



PROTECTION & PERFORMANCE

Annual Report
2014

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ANSELL.COM/ANNUALREVIEW

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Chairman's Review



Glenn L L Barnes, Chairman

Welcome to the Ansell Limited Annual Report for FY14. This past year could be viewed as a seminal one for Ansell with significant progress made in the implementation of our strategy. I am pleased to share the following highlights with you:

FY14 Achievements

- This was a year of strong sales growth, free cash flow, and margin improvement – all achieved in markets that remain tentative. Sales for FY14 increased by 16 per cent over the prior year to US\$1,590 million and profit attributable to shareholders was US\$206 million for the underlying business, or US\$83 million as reported after including the June restructuring cost. This compares with the previous year of US\$170 million, an increase of 20 per cent on an underlying basis. In addition, it was pleasing to see our Earnings Before Interest and Tax (EBIT) reached 13 per cent of sales – our highest ever – and a result of our focus on new products, sales mix and productivity enhancements.
- The Balance Sheet remains strong. A reconfiguration of our Balance Sheet funding resulted in the profile of our term debt being extended at good pricing levels and approximately \$359 million of additional equity being raised. Our underlying Return on Equity (ROE) was 15.7 per cent (4.6 per cent reported), well above our cost of capital.
- The Board has resolved to pay a final dividend of US 22 cents per share, payable on 24 September 2014, taking total dividends for the year to US 39 cents per share, which represents an increase of 6 per cent on the previous year – and a continuation of our growth in dividends to shareholders.

- In addition to robust financial achievements, successful acquisitions and integrations of both Midas Co. Ltd. and BarrierSafe Solutions International, Inc. (BSSI) brought significant gains in capabilities, technologies, and scale, strengthening our business and market presence on several fronts.
- The year also saw accelerating business momentum based on our strategic investments in product development and market focus. It is pleasing to see organic growth being reinvigorated, as new products, based on our internal investments in developing new technologies, processes and innovation – gain traction in the marketplace.
- We experienced further significant development in our leadership capabilities and diversity, with some important new talent injected into our leadership group, combined with a more focused organizational structure.
- Restructuring of significant parts of our business, with the objective of a more efficient and effective platform, positions us for sustained near term delivery against our growth strategy. In addition, the BSSI acquisition has been a strong driver of change and growth in the North America region with a reshaping and reinvigoration of our product portfolio and our sales and service approach in the region.

Governance

Your Board of Directors holds annual reviews and discussions of its performance both individually and collectively – seeking ways to better its contribution to the sustainable growth of our business. The forward skills and experience requirements of the Board is reviewed annually and taken into account in succession planning.

In recognition of the need to encourage and sustain a healthy corporate culture with emphasis on ethical and safe practices the Board works with senior management to train, model and reinforce the expected behaviors. In addition, the Board works with management to continually develop and improve risk management processes and the risk profile within the business.

During each year the Board seeks to meet at and visit a number of Company offices and facilities with the objective

of meeting with a significant number of our people and gaining firsthand knowledge of the developments and challenges in place. In FY14 the Board visited Ansell locations in Belgium, the United States, Australia, Malaysia, Sri Lanka and Portugal.

Ownership Alignment

I am pleased that the revised shareholding policy for the Board and management team is encouraging increased ownership – and our calculations indicate that both the Board and management will exceed the ownership targets ahead of policy guidelines. This includes a formula by which the Chief Executive Officer (CEO) will be required to own four times the amount in shares versus his base salary, two times in shares over base salary for executive management, and two times the annual fee for Board members. This demonstrates a strong commitment to align our interest directly with you – our shareholders.

Our People

Ansell has a committed workforce of nearly 14,000 people spread across 52 sites in 35 countries who are dedicated to the development, manufacturing, marketing, selling and distribution of our products all around the world. The changes in the marketplace and within our business over recent years have tested the resilience and adaptability of all. Our businesses would not be in the strong position they are in today were it not for our people rising to the challenges individually and collectively.

On behalf of your Directors, I would like to acknowledge the hard work and commitment of all the men and women of Ansell around the world over the past year. Additionally, I would like to thank our CEO and Managing Director, Magnus Nicolin, and his Executive Leadership Team for their dedication and strong leadership.

We look forward to the future with a positive disposition.

Glenn L L Barnes
Chairman

Chief Executive Officer's Review



Magnus Nicolin
Managing Director and
Chief Executive Officer

FY14 was a transformational year for Ansell. We made two very strategic acquisitions, went live on two key new systems with SAP in the Europe, the Middle East and Africa (EMEA) region and Global Trading Company (GTC) supply-chain system, we launched 45 new products and made major investments in the future of our organization, and are currently implementing changes that will transform our Company. That is quite a bit of activity. The key question is: Why? Why is all of this change taking place now, when Ansell is in such a strong position as an organization?

Indeed, Ansell IS in excellent shape – our Company is the leader in most of the markets we serve, and the outlook for the future is positive. In addition, we recently closed a year with the highest EBIT percentage and highest free cash flow in at least ten years. However, after more than three years of executing the matrix plan that was established back in 2010, it was time to realign and position ourselves for growth in FY15 and beyond. This was certainly needed after the acquisition of a number of companies that needed to be integrated and positioned to contribute in the best way to the overall growth strategy.

First, we acquired Midas Co. Ltd., a strong manufacturing company with two unique capabilities (polyurethane [PU] dipping and Textile/yarn technology) that are now being leveraged to transform our manufacturing competency. With these capabilities and volumes there is now the opportunity for Ansell to differentiate our offering also of textile technologies. In

addition it is providing a balance in our raw materials dependence as latex has declined and no longer constitutes the largest raw material for Ansell.

At the beginning of calendar year 2014, we completed the acquisition of BarrierSafe Solutions International, Inc. (BSSI) and have since integrated its legacy brand, Microflex® as a flagship Ansell brand. Our leadership teams across the organization have done a tremendous job in aligning the strengths of our groups in order to position the combined company (almost twice as big an operation in North America), as a global leader in providing customers superior single use health and safety protection solutions.

Customers are selecting Ansell. One customer in particular required gloves suitable for hazardous tasks like removing metal studs, jack hammering, and handling harmful compounds such as glue solvents and silicon. Once they trialed and selected our PowerFlex® 80-813 Gloves, hand injuries to the apprentice plumbers were reduced by 80 per cent and saved approximately \$118,000 in injury management expenses by ensuring apprentices are protected in the best way.

Our share in the Industrial market (single-and multi-use) continues to grow, we have the top position in the global surgical marketplace, and we are consolidating our efforts in the Sexual Wellness sector around one strong global brand, SKYN®.

With sales increasing 16 per cent year over year to nearly \$1.6 billion, EBIT increasing 20 per cent to \$206 million (underlying) I am confident we are on the right track for continued success. This is also evidenced by how we have improved working capital management delivering a strong free cash flow – up 37 per cent to \$178 million in FY14.

Organizational and Operational Excellence

In FY14 we made a number of organizational changes in order to prepare ourselves for growth in the short- and long-term. The EMEA and Asia Pacific (APAC) regions were merged under Peter Dobbelssteijn, Chief Commercial Officer in EMEA, to take full advantage of the best practices and better serve direct

sales, distributor channels, and emerging markets. In EMEA we have completely reshaped the back office processes in preparation for SAP, which had a very successful launch in March without losing any of the strong momentum we have seen in EMEA in previous years.

One of the major outcomes of the BSSI acquisition is the merger of the former Ansell North America (NA) region with the BSSI capabilities into a new Ansell NA region which is now 80 per cent bigger and under the leadership of Mike Mattos (former BSSI President). In reshaping our Global Business Units (GBU), we have realigned our product portfolio into Industrial (multi-use), Single Use and Medical and Sexual Wellness, respectively.

This transformation required financial and organizational restructuring, which included re-alignment of our manufacturing facilities and associated staff reductions around the world. In total, these measures will reduce employee numbers by approximately 250 in manufacturing and by approximately 50 in supervisory, middle and senior management roles.

We also began the process of enhancing and updating our Supply Chain organization including a new leader and the vitally important program designed to improve our supply efficiency. These improvements will help us manufacture and deliver products to our customers more efficiently and cost-effectively. Our commitment to operational excellence has resulted in a productivity savings increase of 38 per cent year-over-year, more than offsetting higher utility and labor cost inflation rates. In addition, 500+ LEAN projects are improving cost and speed across the Company.

The Specialty Markets GBU delivered on the objectives we set three years ago of weeding and feeding a diverse selection of underperforming businesses. As a result we have made great progress on the Food, Construction, Do-it-Yourself (DIY) and Oil and Gas verticals while deciding to divest two non-core activities – Military and Household gloves. Following this we are now merging the multi-use gloves with Industrial, and single-use gloves (such as Food) into the Single Use GBU.

We are now well prepared to meet the challenges ahead and we have a structure and strategy to be even more successful in the coming years.

Innovation and New Product Development

Last year we launched more than 45 new products and saw a very solid increase in sales from these additions to our product platforms. These launches are based on extensive research identifying areas where current hand protection solutions provide insufficient protection or poor comfort, leading to workers exposing themselves to injury by wearing the wrong glove or removing a good glove because of insufficient flexibility, comfort or even exposure to allergies.

Every day I learn about how our products are making a difference in the lives of people. For example, a major healthcare system in the United States realized that a percentage of their staff was still experiencing allergic reactions to surgical gloves. When the chief of the Dermatology Department opened an investigation and identified the issue as allergies to chemicals commonly known as 'accelerators,' his counterpart, the Chief of Cardio-Thoracic Surgery conducted a search for a surgical glove that was being manufactured without conventional accelerators and discovered the Ansell Gammex® Non-Latex glove. After a trial, the Chief of Cardio-Thoracic Surgery converted the entire Heart Department of the operating room 100 per cent to the Gammex glove.

Our investment in emerging markets continues to increase as the size of the target market in these geographies continues to expand. In China, South East Asia and North Africa, the Medical GBU introduced the Medi-Grip® brand, a low cost surgical glove targeted at healthcare professionals. In Brazil, the VersaTouch® product line was launched into a very competitive Food Processing market, and the Edge® brand of industrial hand protection was launched in many emerging markets including China and Mexico. With these quality but lower cost products Ansell provides good protection solutions also in markets where customers cannot afford all the features and benefits offered by our Hyflex® or Gammex solutions.

Starpharma, Ansell's global partner, recently received Conformity Assessment Certification for the VivaGel® coated condom by the Australian Therapeutic Goods Administration. Ansell has developed a solution to coat condoms with this VivaGel compound and plans to launch the VivaGel coated condom under the brand Lifestyles® Dual Protect™. These condoms should be available to consumers in Australia in the near future and is a good example of another product by which Ansell is living up to its credo of 'Ansell Protects.'

We continue to see traction from the tremendous participation of our employees in our annual Innovation Awards Program. More than 150 ideas were submitted to a cross-functional Awards Committee. It is a testament to the dedication and vision of our employees who are so enthusiastically willing to share their ideas in order to help our organization improve and grow. One of our award winners was the team that developed a new dipping technology underpinning the HyFlex 11-840/11-818, a glove range that will offer eight times the abrasion resistance of most products in the market today. This product is based on new patent-pending technology coating which will enable Ansell to differentiate further in the market place.

Our Ansell Guardian® solution, where we help industrial customers to minimize injuries while improving productivity, is providing real results. A US-based global oilfields company implemented our recommendations and, as a result, we have helped this multinational move towards its goal of reducing hand injuries across pressure pumping and drilling evaluation product lines. With standardized proper hand protection requirements, recordable hand injuries have been reduced by 60 per cent across the facilities that received an Ansell Guardian assessment. The Ansell Guardian service of injury audits has been considered so unique that it recently was awarded patent protection by the United States Patent & Trademark Office.

Outlook

Our objectives for the next fiscal year include putting greater emphasis on fully integrating our acquisitions, streamlining our internal processes and systems, improving our New Product Development (NPD) initiatives to focus on fewer, but larger product platforms as well as continuing to build our positions in emerging markets.

We will maintain a balanced approach to capital deployment by continuing to drive strong profit growth, by improving working capital management with steadily improving inventory turns, we will then use our strong cash flow to invest in manufacturing equipment for increased capacity and higher efficiency, by making targeted acquisitions with significant accretion to Earnings Per Share (EPS) and by continuing to increase dividends in line with our practice for the last 11 years of consistently increasing dividends.

We have achieved a number of key milestones in FY14. Although market conditions in some emerging markets remain challenging, generally improved demand in developed economies is anticipated in FY15. The strength of our global organization, anchored by our people, will keep us ahead of the curve. At Ansell, we pride ourselves on thinking ahead and focusing on 'the big picture.' We do not change for the sake of change – we do it because it will make us stronger and prepare us for growth for many years to come.

I really appreciate the hard work of all our 13,000+ staff, the results we achieve is testimonial to the commitment and dedication of this amazing team.



Magnus R Nicolin
Managing Director and
Chief Executive Officer

Board of Directors



Glenn L L Barnes

Chairman

B Ag Sc (Melb), CPM, FAMI, FAIM, FAICD, SF Fin, FRSA

Appointed Non-executive Director in September 2005 and Chairman in October 2012. Member of the Nomination, Remuneration and Evaluation Committee.

Current Directorships: Chairman of Australian Unity Limited.

Mr Barnes has over 20 years of governance experience in banking and financial services, business information, consumer goods and the not-for-profit sector. He was involved in the packaged goods, banking and financial services sectors for over 30 years, as an executive, business leader and Director in Australia, New Zealand, the United Kingdom, United States of America, Republic of Ireland, Japan and China.

The Board considers Glenn Barnes to be an independent Director.



Magnus R Nicolin

Managing Director and Chief Executive Officer

BA, MBA (Wharton)

Managing Director and Chief Executive Officer since March 2010.

Prior to joining Ansell, Mr Nicolin, a Swedish citizen spent three years with Newell Rubbermaid Inc., most recently as President, Europe, Middle East, Africa and Asia Pacific. Prior to that he spent seven years with Esselte Business Systems Inc. where in 2002 he led the leveraged buy-out of Esselte from the Stockholm and London Stock Exchanges. Following the buy-out he became the Chief Executive Officer of Esselte.

Mr Nicolin has also held senior management positions with Bayer AG, Pitney Bowes and McKinsey & Company.

Mr Nicolin holds an MBA from the Wharton School of the University of Pennsylvania and a BA from the Stockholm School of Economics.

As an Executive Director, Magnus Nicolin is not independent.



Marissa T Peterson

Non-executive Director

BSc (MECH), MBA (Harvard), Hon Doctorate (MGMT)

Appointed Non-executive Director on 22 August 2006. Member of the Audit and Compliance Committee and Chair of the Risk Committee.

Current Directorships: Chair of Oclaro Inc. and Director of Humana Inc.

Mrs Peterson currently runs Mission Peak Executive Consulting, an executive coaching and consulting firm specializing in helping develop, grow and scale leaders in the high-technology space. Mrs Peterson retired from full-time executive roles in 2006, having spent the previous 18 years with Sun Microsystems in senior executive positions. She has extensive experience in supply chain management, manufacturing and quality, logistics and distribution, customer advocacy, and leadership development.

The Board considers Marissa Peterson to be an independent Director.



Ronald J S Bell

Non-executive Director

BA (Strathclyde)

Appointed Non-executive Director in August 2005. Chairman of the Nomination, Remuneration and Evaluation Committee.

Current Directorships: Director of The Edrington Group.

Mr Bell is an experienced international consumer industry executive with a background of over 30 years in highly competitive global branded products. He is a former President of Kraft Foods, Europe and served as Executive Vice President of Kraft Foods Inc. and brings to the Board broad general management and marketing skills particularly in the European and North American markets.

The Board considers Ronald Bell to be an independent Director.



Annie H Lo
Non-executive Director
*BSc (BusAdm), MBA
(Eastern Michigan)*

Appointed Non-executive Director on 1 January 2013. Member of the Audit and Compliance Committee and Risk Committee.

Mrs Lo was formerly the Chief Financial Officer of Johnson & Johnson's Worldwide Consumer and Personal Care Group. She retired from this role in late 2011, having spent over 20 years in executive roles with Johnson & Johnson.

Mrs Lo has significant experience in directing business expansion across the Asia Pacific region and globally as well as in managing healthcare business challenges and regulatory processes.

The Board considers Annie Lo to be an independent Director.



L Dale Crandall
Non-executive Director
CPA, MBA (UC Berkeley)

Appointed Non-executive Director in November 2002. Member of the Audit and Compliance Committee, Risk Committee and Nomination, Remuneration and Evaluation Committee.

Current Directorships: Director of Bridgepoint Education Inc., and Endurance International Group, Inc.

Mr Crandall has a background in accounting and finance and is a former Group Managing Partner for Southern California for Price Waterhouse. He was formerly President and Chief Operating Officer of Kaiser Foundation Health Plan and Hospitals in the United States and lead trustee of The Dodge and Cox Mutual Funds.

The Board considers Dale Crandall to be an independent Director.



W Peter Day
Non-executive Director
LLB, MBA (Monash), FCPA, FCA, GAICD

Appointed Non-executive Director in August 2007. Chairman of the Audit and Compliance Committee and member of the Risk Committee.

Current Directorships: Director of SAI Global Limited, Alumina Limited and Boart Longyear.

Mr Day was formerly a Chairman and Director of Orbital Corporation, a Director of Federation Centres Limited as well as Chief Financial Officer for Amcor Limited for seven years and has also held senior executive positions with, Bonlac Foods, the Australian Securities and Investments Commission, Rio Tinto, CRA and Comalco. He has a background in finance and general management across diverse industries.

The Board considers Peter Day to be an independent Director.



John A Bevan
Non-executive Director
BCom

Appointed Non-executive Director in August 2012. Member of the Audit and Compliance Committee and Nomination, Remuneration and Evaluation Committee.

Current Directorships: Non-executive Director of BlueScope Steel Limited.

Mr Bevan was formerly the Chief Executive Officer and Executive Director of Alumina Limited and brings to the Board extensive international business experience. Prior to joining Alumina Limited in June 2008 he had a long career with the BOC Group Plc where he was a member of the Board of Directors and held a variety of senior management positions in Australia, Korea, Thailand, Singapore and the United Kingdom.

The Board considers John Bevan to be an independent Director.

Executive Leadership Team



Magnus R Nicolin
Managing Director and
Chief Executive Officer
BA, MBA



Neil Salmon
Chief Financial Officer
BA



Scott Corriveau
President and General
Manager Industrial Global
Business Unit
BA, MBA



Peter Dobbelsteijn
Chief Commercial Officer
EMEA and APAC Region
and Ansell Global Guardian
BMkt



Steve Genzer
Senior Vice President Global
Supply Chain Operations
BSc, MBA



Joe Kubicek
President and General
Manager Single Use Global
Business Unit
BA, MBA



Francois Le Jeune
Senior Vice President Business
Development and
Transformational Initiatives
and Interim President and
General Manager Sexual
Wellness Global Business Unit
BS, MS, MBA



Anthony Lopez
President and General Manager
Medical Global Business Unit
and Chief Commercial Officer
LAC Region
BS, MS



Debbie Lynch
Chief Human Resources Officer
BS, MS, PhD



Mike Mattos
Senior Vice President and
Chief Commercial Officer
North America Region
BA



William Reilly
Senior Vice President,
Corporate General Counsel
BA, J.D.

Associate Executive Leadership Team



Chrystelle Fontan
Senior Vice President Quality,
Medical Global Business Unit,
Associate Executive Leadership
BS, MS



Frank Mantero
Senior Vice President
Corporate Communications
and Marketing, Associate
Executive Leadership
BA, MA



Darryl Nazareth
Senior Vice President
Research and Development,
Industrial Global Business
Unit and Single Use Global
Business Unit, Associate
Executive Leadership
BS, MS



Giri Peddinti
Senior Vice President and
Global Chief Information
Officer, Associate Executive
Leadership
BE, MBA

Corporate Governance Statement

As a Board, we believe that a strong corporate governance framework – with a focus on transparency both internally and externally, and on continuous improvement – translates to a strong company.

We, together with the Executive Leadership Team, are committed to leading by example. We are confident that we have a robust governance framework in place, but perhaps more importantly we are committed to ensuring that it is respected and that, as an organization, we act in accordance with the spirit of good governance.

As we continue to grow in the global markets in which we operate, we have ensured that the Company has implemented and maintained robust systems for identifying and managing both financial and business risks, and that the Board has an appropriate level of oversight of the governance of risk. This role has been undertaken, in part, by the standalone Risk Committee which was established in March 2013.

Having appointed Mr John Bevan as a Director in August 2012 and Mrs Annie Lo as a Director in December 2012, FY14 was the first full financial year of the reconstituted and strengthened Ansell Board which operated with the present Board of Directors. As the Company continues to grow via mergers and acquisitions and expand into new and complex geographies, the international expertise and business acumen possessed by the current Board is a valuable asset to assist the on-going operations of the Company.

This Report sets out the Company's corporate governance practice for the year ending 30 June 2014 and is divided into four main sections:

- optimizing the skills, experience and expertise represented on the Board;
- maximizing the effectiveness of the way in which the Board operates and interacts with management;
- adopting governance policies that result in the Board demonstrating cultural leadership; and
- approving Ansell Group governance policies that facilitate the adoption of global values generally throughout Ansell, including its commitment to diversity and to creating an inclusive workplace where everyone is treated equally and fairly and where discrimination, harassment and inequity are not tolerated.

Introduction

In accordance with the Company's Constitution and the Corporations Act, the Company operates through its Board of Directors and management. Corporate governance refers to the effective interaction of the Board and Ansell's management team, with the Board's objective to provide effective oversight of the Ansell Group.

In order to ensure this, the Board works under a set of well-established corporate governance policies and charters. These policies are publicly available on the Company's website, www.ansell.com

The Board regularly reviews the Group's corporate governance framework, policies and practices to ensure at a minimum that they meet the expectations of our shareholders and evolve in line with global better practices in corporate governance and our own internal processes and practices. As part of the review, the Board also has regard to the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (ASX Principles).

This Corporate Governance Statement outlines the key components of Ansell Limited's corporate governance framework in place during the year ended 30 June 2014. The Board believes that the Company's corporate governance policies and practices have complied in all substantial respects with the ASX Principles. A checklist summarizing the Company's compliance with the ASX Principles is set out in Section 5 of this Report.

Section 1 – Optimizing Board Skills, Experience and Expertise

Relevant policies and charters (see www.ansell.com)

- Board Charter

1.1 Board composition and planning for succession

Ansell is committed to ensuring that the composition of the Board continues to comprise Directors who bring an optimal mix of skills, experience, expertise and diversity (including gender diversity) to Board decision-making. The skills and experience of the current Directors are detailed on pages 25 and 26 of this Annual Report.

The Nomination, Remuneration and Evaluation Committee has responsibility to:

- periodically assess the skill set required to discharge the Board's duties, having regard to the nature of the Company's businesses, geographic priorities and the strategic direction of the Company against the skills currently represented on the Board; and
- regularly review and make recommendations to the Board regarding the structure, size and composition of the Board (including mix of skills, knowledge and experience) and the effectiveness of the Board as a whole.

The Board considers it important that it has a mix of Directors with a level of history with the Company, and newer appointments to bring a fresh perspective to discussions. The Board has a general policy that Non-executive Directors should not serve for a period exceeding 15 years, and that the Chairman should not serve in that role for more than 10 years. The Board does not consider this length of tenure would necessarily compromise independence or interfere in a material way with a Director's ability to act in the best interests of the Company. The Board will, however, continue to assess the application of this policy to each Director having regard to the mix of experience, skills and knowledge then on the Board.

In order to ensure that Directors are able to fully discharge their duties to the Company, all Directors must consult with the Chairman of the Board and advise the Nomination, Remuneration and Evaluation Committee prior to accepting a position as a Non-executive Director of another company.

New Directors are nominated by the Board, and then stand for election at the next Annual General Meeting in order to be confirmed in office. All Directors other than the Managing Director must submit for re-election every three years. The performance of Directors seeking re-election is considered by the Board to enable it to make a recommendation to shareholders in relation to the Director's re-election.

As a Company with diverse international operations, the Board considers it important that it has members with experience in the major jurisdictions in which we operate. As noted above, the Nomination, Remuneration and Evaluation Committee considers this having regard to the nature of the Company's operations, geographic priorities and the strategic direction of the Company against the skills currently represented on the Board.

1.2 Induction and on-going education

New Directors participate in an induction program that covers the operation of the Board and its Committees, and the Company's financial, strategic and operational and risk management positions.

Directors are encouraged and supported in continuous learning and skill development which is relevant to and supports their role as directors of the Company. Directors also participate in management presentations and analysis to ensure that they are kept up-to-date with developments in the industries in which the Company operates, and to enable them to discharge their duties.

It is also the Company's practice for Directors to visit some of the Company's facilities in each year. During 2014, Board meetings were held in conjunction with visits to the Company's operational head office in Iselin, New Jersey, USA, the ANZ regional head office in Melbourne, the European headquarters in Brussels, Belgium as well as manufacturing facilities in Kulim, Malaysia and Comibra, Portugal. In addition, several of our Directors visited our operations in Thailand and Sri Lanka.

1.3 Majority of independent Non-executive Directors

The Board's policy is that there should be a majority of independent Non-executive Directors. This is a requirement embodied in the Company's Constitution and the Board Charter, ensuring that all Board discussions or decisions have the benefit of predominantly outside views and experiences, and that the majority of Directors are free from interests and influences that may create a conflict with their duty to the Company.

The requirement under the Constitution is for at least twice as many Non-executive Directors as Executive Directors.

As an additional safeguard in preserving independence, there should be a separation of the roles of the Chairman and the CEO, and the Chairman should be an independent Non-executive Director.

The Board has adopted the definition of independence set out in the *IFSA Blue Book* (October 2004)* and the Board has developed guidelines to determine materiality thresholds for the purposes of that definition.

The Company currently has eight Directors, one of whom is an Executive Director (the CEO, who is also the Managing Director). All of the Non-executive Directors, including the Chairman, are considered to be 'independent'.

* *Corporate Governance, A Guide for Fund Managers and Corporations – Blue Book*, Investment and Financial Services Association, October 2004 (copy available at www.ifsa.com.au).

Corporate Governance Statement continued

Section 2 – Maximizing Board Effectiveness

Relevant policies and charters (see www.ansell.com)

- Board Charter
- Audit and Compliance Committee Charter
- Risk Committee Charter
- Nomination, Remuneration and Evaluation Committee Charter

2.1 Division of responsibility between Board and management

The Board has ultimate responsibility for setting policy regarding the business and affairs of the Group for the benefit of the shareholders and other stakeholders, and is accountable to shareholders for the performance of the Group.

The table following summarizes the Board's main responsibilities and functions, which have been grouped into three areas:

- strategy, planning and monitoring;
- shareholder communication and compliance; and
- risk management and internal controls.

	Strategy, Planning and Monitoring	Shareholder Communication and Compliance	Risk Management and Internal Controls
Approving	<ul style="list-style-type: none"> • corporate strategies, budgets, plans and policies • appointment of the CEO and other members of the senior management team including the Company Secretary • remuneration of the CEO, the Non-executive Directors (within shareholder-approved limits) and the policy for remunerating Senior Executives 	<ul style="list-style-type: none"> • procedures to ensure compliance with applicable laws, regulations, accounting standards, ethical standards and business practices • shareholder communication strategies • certain material market announcements 	<ul style="list-style-type: none"> • the Company's risk management framework and internal control systems
Reviewing and monitoring	<ul style="list-style-type: none"> • implementation of corporate strategies, budgets, plans and policies • financial and business results (including the audit process) in order to understand the financial position of the Group • key talent management and succession planning 	<ul style="list-style-type: none"> • implementation of compliance procedures • timeliness and accuracy of information provided to shareholders and the financial market 	<ul style="list-style-type: none"> • implementation of risk management framework and internal control systems • the Company's wider risk management profile • internal processes for determining, monitoring and assessing key risk areas
Evaluating	<ul style="list-style-type: none"> • performance against corporate strategies, budgets, plans and policies • the performance of the CEO and other members of the senior management team 	<ul style="list-style-type: none"> • the effectiveness of reporting procedures and mechanisms • whether adequate, accurate and timely information is provided to shareholders and the financial market 	<ul style="list-style-type: none"> • the process for assessing the effectiveness of risk management practices

In carrying out its duties, the Board meets formally at least six times a year, with additional meetings held as required to address specific issues. Directors also participate in meetings of various Board Committees, which assist the full Board in examining particular areas or issues. It is the Board's practice that the Non-executive Directors meet periodically without the presence of management.

The Board delegates management of the Company's resources to the executive team, under the leadership of the CEO, to deliver the strategic direction and achieve the goals determined by the Board. Any powers not specifically reserved for the Board have been delegated to the executive team.

