

11 November 2021

Manager Companies  
Company Announcements Office  
Australian Securities Exchange Limited  
Level 4, Stock Exchange Centre  
20 Bridge Street  
SYDNEY NSW 2000

Dear Sir / Madam

**ANSELL LIMITED: Chairman's Address, CEO's Address & Slides and Special Advisor to the Board's Presentation– 2021 AGM**

Please find attached the address to be given by the Chairman, the address and slide presentation to be given by the Chief Executive Officer and the slide presentation to be given by the Special Advisor to the Board at Ansell Limited's Annual General Meeting, to be held today.

This release was authorised by the Board of Directors of Ansell Limited.

Yours sincerely

A handwritten signature in black ink, appearing to read "M. Evans".

**Martin Evans**  
**Company Secretary**  
**Ansell Limited**  
Tel: +61 3 9270 7105  
Email: martin.evans@ansell.com

**ANSELL LIMITED**  
**CHAIRMAN'S ADDRESS**

Good morning, Ladies and Gentlemen.

My name is John Bevan and I am the Chair of Ansell Limited.

It is my great pleasure to welcome you today.

Before I open the meeting, I would like to take you through the procedural aspects of the meeting.

Today's meeting is being held online via the Lumi platform. This allows shareholders, proxyholders and guests to attend the meeting virtually through a live webcast. In addition, shareholders and proxyholders have the ability to ask questions and submit votes.

Every effort has been made to ensure this meeting runs smoothly. A full recording of this meeting will be provided on our website.

Online attendees can submit questions at any time.

To ask a question, select the messaging tab at the top of the Lumi platform. At the top of that tab there is a section for you to type your question. Please also note which resolution your question relates to in this section. Once you have finished typing please hit the arrow symbol to send.

Text questions can be submitted at any time and you do not need to wait for the relevant item of business to ask your question. We encourage you to start asking questions now. If you have any difficulties, please contact the AGM hotline number, which is displayed on the screen now.

Please note that while you can submit questions from now on, they will not be addressed until the relevant time in the meeting. Questions may be moderated or if we receive multiple questions on one topic, combined together. Depending on the questions asked, I will decide as to whether I will answer or ask a member of management or the auditor to respond.

For those shareholders who wish to ask a verbal question, an audio questions facility is available during this meeting. To use this service, please pause the broadcast on the Lumi platform and then click on the link under "Asking audio questions". A new page will open where you will be prompted to enter your name and the topic of your question before being connected. You will listen to the meeting on this page while waiting to ask your question and at the appropriate time will be invited to ask your question live at the meeting.

If you have any issues using this system, please return to the Lumi platform. After you have asked your question, you should return to the Lumi platform to continue to watch the presentations or ask additional questions.

Today Anita Chow, our Head of Investor Relations, will be helping to moderate any text and audio questions.

Voting today will be conducted by way of a poll on all items of business. Voting for all resolutions will open shortly and the poll will remain open during the meeting so that you can vote on all items at any time.

If you are eligible to vote, a new polling icon will appear. Selecting this icon will bring up a list of resolutions and present you with voting options. To cast your vote simply select one of the options. There is no need to hit submit or the enter button as the vote is automatically recorded. You do however have the ability to change your vote, up until the close of the meeting.

Voting is now open on all items of business. The polling icon will soon appear. Please submit your votes at any time.

I will now move to the formal proceedings of the meeting.

The Company Secretary has confirmed that a quorum is present, and I declare this Annual General Meeting open.

The Notice of Meeting was released on 7 October 2021, and with your approval, I will take the notice as read.

This is a shareholders' meeting and only shareholders, their attorneys, proxies and authorised company representatives are entitled to vote and ask questions at this meeting.

If you are attending as a proxy and have been instructed how to vote, I ask you to ensure that any vote you cast is in accordance with those instructions.

We have appointed Mr Herve Ferrier, a manager of Computershare Investor Services Proprietary Limited, assisted by members of his staff, as Returning Officer for this meeting.

Joining me today in Melbourne are Peter Day and Nigel Garrard and in Ansell's New Jersey office Managing Director and Chief Executive Officer, Neil Salmon, Leslie Desjardins, Marissa Peterson, William Reilly, Christina Stercken, Christine Yan, and Morten Falkenberg who is standing for election as a Director at the meeting.

