scope focused on locations expected to have the highest exposure, including manufacturing sites, warehouses with the highest insured values, and key distribution ports. • Where site-specific data was unavailable, reasonable geographic proxies (e.g. nearby ports representing shipping routes) were applied. • Current asset locations were assumed to remain broadly unchanged over the assessment period. • Regional climate projections were assumed to provide indicative exposure despite potential differences from local microclimates.
Transition scenario analysis	• While model outputs represent broad macroeconomic and policy trends, simplifying representation of real-world conditions, and exhibit variability across models, they were assumed to provide indicative exposure. • It was assumed that regional level data applied to site-specific assessment. • Many climate transition drivers, particularly reputation and consumer behaviour associated with the climate transition, are not directly produced as outputs from climate models and are inferred from an agreed climate metric as an alternative. • Current operational footprint was assumed to remain broadly unchanged over the assessment period. • Forward-looking outcomes remain uncertain and may evolve due to future policy, technology and climate developments. • Scenarios considered do not represent forecast assumptions. • Assumptions were applied regarding carbon cost pass-through across the value chain, including supplier cost increases and pricing responses to customers. • Assumptions were applied regarding energy consumption profiles, with impacts driven primarily by changes in fuel and energy pricing.
Anticipated financial effects	• Projections were based on current business strategy, operating conditions and information available at the reporting date. • Where historical loss experience or relevant data availability was limited, financial quantification was not performed due to insufficient evidence to support reliable estimation. Relationships between climate hazards and financial outcomes were assessed using qualitative judgement where direct linkage could not be established. • Current operating practices, workforce responses, infrastructure resilience, adaptation measures and existing risk management controls were assumed to remain in effect.
Scope 1 and Scope 2 GHG emissions	• Where full-year activity data was unavailable, Ansell applied estimates in line with the GHG Protocol to ensure complete reporting. Estimates were used only when necessary, due to data availability and reporting timelines, and assume consistent operational and energy-use patterns. • Where direct measurements were not available, reasonable assumptions were applied, including estimated energy use based on production or operating hours, hierarchical selection of recognised emission factors (site, regional, national, or international), and interpolation for partial operating periods, with standard conversion factors applied consistently throughout. • While every effort is made to ensure accuracy and completeness, some inherent limitations remain, including variable data availability or metering across sites, timing issues that may require later estimates or restatements, reliance on supplier-provided information, and periodic methodological updates that may affect year-on-year comparability; minor discrepancies may also arise from rounding. To ensure Ansell has a mechanism to assess data quality and uncertainty, the Company evaluates uncertainty at the inventory-category level using GHG Protocol's Guidance on Uncertainty Assessment, with results reviewed annually by senior sustainability and engineering leads. Based on this assessment, the aggregated uncertainty for total Scope 1 and Scope 2 GHG emissions is estimated at approximately ±5%.
Scenario selection	• Selecting scenarios required judgment to reflect a range of temperature outcomes and transition pathways that capture the uncertainties most likely to affect Ansell's strategy, business model, financial position and performance.
Resilience assessment	• Ansell's resilience assessment involves judgements on what the most significant areas of uncertainty are and provides users of this report an understanding of Ansell's capacity to adopt its strategy in response to different pathways.