The Board is free to alter the matters reserved for its decision, subject to the limitations imposed by the Company's Constitution and the law.

2.2 Board Committees

The Board now has standing Committees, being the:

- Audit and Compliance Committee;
- Risk Committee; and
- Nomination, Remuneration and Evaluation Committee.

Each Committee operates under a specific Charter, which is reviewed periodically by the Board. The Board also delegates specific functions to ad hoc Committees of Directors on an 'as needs' basis. The powers delegated to these Committees are set out in Board resolutions.

	Audit and Compliance Committee	Risk Committee	Nomination, Remuneration and Evaluation Committee
Members	W P Day (Chair) J A Bevan L D Crandall A H Lo M T Peterson	M T Peterson (Chair) L D Crandall W P Day A H Lo	R J S Bell (Chair) G L L Barnes J A Bevan L D Crandall
Composition	Committee members are required to: <ul style="list-style-type: none"> • be independent, Non-executive Directors (minimum of three required) • be financially literate with formal financial qualifications and extensive industry experience (minimum one required) • possess an understanding of the industry in which Ansell operates 	The Committee is required to: <ul style="list-style-type: none"> • comprise a majority of independent, Non-executive Directors (minimum of three required) • possess the business experience, skills and acumen to be effective in the role 	The Committee is required to: <ul style="list-style-type: none"> • comprise a majority of independent, Non-executive Directors (minimum of three required) • possess the business experience, skills and acumen to be effective in the role

Corporate Governance Statement continued

Section 2 – Maximizing Board Effectiveness continued

	Audit and Compliance Committee	Risk Committee	Nomination, Remuneration and Evaluation Committee
Functions	<p>Reviewing:</p> <ul style="list-style-type: none"> financial statements adequacy of financial controls annual audit arrangements (internal and external) activities of internal and external auditors independence and remuneration of external auditor processes for identifying, managing and reporting on financial risk <p>Monitors:</p> <ul style="list-style-type: none"> internal controls and financial reporting systems the adequacy of financial reporting and control policies the performance and independence of the external auditor the progress of the internal audit <p>Advising Board on:</p> <ul style="list-style-type: none"> appointment, removal, independence and remuneration of external auditor meeting all its financial and corporate governance obligations and requirement the adoption of financial risk oversight policies national and international accounting standards applicable Company policies, regulatory and statutory requirements 	<p>Reviewing:</p> <ul style="list-style-type: none"> the design and implementation of the Company's risk management strategy active business and material business risks current risk management the status of risk mitigation action plans the Company's insurance strategy and insurance arrangements <p>Informing Board on the:</p> <ul style="list-style-type: none"> approval, review and recommendations to principles, policies and strategies for the management of risks the Company approval or recommended changes to the Company's risk appetite and risk tolerance levels <p>Advising Board on:</p> <ul style="list-style-type: none"> implementation and effectiveness of systems for identifying all areas of business risk design of adequate policies to manage risks appropriate action to bring the identified risks within tolerance levels 	<p>Reviewing:</p> <ul style="list-style-type: none"> the structure and performance of the Board, the Committees and individual Directors (and to recommend changes where required) <p>Establishing:</p> <ul style="list-style-type: none"> policies and criteria for Non-executive Director selection, and identifying suitable candidates for appointment <p>Advising Board on:</p> <ul style="list-style-type: none"> succession planning for both the Board and Senior Executives remuneration of CEO and the Non-executive Directors Senior Executive Remuneration Policy (including incentive plans, equity awards and service contracts) general remuneration policy and implementation for adequacy and equity

	Audit and Compliance Committee	Risk Committee	Nomination, Remuneration and Evaluation Committee
Key activities during 2014	<ul style="list-style-type: none"> • agreed an annual calendar of activities for oversight • on-going review of the performance of the internal audit function • consideration of risk areas identified and incorporation into the audit plan • consider and review the Company's effectiveness of internal controls over financial reporting and financial risk management • review of key findings of the external auditor and implement any planned changes in their audit plan • reviewing and overseeing of the Company's half- and full-year financial reporting and associated audit • reviewing the effectiveness and independence of the external auditor 	<ul style="list-style-type: none"> • agreed an annual calendar of activities for oversight • considered the operations risk management systems, health and safety, environment, product stewardship and property protection practices as well as the appropriate metrics to measure and levels to accept of each risk identified • reviewed the Company's compliance with policies, procedures and programs, including the Global Code of Conduct including accepting and reviewing reports on the progress of the Company's internal compliance program • reviewed anticipated changes to Ansell's operating environment, and how this may impact future strategy and capital requirements of the Company • oversee the implementation of Company's dual Enterprise Resource Plan (ERP) strategy 	<ul style="list-style-type: none"> • reviewing CEO and Senior Executive succession planning • overseeing benchmarking review of Board, CEO and Key Management Personnel remuneration and recommending remuneration levels to the Board • reviewing and recommending to the Board the level of fixed and incentive arrangements for the CEO and Senior Management Leadership Team • reviewing and recommending to the Board 2014 remuneration outcomes
Consultation	Other Directors, members of management and the principal external audit partner are invited to attend Committee meetings to provide reports and/or guidance where appropriate.	<p>Other Directors and members of management are invited to attend Committee meetings to provide reports and/or guidance where appropriate.</p> <p>The Committee may engage legal and financial advisers to assist with the effective discharge of its duties</p>	<p>As required, the Committee may engage independent professional advisers to:</p> <ul style="list-style-type: none"> • assist in identifying high-calibre Directors and executives • advise on whether the Company's employment policies and practices, including terms and conditions, are competitive and consistent with those offered by comparable companies. <p>The Committee may also request members of management to attend meetings and/or provide information where appropriate</p>
On-going review	Committees will meet at least once a year for review and to make sure they are adhering to their specific charters. Each committee maintains the need for evolution in regards to the consistent improvement in the corporate governance environment. The Committees will recommend to the Board the formal adoption of any revised charter.		

Corporate Governance Statement *continued*

Section 2 – Maximizing Board Effectiveness *continued*

2.3 Performance evaluation

The Board undertakes an evaluation process to review its performance on a regular basis. As noted in Section 1.1 above, the Board reviews the performance of Board members who are seeking re-election to ensure that they provide shareholders with a considered recommendation. In addition, this is supplemented by one-on-one reviews between the Chairman and each director. A review of the Chairman is performed in his absence by the full Board which is chaired by Mr Bell in his capacity as Chairman of the Nomination, Remuneration and Evaluation Committee.

Since the date of the last report the Board formally reviewed its performance using a comprehensive and structured self-assessment approach based on the individual input and responses of Directors. The review included:

- an assessment and consideration of the effectiveness of the Board and its performance against the requirements of its Charter
- an assessment of the effectiveness of the structure and the composition of the Board;
- an assessment of the Board meeting, performance monitoring and communication processes; and
- an assessment of whether the Company's corporate governance principles were appropriate and reflect 'good practice'.

The overall conclusion was that the Board comprised an appropriate level of knowledge, skills and experience reflective of the Company's needs and necessary to maintain effective governance.

Since the date of the last report, the Board has also formally assessed the performance of the CEO.

A formal process for the evaluation of the performance of Senior Executives of the Company is conducted by the CEO on an annual basis and overseen by the Nomination, Remuneration and Evaluation Committee.

Section 3 – Board Governance Policies – Leading from the Top

Relevant policies and charters (see www.ansell.com)

- Code of Conduct

3.1 Remuneration

Full details of the remuneration policies and practices of the Company and of the amounts paid to Non-executive and Executive Directors and the Company's Senior Executives are set out in the Remuneration Report on pages 51 to 54.

3.2 Conflicts of interest

In order to ensure that any 'interests' of a Director in a particular matter to be considered by the Board are brought to the attention of each Director, the Company has developed protocols to require each Director to disclose any contracts, offices held, interests in transactions, contracts and other directorships which may involve any potential conflict. Appropriate procedures have been adopted to ensure that, where the possibility of a material conflict arises, relevant information is not provided to the Director, and the Director does not participate in discussion on the particular issue or vote in respect of the matter at the meeting where the matter is considered. The Board has reviewed and is comfortable with the veracity of these protocols.

3.3 External advice

Any Director can seek independent professional advice at the Company's expense in the furtherance of his or her duties, subject to prior discussion with the Chairman. If this occurs, the Chairman must notify the other Directors of the approach, with any resulting advice received to be generally circulated to all Directors.

Section 4 – Governance Policies to Promote Global Values

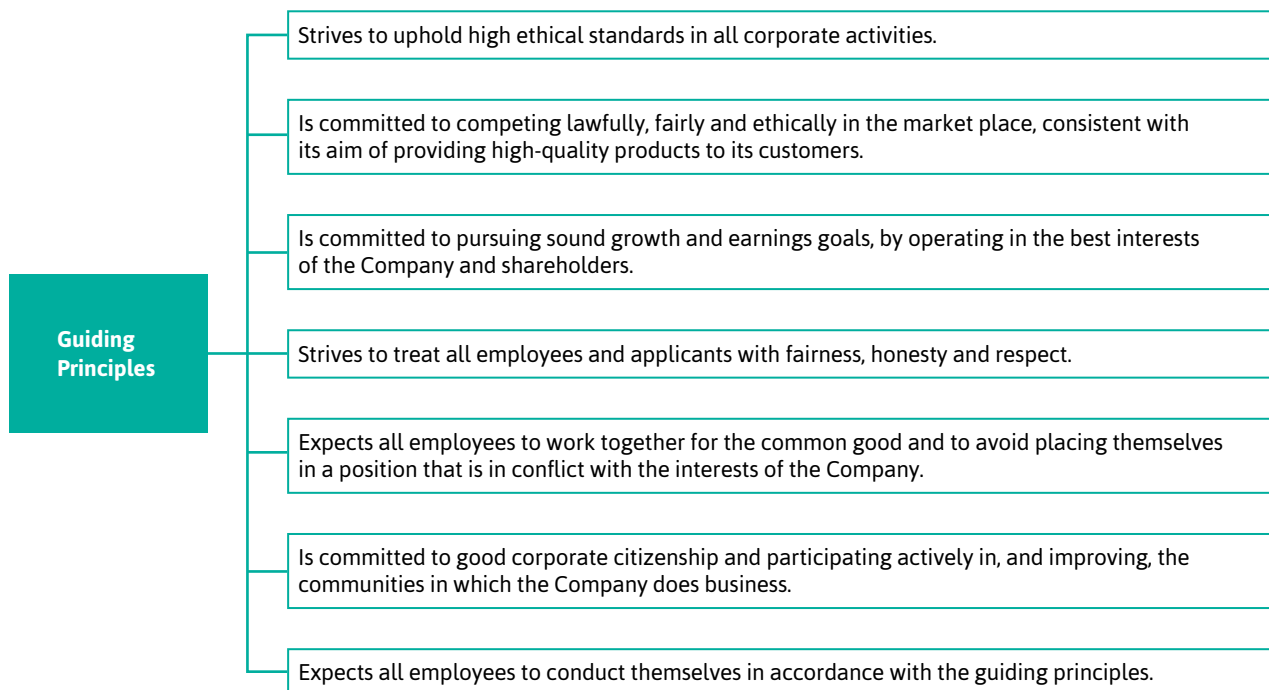
Relevant policies and charters (see www.ansell.com)

- Code of Conduct
- Share Trading Policy
- Continuous Disclosure Policy
- Risk Management Policy
- Diversity Policy

4.1 Code of Conduct

The Company is committed to upholding the highest legal, moral and ethical standards in all of its corporate activities, and has adopted a Code of Conduct consisting of Guiding Principles and Policies on Business Conduct, which aim to strengthen its ethical climate and provide basic guidelines for situations in which ethical issues arise. The Code of Conduct is available on the Company's website, www.ansell.com

The Code of Conduct applies to Directors, executives, management and employees, sets high standards for ethical behavior and business practice beyond complying with the law, and is based on the following guiding principles whereby the Company:



It is the Company's policy to comply with the letter and spirit of all applicable laws; and no Director, executive or manager has authority to violate any law or to direct another employee or any other person to violate any law on behalf of the Company. Assistance is available to clarify whether particular laws apply and how they may be interpreted.

The Code of Conduct also sets out the Company's policies in respect of ethical issues such as conflicts of interest, social accountability and fair dealing.

The Company also provides avenues for employees to report their concerns of suspected breaches and seek compliance advice, including anonymously to an independent hotline. Individuals who report their concerns in good faith are protected under the Company's policies from any form of retaliation.

Employees and Directors are required to participate in compliance training programs to ensure that they remain up to date regarding relevant legal and industry developments, as well as ethical practices. During the 2014 financial year compliance training was provided across the organization covering areas such as anti-corruption, trade sanctions and export controls equal employment opportunity practices, and Ansell's Global Code of Conduct.

4.2 Dealing in shares

Subject to the restriction that persons may not deal in any securities when they are in possession of price-sensitive information, Directors and employees generally may only buy or sell Ansell shares in the period immediately following any price-sensitive announcements, including the half-year and full-year results and the Annual General Meeting. The Company also has specific blackout periods, during the four weeks prior to the release of half- and full-year results, during which time Directors and Senior Executives are prohibited from dealing in Ansell shares.

At all times, Directors wishing to deal in Ansell shares must obtain prior approval from the Chairman, and Senior Executives must obtain approval from the Managing Director.

Corporate Governance Statement continued

Section 4 – Governance Policies to Promote Global Values continued

It is the Company's policy that executives who participate in the Ansell Long Term Incentive Plan are prohibited from entering into hedging arrangements in respect of any unvested performance rights or Performance Share Rights (PSR).

Where a Director or executive holds Ansell shares under the terms of a margin lending arrangement, the Company will disclose details to the market where required by law or practice, having regard to the materiality of the arrangement.

4.3 External audit

It is Board policy that the lead external audit partner and review partner are each rotated periodically. The Board has adopted a policy in relation to the provision of non-audit services by the Company's external auditor that is based on the principle that work that may detract from the external auditor's independence and impartiality, or be perceived as doing so, should not be carried out by the external auditor. Details of the amounts paid to the external auditor for non-audit services performed during the year are set out in the Report of the Directors on page 24. The Board is satisfied based on advice from the Audit and Compliance Committee that the provision of these non-audit services was not in conflict with the role of the external auditor or their independence. The Company's external auditor has also confirmed its independence to the Directors in accordance with applicable laws and standards as set out in the Report of the Directors.

4.4 Risk management

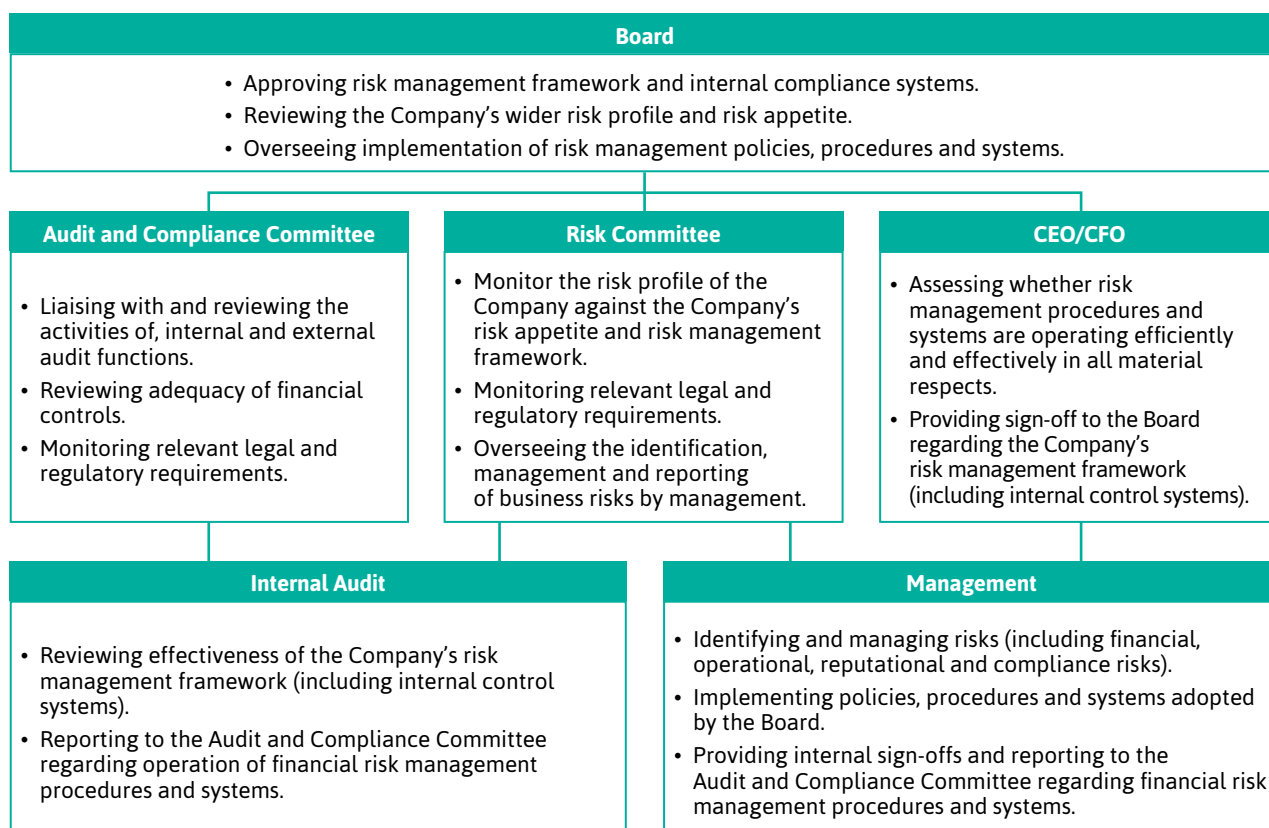
Ansell places a high priority on risk identification and management throughout all its operations, and has processes in place to review their adequacy.

The Company's risk management practices include:

- a comprehensive risk control program that includes property protection and health, safety and environmental audits using underwriters, self-audits, and engineering and professional advisers;
- processes to identify the business risks (both financial and non-financial) applicable to each area of the Group's activities and the maintenance of a specific framework that prioritizes and monitors the mitigation of those risks; and
- regular reporting to the Audit and Compliance Committee or Risk Committee, as appropriate, and the Board.

The diagram below sets out division of risk management functions and responsibilities within the Company.

Division of risk management functions



4.5 Management assurance – financial risk

In accordance with the Company's system of internal sign-offs, the CEO and Chief Financial Officer (CFO) have provided assurances to the Board that having made appropriate enquiries, they have formed the opinion that:

- the financial records of the Company and its subsidiaries are maintained in accordance with the Corporations Act;
- the Financial Statements for the year ended 30 June 2014 have been prepared in accordance with the relevant accounting standards, and give a true and fair view, in all material respects, of the financial position and performance of the Company and its subsidiaries; and
- the assurances given are based on a sound system of risk management and internal control which, in all material respects:
 - was consistent with the policies adopted and delegated by the Board;
 - was based on the risk management framework adopted by the Board; and
 - was operating effectively in relation to financial reporting risks.

4.6 Disclosure to investors

The Company has procedures to ensure that it provides relevant and timely information to its shareholders and to the broader investment community, in accordance with its obligations under the ASX continuous disclosure regime.

In addition to the Company's obligations to disclose information to the ASX and to distribute information to shareholders, the Company publishes its annual reports, annual and half-year results presentations, media releases and other investor relations publications on its website. Major investor briefing invitations are announced on the ASX platform.

The Board encourages full participation of shareholders at the Annual General Meeting to ensure a high level of accountability and discussion of the Group's strategy and goals. The external auditor attends the Annual General Meeting to answer shareholder questions about the conduct of the audit, and the preparation and content of the Auditor's Report.

4.7 Diversity

Ansell recognizes that effectively harnessing a talented and diverse global workforce is a key competitive advantage for our business and our success is a reflection of not only the quality and skills of our people, but our ability to channel their backgrounds, experiences, regional points of view and cultural and ethnic differences.

We actively value and embrace the diversity of our employees and are committed to creating an inclusive workplace where everyone is treated equally and fairly and where discrimination, harassment and inequity are not tolerated.

Ansell has formalized its approach to diversity and inclusion with adoption of the Ansell Diversity and Inclusion Policy. The Policy is underpinned by certain key principles including:

- striving to leverage diversity in all its forms (including gender, skills, background and experience) to compete more effectively in the global marketplace and driving customer satisfaction, innovation and company performance;
- maintaining fair and equitable recruitment and compensation practices and fostering development and career progression based on performance and merit;
- fostering an inclusive culture that treats our workforce with fairness and respect; and
- monitoring and measuring our diversity performance and striving for continuous improvement.

To achieve the objectives set out in our policy, we have reviewed and standardized our processes for recruitment to eliminate any barriers to diversity, we have implemented a global grading structure to ensure equity and fairness across the organization, we have developed a global learning and development curriculum to provide career opportunities for every employee and we have implemented succession planning and talent management processes across the organization to identify potential employees whose skills can be further developed.

The proportion of our workforce currently represented by women is set out below:

	Ansell Limited Group
Board	25% (two female Board members out of eight)
Executive Leadership Team and senior management	23%
Total workforce	51%

Corporate Governance Statement *continued*

Section 4 – Governance Policies to Promote Global Values *continued*

The Group's Global Code of Conduct further supports our commitment to diversity within Ansell. It includes a dedicated section on the importance of a workplace free of harassment and discrimination, the consequences for any of our employees found to be harassing or discriminating against other of our employees and reiterates the Group's commitment that all employment decisions, whether in relation to recruitment, promotion or remuneration, will be based on merit.

Reflecting the extensive global reach of Ansell's businesses, the Board is committed to ensuring sufficient diversity in its composition, particularly in relation to having Directors with experience in our different markets, and will continue to review its Board succession plans to encourage further diversity.

Section 5 – ASX Principles

The following checklist summarizes the Company's compliance with the ASX Principles (as applicable to the Company for the 2014 financial year), and provides reference to where the specific Principles are dealt with in this Report:

	ASX Principle	Reference	Compliance
Principle 1:	Lay solid foundations for management and oversight		
1.1	Establish the functions reserved to the Board and those reserved to management	Section 2.1	Comply
1.2	Disclose the process for evaluating the performance of Senior Executives	Section 2.4	Comply
1.3	Provide the information indicated in the Guide to reporting on Principle 1		Comply
Principle 2:	Structure the Board to add value		
2.1	A majority of the Board should be independent Directors	Section 1, 1.3	Comply
2.2	The chair should be an independent Director	Section 1	Comply
2.3	The roles of chair and Chief Executive Officer should not be exercised by the same individual	Section 1	Comply
2.4	The Board should establish a Nomination Committee	Section 2.2	Comply
2.5	Disclose the process for evaluating the performance of the Board, its committees and individual Directors	Section 2.4	Comply
2.6	Provide the information indicated in the Guide to reporting on Principle 2		Comply
Principle 3:	Promote ethical and responsible decision-making		
3.1	Establish a Code of Conduct and disclose the Code or a summary of the Code	Section 4.1	Comply
3.2	Establish a Diversity Policy and disclose the policy or a summary of that policy. The policy should include requirements for the Board to establish measurable objectives for achieving gender diversity and for the Board to assess annually both the objectives and progress in achieving them	Section 4.7	Comply
3.3	Disclose the measurable objectives for achieving gender diversity set by the Board in accordance with the Diversity Policy and progress towards them	Section 4.7	Comply
3.4	Disclose the proportion of women employees in the whole organization, women in Senior Executive positions and women on the Board	Section 4.7	Comply
3.5	Provide the information indicated in the Guide to reporting on Principle 3		Comply
Principle 4:	Safeguard integrity in financial reporting		
4.1	The Board should establish an Audit Committee	Section 2.2	Comply
4.2	The Audit Committee should be structured so that it: <ul style="list-style-type: none"> • consists only of Non-executive Directors; • consists of a majority of independent Directors; • is chaired by an independent chair, who is not chair of the Board; and • has at least three members. 	Section 2.2	Comply
4.3	The Audit Committee should have a formal charter	Section 2.2	Comply
4.4	Provide the information indicated in the Guide to reporting on Principle 4		Comply

	ASX Principle	Reference	Compliance
Principle 5:	Make timely and balanced disclosure		
5.1	Establish written policies and procedures designed to ensure compliance with ASX Listing Rule disclosure requirements and to ensure accountability at a Senior Executive level for that compliance and disclose those policies or a summary of those policies	Section 4.6	Comply
5.2	Provide the information indicated in the Guide to reporting on Principle 5		Comply
Principle 6:	Respect the rights of shareholders		
6.1	Design a Communications Policy for promoting effective communication with shareholders and encouraging their participation at general meetings and disclose their policy or a summary of that policy	Section 4.6	Comply
6.2	Provide the information indicated in the Guide to reporting on Principle 6		Comply
Principle 7:	Recognize and manage risk		
7.1	Establish policies for the oversight and management of material business risks and disclose a summary of those policies	Section 4.4	Comply
7.2	The Board should require management to design and implement the risk management and internal control system to manage the Company's material business risks and report to it on whether those risks are being managed effectively. The Board should disclose that management has reported to it as to the effectiveness of the Company's management of its material business risks	Section 4.4	Comply
7.3	The Board should disclose whether it has received assurance from the Chief Executive Officer and the Chief Financial Officer that the declaration provided in accordance with section 295A of the Corporations Act is founded on a sound system of risk management and internal control and that the system is operating effectively in all material respects in relation to financial reporting risks	Section 4.5	Comply
7.4	Provide the information indicated in the Guide to reporting on Principle 7		Comply
Principle 8:	Remunerate fairly and responsibly		
8.1	The Board should establish a Remuneration Committee	Section 2.2	Comply
8.2	The Remuneration Committee should be structured so that it: <ul style="list-style-type: none"> • consists of a majority of independent Directors; • is chaired by an independent chair; and • has at least three members. 		
8.3	Clearly distinguish the structure of Non-executive Directors' remuneration from that of Executive Directors and Senior Executives	Section 3.1	Comply
8.4	Provide the information indicated in the Guide to reporting on Principle 8		Comply

Report of the Directors

This Report by the Directors of Ansell Limited (the Company) is made for the year ended 30 June 2014. The information set out below is to be read in conjunction with the:

- Remuneration Report appearing on pages 34 to 54.
- Notes 22 and 26 to the Financial Statements, accompanying this Report.

Directors and Secretary

The names and details of each person who has been a Director of the Company during or since the end of the financial year are:

- Glenn L L Barnes (Chairman)
- Magnus R Nicolin (Managing Director and CEO)
- Ronald J S Bell
- John A Bevan
- L Dale Crandall
- W Peter Day
- Annie H Lo
- Marissa T Peterson

Particulars of the qualifications, experience and special responsibilities of each Director, as at the date of this Report, and of their other directorships, are set out on pages 25 and 26.

Details of meetings of the Company's Directors (including meetings of Committees of Directors) and each Director's attendance are also set out on page 21.

The Company Secretary is Alistair Grant, BA/LLB, LL. M., who was appointed to that position in October 2013. Mr Grant joined the Company in 2009, and has a legal background. He has held senior positions in the Corporate Head Office, including the position of Asia Pacific Regional Legal Counsel.

Principal Activities

The activities of the Ansell group of companies (the Group) principally involve the development, manufacturing and sourcing, distribution and sale of gloves and Personal Protective Equipment (PPE) in the industrial and medical gloves market, as well as the sexual health and well-being category worldwide. Ansell operates in four main business segments: Medical, Industrial, Single Use and Sexual Wellness.

Operating and Financial Review

The Operating and Financial Review for the Group for the financial year is set out on pages 27 to 33, and forms part of this Report.

State of Affairs

During the year the Group continued to progress the seven strategies that have been identified to accelerate growth and create increased shareholder value. The Operating and Financial Review provides additional information on the Group's seven growth strategies. Other than set out in the Operating and Financial Review no significant changes occurred in the state of affairs of the Group during the financial year.

Likely Developments

Likely developments in the operations of the Group are referred to on pages 27 and 33 of this Report. In the opinion of the Directors, the disclosure of any further information about likely developments in the operations of the Group has not been included in the Report because disclosure of this information would likely result in unreasonable prejudice to the Group.

Significant Events Since Balance Date

The Directors are not aware of any significant matters or circumstances that have arisen since the end of the financial year that has affected or may affect the operations of the Group, the results of those operations or the state of affairs of the Group in subsequent financial years.

Dividends and Share Issue

The final dividend of A 22 cents per share (unfranked) in respect of the year ended 30 June 2013 was paid to shareholders on 26 September 2013. An interim cash dividend of US 17 cents per share (unfranked) in respect of the half-year ended 31 December 2013 was paid to shareholders on 20 March 2013. A final dividend of US 22 cents per share (unfranked) in respect of the year ended 30 June 2014 is payable on 24 September 2014 to shareholders registered on 1 September 2014. The financial effect of this dividend has not been brought to account in the Financial Statements for the year ended 30 June 2014 and will be recognized in subsequent financial reports.