I would also like to welcome our former CEO and Managing Director, Magnus Nicolin and Company Secretary, Martin Evans, who join us.

Note that at both sites we are adhering to the appropriate COVID safety procedures, maintaining physical distancing and wearing masks in common areas or where physical distancing can not be maintained.

Penny Stragalinis, who was KPMG's audit engagement partner on the Ansell account for fiscal year 2021, is also online and available to answer any questions during the meeting regarding the conduct of the audit and the content and preparation of the Audit Report.

Before we move to the business of the meeting, I'd like to share with you a few comments on the state of the company.

First of all, I'd like to acknowledge the departures of two highly experienced Independent Directors and of course the delayed retirement of our CEO.

Consistent with Board policy, two long-serving Directors, Marissa Petersen and Peter Day, will retire from the Board at this meeting. Marissa joined the Board in August 2006 and Peter in August 2007. I thank them both for their splendid service and their many and wise contributions.

As planned, our CEO, Magnus Nicolin, stood down as CEO at the end of August this year. Magnus's tremendous contribution to the company over 11 years has been widely and appropriately acknowledged. Here, I will add only that Ansell shareholders and staff alike are all clear beneficiaries of his effort and vision. When you leave the Company in December, I personally will miss you greatly Magnus and I wish you well for your post-executive life and career.

Neil Salmon has taken over as CEO. Neil is well known to shareholders as the former CFO prior to his running Ansell's Industrial business. I am sure shareholders understand that Neil has been an intimate collaborator with Magnus in the creation of Ansell as a modern, highly integrated PPE global market leader.

So it will come as no surprise that Neil's appointment very much reflects strategic continuity for the company. In effect, our CEO succession will see Ansell doubling down on the characteristics that have seen the company so successfully distinguish itself from its peers namely:

- we will harness our growth prospects to the dynamics of emerging markets and we will continue to focus our business on PPE product markets where we are clearly in the top two and where our strengths can make an obvious difference; and
- we will progressively bring more supply in-house where the opportunity makes commercial sense and we will further leverage the benefits of integration through materials innovation as well as brand development.

Briefly, I now offer some thoughts on the company's current situation. In the short term, the impact of Covid remains a dominant influence, both positively and negatively.

We expect more volatility than we've seen so far during the course of the pandemic. Volumes in our Healthcare business will remain strong but single-use pricing is likely to experience pressure following industry expansions. Recently we've run into significant supply interruptions as new Covid waves impacted our plants and our suppliers in South-East Asia and various markets.

The longer term presents us with a different picture. Quite obviously, since its onset Covid has provided the company with some dramatic and unprecedented tailwinds. In response, Ansell has committed its strong cash flows to growth, and we will soon begin to see the impact of some very significant capacity expansions emerge.

So far, our most substantial expansion has come about in Thailand, where we have plans for 7 new differentiated single-use glove production lines with 4 lines now operational.

On 7 October we announced an even more substantial \$80 million greenfield investment, in India's southern State of Tamil Nadu. This is our largest greenfield investment in many years. It will be the most advanced plant of its type and will be designed explicitly to meet the most demanding carbon emission and water efficiency standards worldwide. We are building this plant to supply surgical and specialty gloves to both the domestic Indian market and export markets.

The Tamil Nadu project and our ability to fund it is a function of how Ansell transformed itself with the sale of our Sexual Wellness business which has enabled us to take full advantage of the extraordinary challenges of Covid. The company is now able to boost its global footprint and extend market leadership in emerging markets from a powerful platform of operational scale and financial strength.

Now I will briefly turn to two further themes that are clearly important to shareholders.

Firstly, capital management: in February 2021 we announced a new dividend policy. This will see Ansell pay a proportional dividend, targeting 40 to 50% payout of Profit Attributable. We've done this to better align shareholder benefits with movements in earnings while supporting growth through preserving a strong balance sheet. On-market buybacks remain an option to supplement dividends as is evident by the extension of the existing buyback program that was announced yesterday.

Secondly, in relation to our commitment to excellence in ESG performance I want to emphasise our focus on forced labour in our industry. We have pledged to ensure no forced labour or modern slavery practices is present at our own plants. We believe this to be the case but we must continue to be vigilant. In addition, we have pledged to work with our suppliers to help eradicate the presence of forced labour in our supply chains.