Appendix 2: Scenario Analysis – Inputs and Assumptions

Table 2: Summary of selected climate scenarios

Scenario Selected	Scenario, Source and Temperature Ambition	Scenario Narratives	Key Characteristics and Assumptions	Rationale
High-warming	IPCC AR6 SSP3-7.0 (2.8°C to 4.6°C) (Physical)	A world characterised by regional rivalries, weak international cooperation, and slow economic growth. Climate action is minimal due to political and economic fragmentation, leading to high greenhouse gas emissions and continued reliance on fossil fuels, resulting in a world with warming above 2.5°C.	• Weak, conflicting international climate action cooperation. • Limited emissions regulations, national interests prioritised and continued fossil fuel reliance. • Economic growth is sluggish and highly uneven across regions. Trade barriers and protectionist policies hinder global markets. • National security and self-sufficiency are prioritised. • Fossil fuels dominate. Renewables receive little support. • Energy efficiency and low-carbon advances are slow.	• High emission scenario shows consequences without large mitigation actions. These impacts inform adaptation strategies. • The Corps Act s296D(2)(b), requires at least one scenario showing warming of 2.5°C or more by 2100. • Australian (federal and state) climate assessments use SSP3-7.0 as a high emission scenario. • As a result, research efforts are focused on downscaling this scenario to finer spatial resolutions (e.g: 10/5/1 km). This growing detailed data allows firms to align their climate scenario analyses with SSP3-7.0.
	NGFS v5.0 Current Policies (3.0°C) (Transition)	Current Policies assumes that only currently implemented policies are preserved, leading to high physical risks.	• Slow economic growth and less coordination. • Magnitude/pace of global action below Paris Agreement. • Total emissions by net-zero 2050 are higher. • Weak economic conditions causing challenging investment. • Environment and industrial loads at risk of offshoring operations.	• The Corps Act s296D(2)(b), requires at least one scenario showing warming of 2.5°C or more by 2100. • NGFS scenarios with temperature outcomes and scenario narratives equivalent to the IPCC provide additional metrics for assessment, including energy prices and sectoral granularity for industry and power generation sectors.
Moderate-warming	IPCC AR6 SSP2-4.5 (2.1°C to 3.5°C) (Physical)	Moderate and uneven climate policies result in intermediate global warming, above 2°C but below high warming scenarios. Socio-economic trends and gradual, regionally varied climate action.	• Moderate population growth and medium migration. • Moderate inequality, uneven medium GDP growth per capita and intense material consumption. • Chronic physical risks include rising temperatures, heatwaves, sea-level rise, and intensifying water stress. • Acute physical risks include tropical cyclones, heavy precipitation, inland flooding and wildfires. • Moderate, uneven economic growth with environmental policies focusing on local problems rather than global systemic changes. • Urbanisation, heat stress and flooding. Substantial vulnerability in developing economies.	• SSP2-4.5 is a common physical risk scenario. It is balanced between strong action and high emissions. • Represents a plausible warming outcome matching current policies, capturing likely physical risks. • Suitable for assessing both acute and chronic physical risks because hazard intensification is substantial but not extreme.
	NGFS v5.0 Delayed Transition (1.7°C) (Transition)	A delayed transition where climate action is insufficient in the near term, resulting in late, abrupt and more costly policy tightening after 2030.	• Climate policy is weak up to 2030, followed by sudden, stringent regulations. • Economic impacts include high adjustment costs, stranded assets and market volatility. • Continued reliance on fossil-fuels in 2020s, with accelerated renewables later at high cost. • Delayed tech innovation early on. Rapid low-carbon technologies adopted after 2030.	• A realistic transition risk pathway with current policy gaps. • Aligns to NGFS and regulatory expectations, with peer disclosure comparability. • Captures heightened transition risks.
Low-warming	IPCC AR6 SSP1-2.6 (1.3°C to 2.4°C) (Physical)	Gradually more stringent climate policies to limit global warming to well below 2°C, marked by partial global collaboration among governments, society, and industry to lead steep decarbonisation.	• Low population growth, medium migration, reduced inequality, high GDP growth per capita, low material consumption. • Globally coordinated effort to reduce emissions to net-zero around 2050 and avert the worst climate effects. • Accelerated transition to renewables and electrification. Aggressive regulations limiting extraction and use of fossil fuels.	• SSP1-1.9 was considered as a 1.5°C pathway, but the limited availability of downscaled data constrained the assessment, hence SSP1-2.6 was considered to be the pragmatic low-warming scenario. It is widely available and provides a defensible proxy for a "1.5 – below 2 °C" world and aligned with Net Zero by 2050. • Comparison of the low and high emission scenarios demonstrates the benefits of climate action.
	NGFS v5.0 Net Zero 2050 (1.5°C) (Transition)	Aggressive emission reduction scenario to meet the Paris Agreement, marked by global collaboration by governments, society and industry to lead steep decarbonisation, reaching net-zero emissions by 2050.	• A future with current socioeconomic trends, ambitious climate action and net-zero emissions by 2050. • Tough policies, fast clean energy growth, and new tech cut emissions sharply and limit warming. • Highlights the transformation required to meet international climate goals and keep steady economic and social development.	• Meets the climate scenario analysis requirements under the Corps Act. • Represents an ambitious climate action pathway for the most severe transition risks. • NGFS scenarios, equivalent to the IPCC, provide extra metrics, including energy prices and sector-specific detail.

