ASX Announcement

ANSELL 2026 AGM PRESENTATIONS & TRADING UPDATE

9 November 2026 – In accordance with Listing Rule 3.13.3, please find attached the following presentations that will be delivered at the Ansell Limited (ASX: ANN) 2026 Annual General Meeting to be held today:

1. Chair Address; and
2. CEO Address & Presentation, including trading update (refer to page 18)

This announcement has been authorised for release by the Ansell Limited Board.

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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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CHAIR ADDRESS

On behalf of the Board, I thank you for your continued investment in Ansell. Our AGM is an important opportunity to report on the company's performance, explain the Board's approach to governance and oversight, and hear directly from shareholders on the matters that are important to you.

Financial Performance

Financial year 2026 was a year of strong performance for our company. The Board is pleased with the financial outcomes, which included growth in sales, expanded margins and strong cash generation. These results were delivered in challenging external conditions, including a higher tariff environment in the US and the conflict in the Middle East. Against this backdrop, delivery of Adjusted Earnings Per Share at the upper end of our upgraded earnings guidance range demonstrates the discipline and resilience of the Ansell business. Nathalie will discuss the results in more detail shortly, as well as the outlook for the current financial year.

Leadership Transitions and Board Renewal

Financial year 2026 was also a year of leadership transition for Ansell. Following a global search and selection process, we appointed Nathalie Ahlström as Chief Executive Officer, who commenced in February this year. Nathalie brings extensive international leadership experience, most recently as President and CEO of Fiskars Group, and she has hit the ground running since starting.

I thank Nathalie's predecessor, Neil Salmon, for his 13 years of service and supporting an efficient transition.

We also welcomed Erik Van den Enden as our new Chief Financial Officer in September, who is with us in the room this morning.

Leadership transitions are an important test of Board stewardship. They require us to preserve the strengths of the business while ensuring that new leadership has the mandate and accountability to challenge established assumptions and deliver the next phase of performance. The Board's focus through this period has been on

continuity of purpose, clarity of accountability and quality of execution. The Board is pleased with the way all involved have embraced the changes while ensuring Ansell continues to meet the needs of its customers and deliver on its performance commitments.

Board renewal is also important to maintain the right mix of experience, skills and perspectives to oversee the company's strategy and risks. Today, we are seeking shareholder approval for the election of Jonas Samuelson. We also acknowledge Leslie Desjardins and Bill Reilly, who will retire from the Board at the conclusion of this meeting.

Leslie Desjardins has served on the Board since 2015 and made a significant contribution across a number of Board Committees, including as Chair of the Audit and Compliance Committee.

Bill Reilly joined the Board in 2017 following an extensive executive career with Ansell, including as General Counsel.

On behalf of the Board and shareholders, I thank Leslie and Bill for their commitment, sound judgement and dedicated service to Ansell, and wish them both every success for the future.

Jonas Samuelson joined the Board on 1 March and brings extensive international leadership and finance experience to Ansell, including having previously served as President and CEO of the European based Electrolux Group. His expertise in manufacturing and financial governance will help support the Board in guiding Ansell's long-term strategy.

Sustainability

As a Board we recognise that Ansell's long-term success depends on more than financial performance. It depends on the resilience of our operations, the responsible management of our environmental and social impacts, and the trust of the customers, employees, suppliers and communities connected to our business. The Board's role is to ensure these considerations are embedded in the company's strategy, risk management and decision-making.

Transparent reporting is an important part of that responsibility. It enables shareholders to understand how Ansell is managing material risks, where progress is being made and where further work is required. It also provides a basis for meaningful engagement with shareholders on the issues that matter to the long-term performance and resilience of the business.

This year, Ansell published its first climate-related financial disclosures under AASB S2, further developing the way we assess and report on climate-related risks and opportunities. We also continued our work to strengthen human rights due diligence and responsible sourcing across our global supply chain.

