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Bruce Phillips
Chairman
ALS Limited ACN 009 657 489

Annual General Meeting

10:00am on 31 July 2019

Ladies & gentlemen,

I am delighted to report another very good year for ALS. Compared to the 2018 result, management has delivered an increase in Underlying NPAT, eps and dividends in excess of 25%. This was achieved against a background of our best ever year on safety performance, continued capital investment in our future growth, and significant progress on the cultural and strategic initiatives in our aspirational journey to become a top tier global Testing, Inspection & Certification (TIC) company.

We continue to aspire to be a company valued by our customers, admired by the communities in which we operate, and a company that our employees and shareholders are proud of.

Our long-term strategy also continues to be based on the integrity of our work and the delivery of service excellence. These values are what the ALS brand stands for, because they are essential to our business purpose of assuring the communities in which we operate.

During FY2019, the TIC industry experienced uncertain and volatile global markets. Despite these challenges, the year saw another strong performance from our continuing operations and demonstrated that ALS remains on track to achieve the "Everest" goals outlined in its 5-year strategic plan. The board is particularly pleased that Total Shareholder Returns (TSR), including dividends, was an impressive 87.9% over the past three years.

Financial results

Full Year FY19 Financial Summary

Full Year	FY18** ($m)	Full Year FY19 ($m)					
	Underlying*	Underlying*	Discontinued Operations	Divestment & Impairment Charges	Restructuring & other one off items	Amortisation of Intangibles	Statutory Results
Revenue	1,446.9	1,664.8	7.7	-	-	-	1,672.5
EBITDA	289.3	352.9	(4.1)	(9.9)	(17.6)	-	321.3
Depreciation & amortisation	(68.0)	(71.8)	(1.5)	-	-	(3.0)	(76.3)
EBIT	221.3	281.1	(5.6)	(9.9)	(17.6)	(3.0)	245.0
Interest expense	(25.8)	(32.0)	-	-	-	-	(32.0)
Tax expense	(51.7)	(67.1)	1.2	3.0	4.7	-	(58.2)
Non-controlling interests	(1.6)	(1.0)	-	-	-	-	(1.0)
NPAT	142.2	181.0	(4.4)	(6.9)	(12.9)	(3.0)	153.8
EPS (basic - cents per share)	28.4	37.1	-	-	-	-	31.6
Dividend (cents per share)	17.0	22.5	-	-	-	-	-

* *continuing operations*
** *restated*

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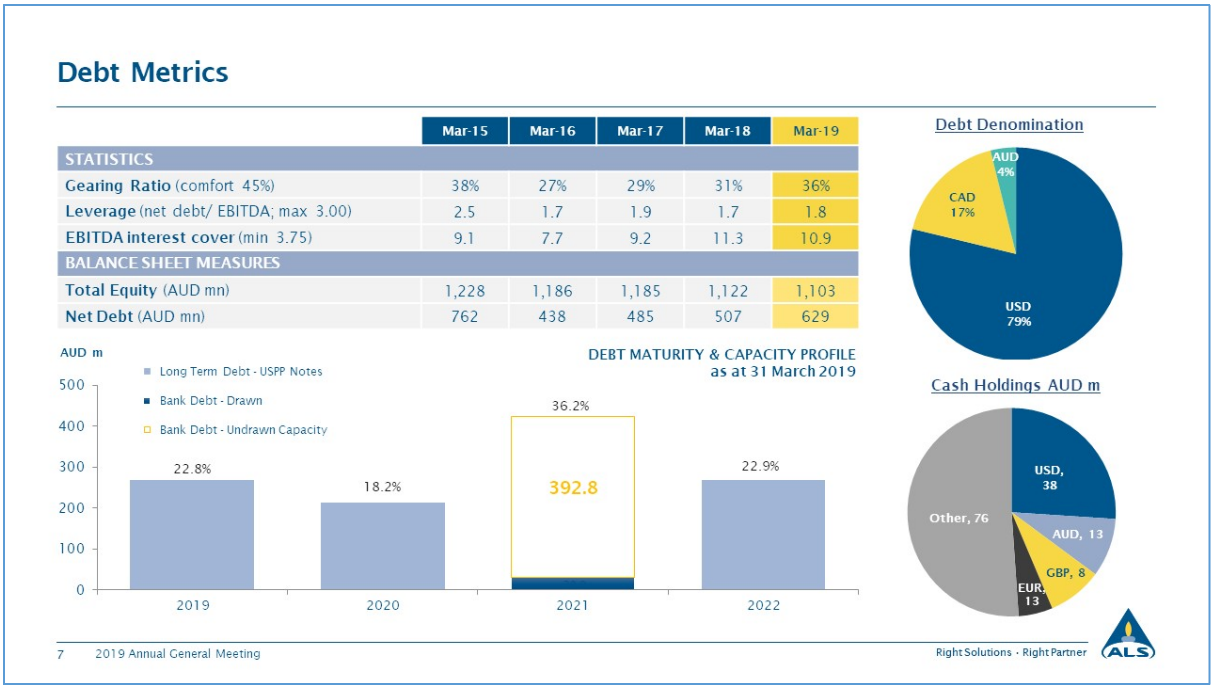
Now I would like to provide some more detail of the past year's financial results.