- Transition CRROs: Network for Greening the Financial System (NGFS v5.0)
- Physical CRROs: NASA Earth Exchange Global Daily Statistically Downscaled Projections (NASA-NEX), which is based on the Intergovernmental Panel on Climate Change Sixth Assessment Report (IPCC AR6)

Appendix 3: Scope 1 and Scope 2 GHG Emissions Methodology

Sources of Guidance

GHG emissions for Ansell are calculated using methodologies consistent with the following:

- *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)* (GHG Protocol),
- *GHG Protocol: Scope 2 Guidance* (An amendment to the GHG Protocol Corporate Standard) (Scope 2 Guidance).

And where relevant uses:

- Intergovernmental Panel on Climate Change (IPCC) Guidelines for National GHG Inventories,
- International Standard ISO 14064-1.

Scope and Consolidation Approach

Ansell reports Scope 1 and Scope 2 GHG emissions on a consolidated basis at the Group level and include relevant subsidiaries and investments; decided through operational control based boundary assessment. The complete list of entities considered in the assessment can be found in the Note 18 Particulars Relating to Subsidiaries of the Group's Consolidated FY26 Financial Statements.

Operational Control Boundary Determination

Ansell uses the operational control method to set the boundary for its Scope 1 and Scope 2 GHG inventory, covering emissions from sites where it manages day-to-day operations. In preparing the inventory, facilities and assets are grouped into categories such as corporate offices, manufacturing facilities, logistics and warehousing locations, and other relevant site types, including research and development facilities. Ansell chose to assess its boundary using the operational control method because it allows the Group to separate emissions from activities under its direct control (i.e. facilities or assets where it has capacity to influence operating policies and has influence over activities undertaking within those facilities) and emissions generated across the wider value chain, which it does not control directly but may be able to influence.

Calculation Methodology

Scope 1 emissions are direct GHG emissions from sources an organisation owns or controls (e.g. company vehicles, on-site fuel combustion and process emissions). Scope 2 emissions are indirect GHG emissions from the generation of purchased electricity, heat, steam or cooling the organisation consumes.

Scope 1

Scope 1 GHG emissions are calculated in line with GHG Protocol using GHG activity data multiplied by GHG emission factors/global warming potential from the most appropriate government, intergovernmental or other respected sources. The sources of GHG emissions and the associated emission factors used for calculating Scope 1 GHG emissions across the inventory are detailed in Table 3 below.

Table 3: Scope 1 calculations

Scope 1 GHG Emissions	GHG Emission Source	Activity Data	Type	Emission Factor Source
Stationary	Boilers	Fuel consumption	Furnace Oil, Diesel, Natural Gas, Wood Chip	IPCC
	Burner		LP Gas, Natural Gas	
	Generator		Diesel	
	Cooking		LP gas and Natural Gas	
	Welding/Cutting		Acetylene	
Fugitive	Refrigerant Leakages	Quantity leaked	R22, R134a, R407a, R410, R417a, R32, R407c	IPCC – AR6
	Loss from fire extinguisher	Quantity leaked or utilised	CO_2	n/a
	Onsite waste-water Treatment Plant	Total organic and nitrogen content from water test reports and logbook data	ETP	IPCC 2019
Mobile	Company owned/ controlled Vehicle	Fuel use	Diesel, Petrol and Biofuel	DESNZ (Defra) 2025
	Folk Lift	Fuel use	Diesel, Petrol, LP gas and Biofuel	