Labour rights and responsible sourcing remain an important area of Board oversight. The experience at Mediceram, a Malaysian supplier of ceramic formers used in the manufacture of single-use gloves in one of our manufacturing facilities that represented less than 0.1% of our total global supplier spend has brought into further sharp focus the challenges of identifying and addressing labour rights risks across complex supply chains.

I want to be clear that what happened to workers at Mediceram should not have happened. We recognise the seriousness of the issues.

Ansell was one of a number of customers of Mediceram. While most of these customers immediately ended their relationship with Mediceram, Ansell worked collectively with another Mediceram customer, together with the Responsible Business Alliance , to understand the issues, investigate the circumstances and support remediation for affected workers.

Consistent with the UN Guiding Principles on Business and Human Rights, we chose to remain engaged with the company to use our commercial influence to seek to improve outcomes for affected workers, rather than simply walk away.

To support these efforts, Ansell made advance payment for orders covering more than 12 months of supply and expedited payment for goods delivered. This contributed to more than US$1 million being repaid to migrant workers for recruitment fees they had incurred.

Ansell stayed engaged with Mediceram for as long as there appeared a genuine prospect of improving outcomes for workers. However, following Mediceram's decision to terminate workers and its failure to take appropriate corrective actions, Ansell suspended the supplier relationship. With Mediceram then moving into liquidation, Ansell continued working, through the Responsible Business Alliance, to support affected former workers, including assistance with repatriation and access to food and other basic necessities where required. We invested in these efforts because we believed it was the right thing to do.

We recognise there have been calls for more to be done and understand why there are strong feelings about this issue. The focus of our work with the Responsible Business Alliance, and other stakeholders, was helping workers receive direct remediation of the fees they had paid and assistance with repatriation. We consider that this was, and is, the most direct and effective way of supporting workers and their immediate needs.

This matter provided important learnings for Ansell and reinforced the importance of continuous improvement and ongoing strengthening of our due diligence approach. Our due diligence framework already assessed a broad network of suppliers against a range of risk factors. However, the Mediceram experience showed that labour rights risks can also arise with smaller, specialised suppliers, where they may be less visible.

As a result, during FY26 we reviewed the scope and prioritisation criteria of our Supplier Management Framework and we expanded engagement with ceramic former suppliers. This also informed our broader approach to identifying suppliers associated with potential elevated labour rights risks, with an even greater focus on industry characteristics, workforce composition and recruitment practices.

What we know is that there is no single audit, standard or control that can guarantee the identification of every labour rights issue across a complex supply chain. This is why it is important Ansell has continually evolving systems in place that enable the Company to effectively assess for risk, respond to issues and identify appropriate remediation when gaps are exposed. We will continue to assess the

effectiveness of that system and report on our progress. We also acknowledge the importance of continued constructive engagement with shareholders and other stakeholders.

Ansell also recognises that labour rights challenges persist across global supply chains and that addressing them requires engagement and action across suppliers, buyers, industry groups, governments and worker organisations, an effort to which your Board and management remains committed.

Conclusion

On behalf of the Board, I would like to thank Nathalie and Ansell's more than 15,000 employees for their hard work in the service of our customers this year. I also want to thank you, our shareholders, for your continued investment in Ansell. We acknowledge the capital you have entrusted to us, and we will continue to manage that capital thoughtfully and diligently to grow total shareholder returns. The Board's commitment is to continue to govern Ansell with a long-term view, and to build a company that is trusted when it matters most.

CEO ADDRESS

Good morning to all shareholders joining us today both in Melbourne and online. It is a privilege to address you for the first time as Chief Executive Officer.

Since I commenced this role in February, I have spent my time where it matters most: with our customers, and our teams around the world. Two things have stood out.

The first is how essential our products are to our customers' operations, and how much they value partnering with us.

That is a real strength, and I want us to build on it.

