AURORA® Opening the World to Cannabis™

Letter from the Chair of the HRCC

Dear fellow shareholders,

This past year was an important one for Aurora and for the HRCC. As your new Committee Chair, I would like to use this letter to directly address last year's say-on-pay outcome, describe the comprehensive review and shareholder engagement we undertook in response, and outline the specific changes we have made to our compensation programs going forward.

In fiscal 2026, Aurora delivered strong financial results, highlighted by significant growth in key international markets while navigating the challenging global cannabis sector. The Company's unwavering commitment to improving lives through scientific expertise, proven performance, and a deep commitment to patient care continues to set it apart. I am proud to serve on the Aurora Board and to support the Company's continued growth, resilience and commitment to creating long-term value for all stakeholders.

Over the course of the year, the HRCC heard clearly from shareholders that our executive compensation programs needed to better reflect the realities of the cannabis environment — which is the focus of this letter.

Reflecting on Last Year and Looking Ahead to Fiscal 2027 and Beyond

As the new Chair of the HRCC, I take seriously the responsibility of ensuring that the design of Aurora's executive compensation programs meets and exceeds best practice standards and enables the HRCC to make responsible and informed decisions to support Aurora's long-term success and value creation for shareholders. Shareholder perspectives are central to that responsibility. Last year's say-on-pay result made clear that shareholders had concerns about pay-for-performance alignment. I made it a priority this year to understand those concerns directly and to work with the HRCC on a clear path forward. This included meeting with certain top shareholders to both hear their perspectives, and to share important details on Aurora's governance and compensation practices, as well as Company performance. As part of this engagement process, I also met directly with two proxy advisors, ISS and Glass Lewis. Under my direction, a robust action plan has been put in place with sound oversight of the HRCC. The plan includes the following key actions.

Engagement of New Independent Executive Compensation Advisor

As a result of a thorough RFP process of which I was directly involved, we engaged leading independent executive compensation consulting firm, Mercer, as the HRCC's new compensation advisor going forward. Further details on this partnership can be found within this CD&A.

Review of Compensation Peer Group

One of Mercer's first mandates for the HRCC was to reassess the fiscal 2027 peer group selection criteria, placing greater emphasis on cannabis peers with international medical cannabis operations and on similarly sized biopharmaceutical companies operating in comparable regulated environments. Consequently, cannabis peers whose operations are primarily U.S.-centric and/or retail-focused were excluded as they are less comparable.

The market for executive talent for Aurora spans internationally, as do the responsibilities of our top executives. Therefore, our peer group is made up of both U.S. and Canadian companies, with other geographies also reviewed and considered as applicable. Our executive team is located throughout Canada and the U.S. (CEO and CFO reside in the U.S.), resulting in a need to consider competitiveness with both markets to ensure Aurora can align with our predefined compensation philosophy and attract the best talent for our executive team. We believe our refreshed peer group exhibits key characteristics that align with Aurora's current stage of growth and size. Our new benchmarks also align more closely, but not identically, with those constructed by ISS and Glass Lewis using standardized methodologies that do not yet reflect our biopharmaceutical orientation and strategy.

Specific details on these changes and the new compensation peer group for fiscal 2027 can be found within this CD&A. I believe this revised peer group is balanced and provides Board members with an objective market benchmark to assess the competitiveness and appropriateness of executive compensation and to support informed pay decisions.

Review of Executive Compensation – with a focus on CEO Pay Design

In partnership with Mercer and utilizing the newly adopted compensation peer group, the HRCC completed a comprehensive review of the design of Aurora's executive compensation program, with a primary focus on the CEO's pay design, including LTI determinants and criteria for realizing payouts.

Ultimately, the HRCC recommended the below changes which were approved by the Board, effective for fiscal 2027:

- ✓ A **reduction in total target pay** for the CEO, through a reduction in the total target annual LTI grant from 375% to 325%;
- ✓ **A further emphasis on "at-risk" and performance-driven pay**, through a change to the LTI weighting;
  - PSUs - 70% (up from 50%)
  - RSUs - 30%, and
  - No stock options (no dilution);
- ✓ A new PSU design with **greater emphasis on our financial and operational success**;
- ✓ The exclusion of PSUs from share ownership guideline calculations for the CEO; and
- ✓ An amendment to the RSU Plan to include a double-trigger on the change of control provision.

This updated CEO compensation framework, together with the absence of salary increases since 2022, establishes target total direct compensation positioned between the 25th and 50th percentiles of the new peer group (vs. approximately 57% in the prior year), and aligns with Aurora's relative size according to several scope indicators.