For Ansell's operated assets, it accounts for all carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), sulphur hexafluoride (SF_6), nitrogen trifluoride (NF_3), perfluorocarbon (PFC) emissions and hydrofluorocarbon (HFC) emissions. These are all relevant GHG emissions listed under the United Nations Framework Convention on Climate Change and the Kyoto Protocol. All GHGs are expressed in CO_2-e quantities based on global warming potentials (GWP) sourced from the Intergovernmental Panel on Climate Change (IPCC).

Ansell currently uses GWP from the IPCC Assessment Report 6 (AR6) across all operated assets. NF_3 is a synthetic GHG mainly used in the manufacturing of semi-conductors and is currently not relevant for Ansell's reporting purposes because of the nature of activities in the manufacturing facility. Similarly, SF_6 and PFC are also not relevant to Ansell and have been excluded in Scope 1 emissions.

Scope 2

Ansell uses both the location-based and market-based reporting methods in alignment with the GHG Protocol. Ansell's operated facilities record Scope 2 GHG emissions throughout the year by multiplying applicable Scope 2 emission factors by the invoiced electricity quantities provided. Emission factors issued from the IEA (International Energy Agency) are used as the sources for references to obtain emission factors to calculate Scope 2 emissions. For Thailand (MEA) and Thailand (PPTC), custom emission factor sourced directly from supplier are applied. The sources of GHG emissions and the associated GHG emission factors used for calculating Scope 2 GHG emissions across the inventory are detailed in Table 4 below.

Table 4: Scope 2 calculations

Scope 2	GHG Emission Source	Activity Data	Type	Emission Factor Source
Indirect GHG energy	Electricity	Electricity purchased	Purchased Electricity	International Energy Agency (IEA) *Note: Thailand (MEA) and Thailand (PPTC) use custom emission factor sourced directly from supplier.*
		Electricity purchased from green sources	Electricity from Green Sources – RE PPA (Grid)	
		Electricity generated through on-site rooftop solar and directly consumed by the site	Electricity from Green Sources – RE PPA (Rooftop Solar)	
		REC purchased	REC Purchased	
		Electricity generated through on-site rooftop solar but not consumed by the site	Solar Power Generation	
		Inset value for the rooftop solar generation	Inset from Rooftop Solar	
	Purchased heat	Fuel consumption	Wood chip	IPCC and supplier specific emission factors

For the market-based method, the calculation incorporates the impact of a variety of contractual renewable energy arrangements and instruments, including renewable power purchase agreements, on-site solar generation, and renewable energy certificates. Residual mix factors are not available for most operating regions and therefore have not been applied. Ansell applies supplier-specific emission factors for Thailand operations and country-specific grid emission factors for all other regions.

For the location-based method, Ansell applies the relevant grid-average emission factor to all electricity consumed on site.

Biogenic Emissions

For biomass-related emissions, CH_4 and N_2O arising from biomass combustion within Ansell's operational control are reported under Stationary Scope 1 emissions, whilst purchased heat from biomass sources is reported under Purchased heat Scope 2 emissions.

Biogenic CO_2 emissions are calculated and presented separately but incorporated into gross Scope 1 and Scope 2 emissions by multiplying activity data (actual consumption in kg from internal records and supplier invoices) across sites within operational control by emission factors sourced from the IPCC. The sources of GHG emissions and the associated emission factors used for calculating biogenic GHG emissions across the inventory are detailed in the corresponding methodology Table 5 below.

