ASX Announcement

Ansell

2026 Notice of Annual General Meeting

9 October 2026 – In accordance with ASX Listing Rule 3.17, Ansell Limited (ASX: ANN) releases its 2026 Notice of Annual General Meeting (AGM), Notice and Access Letter and Proxy Form, which are to be sent to shareholders today.

Further information on the AGM, including the attached Notice of AGM, is available on Ansell's website at www.ansell.com.

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

For personal use only

For further information:

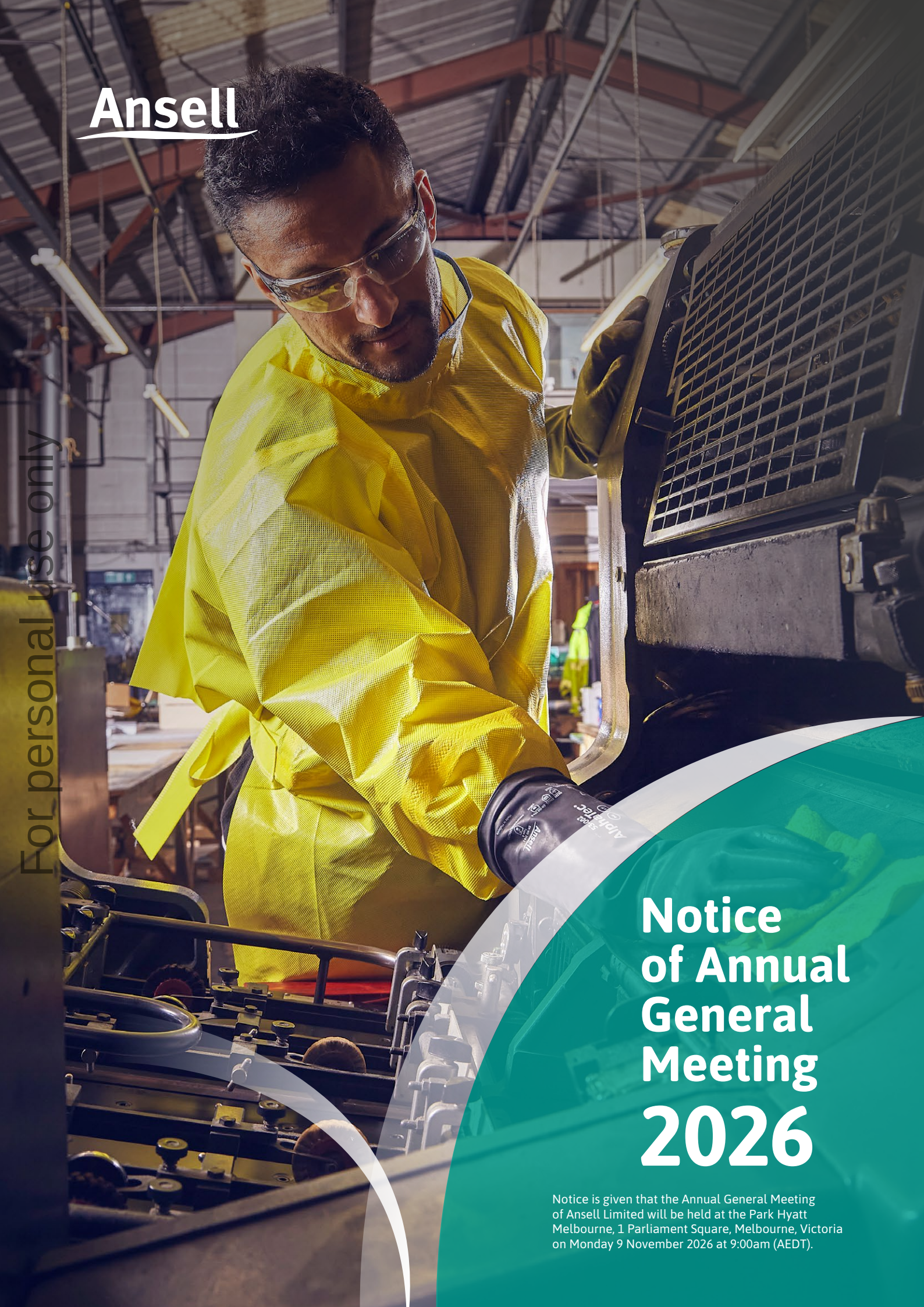
Investors	**Media**	
Michael Evans	Stephen McMahon	Ilse Nolan
+61 481 008 490	+61 407 507 415	+61 421 977 062
michael.evans@ansell.com	stephen.mcmahon@sodali.com	ilse.nolan@sodali.com

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



Ansell

For personal use only

Notice of Annual General Meeting 2026

Notice is given that the Annual General Meeting of Ansell Limited will be held at the Park Hyatt Melbourne, 1 Parliament Square, Melbourne, Victoria on Monday 9 November 2026 at 9:00am (AEDT).

LETTER FROM THE CHAIR

Dear Shareholder

On behalf of the Board of Directors, I am pleased to invite you to the 2026 Annual General Meeting (AGM) of Ansell Limited (Ansell). The AGM will be held on Monday 9 November 2026 at 9:00am (AEDT) at the Park Hyatt Melbourne, 1 Parliament Square, Melbourne, Victoria.

The AGM will be held in hybrid format which allows us to provide shareholders with various options to participate. Shareholders can choose to either attend in person, or attend and participate in the meeting remotely through an online platform. The online platform will allow shareholders to view the meeting, submit or ask questions and vote in real time. Shareholders can also vote by proxy and submit questions in advance of the meeting. Further details are set out in this Notice of Meeting and the Online Meeting Guide.

A recording of the AGM will be made available on the Ansell website after the meeting.

The Managing Director and Chief Executive Officer, Nathalie Ahlström, and I will provide a review of Ansell's operations and performance during the year to 30 June 2026. Further information on the Company's performance is also provided in our 2026 Annual Report, which is available on Ansell's website. We will then move through the items of business, as detailed in the Notice of Meeting.