Revenue from continuing operations was $1.66 billion, up 15.1% on the $1.44 billion recorded the previous year.

The Company achieved an underlying net profit after tax from continuing operations of $181.0 million, 27.3% higher than the pcp. The statutory result was a net profit after tax of $153.8 million.

Importantly, underlying eps growth was 31.1%. These outcomes were in large part due to the continued improvement in market conditions for those ALS business streams exposed to mineral commodities markets but also successful expansion in our less cyclical Life Sciences division via acquisitions in the food and pharmaceutical sectors in mainland Europe and the Americas.

The underlying net profit excluded those Oil and Gas operations which are 'held for sale', restructuring and other one-off items, amortisation of acquired intangibles, and impairment charges.



Debt Metrics

	Mar-15	Mar-16	Mar-17	Mar-18	Mar-19
STATISTICS					
Gearing Ratio (comfort 45%)	38%	27%	29%	31%	36%
Leverage (net debt/ EBITDA; max 3.00)	2.5	1.7	1.9	1.7	1.8
EBITDA interest cover (min 3.75)	9.1	7.7	9.2	11.3	10.9
BALANCE SHEET MEASURES					
Total Equity (AUD mn)	1,228	1,186	1,185	1,122	1,103
Net Debt (AUD mn)	762	438	485	507	629

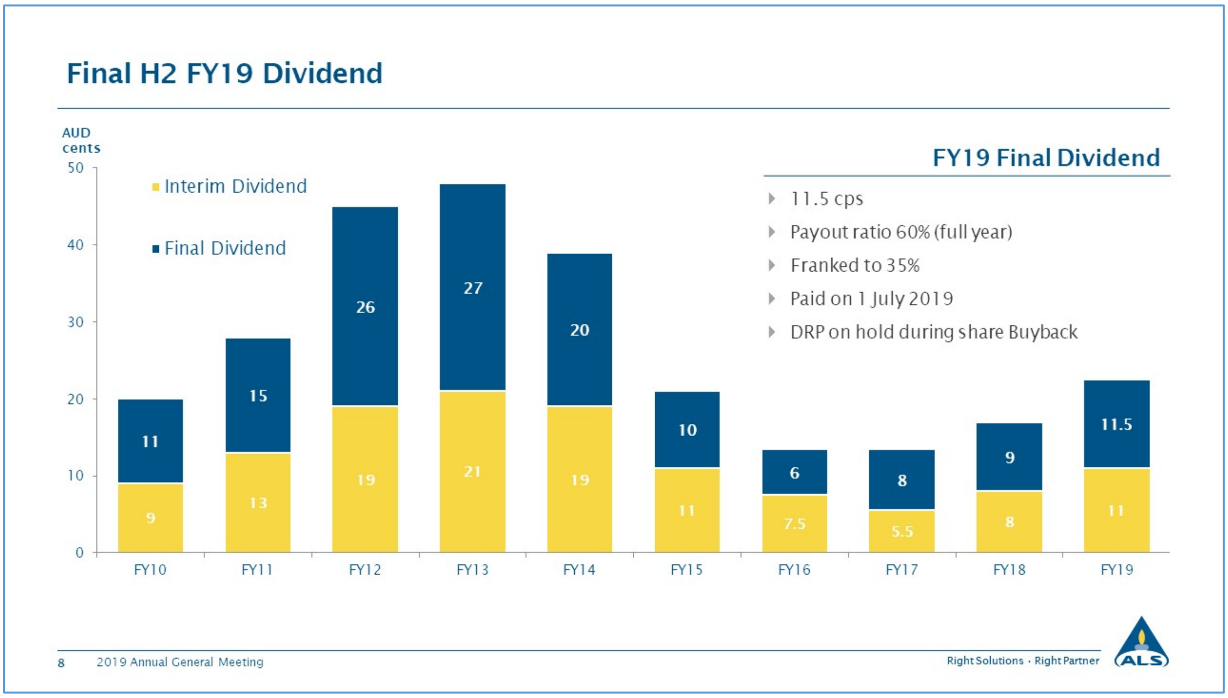
The Company saw a minor increase in net debt during the year, but the Group remains committed to its strategy of maintaining a strong balance sheet throughout economic & commodity cycles.

