



## CATALENT, INC.

### COMPENSATION AND LEADERSHIP COMMITTEE CHARTER

(LAST REVISED: August 23, 2023)

#### I. PURPOSE

The Compensation and Leadership Committee (the “Committee”) shall provide assistance to the Board of Directors (the “Board of Directors”) of Catalent, Inc. (the “Company”) by, among other things:

- A. Discharging the Board of Directors’ responsibilities relating to the compensation of the CEO and other executive officers;
- B. Providing oversight of the Company’s executive compensation plans, policies and programs as they affect the executive officers;
- C. Reviewing and making recommendations to the Board of Directors regarding director compensation;
- D. Reviewing, assessing and making reports and recommendations to the Board of Directors as appropriate on succession planning with respect to the executive officers; and
- E. Assisting the Board of Directors with oversight of the Company’s culture and strategies relating to human capital management.

#### II. STRUCTURE AND OPERATIONS

##### Composition and Qualifications

The Committee shall be comprised of three or more members of the Board of Directors, each of whom shall be determined by the Board of Directors to be “independent” under the applicable rules of the New York Stock Exchange (the “NYSE”). At least two members of the Committee will also qualify as a “non-employee” director within the meaning of Rule 16b-3 under the Securities Exchange Act of 1934, as amended (the “Exchange Act”).

##### Appointment and Removal

The members of the Committee shall be appointed by the Board of Directors and each member shall serve until such member’s successor is duly elected and qualified or until such member’s earlier resignation, removal, disqualification or death. The members of the Committee may be removed, with or without cause, by action of the Board of Directors.

## Chair

Unless a chair of the Committee (the “Chair”) is selected by the Board of Directors, the members of the Committee shall designate a Chair by the majority vote of the full Committee membership. The Chair of the Committee will preside over all regular sessions of the Committee and is responsible for setting the agendas for Committee meetings. In the absence of the Chair of the Committee, the Committee shall select another member to preside.

## Delegation to Subcommittees

The Committee may form subcommittees composed of one or more of its members for any purpose that the Committee deems appropriate and may delegate to such subcommittees such power and authority as the Committee deems appropriate.

The Committee may delegate to one or more officers of the Company the authority to make grants and awards of cash or options or other equity securities to any non-Section 16 officer of the Company under the Company’s incentive-compensation or other equity-based plans as the Committee deems appropriate and in accordance with the terms of such plan; provided that such delegation is in compliance with the plan, applicable law and stock exchange listing requirements.

## **III. MEETINGS**

The Committee shall meet periodically as circumstances dictate. The Chair of the Board of Directors or any member of the Committee may call meetings of the Committee. Unless otherwise restricted by the Company’s certificate of incorporation or bylaws, all meetings of the Committee may be held telephonically. In addition, unless otherwise restricted by the Company’s certificate of incorporation or bylaws, the Committee may act by unanimous written consent in lieu of a meeting.

As part of its review and establishment of the performance criteria and compensation of designated key executives, the Committee should meet separately with the CEO, the Company’s principal human resources executive, and any other corporate officers, as it deems appropriate. However, the Committee should meet regularly without such officers present, and shall deliberate and vote with respect to such officers’ compensation without such officers being present.

All non-management directors that are not members of the Committee may attend meetings of the Committee but may not vote. Additionally, the Committee may invite to its meetings any director, management of the Company and such other persons as it deems appropriate in order to carry out its responsibilities. The Committee may also exclude from its meetings any persons it deems appropriate in order to carry out its responsibilities.

A majority of the Committee shall constitute a quorum for the transaction of business and the act of a majority of those present at any meeting at which there is a quorum shall be the act of the Committee.

#### **IV. RESPONSIBILITIES AND DUTIES**

The following functions shall be the common recurring activities of the Committee in carrying out its responsibilities. These functions should serve as a guide with the understanding that the Committee may carry out additional functions and adopt additional policies and procedures as may be required or appropriate in light of business, legislative, regulatory, legal or other conditions or changes. The Committee shall also carry out any other related responsibilities and duties delegated to it by the Board of Directors from time to time. Nothing in this Charter shall expand the duties or liabilities of any director or officer of the Company beyond any duties or liabilities otherwise imposed by applicable law.

The Committee, in discharging its oversight role, is empowered to study or investigate any matter of interest or concern that the Committee deems appropriate and may, in its sole discretion, retain, obtain the advice of and terminate any compensation consultant, legal counsel or other adviser. The Committee shall be directly responsible for the appointment, compensation and oversight of any compensation consultant, legal counsel or other adviser retained by the Committee. The Company shall provide appropriate funding, as determined by the Committee, for payment of reasonable compensation to any compensation consultant, legal counsel or other adviser retained by the Committee, as well as funding for the payment of ordinary administrative expenses of the Committee that are necessary or appropriate in carrying out its duties.

The Committee shall undertake an independence assessment prior to selecting any compensation consultant, legal counsel or other advisers that will provide advice to the Committee as may be required by the NYSE from time to time. It is expected that the Committee shall evaluate, on at least an annual basis, whether any work provided by the Committee's compensation consultant raised any conflict of interest. Finally, it is expected that the Committee shall pre-approve any services to be provided to the Company or its subsidiaries by any of the Committee's compensation consultants.

