

Convatec comment on remuneration policy

11 May 2026: Further to engagement with Glass Lewis Governance Research, we are providing additional context on the substantial shareholder engagement carried out during 2025 with regards to our remuneration policy proposals.

Prior to the 2025 Annual General Meeting (AGM), we conducted extensive shareholder engagement, reaching c.74% of our share register. The insights, feedback, concerns and outcomes from this engagement were thoroughly documented in last year's Annual Report, which can be viewed here: [2025 Annual Report](#).

Following the results of the resolutions at the 2025 AGM, and in accordance with all necessary corporate governance requirements, we further engaged with c.85% of our share register to gauge their sentiments. Of the 41 shareholders with whom we engaged, only four responded: the principal shareholder, representing around 20% of ISC, indicated that additional dialogue was unnecessary due to their support for all resolutions; two confirmed their votes in favour; and the fourth acknowledged receipt of communication. An update of this additional engagement can be found on our website here: [Update statement on 2025 AGM voting results](#). We do not believe we could have done more to seek further shareholder input.

Our shareholder engagement process leading up to the 2025 AGM approval was comprehensive and involved careful consideration of shareholder inputs, which were integrated into our final policy proposals. For background, the 2024 Annual Report, found here: [2024 Annual Report](#), included extensive details outlining the rationale for these proposals, relevant market data, the shareholder engagement process, and specific instances where feedback influenced our approach. Following the 2024 AGM, we expanded engagement efforts to reach an even larger portion of our ISC and noted this in the 2025 Annual Report.

With a diverse shareholder base, we appreciate that it may not be possible to operate remuneration arrangements which will please all stakeholders. However, the Remuneration Committee has demonstrated its clear and sustained commitment to comprehensive engagement with shareholders and remains committed to listening to the views of our investors and will continue to do so in future.

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