On 27 December 2013, the Company issued 3,865,755 fully-paid ordinary shares. A portion of the funds were used to fund the acquisition of BarrierSafe Solutions International, Inc. with additional capital available to support group liquidity and growth initiatives as further detailed in the Group's ASX announcements on 26 November 2013 and 2 December 2013.

Details of unissued shares under option at the date of this Report and shares issued during or since the end of the financial year as a result of the exercise of options are set out in Note 29 to the Financial Statements, which accompany this Report.

Interests in the Shares of the Company

The relevant interests of each Director in the share capital of the Company, as at the date of this Report, as notified to the ASX Limited pursuant to the Listing Rules and Section 205G of the *Corporations Act 2001*, were:

G L L Barnes	39,214 ¹
R J S Bell	7,939
J A Bevan	7,705 ¹
L D Crandall	17,433
W P Day	14,680 ¹
A H Lo	1,138
M T Peterson	12,064
M R Nicolin	31,278 ¹

1. Beneficially held in own name or in the name of a trust, nominee company or private company.

Directors' Meetings

The following table sets out the number of Directors' meetings (including meetings of Board Committees) held during the financial year and the number of meetings attended by each Director.

	Board		Audit and Compliance		Risk		Nomination, Remuneration and Evaluation	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended
G L L Barnes	9	9					4	4
R J S Bell	9	9					4	4
J A Bevan	9	9	4	4			4	4
L D Crandall	9	8	4	4	4	4	4	4
W P Day	9	9	4	4	4	4		
A H Lo	9	9	4	4	4	4		
M T Peterson	9	9	4	3	4	4		
M R Nicolin	9	9						

Held – Indicates the number of meetings held while each Director was a member of the Board or Committee.

Attended – Indicates the number of meetings attended during the period that each Director was a member of the Board or Committee.

A meeting of a special Board Committee comprising G L L Barnes and M R Nicolin was convened on 19 August 2013 in relation to the review and lodgement of the 2013 Financial Report and the 2013 Full-Year Results Announcement. A meeting of a special Board Committee comprising G L L Barnes and M R Nicolin was convened on 17 February 2014 in relation to the review and lodgement of the Half-Year Results announcement, Reports and Financial Statements for the six months ended 31 December 2013. Both special Board Committees are excluded from the number of meetings noted above. Audit and Compliance Committee meetings were generally attended by all other Directors.

Report of the Directors continued

Corporate Governance

The Board of Ansell Limited believes that a strong corporate governance framework helps to underpin a strong company. Ansell's corporate governance policies and practices are set out in the Corporate Governance Statement to be included in our Annual Report. This Statement sets out the extent to which Ansell's policies and practices comply with the requirements of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.

Performance in Relation to Environmental Regulations

Group entities are subject to environmental regulation in the jurisdictions in which they operate. The Group has risk management programs in place to address the requirements of the various regulations.

From time to time, Group entities receive notices from relevant authorities pursuant to local environmental legislation. On receiving such notices, the Group evaluates potential remediation or other options, associated costs relating to the matters raised and, where appropriate, makes provision for such costs.

The Directors are not aware of any material breaches of Australian or international environmental regulations during the year.

The Board monitors compliance with the Group's environmental policies and practices, and believes that any outstanding environmental issues are well understood and are being actively managed. At the date of this Report, any costs associated with remediation or changes to comply with regulations in the jurisdictions in which Group entities operate are not considered material.

Indemnity

Upon their appointment to the Board, each Director enters into a Deed of Access, Indemnity and Insurance with the Group. These Deeds provide for indemnification of the Directors to the maximum extent permitted under law. They do not indemnify for any liability involving a lack of good faith.

No Director or officer of the Group has received the benefit of an indemnity from the Group during or since the end of the year.

Rule 61 of the Group's Constitution also provides an indemnity in favor of officers (including the Directors and Company Secretary) of the Group against liabilities incurred while acting as such officers to the extent permitted by law. In accordance with the powers set out in the Constitution, the Group maintains a Directors' and Officers' Insurance Policy. Due to confidentiality obligations and undertakings of the policy, no further details in respect of the premium or the policy can be disclosed.

Auditor Independence

The Directors received the Lead Auditors Independence Declaration under Section 307C of the *Corporations Act 2001* as follows:



Lead Auditor's Independence Declaration under Section 307C of the *Corporations Act 2001*

To: The Directors of Ansell Limited

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 30 June 2014 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read 'KPMG', written over the printed name 'KPMG'.

KPMG

A handwritten signature in black ink, appearing to read 'Gordon Sangster', written over the printed name 'Gordon Sangster'.

Gordon Sangster
Partner

Melbourne
18 August 2014

KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ('KPMG International'), a Swiss entity.

Liability limited by a scheme approved under Professional Standards Legislation.

Report of the Directors continued

Non-audit Services

During the year, the Group's auditor, KPMG, was paid the following amounts in relation to non-audit services provided by KPMG:

Taxation and Other Services	\$67,945
Other Assurance and Advisory Services	\$203,119

The Directors are satisfied that the provision of such non-audit services is compatible with the general standards of independence for auditors imposed by, and do not compromise the auditor independence requirements of, the *Corporations Act 2001* in view of both the amount and the nature of the services provided and that all non-audit services were subject to the corporate governance procedures adopted by the Group and have been reviewed by the Audit and Compliance Committee to ensure they do not impact the integrity and objectivity of the auditor.

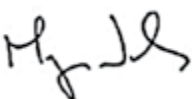
Rounding

The Group is a company of the kind referred to in Australian Securities and Investments Commission Class Order 98/100, dated 10 July 1988 and, in accordance with that Class Order, unless otherwise shown, amounts in this Report and the accompanying Financial Statements have been rounded off to the nearest one hundred thousand dollars.

This Report is made in accordance with a resolution of the Board of Directors made pursuant to Section 298(2) of the *Corporations Act 2001* and is signed for and on behalf of the Directors.



G L L Barnes
Director



M R Nicolin
Director

Dated in Melbourne this 18th day of August 2014.

Directors

Glenn L L Barnes, B Ag Sc (Melb), CPM, FAMI, FAIM, FAICD, SF Fin, FRSA

Appointed Non-executive Director in September 2005 and Chairman in October 2012. Member of the Nomination, Remuneration and Evaluation Committee.

Current Directorships: Chairman of Australian Unity Limited.

Mr Barnes has over 20 years of governance experience in banking and financial services, business information, consumer goods and the not-for-profit sector. He was involved in the packaged goods, banking and financial services sectors for over 30 years, as an executive, business leader and Director in Australia, New Zealand, the United Kingdom, United States of America, Republic of Ireland, Japan and China.

The Board considers Glenn Barnes to be an independent Director.

Ronald J S Bell, BA (Strathclyde)

Appointed Non-executive Director in August 2005. Chairman of the Nomination, Remuneration and Evaluation Committee.

Current Directorships: Director of The Edrington Group.

Mr Bell is an experienced international consumer industry executive with a background of over 30 years in highly competitive global branded products. He is a former President of Kraft Foods, Europe and served as Executive Vice President of Kraft Foods Inc. and brings to the Board broad general management and marketing skills particularly in the European and North American markets.

The Board considers Ronald Bell to be an independent Director.

John Bevan, BCom

Appointed Non-executive Director in August 2012. Member of the Audit and Compliance Committee and Nomination, Remuneration and Evaluation Committee.

Current Directorships: Non-executive Director of BlueScope Steel Limited.

Mr Bevan was formerly the Chief Executive Officer and Executive Director of Alumina Limited and brings to the Board extensive international business experience. Prior to joining Alumina Limited in June 2008 he had a long career with the BOC Group Plc where he was a member of the Board of Directors and held a variety of senior management positions in Australia, Korea, Thailand, Singapore and the United Kingdom.

The Board considers John Bevan to be an independent Director.

L Dale Crandall, CPA, MBA (UC Berkeley)

Appointed Non-executive Director in November 2002. Member of the Audit and Compliance Committee, Risk Committee and Nomination, Remuneration and Evaluation Committee.

Current Directorships: Director of Bridgepoint Education Inc., and Endurance International Group, Inc.

Mr Crandall has a background in accounting and finance and is a former Group Managing Partner for Southern California for Price Waterhouse. He was formerly President and Chief Operating Officer of Kaiser Foundation Health Plan and Hospitals in the United States and lead trustee of The Dodge and Cox Mutual Funds.

The Board considers Dale Crandall to be an independent Director.

Report of the Directors *continued*

Directors continued

W Peter Day, LLB, MBA (Monash), FCPA, FCA, GAICD

Appointed Non-executive Director in August 2007. Chairman of the Audit and Compliance Committee and member of the Risk Committee.

Current Directorships: Director of SAI Global Limited, Alumina Limited and Boart Longyear

Mr Day was formerly a Chairman and Director of Orbital Corporation, a Director of Federation Centres Limited as well as Chief Financial Officer for Amcor Limited for seven years and has also held senior executive positions with, Bonlac Foods, the Australian Securities and Investments Commission, Rio Tinto, CRA and Comalco. He has a background in finance and general management across diverse industries.

The Board considers Peter Day to be an independent Director

Annie H Lo, BSc (Bus Adm), MBA (Eastern Michigan)

Appointed Non-executive Director on 1 January 2013. Member of the Audit and Compliance Committee and Risk Committee.

Mrs Lo was formerly the Chief Financial Officer of Johnson & Johnson's Worldwide Consumer and Personal Care Group. She retired from this role in late 2011, having spent over 20 years in executive roles with Johnson & Johnson.

Mrs Lo has significant experience in directing business expansion across the Asia Pacific region and globally as well as in managing healthcare business challenges and regulatory processes

The Board considers Annie Lo to be an independent Director.

Marissa T Peterson, BSc (MECH), MBA (Harvard), Hon Doctorate (MGMT)

Appointed Non-executive Director on 22 August 2006. Member of the Audit and Compliance Committee and Chair of the Risk Committee.

Current Directorships: Chair of Oclaro Inc. and Director of Humana Inc.

Mrs Peterson currently runs Mission Peak Executive Consulting, an executive coaching and consulting firm specializing in helping develop, grow and scale leaders in the high-technology space. Mrs Peterson retired from full-time executive roles in 2006, having spent the previous 18 years with Sun Microsystems in senior executive positions. She has extensive experience in supply chain management, manufacturing and quality, logistics and distribution, customer advocacy, and leadership development.

The Board considers Marissa Peterson to be an independent Director.

Magnus R Nicolin, BA, MBA (Wharton)

Managing Director and Chief Executive Officer since March 2010.

Prior to joining Ansell, Mr Nicolin, a Swedish citizen spent three years with Newell Rubbermaid Inc., most recently as President, Europe, Middle East, Africa and Asia Pacific. Prior to that he spent seven years with Esselte Business Systems Inc. where in 2002 he led the leveraged buy-out of Esselte from the Stockholm and London Stock Exchanges. Following the buy-out he became the Chief Executive Officer of Esselte.

Mr Nicolin has also held senior management positions with Bayer AG, Pitney Bowes and McKinsey & Company.

Mr Nicolin holds an MBA from the Wharton School of the University of Pennsylvania and a BA from the Stockholm School of Economics.

As an Executive Director, Magnus Nicolin is not independent.

Operating and Financial Review

US\$ commentary

The company converted its financial reporting into US\$ from the half-year beginning December 2013. These Financial Statements reflect the first time that the Group's annual Financial Statements are presented in US\$. Accordingly, all commentary is in US\$.

Overview

Ansell has continued to grow and transform whilst delivering improved financial results. Sales are up significantly, with a large contribution from acquisitions, whilst EBIT also grew strongly to \$206.5 million after excluding one-off restructuring charges.

The Group was pleased to announce the acquisitions of BarrierSafe Solutions International (BSSI) and Midas during the year, which were funded partly by debt but also by a capital raising that ensured we maintained a strong Balance Sheet and our investment grade rating. To accelerate growth and to ensure that acquisition performance is maximized, the group decided to embark upon a significant transformation of its business segments to better deliver its new product range. As a result, a Single Use global business unit was created, whilst the Specialty Markets products were redirected into the new GBU structure (primarily into the Industrial GBU).

Restructuring expenses

Recent acquisitions, a review of brand utilization, manufacturing requirements, our future ERP plans and global staffing requirements created an opportunity to restructure certain parts of the business during the year. These are expected to realize attractive cash paybacks and accelerated growth in future years. The major elements of the Restructuring included:

1. The outcome of a review of Ansell's existing brand portfolio that resulted in a decision to rebrand existing products and discontinue the use of approximately 30 brands most of which have a balance sheet value arising from 20+ year old acquisitions. This resulted in an US\$69.3 million (pre-tax) non-cash write off.
2. The closure of the Shah Alam (Malaysia) Medical manufacturing site, a decision to exit the US-based Hawkeye military glove manufacturing business and, concurrently, a plan to reduce administrative and commercial staff globally. In total these measures will reduce employee numbers by approximately 250 in manufacturing and by approximately 50 in supervisory, middle and senior management roles. The programme resulted in a US\$35 million restructuring charge with the majority of the cash outlay falling in FY15.
3. Following the success of the SAP implementation in EMEA Industrial, a decision was made to roll out its SAP template to the rest of the EMEA businesses and Ansell's complementary commercial operations in Asia Pacific. Consequently, the Company is writing down a portion of its earlier investment in Oracle ERP recognizing that some portions will no longer be used globally as intended when the program was first commissioned in 2009. This resulted in a US\$18.8 million (pre-tax) non-cash write off.

Significant profit and loss items

Significant expenses were recorded due to foreign exchange losses (\$11.3 million) and acquisition transaction costs (\$8.3 million) during the year. These were largely offset by individually significant gains such as the profit on the sale of non-core assets (\$10.4 million for the Marigold® Household Glove business and the CE Gloves business) and the reversal of the Hercules earn-out provisions of \$8.4 million.

Trading environment

Some encouraging signs of a recovery in parts of EMEA and North America saw reasonable growth in those areas partly driven by new product initiatives. However, on-going challenges in certain emerging markets and to a lesser extent Australia held back organic sales growth. This was particularly evident in the Sexual Wellness business where heightened competitor activity through newer distribution channels, saw a decline in China growth (with tender volumes also down).

Furthermore, the Latin America and Caribbean (LAC) region and in particular Hercules, was impacted by a slowdown in demand in Brazil, whilst geopolitical and currency issues impacted other markets such as Russia.

Through a combination of above business plan acquisition performance, strong growth in core brands and prudent cost control, the group was able to record another significant year-on-year improvement in EBIT (up 21 per cent to \$206.5 million). EPS rose by 3 per cent to \$1.10 including the dilutive effect of the capital raising that was undertaken to complete the BSSI acquisition.

Operating and Financial Review continued

Overview continued

Ansell's four GBUs are described below:

GBU	Description of Activities
Medical	<p>Medical consists primarily of:</p> <ul style="list-style-type: none"> • Surgical and exam gloves. • Healthcare Safety Devices covering a wide range of perioperative safety devices that enhance protection for healthcare workers and patients.
Industrial	<p>Industrial provides hand and body protective solutions for a range of industrial applications and is organized around the following market segments:</p> <ul style="list-style-type: none"> • Automotive. • Machinery and equipment. • Chemical. • Oil, Gas/Mining, Construction, and First Responder. • Product adjacencies such as clothing, suits and fall protection.
Single Use	The Single Use GBU provides single-use hand protection solutions to a range of vertical markets such as Industrial, Auto-aftermarket, Emergency and Life Sciences.
Sexual Wellness	The Sexual Wellness GBU provides consumers worldwide with high-quality condoms, lubricants, feminine hygiene products and vibrating devices. The GBU also supplies many major government and social marketing organizations' global contracts.

The GBU's operate globally in four major regional segments:

- Asia Pacific (APAC)
- Europe, Middle East and Africa (EMEA)
- Latin America and Caribbean (LAC)
- North America

Financial Performance

Sales

Sales revenue of \$1,590 million was up 16 per cent on last year, with acquisitions accounting for \$166 million. Organic growth was 1 per cent with hand protection organic growth of 4 per cent being offset by a decline in the Sexual Wellness GBU and range rationalization in recent acquisitions such as Comasec®.

GBU sales and profitability – Excluding Restructuring

	NEW GBU FY14		EBIT Margin	NEW GBU FY13		EBIT Margin
	Sales \$m	EBIT \$m		Sales \$m	EBIT \$m	
Industrial	717	93.6	13.1%	650	89.8	13.8%
Medical	420	57.5	13.7%	350	41.1	11.7%
Sexual Wellness	213	25.0	11.7%	230	34.2	14.9%
Single Use	241	32.2	13.4%	143	11.3	7.9%
Corporate		(1.8)			(5.9)	
	1,590	206.5	13.0%	1,373	170.5	12.4%

Industrial GBU – 45 per cent of revenue and 45 per cent of Segment EBIT

Sales rose 10.1 per cent with EBIT up 4.2 per cent. Excluding acquisitions and the military business (which we are exiting), organic growth was 1 per cent, with improving organic growth in hand protection in most major markets tempered by continued weak market conditions in Australia and New Zealand, Russia and Turkey and a decline in Body Protection, (primarily Hercules).

Single Use GBU – 15 per cent of revenue and 15 per cent of Segment EBIT

Single use revenue rose 68 per cent with EBIT up 185 per cent on the benefit of the BSSI acquisition. Organic growth of 7 per cent was driven by new products and success in Life Sciences. Ansell now holds the leading share position in our targeted, value-oriented verticals globally.

Medical GBU – 27 per cent of revenue and 28 per cent of Segment EBIT

Medical revenue rose 20 per cent, with organic growth of 5 per cent. EBIT improved 40 per cent on the contribution from the BSSI acquisition and strong organic growth. Surgical hand protection increased 5 per cent, due to strong performance by our advanced synthetic glove product range in mature markets, as well as growth in natural rubber latex products in emerging markets. Ansell's vertical specific examination products achieved 8 per cent organic growth, driven by the Company's strong synthetic offerings. The Healthcare Safety Solutions business also saw improving growth on strong results for the Sandel operating room turnover kits and success with a more focused sales strategy on Sandel surgical safety products.

Sexual Wellness GBU – 13 per cent of revenue and 12 per cent of Segment EBIT

Sexual Wellness revenue declined 7 per cent with EBIT down 27 per cent. SKYN continued to perform very well with growth of 22 per cent for the full year. This was offset by lower 'older brand' sales on increased competition in Brazil and China together with the effects of EMEA destocking in the first half on a distributor change and the impact of delayed government tenders. The decline in EBIT reflected lower sales and approximately US\$1.8m of one-off items, including the impact of a fire at our Bangalore facility and some one-time costs associated with exiting an underperforming ancillary lubricants line. Consistent with our longer-term strategy, Sexual Wellness increased advertising, promotional and sales support spend in key markets in the second half and we believe the business remains strongly positioned for future success.

Profit

Gross profit after distribution expenses (GPADE) to Sales after excluding Restructuring (\$21.5 million) was relatively steady at 37.1 per cent compared to last year's 37.7 per cent. Cost savings initiatives continued to yield positive results as did favorable raw material pricing and these largely offset utility and wage inflation. Additionally, there were some additional start-up inefficiencies stemming from the trialing and production of new products launched during the year. Foreign exchange losses of \$11.3 million also depressed GPADE margins.

Selling, General and Administration (SG&A) costs increased 10.6 per cent after excluding Restructuring (\$101.5 million). Much of the year-on-year increase related to the \$21.6 million of incremental acquisition SG&A (excluding transaction costs). As a percentage of sales, SG&A decreased from 25.3 per cent to 24.1 per cent, reflecting the lower SG&A structures of the acquisitions as well as cost control initiatives. SG&A also include costs associated with the BSSI and Midas transactions offset by asset disposals and the Hercules earn-out release.

EBIT excluding Restructuring grew 21 per cent to \$206.5 million.

Net financing costs

Net financing costs increased 70 per cent to \$18.2 million (\$10.7 million in 2012/13) due to acquisition funding.

Taxation expense

Income tax expense (excluding the impact of Restructuring) increased to \$28.9 million due to higher profitability. Deferred Tax Asset (DTA) recognition and Non-Operating Tax Items (NOTI) reduced tax expense by \$7.1 million (\$9.7 million 2011/12).

The effective tax rate, excluding DTA, NOTI and Restructuring impacts, was 19.1 per cent (2012/13: 16.4 per cent). The increase was attributable to increased earnings in the higher tax region of North America.

Profit after tax and Earnings Per Share

Profit after tax improved by 13 per cent to \$157 million (excluding restructuring), whilst EPS improved by 3 per cent to \$1.10.

Operating and Financial Review continued

Foreign Exchange

Ansell has a substantial global footprint and is exposed to exchange rate impacts from both a translational and transactional perspective. The group manages its transactional exposures via its hedging program, which is explained in Note 23 to the Financial Statements. The current year again saw volatility in foreign exchange markets, with the group incurring significant FX losses of \$11.3 million for the year primarily driven by adverse movements in the US\$ to Euro exchange rates.

Dividends

The total dividend for 2013/14 was US 39 cents per share.

Working Capital, Cash Flow Management and Financing

Operating cash flows improved significantly to \$220.9 million from \$130.4 million in the prior year. As indicated in the prior year, improved working capital efficiencies for newly acquired and existing businesses were being targeted for FY14 and these produced strong results. Underlying year-on-year increases in earnings also assisted. The group continues to pursue greater rigor in credit and collection, SKU rationalization, improved forecast accuracy and improved supplier relationships.

Cash used in Investing activities rose significantly to US\$673.9 million due to the acquisitions of BSSI and Midas. Payments for property, plant and equipment of \$53.0 million were made to increase plant capacity and for ERP initiatives. Proceeds from the sale of businesses included the divestiture of the Marigold Household Glove business and the CE Gloves business in Bangalore.

During the year, the group entered into a five-year \$500 million US Syndicated bank facility and a further \$200 million US Private Placement facility. These funds were used to refinance existing debt, and to pay for a portion of the acquisitions. Furthermore, the group raised equity of \$359.3 million, which assisted in maintaining its investment grade balance sheet rating.

Ansell's Seven Growth Strategies

Ansell has previously identified seven growth strategies that it is pursuing in order to achieve its objectives. The following is intended to provide an update on the progress in achieving these strategies.

1. Target defined verticals within the GBU and regions

Ansell has targeted and achieved growth in a number of key verticals and regions, whilst also refocusing or redirecting resources as required. Examples of successful growth include the Oil and Gas new products, which have grown by over 50 per cent and Healthcare Safety Solutions, which are up 18 per cent.

Over the last two years, Ansell's acquisition strategy has primarily focused on hand and body protection via the conclusion of BSSI, Midas, Comasec, Hercules and Trelleborg. Acquisitions in the Medical GBU have, via Sandel and PSP, targeted hospital safety devices and perioperative products, whilst innovation is seen as a driver of active infection control. The Sexual Wellness GBU has targeted its spending on growing the Branded condom categories into new regions augmented by a small acquisition in China last year.

2. Accelerate innovation

Over the past two years, the group has expanded its Science and Technology Centre in Colombo, Sri Lanka, whilst also continuing to invest in its facility at Shah Alam, Malaysia. The investments were in increased personnel as well as including new manufacturing pilot lines to undertake the testing of prototypes of new products. In each of the last two years, over 45 new product launches were achieved and sales of products less than three years old grew by 20 per cent last year.

Industrial GBU has launched a number of gloves including:

- HyFlex 11-927 a three-quarter dipped oil repellent glove with ANSELL GRIP™ technology.
- HyFlex 11-926 an enhanced mechanical glove, with improved grip performance in oily environments.
- HyFlex 11-840 Glove provides extreme durability and superior fit for precision handling in abrasive applications.
- RIG – a 100 per cent natural rubber electrical insulating glove designed to deliver ultimate comfort, performance and safety.
- ActivArmr Cold Weather FR Impact Glove is a first-to-market cold weather flame-resistant glove, providing insulation and a waterproof barrier that will be available for the Oil, Gas and Mining segments.

Medical GBU

- The Gammex – Non-latex polyisoprene (PI) textured white glove is a PI surgical glove designed to meet the needs of surgeons with a textured finish for superior grip and handling without sacrificing tactile sensitivity and feel.
- Micro-Touch® – Micro Thin nitrile is an examination glove featuring an enhanced stretch formulation for added comfort, fit and strength.
- Sandel® – Neox® safety scalpel was launched in EMEA for enhanced operating room safety.

Single Use

- Microflex branded products included the launch of the following sub-brands
 - Xceed®, a certified ergonomic exam glove with enhanced strength for use in dental, laboratory and life science applications.
 - Supreno®, a more heavyweight and durable nitrile exam for added protection.
 - MidKnight®, a fully textured glove with enhanced protection in wet environments for use in automotive, lab and life sciences.
- TouchNTuff®
 - 92-600 – enhanced chemical-resistant nitrile glove for chemical handling, light industrial assembly and lab analysis.
 - 73-500 – a more sensitive, chemical splash-resistant glove for increased sensitivity and comfort in lab sterile and life science applications.

Sexual Wellness

- Our SKYN selection of condoms grew strongly year on year, with two significant new product launches being:
 - SKYN Intense Feel is the first textured premium condom made from polyisoprene, a scientifically-formulated new non-NRL material. It features a wave design with intensely deep studs and combines the strength of premium latex with the sensitivity of an ultra-thin condom.
 - SKYN Elite is an ultra-thin addition to the SKYN portfolio.

3. Manufacturing and supply chain efficiencies

The group has sought to improve its manufacturing processes by the adoption of Lean manufacturing principles. With an emphasis on eliminating duplication and minimizing the physical product movements, Lean as a principle has encouraged a culture of continuous improvement to embed itself into our operations area. Productivity savings of 15 per cent were achieved during the year and more than offset higher utility costs and wage inflation.

Supply chain efficiencies are being pursued throughout the business, most notably in our Malaysian consolidation warehouse. As we grow in this important region, Malaysia's strategic importance as both a manufacturing and procurement hub has continued and our global trading company ERP platform went live in early July 2014.

4. Implement best market practice to build the Ansell franchise and core brands

This strategy continues the rationalization of non-core brands, with all new products launched under core brands. On-going investments are made to drive the adoption, awareness and improved relevance through improved design, visibility and impact of our core brands. As a result of these initiatives, the core brands all grew strongly during the year as summarized below:

- Industrial: up 6 per cent across HyFlex, AlphaTec® and ActivArm®;
- Medical: up 18 per cent across Gammex, Encore® Medi-Grip and Sandel;
- Single Use: up 6 per cent year on year across Microflex and TouchNTuff;
- Sexual Wellness: up 22 per cent for SKYN.

Operating and Financial Review *continued*

Ansell's Seven Growth Strategies continued

5. Emerging markets

Emerging markets growth was 7 per cent of which 2 per cent was acquisition and 5 per cent organic. The highlights included:

- LAC grew 11 per cent, however, much of this was acquisition-related. Our Hercules acquisition was down based on a weak Brazilian market and steps are in process to rectify this. However, Brazil and LAC continue to be a strategically important region for us with strong growth prospects.
- Strong gains were achieved for Industrial and Medical products in China, although Sexual Wellness was flat.
- As alluded to above, Russia grew on the Medical products, but receded in Industrial products due to underlying economic issues and currency impacts.

Our Emerging Markets range of brands such as Edge and Medi-Grip are important to us, with Medi-Grip performing strongly.

6. Streamline and improve core processes

Our Industrial EMEA business went live on a new SAP IT platform during the year. Pleasingly, the transition was successful with minimal business interruption. An additional ERP initiative was to transition our Malaysian supply chain and trading business to a new ERP, which went live in early July 2014. The North America's ERP platform is stable and now facilitating productivity gains in that region.

7. Leverage strong balance sheet and cash flow

The Group purchased BSSI and Midas for a combined purchase price of \$641 million as well as increasing its capital expenditure to \$53 million (up from \$39.8 million in FY13). However, strong operating cash flows of \$220.9 million coupled with an equity raising of \$359.3 million allowed our gearing¹ to remain at investment grade levels (26.6 per cent).

The Group will continue to explore attractive investments that fit the relevant criteria we require for growth.

Risk

The risk management processes are summarized in the Corporate Governance Statement of The Annual Report. Below are specific risks identified and mitigated by management and considered by the Board during the year.

Operational risk

Ansell's risk management framework provides for the production of a group risk matrix, which sets out Ansell's top risks and the steps taken to mitigate those risks. These risks are rated on the basis of their potential impact on the Group as a whole after taking into account current mitigating actions. Listed below are some of the top risks faced by the Group, however, investors should be aware that there are other risks not listed below associated with an investment in Ansell.