We have resumed physical third-party audits of labour standards at all of our own sites. Some of these were interrupted with the onset of the pandemic. Audits of our suppliers have also resumed,

but Covid movement restrictions have forced the postponement of some physical audits. These will be resumed as soon as it is possible to do so.

At Ansell, we believe that meeting forced labour tests is a clear condition of entry to our sector. Indeed, one of the important drivers of continuing to move supply in-house is to maximise control over our supply chain. Nonetheless, we are heartened to see improvements across the glove industry over the last year especially and we expect to see improvement continue.

To conclude, in this second pandemic year, Ansell has continued to perform extremely well, often in the face of unexpected logistical challenges and interruptions to global trade. There are short-term challenges but despite these we have such confidence in Neil Salmon and his team that we are confidently investing in growth.

I would like to now invite Neil to provide more detailed comment on the results outlook for the current year.

## CEO AGM speech

Thankyou John and good day to my fellow shareholders.

As you are aware, I took over from Magnus as CEO of Ansell on September 1 this year, having served a number of years in senior roles with the company. In presenting the performance of the company during 2021 I'm going to take the opportunity to reflect a little more broadly on the result than is customary. I want you to have a clear understanding of my views of the company's strengths and where my priorities will lie. But first I want to present the core features of our very strong year.

[SLIDE 1 – SUMMARY SLIDE]

As you can see on this summary slide, Ansell sales exceeded US\$2bn for the first time achieving impressive Organic Growth in sales across the business of over 22% in F'21. This was driven largely by our Healthcare business, where organic sales growth was 35% but was also supported strongly by our Industrial business which sprang back from the shock of the onset of Covid the previous year.

A significant improvement in EBIT margins to 16.7% helped deliver very strong EBIT growth of over 50% in constant currency. This impressive financial performance provided further evidence that the highest return investment we can make at Ansell is in our organic growth potential and as previously indicated, we increased our capital expenditure by 36% to support growth in the next financial year and beyond while also significantly increasing our dividend.

Quite clearly, the Covid-19 pandemic created significant demand for some products, influenced pricing during the year and also benefited our margins. In F'22 many of those same factors are now unfavourable vs F21 for a portion of our portfolio. So does this mean that the higher levels of sales and profit seen last year will entirely reverse? Well there are good reasons why I believe our recent performance should encourage shareholders on the long term value creation potential at Ansell.

[SLIDE 2– SBU SLIDE]

Firstly surgical, life science and mechanical also grew significantly and ahead of the estimates of market growth rates for these businesses that we presented at our last capital markets day. Our teams are currently working to update our strategy for a post pandemic world and we now believe meaningfully higher medium term growth rates should be our ambition for these three businesses compared to our previous expectations.

Secondly the strength of Single Use and Chemical in F'21 was not exclusively pandemic related. Yes we saw significant gains on the undifferentiated styles within Single Use and Chemical that were most relevant to the pandemic response and these gains are now reversing, but these trends are primarily on products that are not a core strategic growth focus and represent only a portion of our Single Use and chemical businesses. More important to our long term value potential is the success of our differentiation strategy in Single Use and Chemical and we also saw in F'21 and continuing into F'22 significant progress in this, backed by manufacturing capacity investments oriented to the technologies behind these products.

So, broadly, while Ansell enjoyed significant price and sales benefits from Exam/single use, the company's performance was strong across its portfolio including in areas not clearly correlated with the pandemic and in areas where the pandemic instead produced headwinds.

Our confidence in the long term potential of our portfolio is driving our increased investment ambitions.

[SLIDE 3 – Investments Overview]

These investments are targeted to increase capacity and improve our manufacturing effectiveness and competitiveness for Ansell's more differentiated, higher utility product lines where market trends and our durable competitive advantage support higher rates of organic growth.

They also collectively advance the strength of Ansell's overall supply chain network, maximising the benefits of Ansell's vertically integrated model of innovation, production, and distribution and further strengthening our ability to differentiate with customers in the reliability and robustness of our supply chain.

In some cases these investments respond to national requirements for local production now highly valued by customers after the recent experience of the pandemic emergency on PPE supplies.

[SLIDE 4 – India]

Our \$80m greenfield investment in India, mentioned already by John, is closely aligned with all our key strategic priorities. It will support significant growth, enhance our product differentiation, improve our competitiveness and strengthen the robustness and reliability of our overall sourcing network. And here you see pictures of work already progressing on site.

