



## **CORPORATE GOVERNANCE GUIDELINES**

**May 10, 2024**

The Board of Directors (the "Board") of Endo, Inc. (the "Company") has adopted these corporate governance guidelines (these "Guidelines") to promote the effective functioning of the Board and its committees, to promote the interests of the shareholders and to provide a common set of expectations as to how the Board, its various committees, individual directors and management should perform their functions.

The Board is primarily responsible for managing the Company's business and affairs. However, the Board can delegate its functions to any Director, to any committee consisting of one or more Directors, and it may also delegate administrative functions to management. The Board retains a residual duty of supervision and control post delegation to the extent required by applicable law(s).

The Board is responsible for, among other things, selecting the Company's Chief Executive Officer ("CEO"), monitoring the Company's operating performance and financial condition, overseeing the Company's adherence to corporate governance standards, approving significant transactions and establishing the strategic direction of the Company. The Board has developed these Guidelines as a framework for its oversight activities that advance the long-term interests of shareholders and other stakeholders. The Board will continue to assess the appropriateness and effectiveness of these Guidelines and to update these Guidelines periodically.

### **Role, Responsibilities and Duties of the Board**

The Board is elected by the Company's shareholders to provide direction and oversight of the Company's business and affairs and seeks to enhance shareholder value. The Board appoints the Company's CEO, establishes the Company's strategic direction and oversees the performance of the Company's business and management. The Company's management is responsible for presenting strategic plans to the Board for review and approval and for implementing the Company's strategic direction. The Board has delegated to the CEO, together with the other executive officers of the Company, the authority and responsibility for managing the business and affairs of the Company under the direction of the Board. In performing their duties, the primary responsibility of the Directors is to exercise their business judgment in the best interests of the Company in accordance with applicable law.

The Board also has the obligation to review and approve significant transactions. The Board's approval of a particular transaction may be appropriate because of several factors, including:

- (1) legal or regulatory requirements;
- (2) the materiality of the transaction to the Company's financial performance, risk profile or business;
- (3) the terms of the transaction; or
- (4) other factors, such as a material variation from the Company's strategic plan.

To the extent the Board determines it to be appropriate, the Board shall develop standards to be utilized by management in determining the types of transactions and other decisions that should be submitted to the Board for review and approval or notification. Attachment 1 to these Guidelines is the current Grant of Authority which includes these standards.

The Board oversees the Company's adherence to corporate governance standards and has delegated this oversight to the Nominating, Governance & Corporate Responsibility Committee, which has the responsibility for overseeing and making recommendations with respect to the corporate governance of the Company, these Guidelines and the current Grant of Authority.

## **Criteria, Selection and Orientation of the Board**

### *Board Membership Criteria; Selection*

The Nominating, Governance & Corporate Responsibility Committee is responsible for determining the skills, experience and characteristics required of Board members, and for recommending to the Board qualified candidates for Board membership. The Nominating, Governance & Corporate Responsibility Committee's review of Board candidates should include consideration of a balance of a number of attributes, including general business and industry experience, leadership profile, strategic planning abilities and experience, aptitude in finance, accounting, legal or regulatory matters, character, business judgment, communication skills, interpersonal skills, time availability in light of other commitments, dedication, conflicts of interest, as well as the extent to which the interplay of the candidate's expertise, skills, knowledge and experience with that of other Board members will contribute to a Board that is effective, collegial and responsive to the needs of the Company, together with other such relevant factors that the Nominating, Governance & Corporate Responsibility Committee considers appropriate in the context of the needs of the Board and its shareholders.

In an effort to foster and maintain a diversity of viewpoints on the Board, the Nominating, Governance & Corporate Responsibility Committee will monitor the mix of skills, professional experience, gender, age, race, ethnicity, background, and perspectives of the Directors and assess potential candidates in the context of the current Board make-up. To reflect its commitment to diversity, to the extent the Board utilizes a third-party search firm to identify potential director candidates, the Nominating, Governance & Corporate Responsibility Committee will instruct the search firm to include in its initial list of candidates qualified candidates who reflect diverse backgrounds, including diversity of gender, race or ethnicity.