The Group's leverage ratio was 1.8 times Net Debt over underlying EBITDA at year end, up marginally from 1.7 times last year.

In April, the Company announced a new issue of long-term senior notes extending the Group's weighted average debt profile to 5.1 years at a weighted average interest rate of approximately 4%.

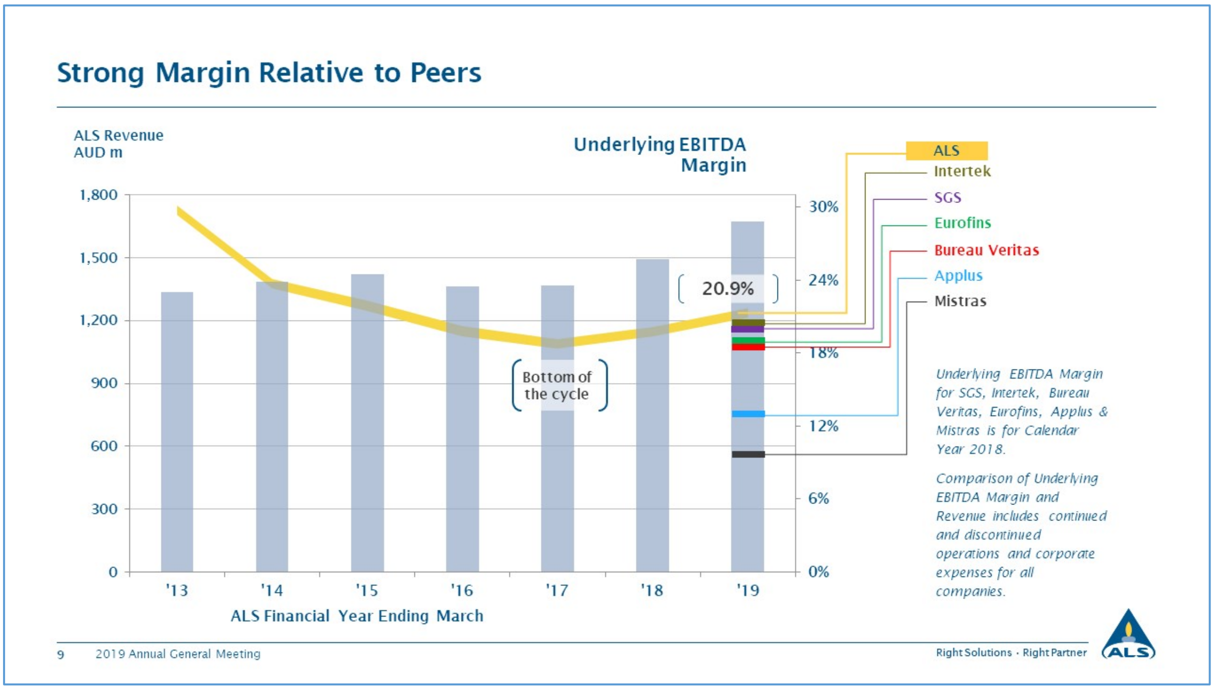
The strength of our balance sheet provides flexibility for investment for future growth, both organically and via acquisitions in our current target sectors, Food & Pharmaceuticals.

During the year our balance sheet strength also allowed the Company to conduct a share buyback program in which over $153.5 million has been used to repurchase in excess of 21.8 million shares at an average price of $7.04 per share, to improve our EPS and dividend performance with an obvious flow-on benefit for shareholders.



A final dividend of 11.5 cents per share, franked to 35 percent, was paid earlier this month on the 1st of July. This brought the total dividend paid for the year to 22.5 cents per share, representing a 32.4% increase in dividend to shareholders from the previous year. The full year dividend was a payout of 60 per cent of underlying net profit after tax. This is consistent with our stated policy to payout approximately 50-60 per cent of underlying net profit after tax, and paying out all Franking Credits in the year they become available.