[SLIDE 5 – Earnings Guidance]

Turning now to expectations for this current year, when we announced our result in August and set out our guidance for fiscal year 22, we made it clear that the unprecedented Covid-19 emergency was in the process of evolving and with it, PPE markets were evolving too. We issued a wider guidance range than normal reflecting this uncertainty and talking to you now three months later, it remains an uncertain market environment.

It's now clear that external conditions are more challenging than anticipated for some of our businesses, but as ever Ansell's diverse portfolio means we have opportunities too.

Mechanical, surgical and life science have started the year well, growing despite the Covid manufacturing constraints that we mentioned in August that have led to delays in fulfilling some orders.

Supported by our capacity investments, our in-house differentiated Single Use styles also performed well. However, the correction of market pricing and demand particularly on the less differentiated Single Use styles is occurring more quickly than anticipated. Within mechanical while the strength of industrial markets continues in most of the world, manufacturing activity is clearly being hindered at least in the short term by the chip shortage, energy costs and delays in transportation.

We believe the disruption to Ansell's manufacturing from Covid restrictions is now behind us and our goal is to catch up on that lost production over the full year. We are carefully managing our cost base in this inflationary environment while also putting price increases through in coming months.

Overall we are maintaining our EPS guidance range. Our goal is to offset more challenging conditions for less differentiated styles in Single Use and Chemical through outperformance in differentiated styles and in other SBUs and by carefully managing pricing and cost.

I should note though that several factors, will unfavourably impact first half margins. These include the cost consequences of Covid restrictions at our sites over the first 4 months of this year and the impact of inflation particularly in transportation cost with price increases only going into effect in coming months. Our teams are doing an outstanding job managing price in a very dynamic environment and continue to do so this year, taking increases on some products, but also lowering prices particularly in Single Use where required to stay competitive. This means that for Single Use we will see the reversal of a trend that benefited last year and will hurt this year.

Our goal is always to price to current market conditions but our product costs lag behind market because of the months of inventory we carry. With rising prices this is favourable, as we adjust pricing lower this is unfavorable - even though we are successfully securing lower purchase prices of outsourced styles – because it will be some months before the benefit of lower purchase prices shows in costs of goods. The year over year unfavorability from this trend we expect to be most pronounced in this fiscal half. Taking these factors into account we are likely to see a more pronounced weighting of EPS delivery to the second half than is typical.

Let me conclude by stepping back for a moment, because I think a key question on shareholders' minds as we emerge from the pandemic is whether Ansell's ability to create value for all stakeholders has been enhanced or diminished during this period. I believe that it has been substantially enhanced and now we need to demonstrate that going forward.

[SLIDE 6 – Ansell Protects]

By maintaining a consistent long-term focus against the strategies Magnus outlined earlier, we are now performing above our previous expectations in the parts of our businesses most important to long term value creation.

I believe we are well positioned to benefit from industry trends as the fundamentals of our business model are better aligned to what matters to our key customers than ever before. We are a vertically integrated PPE player, unlike the great majority of our competitors, we have unique global sales and distribution infrastructure, as well as leadership in manufacturing and through our safety expertise and breadth of portfolio we are well placed to provide optimal protection solutions in rapidly changing workplaces globally.

More than ever before a differentiated supply chain is essential to competitive advantage. The flexibility and strength of our network, our unique technology and our commitment and investment behind ESG principles are all of increasing importance to customers who now consider these factors as well as competitive and effective hand and body protection as key to their purchasing decision.

As we look forward, I see an opportunity to refine our over-arching mission for customers and shareholders and in so doing bring greater clarity to the value creation opportunity for both. Our mission is "Ansell Protects". I am committed to extending this mission in three dimensions.

Through increased R&D spend developing advanced and more sustainable materials we will bring to market protection solutions aligned to changing customer needs. And through pioneering smart, connected PPE we will significantly expand our capability to reduce injuries in the modern workplace. These efforts will redefine how we protect workers and workplaces.

Secondly, in relation to "Who we protect?": we are going to reach many, many more end-users. I've referred to our greenfield investment in India. It perfectly captures our objective, which is to deliver significant emerging market growth by adding sales head count and local manufacturing capability. We see other sizeable market niches with large numbers of users who haven't traditionally had ready access to Ansell protection, and now for the first time we have answers to how to reach them including through e-commerce channels.