Systems and technology

Ansell relies on the continuing operation of its Information technology platforms. Interruption, compromise or failure of these platforms could affect Ansell's ability to service its customers effectively. The Group has completed a first wave of improvements in North America and EMEA Industrial and will continue to deploy IT resources to standardize its information systems globally.

Emerging markets instability

The Group is continuing to expand its presence in emerging markets. Instability in those markets is possible and could arise from geopolitical, regulatory or other factors beyond the Group's control.

Major incident at a significant manufacturing site

The group has a diverse and expansive manufacturing footprint. However, financial losses stemming from a natural disaster, civil or labor unrest, terror incident, major fire or other incident are possible.

Acquisitions

It is possible that the Group's acquisitions could underperform against their initial business case following their integration into the Group.

1. Gearing is defined as Net Interest Bearing Debt (NIBD)/(NIBD plus Total Shareholders Funds).

Foreign exchange risk

The group's foreign exchange risks and strategies are detailed in Note 23 to the Financial Statements.

Outlook

Ansell's forward planning considers both the 2015 budget and its long-range plan. The long-range plan involves the execution of its seven growth strategies as outlined above with the budget being more targeted to specific areas. The new GBU structure has necessitated some changes to the long-range plan and as a result, the following core strategies will be pursued:

Organic growth

- Leverage improving momentum in focused verticals.
- Realize benefits of actions already taken to improve body protection trends and restore Sexual Wellness growth.
- Focused execution and marketing support behind NPD portfolio to accelerate demand.

Profitability and cash flow

- Substantial synergy delivery and benefits of restructuring program to deliver \$10–11 million benefit in FY15.
- Continued improvement in working capital efficiency to drive cash flow conversion.

Capital deployment

- Capital expenditure to increase with spend primarily focused on attractive productivity initiatives.
- Strong cash flow expected to quickly restore balance sheet flexibility. For now focus remains on integration and synergy delivery.

Ansell accomplished significant strategic transformation in FY14 through acquisition, restructuring, and delivery against a broad range of initiatives which will create long-term benefit for shareholders.

We continue to maintain our industry leading positions, with exciting step change innovation in the works for FY15 expected to maintain our position as a clear innovation leader in health and safety protection solutions.

Remuneration Report

The Directors of Ansell Limited present the Remuneration Report prepared in accordance with Section 300A of the Corporations Act for the Group for the year ended 30 June 2014. This Report, which has been audited by KPMG, forms part of the Report of the Directors.

This Remuneration Report outlines Ansell's remuneration philosophy and strategy together with details of the remuneration information of Key Management Personnel (KMP) in accordance with the requirements of the Corporations Act.

For the purposes of this report the Board has determined that in addition to the Non-executive Directors, the KMP of the Group comprise the members of the leadership team, listed below, who have the authority and responsibility for planning, directing and controlling the activities of the Group. The use of the term Senior Executives in this report is a reference to the KMP excluding the Non-executive Directors and the CEO.

Amounts included in this report are in US\$ unless otherwise stated.

Table 1 – Key Management Personnel

Non-executive Directors

Glenn L L Barnes
Ronald J S Bell
John Bevan
L Dale Crandall
W Peter Day
Annie H Lo
Marissa T Peterson

CEO and Other Key Management Personnel

Magnus R Nicolin	Managing Director and CEO
Peter B Carroll	President Sexual Wellness GBU (ceased employment 31 July 2014)
Scott R Corriveau	President Industrial GBU
Peter Dobbelssteijn	Chief Commercial Officer EMEA and APAC region and Ansell Global Guardian (became a Senior Executive on 1 June 2014)
Thomas Draskovics	President and General Manager Specialty Markets GBU (ceased being a Senior Executive on 31 March 2014)
Steve Genzer	Senior Vice President Global Supply Chain Operations
Joe Kubicek	President Single Use GBU (appointed 1 March 2014)
Anthony Lopez	President Medical GBU and Chief Commercial Officer LAC region
Mike Mattos	Chief Commercial Officer North America region (appointed 1 March 2014)
Neil Salmon	Senior Vice President and Chief Financial Officer (Finance and IT) (CFO) (appointed 15 July 2013)

Remuneration Philosophy and Strategy

Ansell Limited is a truly global company. Listed on the Australian Stock Exchange, the Company has its global headquarters in Iselin, New Jersey United States and has operations across North America, Latin America, Europe, Middle East and Africa as well as in Asia Pacific. There are 52 Ansell facilities in 35 countries. Accordingly, the Senior Executives operate in complex markets both developed and emerging throughout multiple time-zones, geographies and cultures. It therefore requires of its Senior Executives, the necessary skills and talents to successfully perform within a challenging operating environment. Recognizing that complexity, our remuneration philosophy is designed to provide a link between the achievement of our strategic objectives and executive reward. It is designed to reward, motivate and retain the Company's executive team, with market-competitive remuneration and benefits, to support the continued success of our businesses and the creation of shareholder wealth.

We continue to adapt our remuneration framework to the changing external environment, as well as our growth and performance goals and our desire to recognize the contribution of our people. We are constantly working to make our remuneration structures more effective, easier to understand and more transparent. Additionally, Ansell has a policy requiring Non-executive Directors and other KMPs to purchase a multiple of their base salary in Company shares over a set period to encourage greater shareholder alignment. In addition to existing share grants as part of Long Term Incentive Plans, the Company will have developed by September, mechanisms (consistent with its Share Trading Policy) to enable Non-executive Directors and other KMPs to regularly purchase shares to facilitate compliance with the policy while complying with ASX trading rules.

Accountability to shareholders is very important at Ansell and we are committed to simple and transparent reporting.

Remuneration for the CEO and Senior Executives is determined by reviewing what is generally paid for similar roles in similar businesses in the relevant geographic locations. While Ansell is publicly listed on the Australian Securities Exchange, it reports in US\$, more than 90 per cent of its revenue is derived outside of Australia and it is active in a diverse range of geographies. Measurement of remuneration and market positioning for each executive does not solely rely on traditional market capitalization or earnings measures but also emphasizes the geographic scope and complexity of their responsibilities which are reflective of Ansell's business environment.

The principles of Ansell's executive remuneration strategy, frameworks and programs are designed to:

- apply a pay for performance philosophy that directly links executive reward to the achievement of individual results and the strategic goals and overall performance of the Group;
- align remuneration to business outcomes that deliver value to shareholders and achieve alignment with shareholder interests;
- balance incentives to appropriately reward superior performance in the short term and sustained performance over the long term;
- drive a performance culture by setting challenging objectives and ensuring that executives are remunerated in a way that recognizes and rewards individual performance; and
- ensure remuneration is competitive in the relevant employment market place to support the attraction, motivation and retention of exceptional executive talent.

We remunerate the CEO and Senior Executives using a combination of fixed and variable plans, with a greater emphasis on variable performance-based plans. Performance metrics are carefully selected to ensure alignment with business objectives.

Remuneration Governance

The Board is ultimately responsible for determining the remuneration strategy and structure and quantum of remuneration for the executives of the Company that supports and drives the achievement of Ansell's strategic objectives. The Nomination, Remuneration and Evaluation (NRE) Committee is responsible for reviewing and recommending to the Board the remuneration policy, strategy and structure for Ansell's Board, the CEO and Senior Executives. The NRE Committee has in place a process of engaging and seeking independent advice from external remuneration advisers and ensures remuneration recommendations in relation to Key Management Personnel are free from undue influence by management.

Aon Hewitt has been engaged by the NRE Committee in accordance with this structure to provide advice and recommendations in respect of Key Management Personnel. The Committee considered this input along with other factors, in making its remuneration decisions.

During the 2014 financial year the following key services were provided by Aon Hewitt:

- benchmarking, advice and assistance in relation to the review of remuneration arrangements for Key Management Personnel including the Board, CEO and designated Senior Executives;
- advice and assistance with the Remuneration Report; and
- ad-hoc advice and information as requested in relation to market practice and trends, regulatory developments and shareholder/proxy advisor views.

Aon Hewitt has provided a declaration to the NRE Committee confirming that the recommendations provided on Key Management Personnel remuneration arrangements were made free from undue influence from any member of the Company's Key Management Personnel and the Board is satisfied of this having regard to the processes and structure in place. The fees paid to Aon Hewitt for their advice and remuneration recommendations were A\$17,820.

As part of the Board's commitment to maximizing the performance of the Company and shareholder wealth, executive performance is assessed annually against agreed performance objectives set at the commencement of the relevant financial year. So far as practical, objectives aim to be Specific, Measurable, Achievable, Relevant and Time bound (SMART).

The NRE Committee considers that a robust performance review system is essential in ensuring a strong link between remuneration and performance. The performance of the CEO is formally reviewed by the Non-executive Directors of the Board. The performance of the CFO and all other Senior Executives is reviewed by the CEO and overseen by the NRE Committee and the Board.

Remuneration Report continued

Section 1

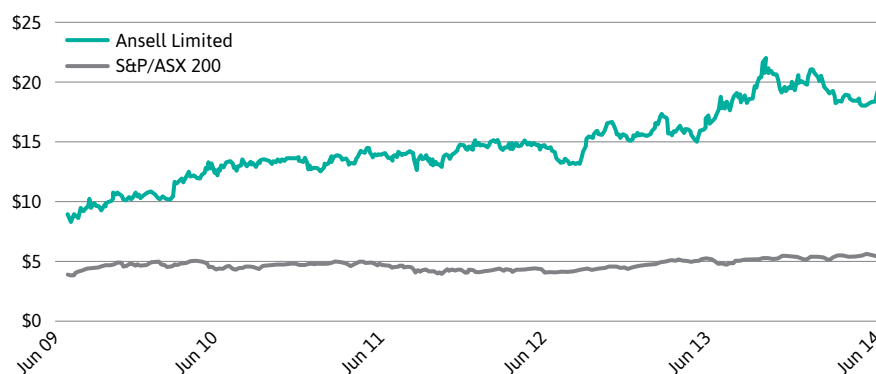
Company Performance and Link to Reward

The link between company performance and executive reward is provided by:

- (i) Requiring a significant portion of executive remuneration to vary with short-term and long-term performance of the Company;
- (ii) Applying challenging financial and non-financial measures to assess performance; and
- (iii) Ensuring that these measures focus executives on strategic business objectives that create shareholder wealth.

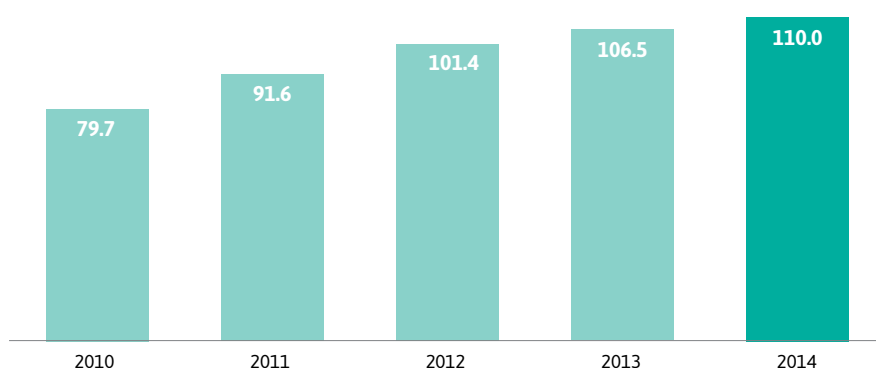
The following graph shows the performance of Ansell's share price compared to the S&P/ASX200 Accumulation Index over the period 1 July 2009 to 30 June 2014. The Ansell share price has outperformed the S&P/ASX200 Accumulation Index reflecting the strength of Ansell as a world leader in providing superior health and safety protection solutions and the success of the Company's growth strategies.

Ansell Share Price Performance



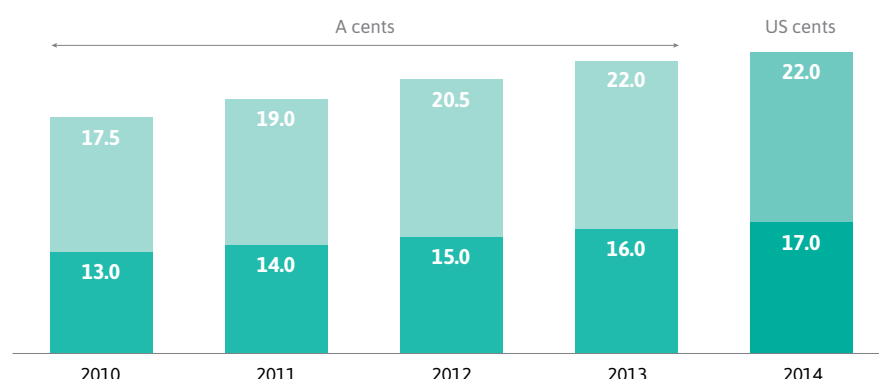
Ansell has a strong track record of providing solid EPS growth which is considered to be a driver of the creation of shareholder wealth and a strong track record of providing steady reliable dividend growth.

Earnings Per Share (US Cents)



EPS for 2014 takes into account underlying numbers excluding the US\$123 million pre-tax restructuring charge (US\$115 million after tax) announced on 30 June 2014. See Table 2 for further details.

Dividends Per Share



The table below summarizes key indicators of the performance of the Company and relevant shareholder returns over the period from FY11 to FY14. Further details of how remuneration outcomes for FY14 were aligned with some of these performance indicators are detailed in the relevant annual incentive and long-term incentive sections below. Note that the Company moved to US dollar reporting in FY14 and the FY14 data uses an assumed Australian dollar rate.

Table 2 – Key indicators of Company performance and shareholder return

	2011	2012	2013	2014 Reported ²	2014 Underlying ²
Sales (\$m)	1,206.9	1,255.3	1,372.8	1,590.2	1,590.2
EBIT (\$m)	136.9	153.2	170.5	83.5	206.5
Profit attributable (\$m)	121.7	133.0	139.2	41.8	156.9
Share price at 30 June	A\$14.16	A\$13.2	A\$17.63	A\$19.83	A\$19.83
EPS – cents	91.6	101.4	106.5	0.29	110.0
Full-year dividend	A\$0.33	A\$0.355	A\$0.38	US\$0.39	US\$0.39
Total shareholder return % p.a. ¹	40.9%	(8.8%)	22.0%	18.5%	18.5%

1. Total shareholder return is broadly a measure of the return to shareholders provided by movements in the Company's share price plus any dividends reinvested in respect of the relevant financial period.

2. Reported is Statutory Reported in accordance with IFRS. Underlying numbers exclude from Reported the US\$123 million pre-tax restructuring charge (US\$115 million after tax) announced on 30 June 2014.

Over the period from 1 July 2010 to 30 June 2014:

- the compound annual growth rate in total shareholder return (movement in the Company's share price plus dividends reinvested) was 16.8 per cent per cent;
- the compound annual growth rate in EPS has been 8.4 per cent per cent; and
- the compound annual growth in full-year dividend has been 7.5 per cent per cent.

Treatment of FY14 restructure charge

As disclosed to the Australian Stock Exchange on 30 June 2014, a one-time restructure charge was incurred that enabled a more efficient business which is better positioned and increased in scale and with strengthened leadership. The charge of US\$123 million which is predominantly non-cash (US\$100 million non-cash and US\$23 million cash) was designed to provide for substantial benefits to shareholders as soon as possible. It is anticipated there will be an EPS benefit of US 5 cents in FY15 and US 10 cents in FY16. An element of the charge related to brands and businesses acquired one or more decades ago that are no longer required by the Company going forward. The restructuring also creates a more dynamic GBU structure more fitted to the Company after the acquisition of BarrierSafe Solutions International, Inc. in January 2014.

In assessing management incentive outcomes, the objective of the NRE Committee has been to align incentive outcomes with Company performance while exercising its discretion to ensure that the accounting consequences of long-term strategic decisions with expected shareholder benefit, do not lead to adverse incentive consequences.

Remuneration Report continued

Section 1 – Company Performance and Link to Reward continued

Specifically for the items included within the restructuring program announced in June, the NRE Committee has determined that the FY14 accounting consequence of these actions should not influence management incentive outcomes for the FY14 Short Term Incentive program as the accounting impact of the changes is not related to the underlying business performance during this time period. For the FY15 Short Term Incentive targets, the NRE Committee has ensured that the targets set for FY15 include the expected benefit delivery from the restructuring actions.

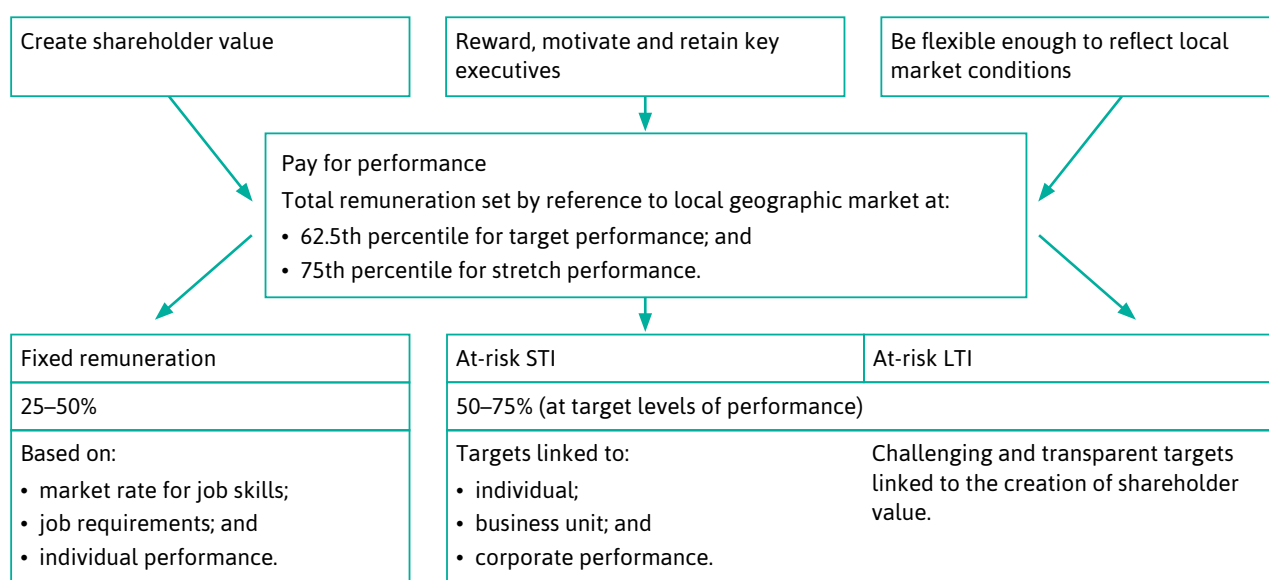
For the Long Term Incentive program, the NRE Committee has reviewed the major components of the announced restructuring and determined their treatment for Long Term incentive purposes as follows:

- For those elements of the restructuring program that will result in future cash expenditure (for example severance and site closure costs) the NRE Committee has excluded from FY14 underlying performance the impact of the provision taken for these costs, and will instead deduct from achieved EPS in each of FY15, FY16 and FY17 a one-third proportion of the post-tax net cash cost of restructuring items to ensure that long-term incentive outcomes only benefit if the Company achieves a positive payback on the costs incurred.
- In considering the appropriate management incentive consequence of the impairment associated with brand rationalization the NRE Committee recognized that the strategy of brand rationalization is expected to deliver long-term benefit to the Company and should enhance its organic growth delivery. The NRE Committee also recognizes that the increase in the value of retained brands has been significant given the strong growth seen in core brands in FY14. Rationalizing older brands, some of which were acquired decades ago, will continue to allow the Company to strengthen its core brand equity with the accounting impact only reflecting the rationalization action and not a comprehensive revaluation of the brand portfolio. The NRE Committee therefore determined that the accounting consequences of the brand rationalization programme should be excluded in measuring EPS performance under the 2012–2014 LTI program and in assessing the ROE based gateway condition for the CEO and CFO special incentive.
- In considering the management incentive consequences of the impairment of the Company's carrying value of previous ERP investments, the NRE Committee recognized that the cause of this asset impairment was a decision by the Company to pursue a modified ERP strategy that would still deliver the benefits of its overall ERP strategy, but at lower cost and lower implementation risk. This modified strategy was in large part made possible by the Comasec acquisition and the expertise thus acquired in SAP. This capability was not envisaged, nor available to the Company at the time of the original investment in Oracle technology. One consequence of the modified ERP Strategy was to recognize that some parts of the original Oracle investment would not be utilized as originally intended, thus impairing the appropriate carrying value of the Oracle investment. The Remuneration Committee noted that the revised ERP implementation strategy is already proving of benefit to shareholders based on the success of the SAP implementation for the EMEA Industrial and Single Use businesses. The NRE Committee therefore determined that the impairment charge on the prior Oracle investment should be excluded in measuring EPS performance under the 2012–2014 LTI program and in assessing the ROE based gateway condition for the CEO and CFO special incentive.

Section 2 CEO and Senior Executive Remuneration

A. Policy

The diagram below illustrates the key aspects of the Company's remuneration policy for the CEO and Senior Executives. The Remuneration policy is designed to:



Elements of FY14 Remuneration Framework

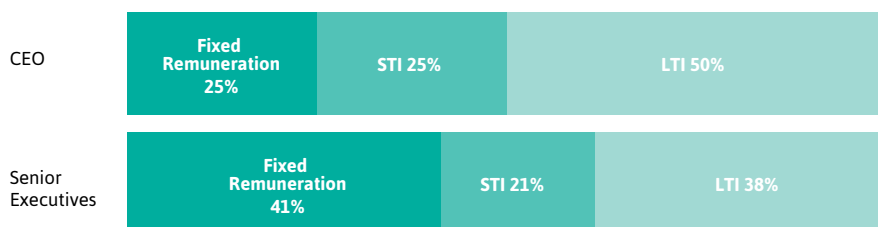
Fixed remuneration	Fixed remuneration (base salary) is based on the executive's responsibilities, performance, qualifications, experience and location. In setting fixed remuneration reference is made to Ansell's peers in similar sized companies, in similar industries operating in similar jurisdictions. The base salary for the Senior Executives and the CEO, was increased on average by 6.1 per cent.						
Annual incentive	Participation in the Company's annual short-term incentive program gives Senior Executives the opportunity to earn a cash bonus if they achieve performance targets based on annual growth in sales revenue, EBIT, profit attributable, maximizing plant performance, improving free cash flow and agreed personal objectives. The annual incentive puts a portion of Senior Executive remuneration 'at risk' and encourages the achievement of the Company's shorter-term strategic objectives.						
Long-term incentive	<p>Participation in the Company's long-term incentive arrangements gives Senior Executives the opportunity to achieve a cash award and allocation of shares on vesting of performance share rights, subject to the achievement of performance targets based on Earnings Per Share growth over a rolling three-year period. The long-term incentive is designed to link Senior Executive reward with the creation of shareholder value.</p> <p>A 'gateway' condition must be met before any awards can vest. The gateway requires a minimum level of Return on Equity (which is measured as 1.5 times the Company's weighted average cost of capital) to ensure that our capital is being employed efficiently and earnings growth is translating to shareholder value.</p> <p>The Board reviewed the EPS growth targets and determined that the appropriate growth targets over the three-year performance period for the long-term incentive grant in FY14 were:</p> <table> <tr> <td>Threshold</td><td>7 per cent per annum EPS growth</td></tr> <tr> <td>Target</td><td>8 per cent per annum EPS growth</td></tr> <tr> <td>Stretch</td><td>12 per cent per annum EPS growth</td></tr> </table>	Threshold	7 per cent per annum EPS growth	Target	8 per cent per annum EPS growth	Stretch	12 per cent per annum EPS growth
Threshold	7 per cent per annum EPS growth						
Target	8 per cent per annum EPS growth						
Stretch	12 per cent per annum EPS growth						
Post-employment	Senior Executives may be entitled to post-employment benefits, depending on the circumstances in which their employment is terminated.						

Remuneration Report continued

Section 2 – CEO and Senior Executive Remuneration continued

The following chart sets out the average remuneration mix for the CEO and Senior Executives, for the achievement of target performance during FY14:

Remuneration Mix



B. Components of remuneration

i. Fixed remuneration

Fixed remuneration comprises base salary plus contributions to superannuation and pension plans in accordance with relevant legislation or as contractually required and is set to attract and retain executives.

Base salary, which is expressed in local currency, is set having regard to an individual's responsibilities, performance, qualifications, experience and location and the market rate for a comparable role.

ii. At-risk remuneration

Annual incentive

Table 3 – Summary of the FY14 Short Term Incentive Plan (STI)

What is the STI and who participates?	The annual STI is a cash-based plan that involves linking specific targets with the opportunity to earn incentives based on a percentage of base salary for the CEO and Senior Executives. Additional Executives, Managers, and Professional employees also participate in the plan.
Why does the Board consider the STI to be an appropriate incentive?	The STI is designed to put a large proportion of annual executive remuneration 'at risk' against meeting targets linked to Ansell's annual business objectives.
What is the maximum amount the CEO and Senior Executives can earn under the STI?	In relation to the CEO and Senior Executives, this comprises an amount equal to 50 per cent (100 per cent for the CEO) of their base salary for target performance, and up to 100 per cent (200 per cent for the CEO) of their base salary for performance that is well in excess of target performance.
What are the performance conditions for the STI?	<p>Performance measures for FY14 were based on a mix of improvement across the Group, the GBU's and the regions in sales revenue (sales), EBIT, plant performance, free cash flow and, for the CEO and CFO with more direct responsibility for overall corporate performance, profit attributable to shareholders (Profit Attributable).</p> <p>In addition, the performance of each Senior Executive was assessed against key strategic objectives specific to their role and responsibilities, as determined by and agreed with the CEO (and, in the case of the CEO, by the Non-executive Directors).</p> <p>The hurdles were set so that achievement of the internal financial goals and personal objectives result in 100 per cent of the award being earned.</p> <p>Unvested awards may be forfeited in the event of fraud, gross misconduct or the material misstatement of the Financial Statements by executives and clawback of vested awards is possible under such circumstances.</p> <p>Vesting under the STI commences at threshold levels (paying out at 50 per cent of the STI target levels), which were set at between 95 per cent and 100 per cent of the FY14 financial goals. For performance exceeding target objectives, STI may pay up to 200 per cent of the STI target levels which were set at between 104 per cent and 116 per cent of the FY14 financial goals.</p>

Why were these performance conditions chosen?	The Board considers these performance measures to be appropriate as they are aligned with the Company's objectives of delivering profitable growth and improving shareholder return. In addition, the CEO and Senior Executives have a clear line of sight to the targets and are able to affect results through their actions.
Who assesses performance and when?	The NRE Committee assesses performance against the conditions in respect of the CEO and makes a recommendation to the Board. The CEO assesses the performance against the conditions in respect of Senior Executives and makes recommendations to the NRE Committee. Performance against the hurdles is determined, and incentives paid, following the completion of the audit of the accounts for the financial year.
To what extent were performance conditions met during the year?	<p>Specific information relating to the STI payable for target performance and the percentage of the target awards achieved in respect of the CEO and Senior Executives is set out in Table 4.</p> <p>The Group experienced a mixed year with some very strong deliveries against target, (Medical GBU and the EMEA region) while others fell below the threshold range (Sexual Wellness GBU and APAC region). Overall performance against Corporate STI goals was balanced by strong cash flow and underlying EBIT which was close to target based on strong results due to the acquisition of BarrierSafe Solutions International, Inc. over-delivering on the business case.</p> <p>The North America region and Operations Groups delivered very strong improvement year over year, but still fell short of the threshold on a challenging recovery plan as the target for North America region and Operations is being impacted by lower ordering volumes partly on the reduction in trade inventories.</p> <p>While accomplishing significant change and organization transformation, the Company delivered Sales and underlying EBIT growth of 16 per cent and 20 per cent respectively and free cash flow in excess of \$160 million.</p>

Table 4 – Annual incentive payments provided in relation to FY14 for the CEO and Senior Executives pursuant to the Company's STI Plan

	Value of Award at Target ¹	Value of Award Achieved ²	Percentage of Maximum Award Achieved
M R Nicolin	\$935,000	\$974,270	52%
P B Carroll ³	\$203,856	\$135,360	33%
S R Corriveau	\$190,000	\$216,600	57%
P Dobbelssteijn ⁴	\$18,089	\$26,301	73%
T Draskovics ⁵	\$109,125	\$73,550	34%
S Genzer	\$190,000	\$201,115	53%
J Kubicek ⁶	\$56,667	\$65,733	58%
A Lopez	\$175,000	\$193,725	55%
M Mattos ⁶	\$61,667	\$71,533	58%
N Salmon ⁷	\$211,562	\$216,216	51%

1. Target award is the level at which achievement of the performance measures would result in 100 per cent of the incentive being earned.
2. The value of grants provided under the STI Plan during the year is set out in this table. The minimum value of the STI, if the performance targets had not been satisfied, would have been nil.
3. Australian-based officer paid in A\$ (FY14 average rate US\$1 = A\$1.089). Mr Carroll ceased employment on 31 July 2014.
4. Euro-based officer paid in Euros (FY14 average rate US\$1 = Euro 0.73692). Appointed a Senior Executive on 1 June 2014 – above values prorated from that date.
5. Ceased being a Senior Executive on 31 March 2014 – above values prorated to that date.
6. Appointed a Senior Executive on 1 March 2014 – above values prorated from that date.
7. Appointed a Senior Executive on 15 July 2013 – above values prorated from that date.

