Pioneering trusted medical solutions to improve the lives we touch

convatec
— forever caring —

Convatec is an innovative global medical products and technologies company, focused on solutions for the management of chronic conditions. We have leading positions in **Advanced Wound Care, Ostomy Care, Continence Care** and **Infusion Care**.

With more than **10,000 colleagues**, we provide our products and services in around **90 countries**, united by our promise to be **forever caring**. Our solutions provide a range of clinical and economic benefits, including infection prevention, protection of at-risk skin, improved patient outcomes and reduced total costs of care.

- Total revenues of **$2,289** million in 2024
- Convatec has leading positions in four chronic care categories, with market growth rates varying between 4% and 8% p.a.
- Leading positions across key categories

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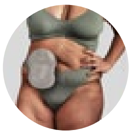
Advanced Wound Care
Advanced dressings for the management of acute and chronic wounds resulting from ongoing conditions, such as diabetes, and acute conditions resulting from traumatic injury and burns.



Ostomy Care
Devices, accessories and services for people with a stoma (a surgically created opening where bodily waste is discharged), commonly resulting from causes such as colorectal cancer, bladder cancer, inflammatory bowel disease and trauma.

Continence Care
Products and services for people with urinary continence issues related to spinal cord injury, neurological disease, prostate enlargement or other causes.

Infusion Care
Disposable infusion sets used with insulin pumps for diabetes or with continuous infusion treatments for conditions such as Parkinson's disease.

Chronic care markets are driven by global healthcare megatrends

Increased life expectancy and ageing populations

Global population aged 65+

2060	1.6bn
2020	0.8bn

Source: United Nations, World Population Prospects

Average life expectancy globally (years)

2022	72
1950	47

Source: United Nations, Population Divisions estimates

Chronic conditions are increasing

As people live longer, the prevalence and cost of chronic disease continues to grow

1 in 3

Adults affected by chronic conditions globally
(Cardiovascular, cancer, diabetes)

Source: The global burden of multiple chronic conditions, Cother Hajat and Emma Stein

Improving access to healthcare in emerging markets

Ageing, rising per-capita gross domestic product (GDP), and urbanisation will drive healthcare demand in emerging markets to outpace both overall GDP growth in emerging economies and healthcare spending growth in developed countries

2019 healthcare spending (% of GDP)

Emerging markets	5.2%
OECD	12.5%
US	16.8%

Source: World Bank, UBS, March 2023

We have leading positions

	Category revenue	Organic growth	Market position
AWC	$743m	7.4%	#3 globally
OC	$634m	5.3%	#3 globally
CC	$501m	8.3%	#1 in the US
IC	$411m	11.2%	#1 globally

Pivoted to sustainable and profitable growth - executing our FISBE strategy

Focus on strengthening customer loyalty in key markets and categories

Innovate to increase vitality and velocity of trusted medical solutions

Simplify to improve productivity across our organisation

Build and embed mission-critical capabilities and winning organisation

Execute with excellence while integrating ESG

Organic revenue growth %

2024	**7.7**
2023	7.2
2022	5.6
2021	5.3
2020	4.2

Adjusted operating profit growth/decline %

2024	**12.4**
2023	7.0
2022	11.6
2021	3.3
2020	(1.2)

(actual currency)

Medium term targets

Organic revenue growth	5-7% p.a.
Adjusted operating profit margin	Mid-20s% margin by 2026 or 2027

Double-digit CAGR in earnings per share and free cash flow to equity

Convatec Cares: Our ESG framework

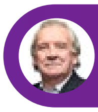
Customers
Delivering for our customers

Colleagues
Enabling our people to thrive

Commerce
Behaving ethically and transparently

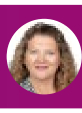
Communities
Protecting the planet and supporting communities

Experienced leadership



Dr John McAdam CBE - Chair
Chairman since September 2019. 25 years experience on FTSE/PLC boards as non-executive Chairman/Director, including Sara Lee, Rolls Royce, Rentokill & J Sainsbury.

Jonny Mason - CEO
CEO since November 2025. CFO since January 2022. Previously CFO of Currys Plc between 2018-2021. Prior C-Suite experience at Halfords PLC, Scandi Standard AB and Odeon & UCI Cinemas.



Fiona Ryder - CFO
CFO since November 2025. Joined Convatec in January 2022 as Group Financial Controller. 20 years experience at BP in senior finance roles across US, Singapore & UK.