##### Setting Compensation for Executive Officers and Directors

1. Establish and review the overall compensation philosophy of the Company.
2. Review and approve corporate goals and objectives relevant to the CEO's and other executive officers' compensation, including annual performance objectives, if any.
3. Evaluate the performance of the CEO in light of such goals and objectives and, either as the Committee or together with the other independent directors (as directed by the Board of Directors), determine and approve the annual salary, bonus, equity-based incentive and other benefits, direct and indirect, of the CEO based on this evaluation. In determining the long-term incentive component of the CEO's compensation, the Committee may consider any number of factors, including the Company's performance and relative shareholder return, the value of similar incentive awards to CEOs at comparable companies, and the awards given to the CEO in past years.

4. Review and approve, or recommend to the Board of Directors, the annual salary, bonus, equity and equity-based incentives and other benefits, direct and indirect, of the other executive officers.
5. In connection with executive compensation programs:
  - (i) review and recommend to the full Board of Directors, or approve, new or modified executive compensation programs;
  - (ii) review on a periodic basis the operations of the Company's executive compensation programs to determine whether they are effective in achieving their intended purpose(s);
  - (iii) establish and periodically review policies for the administration of executive compensation programs; and
  - (iv) take steps to modify any executive compensation program that yields payments and benefits that are not reasonably related to executive and corporate performance.
6. Establish and periodically review policies in the area of senior management prerequisites.
7. Consider policies and procedures pertaining to expense accounts of senior executives.
8. Discuss the results of the stockholder advisory vote on "say-on-pay" and the frequency of "say-on-pay" votes, if any, with regard to the named executive officers.
9. Review and recommend to the full Board of Directors the compensation of directors, as well as director's and officer's indemnification and insurance matters.
10. Review and recommend to the full Board of Directors, or approve, any compensatory contracts or other employment-related transactions with current or former directors and executive officers ("executive officer" has the same meaning specified for the term "officer" in Rule 16a-1(f) under the Exchange Act) of the Company, including consulting arrangements, employment contracts, severance or termination arrangements, any benefits to be provided in connection with a change in control and any special or supplemental compensation and benefits.
11. Consider, on at least an annual basis, whether risks arising from the Company's compensation policies and practices for all employees, including non-executive officers, are reasonably likely to have a material adverse effect on the Company, and evaluate compensation policies and practices that could mitigate any such risk.
12. Periodically review stock ownership guidelines for the directors and the CEO and other executive officers and monitor compliance with such guidelines.

### Monitoring Incentive and Equity-Based Compensation Plans

13. Review and approve, or recommend to the Board of Directors, the Company's incentive-compensation plans and equity-based plans, and oversee the activities of the individuals responsible for administering those plans.
14. Review and recommend to the Board of Directors, or approve, all equity-based awards, including pursuant to the Company's equity-based plans.
15. Review and monitor the Company's regulatory compliance with respect to compensation matters, including developing and recommending to the Board of Directors for approval one or more policies for the recovery or clawback of erroneously paid compensation.
16. Monitor compliance by executives with the rules and guidelines of the Company's equity-based plans.
17. Review and monitor any employee pension, profit sharing and benefit plans.

### Continuity/Succession Planning/Leadership Development Process/Human Capital Management

18. If and as delegated by the Board of Directors:
  - (i) oversee and approve the management continuity planning process developed by management;
  - (ii) review and evaluate the succession plans developed by management relating to the CEO and other executive officer positions and make recommendations to the Board of Directors with respect to the selection of individuals to occupy these positions; and
  - (iii) oversee the executive officer development assessment process developed by management.
19. Review and assess reports from management and make reports and recommendations to the Board of Directors on the Company's culture, policies and strategies relating to human capital management, including talent development, diversity, equity and inclusion initiatives, performance management, retention and employee engagement.

### Reports

20. Prepare the compensation committee report on executive officer compensation as required by the United States Securities and Exchange Commission (the "SEC") to be included in the Company's annual proxy statement or annual report on Form 10-K filed with the SEC.
21. Oversee the preparation of a "Compensation Discussion and Analysis" (the "CD&A") for inclusion in the Company's annual proxy statement or annual report on Form 10-K, in accordance with the rules of the SEC. The Committee shall review and discuss the CD&A

with management each year and, based on that review and discussion, determine whether or not to recommend to the Board of Directors that the CD&A be included in the Company's annual proxy statement or annual report on Form 10-K, as applicable.

22. Report regularly to the Board of Directors including:
- (i) following meetings of the Committee; and
  - (ii) with respect to such other matters as are relevant to the Committee's discharge of its responsibilities.

The Committee shall provide such recommendations to the Board of Directors as the Committee may deem appropriate. The report to the Board of Directors may take the form of an oral report by the Chair or any other member of the Committee designated by the Committee to make such report.

23. Maintain minutes or other records of meetings and activities of the Committee.

## **V. ANNUAL PERFORMANCE EVALUATION**

The Committee shall perform a review and evaluation, at least annually, of the performance of the Committee and its members, including by reviewing the compliance of the Committee with this Charter. In addition, the Committee shall review and reassess, at least annually, the adequacy of this Charter and recommend to the Board of Directors any improvements to this Charter that the Committee considers necessary or appropriate. The Committee shall conduct such evaluations and reviews in such manner as it deems appropriate.