The second is the passion, talent and commitment of our people. As Nigel touched on earlier, we faced significant external challenges in FY26. The way our teams responded, with clarity and decisiveness, helped deliver our strong FY26 results.

Our Purpose: Leading The World to a Safer Future

But before I discuss our financial performance, I want to remind you of our purpose: leading the world to a safer future.

It is a powerful purpose. It is who we are.

Across our 130-year history, Ansell has established itself as the global leader in safety, innovating solutions that safeguard lives and enable businesses to thrive.

To our customers, Ansell is more than just a supplier of PPE. We are a trusted safety partner.

We want to build on that reputation through deeper partnerships. That includes using our insights to tailor solutions to the specific challenges of our customers.

I would like to give you a recent example. Earlier this year, we launched a new TouchNTuff single use glove. It is the first in the market to be resistant to acetone for at least 15 minutes. It gives workers exposed to hazardous chemicals the protection they require, without having to layer multiple gloves or use heavy-duty, more cumbersome products.

This is customer-led innovation in action, and we will continue to focus on solving our customers' most challenging problems.

FY26 Performance

Now I would like to talk about our performance in FY26. It was a year of strong sales and earnings growth, delivered against a backdrop of significant external challenges, including new US tariffs and the Middle East crisis.

We responded decisively to these challenges. What was in our own hands, we acted on. We implemented targeted pricing actions to recover higher costs. We accelerated our sourcing and supply chain productivity initiatives, and we stayed close to our customers.

Our sales were up 5.0 per cent on an organic basis, increasing to 5.7 per cent on an adjusted basis. Growth accelerated significantly in the second half, including higher volumes. We also had strong momentum in key strategic markets, with US sales growing 10 per cent, and global sales of Cleanroom solutions also growing 10 per cent.

It was particularly encouraging to see sales growth translate into improved earnings. Adjusted EBIT was up 14.9 per cent on an organic basis, and our Adjusted EBIT margin increased to 15 per cent. Earnings grew faster than sales, reflecting the benefits of improved product mix and productivity initiatives.

Our strong earnings growth translated to good cash flow, with cash conversion rising from 91 per cent in FY25 to 113 per cent in FY26, ensuring our balance sheet remains very healthy.

And finally, we delivered Adjusted Earnings Per Share of 148.6 cents, up nearly 18 per cent. This allowed us to increase our full year dividend by 35.7 per cent to 68.1 cents.

Sustainability Progress

I'll now touch on the progress we have made against our safety and sustainability commitments. Our responsibility does not end with the products we make. It extends to the people who make them, the suppliers we work with and the resources we use.

Safety is central to everything we do at Ansell. It was very pleasing to see our Total Recordable Injury Frequency Rate fall by 32 per cent in FY26, and a strong increase in employee safety observations.

We continue to progress toward our target of net zero by 2045. Scope 1 and 2 emissions are now 36 per cent below our FY20 base year.

Responsible sourcing is a key part of our social responsibility. As Nigel mentioned earlier, during FY26, we expanded our supplier management framework and continued to enhance how we identify and address labour rights risks.

For management, the focus is on embedding our standards in supplier selection and engagement, improving our understanding of risk and working to address issues when they are identified. We also continue to work with industry partners and other stakeholders to improve visibility and address challenges that extend beyond any one company.

This is an ongoing responsibility, and one that requires continued attention.

Working With NGOs To Respond To The Ebola Outbreak In Africa

As a global leader in safety, Ansell has a long history working with health organisations to help protect communities and frontline workers from viral outbreaks.

Today we are partnering with NGOs to support the response to the current Ebola crisis in Africa, where the impact on affected communities is extremely high and over 10,000 protective suits are being used every day.

We have quickly ramped up production to fill critical supply chain gaps so that frontline efforts are not disrupted. Our work also includes fitting frontline workers with the right PPE and helping develop the next generation of infection prevention products.