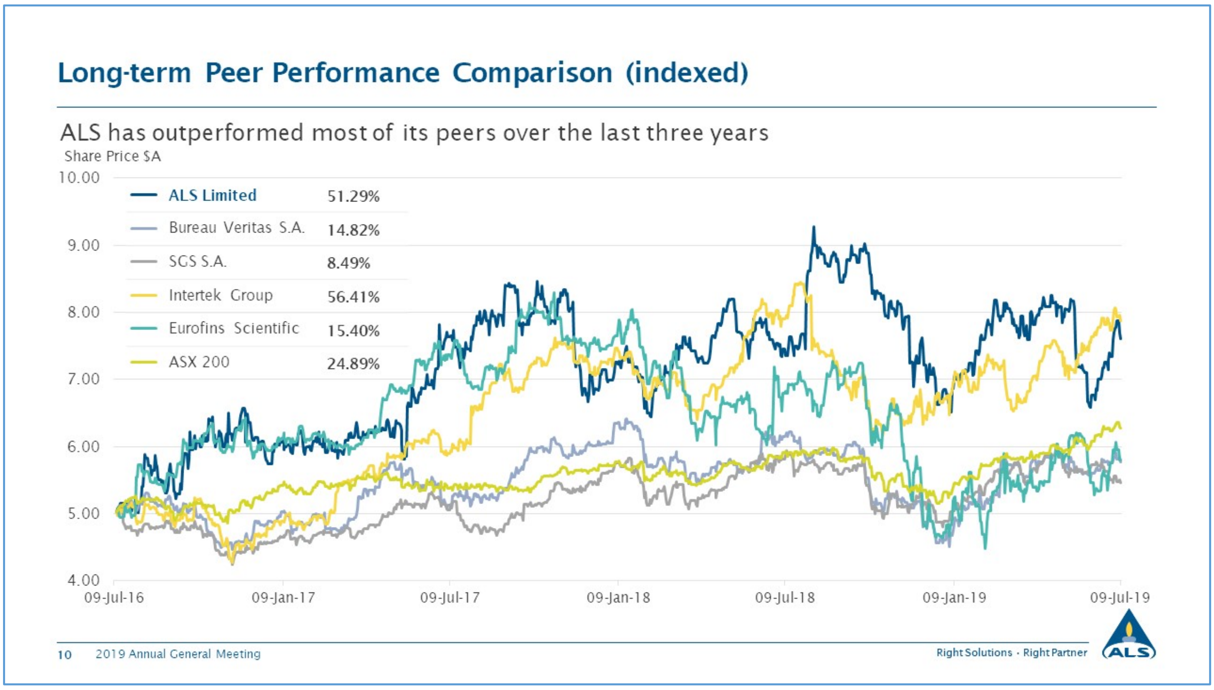
The Company's dividend reinvestment plan (or DRP) remains suspended during the ongoing operation of the share buyback.



During the 2019 financial year, the Company was successful in improving its underlying EBITDA margin from continuing operations by 160 bps to 20.9%, suggesting ALS is performing at the highest level among its global peer TIC companies.

All business streams contributed positive operating results, particularly the Geochem and Life Science businesses which experienced better operating conditions and margin improvement.

However, the Industrial Division was adversely impacted by competitive pressures leading to margin decline, despite increasing top line revenue.



Directors are satisfied with the performance of the business compared with our global peers, particularly over the last three years. Combined with a continued internationalisation of the business through consolidation of its operational hub in the USA, global diversification of the Board and senior executive team, ALS is on target to implement its strategic objectives and strengthen its presence as a leading provider of services in the global TIC sector.

CEO Raj Naran will outline actions we are taking to address these areas in FY20.

Acquisitions & Divestments

Turning now to acquisitions and divestments.

The strategy around the Company's M&A activity remains unchanged, with a focus on building and expanding our highly successful existing businesses, with an emphasis on high margin business streams with testing at their core.

The Company continually conducts due diligence on a range of small to medium sized acquisitions, with the current emphasis being on the food and pharmaceutical sectors.

The Company will continue to develop the depth, business stream breadth, and geographic location of its pipeline of opportunities. These opportunities now undergo a more rigorous investigation by management & the board, with external advisers assisting where appropriate. The board's focus is on adherence to a range of strict strategic, operational and financial criteria.