Table 5: Biogenic emissions calculations

Biomass	GHG Emission Source	Activity Data	Type	Emission Factor Source
Biomass	Boiler	Fuel consumption	Biomass	IPCC
	Biofuel	Fuel consumption	Ethanol	
	Purchased heat	Consumption of purchased heat	Briquettes (wood)	

Controls, Verifications and Assurance

To ensure data quality and accuracy, Ansell maintains a structured system of controls over its GHG data. These include annual reviews of organisational boundaries and emission source completeness (with senior management sign-off), evidence-based data collection within an integrated ESG data management platform, and a formal review of inputs by data approvers. Automated variance alerts help identify unusual changes, and the inventory undergoes external verification in line with ISO 14064-3. Together, these controls help ensure the completeness, consistency, and reliability of Scope 1 and Scope 2 emissions data.

Ansell's Scope 1 and Scope 2 GHG emissions have been subject to independent limited assurance. See independent auditor's report.

SHAREHOLDERS

Distribution of Ordinary Shareholders and Shareholdings

Details of quoted shares held in Ansell Limited as at 24 July 2026 are detailed below.

Size of Holding	Number of Shareholders	Number of Shares	Percentage of Total
1 – 1,000*	25,127	8,388,326	5.98
1,001 – 5,000	5,916	11,515,780	8.21
5,001 – 10,000	452	3,118,065	2.22
10,001 – 100,000	163	3,303,430	2.35
100,001 and over	21	113,988,230	81.24
Total	**31,679**	**140,313,831**	**100.00**

* Including 720 shareholders holding a parcel of shares of less than A$500 in value (16 shares), based on a market price of A$31.82 per unit.

Percentage of the total holdings of the 20 largest shareholders = 81.17%.

Voting rights as governed by the Constitution of the Company provide that each ordinary share holder present in person or by proxy at a meeting shall have:

(a) on a show of hands, one vote only; and

(b) on a poll, one vote for every fully paid ordinary share held.

Twenty Largest Shareholders (as at 24 July 2026)

Rank	Registered Holder	Number of Fully Paid Shares	Percentage of Issued Capital
1	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	39,238,386	27.96
2	CITICORP NOMINEES PTY LIMITED	33,081,341	23.58
3	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	25,309,172	18.04
4	BNP PARIBAS NOMS PTY LTD	5,435,977	3.87
5	BNP PARIBAS NOMINEES PTY LTD <AGENCY LENDING A/C>	4,618,568	3.29
6	BNP PARIBAS NOMINEES PTY LTD <HUB24 CUSTODIAL SERV LTD>	1,237,298	0.88
7	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED <NTCOMNWLTH SUPER CORP A/C>	1,206,124	0.86
8	CPU SHARE PLANS PTY LTD <ANN ESP UNALLOCATED A/C>	973,940	0.69
9	NETWEALTH INVESTMENTS LIMITED <WRAP SERVICES A/C>	619,134	0.44
10	IOOF INVESTMENT SERVICES LIMITED <IPS SUPERFUND A/C>	304,647	0.22
11	BNP PARIBAS NOMS (NZ) LTD	234,190	0.17
12	UBS NOMINEES PTY LTD	233,515	0.17
13	NETWEALTH INVESTMENTS LIMITED <SUPER SERVICES A/C>	225,603	0.16
14	THE MANLY HOTELS PTY LIMITED	224,191	0.16
15	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	222,723	0.16
16	CITICORP NOMINEES PTY LIMITED <COLONIAL FIRST STATE INV A/C>	220,441	0.16
17	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	145,358	0.10
18	IOOF INVESTMENT SERVICES LIMITED <IOOF IDPS A/C>	131,967	0.09
19	DIXSON TRUST PTY LIMITED	114,561	0.08
20	MOORGATE INVESTMENTS PTY LTD	110,980	0.08
Top 20 Holders of Ordinary Fully Paid Shares		**113,888,116**	**81.17**
Total Remaining Holders Balance		**26,425,715**	**18.83**

Register of Substantial Shareholders (as at 24 July 2026)

The names of substantial shareholders in the Company and the number of fully paid ordinary shares in which each has an interest, as disclosed in substantial shareholder notices to the Company on the respective dates shown, are as follows:

Substantial Date	Name of Shareholder	Number of Shares	Percentage of Issued Shares
6 May 2026	United Super Pty Ltd	7,063,768	5.00
8 April 2026	State Street Corporation (and subsidiaries)	11,384,580	7.97
27 March 2026	Allan Gray Australia Pty Ltd	27,331,612	19.12
14 January 2026	Australian Retirement Trust Pty Ltd ATF Australian Retirement Trust	7,301,016	5.08
18 September 2025	Host-Plus Pty Limited	8,779,584	6.02
1 December 2025	Vanguard Group (The Vanguard Group, Inc. and its controlled subsidiaries)	8,691,267	6.03

SHAREHOLDER INFORMATION

Annual Report

Ansell's Annual Report 2026 provides shareholders with a summary of the Group's operations and contains the full financial statements for FY26. The Annual Report 2026 provides a summary of the Group's financial performance, financial position, and financing and investing activities.

Ansell Limited has opted to deliver its Annual Report by making it available on the Ansell website, www.ansell.com.

Shareholders are entitled to receive a printed copy of the Annual Report, but the Company will only send a printed copy to shareholders who elect to receive one.

Shareholders can also access other information pertaining to the Company and its activities from its website at www.ansell.com.

Change of Address

Shareholders should notify the Company in writing immediately if there is a change to their registered address.

For added protection, shareholders should quote their Securityholder Reference Number (SRN) or Holder Identification Number (HIN).

Dividend

A final dividend of US41.50 cents per share will be paid on 17 September 2026 to shareholders registered on 1 September 2026.

The dividend will be unfranked.

Australian and US shareholders must elect to have cash dividends paid directly into any bank, building society or credit union account in Australia and the US (respectively). Shareholders with a registered address in Canada can receive their dividends in US dollars.

Company Directory

The Annual Report and the Company's website are the main sources of information for investors. Shareholders who wish to contact the Company on any matter relating to its activities are invited to contact the most convenient office listed below, or contact the Company via its website at www.ansell.com.

Investor Relations Contact

Australia – Registered Company Office

Mr Michael Evans

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Facsimile: +61 3 9270 7300

Email: michael.evans@ansell.com

United States of America

Mr Fred Marx

Ansell
111 Wood Avenue South, Suite 900
Iselin, NJ 08830

Telephone: +1 732 345 5400

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Email: fred.marx@ansell.com

Company Secretary

Australia – Registered Company Office

Ms Catherine Stribley

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Facsimile: +61 3 9270 7300

Email: catherine.stribley@ansell.com

Listings

Ansell Limited shares (Ticker Symbol ANN) are listed on the Australian Securities Exchange.

Enquiries

Shareholders requiring information about their shareholdings should contact the Company's registry at:

Computershare Investor Services Pty Ltd

Yarra Falls
452 Johnston Street
Abbotsford VIC 3067

or

GPO Box 2975

Melbourne VIC 3001 Australia

Telephone: +61 3 9415 4000

Facsimile: +61 3 9473 2500

Shareholder Enquiries: 1300 850 505 (Australian residents only)

Email: web.queries@computershare.com.au or visit Computershare's Investor Centre online at www.investorcentre.com where shareholder information can be accessed. You will need to have your SRN or HIN along with your postcode.

Registered Office

Company Secretary

Catherine Stribley

Level 3, 678 Victoria Street
Richmond VIC 3121 Australia

Americas Commercial Hub

Commercial contact

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John Marsden

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SHAREHOLDER INFORMATION CONTINUED

2027 Financial Calendar*

Half year results announcement	22 February 2027
Ex-dividend share trading commences	1 March 2027
Record date for interim dividend	2 March 2027
Interim dividend paid	19 March 2027
Annual results announcement	23 August 2027
Ex-dividend share trading commences	30 August 2027
Record date for final dividend	31 August 2027
Closing date for nominations of Directors for elections	31 August 2027
Final dividend paid	16 September 2027
Annual General Meeting	19 October 2027

* Timing of events may be subject to change. Any change will be notified to the Australian Securities Exchange (ASX). See Ansell's website for updates (if any).

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