We are proud of the role we play in keeping workers and communities safe, and partnering with NGOs to provide the safety solutions needed as they respond to health crises around the world.

Strategic Priorities

Next, I would like to discuss our strategic priorities.

Our FY26 results demonstrate Ansell is a resilient company.

Our focus now is to accelerate profitable sales growth and get closer to our customers.

We will do that through three levers.

Two of those levers drive growth: commercial excellence, and a focus on our most attractive markets.

The third lever funds that growth: operational excellence that simplifies our business and enhances our ability to meet customer needs at scale.

We are already seeing progress with these strategies. We saw faster growth across our top five brands in FY26, while they also contributed to better margins. In the US – our largest market and central to our growth plans – sales grew at 1.8 times the group rate, led by premium industrial and scientific segments.

We will build on the strength of these brands and markets and continue to assess where our product range and commercial resources can deliver the greatest value.

Our customer relationships also show how we deliver value beyond the product itself. Let me give you one example: our partnership with Amazon.

Where Amazon has deployed the Ringers impact protection glove we co-developed with them, hand injuries have fallen 65 per cent. With around 1.5 million warehouse workers, this is a significantly positive impact for Amazon and an excellent illustration of what happens when we match the right solution to a specific risk.

We also need a simpler, more focused business.

In FY26, our Accelerated Productivity Investment Program achieved its recurring saving target of US$50 million. We will now focus on further reducing complexity across our product and brand portfolios, supply chain and ways of working.

These priorities are connected.

Stronger positions in attractive markets. More focused commercial investment. And a simpler product portfolio.

Together this will grow sales more profitably and convert more of that growth into earnings. Our task now is to deliver those improvements consistently.

Trading Update

Now I'll provide a short update on trading so far in FY27.

While macroeconomic uncertainty persists, end market conditions have been largely as expected, with continued strong demand in the US supporting good constant currency sales growth in the first quarter.

Margins have been trending positively, supported by supply chain productivity and operational excellence initiatives, including select organisational changes to implement more customer focused ways of working. While key input costs have retreated from peak levels reached in late FY26, they remain elevated. We continue to retain the flexibility to adjust prices when required.

As mentioned in our August results briefing, we are prioritising capex towards our higher growth business segments, with spend still expected to be in the range of $45 million to $55 million for the full year.

I am also pleased to report we have successfully completed the first of our commercial ERP system upgrades, with the North America region going live on the upgraded system in early October.

So based on these factors, we are maintaining our guidance range for FY27 Adjusted Earnings Per Share of 158 to 170 US cents.

Closing Remarks

Finally, thank you. To our more than 15,000 employees: thank you for your performance, and for your warm welcome. I am proud to work alongside you.

To Nigel and the Board, thank you for your support. And to you, our shareholders, thank you for your trust.

We have made real progress this year, but we are just getting started.

CEO’s Address
Nathalie Ahlström




Our Purpose
Ansell
Leading The World
To A Safer Future

FY26 Performance: Strong Sales & Earnings Growth Delivered In Dynamic Market Conditions

Adjusted Sales Growth[3] 5.7%

- ✓ Organic CC[2] growth of 5.0%, improving to Adjusted Sales Growth[3] of 5.7% ex temporary order pattern favourability
- ✓ Momentum in strategic markets: Cleanroom +10%[3], US +10%[3]
- ✓ H2 growth[3] +9.2% with improved volumes

Adjusted EBIT Margin[4] 15.0%
+90bps vs FY25

- ✓ Includes 70bps GPADE margin increase, from sales growth in higher value-added verticals and regions
- ✓ Sourcing actions and price increases offset effects of US tariffs and Middle East crisis cost inflation

Cash Conversion 113%
FY25 91%

- ✓ Strong balance sheet supported Middle East crisis response to ensure service to customers
- ✓ ~$118m share buyback funded from Operating Cash Flow

Adjusted EPS[4] 148.6¢
+18.5% vs FY25[2]