In the event that it is necessary for Ansell to give further updates on the arrangements for the AGM, we will inform you through Ansell's website and the ASX Market Announcements Platform.

Thank you for your continued support of Ansell and I look forward to welcoming you at our AGM.

Yours sincerely

Nigel Garrard
Chair

28 September 2026

For personal use only

DETAILS ON HOW TO PARTICIPATE IN THE AGM

For personal use only

The Ansell Limited (Company) Annual General Meeting (AGM) will be held at 9:00am AEDT on Monday 9 November 2026 at the Park Hyatt Melbourne, 1 Parliament Square, Melbourne, Victoria.

This year's AGM will be held in hybrid format which allows us to provide shareholders with various options to participate. Shareholders can choose to either attend in person, or attend and participate in the meeting virtually through the Computershare meeting platform.

Voting on all resolutions will be conducted by a poll.

Shareholders may also cast their votes by appointing a proxy (preferably the Chair of the AGM) by 9:00am (AEDT) on Saturday 7 November 2026 (see page 4 for how to appoint a proxy).

A recording of the AGM will be made available on the Ansell website after the meeting.

Participating at the AGM virtually

You can participate in the AGM online using your smartphone, tablet or computer. You will be able to view a live webcast of the meeting, ask the Directors questions and submit your votes in real-time.

To participate in the meeting online:

1. Go to the following website: https://meetnow.global/ANSELLAGM2026
2. Click on 'Join Meeting Now'.
3. Enter your SRN/HIN. Proxyholders will need to contact Computershare prior to the AGM to obtain their login details.
4. Enter your postcode registered to your holding if you are an Australian shareholder. If you are an overseas shareholder, select the country of your registered holding from the drop-down list.
5. Accept the Terms and Conditions and click 'Continue'.

Online registration will open one hour before the meeting.

You can view the AGM live and also ask questions and cast your votes at the appropriate times while the meeting is in progress.

Follow the instructions on the screen to view the meeting, ask a question and cast your vote. Computershare have also prepared a detailed AGM Online User Guide which is available at www.computershare.com.au/virtualmeetingguide.

You do not need to be a shareholder or proxyholder to view the meeting online. Access the meeting using the above website address and select the option to register as a 'Guest'. Only shareholders who validly login to the online meeting can ask questions and vote.

Asking questions – before and at the AGM

You can ask questions both before and during the AGM using one of the options below:

Before the AGM

You can submit a question or comment prior to the AGM at www.investorvote.com.au. The shareholder question form can be downloaded from https://investor.ansell.com/investor-centre/.

Written questions (including questions to the Auditor) should be submitted no later than the fifth business day before the AGM, being Monday 2 November 2026. Written questions to the Auditor should relate to the content of the Auditor's Report and the conduct of the Audit. The Auditor will also be in attendance at the AGM.

At the AGM

You can submit written questions and comments as well as ask verbal questions and make verbal comments online during the meeting via the Computershare meeting platform.

Shareholders attending the AGM in person can ask questions and make comments during the AGM.

The Chair of the AGM will endeavour to address as many questions and comments as possible during the course of the AGM. However, there may not be sufficient time available at the AGM to address all of the questions and comments raised. Please note that individual responses will not be sent to shareholders.

Voting at the AGM

Voting on all items of business will be conducted on a poll. You may vote at the AGM in one of three ways:

- live in the room during the AGM;
- live and online during the AGM using the Computershare meeting platform; or
- in advance of the AGM, by appointing a proxy (preferably the Chair of the AGM) by 9:00am (AEDT) on Saturday 7 November 2026.

The Chair of the AGM will open the poll at the beginning of the AGM and the poll will remain open until declared closed at the end of the meeting.

Future alternative arrangements

If it becomes necessary to make further alternative arrangements for holding the AGM, we will give shareholders as much notice as practicable. Further information will be made available on our website: https://investor.ansell.com/investor-centre/.

For personal use only

Technical issues

Technical difficulties may arise during the course of the hybrid meeting. The Chair has discretion as to whether and how the meeting should proceed in the event that a technical difficulty arises. In exercising this discretion, the Chair will have regard to the number of shareholders impacted and the extent to which participation in the business of the meeting is affected. Where the Chair considers it appropriate, the Chair may continue to hold the meeting and transact business, including conducting a poll and voting in accordance with valid proxy instructions.

For this reason, shareholders are encouraged to appoint a proxy and submit a directed proxy vote, even if they plan to attend the meeting online. Similarly, if a shareholder is unable to participate in the virtual meeting, or will not have access to a device or the internet, they are encouraged to appoint a proxy and submit a directed proxy vote via www.investorvote.com.au. All proxy votes, whether submitted online or in hard copy, must be lodged by 9:00am (AEDT) on Saturday 7 November 2026 (as described in this Notice of Annual General Meeting)

Proxies

Certain categories of persons (including Directors and the Chair of the AGM) are excluded from voting on resolutions relating to the remuneration of Key Management Personnel, including as proxy, in some circumstances and such votes will be disregarded (as per the Voting Exclusion Statement).

If you are appointing a proxy, to ensure that your vote counts, please read the instructions on the proxy form carefully.

1. On a poll, shareholders have one vote for every fully paid ordinary share held.
2. A member entitled to attend and vote is entitled to appoint not more than two proxies.
3. A proxy need not be a member of Ansell Limited.
4. A proxy may be either an individual or a body corporate. If you wish to appoint a body corporate as your proxy, you must specify on the proxy form:
   - the full name and title of the body corporate appointed as proxy; and
   - the full name or title of the individual representative of the body corporate to attend the meeting.
5. Where more than one proxy is appointed, each proxy may be appointed to represent a specified proportion or number of the member's voting rights and neither proxy is entitled to vote on a show of hands if more than one proxy attends. If it is desired to appoint two proxies, you must specify the percentage of votes or number of securities for each proxy, otherwise each proxy may exercise half of the votes.