Based on the recommendations of the Nominating, Governance & Corporate Responsibility Committee, the Board shall nominate candidates for election by the shareholders. Directors will stand for reelection every year. In accordance with the Certificate of Incorporation and Bylaws of the Company, the Board will also be responsible for filling vacancies or newly-created directorships on the Board that may occur between annual meetings of shareholders.

### *Orientation and Education of Directors*

New directors will be promptly provided with materials relating to the operations, finances and affairs of the Company and will attend briefings by the Company's executive officers (and at the new Director's request, other members of management), internal auditors and independent registered public accounting firm. All Directors shall use reasonable efforts to periodically attend, at the Company's expense, one formal continuing education program for corporate directors, and are otherwise expected to be knowledgeable about effective corporate governance practices. If a Director serves on other boards of directors and attends a formal continuing education program for such other board(s), this requirement shall be satisfied.

## **Board Composition**

### *Size of Board*

The Board of Directors shall consist of not less than five (5) nor more than twelve (12) members, the exact number of which shall determine from time to time by the Board in accordance with the Company's Certificate of Incorporation and Bylaws and pursuant to duly adopted Board resolutions.

### *Majority of Independent Directors*

A majority of the Board shall consist of Directors who the Board has determined are "independent" under the rules of The New York Stock Exchange ("NYSE"). No more than two employees may serve on the Board at the same time. The Board shall make an annual determination of the independence of each member of the Board, in accordance with applicable laws, regulations and stock exchange listing agreements.

### *Change in Principal Occupation*

Each Director other than the Chairman of the Board must notify the Chairman of the Board when his or her principal occupation changes. The Chairman of the Board must notify either the Senior Independent Director, if applicable, or the chair of the Nominating, Governance & Corporate Responsibility Committee when his or her principal occupation changes. In addition, if a Director's principal occupation changes substantially from the position he or she held when originally invited to join the Board or when last elected or appointed to the Board, the Board may request, upon the Nominating, Governance & Corporate Responsibility Committee's recommendation, a resignation from such Director and if so requested, such Director shall resign.

### *Other Directorships*

Serving on other boards of directors broadens the knowledge and experience of a Director, and enhances the ability of the Director to contribute and participate effectively on the Board. At the same time, no Director can serve the Company effectively without dedicating substantial time and energy to Board duties. Accordingly, Directors are encouraged to limit the number of other boards on which they serve and it is expected that directors' other commitments will not interfere with the Director's discharge of his or her Board duties. Any Director who serves on two public company boards in addition to the Company's Board shall receive approval from the Nominating, Governance & Corporate Responsibility Committee and the Chairman of the Board before accepting an invitation to serve on an additional board of directors unless such Director is retired from his/her principal occupation in which case such approval is not necessary. Due to the demanding nature of service on the Audit & Finance Committee, the members of the Audit & Finance Committee may not serve on the audit committees of the boards of directors of more than two other public companies at the same time as they are serving on the Audit & Finance Committee unless such Director is retired from his/her principal occupation or the other Directors specifically find that such Director has the time to contribute and participate effectively on the Audit & Finance Committee and permit such person to do so.

### *Election Term and Term Limits*

Directors are elected annually for one-year terms. The Board has not established term limits, nor does it believe in automatic annual re-nomination. While term limits may offer certain benefits, the Board believes that any benefit is outweighed by the disadvantage of arbitrarily losing experienced Directors who have developed valuable insight into the Company and its operations, affairs, strategies and plans. At the same time, the Board believes there is value in Board refreshment and that it is optimal for the Board to have directors with varied tenures. Accordingly, the Board self-evaluation process is an important determinant for continuing service. For example, when considering whether to recommend that the Board re-nominate a sitting director, the Nominating, Governance & Corporate Responsibility Committee will consider (i) the Director's time availability in light of other commitments and the Director's record of availability and participation in and contributions to the activities of the Board; and (ii) the overall mix of skills, professional experience, gender, age, race, ethnicity, background and perspectives of the Directors in light of the Company's operations, affairs, strategies and plans.

At general meetings, Directors shall be appointed by ordinary resolution. An ordinary resolution is a resolution put to the shareholders at a general meeting which is passed by a simple majority of those present in person or by proxy at the meeting who are entitled to vote. If a Director nominee fails to receive

a sufficient number of votes for re-election at the annual general meeting of shareholders in accordance with the Certificate of Incorporation of the Company, such Director shall not be re-appointed to the Board.

