RNS Number : 7126Z
Convatec Group PLC
09 April 2026

Capital Markets Day

Convatec announces 'Accelerate' strategy to drive the next chapter of sustainable and profitable growth

- **Accelerate is the evolution of our successful FISBE strategy**
- **Accelerate is how we will deliver our recently upgraded medium term guidance**

Convatec, a leading medical products and technology company focused on solutions for the management of chronic conditions, will today present a new 'Accelerate' strategy at a Capital Markets Day.

Accelerate represents an evolution of the company's previous FISBE strategy, which transformed Convatec into a chronic care leader in each of its care categories (Advanced Wound Care, Ostomy Care, Continence Care and Infusion Care). Accelerate is the next chapter, underpinned by the strongest pipeline of innovation in Convatec's history and will see accelerating sustainable and profitable growth.

Accelerating growth from a position of strength
Under FISBE, Convatec pivoted to sustainable and profitable growth, consistently delivering against strategic targets with five years of broad-based, resilient revenue growth. Convatec now has differentiated products winning share and significant growth opportunities across categories, products and geographies.

Building on this strong foundation, Accelerate is structured around four strategic pillars:

1. **Customer-focused growth (C)**: Deepening relationships with patients, healthcare professionals, payers and business partners to support more people living with chronic conditions; growing sales and customer loyalty, increasing segmental share in key markets, educating medical professionals, supporting patients and investing in the fastest growing segments - including external innovation and M&A
2. **Technology & Innovation (T)**: Delivering products and services to address existing and unmet patient needs; generating and leveraging clinical evidence; deploying modern, standardised digital tools to drive productivity and implementing AI applications across key domains
3. **Execution Excellence (E)**: Delivering right first time, on-time on-budget, at speed and with quality; accelerating innovation cycle time; focusing on commercial execution, further simplification and productivity and delivering responsible business goals
4. **Culture, purpose and performance (C):** Embedding purpose-led, performance-driven leadership, performing as one team with strong engagement and best-in-class capabilities

Medium-term guidance
Accelerate is how we will deliver our recently upgraded medium term guidance:

- 6-8% annual organic revenue growth, with acceleration in each category:
  - **Advanced Wound Care:** Accelerating to high single-digit growth[1]
  - **Ostomy Care:** Accelerating to mid/high single-digit growth
  - **Continence Care:** Accelerating to mid/high single-digit growth
  - **Infusion Care:** Accelerating to double-digit growth
- 24-26% adjusted operating margin
- Double-digit adjusted earnings per share growth (per annum)
- Double-digit free cash flow to equity growth (CAGR)

Jonny Mason, Chief Executive Officer of Convatec, commented:
"Convatec delivers innovative medical solutions to improve the lives of millions of people living with chronic conditions. The opportunity for future growth is substantial. Our Accelerate strategy is how we will deliver the next chapter of Convatec's exciting story.

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"Chronic care markets are underpinned by long-term structural growth trends including ageing populations and the rising prevalence of chronic conditions. This creates opportunities to serve more people living with chronic conditions. Our innovation pipeline of new products is stronger than ever and represents our commitment to deliver meaningful advances in patient care.

"Thanks to the dedication of over 10,000 colleagues who bring our forever caring promise to life every day, we are now set to accelerate sustainable and profitable growth."

Capital Markets Day details

The Capital Markets Day will take place at 2pm BST on 9 April 2026 in London. Online registration can be found here.

The event will feature presentations from Convatec's Executive Leadership Team, including detailed insights into the Accelerate strategy, category-specific growth drivers and our innovation pipeline.

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About Convatec

Pioneering trusted medical solutions to improve the lives we touch: Convatec is a global medical products and technologies company, focused on solutions for the management of chronic conditions, with leading positions in Advanced Wound Care, Ostomy Care, Continence Care, and Infusion Care. With over 10,000 colleagues, we provide products and services in around 90 countries, united by a promise to be forever caring. Our solutions provide a range of benefits, from infection prevention, treatment for hard to heal wounds, at-risk skin and ulcerated tissue to supporting debilitating conditions, improved patient outcomes and reduced care costs. Convatec's revenues in 2025 were over 2 billion. The company is a constituent of the FTSE 100 Index (LSE:CTEC). To learn more please visit http://www.convatecgroup.com

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[1] AWC growth guide in 2027 is M/HSD; HSD from 2028

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