We will bring a credible, experienced-based answer to the question: "What is our protection responsibility?" Yes we must protect our customers workers and workplaces. We must protect our own workers and we remain committed to safety at work, especially in Covid-19 times, and to protecting the rights of all our employees. In turn, we will drive best practice at all of our suppliers.

Finally, we will set ambitious new sustainability goals consistent with the Paris agreement and announce those later this year as we seek to also protect the environment.

I would like to conclude with a heartfelt thank you to the global Ansell team, who have steered the company through these dynamic and challenging times, demonstrating incredible commitment and dedication while achieving impressive outcomes and I'm confident these qualities will shine through again in F'22 and beyond.

Thank you for your attention and now back to you John



# F'21 Annual General Meeting CEO Report

Neil Salmon – Managing Director & CEO

**Ansell**

**HyFlex** **GAMMEX** **AlphaTec** **MICROFLEX**

## Record Sales and Earnings Performance in FY21

## Sales

**\$2,026.9m**+25.6% Growth  
+22.5% CC Growth<sup>1</sup>EBIT<sup>2</sup>**\$338.0m**+56.0% Growth  
+51.4% CC Growth<sup>1</sup>

## Profit Attributable

**\$246.7m**+57.5% Growth  
+48.5% CC Growth<sup>1</sup>

## EPS

**192.2¢**+59.9% Growth  
+50.8% CC Growth<sup>1</sup>

## Dividend Per Share

**76.8¢**

+53.6% Growth

ROCE %<sup>3</sup>**19.8%**

Up 590bps vs FY20

Operating Cash Flow<sup>4</sup>**\$49.2m**+60.9% cash conversion<sup>5</sup>

## Capital Expenditure

**\$82.7m**

+36.5% Growth



## Leverage

**\$279.9m/0.7x<sup>6</sup>**Net Debt Position  
\$63.8m Lease Liabilities

1. Constant Currency ("CC") Growth compares FY21 to FY20 Restated results translated using FY21 average FX rates. Organic Growth compares FY21 to FY20 revenue at CC and excludes the effects of acquisitions and divestments
2. EBIT includes \$8.1m share of profit from Careplus joint venture (equity accounted)
3. ROCE is calculated as LTM EBIT over average capital employed
4. Operating Cash Flow is defined as net receipts from operations adjusted for net payments for property, plant and equipment and intangible assets, repayments of lease liabilities, net interest paid, and tax paid
5. Cash Conversion equals Net Receipts from Operations over EBITDA
6. Leverage Ratio = Net Debt divided by LTM EBITDA. Net Debt includes Lease Liabilities adjusted under AASB18
7. Financials presented in US dollars millions on all slides of this presentation unless otherwise specified

# Strong Organic Growth Across All Our SBUs

	Mechanical	Chemical	Exam/SU	Surgical	Life Sciences
Market Growth presented at Oct-20 Capital Markets Day	+2%	+4%	+6%	+3%	+7%
FY21 Organic Growth Delivered	+4%	+13%	+45%	+13%	+35%

# Investments Key To FY21 Results & Enabling Growth In FY22 And Beyond



## Single Use Gloves (Thailand)

Seven efficient, automated lines producing our proprietary differentiated TouchNTuff® styles.

Will more than double in-house production of single use gloves



## Chemical Body Protection (Sri Lanka)

Expanded capacity in Sri Lanka in support of chemical and lifescience customers globally.



## Chemical Gloves (Malaysia)

Two new state-of-the-art dip lines in Malaysia to support growth of our differentiated AlphaTec® multi-hazard chemical glove portfolio



## Surgical Gloves (Sri Lanka & Malaysia)

Two new synthetic surgical lines at existing manufacturing sites in Malaysia and Sri Lanka



## Electrical Protection Gloves (Malaysia)

Increased production to meet demand from automotive electric vehicles, EMS, utilities and green power industries