   When appointing a second proxy, write both names and the percentage of votes or number of securities for each proxy.
6. Proxy forms must be signed by a member or the member's attorney or, if a corporation, executed under seal or in accordance with section 127 of the *Corporations Act 2001* (Cth) (Corporations Act) or signed by an authorised officer or agent.
7. Proxy forms (and if the appointment is signed by the appointer's attorney, the original authority under which the appointment was signed or a certified copy of the authority) must be returned prior to 9:00am (AEDT) on Saturday 7 November 2026 using one of the methods below:

   By mail
   C/– Computershare Investor Services Pty Limited,
   GPO Box 242, Melbourne, Victoria, 3001

   By facsimile
   1800 783 447 (within Australia) or
   (+61) 3 9473 2555 (outside Australia)

   Online
   www.investorvote.com.au

   Online
   www.intermediaryonline.com
   (for Intermediary Online subscribers only)
8. Appointed proxies will need to contact Computershare to obtain an email invitation link to vote online. Further details are available in the Online Meeting Guide available at www.computershare.com.au/virtualmeetingguide.
9. The Board has determined, in accordance with the Company's Constitution and the Corporations Regulations 2001 (Cth), that a shareholder's voting entitlement at the AGM will be taken to be the entitlement of that person shown in the register of members as at 7:00pm (AEDT) on Saturday 7 November 2026.

BUSINESS

For personal use only

1. Financial Report

To receive and consider the Financial Report and the reports of the Directors and the Auditor of Ansell Limited for the year ended 30 June 2026.

2. Election of Directors

To consider and, if thought fit, pass each of the following resolutions as an ordinary resolution:

(a) *"That Nigel Garrard, who retires in accordance with Rule 33(c) of the Company's Constitution, and being eligible for re-election, is re-elected as a Director."*

(b) *"That Debra Goodin, who retires in accordance with Rule 33(c) of the Company's Constitution, and being eligible for re-election, is re-elected as a Director."*

(c) *"That Christina Stercken, who retires in accordance with Rule 33(c) of the Company's Constitution, and being eligible for re-election, is re-elected as a Director."*

(d) *"That Mr Jonas Samuelson, who was appointed as a Director effective on 1 March 2026 pursuant to Rule 33(a) of the Company's Constitution, and who retires in accordance with Rule 33(b) of the Company's Constitution, and being eligible, is elected as a Director."*

Each resolution will be voted on as a separate ordinary resolution.

3. Grant of Performance Share Rights to Ms Nathalie Ahlström, the Managing Director and Chief Executive Officer

To consider and, if thought fit, pass each of the following resolutions as an ordinary resolution:

"That for the purposes of ASX Listing Rule 10.14 and for all other purposes approval be given for the grant of Performance Share Rights to the Managing Director and Chief Executive Officer of the Company, Ms Nathalie Ahlström, under the rules of the Company's Long-Term Incentive Plan as follows:

(a) 36,723 Performance Share Rights as a one-off commencement-related grant, on the terms summarised in the Explanatory Notes to this Notice; and

(b) 91,642 Performance Share Rights for the year ended 30 June 2027 on the terms summarised in the Explanatory Notes to this Notice of Meeting."

Each resolution will be voted on as a separate ordinary resolution.

Voting Exclusion Statement

The Company will disregard any votes cast on the resolution in item 3(a) and/or 3(b):

- in favour of the resolution by or on behalf of Ms Ahlström or her associates (regardless of the capacity in which the vote is cast); or
- as proxy by members of the Company's Key Management Personnel (KMP) at the date of the meeting or their closely related parties,

unless the vote is cast on item 3(a) and/or 3(b):

- as proxy or attorney for a person entitled to vote on the resolution in accordance with a direction given to the proxy or attorney on the proxy form to vote on the resolution in that way;
- by the Chair of the meeting as a proxy for a person entitled to vote on the resolution in accordance with an express authority in the proxy form to vote undirected proxies as the Chair of the meeting sees fit even though the resolution is connected with the remuneration of the KMP; or
- by a holder acting solely in a nominee, trustee, custodial or other fiduciary capacity on behalf of a beneficiary provided the following conditions are met:
  - the beneficiary provides written confirmation to the holder that the beneficiary is not excluded from voting, and is not an associate of a person excluded from voting, on the resolution; and
  - the holder votes on the resolution in accordance with directions given by the beneficiary to the holder to vote in that way.

4. Remuneration Report

To consider and, if thought fit, pass the following non-binding resolution as an ordinary resolution:

"That the Remuneration Report for the year ended 30 June 2026 be adopted."

The Remuneration Report is set out on pages 45 to 74 of the Company's 2026 Annual Report.

Note: This resolution is advisory only and does not bind the Directors or the Company.

Voting Exclusion Statement

The Company will disregard any votes cast on the resolution in item 4:

- by or on behalf of members of the KMP named in the Remuneration Report for the year ended 30 June 2026 and closely related parties of those persons, regardless of the capacity in which the vote is cast; or
- as a proxy by members of the KMP at the date of the meeting or their closely related parties,

unless the vote is cast as proxy for a person entitled to vote on item 4:

- in accordance with a direction on the proxy form; or
- by the Chair of the meeting in accordance with an express authority in the proxy form to vote undirected proxies as the Chair of the meeting sees fit even though item 4 is connected with the remuneration of the KMP.

Explanatory Notes accompany and form part of this Notice. This Notice should be read in conjunction with the Explanatory Notes which provide further information on each of the proposed items of business.

Shareholders should note that the Chair intends to vote any undirected proxies able to be voted in favour of all resolutions.

Ansell Limited confirms that this document complies with the notice of meeting content requirements set out in the Listing Rules. On the basis of this confirmation, ASX has not objected to this document under Listing Rule 15.1.4.

By order of the Board

Catherine Stribley
Company Secretary, Ansell Limited

Melbourne, 28 September 2026

EXPLANATORY NOTES TO SHAREHOLDERS

For personal use only

Item 1 – Financial Report

In accordance with the Corporations Act, the Financial Report and the Directors' and Auditor's Reports for the year ended 30 June 2026 will be put before the Annual General Meeting. These reports are contained within the Company's 2026 Annual Report.