In April the Company completed the sale of its environmental testing business in China to SUEZ. This followed the divestment in March of the much smaller Life Science consumer testing business based in Hong Kong and mainland China, and followed a decision that given the small size of each of the businesses relative to the market in which they operated, the Company's capital was more efficiently allocated by investing to align with expansion in the Food and Pharmaceutical sectors in Asia, Europe and the Americas.

As previously announced, the Group also divested the majority of its Oil & Gas technical services business in July 2017 and in March 2018 decided to exit the small remaining laboratory services component. In light of the continuous challenges faced by the business and lack of potential buyers with attractive offers, the Board decided to close the operation.

People & Culture

People and Culture are central to ALS's success.

With over 15,000 people employed globally in the Group, we continue to focus on safety, diverse & innovative thinking, and employee engagement to attract and retain talented employees.

Over the last twelve months the board has initiated a greater emphasis on training and personnel development to maximise the potential of our work force. We are investing in world-leading financial and human resource systems to facilitate quicker and better business decisions. There is an increasing emphasis on sustainability practices to drive our employees' sense of purpose, and we are empowering our employees to achieve their best by decentralising control and allocating capital for regional growth aspirations.

ALS has one of the most diverse and innovative work forces in the world, but more can be done. To this end we are pleased to report further progress on increasing the representation of women in our senior leadership pipelines, with female recruitment in our professional ranks again exceeding 55%.

However, our overall goal is not just focussed on gender diversity. The best global companies have great diversity of capability and thinking throughout their organisations. At ALS our objective is similarly a merit-based, and diverse work force at all levels of the organisation, including the board.

In January we welcomed our first internationally based non-executive director Siddhartha Kadia to the ALS Board. In the short period of time since Siddhartha's appointment, the Board has benefited from his diverse international, operational and industry experience. This was the first step in a longer-term plan over the next few years to achieve even greater diversity of thinking at the board level in terms of business experience, gender and geographic background.

Over the last two years, the Board has also invested considerable time and effort to ensure ALS' corporate culture is well understood by employees. This was not driven by any external factors, but because the board believes it is the right thing to do.

Non-executive directors have now collectively visited each of the Company's regional hubs over the five continents of our operations, to listen to the views of employees and to outline the board's expectation on corporate culture, and our strong alignment with management on the strategic direction of the Company.

Sustainability

ALS is dedicated to operating in a responsible and sustainable manner.

This is the third year we have published a comprehensive Sustainability Report. It sets out our commitment and progress in the areas of safety, environment, community, our customers, and our people; and the measures we have undertaken to maintain a sustainable business.

I encourage all our stakeholders to read the report and share our vision of ALS's sustainable future. However, I would like to highlight some of the achievements for the year.

Apart from the record safety performance and major advances in gender diversity already mentioned, ALS spent over $760 million with local suppliers, reduced its energy intensity by 4%, paid $50 million in taxes, created an additional 1,400 employment positions, ran over 53,000 training and Code of Conduct sessions, and attained excellent employee scores for culture & safety. We established the framework and piloted in Australia the ALS Cares initiative, we continued donations to charities that match ALS values, and we entered new strategic alliances with research organisations. Raj Naran will have more to say on sustainability in his presentation.

Remuneration

The Company's Remuneration Report sets out what the Board believes is a very balanced and measured set of remuneration outcomes that align with the culture, strategy and performance of the Company, and the role and contribution of our executives.

The improved corporate performance both in absolute terms and relative to our industry peers resulted in increases in the overall remuneration earned by the KMP in FY2019.

Short-term incentive payments varied across the KMP's in accord with varied divisional performances, suggesting the STI scheme is working in line with shareholder interests.