### *Compensation*

The form and amount of compensation to be paid to non-employee Directors for serving on the Board and its committees shall be competitive in light of industry practices and the obligations imposed by such service. Accordingly, no less frequently than biennially, the Compensation & Human Capital Committee shall review the adequacy and fairness of Board compensation. The Compensation & Human Capital Committee will in turn report its assessment to the Board. In order to align the long-term interests of the Directors with those of the shareholders, a portion of director compensation shall be provided in equity interests of the Company. There is currently no pension or retirement plan for directors.

Any changes in Board compensation shall be approved by the Compensation & Human Capital Committee.

### **Board Leadership**

#### *Chairman of the Board*

The Board generally believes that the role of the Chairman of the Board and the role of CEO should be separate and that the Chairman should not be part of the Company's management. The Board also generally believes that the Chairman should be "independent," as determined by the Board, in accordance with applicable laws, regulations and stock exchange listing requirements. However, the Board recognizes that under certain circumstances, the Board may determine that it is in the best interest of the Company if the roles of the Chairman of the Board and the CEO are undertaken by the same person who may not be "independent." In the case that the Chairman is not "independent," the Board shall select a Senior Independent Director, as described below. Furthermore, the Board may choose the Chairman of the Board in any way it considers to be in the best interests of the Company taking into consideration any recommendation by the Nominating, Governance & Corporate Responsibility Committee.

In addition to the general duties and responsibilities of a Director, the Chairman is responsible for setting Board meeting agendas, dates and locations, presiding over all Board and shareholder meetings, presiding over all executive sessions of the Board and meeting regularly with the CEO between Board meetings. In exercising this leadership, the Chairman shall consult with the CEO and the Board as a whole. The Chairman will also facilitate full and candid communication among the Directors, and between the Directors and the CEO.

#### *Senior Independent Director*

In the event that the Board believes it is beneficial to appoint a Senior Independent Director, the Board may select a Senior Independent Director in any way it considers to be in the best interests of the Company. In selecting a Senior Independent Director, the Board shall take into consideration any recommendation by the Nominating, Governance & Corporate Responsibility Committee. The Senior Independent Director should be "independent," as determined by the Board, in accordance with applicable laws, regulations and stock exchange listing requirements.

In addition to the general duties and responsibilities of a director, the Senior Independent Director, if appointed, is responsible for fulfilling the Chairman's duties (as described above) in the event that the Chairman is unavailable, together with assisting the Chairman and the chair of the Nominating, Governance & Corporate Responsibility Committee with Board evaluation, acting as a liaison with specified industry groups designated by the Board or the CEO at their direction, supporting the Chairman and providing management and shareholders with additional means of access to the Board and acting as an intermediary for other Directors, if necessary or appropriate.

## **Committees and Executive Sessions**

### *Number, Structure and Independence of Committees*

The Board shall have four standing committees: Audit & Finance Committee, Nominating, Governance & Corporate Responsibility Committee, Compensation & Human Capital Committee, and Compliance Committee. Each of these committees shall be composed solely of independent Directors approved by the Board. A Director may sit on more than one committee for which he or she qualifies.

The purpose of these committees is set forth in their respective charters. The purposes of the Audit & Finance Committee are, among other things, to assist the Board in fulfilling its (1) legal and fiduciary obligations with respect to matters involving the accounting, auditing, financial reporting, internal control and financial compliance functions of the Company and its subsidiaries; (2) oversight responsibility relating to: (i) the integrity of the Company's financial statements; (ii) the effectiveness of the Company's internal control over financial reporting; (iii) the Company's compliance with legal and regulatory requirements (which is also the responsibility of the Compliance Committee); (iv) the independent registered public accounting firm's qualifications, independence, and performance; and (v) the performance of the Company's internal auditing department; and (3) oversight of the Company's financing policies and practices, risk management and capital structure. Each member of the Audit & Finance Committee shall be financially literate and at least one will be a "financial expert" (as defined under applicable laws, regulations and/or listing exchange requirements).