- ✓ Best since FY21 which benefited from pandemic demand
- ✓ At upper end of guidance range
- ✓ Full year DPS of US68.1¢ at a payout ratio of 45%

Summary Financials

($m)[1]	FY26	% Δ	Organic CC % Δ[2]
Sales	**2,140.2**	**6.8%**	**5.0%**
Adjusted EBIT[4]	**321.9**	**14.1%**	**14.9%**
Margin[4]	*15.0%*	*90bps*	*140bps*
Statutory EPS (US¢)	**146.0**	**108.9%**	
Adjusted EPS[4] (US¢)	**148.6**	**17.8%**	**18.5%**
DPS (US¢)	**68.1**	**35.7%**	
Net Debt/Adjusted EBITDA[5]	**1.3x**		

1. Financials presented in US dollars millions
2. Compares FY26 to FY25 at Constant Currency and adjusts for the effects of acquisitions, divestments and business exits including the contribution from exited product groups no longer sold in FY26
3. Adjusted Sales Growth excludes sales that benefitted from temporary order pattern favourability from the Organic CC calculation. FY25 excludes ~$17m in Healthcare from the fulfilment of surgical orders unable to be shipped in FY24 due to Red Sea disruptions, and ~$10m in Industrial from customers increasing safety stocks of the Ringers® R840. FY26 excludes ~$15m in Healthcare from customers increasing inventories of Exam/SU products ahead of price increases related to cost inflation from the Middle East crisis
4. Before Significant Items
5. Net Debt/Adjusted EBITDA is based on LTM Adjusted EBITDA, excluding Significant Items

Continuing To Deliver Against Sustainability Objectives

People



32%

reduction in TRIFR[1] versus FY25



90%

finished goods suppliers rated A or B[3]

Planet



36%

reduction in Scope 1 & 2 emissions versus FY20 base year[2]



58%

sourced renewable energy in manufacturing plants

Product



90%

new and updated products designed with reduced environmental impact



>99%

packaging material is recyclable, reusable or compostable[4]

1. Total Recordable Injury Frequency Rate
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. Performance assessments are applied to suppliers within the scope of the Supplier Management Framework and include criteria such as audit findings, nonconformance severity, self-assessment questionnaires, and external inputs. Ratings are reviewed annually or when critical information arises to prioritise corrective actions and escalation
4. 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

Working With NGOs To Keep Frontline Workers Safe & Respond To The Ebola Outbreak In Africa

+10,000 protective suits being used per day

Ansell ramped-up supply within 2 weeks to fill critical gaps post the onset of the outbreak

Collaborating with top NGOs to ensure future contingency inventories and to develop next-gen PPE for filovirus outbreaks







Ensuring safety and comfort for frontline workers while protecting local communities

Strategic Priorities To Drive Higher Growth & Returns

Strategic priorities

Increased customer centricity

Accelerated profitable growth

Three levers: two growth and one funding

Growth lever

Commercial excellence

Enhance value to customers



Growth lever

Focus on strategic markets

Increase momentum and investment in markets with the most profitable growth potential



Funding lever

Operational excellence

Increase return on capital employed



FY27 Adjusted EPS[1] Guidance Range Maintained at US158¢ to US170¢

Market Conditions

~ Macroeconomic environment in line with expectations, but uncertainty persists

~ Key input costs below peak levels reached in late FY26, but remain elevated

~ Moderate strengthening in the USD

Trading Update

+ Good constant currency sales growth, driven by the US

+ Positive EBIT Margin trend on supply chain productivity and operational excellence initiatives, including select organisational changes to implement more customer focused ways of working

+ Successful ERP system implementation in North America

+ YTD capex focused on higher growth business segments, maintaining forecast of $45m to $55m for the full year

1. Before Significant Items and excludes the effects of the on-market share buyback

Thank you for attending the Ansell 2026 Annual General Meeting

