

**Neil Salmon to Retire as Chief Executive Officer;
Nathalie Ahlström Appointed as Successor**

8 January 2026 – Ansell Limited (ASX:ANN, Ansell) today announces that Managing Director and Chief Executive Officer Neil Salmon has decided to retire after 13 years with the company, including as CEO from September 2021.

The Board is pleased to announce that Nathalie Ahlström has been appointed to succeed Mr. Salmon as CEO. Ms. Ahlström brings strong global experience having served until recently as CEO and President of the Fiskars Group (FSKRS, Nasdaq Helsinki). The Board is confident that her expertise and vision will build on Ansell's strong foundation and provide the right leadership for the company through its next chapter of innovation and growth.

Ms. Ahlström will join Ansell to begin a transition period on 26 January 2026. She will succeed Mr. Salmon as Managing Director and CEO on 16 February 2026. Ms. Ahlström will be based out of Ansell's Brussels hub in Belgium. After Mr. Salmon steps down as CEO, he will continue as a special advisor to the Board and the incoming CEO through to 30 June 2026 to ensure a smooth transition and stability and continuity for our employees, customers, and shareholders.

Announcing the new CEO, Chair Nigel Garrard said, *"We are delighted to appoint Nathalie as Ansell's next Managing Director and CEO. Nathalie brings exceptional leadership experience, a track record of delivering results in complex global markets, and a deep understanding of innovation and operational excellence. These qualities, combined with her strategic vision, will help ensure that Ansell continues to strengthen its market position and deliver long-term value for our stakeholders."*

A summary of Ms. Ahlström's CV is set out in Annexure 1 to this ASX release and a summary of the terms of Ms. Ahlström's appointment are set out in Annexure 2.

Mr. Garrard added, *"Neil has played a pivotal role over his 13 years with Ansell and, as CEO, in creating the foundations of the company's recent success. Results can be seen in strong organic growth in difficult market conditions, improved productivity and success implementing the company's long term sustainability strategy. Improved operational excellence can be seen most notably in the successful integration of the Kimberly-Clark PPE business, Ansell's largest-ever acquisition. On behalf of the Board and the entire Ansell team, I would like to thank Neil for his strong contributions and the positive impact he has made on our business, our people, and our culture. We wish Neil well for the future."*

Retiring CEO Neil Salmon said, *"Ansell is a wonderful organisation to lead. It has been very rewarding to see the company flourish and deliver on our ambitious goals during my time as CEO. I am grateful for the encouragement and support of shareholders, customers and suppliers, however I must say my primary source of inspiration throughout my 13 years at Ansell has always been the passionate and talented Ansell employees worldwide and their ideas about the future of Ansell. They have consistently challenged and motivated me to strive to bring out the best in all of us. As I prepare to conclude my executive career, I look forward to supporting a smooth transition and to assist Nathalie in any way I can."*

ASX Announcement



A summary of the terms and conditions of the retirement arrangements for Mr. Salmon is set out in Annexure 3 to this ASX release.

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

ENDS

=====

For further information:

Investors & Analysts

Australia	Michael Evans, IR	Tel: +61 481 008 490	michael.evans@ansell.com
USA	Brian Montgomery, CFO	Tel: +1 262 226 9066	brian.montgomery@ansell.com

Media

Australia	Nicholas Owens, Sefiani Communications Group	Tel: +61 421 977 062	nowens@sefiani.com.au
-----------	---	----------------------	--

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

Ansell ® and TM are trademarks owned by Ansell Limited or one of its affiliates. © 2026 Ansell Limited. All Rights Reserved.

For personal use only

Annexure 1

Curriculum Vitae – Nathalie Ahlström

M.Sc. (Tech.) b. 1974, Finnish citizen

Boston Consulting Group

- 2025 – Senior Advisor, Transformation and CEO advisory

Fiskars Group

- 2020-2025 President and CEO

Fazer Group

- 2018-2020 Executive Vice President, Fazer Confectionery, Head of Group Sourcing

Amtcor Ltd. / Amtcor AFAP Singapore

- 2016-2018 Vice President and General Manager, High Performance Laminates
- 2014-2016 Director, Strategy & M&A
- 2012-2014 Vice President & General Manager Indonesia, Singapore & India and Vice President, Strategy, South and Southeast Asia

Huhtamäki Oyj

- 2005-2012, several international management positions

Key positions of trust:

- China Office of Finnish Industries
- 2025 – Vice Chair of the Board of Directors
- 2024 – Member of the Board of Directors

In addition, the Nomination Board of Terveystalo Oyj (TTALO – Nasdaq Helsinki) proposes that Nathalie Ahlström be elected as new member of the Board of Directors at the upcoming 2026 AGM. Nathalie has given her consent to the position, and the Nomination Board has assessed that they are independent of the company and of major shareholders.

Annexure 2

Nathalie Ahlström – Summary of Key Terms of Employment Agreement

A summary of the key terms and conditions of the appointment of Nathalie Ahlström as Managing Director and Chief Executive Officer of Ansell Limited is set out below.