The purposes of the Nominating, Governance & Corporate Responsibility Committee are, among other things, to (i) identify and recommend to the Board individuals qualified to serve as directors of the Company, (ii) advise the Board with respect to the composition of the Board and its committees, (iii) make recommendations to the Board on corporate governance matters, (iv) supervise the evaluation of the Board and (v) review corporate responsibility matters.

The purposes of the Compensation & Human Capital Committee are, among other things, to develop and implement the Company's (i) executive compensation philosophy, (ii) compensation and employee benefit plans and programs, including its executive compensation plans, stock incentive plans and its cash-based incentive-compensation program, (iii) director compensation and (iv) management development and succession.

The purposes of the Compliance Committee are, among other things, to assist the Board by providing oversight of regulatory, compliance (including interactions with healthcare professionals), product safety and quality and legal matters that may impact the Company.

### *Committee Charters*

Each of the Audit & Finance Committee, Nominating, Governance & Corporate Responsibility Committee, Compensation & Human Capital Committee, and Compliance Committee shall have a written charter that sets forth the purpose, responsibilities and duties of such committee (as may be amended, modified or supplemented from time to time).

### *Assignment and Rotation of Committee Members*

The Nominating, Governance & Corporate Responsibility Committee shall recommend to the Board the chair and membership of each committee, and a majority of the Board shall determine the committee chair and membership of each committee. Committee membership and the position of the committee chair shall not be rotated on a mandatory basis unless the Board determines that rotation is in the best interests of the Company.

### *Executive Sessions*

To provide free and open discussion and communication among the non-management Directors, such Directors shall meet in executive session at every regularly scheduled meeting of the Board with no members of management present. The Chairman shall preside at the executive sessions; however, if the Chairman is unavailable or is a member of management, the Senior Independent Director shall preside at the executive sessions. These executive sessions shall serve as the forum for, among other things, the annual performance evaluation of the CEO.

#### *Management Succession*

The Compensation & Human Capital Committee shall conduct an annual review of the Company's management succession plan for the CEO and the executive officers, the mechanics for which are set forth below.

The Compensation & Human Capital Committee shall review and concur on a management succession plan in consultation with the Chairman of the Board and the Senior Independent Director, at the Chairman's request, and as developed by the CEO, to provide continuity of the executive officers. In addition, the Compensation & Human Capital Committee, with input from the full Board, will also work with the CEO in the development of a succession plan for the CEO. These plans, on which the Compensation & Human Capital Committee shall report to the Board at least annually, shall address:

- a. Emergency CEO succession;
- b. CEO succession in the ordinary course of business; and
- c. Succession for the executive officers.

#### *Board and Committee Meetings*

The Board shall hold regular meetings on at least a quarterly basis. Telephonic or virtual board meetings are permitted. Regular Board meetings will usually consist of committee meetings and the general Board meeting. Further Board meetings shall occur if called by the Board, the Chairman, the Senior Independent Director, the chair of any committee or the CEO. The Board and committees shall hold such other meetings as they deem necessary to fully execute their fiduciary and oversight responsibilities. Any action of the Board or any committee may be taken by unanimous written consent in lieu of a meeting.

The agenda of each Board meeting will be prepared by the Company Secretary or any Assistant Secretary under the direction of the Chairman or the Senior Independent Director (at the request of the Chairman or in the event that the Chairman is unavailable). Any Board member may suggest the inclusion of additional subjects on the agenda. The agenda for each committee meeting shall be established by the committee chair in consultation with appropriate members of the committee and with management. Although management will seek to provide to all Directors an agenda and appropriate materials in advance of meetings, the Board recognizes that this will not always be consistent with the timing of transactions and the operations of the business, and that in certain cases it may not be possible to circulate materials in advance of the meeting.

Unless a committee expressly determines otherwise, the agenda, materials and minutes for each committee meeting shall be available to all Directors upon their request, and all non-management Directors shall be free to attend any committee meeting. In addition, all Directors, whether or not members of the committee, shall be free to make suggestions to a committee chair for additions to the agenda or his or her committee or to request that an item from a committee agenda be considered by the Board.

The chair of each committee will report regularly to the Board on the substance of the committee meetings.