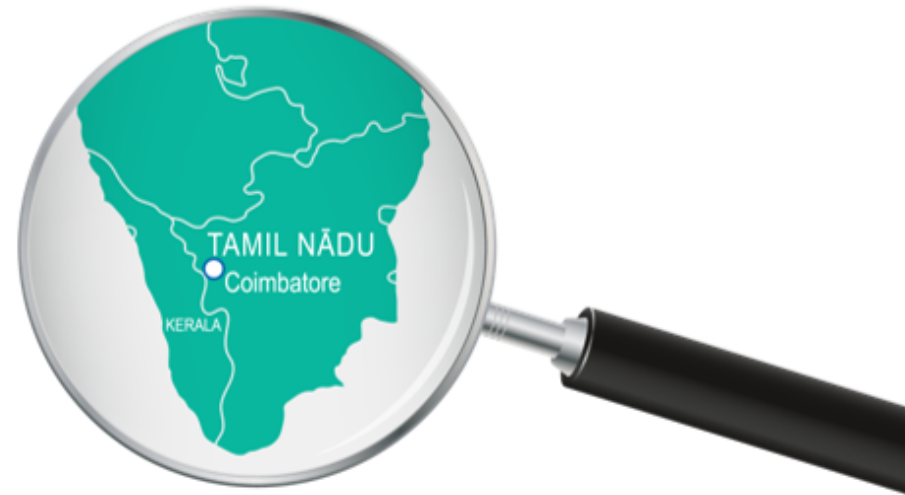
## Mechanical Gloves (Portugal & Russia)

Investment to grow capacity of HyFlex® and ActivArm® industrial hand protection, providing a locally made product (key in many markets now)



## Greenfield Investment in India for Surgical & Life Sciences

- \$80m investment over the next three years to build a new manufacturing facility in Tamil Nadu, India
- The facility will have the capability to produce a wide range of products, with an initial focus on surgical and life science gloves for the Indian domestic market and for export
- The facility will be designed and built-in line with Indian Green Building Council criteria and set a new benchmark at Ansell for sustainable manufacturing.



IN PROCESS

ARTIST IMPRESSIONS



HyFlex<sup>®</sup> GAMMEX<sup>®</sup> AlphaTec<sup>®</sup> MICROFLEX<sup>®</sup>

## FY21 ANNUAL GENERAL MEETING FY22 EPS Guidance

### What we assumed in August 2021

#### Demand

- Expect to see continued demand for Mechanical, Surgical, Life Sciences products and our internally manufactured Single Use gloves
- Lower demand is expected in areas which benefited most from COVID-19 i.e. Chemical Body Protection and undifferentiated Exam/SU gloves
- Pricing is expected to be a feature, positively and negatively

#### Supply

- There have been increased COVID-19 cases in South East Asia in the recent months. A number of our factories and suppliers in the region have had short term closures or reduced operations. This will disrupt supply and may impact our sales during FY22 H1
- Increased freight costs and shipping delays are also expected to persist throughout FY22

#### Guidance

- We expect FY22 EPS to be in the range of 175¢ to 195¢

### What we see in November 2021

#### Demand

- Positive year on year organic growth in Q1 FY22 for Mechanical, Surgical, Life Science overcoming increased backorders from C-19 controls in SE Asia
- Demand growth for Ansell in-house manufactured, differentiated SU
- Demand and pricing declines vs end of FY21 for much of our outsourced SU, particularly the less differentiated styles. Pricing still higher vs Q1'21
- Industrial demand strong in some markets, uneven in others

#### Supply

- At end October, all manufacturing sites back to more "normal" production levels helped by increased vaccination rates in Malaysia, Sri Lanka, Thailand and Vietnam.
- Shipping delays increasing inventory in transit. Significantly increased freight costs persisting, price increases going into effect over coming months

#### Guidance

- We maintain FY22 EPS to be in the range of 175¢ to 195¢.
- FY21 H1 GPADE margins expected to be lower than FY21 levels which is partly offset by lower SG&A spend

# Our Mission is “Ansell Protects”

## BUILDING ON ESTABLISHED STRATEGIES

### Invest in differentiation

- Innovation
- Production capacity and technologies
- Emerging market presence
- Modern digital architecture

### Protect & strengthen our culture

- Excellence in Safety
- Strengthening diversity
- Passion & Agility
- Enjoyable place to work

Stay focused on markets and products where we are a leader

## POSITIONED TO BENEFIT FROM INDUSTRY TRENDS

### Vertically Integrated

- Global sales and distribution reach
- Investing in manufacturing leadership creating technology differentiation
- Portfolio breadth and regulatory strength key to addressing emerging protection needs in e.g. electrification, chemical hazard

### Differentiated Supply Chain

- Flexible network of inhouse manufacturing and supplier partnerships has shown resilience through pandemic disruption
- ESG at heart of Supply Chain strategy & culture
- Establishing supplier management framework
- Investing against sustainability objectives and to eliminate manufacturing waste