Shareholders can access a copy of the 2026 Annual Report on the Company's website at www.ansell.com. A printed copy of the 2026 Annual Report has been sent only to those shareholders who have elected to receive a printed copy.

There is no requirement for a formal resolution on this matter. Accordingly, there will be no formal resolution put to this Annual General Meeting.

Shareholders will be given a reasonable opportunity at the Annual General Meeting to raise questions on these reports or make comments on Company matters.

Item 2 – Election of Directors

Rule 33(c) of the Company's Constitution provides that a Director cannot hold office beyond the third annual general meeting following the meeting at which the Director was elected or last re-elected.

Mr Garrard was last elected at the 2023 Annual General Meeting and retires in accordance with Rule 33(c) of the Constitution. Being eligible, Mr Garrard offers himself for re-election.

Ms Goodin was last elected at the 2023 Annual General Meeting and retires in accordance with Rule 33(c) of the Constitution. Being eligible, Ms Goodin offers herself for re-election.

Ms Stercken was last elected at the 2023 Annual General Meeting and retires in accordance with Rule 33(c) of the Constitution. Being eligible, Ms Stercken offers herself for re-election.

Rule 33(b) of the Company's Constitution provides that a Director appointed by the Directors only holds office until the conclusion of the next annual general meeting following his/her appointment.

Mr Jonas Samuelson was appointed as a Director on 1 March 2026 pursuant to Rule 33(a) of the Company's Constitution and retires in accordance with Rule 33(b) of the Company's Constitution. Being eligible, Mr Samuelson offers himself for election as a Director.

The following provides backgrounds of the Directors who are seeking election or re-election:

Nigel Garrard

Chair, Non-Executive Director

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.

Debra 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 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.

For personal use only

Christina Stercken

Non-Executive Director

Econ & 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).

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

Before joining EAC, Ms 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. Ms Stercken started her career in Marketing at BMW Pty. Ltd, South Africa.

Ms 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, Ms Stercken supports social projects in Myanmar.

The Board considers Christina Stercken 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.

Board Recommendation

The Board has formally considered the skills and experience of Mr Samuelson. As part of its ongoing performance review process, the Board has also formally considered the contributions of Mr Garrard, Ms Goodin and Ms Stercken to the Board and its Committees. The Board (with Mr Garrard, Ms Goodin, Ms Stercken and Mr Samuelson abstaining in respect of their own election/re-election) unanimously supports the election of Mr Samuelson and the re-election of Mr Garrard, Ms Goodin and Ms Stercken as Directors, and recommends that shareholders vote in favour of these Resolutions.

For personal use only

Item 3 – Grant of Performance Share Rights to Ms Nathalie Ahlström, the Managing Director and Chief Executive Officer

ASX Listing Rule 10.14 provides that a company must not issue shares to a Director (or his/her associate) under an employee incentive scheme unless shareholder approval is first obtained. Shareholder approval is therefore sought for the grant of performance share rights (Rights) to the Managing Director and Chief Executive Officer (CEO), Ms Nathalie Ahlström, under the Long-Term Incentive Plan (LTIP) in accordance with ASX Listing Rules 10.14. The grant of Rights under the LTIP comprises both a one-off commencement-related grant of 36,723 Rights, and a FY27 LTIP grant of 91,642 Rights.

The LTIP award for the CEO operates by way of a grant of performance share rights which, subject to the satisfaction of various performance conditions detailed below, entitles the CEO to the grant of one ordinary share in Ansell Limited per Right.

Shareholders should note that the CEO may also earn a right to receive shares in Ansell Limited through the Company's Short-Term Incentive Program. This is detailed in the Company's Remuneration Report. As such shares are intended to be acquired on-market, shareholder approval is not required, however the Company discloses this information for completeness and transparency. Any such shares may not be sold or otherwise disposed of for two years, subject to limited exceptions. The CEO is also subject to the Company's Mandatory Shareholding Policy, which requires the CEO to build and maintain a shareholding in the Company with a value equivalent to two times fixed annual remuneration within five years of appointment.

For personal use only

Item 3a) Grant of 36,723 Performance Share Rights for commencement as CEO

The Board approved a one-off commencement-related grant of Rights to secure Ms Ahlström's appointment as CEO. The Board considered the grant necessary to attract an executive of the calibre required for this critical leadership role and, given Ms Ahlström's commencement during FY26, to recognise that she did not participate in the FY26-28 LTIP cycle. The Board considers the commencement arrangements to be in the long-term interests of shareholders and to align Ms Ahlström's interests with those of shareholders from the outset of her tenure.

The grant is a one-off arrangement made solely in connection with Ms Ahlström's commencement as CEO and does not form part of, or replace, her ongoing participation in Ansell's regular long-term incentive arrangements.

While commencement awards of this nature are commonly delivered subject only to continued employment, the Board determined to include a Relative Total Shareholder Return (rTSR) performance measure so that vesting remains linked to shareholder outcomes and Ansell's performance relative to its peers. The Board considers the inclusion of a performance hurdle provides stronger alignment with shareholder interests than an award based solely on continued employment.

The grant is subject to a rTSR performance measure, with vesting determined by reference to Ansell's rTSR ranking against companies in the ASX 200 Industrials Index over a three-year performance period, beginning from Ms. Ahlström's commencement as CEO, being 16 February 2026. In considering the peer group for rTSR purposes, the Board has taken into account similar companies that shareholders may consider investing in, as well as companies which operate in a similar industry to Ansell.