Remuneration Report continued

Section 2 – CEO and Senior Executive Remuneration continued

Long-term incentive

The Long Term Incentive Plan for FY14 operated by way of a grant of performance share rights to the CEO, for which approval was obtained at the Company's 2013 Annual General Meeting (AGM) and an equal proportion of cash and performance share rights for other members of the Executive Leadership Team (including the Senior Executives) and senior management with a grading designation of Vice President and above. The inclusion of an equity based component for Senior Executives closely aligns Senior Executive 'at risk' remuneration with the creation of long-term shareholder value.

Table 5 – Summary of the FY14 Long Term Incentive Plan (LTI)

What is the LTI and who participates?	The LTI Plan is an element of the Company's remuneration strategy. The LTI Plan links CEO, Senior Executive, and other key Manager's rewards with on-going creation of shareholder value through the grant of performance share rights (Rights) and cash awards, subject to performance conditions which underpin sustainable growth in shareholder value. The LTI Plan is structured to align executive reward with Company performance and shareholder value. Participation in the Company's LTI arrangements is only offered to executives who are able, or have the potential, to influence shareholder value.
How is the amount of the LTI grant determined?	The long-term incentive grant, under the LTI Plan, provided to the CEO and Senior Executives is designed to be the equivalent of 75 per cent – 100 per cent (200 per cent for the CEO) of their fixed annual remuneration for target performance and up to 150 per cent – 200 per cent (400 per cent for the CEO) of their fixed annual remuneration for stretch performance. Other executives are offered grants representing a lower proportion of their fixed annual remuneration.
What equity instruments are granted under the LTI?	<p>Under the LTI Plan, the CEO received an annual grant of Rights, for which approval was obtained at the Company's 2013 AGM. Other members of the Executive Leadership Team and senior management with a grading designation of Vice President and above (including the Senior Executives) receive 50 per cent of their long-term incentive in the form of Rights, while the balance of their incentive is cash based. For the remainder of the management team participating in the incentive plan their incentive is cash based.</p> <p>Details of the grants made to the CEO and Senior Executives during FY14 are set out in Tables 6 and 7.</p>
What are the key terms of the Rights and cash awards granted under the LTI?	<p>Rights are granted at no cost to the participant. Each Right granted will entitle the participant to one ordinary share in the Company, subject to the satisfaction of performance conditions set by the Board in respect of the grant. Cash awards that are granted will vest subject to satisfaction of performance conditions set by the Board in respect of the grant.</p> <p>Grants under the Plan are tested over a three-year performance period.</p> <p>If the relevant performance conditions are satisfied at the end of the performance period, then:</p> <ul style="list-style-type: none"> • the Rights will vest automatically and shares in the Company will be allocated to the participant; and • the cash awards will vest automatically and payment of the cash award will be made to the participant.
What are the performance conditions for the Rights and cash awards granted in the 2014 financial year?	<p>The FY14 plan includes a 'gateway' condition which is designed to require a minimum level of return on equity (which is measured against the Company's weighted average cost of capital) to ensure that our earnings growth is translating to shareholder value.</p> <p>The 'gateway' must be satisfied before any LTI awards may vest. An EPS 'performance' condition then determines the level of vesting of the LTI awards.</p> <p>If either the 'gateway' condition or the threshold level of the performance condition is not satisfied, the Rights and cash award will lapse.</p>

Condition

'Gateway' condition Requires the Company's Return on Equity (ROE) at 30 June 2016 to be at least 1.5 times the Company's Weighted Average Cost of Capital (WACC).

The calculation methodology employed in measuring the WACC has been defined by the NRE Committee and is used consistently from year to year.

The Calculation is performed and the gateway condition tested at the conclusion of each three-year performance period over which EPS performance is measured for LTI reward purposes.

Specific components of the WACC are calculated using the principles outlined below:

- Risk-free Rate: four-year historical average of US five-year bond rate.
- Cost of Debt: Ansell's actual average cost of debt over the previous four years.
- Market Risk Premium: four-year average equity risk premium for US equity markets.
- Beta is assessed based on observed beta for Ansell and a basket of comparable peer companies.

Four years was chosen as the relevant time period reflecting the fact that many of the decisions driving EPS growth over the LTI period will have been taken with reference to cost of debt and equity measurement in the year prior to the first year of EPS measurement.

'Performance' condition Based on growth in the Company's EPS over the three-year performance period.

EPS growth	Rights and cash award grant that vest (%)
Threshold (7% per annum CAGR)	25%
Between threshold and target	Sliding scale from 25% to 50%
Target (8% per annum CAGR)	50%
Between target and stretch	Sliding scale from 50% to 100%
Stretch or above (12% per annum CAGR)	100%

The Board selected US 99.1 cents EPS (being the underlying EPS for FY13 – reported EPS excluding the impact of deferred tax asset adjustments and non-operational tax items) as the base EPS for FY13 (Base Point).

Accordingly, in order for the Rights and cash awards to vest, underlying EPS of US 121.4 cents (Threshold) will need to be achieved at the end of the three-year performance period. Target performance would require underlying EPS of US 124.8 cents at the end of the performance period. Stretch performance would require underlying EPS of US 139.2 cents to be achieved at the end of the three-year performance period.

The Board will exclude the effect of net changes in capital when measuring EPS performance. This ensures the Company's capital management program of share buy-backs will not influence performance against these targets. The Board may vary the performance conditions to take account of the effect of any material business acquisition or divestment and any exceptional non-operating items that may occur during the performance period.

Why were these performance conditions chosen? The Board selected EPS as a performance measure for vesting of the Rights and cash awards on the basis that it:

- is a relevant indicator of increases in shareholder value; and
- is a target that provides a suitable line of sight to encourage and motivate executive performance.

What happens in the event of a change of control? The Board has discretion to determine if the Rights and cash awards will vest in the event of a change of control.

What happens if the executive ceases employment during the performance period? Where a participating executive ceases employment with the Company any unvested Rights and cash award will lapse, except where employment ceases due to death, disability or other exceptional circumstances with the approval of the Board, in which case the Board has a discretion to determine that the cash award will vest on a pro-rata basis (having regard to performance up to cessation of employment).

Remuneration Report continued

Section 2 – CEO and Senior Executive Remuneration continued

As part of its remuneration strategy, the Company made the following PSRs and cash award grants during the year to the CEO and Senior Executives.

Table 6 – LTI grants made to the CEO and Senior Executives Personnel during FY14 pursuant to the Company's LTI Plan

	Cash Award Granted	Number of PSRs Granted ¹	Maximum Value of PSRs Granted ²
M R Nicolin	– ³	216,070	\$3,406,709
P B Carroll	\$120,418	15,148	\$238,928
S R Corriveau	\$182,500	23,196	\$365,724
P Dobbelssteijn	\$142,150	18,120	\$285,692
T Draskovics	\$140,000	17,794	\$280,552
S Genzer	\$170,000	21,607	\$340,686
J Kubicek	\$141,279	17,957	\$283,106
A Lopez	\$170,000	21,607	\$340,686
M Mattos	\$153,744	19,541	\$308,081
N Salmon	\$220,000	27,962	\$440,868

1. The grant of Performance Share Rights (Rights) was made to the CEO on 17 October 2013 in accordance with a resolution passed at the Company's 2013 Annual General Meeting. Grants of Rights to Senior Executives were made on 15 August 2013 in accordance with a resolution of the NRE Committee. The grants made during the year constituted 100 per cent of the grants available for the year. As the Rights only vest on satisfaction of the performance conditions, to be tested at the end of FY16 and as none of the recipients ceased to be employed by the Group in FY14, none of the Rights detailed above were forfeited during the year. Details of the relevant performance conditions are set out in Table 5. Any cash bonus and issue of shares on vesting of the Rights granted during FY14 will occur in FY17.

2. The value per Right was calculated as A\$17.17. The assumptions used in the calculation of this value are set out in Note 22 to the Financial Statements accompanying this Report. The minimum total value of the grant, if the applicable performance conditions are not met, is nil in all cases. The exchange rate used in the calculation above is US\$1 = A\$1.089

3. Mr Nicolin's entire LTI grant comprises of shares and therefore he receives no cash component.

Previous long-term incentive arrangements

Financial year 2012

In FY12 the Company granted a cash-based LTI Plan. Cash awards under the LTI Plan are subject to a three-year performance period that was tested at the end of the FY14. During the performance period the Company was required to achieve specific EPS performance measures in order for the awards to vest and executives to become entitled to the cash grant.

The cash awards are subject to performance measures based on the growth in the Company's EPS over the performance period. The Board selected US 81.3 cents EPS, (being the underlying profit for FY12 – reported Earnings Per Share excluding the impact of deferred tax asset adjustments and non-operational tax items) as the base EPS for FY12 (Base Point).

The target EPS growth rate is 7 per cent per annum compound, measured from the Base Point to the end of FY14. This equates to a target EPS of US 99.6 cents.

The stretch EPS growth rate is 10 per cent per annum compound, measured from the Base Point to the end of FY14. This equates to a stretch EPS of US 108.2 cents.

The underlying EPS for FY14 was US 105 cents (excluding Deferred Tax Asset adjustments, Non-Operational Tax Items and Restructuring costs) which exceeded the target of US 99.6 cents and resulted in the grant vesting at 163 per cent.

CEO Special Long Term Incentive Plan

As approved by shareholders at the 2010 Annual General Meeting, the Managing Director and CEO have been allocated 129,730 performance rights pursuant to the CEO Special Long Term Incentive Plan. These rights are intended to align the CEO's interest with shareholders over the longer term.

The rights were granted in two tranches, with 20 per cent of the total allocation to vest at the completion of four years (30 June 2014) and the balance of 80 per cent to vest after five years (30 June 2015), subject to the performance condition being met.

The applicable performance condition is that Ansell's ROE in each of FY14 and FY15 must equal at least 1.5 times Ansell's WACC for the applicable performance period. The Board has selected this performance target as the Board believes ROE to be a strong long-term measure of how efficiently the capital employed in the business has been used to generate earnings growth which should translate to an appropriate level of return for shareholders. If the performance condition applicable to a tranche is not satisfied, the performance rights will lapse.

For tranche 1 (vesting 30 June 2014), the performance condition has been met. The Board deemed that the gateway condition was met based on the rationale outlined in Table 5.

The Board believes that it is important that the CEO's interests are aligned with those of shareholders. The grant of performance rights, each entitling the CEO to an ordinary share in the capital of Ansell Limited upon satisfaction of the performance condition, means that a significant amount of his remuneration will be determined by reference to the value of Ansell shares at the end of the applicable vesting periods.

CFO Special Incentive Plan

In order to align the incoming CFO's interest with those of shareholders and to compensate him for deferred employment incentives from his previous employer that Mr Salmon forfeited in joining Ansell, he has been allocated 30,130 performance rights on the same terms to those granted to the Managing Director and CEO in 2010.

The rights were granted in two tranches, with 14,917 performance rights to vest at the end of the FY14 and the remaining allocation to vest at the end of the FY15.

The applicable performance condition is that Ansell's ROE in each of financial years must equal at least 1.5 times Ansell's WACC for the applicable performance period. The Board has selected this performance target as the Board believes ROE to be a strong long-term measure of how efficiently the capital employed in the business has been used to generate earnings growth which should translate to an appropriate level of return for shareholders. If the performance condition applicable to a tranche is not satisfied, the performance rights will lapse.

For tranche 1 (vesting 30 June 2014), the performance condition has been met. The Board deemed that the gateway condition was met based on the rationale outlined in Table 5.

Remuneration Report continued

Section 2 – CEO and Senior Executive Remuneration continued

C. Remuneration of the CEO and Senior Executives

(a) Amounts of remuneration FY14

Details of the remuneration provided to the CEO and Senior Executives are set out in the following table in US\$. Where remuneration was paid in a currency other than US\$, it has been translated at the average rate for FY14.

Table 7 – CEO and Senior Executive remuneration

FY14	Short-term		Post-employment		Long-term		Total	Proportion of Total Remuneration Performance-related
	Base Salary	Annual Incentive	Non-salary Benefits ¹	Superannuation Contributions ²	Cash-based ³	Share-based ⁴		
M R Nicolin ⁵	913,750	974,270	120,708	210,572	305,938	1,154,333	3,679,571	66%
P B Carroll ^{6, 12}	403,811	135,360	32,470	56,235	91,489	23,963	743,328	34%
S R Corriveau ⁵	376,250	216,600	562,228	65,006	221,508	115,007	1,556,598	36%
P Dobbelssteijn ^{7, 13}	32,000	26,301	7,632	3,681	14,783	2,366	86,763	50%
T Draskovics ^{5, 8}	215,500	73,550	10,699	39,788	92,221	18,346	450,104	41%
S Genzer ⁵	370,000	201,115	5,103	65,418	207,310	107,091	956,036	54%
J Kubicek ^{5, 9}	113,333	65,733	–	7,367	15,528	99,066	301,027	60%
A Lopez ⁵	347,500	193,725	2,250	76,281	209,626	107,868	937,250	55%
M Mattos ^{5, 10}	123,333	61,667	–	8,017	17,116	100,449	320,448	59%
N Salmon ^{5, 11}	407,121	216,216	100,000	44,940	70,660	309,322	1,148,259	52%
Total remuneration	3,302,598	2,164,537	841,089	577,305	1,246,179	2,037,811	10,169,520	

1. Includes the cost to the Company of cash benefits such as motor vehicle, executive expatriation and relocation allowances and executive insurance and a sign-on bonus of \$100,000 for N Salmon.
2. Includes contributions to US benefit or non-qualified pension plans and to an Australian superannuation fund, as applicable.
3. Includes amounts provided in respect of the Company's cash-based Long Term Incentive Plans.
4. Includes amounts provided in respect of the Company's share-based Long Term Incentive Plan, including the CEO's and CFO's Special Long Term Incentive Plans.
5. US-based officers paid in US\$.
6. Australian-based officer paid in A\$. The average exchange rate for FY14 was US\$1 = A\$1.089.
7. Appointed to the position of Chief Commercial Officer EMEA and APAC regions and Ansell Global Guardian effective 1 June 2014 – above values prorated from that date.
8. Ceased qualifying as a Key Management Personnel effective 31 March 2014 – above values prorated to that date.
9. Appointed to the position of President and General Manager Single Use GBU effective 1 March 2014.
10. Appointed to the position of Chief Commercial Officer North America region effective 1 March 2014.
11. Appointed to the position of Senior Vice President and CFO (Finance and IT) effective 15 July 2013 – above values prorated from that date.
12. Ceased employment 31 July 2014.
13. European-based officer paid in Euros. The average exchange rate for FY14 was US\$1 = Euro 0.73692.

Details of the remuneration provided to the CEO and Senior Executives are set out in the following table in US\$. Where remuneration was paid in a currency other than US\$, it has been translated at the average rate for FY13.

FY13	Short-term		Post-employment		Long-term		Total	Proportion of Total Remuneration Performance-related
	Base Salary	Annual Incentive	Non-salary Benefits ¹	Superannuation Contributions ²	Cash-based ³	Share-based ⁴		
M R Nicolin ⁵	847,019	521,900	128,484	213,804	1,696,917	628,590	4,036,714	70.5%
P B Carroll ⁶	433,296	131,102	36,310	70,608	454,646	42,761	1,168,723	53.8%
S R Corriveau ⁵	362,654	103,204	389,271	78,531	602,717	57,401	1,593,778	47.9%
T Draskovics ⁵	273,667	57,470	4,948	52,279	291,778	41,002	721,144	54.1%
S Genzer ⁵	337,667	89,675	4,406	71,224	595,779	53,301	1,152,052	64.1%
A Lopez ⁵	338,917	200,685	75,110	63,664	384,945	54,124	1,117,445	57.2%
Former executive								
R F Jilla ^{5,7}	362,405	–	30,281	88,991	–	–	481,677	–
Total remuneration	2,955,625	1,104,036	668,610	639,101	4,026,782	877,179	10,271,533	

1. Includes the cost to the Company of cash benefits such as motor vehicle, relocation and housing allowances, executive insurance and a sign-on bonus of US\$50,000 for A Lopez.

2. Includes contributions to US benefit or non-qualified pension plans, European pension plans and to an Australian superannuation fund, as applicable.

3. Includes amounts provided in respect of the Company's FY10, FY11 and FY12 cash-based Long Term Incentive Plans.

4. Amount provided in respect of the CEO's special Long Term Incentive Plan.

5. US-based officers paid in US\$.

6. Australian-based officer paid in A\$. The average exchange rate for FY13 was US\$1 = A\$0.97384

7. Ceased employment effective 15 April 2013.

(b) Equity Instruments

Options, Performance Rights (PRs) and Performance Share Rights (PSRs) granted as compensation

In previous years the Company operated the Ansell Limited Stock Incentive Plan under which options were issued to employees.

At the time of their appointments the Managing Director and CEO was allocated 129,730 PRs pursuant to the CEO Special Long Term Incentive Plan and the CFO was allocated 30,130 PRs pursuant to the CFO Special Incentive Plan.

Under the FY13 and FY14 LTI Plan PSRs were granted to the Managing Director, other members of the Executive Leadership Team (including the Senior Executives) and Vice Presidents.

Remuneration Report continued

Section 2 – CEO and Senior Executive Remuneration continued

Movement in options, PRs and PSRs on issue

The movement in the number of options, PRs and PSRs over ordinary shares of Ansell Limited held, directly, indirectly or beneficially, by each of the Key Management Personnel, including their related parties, is as follows:

Table 8 – CEO and Senior Executive options, PRs and PSRs

FY14	Held at 1 July 2013 or date appointed	PRs/PSRs granted during the year	Options exercised/PRs/ PSRs vested during the year	Options/PRs/ PSRs lapsed/ forfeited during the year	Held at 30 June 2014	Options not yet exercisable
Options						
P B Carroll	11,368	–	(5,000)	–	6,368	–
S Corriveau	22,222	–	(17,222)	–	5,000	–
PRs						
CEO/Director						
M R Nicolin	129,730	–	–	–	129,730	
Senior Executives						
N Salmon	–	30,130	–	–	30,130	
PSRs						
CEO/Director						
M R Nicolin	259,080	216,070	–	–	475,150	
Senior Executives						
P B Carroll	19,328	15,148	–	–	34,476	
S Corriveau	27,359	23,196	–	–	50,555	
P Dobbelssteijn	20,302	18,120	–	–	38,422	
T Draskovics	19,542	17,794	–	–	37,336	
S Genzer	25,405	21,607	–	–	47,012	
J Kubicek	–	17,957	–	–	17,957	
A Lopez	25,795	21,607	–	–	47,402	
M Mattos	–	19,541	–	–	19,541	
N Salmon	–	27,962	–	–	27,962	

FY13

	Held at 1 July 2012	PRs/PSRs granted during the year	Options exercised/PRs/PSRs vested during the year	Options/PRs/PSRs lapsed/forfeited during the year	Held at 30 June 2013	Options not yet exercisable
Options						
P B Carroll	12,500	–	(1,132)	–	11,368	–
S Corriveau	22,222	–	–	–	22,222	–
W J Heintz	22,667	–	(22,667)	–	–	–
R F Jilla	48,222	–	(48,222)	–	–	–
PRs						
CEO/Director						
M R Nicolin	129,730	–	–	–	129,730	–
PSRs						
CEO/Director						
M R Nicolin	–	259,080	–	–	259,080	–
Senior Executives						
P B Carroll	–	19,328	–	–	19,328	–
S Corriveau	–	27,359	–	–	27,359	–
T Draskovics	–	19,542	–	–	19,542	–
S Genzer	–	25,405	–	–	25,405	–
R F Jilla	–	39,210	–	(39,210)	–	–
A Lopez	–	25,795	–	–	25,795	–

Movements in shares

The movement in the number of ordinary shares of Ansell Limited held directly, indirectly or beneficially, by each of the Key Management Personnel, including their personally related entities is as follows:

Table 9 – CEO and Senior Executive movements in shares

FY14	Held at 1 July 2013	Purchases¹	Sales/Other	Held at 30 June 2014
Directors				
G L L Barnes	25,558	13,656	–	39,214
R J S Bell	7,223	716	–	7,939
J A Bevan	676	7029	–	7,705
L D Crandall	16,662	771	–	17,433
W P Day	10,850	3,830	–	14,680
A Lo	–	1,138	–	1,138
M T Peterson	11,293	771	–	12,064
M R Nicolin	20,042	11,236	–	31,278
Senior Executives				
P B Carroll	17,584	9231	(5,000)	21,815
S R Corriveau	22,064	22,278	(17,222)	27,120
P Dobbelsteijn	–	–	–	–
T Draskovics	–	–	–	–
S Genzer	–	–	–	–
J Kubicek	–	–	–	–
A Lopez	–	–	–	–
M Mattos	–	–	–	–
N Salmon	–	–	–	–

1. Includes shares purchased on market pursuant to the Non-executive Directors' Share Plan.

Remuneration Report continued

Section 2 – CEO and Senior Executive Remuneration continued

FY13	Held at 1 July 2012	Purchases ¹	Sales/Other	Held at 30 June 2013
Directors				
P L Barnes	26,773	556	(27,329)	–
G L L Barnes	16,221	9,337	–	25,558
R J S Bell	6,449	774	–	7,223
J A Bevan	–	676	–	676
L D Crandall	15,849	813	–	16,662
W P Day	6,549	4,301	–	10,850
A Lo	–	–	–	–
M T Peterson	10,459	834	–	11,293
M R Nicolin	10,000	10,042	–	20,042
Senior Executives				
P B Carroll	15,607	1,977	–	17,584
S Corriveau	16,920	5,144	–	22,064
T Draskovics	–	–	–	–
S Genzer	–	–	–	–
R F Jilla	224,957	5,849	(230,806)	–
A Lopez	–	–	–	–

1. Includes shares purchased on market pursuant to the Non-executive Directors' Share Plan.

D. Service agreements

The remuneration and other terms of employment for the CEO and Senior Executives are covered in formal agreements or letters of offer. Each of these agreements makes provision for a fixed remuneration component, performance-related annual cash incentive (as described above), other benefits, and participation, where eligible, in the Company's long-term incentive arrangements (as described above).

Chief Executive Officer

The Employment Agreement entered into with the CEO:

- does not specify a fixed term of employment;
- provides that the Company may terminate the CEO's employment upon giving 12 months' notice or payment in lieu, and may terminate immediately in the case of wilful misconduct;
- provides that in certain circumstances, such as a material diminution of responsibility or the CEO ceasing to be the most Senior Executive of Ansell, the CEO may be entitled to a payment equivalent to 12 months' base salary;
- requires the CEO to give the Company at least six months' notice of resignation; and
- in order to protect the Company's business interests, prohibits the CEO from engaging in any activity that would compete with the Company for a period of 12 months following termination of his employment for any reason.

The Employment Agreement entered into with the CEO has been drafted to comply with the Corporations Act regarding the payment of benefits on termination.

Other Key Management Personnel – current Senior Executives

S Corriveau is assumed to be employed 'at will'. As such, his service agreement does not specify a fixed term of employment. He is, in general, eligible for payments upon termination (other than for gross misconduct) equal to 12 months' base salary plus certain other contractual entitlements. He would typically be expected to give the Company four weeks' notice of resignation.

P Carroll an Australian-based executive is employed under a service agreement of unlimited duration. Mr Carroll ceased employment with the Company effective 31 July 2014.

Each of the service agreements for these Senior Executives were entered into prior to the amendments to the Corporations Act regarding the payment of benefits on termination, which came into effect on 24 November 2009.

S Genzer, N Salmon and A Lopez, who are based in the United States, are employed 'at will' and as such, their service agreement does not specify a fixed term of employment, however the agreements has been drafted to comply with the Corporations Act regarding the payment of benefits on termination.

P Dobbelsteijn is a Belgium and Netherlands-based executive whose services are engaged by the Company for an unlimited duration. He is eligible for severance benefits upon termination by the Company (other than for gross misconduct) equal to 12 months' base salary plus certain other contractual entitlements. He is required to give the Company three months' prior notice of resignation.

M Mattos and J Kubicek are employed under agreements entered into at the time of Ansell's acquisition of the BarrierSafe Solutions International business in January 2014. These employment agreements have a fixed two-year term through January 2, 2016, after which time their employment would continue (if at all) on an 'at-will' basis. In the event either agreement is terminated by Ansell prior to January 2, 2016 (other than with Cause), such employee would receive severance benefits payments including: (1) an amount (paid in equal installments) equal to the greater of (a) the portion of his salary amount which would have otherwise been earned over the remainder of the two-year period but for the early termination, or (b) his annual salary amount; and (2) a retention bonus, in the form of Ansell Limited shares valued at US\$500,000.

The Board believes that the termination conditions agreed with the CEO and Senior Executives are reasonable and mutually beneficial for the Company and the executives involved.

Section 3 Non-executive Directors' Remuneration

A. Policy

The key principles relating to Non-executive Directors' remuneration are set out below.

Principle	Comment
Aggregate Board and Committee fees are approved by shareholders	The current aggregate fee pool for Non-executive Directors of A\$1,450,000 was approved by shareholders at the 2013 Annual General Meeting. (Note: Some benefits are payable outside of the shareholder-approved cap – refer to Table 10 for details)
Remuneration is structured to preserve independence whilst creating alignment	To preserve independence and impartiality, no element of Non-executive Director remuneration is linked to the performance of the Company. However, to create alignment between Directors and shareholders, Non-executive Directors are required to invest an appropriate percentage of gross annual fees to acquire Ansell shares at market value, to achieve a shareholding worth two times' annual Board fees within a period of 10 years.
Fees are set by reference to key considerations	Board and Committee fees are set by reference to a number of relevant considerations including: <ul style="list-style-type: none"> • responsibilities and risks attaching to the role of Director • time commitment expected of Directors • fees paid by peer companies • independent advice received from external advisers • the global nature of our businesses (to ensure that the Directors' fee attracts and retains the best international Directors).
No retirement benefits	Contributions to applicable superannuation funds are paid during a Non-executive Director's term of office but no additional benefits are paid to Non-executive Directors upon their retirement from office.
Regular reviews of remuneration	The Board periodically reviews its approach to Non-executive Director remuneration to ensure it remains in line with general industry practice and best practice principles of corporate governance.

Remuneration Report continued

Section 3 – Non-executive Directors' Remuneration continued

Elements of FY14 Remuneration Framework

Fees	Fees are not linked to the performance of the Company so that independence and impartiality is maintained. Directors are required to invest an appropriate percentage of their gross fees in acquiring shares on market, to achieve a shareholding worth two times' annual Board fees within a 10-year period.
Other fees/benefits	Directors are permitted to be paid additional fees for special duties, including fees paid for serving on ad hoc projects or transaction-focused committees.
Post-employment	Superannuation contributions are made at a rate that satisfies the Company's statutory superannuation obligations where required by law. No additional retirement benefits are paid.

B. Components of remuneration

Reflecting the Board's focus on long-term strategic direction and corporate performance rather than short-term results, remuneration for the Chairman and other Non-executive Directors is structured with a fixed fee component only. To reflect the global representation that exists in the composition of the current Board (which includes Australian, US and UK resident Directors), Directors are paid in their local currency based on exchange rates agreed by the Board at the beginning of the financial year and consistent with rates used by the business in the annual planning process.

The table below summarizes the components of Non-executive Director remuneration. From FY14, all Non-executive Director fees are denominated in US dollars.

Table 10 – Elements of Non-executive Directors remuneration

Element	Description	Included in the Shareholder Approved Cap?
Board fees:		
Chairman	US\$320,000	Yes
Other Directors	US\$116,500	Yes
Committee fees:		
Chair of the Audit and Compliance Committee	US\$30,000 (2.5 times the Committee fee)	Yes
Chair of the Nomination, Remuneration and Evaluation Committee and Chair of the Risk Committee	US\$24,000 (two times the Committee fee)	Yes
Committee member	US\$12,000 (10 per cent of the Board fee)	Yes
Travel allowance	US\$15,000	Yes
Superannuation	Superannuation contributions made on behalf of the Non-executive Directors in FY14 was at a rate of 9.25 per cent, which satisfies the Company's statutory superannuation obligations by law. This amount will be increased to 9.5 per cent in FY15.	Yes
Other fees/benefits	Non-executive Directors are permitted to be paid additional fees for special duties or exertions, including fees paid for serving on ad hoc projects or transaction-focused committees. The fees payable to the Chair and members of this Committee are the same as those payable to the Chair and members of the Nomination, Remuneration and Evaluation Committee.	No

In addition, Directors are also entitled to be reimbursed for all business-related expenses, including travel expenses as may be incurred in the discharge of their duties.