## ACCELERATING FUTURE GROWTH CREATING VALUE FOR ALL STAKEHOLDERS

Opportunity to redefine our mission - “Ansell Protects”

### *How we protect: transforming our ability to protect*

- Increasing R&D spend with focus on more sustainable materials with multi-risk protection
- Smart, connected PPE that can significantly reduce costly injuries in workplaces
- Extending AnsellGUARDIAN® capability

### *Who we protect: reaching new end users*

- Emerging market growth by adding sales headcount and local manufacturing
- Using e-commerce to extend reach, complementing current channels

### *Protecting sustainably: protecting our employees and the environment*

- Driving best practice across our industry
- Setting new ambitious sustainability goals consistent with the Paris Agreement



# ANSELL 2010 to 2021

## The market-trends and our transformation

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*Magnus Nicolin Nov 2021*

# Market & Ansell development from 2000 to 2021

## 1999-2010

### Market

- Fragmented market and many new entrants
- Globalization picking up speed, mfg. jobs moving to Asia
- Healthcare demands accelerate & the no. of surgical procedures grow rapidly in emerging markets
- Regulatory requirements increase
- PPE solutions fairly basic

### Ansell

- To restore investor trust following Pac-Dun split, Ansell focuses on maximizing cash-flow, buy-backs
- Products increasingly outsourced, investments at 50% of depreciation levels
- Increasing focus on the Sexual wellness business, reduced focus on PPE

**Ansell**

## 2010-2021

### Market

- Safety awareness increasing
- EM growth & Several pandemics (Ebola, SARS, MERS, Covid) accelerate demand for Medical and Life-science solutions
- Globalization and “just in time” networks being perfected
- More demanding production & regulatory requirements changes PPE needs – more capable gloves with patented yarns, polymers and improved comfort
- Digital channels open new go-to-market avenues, controlling the source of supply increasingly important

### Ansell

- Innovation expanded & Brand focus increases
- Large investments in EM
- Manufacturing upgraded/expanded through massive capex programs
- Sexual wellness divested and 10 PPE companies acquired
- Software and solutions focus, differentiating Ansell
- Sustainability focus and investment, reduced use of water/energy/waste,

**HyFlex®** **GAMMEX®** **AlphaTec®** **MICROFLEX®**

# Transformation Positioned Ansell Well to handle Covid and so much more

In 2010, we set out 7 key strategies and they have continued to be our focus throughout the last 11 years

- Focus on segments where Ansell is or can be #1 or #2 worldwide, divest if this cannot be achieved
- Adopt a global customer centric organization with focus on selling solutions to end users
- Simplify and standardise branding to focus on key brands
- Drive innovation throughout the organisation
- Expand focus on emerging markets
- Invest in manufacturing with in-sourcing of all differentiated product platforms
- Selectively use M&A to grow market share and/or to expand into new product categories or geographies

*Ansell was thus well positioned when covid hit and with our strong portfolio we are handling the normalization better than most competitors leveraging our recent investments, acquisitions in Single Use gloves & Life-science products as well as our trusted brands and differentiated solutions*

# Over The Past Decade, We Have made Ansell much stronger

KPI	FY10	FY21	Comments
Sales	\$1.1bn	\$2.0bn	Expect to leverage expanded capacity further in FY22
<b>Driver 1</b> - Core Brand sales	\$400m	\$1,650m	4X – From 37% to 81% of total sales, from 250 to 13 key brands
<b>Driver 2</b> - EM sales (\$M)	\$140m*	\$421m	3X – From 13% to 21% of sales
<b>Driver 3</b> - NPS (\$M)	\$102m	\$292m	3X – From 9% to 14% of annual sales
SG&A %	25%	19%	Efficiency and scale steadily improving
EBIT	\$127m	\$338m	Strong growth and improving leverage of fixed cost
Quality CPM (quality issues/sales)	4.48	0.2-1.3	CPM quality significantly improved
# New products launched p.a.	8	25	5 additional research centers, 3X the number of patents
% of global sales on modern ERP (SAP, Oracle, 365)	0%	85%	Focus now on all mfg. systems merging to selected ERP
Manufacturing capex	\$12m	\$76m	6X, reduced machine age and capacity up 3X, F22 up further
ROCE	21%	20%	After years of high investment and lower ROCE, now high again
EPS	79.7¢	192.2¢	Steady growth