An overview of the details of the one-off commencement-related grant is set out below:

Number of Rights	Subject to shareholder approval, Ms Ahlström will be granted up to 36,723 Rights. Each PSR entitles Ms Ahlström, upon vesting, to one fully paid ordinary share in the Company. The number of Target Rights is 24,397, which is calculated by dividing EUR475,000 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 Rights is 36,723, which is calculated on the same basis using a maximum value of EUR715,000. The Board has not incorporated any discount to that average share price for the purposes of determining the number of Rights granted (that is, using a face value methodology). The maximum number of Rights that may vest under the award is 36,723. Vesting outcomes will depend on Ansell's performance against the Relative Total Shareholder Return performance condition described below.
Date of grant of Rights	If shareholder approval is obtained, the Rights will be granted to Ms Ahlström shortly after this meeting, but in any event no later than 12 months after this meeting.
Performance condition	Vesting of the award is subject to a rTSR performance condition. For vesting to occur, a minimum level of performance must be achieved over the 3 year period, commencing on the date of Ms Ahlström's appointment as CEO on 16 February 2026.
Relative Total Shareholder Return Condition	The Total Shareholder Return (TSR) condition applies to the entire commencement award. Vesting is determined by reference to Ansell's TSR performance relative to a peer group comprising ASX 200 Industrials sector companies as at the commencement of the relevant performance period. In measuring TSR, the share prices used to calculate TSR are a 90-day VWAP (18 November to 6 February) at the start and end of the performance period. Following the end of the performance period, the number of Performance Share Rights that vest will be determined in accordance with the following vesting schedule:

Ansell rTSR Ranking vs ASX 200 Industrials Index	Vesting Outcome
Below 25th percentile	0% – No vesting
Between 25th and 50th percentile	Linear vesting from 0% to 100% of Target Rights (EUR 475,000 value)
Between 50th and 75th percentile	Linear vesting from 100% of Target Rights to 100% of Maximum Rights (EUR 715,000 value)
At or above 75th percentile	100% of Maximum Rights vest (EUR 715,000 maximum value)

The Board may adjust the comparator group to consider events such as delisting, mergers, acquisitions or other relevant corporate activity.

For personal use only

Performance condition adjustments	The Board may make adjustments in calculating the applicable performance conditions to: • exclude matters that are beyond the reasonable control or foresight of management or not foreseen or taken into account when setting the performance conditions; and • include matters that management control or should reasonably have foreseen. For example, this may include the impacts arising from matters such as unexpected changes in government policy, the imposition or removal of tariffs, or material acquisitions. In these circumstances, the Board may adjust the calculation of the relevant metric or the performance condition to reflect the impact of these developments, ensuring that incentive assessment remains consistent with the original intent of the performance conditions and are aligned with shareholder value creation.
Price payable on grant or vesting	No amount will be payable in respect of the grant or upon vesting of the Rights.
No dividend and voting rights on unvested awards	There are no voting rights or entitlements to dividends on unvested Rights under the LTIP.
Trading restrictions	Shares allocated under the LTIP on vesting of Rights will not be subject to additional trading restrictions (aside from complying with the Company's Securities Trading Policy).
Cessation of employment	Consistent with the terms of Ms Ahlström's commencement arrangements, the Rights are subject to a service condition requiring Ms Ahlström to remain employed until 16 February 2029. Unlike the FY27 LTIP, no good leaver provisions apply to the commencement grant. Accordingly, if Ms Ahlström's employment ceases before that date, all unvested Rights will lapse. Where notice to terminate employment is given, the date notice is given (and not the date employment subsequently ends) will determine whether the service condition has been satisfied. The Board has discretion to determine that a different treatment will apply in exceptional circumstances, to the extent permitted by the rules of the Long-Term Incentive Plan. However, the Board does not intend to exercise this discretion if Ms Ahlström's employment is terminated for cause or if she resigns.
Change of Control Event	Subject to any applicable laws, where a Change of Control Event occurs a number of Rights vest as if the applicable vesting conditions had been met at target levels, unless the Board determines otherwise. A Change of Control Event means one of the following events: • a takeover offer is made for all of the shares in the Company and (i) the offer becomes unconditional in all respects; and (ii) the bidder acquires a relevant interest in at least 50% of the Shares in the Company; or • the shareholders of the Company approve by the requisite majorities, and the Court makes an order approving, a scheme of arrangement, the effect of which is that all the Shares of the Company are acquired by a third party (excluding, for the avoidance of doubt, any scheme of arrangement which is a solvent restructure).
Board discretion	The Board has retained a general discretion to make adjustments to the terms of Rights where it considers appropriate. Such discretion will only be exercised in accordance with all applicable law. Refer to section 3.7: Other Policy Matters of the FY26 Remuneration Report for more information.

For personal use only

Item 3b) Grant of 91,642 Performance Share Rights for the FY27 LTIP

The FY27 LTIP performance measures and their respective weightings will remain consistent with prior years, which the Board continues to consider appropriate to align LTIP outcomes of Executive KMP with the experience of shareholders. The rTSR metric will continue to be weighted at 30%, with Earnings Per Share (EPS) Growth and Organic Revenue Growth weighted at 40% and 30%, respectively. The rTSR measure is compared against the ASX 200 Industrials sector. Further details of the FY27 performance conditions are provided separately below.

An overview of the details of the grant for FY27 is set out below:

Number of Rights	Subject to shareholder approval, Ms Ahlström will be granted 91,642 Rights. Each Right entitles Ms Ahlström, upon vesting, to one fully paid ordinary share in the Company. Consistent with methodology used in FY26, the Board determined to calculate the number of Rights granted by reference to the 10-day VWAP of Ansell Limited shares on the ASX covering 5 days prior to the Company's FY26 results release on 24 August 2026 and 5-days on and post 24 August 2026 (inclusive of 24 August 2026), this being AUD $37.70. The Board has not incorporated any discount to that average share price (e.g. the expected dividend yield or any other) for the purposes of determining the number of Rights granted to Ms Ahlström (i.e. calculated by way of a purely 'face value' methodology). Ms Ahlström's maximum opportunity under the LTIP is 280% of fixed remuneration. The full amount of the award will only vest if the specified maximum thresholds for each of the conditions is achieved or surpassed.
Date of grant of Rights	If shareholder approval is obtained, the Rights will be granted to Ms Ahlström shortly after this meeting, but in any event no later than 12 months after this meeting.
Performance conditions	The Board has set 3 year target levels for Company performance, using three performance hurdles including: • Relative Total Shareholder Return: 30% weighting; • Earnings Per Share Growth: 40% weighting; • Organic Revenue Growth: 30% weighting. For vesting to occur, a minimum level of performance must be achieved over the 3 year period of the LTIP (FY27–FY29). The Relative Total Shareholder Return measure used to determine LTIP will be assessed against the ASX 200 Industrials index, using a 90-day VWAP (1 April – 30 June) at the start and end of the performance period. The EPS Growth and Organic Revenue Growth measures used to determine LTIP performance: • will be assessed based on total growth over the 3 year period of the LTIP. Once the relevant minimum level of performance is met (as described below), the vesting schedule will be a straight line from zero to maximum; and • will be tested on a constant currency basis (to remove foreign exchange fluctuations which may either favour or penalise management). For more information about the manner in which Ansell uses constant currency measurements, please refer to page 16 of the 2026 Annual Report. Further information on the meanings and definitions of the measures and calculation of constant currency are included in the Company's Remuneration Report.