C. Remuneration of Non-executive Directors

Table 11 – Non-executive Directors remuneration

Details of the nature and amount of each of the components of total remuneration for each Non-executive Director are set out in the tables below. Where remuneration was paid in a currency other than US\$ it has been translated at the average exchange rate for the financial year as set out below.

FY14	Fees¹ \$	Superannuation Contributions \$	Total \$
G L L Barnes ²	303,281	–	303,281
R J S Bell ³	142,699	3,836	146,535
J A Bevan ²	130,702	12,090	142,792
L D Crandall ⁴	163,457	4,043	167,500
W P Day ²	145,831	13,489	159,320
A H Lo ⁴	139,681	3,819	143,500
M T Peterson ⁴	162,433	4,052	166,485
Total Non-executive Directors' remuneration	1,188,084	41,329	1,229,413
FY13	Fees¹ \$	Superannuation Contributions \$	Total \$
G L L Barnes ²	253,665	–	253,665
R J S Bell ³	133,961	3,712	137,673
J A Bevan ²	113,998	10,260	124,258
L D Crandall ⁴	141,208	3,713	144,921
W P Day ²	134,775	12,129	146,904
A H Lo ⁴	66,907	2,022	68,929
M T Peterson ⁴	144,527	3,923	148,450
Former Director			
P L Barnes ^{2, 5}	92,187	5,637	97,824
Total Non-executive Directors' remuneration	1,081,228	41,396	1,122,624

1. Fees include a travel allowance and other benefits as outlined in Table 10.

2. Australian-based Directors paid in A\$ (FY14 average exchange rate US\$1 = A\$1.089; FY13 US\$1 = A\$0.97384).

3. UK-based Director paid in £ (FY14 average exchange rate US\$1 = £0.61535; FY13 US\$1 = £0.63784).

4. US-based Directors paid in US\$.

5. Retired 22 October 2012.

Remuneration Report *continued*

Section 3 – Non-executive Directors' Remuneration *continued*

D. Non-executive Directors' Share Plan

The table below contains details of the shares acquired during the year on behalf of the Non-executive Directors out of their after-tax fees through participation in the Non-executive Directors' Share Plan.

Shares are acquired quarterly on the ASX at the prevailing market price and are registered in the name of the Director, but are subject to a restriction on dealing until the Director ceases to hold office.

Shares were purchased on market (at no discount) on behalf of the Directors on 19 September 2013 (at A\$22.04 per share), 20 December 2013 (at A\$19.64 per share), 19 March 2014 (at A\$18.82 per share) and 20 June 2014 (at A\$19.34 per share).

Table 12 – Number of shares acquired by Non-executive Directors during FY14 under the share plan

G L L Barnes	1,326
R J S Bell	716
J A Bevan	608
L D Crandall	771
W P Day	678
A H Lo	634
M T Peterson	771

Consolidated Income Statement

of Ansell Limited and Subsidiaries for the year ended 30 June 2014

	Note	2014 US\$m	2013 US\$m
Revenue			
Sales revenue		1,590.2	1,372.8
Expenses			
Cost of goods sold including restructuring and asset impairments	4(b)	(946.7)	(793.5)
Distribution		(74.9)	(61.9)
Selling, general and administration including restructuring and asset impairments	4(b)	(485.1)	(346.9)
Total expenses, excluding financing costs		(1,506.7)	(1,202.3)
Net financing costs	4(a)	(18.2)	(10.7)
Profit before income tax		65.3	159.8
Income tax expense	6	(20.9)	(16.5)
Profit for the period		44.4	143.3
Profit for the period is attributable to:			
Ansell Limited shareholders		41.8	139.2
Non-controlling interests		2.6	4.1
Profit for the period		44.4	143.3
		2014 US cents	2013 US cents
Earnings Per Share is based on profit attributable to Ansell Limited shareholders:			
Basic Earnings Per Share	29	29.3	106.5
Diluted Earnings Per Share	29	29.1	106.1

The above Consolidated Income Statement should be read in conjunction with the accompanying notes.

Consolidated Statement of Comprehensive Income

of Ansell Limited and Subsidiaries for the year ended 30 June 2014

	2014 US\$m	2013 US\$m
Profit for the period	44.4	143.3
Other comprehensive income		
<i>Items that will not be reclassified to profit or loss:</i>		
Remeasurement of defined benefit pension/post retirement health benefit plans	4.5	(3.5)
Change in fair value of financial assets	1.2	(3.3)
Tax (expense)/benefit on items that will not be reclassified to profit and loss	(1.6)	2.4
<i>Total items that will not be reclassified to profit or loss</i>	<i>4.1</i>	<i>(4.4)</i>
<i>Items that may subsequently be reclassified to profit or loss:</i>		
Net exchange difference on translation of Financial Statements of foreign operations	2.8	(40.5)
Net movement in effective hedges for year	5.1	4.5
Tax expense on items that may subsequently be transferred to profit or loss	(0.4)	(1.1)
<i>Total items that may subsequently be reclassified to profit or loss</i>	<i>7.5</i>	<i>(37.1)</i>
Other comprehensive income for the period, net of tax	11.6	(41.5)
Total comprehensive income for the period	56.0	101.8
Attributable to:		
Ansell Limited shareholders	53.6	97.8
Non-controlling interests	2.4	4.0
Total comprehensive income for the period	56.0	101.8

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Consolidated Balance Sheet

of Ansell Limited and Subsidiaries for the year ended 30 June 2014

	Note	2014 US\$m	2013 US\$m	Restated 2012 US\$m ^(a)
Current assets				
Cash and cash equivalents	8	324.2	309.2	250.3
Trade and other receivables	9	276.7	235.1	185.6
Derivative financial instruments	23	6.0	9.0	5.3
Inventories	10	311.5	260.0	213.4
Other current assets	11	13.2	14.4	10.0
Total current assets		931.6	827.7	664.6
Non-current assets				
Trade and other receivables	9	3.1	3.1	2.1
Derivative financial instruments	23	2.3	0.9	1.5
Investments	12	3.7	2.8	4.0
Property, plant and equipment	13	206.1	186.7	151.2
Intangible assets	14	1,067.7	541.4	391.2
Deferred tax assets	15	122.7	121.2	120.0
Other non-current assets		22.7	20.1	19.3
Total non-current assets		1,428.3	876.2	689.3
Total assets		2,359.9	1,703.9	1,353.9
Current liabilities				
Trade and other payables	16	237.0	201.8	155.5
Derivative financial instruments	23	5.6	12.9	8.1
Interest bearing liabilities	17	14.4	90.1	16.8
Provisions	18	87.5	50.6	49.7
Current tax liabilities		20.7	21.5	14.4
Total current liabilities		365.2	376.9	244.5
Non-current liabilities				
Trade and other payables	16	7.6	10.0	5.0
Derivative financial instruments	23	3.0	4.0	10.1
Interest bearing liabilities	17	720.4	450.7	285.4
Provisions	18	11.8	18.1	20.1
Retirement benefit obligations	19	16.2	19.5	17.8
Deferred tax liabilities	20	75.5	32.4	29.7
Other non-current liabilities		19.7	18.8	17.7
Total non-current liabilities		854.2	553.5	385.8
Total liabilities		1,219.4	930.4	630.3
Net assets		1,140.5	773.5	723.6
Equity				
Issued capital	5(a)	1,226.8	864.6	865.8
Reserves		49.4	37.1	75.0
Accumulated losses		(151.2)	(143.7)	(231.3)
Total equity attributable to Ansell Limited shareholders		1,125.0	758.0	709.5
Non-controlling interests		15.5	15.5	14.1
Total equity		1,140.5	773.5	723.6

(a) Balances as at 1 July 2012 – Refer Note 1(a) Presentation Currency.

The above Consolidated Balance Sheet should be read in conjunction with the accompanying notes.

Consolidated Statement of Changes in Equity

of Ansell Limited and Subsidiaries for the year ended 30 June 2014

	2014 US\$m	2013 US\$m
Total equity at the beginning of the financial year	773.5	723.6
Total comprehensive income for the period attributable to:		
Ansell Limited shareholders	53.6	97.8
Non-controlling interests	2.4	4.0
Transactions with owners attributable to Ansell Limited shareholders:		
Additional shares issued	359.0	–
Shares issued under Dividend Reinvestment Plan	2.9	–
Conversion of Executive Share Plan shares to fully paid and exercise of options	0.3	2.4
Share buy-back	–	(3.6)
Share-based payments reserve	3.2	1.4
Dividends	(52.0)	(49.5)
Transactions with owners attributable to non-controlling interests:		
Dividends	(2.4)	(2.6)
Total equity at the end of the financial year	1,140.5	773.5
Share capital		
Balance at the beginning of the financial year	864.6	865.8
Transactions with owners as owners:		
Additional shares issued	359.0	–
Shares issued under Dividend Reinvestment Plan	2.9	–
Conversion of Executive Share Plan shares to fully paid and exercise of options	0.3	2.4
Share buy-back	–	(3.6)
Balance at the end of the financial year	1,226.8	864.6

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Consolidated Statement of Changes in Equity continued

of Ansell Limited and Subsidiaries for the year ended 30 June 2014

	2014 US\$m	2013 US\$m
Reserves		
Share-based payments reserve		
Balance at the beginning of the financial year	38.2	36.8
Transactions with owners as owners:		
Charge to the Income Statement	3.2	1.4
Balance at the end of the financial year	41.4	38.2
Hedging reserve		
Balance at the beginning of the financial year	(5.5)	(8.9)
Comprehensive income for the period:		
Net movement in effective hedges	4.7	3.4
Balance at the end of the financial year	(0.8)	(5.5)
General reserve		
Balance at the beginning of the financial year	10.2	9.7
Transfer from accumulated losses	0.6	0.5
Balance at the end of the financial year	10.8	10.2
Foreign currency translation reserve		
Balance at the beginning of the financial year	8.4	48.8
Comprehensive income for the period:		
Net exchange differences on translation of financial statements of foreign operations	3.0	(40.4)
Balance at the end of the financial year	11.4	8.4
Transactions with non-controlling interests		
Balance at the beginning of the financial year	(10.9)	(10.9)
Transactions with owners as owners:		
Acquisition of non-controlling interests	–	–
Balance at the end of the financial year	(10.9)	(10.9)
Fair value reserve		
Balance at the beginning of the financial year	(3.3)	(0.5)
Comprehensive income for the period:		
Change in fair value of financial assets	0.8	(2.8)
Balance at the end of the financial year	(2.5)	(3.3)
Total reserves at the end of the financial year	49.4	37.1
Accumulated Losses		
Balance at the beginning of the financial year	(143.7)	(231.3)
Transfer to reserves	(0.6)	(0.5)
Comprehensive income for the period:		
Net profit attributable to Ansell Limited shareholders	41.8	139.2
Remeasurement of defined benefit pension /post retirement health benefit plans net of tax	3.3	(1.6)
Transactions with owners as owners:		
Dividends paid	(52.0)	(49.5)
Balance at the end of the financial year	(151.2)	(143.7)

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Consolidated Statement of Cash Flows

of Ansell Limited and Subsidiaries for the year ended 30 June 2014

	Note	2014 US\$m	2013 US\$m
Cash flows related to operating activities			
Receipts from customers		1,576.2	1,344.1
Payments to suppliers and employees		(1,327.9)	(1,198.0)
Net receipts from operations		248.3	146.1
Income taxes paid		(27.4)	(15.7)
Net cash provided by operating activities	24(a)	220.9	130.4
Cash flows related to investing activities			
Payments for businesses, net of cash acquired	25	(641.3)	(208.6)
Payments for property, plant, equipment and intangible assets		(53.0)	(39.8)
Payments for investments		–	(1.8)
Proceeds from sale of business/subsidiary	25	14.6	–
Proceeds from sale of property, plant and equipment		5.8	7.9
Net cash used in investing activities		(673.9)	(242.3)
Cash flows related to financing activities			
Proceeds from borrowings		636.8	439.5
Repayments of borrowings		(462.6)	(193.8)
Net proceeds from borrowings		174.2	245.7
Proceeds from issues of shares		359.3	2.4
Payments for share buy-back		–	(3.6)
Dividends paid – Ansell Limited shareholders		(49.1)	(49.5)
Dividends paid – non-controlling interests		(2.4)	(2.6)
Interest received	4(a)	7.6	7.7
Interest and financing costs paid		(24.9)	(16.9)
Net cash provided by financing activities		464.7	183.2
Net increase in cash and cash equivalents		11.7	71.3
Cash and cash equivalents at the beginning of the financial year		309.2	250.3
Effects of exchange rate changes on the balances of cash and cash equivalents held in foreign currencies at the beginning of the financial year		3.3	(12.4)
Cash and cash equivalents at the end of the financial year	24(b)	324.2	309.2

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

1. Summary of Significant Accounting Policies

General

Ansell Limited (the Company) is a company domiciled in Australia. The Company and its subsidiaries (together referred to as the 'Group') is a global leader in protection solutions. The Group is a for-profit entity and designs, develops and manufactures a wide range of hand and arm protection solutions, clothing and condoms and is organized around four GBUs:

- **Industrial GBU:** multi-use hand, foot and body protection solutions for industrial worker environments and specialty applications.
- **Medical GBU:** surgical and examination gloves, healthcare safety devices and active infection prevention products for healthcare professionals and patients.
- **Sexual Wellness GBU:** condoms, lubricants and devices.
- **Single Use GBU:** single-use industrial application gloves.

Statement of compliance

The Financial Report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards adopted by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The Financial Report of the Group also complies with International Financial Reporting Standards and interpretations adopted by the International Accounting Standards Board.

The consolidated Financial Statements were authorized for issue by the Board of Directors on 18 August 2014.

Basis of accounting

The Financial Report is presented in Australian dollars and on the historical cost basis except that assets and liabilities in respect of derivative financial instruments and available-for-sale financial assets are stated at their fair value.

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with the Class Order, amounts in the Financial Report and Directors' Report have been rounded off to the nearest hundred thousand dollars, unless otherwise stated. A summary of the significant accounting policies of the Group are disclosed below. The accounting policies have been applied consistently by all entities in the Group.

Changes in accounting policies

The Group has adopted the following new standards and amendments to standards effective 1 July 2013.

- AASB 9 Financial Instruments.
- AASB 10 Consolidated Financial Statements (2011).
- AASB 11 Joint Arrangements.
- AASB 12 Disclosure of Interests in Other Entities.
- AASB 13 Fair Value Measurement.
- AASB 119 Employee Benefits (2011) (see (b) below for details).
- AASB 2013 – 9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments (see (c) below for details).
- Annual Improvements to Australian Accounting Standards 2009–2011 Cycle.

The adoption of the above standards has not had a significant impact on the results of the Group for the year ended 30 June 2014 or the comparative periods.

(a) Presentation currency

The Group has changed its accounting policy for presentation currency from Australian dollars (A\$) to United States dollars (US\$). The US\$ is Ansell's predominant global currency and the one in which the business is managed. This change has been applied retrospectively. A third balance sheet has been presented in US\$ at the beginning of the comparative period (1 July 2012).

To give effect to the change in presentation currency the assets, liabilities and components of Shareholder's Equity (other than the Foreign Currency Translation Reserve (FCTR) and Retained Earnings) of entities with a functional currency other than US\$ were converted to US\$ using the spot rate as at 1 July 2012. Income and expenses were translated using the cumulative average rate of exchange. The FCTR was calculated from a zero base at the date of transition to AIFRS (1 July 2004).

Notes to the Financial Statements *continued*

1. Summary of Significant Accounting Policies *continued*

(b) Defined benefit plans

Upon the adoption of AASB 119 Employee Benefits (2011) the Group has changed its accounting policy in respect to the calculation of the income or expense related to defined benefit plans. The net interest expense/income for the period on the net defined liability/asset is calculated by multiplying the net defined benefit liability/asset by the discount rate, both as determined at the start of the annual reporting period, taking account of any changes in the net defined benefit liability/asset during the period as a result of contributions and benefit payments. Consequently, the net interest expense/benefit on the net defined benefit liability/asset now comprises interest cost on the defined benefit obligation and interest income on plan assets. Previously interest income on plan assets was calculated using the long-term rate of expected return.

(c) Financial instruments

The Group has early adopted AASB 9 Financial Instruments which has superseded AASB 139 Financial Instruments: Recognition and Measurement. This has led to a change in accounting policy which alters the accounting for the time value of qualifying hedging options. Under AASB 139, the movement in the time value of qualifying options was required to be recognized in the Income Statement. Under AASB 9 the time value of qualifying hedge options is recognized in Other Comprehensive Income. Under AASB 9's transition rules, the changes have been applied retrospectively for qualifying hedging options that existed at 1 July 2013.

Principles of consolidation

The Financial Statements of the Group include the Company being the parent entity, and its subsidiaries.

The Financial Statements incorporate the assets and liabilities of all subsidiaries of the Company as at balance date and the results of all subsidiaries for the year then ended. Subsidiaries are entities controlled by the Company. Control exists when the Company has the power, directly or indirectly, to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Results of subsidiaries are included in the Income Statement from the date on which control commences and continue to be included until the date control ceases to exist.

The effects of all transactions between entities in the Group are eliminated in full. Non-controlling interests in the results and equity of subsidiaries are shown separately in the Income Statement and Balance Sheet respectively.

Business combinations

The Group accounts for business combinations using the acquisition method. Identifiable assets acquired and liabilities and contingent liabilities assumed are measured at fair value. Any excess of the cost of acquisition over the fair values of the net identifiable assets acquired is recognized as goodwill. Transaction costs are expensed as incurred unless related to the issue of debt or equity securities.

Foreign currency

Transactions

Transactions in foreign currencies are recorded at the rate of exchange ruling on the date of each transaction. At balance date, amounts payable and receivable in foreign currencies are converted at the rates of exchange ruling at that date with any resultant gain or loss recognized in the Income Statement except when deferred in equity as qualifying cash flow hedges or qualifying net investment hedges.

Translation

The financial statements of overseas subsidiaries are maintained in their functional currencies and are converted to the Group's presentation currency as follows:

- assets and liabilities are translated at the rate of exchange as at balance date;
- income statements are translated at average exchange rates for the reporting period which approximate the rates ruling at the dates of the transactions; and
- all resultant exchange differences are recorded in the foreign currency translation reserve.

On consolidation, exchange differences arising from borrowings and any other currency instruments designated as hedges of investments in overseas subsidiaries, are transferred to the foreign currency translation reserve on a net of tax basis where applicable. When an overseas subsidiary is sold the cumulative amount recognized in the foreign currency translation reserve relating to the subsidiary is recognized in the Income Statement as part of the gain or loss on sale.

Revenue

Sales revenue

Sales revenue comprises revenue earned (net of returns, discounts and allowances which are accrued at expected levels as sales occur) from the provision of products to entities outside the Group. Sales revenue is recognized in the Income Statement when the significant risks and rewards of ownership have been transferred to the buyer.

Interest income

Interest income is recognized as it accrues.

Financing costs

Financing costs include interest, amortization of ancillary costs incurred in connection with the arrangement of borrowings and other related charges.

Income tax

Income tax in the Income Statement for the periods presented comprises current and deferred tax adjusted for income tax over/under provided in previous years except to the extent that it relates to items recognized directly in equity, in which case it is recognized in equity. The estimated liability for income tax outstanding in respect of the period's operations is included in the Balance Sheet as a current liability. Deferred tax is provided using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: initial recognition of goodwill and goodwill not deductible for tax purposes, the initial recognition of assets or liabilities that are not part of a business combination and do not affect either accounting or taxable profit, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future.

In jurisdictions where unbooked tax losses exist, regular reviews are undertaken of the past trading history and projected future trading performance of the operations in these jurisdictions as part of the determination of the value of any deferred tax asset that should be reflected in the accounts in respect of such losses. A deferred tax asset is recognized only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or when the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the Balance Sheet date.

Trade debtors and other receivables

Trade and other receivables are recognized initially at fair value and subsequently measured at amortized cost using the effective interest method, less an allowance for impairment. The collectability of receivables is reviewed on an on-going basis. Debts which are known to be uncollectible are written off to the Income Statement. An allowance for impairment is established when there is sufficient evidence to indicate that not all amounts due will be collected.

Inventories

Stock on hand and work in progress

Stock on hand and work in progress are valued on the basis of the lower of cost and net realizable value. The methods generally adopted throughout the Group in determining costs are:

Raw materials and other stock

Actual costs, determined on a first in, first out basis or standard costs approximating actual costs.

Finished goods and work in progress

Finished goods and work in progress are valued at standard costs which approximate actual costs and include an appropriate allocation of manufacturing overheads where applicable.

Obsolete and slow moving stocks are written down to net realizable value where such value is below cost. Net realizable value is determined on the basis of each inventory line's normal selling pattern. Expenses of marketing, selling and distribution to customers are estimated and are deducted to establish net realizable value.

Notes to the Financial Statements *continued*

1. Summary of Significant Accounting Policies *continued*

Investments

Subsidiaries

All investments are valued at the lower of cost and recoverable value. Dividends and distributions are brought to account in the Income Statement when they are paid by the subsidiary.

Other

Includes quoted and unquoted equity instruments. These investments are initially recorded at cost and subsequently measured at fair value and any changes are recognized in other comprehensive income and reflected in the fair value reserve in equity.

Property, plant and equipment

Acquisition

Items of property, plant and equipment are initially recorded at cost and depreciated as set out below. The cost of property, plant and equipment constructed by the Group includes the cost of materials, direct labor and any other costs directly attributable to bringing the asset to a working condition for its intended use.

Depreciation and amortization

Depreciation and amortization is generally calculated on a straight-line basis so as to write off the net cost of each item of property, plant and equipment, excluding land, over its estimated useful life.

The expected useful lives in the current and prior years are as follows:

Freehold buildings	20–40 years
Leasehold buildings	The lesser of 50 years or life of lease
Plant and equipment	3–20 years

Depreciation and amortization rates and methods are reviewed annually for appropriateness.

Leases

Operating lease payments are expensed as incurred on a straight-line basis over the term of the lease.

Recoverable amount of non-current assets valued on the cost basis

The carrying amounts of non-current assets valued on the cost basis are reviewed to determine whether they are in excess of their recoverable amount at balance date. An impairment loss is recognized whenever the carrying amount of a non-current asset exceeds its recoverable amount. The impairment loss is recognized as an expense in the Income Statement in the reporting period in which it occurs.

The recoverable amount of a non-current asset is the higher of an asset's fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash flows, the recoverable amount is determined for the cash generating unit to which the asset belongs.

Impairment losses, other than those in respect of goodwill, are reversed through the Income Statement when there is an indication that the impairment loss may no longer exist.

Intangible assets

Goodwill and brand names

Goodwill on acquisition is measured at cost being the excess of the cost of the acquisition over the fair value of the Group's share of the net identifiable assets acquired. Goodwill is not amortized. Brand names are initially recorded at cost based on independent valuation at acquisition date (which equates to fair value). Based on the nature of the major brand names acquired by the Group, which are international brands that benefit from competitive advantages due to technology, innovation and product development, it is not possible to make an arbitrary assessment that these brand names have a finite useful life, quantifiable in terms of years except where such brands are subject to licensing agreements covering a finite period. Brand names subject to a licensing arrangement are amortized over the life of the arrangement. No amortization is provided against the carrying value of those brand names not subject to a licensing arrangement as the Group believes that the lives of such assets are indefinite at this point.

Goodwill and brand names are reviewed annually, or more frequently if events or changes in circumstances indicate that their carrying values may be impaired, and are carried at cost less accumulated impairment losses.

For the purposes of impairment testing, goodwill and brand names are allocated to cash generating units (which equate to the Group's reportable business segments) upon acquisition. Acquired businesses can readily be allocated to one of the business segments on the basis of products manufactured and/or marketed. Such manufacturing and marketing operations tend to cover more than one geographical region. Impairment is determined by assessing the recoverable amount of the cash generating unit to which the goodwill and brand names relate. Where the recoverable amount of the cash generating unit is less than the carrying value, an impairment charge to goodwill and/or brand names is recognized in the Income Statement. An impairment loss in respect of goodwill is not reversed.

Development and software costs

Capitalized development and software costs are amortized over a three- to 10-year period.

Other intangible assets

Other intangible assets that are acquired by the Group and have finite useful lives are initially recorded at cost based on independent valuation at acquisition date (which equates to fair value). These assets include patents which are amortized on a straight-line basis over the legal life of the patent and customer and distributor relationships which are amortized on a straight-line basis over their estimated useful lives which range from six to 20 years.

Payables

Trade and other creditors

Trade and other creditors are recognized for amounts to be paid in the future for goods and services received, whether or not billed to the Group.

Interest bearing liabilities

Interest bearing liabilities are initially recognized at fair value less attributable transaction costs. Subsequent to initial recognition interest bearing liabilities are stated at amortized cost. Any difference between the cost and redemption value is recognized in the Income Statement over the period of the liability using the effective interest method.

Employee entitlements

Wages, salaries and annual leave

Liabilities for employee entitlements to wages, salaries and annual leave represent the amount which members of the Group have a present obligation to pay resulting from employees' services provided up to the balance date calculated at undiscounted amounts based on expected wage and salary rates that will be paid when the obligation is settled and include related on-costs.

Long service leave and post-retirement health benefits

The liability for employee entitlements to long service leave represents the present value of the estimated future cash outflows to be made by the Group resulting from employees' services provided in the current and prior periods. Post-retirement health benefits are subject to annual actuarial reviews.

The liability is calculated using estimated future increases in wage and salary rates including related on-costs, expected settlement dates based on turnover history and medical cost trends and is discounted using rates attaching to national government securities at balance date, which most closely match the terms of maturity of the related liabilities.

Retirement benefit obligations

Certain members of the Group contribute to certain defined benefit and defined contribution superannuation plans maintained to provide superannuation benefits for employees. The defined benefit plans generally provide benefits based on salary in the period prior to retirement. The defined contribution plans receive contributions from members of the Group and the Group's legal or constructive obligation is limited to these contributions.

A liability or asset in respect of each defined benefit superannuation plan is recognized in the Balance Sheet and is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods. This benefit is discounted to determine its present value and the fair value of plan assets is deducted. The present value of the defined benefit is based on expected future payments calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

The Group determines the net interest expense/income for the period by applying the appropriate discount rate to the net defined benefit liability or asset of each plan. Actuarial gains or losses are taken to other comprehensive income and all expenses related to defined benefits plans are recognized in employee related expense in the Income Statement. Contributions to defined contribution plans are recognized as an expense as they become payable.

Notes to the Financial Statements *continued*

1. Summary of Significant Accounting Policies *continued*

Share-based payments

The fair value of PRs granted to the Managing Director and CEO and CFO on their appointments and PSRs granted to the CEO, CFO and other Senior Executives under the 2013 and 2014 Long Term Incentive Plans is recognized as an employee benefit expense with a corresponding increase in equity over the vesting period.

Provisions

A provision is recognized when there is a legal, equitable or constructive obligation as a result of a past event and it is probable that a future sacrifice of economic benefits will be required to settle the obligation, the timing or amount of which is uncertain.

A provision is determined by discounting the expected future cash flows required to settle the obligation at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Rationalization and restructuring

Provisions for rationalization and restructuring are only recognized when a detailed plan has been approved and the restructuring has either commenced or been publicly announced, or firm contracts related to the restructuring have been entered into. Costs related to on-going activities are not provided for.

Accufix Pacing Lead related expenses and insurance claims

The Group provides for certain specifically identified or obligated costs when these amounts are reasonably determinable.

Dividends

A provision for dividends payable is recognized in the reporting period in which the dividends are declared.

Derivatives

The Group uses derivative financial instruments, principally foreign exchange and interest rate related, to reduce the exposure to foreign exchange rate and interest rate movements.

The Group has adopted certain principles in relation to derivative financial instruments:

- derivatives may be used to hedge underlying business exposures of the Group. Trading in derivatives is not undertaken;
- derivatives acquired must be able to be recorded in the Group's treasury management systems, which contain extensive internal controls; and
- the Group predominantly does not deal with counter-parties rated lower than A- by Standard & Poor's or A3 by Moody's Investors Service.

The Group follows the same credit policies, legal processes, monitoring of market and operational risks in the area of derivative financial instruments, as it does in relation to other financial assets and liabilities on the Balance Sheet.