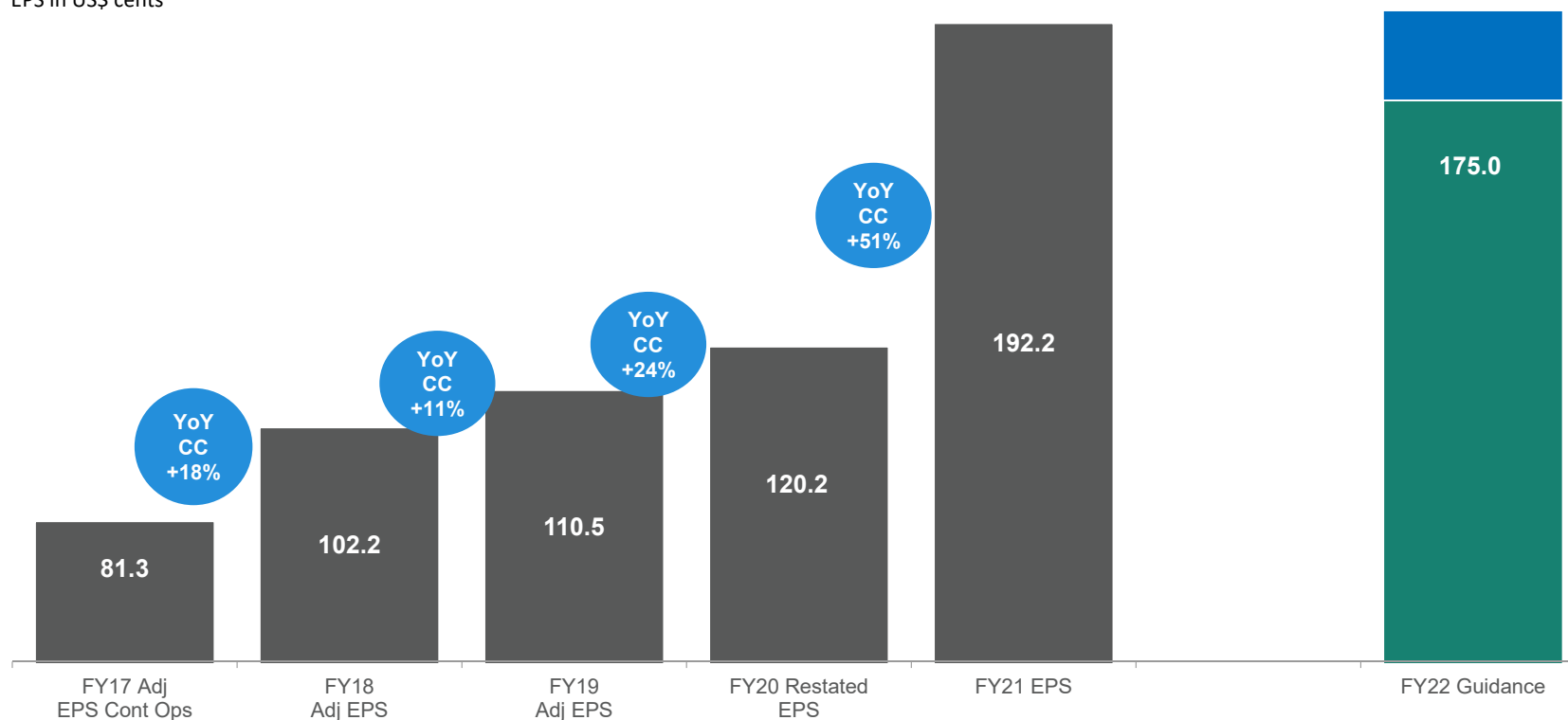
\* Adjusted for Sexual Wellness exit



HyFlex<sup>®</sup> GAMMEX<sup>®</sup> AlphaTec<sup>®</sup> MICROFLEX<sup>®</sup>

# EPS Grew strongly over the period and especially in the last 5 years

EPS in US\$ cents



- FY17 EPS Cont Ops excludes results from Sexual Wellness
- FY18 and FY19 Adjusted EPS excludes transformation costs and/or other one-off adjustments
- FY17 to FY20 EPS has been adjusted for Cloud Computing accounting policy change