For personal use only

Relative Total Shareholder Return Condition

The following Total Shareholder Return (TSR) targets will apply for the grant of 27,493 Rights (being 30% of the overall maximum award):

The Company's TSR is measured relative to the TSR of a peer group comprising of ASX 200 Industrials sector peers as at the commencement of the relevant performance period. In measuring TSR, the share prices used to calculate the TSR are a 90 day VWAP (1 April to 30 June) at the start and end of the performance period.

Following the end of the performance period, the number of performance rights that vest will be calculated based on the following vesting schedule:

TSR of Ansell relative to the Peer Group	Rights subject to this condition that vest (%)
Below the 50th percentile	0%
At the 50th percentile	50%
Between the 50th percentile and 75th percentile	Straight line vesting between 50% and 100%
At the 75th percentile or higher	100%

The Board may adjust the comparator group to consider events such as delisting, mergers, acquisitions or other relevant corporate activity.

Earnings Per Share performance condition

The following EPS Growth targets will apply for the grant of 36,656 Rights (being 40% of the overall maximum award).

Reported EPS Growth during 3-year award period	Rights subject to this condition that vest (%)
Up to 15.8% (CAGR 5.0%)	0%
Between 15.8% and 36.8% (midpoint CAGR 8.0%)	Sliding scale from 0% to 100%
36.8% and above (CAGR 11.0%)	100%

The performance condition for EPS Growth will be measured against 155.9 cents, being the FY26 statutory EPS after excluding FY26 Significant Items as disclosed in Note 3(b) of the Group's audited FY26 Financial Statements and excluding FY26 net foreign exchange loss.

Over the 3 year (FY27–FY29) award period, the EPS Growth measure will continue to be subject to constant currency adjustment, exclusion of Significant Items as disclosed in the audited financial statements, and other Board-approved adjustments as applicable.

Organic Revenue Growth performance condition

The following Organic Revenue Growth targets will apply for the grant of 27,493 Rights (being 30% of the overall maximum award).

Organic Revenue Growth during 3 year award period	Rights subject to this condition that vest (%)
Up to 6.1% (CAGR 2.0%)	0%
Between 6.1% and 19.1% (midpoint CAGR 4.0%)	Sliding scale from 0% to 100%
19.1% and above (CAGR 6.0%)	100%

The performance condition for Organic Revenue Growth will be measured against FY26 statutory sales of $2,140.2m.

Over the 3 year (FY27-FY29) award period, the Organic Revenue Growth measure will continue to be subject to constant currency adjustment and other Board-approved adjustments as applicable.

For personal use only

Performance condition adjustments	The Board may make adjustments in calculating the applicable performance conditions to: • exclude matters that are beyond the reasonable control or foresight of management or not foreseen or taken into account when setting the performance conditions; and • include matters that management control or should reasonably have foreseen. For example, this may include the impacts arising from matters such as unexpected changes in government policy, the imposition or removal of tariffs, or material acquisitions. In these circumstances, the Board may adjust the calculation of the relevant metric or the performance condition to reflect the impact of these developments, ensuring that incentive assessment remains consistent with the original intent of the performance conditions and are aligned with shareholder value creation.
Price payable on grant or vesting	No amount will be payable in respect of the grant or upon vesting of the Rights.
No dividend and voting rights on unvested awards	There are no voting rights or entitlements to dividends on unvested Rights under the LTIP.
Trading restrictions	Shares allocated under the LTIP on vesting of Rights will not be subject to additional trading restrictions (aside from complying with the Company's Securities Trading Policy).
Cessation of employment	If Ms Ahlström is a 'good leaver', a pro-rata amount of unvested Rights held by Ms Ahlström based on time in role during the performance period will be retained and vest subject to the ordinary assessment against each relevant performance condition, subject to Board discretion to determine otherwise. The Board has discretion to determine that a different treatment will apply if to do so would be fair, reasonable and appropriate to ensure the integrity, purpose and objective of the Plan is maintained (including to vest the Rights where Ms Ahlström ceases employment in other circumstances). However, the Board does not intend to exercise this discretion should Ms Ahlström be terminated for cause (in which event all unvested Rights would immediately lapse).
Change of Control Event	Subject to any applicable laws, where a Change of Control Event occurs a number of Rights vest as if the applicable vesting conditions had been met at target levels, unless the Board determines otherwise. A Change of Control Event means one of the following events: • a takeover offer is made for all of the shares in the Company and (i) the offer becomes unconditional in all respects; and (ii) the bidder acquires a relevant interest in at least 50% of the Shares in the Company; or • the shareholders of the Company approve by the requisite majorities, and the Court makes an order approving, a scheme of arrangement, the effect of which is that all the Shares of the Company are acquired by a third party (excluding, for the avoidance of doubt, any scheme of arrangement which is a solvent restructure).
Board discretion	The Board has retained a general discretion to make adjustments to the terms of Rights where it considers appropriate. Such discretion will only be exercised in accordance with all applicable law. Refer to section 3.7: Other Policy Matters of the FY26 Remuneration Report for more information.