Because this comprehensive review occurred during the second half of fiscal 2026 and following our August 2025 AGM date, most program changes are applicable to fiscal 2027. To address fiscal 2026 directly, in consultation with the HRCC, the CEO made the decision to forfeit half of his June 2025 PSU grant - the largest single element of his fiscal 2026 compensation. This forfeiture better aligned his total compensation with Aurora's share price performance for fiscal 2026.

As part of this review, we also considered the approach to one-time awards and how this is disclosed to our shareholders. You will see the third (and final) year performance-based cash retention award as part of the CEO compensation this year is under the "Other Compensation" column. Importantly, the cash component paid was contingent on achieving revenue goals and individual performance criteria, to drive value creation and ensure alignment with Company performance. Details on these performance-based conditions have been added this year and can be found under the Statement of Executive Compensation. Going forward, the HRCC intends to take a more prudent approach to the granting of one-time awards outside of established incentive schemes.

I believe that these steps taken, and changes implemented reflect a commitment by the HRCC to address shareholder concerns arising from last year's say-on-pay result.

Executive Compensation Decisions and Design

Aurora's executive compensation programs are intended to drive shareholder value creation, emphasize pay-for-performance, and provide a framework to effectively attract and retain our top talent. In determining compensation each year, we consider several factors including performance against established corporate objectives, individual performance and demonstrated enterprise leadership, and benchmarking against our peer group.

Focus on "At-Risk" and Performance-Based Pay Outcomes

We believe that our Named Executive Officers (NEOs) and senior leaders should have the majority of their compensation at-risk and ensure that our programs are structured as such. With respect to total target compensation for fiscal 2026:

- ✓ 50% of the long-term incentive (LTI) award mix was performance based for executives.
- ✓ 83% of the CEO compensation was variable and "at-risk" (STI & LTI).
- ✓ The CEO mix was 17% base salary, 19% STI and 64% LTI.
- ✓ 74% of the EVP and CFO compensation was variable and "at-risk" (STI & LTI).
- ✓ The target mix was more at risk than market (our executives: 26% base salary, 20% STI and 54% LTI).

Since 64% of CEO compensation is delivered in equity, the values shown in the Summary Compensation Table reflect grant-date fair values rather than amounts ultimately received — and given recent cannabis-sector share performance, a significant portion has not been realized by our CEO or other NEOs, reinforcing the alignment between compensation outcomes and the shareholder experience.

As always, the HRCC ensures that responsible and reasonable decisions are made for executives and the Company as a whole. Details on the overall design and pay outcomes for fiscal 2026 can be found within this CD&A and the Statement of Executive Compensation.

Focus on the Retention of Key Talent

The HRCC has been very strategic in putting together a leadership team of highly skilled executives from CPG, banking/financial, pharma, and manufacturing industry backgrounds to help transform and reset the organization. The executive team has continued to do tremendous work to differentiate Aurora as a leader in the global cannabis industry, proving that they are the right individuals to drive Aurora's success and create value for our shareholders. Retaining these individuals remains a top priority for the HRCC and the Board.

As previously discussed, the significant decline in cannabis-sector valuations over recent years meant that long-term incentives granted in earlier years did not function as intended and have not served as meaningful retention tools for our executives. With that in mind, and with a goal of ensuring Aurora's critical talent is retained to continue to deliver on the Company's promise and potential, a retention program was approved by the Board in 2022, under which the third and final year cash component was paid to our NEOs during fiscal 2026 and is reflected in this year's report. As discussed above, this cash component, as with last year, was contingent on achieving revenue goals and individual performance criteria. Additional disclosure has been added to the Statement of Executive Compensation this year to provide context on those performance objectives. This is the final year of this retention program (which the HRCC has not renewed), with the exception of Nathalie Clark, EVP, General Counsel and Corporate Secretary, who was added a year later than the other NEOs. As such, Ms. Clark has one additional year remaining for this retention program.

Requesting Your Support

As the new Chair of the HRCC, I would like to thank our shareholders for their valued feedback and trust, and the entire Aurora team for their commitment to the Company's success as we continue in our pursuit of ***Opening the World to Cannabis™*.**

It has been an eventful and productive first year in this role. I am confident that the compensation outcomes disclosed for fiscal 2026 and the changes implemented for fiscal 2027, which reflect direct engagement with shareholder feedback, will continue to align with Aurora's strategic direction and support long-term value creation for our shareholders. On behalf of the HRCC, I encourage you to read the CD&A and to support our say-on-pay proposal as we continue this work.

Thank you for your continued support.

Michael Singer

Michael Singer
Chair of the HRCC and Lead Independent Director