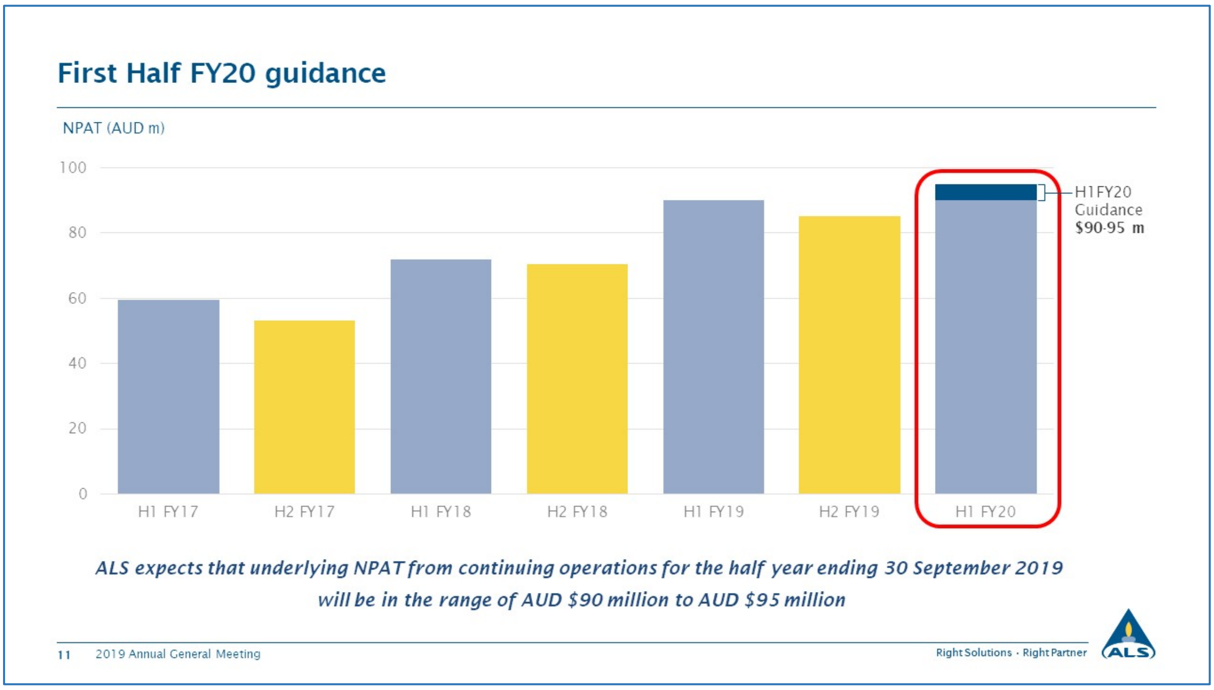
For the executives' long-term incentive plan, relevant performance hurdles for the three-year period ended March this year were substantially met, but at the proportionate rate of 85 per cent of the maximum potential. Management has been rewarded, but again only when aligned with shareholder interests.

The non-executive directors' overall fee pool increased by $150,000 during the year following approval of the resolution by shareholders at the 2018 AGM. It is important to note that in FY2019, payments to non-executive directors was 20% below the cap approved by shareholders. However, the increase provides strategic flexibility in succession planning for the Board. It allows for overlapping terms of the non-executive directors and the future appointment of more globally diverse Board members as previously foreshadowed.

Resolutions will be proposed later in this meeting seeking your support for the re-elections of Tonianne Dwyer and Siddhartha Kadia as non-executive directors for a further three-year term. Tonianne and Siddhartha have the strong support of the Board for re-election, and we hope to have your support as well.

At this point I would also like to recognise the significant contribution to ALS of our retiring non-executive director, Mel Bridges. Mel has been a director of the Company since 2009 and has been a board champion for ALS' move into, and growth of, the Life Sciences division. On behalf of the board and shareholders I thank Mel for his wise counsel and custodianship over his ten (10) year tenure.

Outlook



Past practice for ALS has been to provide half year guidance at the AGM, and whilst it is always difficult to predict future market conditions, that is also our intention today.

We are currently seeing positive returns and growth in our Environmental, Food, Pharmaceutical and Tribology businesses, and some softness in sample intake in Commodities. The Asset Care business unit margins remains flat and conditions challenging.

The Board expects first half underlying net profit after tax from continuing operations to be in the range of $90 to $95 million in the first half to September 2019. For the HY results the Company will also report a profit of $60million on the sale of its China businesses and a potential tax liability of approximately $18 million relating to historical restructuring. This guidance of course assumes no material change in market activity levels (e.g. global trade wars), foreign exchange rates and no material adverse events in the Group's business activities.

Closing

Finally, ladies and gentlemen, I would like to thank all of you, our shareholders, for your ongoing support; to Raj and his management team for their hard work and dedication in carrying out our strategies in a challenging environment; and to my fellow directors for their support over the past year.

I will now hand over to Raj to deliver his address to you. Thank you.