#### **Expectations of Directors**

The business and affairs of the Company shall be overseen by or under the direction of the Board in accordance with applicable law. In performing their duties, the primary responsibility of the Directors is to exercise their business judgment in the best interest of the Company. The Board has developed a number of specific expectations of Directors to promote the discharge of this responsibility and the efficient conduct of the Board's business.

*Commitment and Attendance.* All Directors should make efforts to attend meetings of the Board and the committees of which they are members. Members may attend by any method permitted by law.

*Participation in Meetings.* Each Director should be sufficiently familiar with the business and affairs of the Company, including its financial statements and capital structure, and the risks and competition it faces, to facilitate active and effective participation in the deliberations of the Board and of each committee on which he or she serves. Upon request, management will make appropriate personnel available to answer any questions a Director may have about any aspect of the Company's business and affairs. Directors should also review the materials provided by management and advisors in advance of the meetings of the Board and its committees and should arrive prepared to discuss the issues presented.

*Loyalty and Ethics.* In their roles as Directors, all Directors owe a duty of loyalty to the Company. This duty of loyalty mandates that the best interests of the Company take precedence over any interests possessed by a Director.

The Board has adopted a Code of Conduct for the Board of Directors (the "Director Code") which is intended to focus the Board and each Director on areas of ethical risk; provide guidance to Directors to help them recognize and deal with ethical issues; provide mechanisms to report unethical conduct and help foster a culture of ethics and compliance. Each Director must comply with the Director Code. Directors who also serve as Executive Officers of the Company should read the Director Code in conjunction with the Company's Employee Code of Conduct.

Any waiver of the Director Code for a Director or any waiver of the Employee Code of Conduct for an Executive Officer of the Company may be made only by the Board of Directors or a committee of the Board and will be disclosed if required by law or stock exchange requirements.

*Other Directorships.* The Company values the experience Directors bring from other boards on which they serve, but recognizes that those boards may also present demands on a director's time and availability and may present conflicts of legal issues. Directors should advise the Chairman before accepting membership on other boards of directors or other significant commitments involving affiliation with other businesses, institutions, governmental units or regulatory entities, in the event such membership or affiliation may conflict with the interests of the Company. See "Board Composition; Other Directorships" above.

*Contact with Management.* All Directors are invited to contact the CEO at any time to discuss any aspect of the Company's business. Directors also have complete access to other members of senior management. The Board expects that there will be frequent opportunities for Directors to meet with the CEO and other members of senior management in Board and committee meetings and in other formal and informal settings.

Further, the Board encourages management, from time to time, to bring managers into Board meetings who: (1) can provide additional insight into the items being discussed because of personal involvement and substantial knowledge in those areas; and/or (2) are managers with potential that the senior management believes should be given exposure to the Board.

*Contact with Other Constituencies.* It is important that the Company speak to employees and outside constituencies with a single voice, and that the CEO and senior management serve as the primary spokespersons. If a situation arises in which it seems necessary or appropriate for a non-management Director to speak on behalf of the Company to one of these constituencies, the Director should consult and coordinate with the CEO and the Chairman.

*Confidentiality.* The proceedings and deliberations of the Board and its committees are confidential. Each Director shall maintain the confidentiality of information received in connection with his or her service as a Director.

*Conflicts of Interest.* Directors must disclose to the rest of the members of the Board (or any committee on which such Directors are members) any potential conflict of interest that they may have, or that they believe may arise, with respect to a matter under discussion and, if appropriate, refrain from participating in the discussion relating to, or voting on, a matter on which they may have a conflict.

### **Evaluating Board and Committee Performance**

The Board shall conduct a self-evaluation at least annually to determine whether it is functioning effectively on behalf of shareholders. The Board should periodically consider the mix of skills and experience that Directors bring to the Board to assess whether the Board has the necessary tools to perform its oversight function effectively. The Nominating, Governance & Corporate Responsibility Committee is authorized to provide oversight to the evaluation process.

Each committee of the Board should conduct a self-evaluation at least annually and report the results to the Board.

### **Reliance on Management and Outside Advice**

In performing its functions, the Board and each committee is entitled to rely on the advice, reports and opinions of management, counsel, accountants, auditors and other expert advisors. The Board and each committee, as appropriate, shall have the authority to retain and approve the fees and retention terms of its outside advisors.

Adopted by the Board of Directors  
of Endo, Inc.  
May 10, 2024