An overview of other information applying to commencement-related grant, and the FY27 LTIP grant is set out below:

Other information	Ms Ahlström is the only Director of the Company entitled to participate in the commencement-related grant, and the FY27 LTIP. The value of any of the Rights that may vest on ceasing employment cannot currently be ascertained. The maximum number of Rights that may vest under Ms Ahlström's commencement award is 36,723. The maximum number of Rights that may vest under Ms Ahlström's FY27 LTIP is 91,642. No loans are being provided to Ms Ahlström under the commencement-related grant, or FY27 LTIP. The ASX Listing Rules require this Notice of Meeting to include details of the CEO's current total remuneration package and the number of Rights previously granted to the CEO under the LTIP. The full details of Ms Ahlström's total realised remuneration for FY26, as set out in the Company's Remuneration Report, was US$835,166. Ms Ahlström's remuneration for the current financial year (FY27), will continue to consist of a base salary, retirement and other benefits, as well as variable components relating to her STI and LTI outcomes: • Fixed Remuneration: EUR 757,000 p.a. • Retirement and other benefits: Variable, including contribution to pension/retirement saving plans, motor vehicle, insurance etc. • Short Term Incentive (at-risk): 100% of fixed remuneration at target, 150% of fixed remuneration at maximum (payable in cash and/or restricted shares as determined by the Board). • Long Term Incentive (at-risk): 280% of fixed remuneration at maximum, on a face value basis. This resolution is not seeking approval for the total remuneration of the CEO, rather it relates to the issue of securities to the CEO (as a Director) under the LTIP, which is one component of her total remuneration. Since first starting at Ansell in 2026, Ms Ahlström has been granted 4,500 Rights under the LTIP. No price was paid for these Rights. Details of any securities issued under the LTIP will be published in the Company's Annual Report relating to the period in which they were issued, along with a statement that approval for the issue was obtained under ASX Listing Rule 10.14. Any additional persons covered by ASX Listing Rule 10.14 who become entitled to participate in an issue of securities under the LTIP after the resolution on item 3 is approved and who are not named in this Notice of Meeting will not participate until approval is obtained under that Listing Rule.

For personal use only

For personal use only

Board Recommendation

The Board believes that an equity based LTIP, in the form of Rights over Ansell shares, is an important component of executive remuneration to ensure an appropriate part of reward is linked to generating long-term returns for shareholders.

In relation to the commencement award, the Board considers the grant appropriate having regard to the commencement arrangements approved to secure Ms Ahlström's appointment as CEO. The Board considers the grant necessary to attract an executive of the calibre required for this critical leadership role and, given Ms Ahlström's commencement during FY26, to recognise that she did not participate in the FY26-28 LTIP cycle. The Board also considers the inclusion of a Relative Total Shareholder Return (rTSR) performance condition appropriate, as it aligns vesting outcomes with shareholder returns and the Company's performance relative to its peers.

The approval being sought from shareholders arises as Ansell is electing to provide the LTIP through the grant of equity, rather than cash, to ensure alignment with shareholder interests and Company performance over the long-term. If shareholders do not approve the grant of Rights 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 Board (Ms Ahlström abstaining) unanimously recommends that shareholders vote in favour of the awarding of the Rights to the CEO as detailed in these Resolutions.

Item 4 – Remuneration Report

(non-binding advisory vote)

Shareholders are asked to adopt the Company's Remuneration Report for the year ended 30 June 2026. The Remuneration Report is set out on pages 45 to 74 of the Company's 2026 Annual Report.

The Remuneration Report sets out, in detail, the Company's policy for determining remuneration for Directors and Senior Executives. It includes information on the elements of remuneration that are performance based, the performance conditions that apply and the methodology used to assess the achievement of these performance conditions.

In response to shareholder feedback, the FY26 Remuneration Report provides enhanced disclosure regarding the Company's short-term incentive framework and outcomes, with greater detail on performance against threshold, target and maximum and increased transparency regarding individual remuneration outcomes, particularly for the CEO.

The vote on Resolution 4 is advisory only and does not bind the Directors or the Company. However, a reasonable opportunity for discussion of the Remuneration Report will be provided at the Annual General Meeting. The Human Resources Committee will take into account the discussion on this Resolution and the outcome of the vote when considering the future remuneration arrangements of the Company.

Ansell trusts that the 2026 Remuneration Report explains its remuneration strategy in the context of the markets in which it competes for executive talent, how the elements of its remuneration are intended to underpin its long-term strategies and how Ansell's performance dictates executive remuneration outcomes.

Board Recommendation

The Board unanimously recommends that shareholders vote in favour of this non-binding Resolution.

For personal use only

Ansell

ansell.com

Join the conversation:

ANSELL LIMITED
ABN 89 004 085 330

Need assistance?

Phone:
1300 850 505 (within Australia)
+61 3 9415 4000 (outside Australia)

Online:
www.investorcentre.com/contact

For personal use only

Ansell Limited Annual General Meeting

The Ansell Limited Annual General Meeting will be held on Monday, 9 November 2026 at 9:00am (AEDT). You are encouraged to participate in the meeting using the following options:

MAKE YOUR VOTE COUNT

To lodge a direct vote or appoint a proxy, access the Notice of Meeting and other meeting documentation visit www.investorvote.com.au and use the below information:

Control Number: 189172

For Intermediary Online subscribers (custodians) go to www.intermediaryonline.com

For your direct vote or proxy appointment to be effective it must be received by 9:00am (AEDT) Saturday, 7 November 2026.

ATTENDING THE MEETING VIRTUALLY

To watch the webcast, ask questions and vote on the day of the meeting, please visit: https://meetnow.global/ANSELLAGM2026

For instructions refer to the online user guide at www.computershare.com.au/virtualmeetingguide

ATTENDING THE MEETING IN PERSON

The meeting will be held at:
Park Hyatt Melbourne, 1 Parliament Square, Melbourne Victoria

You may elect to receive meeting-related documents, or request a particular one, in electronic or physical form and may elect not to receive annual reports. To do so, contact Computershare.

ANSELL LIMITED
ABN 89 004 085 330

Need assistance?