On a continuing basis, the Group monitors its future exposures and on some occasions hedges all or part of these exposures. The transactions which may be covered are future net cash flows of overseas subsidiaries, future foreign exchange requirements and interest rate positions.

These exposures are then monitored and may be modified from time to time. The foreign exchange hedge instruments are predominantly up to 12 months' duration and are used to hedge operational transactions the Group expects to occur in this time frame. From time to time minor mismatches occur in the forward book, however these mismatches are managed under guidelines, limits and internal controls. Interest rate derivative instruments can be for periods up to 10 years as the critical terms of the instruments are matched to the underlying borrowings.

Derivative financial instruments are recognized initially at fair value and subsequently remeasured to their fair value at each reporting date. The fair value of forward exchange contracts, foreign exchange options and interest rate swap contracts is determined by reference to current market rates for these instruments.

The method of recognizing the resulting gain or loss depends on whether the derivative is designated as a hedging instrument and continues to satisfy the conditions for hedge accounting, and if so, the nature of the item being hedged. The Group designates certain derivatives as either; (1) hedges of the fair value of recognized assets or liabilities (fair value hedge); or (2) hedges of highly probable forecast transactions (cash flow hedges).

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an on-going basis, of whether the derivatives that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in fair values or cash flows of hedged items.

Fair value hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the Income Statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognized in equity in the hedging reserve. The gain or loss relating to the ineffective portion is recognized immediately in the Income Statement.

Gains or losses that are recognized in the hedging reserve are transferred to the Income Statement in the periods when the hedged item will affect profit or loss. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset or a non-financial liability, the gains or losses previously deferred in equity are transferred from equity and included in the measurement of the initial cost or carrying amount of the asset or liability.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, or no longer meets the conditions for hedge accounting. At that point in time, any cumulative gain or loss on the hedging instrument recognized in equity remains in equity until the forecasted transaction is ultimately recognized in the Income Statement. When a hedged transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the Income Statement.

Derivatives that do not qualify for hedge accounting

Changes in the fair value of any derivative instrument that does not qualify for hedge accounting are recognized immediately in the Income Statement.

Hedge effectiveness

The Group determines its economic exposure to unexpected movements in foreign currency rates and interest rates and ensures the hedging instruments entered into satisfactorily mitigate these risks. The Group ensures the changes in the fair value of the hedging instruments are highly correlated to the change in the fair value of the underlying hedged item and are therefore effective.

Potential sources of ineffectiveness include but are not limited to:

- the Group no longer having the economic exposure rendering the hedge instrument ineffective;
- hedging instrument expires or is sold, terminated or exercised;
- changes in counter-party credit status.

Issued capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax where applicable, from the proceeds. When shares are repurchased, the amount of the consideration paid, including directly attributable costs, is recognized as a deduction from equity.

Earnings Per Share

Basic EPS is calculated by dividing the net profit attributable to Ansell Limited shareholders for the reporting period, after excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares of the Company, adjusted for any bonus issue and share split.

Diluted EPS is calculated by dividing the basic EPS earnings, adjusted by the after-tax effect of financing costs associated with dilutive potential ordinary shares and the effect on revenues and expenses of conversion to ordinary shares associated with dilutive potential ordinary shares, by the weighted average number of ordinary and dilutive potential ordinary shares adjusted for any bonus issue.

Notes to the Financial Statements *continued*

1. Summary of Significant Accounting Policies continued

Accounting estimates and judgements

The preparation of consolidated Financial Statements in conformity with Australian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated Financial Statements and the reported amounts of revenues and expenses during the reported period. The estimates and associated assumptions are based on historical experience and various factors that are believed to be reasonable under the circumstances and are reviewed on an on-going basis. Actual results could differ from these estimates.

Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key estimates and assumptions that may have a significant impact on the Financial Statements are as follows:

Business combinations

A business acquisition requires judgement with respect to the determination of the fair value of purchase consideration given and the fair value of identifiable net assets and liabilities acquired. Many of these assets and liabilities either given up or acquired are not normally traded in active markets, and thus management judgement is required in determining their fair values. Management judgement is also required in ascertaining the assets and liabilities which should be recognized, in particular with respect to intangible assets such as brand names, customer relationships, patents and trademarks and contingent liabilities.

Current asset provisions

In the course of normal trading activities, management uses its judgement in establishing the net realizable value of various elements of working capital – principally inventory and accounts receivable. Provisions are established for obsolete or slow-moving inventories and bad or doubtful receivables. The actual level of obsolete or slow moving inventories and bad or doubtful receivables in future periods may be different from the provisions established and any such differences would affect future earnings of the Group.

Property, plant and equipment and definite life intangible assets

The Group's property, plant and equipment and intangible assets, other than indefinite life intangible assets, are depreciated/amortized on a straight-line basis over their useful economic lives. Management reviews the appropriateness of useful economic lives of assets at least annually and any changes to useful economic lives may affect prospective depreciation rates and asset carrying values.

Impairment of goodwill and brand names

The Group tests whether goodwill and brand names are impaired at least annually, or more frequently if events or changes in circumstances indicate that their carrying values may be impaired, in accordance with the accounting policy on Intangible Assets. The policy requires the use of assumptions in assessing the carrying values of cash generating units. These assumptions are detailed in Note 14.

Income tax

The reviews undertaken to determine whether a deferred tax asset should be recognized in jurisdictions where unbooked tax losses exist and in assessing the recoverability of booked tax losses, involve the use of judgement and estimates in assessing the projected future trading performances of relevant operations. These judgements and estimates are subject to risk and uncertainty hence there is a possibility that changes in circumstances will alter expectations which may impact on the amount of the deferred tax asset in respect of tax losses recognized on the Balance Sheet. In such circumstances the carrying amount of this asset may require adjustment resulting in a corresponding credit or charge to the Income Statement.

Defined benefit superannuation plans

Various actuarial assumptions are utilized in the determination of the Group's defined benefit superannuation plan obligations. These assumptions are detailed in Note 19.

2. Operating Segments

Subsequent to the acquisition of BarrierSafe Solutions International, Inc. (BSSI) during the year the Ansell Group has reorganized its GBUs. A new Single Use GBU has been created to manage the Group's range of Single Use gloves (the primary product line of BSSI) across multiple industries. The Specialty Markets GBU has been split with the multi-use gloves and body protection products being merged into the Industrial GBU and single-use gloves into the Single Use GBU. The Medical GBU has absorbed the single-use gloves sold to healthcare professionals by BSSI while the Sexual Wellness GBU has remain unchanged.

The comparative information has been realigned to reflect the new GBU structure.

Industrial GBU: multi-use hand, foot and body protection solutions for industrial worker environments and specialty applications.

Medical GBU: surgical and examination gloves, healthcare safety devices and active infection prevention products for healthcare professionals and patients.

Sexual Wellness GBU: condoms, lubricants and devices.

Single Use GBU: single-use industrial application gloves.

2014

	Operating Segments						
	Industrial US\$m	Medical US\$m	Single Use US\$m	Sexual Wellness US\$m	Total Segments US\$m	Corporate US\$m	Total Group US\$m
Sales revenue	716.5	419.9	241.1	212.7	1,590.2	–	1,590.2
Profit/(loss) before restructuring and asset impairments, net financing costs and income tax expense	93.6	57.5	32.2	25.0	208.3	(1.8)	206.5
Restructuring and asset impairments	(67.6)	(24.1)	(3.3)	(2.1)	(97.1)	(25.9)	(123.0)
Net financing costs						(18.2)	(18.2)
Profit before income tax expense	26.0	33.4	28.9	22.9	111.2	(45.9)	65.3
Income tax expense						(20.9)	(20.9)
Profit after income tax	26.0	33.4	28.9	22.9	111.2	(66.8)	44.4
Non-controlling interests						(2.6)	(2.6)
Net profit attributable to Ansell Limited shareholders	26.0	33.4	28.9	22.9	111.2	(69.4)	41.8
Segment assets	677.9	464.8	492.7	207.6	1,843.0	516.9	2,359.9
Segment liabilities	131.9	85.1	36.1	45.4	298.5	920.9	1,219.4
Segment depreciation and amortization	15.7	8.4	2.6	3.5	30.2	5.0	35.2
Segment capital expenditure	32.5	7.3	0.5	6.4	46.7	6.3	53.0

Notes to the Financial Statements continued

2. Operating Segments continued

2013	Operating Segments					Corporate US\$m	Total Group US\$m
	Industrial US\$m	Medical US\$m	Single Use US\$m	Sexual Wellness US\$m	Total Segments US\$m		
Sales Revenue	650.2	349.5	143.4	229.7	1,372.8	–	1,372.8
Profit/(loss) before restructuring and asset impairments, net financing costs and income tax expense	89.8	41.1	11.3	34.2	176.4	(5.9)	170.5
Net financing costs						(10.7)	(10.7)
Profit before income tax expense	89.8	41.1	11.3	34.2	176.4	(16.6)	159.8
Income tax expense						(16.5)	(16.5)
Profit after income tax	89.8	41.1	11.3	34.2	176.4	(33.1)	143.3
Non-controlling interests						(4.1)	(4.1)
Net profit attributable to Ansell Limited shareholders	89.8	41.1	11.3	34.2	176.4	(37.2)	139.2
Segment assets	657.7	280.5	52.9	208.7	1,199.8	504.1	1,703.9
Segment liabilities	139.1	70.5	12.8	38.6	261.0	669.4	930.4
Segment depreciation and amortization	10.7	8.6	0.6	3.4	23.3	5.3	28.6
Segment capital expenditure	17.7	7.9	0.1	4.8	30.5	9.3	39.8

Regional Information

The allocation of operating revenue and operating results reflect the geographical regions in which the products are sold to external customers.

Assets employed (excluding goodwill and brand names) are allocated to the geographical regions in which the assets are located.

Asia Pacific: manufacturing facilities in Malaysia, Thailand, India, Sri Lanka, South Korea and Vietnam and sales activity.

Europe, Middle East and Africa: manufacturing facilities in Lithuania and Portugal and sales activity.

Latin America and Caribbean: manufacturing facilities in Brazil and sales activity.

North America: manufacturing facilities in the United States and Mexico and sales activity.

	Sales Revenue		Regional Assets	
	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m
Regions				
Asia Pacific	262.7	280.4	321.0	284.3
Europe, Middle East and Africa	637.8	572.3	218.1	209.6
Latin America and Caribbean	111.7	101.3	66.3	59.2
North America	578.0	418.8	219.7	165.0
Total regions	1,590.2	1,372.8	825.1	718.1

Country of domicile

The Company's country of domicile is Australia. The operating revenue and assets employed for the Australian trading operations (reported within the Asia Pacific region) are as follows:

	2014 US\$m	2013 US\$m
Operating revenue	115.9	134.6
Assets employed	54.3	58.9

3. Auditors' Remuneration

	2014 US\$	2013 US\$
Audit and review of the financial reports:		
Auditors of Ansell Limited and Australian entities – KPMG	1,104,523	1,152,138
Other member firms of KPMG ^(a)	1,448,477	1,675,732
	2,553,000	2,827,870
Other services ^(b) :		
Other audit and assurance services		
Other member firms of KPMG	203,119	149,600
Taxation and other services		
Other member firms of KPMG	67,945	48,875
Total other services	271,064	198,475
Total auditors' remuneration	2,824,064	3,026,345

(a) Includes fees paid or payable for overseas subsidiaries' local statutory lodgement purposes, group reporting, and other regulatory compliance requirements.

(b) Other services primarily include assurance-based engagements undertaken for compliance and internal governance purposes, tax and IT compliance. Other services provided by KPMG to the Group are subject to appropriate corporate governance procedures encompassing the selection of service providers and the setting of their remuneration.

4. Profit Before Income Tax

	2014 US\$m	2013 US\$m
(a) Profit before income tax has been arrived at after charging/(crediting) the following items:		
Net financing costs		
Interest expense	22.1	15.5
Other financing costs	3.7	2.9
Interest income	(7.6)	(7.7)
Total net financing costs	18.2	10.7
Depreciation		
Buildings	1.6	1.4
Plant and equipment	23.6	19.6
Amortization		
Leasehold land and buildings	1.8	1.8
Brand names and other intangibles	1.7	0.1
Capitalized development costs	2.6	1.8
Capitalized software costs	3.9	3.9
Research and development costs		
Expensed as incurred	12.7	13.2
Previously capitalized development costs written off	0.4	–
Net bad debts expense	0.4	(0.1)

Notes to the Financial Statements continued

4. Profit Before Income Tax continued

	2014 US\$m	2013 US\$m
Amounts set aside to/(released from) provision for:		
Impairment of trade debtors	1.0	(0.9)
Insurance claims	–	(0.9)
Employee-related expenses		
Wages and salaries	227.0	199.6
Increase in provision for employee entitlements	15.5	11.5
Defined contribution superannuation plan expense	9.5	8.7
Defined benefit superannuation plan expense	3.3	1.5
Equity settled share-based payments expense	3.2	1.4
Net foreign exchange loss	11.3	2.8
Losses/(gains) on the sale of property, plant and equipment	0.5	(3.9)
Gain on the sale of businesses/subsidiaries	(10.4)	–
Reversal of acquisition-related earn out accrual	(8.4)	–
Operating lease rentals	28.4	25.4
Write-down in value of inventories	3.2	2.3
(b) Restructuring and asset impairments¹		
Cost of goods sold		
Restructuring	10.7	–
Asset impairment – goodwill	5.7	–
Asset impairment – inventory	4.0	–
Asset impairment – property, plant and equipment	1.1	–
Total restructuring and asset impairments in cost of goods sold	21.5	–
Selling, general and administration		
Restructuring	13.0	–
Asset impairment – intangible assets	88.5	–
Total restructuring and asset impairments in selling, general and administration	101.5	–
Total restructuring and asset impairments	123.0	–

1. These costs relate to the organizational restructure announced on 30 June 2014 which includes a program to accelerate the delivery of the Company's supply chain efficiency strategy, to accelerate the Group's brand, product and entity rationalization strategy and a revised ERP implementation strategy.

5. Issued Capital and Reserves

(a) Issued capital

	2014 US\$m	2013 US\$m
Issued capital		
152,937,881 (2013: 130,617,963) ordinary shares, fully paid	1,226.8	864.6
62,900 (2013: 67,900) Executive Share Plan shares, paid to A 5 cents	–	–
Total issued capital	1,226.8	864.6

	Number of Shares	
	2014	2013
Movement in shares on issue		
Ordinary shares		
Balance at 1 July	130,617,963	130,656,668
Issue of new shares through private placement/Share Purchase Plan	22,113,482	–
Issue of new shares under Dividend Reinvestment Plan	175,739	–
Conversion of performance rights and exercise of options	25,697	184,671
Conversion of Executive Share Plan shares to fully paid	5,000	–
Buy-back/cancellation of shares	–	(223,376)
Balance at 30 June	152,937,881	130,617,963
Executive Share Plan shares		
Balance at 1 July	67,900	67,900
Conversion of Executive Share Plan shares to fully paid	(5,000)	–
Balance at 30 June	62,900	67,900

The Company does not have authorized capital or par value in respect of its issued shares.

Holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at shareholders' meetings. In the event of winding up of the Company ordinary shareholders rank after all other shareholders and creditors and are fully entitled to any proceeds of liquidation.

Share issues

On 26 November 2013 the Company announced that it would raise new equity through a private placement and Share Purchase Plan. This resulted in the issue of 22,113,482 new shares.

Dividend Reinvestment Plan

On 17 February 2014 the Company announced that it would implement a Dividend Reinvestment Plan. The plan was open to all shareholders from and including the interim dividend for the current year. Under this plan 175,739 new shares were issued during the year.

Share buy-back

On 13 February 2013 the Company announced an on-market buy-back program of 2 to 3 million shares. Under this program 223,376 shares were bought back during the previous year.

Executive Share Plan

During the financial year, amounts outstanding on 5,000 existing Executive Plan shares were paid (2013: nil). Shares allotted under the Pacific Dunlop Executive Share Plan (which was discontinued in 1996) have been paid to A\$0.05 per share. Refer to Note 22 Ownership-based Remuneration Schemes for details of the price payable for shares issued under this plan.

Options

As at the date of this report 38,718 (2013: 64,415) unissued shares in the Company remain under option.

(b) Reserves

Nature and purpose of reserves

Share-based payments

This reserve is used to record the value of equity benefits provided to employees as part of their remuneration under the Ansell Limited Stock Incentive Plan, the CEO Special Long Term Incentive Plan and the 2013 and 2014 Long Term Incentive Plans. Refer to Note 22 Ownership-based Remuneration Schemes for further details of these plans.

Notes to the Financial Statements continued

5. Issued Capital and Reserves continued

Hedging

This reserve records the portion of the unrealized gains or losses on cash flow hedges that are deemed to be effective.

General

In certain jurisdictions regulatory requirements result in appropriations being made to a general reserve. The amount in the general reserve is available for release to retained profits/(accumulated losses).

Foreign currency translation

The foreign currency translation reserve records the foreign currency differences arising from the translation of the Financial Statements of foreign operations where their functional currency is different to the presentation currency of the Group, as well as the translation of borrowings or any other currency instruments that hedge the Company's net investment in a foreign operation. Refer to Note 1 Summary of Significant Accounting Policies.

Transactions with non-controlling interests

Represents the excess paid over the fair value of assets acquired as a result of the purchase of additional equity in non-wholly-owned subsidiaries.

Fair value reserve

This reserve records the cumulative net change in the fair value of financial assets.

6. Income Tax

	2014 US\$m	2013 US\$m
Prima facie income tax calculated at 30% (2013: 30%) on profit before income tax	19.6	48.2
Increased taxation arising from:		
Asset impairments	25.0	–
Restructuring costs	3.9	–
Reduced taxation arising from:		
Investment and export incentive allowances	(2.3)	(2.9)
Net lower overseas tax rates	(2.5)	(2.7)
Utilization/recognition of previously unbooked tax losses*	(17.9)	(25.6)
Other permanent differences	(4.9)	(0.5)
Income tax expense attributable to profit before income tax	20.9	16.5
Income tax expense attributable to profit before income tax is made up of:		
Current year income tax	23.2	15.4
Deferred income tax attributable to:		
(Decrease)/Increase in deferred tax liability	(2.1)	3.4
Increase in deferred tax asset	(0.2)	(2.3)
	20.9	16.5
Income tax benefit/(expense) recognized in other comprehensive income		
Actuarial gain/loss on defined benefit pension/post-retirement health benefit plans	(1.2)	1.9
Change in fair value of available for sale financial assets	(0.4)	0.5
Movement in effective hedges for year	(0.4)	(1.1)
	(2.0)	1.3

* Includes additional net booked tax losses of \$5.6 million (2013: \$5.9 million).

7. Dividends Paid or Declared

	2014 US\$m	2013 US\$m
Dividends Paid		
A final dividend of A 22.0 cents per share unfranked for the year ended 30 June 2013 (June 2012: A 20.5 cents unfranked) was paid on 26 September 2013 (2012: 21 September 2012)	26.7	27.9
An interim dividend of US 17.0 cents per share unfranked for the year ended 30 June 2014 (June 2013: A 16.0 cents unfranked) was paid on 25 March 2014 (2013: 20 March 2013)	25.3	21.6
	52.0	49.5

Dividends declared

Since the end of the financial year the Directors have declared a final dividend of US 22.0 cents per share unfranked, for the year ended 30 June 2014.

The financial effect of this dividend has not been brought to account in the Financial Statements for the year ended 30 June 2014 and will be recognized in subsequent financial reports.

Dividend franking account

The balance of the dividend franking account as at 30 June 2014 was nil (2013: nil).

8. Cash and Cash Equivalents

	2014 US\$m	2013 US\$m
Cash on hand	0.2	0.5
Cash at bank	120.2	80.7
Short-term deposits	200.2	224.6
	320.6	305.8
Restricted deposits	3.6	3.4
Total cash and cash equivalents	324.2	309.2

Restricted deposits represent cash set aside (under Court orders) to cover the provisions established to address any remaining liability of members of the Group for claims arising with respect to the Accufix Pacing Lead (refer Note 18 Provisions – Provision for Accufix Pacing Lead related expenses).

9. Trade and Other Receivables

	2014 US\$m	2013 US\$m
Current		
Trade debtors	302.0	266.4
Allowance for impairment	(11.1)	(9.2)
Provision for rebates and allowances	(38.9)	(33.0)
	252.0	224.2
Other amounts receivable	24.7	10.9
Total current	276.7	235.1
Non-current		
Other amounts receivable	3.1	3.1
Total non-current	3.1	3.1
Total trade and other receivables	279.8	238.2

Notes to the Financial Statements continued

9. Trade and Other Receivables continued

The reconciliation of allowance for impairment – trade debtors is presented below:

	2014 US\$m	2013 US\$m
Balance at the beginning of the financial year	9.2	7.2
Amounts charged/(credited) to the Income Statement	1.0	(0.9)
Amounts from businesses/entities acquired	0.8	2.7
Net exchange differences on translation of foreign operations	0.1	0.2
Balance at the end of the financial year	11.1	9.2

10. Inventories

	2014 US\$m	2013 US\$m
Raw materials	39.3	43.2
Work in progress	24.0	18.3
Finished goods	248.2	198.5
Total Inventories	311.5	260.0
Inventories recognized as an expense	901.3	792.6

11. Current Assets – Other

	2014 US\$m	2013 US\$m
Prepayments	10.0	11.6
Engineering spares	3.2	2.8
Total current assets – other	13.2	14.4

12. Investments

	2014 US\$m	2013 US\$m
Investments		
Other investments		
At fair value	3.7	2.8
Total investments	3.7	2.8

13. Property, Plant and Equipment

	2014 US\$m	2013 US\$m
(a) Freehold land		
At cost	11.2	13.0
(b) Freehold buildings		
At cost	58.1	53.5
Provision for depreciation	(30.1)	(28.2)
	28.0	25.3

	2014 US\$m	2013 US\$m
(c) Leasehold land and buildings		
At cost	57.7	57.3
Provision for amortization	(22.5)	(20.9)
	35.2	36.4
(d) Plant and equipment		
At cost	463.5	426.9
Provision for depreciation	(348.2)	(322.5)
	115.3	104.4
(e) Buildings and plant under construction		
At cost	16.4	7.6
Total property, plant and equipment	206.1	186.7

Reconciliations

Reconciliations of the balances for each class of property, plant and equipment are set out below:

	Note	2014 US\$m	2013 US\$m
Freehold land			
Balance at the beginning of the financial year		13.0	12.6
Additions		–	–
Additions through entities/businesses acquired	25	0.7	1.0
Disposals		(2.3)	(0.5)
Net exchange differences on translation of foreign operations		(0.2)	(0.1)
Balance at the end of the financial year		11.2	13.0
Freehold buildings			
Balance at the beginning of the financial year		25.3	23.9
Additions		0.2	0.1
Additions through entities/businesses acquired	25	5.2	3.1
Disposals/scrappings		(1.5)	(1.7)
Impairment charge to the Income Statement		(0.4)	–
Transfer from buildings and plant under construction		0.5	0.9
Depreciation		(1.6)	(1.4)
Net exchange differences on translation of foreign operations		0.3	0.4
Balance at the end of the financial year		28.0	25.3

Notes to the Financial Statements continued

13. Property, Plant and Equipment continued

	Note	2014 US\$m	2013 US\$m
Leasehold land and buildings			
Balance at the beginning of the financial year		36.4	26.9
Additions		0.1	1.8
Additions through entities/businesses acquired	25	0.6	8.4
Disposals/scrappings		–	(1.3)
Impairment charge to the Income Statement		(0.2)	–
Transfer from buildings and plant under construction		0.3	2.5
Amortization		(1.8)	(1.8)
Net exchange differences on translation of foreign operations		(0.2)	(0.1)
Balance at the end of the financial year		35.2	36.4
Plant and equipment			
Balance at the beginning of the financial year		104.4	76.2
Additions		10.7	8.0
Additions through entities/businesses acquired	25	6.9	15.3
Disposals/scrappings		(1.4)	(0.6)
Impairment charge to the Income Statement		(0.5)	–
Transfer from buildings and plant under construction		18.0	24.2
Depreciation		(23.6)	(19.6)
Net exchange differences on translation of foreign operations		0.8	0.9
Balance at the end of the financial year		115.3	104.4
Buildings and plant under construction			
Balance at the beginning of the financial year		7.6	11.6
Additions		26.6	23.7
Additions through entities acquired	25	1.0	0.1
Transfers to property, plant and equipment		(18.8)	(27.6)
Net exchange differences on translation of foreign operations		–	(0.2)
Balance at the end of the financial year		16.4	7.6

14. Intangible Assets

2014

	Brand Names US\$m	Goodwill US\$m	Development Costs US\$m	Software Costs US\$m	Other Intangibles US\$m	Total US\$m
Balance at the beginning of the financial year	123.0	492.2	17.4	51.3	1.0	684.9
Additions	–	–	4.7	10.5	–	15.2
Additions through entities acquired	140.8	454.4	–	–	24.8	620.0
Amounts related to businesses disposed of	(2.9)	(7.3)	–	–	–	(10.2)
Previously capitalized costs charged to the Income Statement	–	–	(0.4)	–	–	(0.4)
Net exchange differences on translation of foreign operations	1.9	1.3	0.4	0.8	0.1	4.5
Balance at the end of the financial year	262.8	940.6	22.1	62.6	25.9	1,314.0

Provision for amortization and impairment

Balance at the beginning of the financial year	0.1	134.4	3.8	5.2	–	143.5
Amortization	0.6	–	2.6	3.9	1.1	8.2
Impairment charge to the Income Statement ¹	69.3	5.7	0.4	18.8	–	94.2
Net exchange differences on translation of foreign operations	–	0.1	0.1	0.2	–	0.4
Balance at the end of the financial year	70.0	140.2	6.9	28.1	1.1	246.3
Written down value at the end of the financial year	192.8	800.4	15.2	34.5	24.8	1,067.7

2013

	Brand Names US\$m	Goodwill US\$m	Development Costs US\$m	Software Costs US\$m	Other Intangibles US\$m	Total US\$m
At cost						
Balance at the beginning of the financial year	107.8	358.6	18.0	49.1	–	533.5
Additions	–	–	6.3	6.2	–	12.5
Additions through entities acquired	21.8	143.4	–	–	1.0	166.2
Previously capitalized costs charged to the Income Statement	–	–	(5.0)	–	–	(5.0)
Amount written off to the Income Statement	(0.2)	–	–	–	–	(0.2)
Net exchange differences on translation of foreign operations	(6.4)	(9.8)	(1.9)	(4.0)	–	(22.1)
Balance at the end of the financial year	123.0	492.2	17.4	51.3	1.0	684.9

Provision for amortization and impairment

Balance at the beginning of the financial year	–	132.8	7.7	1.8	–	142.3
Amortization	0.1	–	1.8	3.9	–	5.8
Accumulated amortization on amounts written off to the Income Statement	–	–	(5.0)	–	–	(5.0)
Net exchange differences on translation of foreign operations	–	1.6	(0.7)	(0.5)	–	0.4
Balance at the end of the financial year	0.1	134.4	3.8	5.2	–	143.5
Written down value at the end of the financial year	122.9	357.8	13.6	46.1	1.0	541.4

1. Impairment charges for the year relate to the organization restructure announced on 30 June 2014 – also refer to Note 4(b).

Notes to the Financial Statements *continued*

14. Intangible Assets *continued*

Amortization charge

The amortization of brand names, development and software costs and other intangibles is recognized in selling, general and administration costs in the Income Statement.

Impairment testing of goodwill and brand names

Goodwill and brand names considered to have indefinite useful lives are tested for impairment annually, or more frequently if events or changes in circumstances indicate that the carrying values may be impaired.

For the purposes of impairment testing, goodwill and brand names are allocated to cash generating units (CGUs), which equate to the Group's reportable business segments, i.e. Industrial, Medical, Sexual Wellness and Single Use upon acquisition.

Carrying amount of goodwill and brand names allocated to each of the CGUs:

	2014 US\$m	2013 US\$m
Industrial	291.9	303.4
Medical	255.7	93.5
Sexual Wellness	84.4	83.8
Single Use	361.2	–
	993.2	480.7

The recoverable amount of the CGUs has been determined based on a value in use calculation utilizing five-year cash flow projections. The base for each CGU is the budget for the 2015 financial year as approved by the Board. Specific growth and after tax WACC rates have been used for each CGU for forecasts for financial years ending June 2016 to 2019 and for the terminal year. Factors such as country risk, forecasting risk and country-specific growth and tax rates have been taken into consideration in arriving at these rates.

The average annual sales revenue growth rates applied in the discounted cash flow models range between 3 per cent and 6 per cent (2013: 10 per cent and 12 per cent) while the growth in the terminal year was 2 per cent (2013 – nil). The post tax discount rates applied range between 8 per cent to 10 per cent (2013: pre-tax 10 per cent).