1. Effective Date and Term

The appointment will be effective as from 26 January 2026 and is ongoing with no fixed term.

2. Remuneration

- (a) **Base Annual Salary** of EUR757,000.
- (b) **Short term incentive:** at target is 100% of the base annual salary with maximum payout of 150% (payable 50% in cash and 50% in restricted Ansell shares (i.e. shares are restricted from trading for 2 years from date of the payment/award).
- (c) **Long term incentive:** at target of 140% of the base annual salary with maximum payout of 280% payable in performance share rights as determined by the Board and subject to shareholder approval.
- (d) Other annual benefits allowance not to exceed EUR200,000 to cover items such accommodation costs in Brussels, provision of a motor vehicle, risk and retirement saving plans (including medical insurance, life insurance and long-term disability insurance), income tax advice etc.
- (e) Relocation Allowance – one off payment of EUR56,000 to cover costs of relocation to Brussels.
- (f) One off sign on bonus of 4,500 Ansell Limited shares, vesting 2 years from date of effective appointment as Managing Director and CEO.
- (g) Performance Incentive – one off issue of performance share rights of up to EUR715,000 under the LTI Plan subject to performance of Ansell's Total Shareholder return over the three-year period from date of effective appointment as Managing Director and CEO against agreed LTI peer group as follows:
 - Below 25th percentile – no vesting;
 - Between 25th and 50th percentile scaled from zero to EUR475,000, with EUR475,000 to be paid at 50th percentile;
 - Between 50th and 75th percentile opportunity to earn another EUR240,000 with max payable upon achieving 75th percentile or above;
 - The number of performance share rights to be issued will be calculated based on the VWAP of shares traded on the period of 5 days before and 5 days after the date of Ms. Ahlström date of appointment as CEO.

The sign on bonus, and any one off performance incentive rights earned and exercised, are to be satisfied by the on-market purchase of Ansell Limited shares.

3. Termination provisions

The engagement may be terminated in the circumstances and on the terms described below:

- (a) Resignation: The CEO may resign by 6 months' notice or, at the Board's discretion, may be paid in lieu of service.
- (b) Termination by Ansell without cause and termination by the CEO for Good Reason (i.e. a fundamental change in her duties, responsibilities or authority without her consent, or a material breach of this agreement): Ansell required to pay 12 months base annual salary and any other amounts that may be earned, accrued or owing under terms STIP, LTIP or other incentive plans, if any, to be paid (on a pro-rated basis) pursuant to terms of such plans, Ansell Board discretion and applicable laws.
- (c) Termination by Ansell for defined causes: no separation fee or compensation.

4. Post-employment restraints

The CEO will be subject to a restraint for 12 months after termination of her engagement on directly or indirectly:

- (a) engaging in specified jurisdictions with any company or business that is in competition with the Ansell Group in any fields in which Ansell has more than US\$10 million in annual sales; or
- (b) soliciting or hiring any Ansell officer, executive or senior director level employee.

5. Other provisions

The agreement also contains usual terms in respect of CEO duties and responsibilities, confidential information, intellectual property, return of property upon termination, non-disparagement and cooperation.

The current contractual arrangements are between Ansell and the CEO personally, however upon the CEO's relocation to Brussels, a similar management service company structure, as per the arrangement with outgoing CEO, may be adopted.

Annexure 3

Neil Salmon – Summary of Key Terms of Retirement as Managing Director & Chief Executive Officer and Ongoing Employment as Special Advisor

A summary of the key terms of retirement of Mr. Salmon as Managing Director and Chief Executive Officer of Ansell Limited are set out below:

1. Mr. Salmon will cease to be Managing Director and CEO, and a member of the Board of Directors of Ansell Limited with effect from 16 February 2026.
2. Following Ms. Ahlstrom's appointment, and until his retirement on 30 June 2026, Mr. Salmon will remain as a Special Advisor to the Ansell Board and the incoming CEO. He will ensure a well-managed transition to the new CEO. In addition, Mr. Salmon will ensure the transfer of key external relationships with partners and customers to the new CEO.
3. Mr. Salmon is entitled to:
 - Continuation of his base pay and allowances at current levels for the period to 30 June 2026.
 - Entitlement to the FY26 STI and calculated according to existing terms and conditions.
 - Entitlement to full participation in FY24 LTI and under the Good Leaver status pro-rata participation for FY25 and FY26 LTI programs calculated according to time employed by the Ansell Group and subject to existing performance criteria.
 - Vesting of existing deferred awards according to existing vesting timings.
 - No separate termination payment will be paid and no incentives will vest on an accelerated basis.
4. Mr. Salmon will be subject to a restraint for 12 months after ceasing employment with Ansell on directly or indirectly engaging with any company or business that is in competition with the Ansell Group in any fields in which Ansell has more than US\$10 million in annual sales; or soliciting or hiring any Ansell officer, executive or senior director level employee.