Phone:
1300 850 505 (within Australia)
+61 3 9415 4000 (outside Australia)

Online:
www.investorcentre.com/contact

YOUR VOTE IS IMPORTANT

For your proxy appointment to be effective it must be received by **9:00am (AEDT) Saturday, 7 November 2026.**

Proxy Form

For personal use only

How to Vote on Items of Business

All your securities will be voted in accordance with your directions.

APPOINTMENT OF PROXY

Voting 100% of your holding: Direct your proxy how to vote by marking one of the boxes opposite each item of business. If you do not mark a box your proxy may vote or abstain as they choose (to the extent permitted by law). If you mark more than one box on an item your vote will be invalid on that item.

Voting a portion of your holding: Indicate a portion of your voting rights by inserting the percentage or number of securities you wish to vote in the For, Against or Abstain box or boxes. The sum of the votes cast must not exceed your voting entitlement or 100%.

Appointing a second proxy: You are entitled to appoint up to two proxies to attend the meeting and vote on a poll. If you appoint two proxies you must specify the percentage of votes or number of securities for each proxy, otherwise each proxy may exercise half of the votes. When appointing a second proxy write both names and the percentage of votes or number of securities for each in Step 1 overleaf.

A proxy need not be a securityholder of the Company.

SIGNING INSTRUCTIONS FOR POSTAL FORMS

Individual: Where the holding is in one name, the securityholder must sign.

Joint Holding: Where the holding is in more than one name, all of the securityholders should sign.

Power of Attorney: If you have not already lodged the Power of Attorney with the registry, please attach a certified photocopy of the Power of Attorney to this form when you return it.

Companies: Where the company has a Sole Director who is also the Sole Company Secretary, this form must be signed by that person. If the company (pursuant to section 204A of the Corporations Act 2001) does not have a Company Secretary, a Sole Director can also sign alone. Otherwise this form must be signed by a Director jointly with either another Director or a Company Secretary. Please sign in the appropriate place to indicate the office held. Delete titles as applicable.

PARTICIPATING IN THE MEETING

Corporate Representative
If a representative of a corporate securityholder or proxy is to participate in the meeting you will need to provide the appropriate "Appointment of Corporate Representative". A form may be obtained from Computershare or online at www.investorcentre.com/au and select "Printable Forms".

Lodge your Proxy Form:

Online:

Lodge your vote online at www.investorvote.com.au using your secure access information or use your mobile device to scan the personalised QR code.

Your secure access information is

Control Number: 189172

SRN/HIN:

For Intermediary Online subscribers (custodians) go to www.intermediaryonline.com

By Mail:

Computershare Investor Services Pty Limited
GPO Box 242
Melbourne VIC 3001
Australia

By Fax:

1800 783 447 within Australia or
+61 3 9473 2555 outside Australia

PLEASE NOTE: For security reasons it is important that you keep your SRN/HIN confidential.

You may elect to receive meeting-related documents, or request a particular one, in electronic or physical form and may elect not to receive annual reports. To do so, contact Computershare.

☐ **Change of address.** If incorrect, mark this box and make the correction in the space to the left. Securityholders sponsored by a broker (reference number commences with '**X**') should advise your broker of any changes.

Proxy Form

Please mark ☒ to indicate your directions

Step 1 Appoint a Proxy to Vote on Your Behalf

I/We being a member/s of Ansell Limited hereby appoint

☐ **the Chairman of the Meeting** **OR** ☐ **PLEASE NOTE:** Leave this box blank if you have selected the Chairman of the Meeting. Do not insert your own name(s).

or failing the individual or body corporate named, or if no individual or body corporate is named, the Chairman of the Meeting, as my/our proxy to act generally at the meeting on my/our behalf and to vote in accordance with the following directions (or if no directions have been given, and to the extent permitted by law, as the proxy sees fit) at the Annual General Meeting of Ansell Limited to be held at the Park Hyatt Melbourne, 1 Parliament Square, Melbourne Victoria and virtually on Monday, 9 November 2026 at 9:00am (AEDT) and at any adjournment or postponement of that meeting.

Chairman authorised to exercise undirected proxies on remuneration related resolutions: Where I/we have appointed the Chairman of the Meeting as my/our proxy (or the Chairman becomes my/our proxy by default), I/we expressly authorise the Chairman to exercise my/our proxy on Items 3(a), 3(b) and 4 (except where I/we have indicated a different voting intention in step 2) even though Items 3(a), 3(b) and 4 are connected directly or indirectly with the remuneration of a member of key management personnel, which includes the Chairman.

Important Note: If the Chairman of the Meeting is (or becomes) your proxy you can direct the Chairman to vote for or against or abstain from voting on Items 3(a), 3(b) and 4 by marking the appropriate box in step 2.

Step 2 Items of Business

PLEASE NOTE: If you mark the **Abstain** box for an item, you are directing your proxy not to vote on your behalf on a show of hands or a poll and your votes will not be counted in computing the required majority.

		For	Against	Abstain
Item 2(a)	Re-election of Director - Nigel Garrard	☐	☐	☐
Item 2(b)	Re-election of Director - Debra Goodin	☐	☐	☐
Item 2(c)	Re-election of Director - Christina Stercken	☐	☐	☐
Item 2(d)	Election of Director - Jonas Samuelson	☐	☐	☐
Item 3(a)	Grant of 36,723 Performance Share Rights to Ms Nathalie Ahlström for commencement as CEO	☐	☐	☐
Item 3(b)	Grant of 91,642 Performance Share Rights to Ms Nathalie Ahlström for the FY27 LTIP	☐	☐	☐
Item 4	Remuneration Report	☐	☐	☐

The Chairman of the Meeting intends to vote undirected proxies in favour of each item of business. In exceptional circumstances, the Chairman of the Meeting may change his/her voting intention on any resolution, in which case an ASX announcement will be made.

Step 3 Signature of Securityholder(s)

This section must be completed.

Individual or Securityholder 1	Securityholder 2	Securityholder 3	
			/ /
Sole Director & Sole Company Secretary	Director	Director/Company Secretary	Date

Update your communication details *(Optional)*

By providing your email address, you consent to receive future Notice of Meeting & Proxy communications electronically

Mobile Number	Email Address

For personal use only

computershare