The results of the impairment testing indicated that the value in use of each of the CGUs was in excess of the carrying value of its net operating assets (inclusive of goodwill and brand names) and no impairment charge was necessary.

15. Deferred Tax Assets

	2014 US\$m	2013 US\$m
Deferred tax assets arising from:		
Deductible temporary differences	46.9	50.5
Accumulated tax losses	75.8	70.7
	122.7	121.2

Deferred tax assets are attributable to the following:

	2014 US\$m	2013 US\$m
Trading stock tax adjustments	10.4	8.0
Provisions	25.1	24.3
Accruals	3.9	6.2
Plant and equipment and capital allowances	0.8	0.8
Intangible assets	6.7	11.2
Accumulated tax losses	75.8	70.7
Other	–	–
Total deferred tax assets	122.7	121.2

The Group has not recognized the tax value of deferred tax assets in respect of trading tax losses of \$42.4 million (2013: \$59.8 million) and \$144.4 million of capital losses (2013: \$142.5 million). Deferred tax assets in respect of these losses have not been recognized as it is not probable that future taxable profits will be available against which these losses can be utilized.

Details of the movement in the balance of deferred tax assets are as follows:

	2014 US\$m	2013 US\$m
Balance at the beginning of the financial year	121.2	120.0
Over provision of prior year balance	0.1	1.9
Entities acquired	2.3	–
Amount (charged)/credited to the Income Statement	0.2	2.4
Amount (charged)/credited to other comprehensive income	(2.0)	1.3
Net exchange differences on translation of foreign operations	0.9	(4.4)
Balance at the end of the financial year	122.7	121.2

16. Trade and Other Payables

	2014 US\$m	2013 US\$m
Current		
Trade creditors	215.3	169.7
Other creditors	21.7	32.1
Total current	237.0	201.8
Non-current		
Other creditors	7.6	10.0
Total non-current	7.6	10.0
Total trade and other payables	244.6	211.8

17. Interest Bearing Liabilities

	2014 US\$m	2013 US\$m
Current		
Loans repayable in:		
Canadian dollars	9.4	9.6
Indian rupees	3.1	1.2
Korean won	0.1	–
US dollars	1.8	79.3
Total current	14.4	90.1
Non-current		
Loans repayable in:		
Euros	205.4	215.7
US dollars	515.0	235.0
Total non-current	720.4	450.7
Total interest bearing liabilities	734.8	540.8

The Group has a syndicated borrowing facility of US\$500 million (US\$245 million drawn down at 30 June 2014) maturing in June 2019, a Euro 50 million revolving credit facility (Euro 49 million drawn down at 30 June 2014) maturing in June 2018 and Senior Notes to the equivalent of US\$408.5 million. The Senior Notes of US\$270 million and Euro 101.5 million mature between June 2020 and April 2026. These facilities can be accessed by certain Australian, US and European subsidiaries.

Notes to the Financial Statements continued

17. Interest Bearing Liabilities continued

There are a number of financial covenants attaching to the bank and note facilities including restrictions on the level of borrowings of non-guarantor subsidiaries and ensuring certain financial ratios are maintained. If any breaches of these covenants occur all monies outstanding under the facility become immediately due and payable. The Company is in compliance with all covenants. The interest rates for these facilities are determined based on market rates at the time amounts are drawn down.

The following table sets out details in respect of interest bearing liabilities at 30 June.

Nature and Currency of Borrowing		Interest Rate % p.a.	Financial Year of Maturity	2014 US\$m
Bank loans	Canadian dollars	2.59	2015	9.4
	Euros	2.05	2018	12.3
	Euros	2.10	2018	37.5
	Euros	2.12	2018	13.6
	Euros	2.20	2018	3.4
	Indian rupees	13.16	2015	3.1
	Korean won	1.98	2015	0.1
	US dollars	1.53	2019	40.0
	US dollars	1.57	2019	30.0
	US dollars	1.87	2019	20.0
	US dollars	2.08	2019	20.0
	US dollars	2.17	2019	30.0
	US dollars	2.26	2019	30.0
	US dollars	4.03	2019	20.0
	US dollars	4.24	2019	10.0
	US dollars	4.25	2019	10.0
	US dollars	4.30	2019	35.0
Other loans	Euros	3.37	2020	40.9
	Euros	3.52	2022	48.9
	Euros	2.30	2022	48.8
	US dollars	0.13	2015	1.8
	US dollars	3.75	2020	20.0
	US dollars	3.91	2021	50.0
	US dollars	4.70	2024	100.0
	US dollars	4.05	2025	50.0
Total interest bearing liabilities				734.8

Nature and Currency of Borrowing		Interest Rate % p.a.	Financial Year of Maturity	2013 US\$m
Bank loans	Canadian dollars	2.47	2014	9.6
	Euros	2.02	2015	13.0
	Euros	2.03	2015	6.5
	Euros	2.06	2015	13.0
	Euros	4.71	2015	35.9
	Euros	4.81	2015	3.2
	Euros	2.05	2016	11.8
	Indian rupees	12.59	2014	1.2
	US dollars	1.74	2014	5.0
	US dollars	3.85	2014	15.0
	US dollars	3.88	2014	1.5
	US dollars	4.15	2014	20.0
	US dollars	4.20	2014	15.0
	US dollars	4.62	2014	10.0
	US dollars	4.75	2014	5.0
	US dollars	4.87	2014	5.0
	US dollars	4.25	2015	25.0
	US dollars	1.79	2016	50.0
	US dollars	4.76	2016	10.0
	US dollars	1.65	2017	31.5
	US dollars	3.76	2017	18.5
	US dollars	2.64	2018	30.0
Other loans	Euros	3.37	2020	39.1
	Euros	3.52	2022	46.6
	Euros	2.21	2023	46.6
	US dollars	0.28	2014	2.8
	US dollars	3.75	2020	20.0
	US dollars	4.05	2025	50.0
Total interest bearing liabilities				540.8

18. Provisions

	2014 US\$m	2013 US\$m
Current		
Provision for employee entitlements	59.7	44.2
Provision for rationalization and restructuring costs	22.9	1.3
Provision for Accufix Pacing Lead related expenses	3.3	3.3
Provision for insurance claims	1.6	1.8
Total current	87.5	50.6
Non-current		
Provision for employee entitlements	11.8	18.1
Total non-current	11.8	18.1
Total provisions	99.3	68.7

Notes to the Financial Statements continued

18. Provisions continued

Reconciliations of the carrying amount of each class of provision, except for employee entitlements, are set out below:

	2014 US\$m	2013 US\$m
Provision for rationalization and restructuring		
Balance at the beginning of the financial year	1.3	1.9
Amounts charged/(credited) to the Income Statement	21.6	(0.5)
Net exchange differences on translation of foreign operations	–	(0.1)
Balance at the end of the financial year	22.9	1.3
Provision for Accufix Pacing Lead related expenses		
Balance at the beginning of the financial year	3.3	3.4
Net exchange differences on translation of foreign operations	–	(0.1)
Balance at the end of the financial year	3.3	3.3
Provision for insurance claims		
Balance at the beginning of the financial year	1.8	2.8
Amounts credited to the Income Statement	–	(0.9)
Payments made	(0.2)	–
Net exchange differences on translation of foreign operations	–	(0.1)
Balance at the end of the financial year	1.6	1.8

Provision for rationalization and restructuring costs

This provision covers costs associated with the business reorganization announced during the year and a variety of matters relating to the sale of businesses and former subsidiaries.

Provision for Accufix Pacing Lead related expenses

This provision is to meet the costs of patients associated with the monitoring and (where appropriate) explantation of Accufix Pacing Leads and for legal costs in defence of claims made in respect of the Accufix Pacing Leads. This provision is covered by cash required to be set aside by the Courts (refer to Note 8 – Cash and Cash Equivalents – Restricted deposits).

Provision for insurance claims

Corrvas Insurance Pty. Ltd. and Corrvas Insurance (Singapore) Pte. Ltd. are entities authorized by their respective jurisdiction's regulatory authority to operate as captive insurance companies for Ansell Limited and its subsidiaries. This provision comprises current open claims where the reserves are set for the total estimated costs of individual claims that have not been fully paid out and 'Incurred but not reported' (IBNR) claims.

In Australia, the provision is required to be supported by a 'Liability Valuation Report' prepared by an actuary approved by the Australian Prudential Regulatory Authority. In Singapore, captives are exempted from undertaking an actuarial assessment of their insurance liabilities and are not required to lodge such a report with the Monetary Authority of Singapore (MAS). In line with MAS regulations, the IBNR estimates are in accordance with a policy approved by the Board of Corrvas Insurance (Singapore) Pte. Ltd.

19. Retirement Benefit Obligations

Certain members of the Group contribute to defined benefit and defined contribution superannuation plans maintained to provide superannuation benefits for employees.

The following sets out details in respect of defined benefit plans.

(a) Balance Sheet amounts

	2014 US\$m	2013 US\$m
Present value of accumulated defined benefit obligations	64.4	66.7
Fair value of defined benefit plan assets	(48.2)	(47.2)
Net liability in the Balance Sheet	16.2	19.5

Certain members of the Group are obliged to contribute to the various superannuation plans as a consequence of legislation or Trust Deeds; legal enforceability is dependent on the terms of the legislation or the Trust Deeds.

(b) Reconciliations of benefit obligations and plan assets

	2014 US\$m	2013 US\$m
Present value of accumulated defined benefit obligations		
Balance at the beginning of the financial year	66.7	66.0
Current service cost	3.0	2.4
Interest cost	2.2	2.2
Contributions by plan participants	0.1	0.1
Remeasurements arising from:		
Changes in financial assumptions	(2.2)	4.0
Changes in demographic assumptions	0.2	–
Changes arising from liability experience	0.2	0.5
Taxes and expenses paid	(0.1)	(0.1)
Settlements	–	(2.8)
Benefits paid	(6.5)	(6.7)
Acquired entities	–	0.7
Exchange rate changes/other movements	0.8	0.4
Balance at the end of the financial year	64.4	66.7
Fair value of plan assets		
Balance at the beginning of the financial year	47.2	48.2
Interest income	1.9	3.1
Actual return on plan assets less interest income	2.7	1.0
Contributions by employer	2.3	4.5
Contributions by plan participants	0.1	0.1
Taxes and expenses paid	(0.1)	(0.1)
Settlements	–	(2.8)
Benefits paid	(6.5)	(6.7)
Exchange rate changes/other movements	0.6	(0.1)
Balance at the end of the financial year	48.2	47.2

Notes to the Financial Statements continued

19. Retirement Benefit Obligations continued

(c) Categories of plan assets

The major categories of plan assets are as follows:

	2014	2013
Equity securities	38%	61%
Fixed interest securities	50%	30%
Property	2%	2%
Other	10%	7%

(d) Amounts recognized in the Income Statement

	2014 US\$m	2013 US\$m
Current service cost	3.0	2.4
Net interest cost	0.3	(0.9)
Total expense recognized in the Income Statement	3.3	1.5

The expense is recognized in the following line within the Income Statement:

	2014 US\$m	2013 US\$m
Selling, general and administration	3.3	1.5

(e) Amounts recognized in other comprehensive income

	2014 US\$m	2013 US\$m
Remeasurement gain/(loss)	4.5	(3.5)

(f) Principal actuarial assumptions

The principal actuarial assumptions used (expressed as a weighted average) were as follows:

	2014	2013
Discount rate	3.4%	3.3%
Future salary increases	2.7%	3.8%

(g) Funding

The Group expects \$2.8 million in contributions to be paid to its defined benefit plans during the year ending 30 June 2015.

(h) Defined contribution superannuation plans

	2014 US\$m	2013 US\$m
Contributions to defined contribution plans during the year	9.5	8.7

20. Deferred Tax Liabilities

The tax effect of temporary differences that give rise to significant portions of the provision for deferred income tax are presented below:

	2014 US\$m	2013 US\$m
Depreciation on plant and equipment adjustments	5.4	5.7
Amortization of intangible assets	68.8	23.5
Other	1.3	3.2
Total deferred tax liabilities	75.5	32.4

Details of the movement in the balance of deferred tax liabilities are as follows:

	2014 US\$m	2013 US\$m
Balance at the beginning of the financial year	32.4	29.7
Over provision of prior year balance	0.5	(0.8)
Entities acquired	44.6	–
Amount charged to the Income Statement	(2.1)	3.4
Net exchange differences on translation of foreign operations	0.1	0.1
Balance at the end of the financial year	75.5	32.4

21. Expenditure Commitments

	2014 US\$m	2013 US\$m
(a) Capital expenditure commitments		
Contracted but not provided for in the Financial Statements:		
Plant and equipment	11.1	2.8
	11.1	2.8
Payable within one year	11.1	2.8
(b) Operating lease commitments		
Future operating lease commitments not provided for in the Financial Statements and payable:		
Within one year	8.4	4.6
One year or later and no later than five years	23.8	15.2
Later than five years	7.7	6.2
	39.9	26.0

The Group leases property under operating leases expiring from one to 15 years. Leases generally provide the Group with a right of renewal at which time all terms are renegotiated.

22. Ownership-based Remuneration Schemes

CEO Special Long Term Incentive Plan

At the time of his appointment the Managing Director and CEO was allocated 129,730 PRs pursuant to the CEO Special Long Term Incentive Plan. The number of rights granted was determined by dividing the target remuneration value of US\$1,000,000 by the value of the rights, which was determined based on Ansell's average share price over the five days preceding the announcement of Mr Nicolin's formal appointment to the role.

CFO Special Long Term Incentive Plan

At the time of his appointment the CFO was allocated 30,130 PRs pursuant to the CFO Special Long Term Incentive Plan. The number of rights granted was determined by dividing the target remuneration value of US\$500,000 by the value of the rights, which was determined based on Ansell's average share price over the five days preceding the announcement of Mr Salmon's formal appointment to the role.

2013 and 2014 Long Term Incentive Plans

The above plans involve the granting of PSRs to the Managing Director, other members of the Executive Leadership Team and Vice Presidents.

In accordance with the disclosure requirements of Australian Accounting Standards remuneration includes a proportion of the fair value of PRs and PSRs granted or outstanding during the year. The fair value is determined as at grant date and is progressively allocated over the vesting period for these securities.

Notes to the Financial Statements continued

22. Ownership-based Remuneration Schemes continued

The fair value of PSRs is calculated at grant date. The fair values and the factors and assumptions used in determining the fair values of the PSRs applicable for the 2014 financial year are as follows:

Instrument	Grant Date	Vesting Date	Fair Value	Share Price on Grant Date	Risk-free Interest Rate	Dividend Yield
PSRs	10/8/2012	30/6/2015	A\$12.94	A\$13.9	N/A	2.50%
PSRs	16/8/2013	30/6/2016	A\$17.17	A\$18.3	N/A	2.25%

The PSRs are subject to a gateway condition and a performance condition as outlined in the Remuneration Report. As the hurdles within these conditions are all non-market based performance hurdles the valuation excludes the impact of performance hurdles.

Options – generally

As at the date of this report 38,718 unissued ordinary shares in the Company remain under option.

Discontinued Executive Share Plan

The Company (when it was Pacific Dunlop Limited) historically operated the Pacific Dunlop Executive Share Plan (Executive Plan) which was discontinued in 1996.

Shares issued under the Executive Plan to selected employees (Executives) were paid up to A 5 cents and were subject to restrictions for a period. While partly paid, the shares are not transferable, carry no voting rights and no entitlement to dividends (but are entitled to participate in bonus or rights issues as if fully paid). The price payable for shares issued under the Executive Plan varies according to the event giving rise to a call being made. Once restrictions ceased the price payable upon a call being made is the lesser of A\$10.00 (A\$2.50 for issues prior to 13 September 1991) and the last sale price of the Company's ordinary shares on ASX Limited.

The number of Executive Plan shares (ordinary plan shares paid to 5 cents) as at balance date are shown in Note 5 Issued Capital and Reserves.

The market price of the Company's shares as at 30 June 2014 was A\$19.83.

23. Financial Risk Management

Ansell has a range of financial policies designed to enable management to ensure financial risk (including foreign exchange and interest rate exposure) does not negatively affect the Group's results. This is achieved as follows:

(a) Foreign exchange risk

The Group is exposed to a number of foreign currencies however the predominant operating currency is the US dollar (US\$). As such the Group has determined it appropriate to manage its foreign currency exposure against the US\$. On this basis the Company manages its transactional exposures as follows:

Major revenue and cost currency net cash flow exposures are predominantly hedged back to US\$ on a 12 to 18-month rolling basis so as to reduce any significant adverse impact of exchange rate fluctuations on the Earnings Per Share guidance provided by the Company to the market. The Group hedges up to 90 per cent of its estimated foreign currency exposure in respect of forecast purchases and sales.

The Group undertakes a range of derivative financial instruments, which can be defined in the following broad categories:

(i) Forward/future contracts

These transactions enable the Group to buy or sell specific amounts of foreign exchange or financial instruments at an agreed rate/price at a specified future date. Maturities of these contracts are predominantly up to one year.

(ii) Foreign exchange options

This is a contract between two parties, which gives the buyer of the put or call option the right, but not the obligation, to transact at a specified exchange rate. The Group typically uses a combination of bought and sold options, generally for zero cost, to hedge foreign currency receivable and payable cash flows predominantly out to one year.

(b) Interest rate risk

The Group has the broad aim of managing interest rate risk on its debt by setting a minimum level of interest rate risk days (the weighted average term of all interest rates in the portfolio) and a minimum fixed interest rate ratio of 40 per cent. The Group enters into interest rate swaps that enable parties to swap interest rates (from or to a fixed or floating basis) for a defined period of time. Maturities of the contracts are principally between one and 10 years.

Prior to the beginning of each year, the Group calculates its Financial Budget for the upcoming year using an updated set of financial assumptions and management's view of the marketplace in the coming financial year. The Group forecasts interest rates for all debt repricing and new financing.

In this context interest rate risk is the risk that the Group will, as a result of adverse movements in interest rates, experience:

- unacceptable variations to the cost of debt in the review period for which the Financial Budget has been finalized; and
- unacceptable variations in interest expense from year to year.

It is recognized that movements in interest rates may be beneficial to the Group.

Within the context of the Group's operations, interest rate exposure occurs from the amount of debt repricing that occurs in any one year.

The exposure to interest rate risk and the effective weighted average interest rate for interest bearing financial liabilities are set out below:

	Weighted Average Effective Interest Rate %		Fixed Interest Repricing in:				
		Floating US\$m	1 Year or Less US\$m	1 to 2 Years US\$m	2 to 5 Years US\$m	> 5 Years US\$m	Total US\$m
2014							
Bank and other loans	3.1	321.2	5.1	–	–	408.5	734.8
Effect of interest rate swaps*	0.3	(193.1)	–	126.9	115.0	(48.8)	–
		128.1	5.1	126.9	115.0	359.7	734.8
2013							
Bank and other loans	2.5	334.5	4.0	–	–	202.3	540.8
Effect of interest rate swaps*	0.7	(192.3)	–	45.0	193.9	(46.6)	–
		142.2	4.0	45.0	193.9	155.7	540.8

* Represents notional amount of interest rate swaps.

A separate analysis of debt by currency can be found at Note 17 – Interest Bearing Liabilities.

The table below shows the effect on profit for the period and equity, if interest rates had been 10 per cent higher or lower with all other variables held constant, taking into account all underlying exposures and related hedges. A sensitivity of 10 per cent has been selected as this is considered reasonable given the current level of both short-term and long-term US\$ interest rates.

	Profit for the Period		Equity	
	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m
If interest rates were 10% higher with all other variables held constant	–	–	0.5	0.2
If interest rates were 10% lower with all other variables held constant	–	–	(0.5)	(0.2)

Notes to the Financial Statements continued

23. Financial Risk Management continued

(c) Credit risk

The credit risk on financial assets (excluding investments) of the Group, is the carrying amount, net of any provision for impairment, which has been recognized on the Balance Sheet.

The Group minimizes concentrations of credit risk by undertaking transactions with a large number of customers and counter-parties in various countries.

The Group is not materially exposed to any individual customer.

The carrying amount of the Group's financial assets represents the maximum credit exposure. The Group does not hold any collateral.

The Group's maximum exposure to credit risk at the reporting date was:

	Carrying Amount	
	2014 US\$m	2013 US\$m
Net trade receivables	252.0	224.2

The ageing of the Group's trade receivables is detailed below:

	Gross Trade Receivables		Provision for Impairment	
	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m
Within agreed terms	237.4	222.2	–	–
Past due 0–60 days	42.5	27.2	0.9	0.3
Past due 61–90 days	9.7	4.2	0.5	0.7
Past due 91 days or more	12.4	12.8	9.7	8.2
Total	302.0	266.4	11.1	9.2

(i) Credit risk by maturity

The following table indicates the value of amounts owing by counter-parties by maturity. Based on the policy of not having material overnight exposures to an entity rated lower than A- by Standard & Poor's or A3 by Moody's Investors Service, the risk to the Group of counter-party default loss is not considered material.

	Foreign Exchange Related Contracts		Interest Rate Contracts		Foreign Exchange Options		Total	
	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m
Term:								
0–6 mths	0.8	0.4	–	–	1.8	3.6	2.6	4.0
6–12 mths	0.3	0.1	–	0.7	3.1	4.2	3.4	5.0
2–5 yrs	–	–	2.3	0.9	–	–	2.3	0.9
Total	1.1	0.5	2.3	1.6	4.9	7.8	8.3	9.9

(ii) Historical rate rollovers

It is the Group's policy not to engage in historical rate rollovers of forward exchange contracts except in circumstances where the maturity date falls on a bank holiday. In these instances, settlement occurs on the next trading day.

(iii) Hedges and anticipated future transactions

The following table shows the Group's deferred losses/(gains) that are currently held on the Balance Sheet and the expected timing of recognition as revenue or expense:

	Interest Rate		Foreign Exchange	
	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m
Unrealized losses				
Deferred				
Less than 1 year	1.0	1.9	(0.1)	1.4
1–2 years	1.8	2.0	–	0.1
2–5 years	0.9	0.8	–	–
> 5 years	(2.0)	0.3	–	–

(d) Fair value

The Directors consider that the carrying amount of recognized financial assets and financial liabilities approximates their net fair value with the exception of the derivative financial instruments detailed in the table below.

Refer to Note 1 Summary of Significant Accounting Policies for accounting policies in respect of the carrying values of financial assets and financial liabilities.

The following table displays:

(i) Nominal/face value

This is the contract's value upon which a market rate is applied to produce a gain or loss which becomes the settlement value of the derivative financial instrument.

(ii) Credit risk (derivative financial instruments)

This is the maximum exposure to the Group in the event that all counter-parties who have amounts outstanding to the Group under derivative financial instruments, fail to honor their side of the contracts. The Group's exposure is almost entirely to banks. Amounts owed by the Group under derivative financial instruments are not included.

(iii) Net fair value

This is the amount at which the instrument could be realized between willing parties in a normal market in other than a liquidation or forced sale environment. The net amount owing to financial institutions under all derivative financial instruments would have been \$0.3 million (2013: \$7.0 million owing to financial institutions) if all contracts were closed out on 30 June 2014.

Notes to the Financial Statements continued

23. Financial Risk Management continued

	Nominal/Face Value		Credit Risk		Net Fair Value	
	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m
Foreign exchange contracts						
<i>Purchase/sale contracts:</i>						
– US dollars	77.3	21.0	0.1	0.3	(0.9)	0.2
– Australian dollars	6.6	15.7	0.1	0.1	0.2	–
– Malaysian ringgits	26.5	34.3	0.2	–	0.2	(1.3)
– Thai baht	0.4	5.7	–	–	–	(0.2)
– Sri Lankan rupees	15.9	20.5	0.7	0.1	0.7	(0.1)
– Other currencies	14.2	12.2	–	–	(0.1)	(0.1)
Foreign exchange options						
– Euros/US dollars	171.9	195.1	1.4	4.3	(0.5)	1.5
– Australian dollars/US dollars	8.2	9.2	–	0.7	(0.1)	0.7
– Canadian dollars/US dollars	12.8	11.3	–	0.3	(0.1)	0.3
– Pounds sterling/US dollars	7.6	3.7	–	0.1	(0.1)	0.1
– US dollars/Mexican pesos	18.5	15.3	0.4	0.4	0.2	–
– US dollars/Malaysian ringgits	95.8	72.9	1.7	1.0	1.1	(0.8)
– US dollars/Thai baht	60.4	35.1	0.4	0.3	–	(1.1)
– US dollars/Sri Lankan rupees	8.8	14.5	0.3	0.3	0.2	–
– Other currencies	14.8	20.8	0.7	0.4	0.6	(1.2)
Interest rate contracts						
<i>Interest rate swaps:</i>						
– Euros	115.6	110.4	2.0	–	1.4	(1.3)
– US dollars	230.0	225.0	0.3	1.6	(3.1)	(3.7)
Total	885.3	822.7	8.3	9.9	(0.3)	(7.0)

(iv) Fair value hierarchy

The table below analyzes financial assets and financial liabilities carried at fair value, including their levels in the fair value hierarchy as well as the valuation method. It does not include information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

The different valuation methods have been defined as follows:

- **Level 1:** quoted prices (unadjusted) in active markets for identical assets or liabilities
- **Level 2:** inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- **Level 3:** inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	Level 1		Level 2		Level 3		Total	
	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m
Derivative financial assets	–	–	8.3	9.9	–	–	8.3	9.9
Available for sale financial assets	3.7	2.4	–	–	–	0.4	3.7	2.8
Derivative financial liabilities	–	–	8.6	16.9	–	–	8.6	16.9

In order to determine the fair value of the financial instruments, management used valuation techniques in which all significant inputs were based on observable market data.

(e) Liquidity risk

Liquidity risk is the risk of an unforeseen event or miscalculation in the required liquidity level that may result in the Group foregoing investment opportunities or not being able to meet its obligations in an orderly manner, and therefore give rise to poor investment income or to excessive borrowing costs.

The Group seeks to reduce the risk of:

- (a) being forced to exit derivative financial instrument positions at below their real worth; or
- (b) finding it cannot exit the position at all, due to lack of liquidity in the market

by:

- (a) dealing only in liquid contracts dealt by many counter-parties;
- (b) dealing only in large, highly liquid and stable international markets; and
- (c) ensuring maturity risk days (the weighted average term of all maturity dates in the portfolio) remain within a specified range.

The following table sets out the contractual maturities of the Group's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows comprising principal and interest repayments.

	Carrying Amount	Total Contractual Cash Flows	Contractual Maturity (Years)			
	US\$m	US\$m	0–1 US\$m	1–2 US\$m	2–5 US\$m	> 5 US\$m
2014						
Trade and other payables	244.6	244.6	237.0	4.1	3.5	–
Bank and other loans	734.8	914.7	38.3	23.7	381.5	471.2
Total	979.4	1,159.3	275.3	27.8	385.0	471.2
2013						
Trade and other payables	211.8	211.8	201.8	0.7	9.3	–
Bank and other loans	540.8	621.1	105.6	108.7	146.9	259.9
Total	752.6	832.9	307.4	109.4	156.2	259.9

(f) Foreign currency risk

The Group operates internationally and is exposed to foreign currency risk arising from various currency exposures.

Foreign currency risk arises from future commercial transactions and recognized assets and liabilities in a currency that is not the operating currency of the Group. The Group's operating currency is the US\$.

The Group mitigates this risk by using foreign currency contracts, natural hedges and/or foreign currency options.

As at 30 June the exposure to foreign currency risk from the Group's primary trading currency (US\$) is:

	Net Payable	
	2014 US\$m	2013 US\$m
Net payable in non-US\$ reporting entities	7.1	20.4

The following table demonstrates the estimated sensitivity to a 10 per cent increase/decrease in the US\$ exchange rate, with all other variables held constant, on profit for the period and equity.

Notes to the Financial Statements continued

23. Financial Risk Management continued

	Profit for the Period		Equity	
	2014 US\$m	2013 US\$m	2014 US\$m	2013 US\$m
10% increase in US\$ exchange rate with all other variables held constant:	–	(0.2)	7.6	6.4
10% decrease in US\$ exchange rate with all other variables held constant:	–	(0.6)	(2.0)	(0.2)

(g) Commodity price risk

Ansell is a significant buyer of natural rubber latex and a range of synthetic latex products. It purchases these products in a number of countries in Asia, predominately Malaysia, Thailand and Sri Lanka. The Group is not active in hedging its purchases on rubber exchanges but can, from time to time, buy from suppliers or brokers at a fixed price for up to several months into the future.

24. Notes to the Statement of Cash Flows

(a) Reconciliation of net cash provided by operating activities to profit for the period

	2014 US\$m	2013 US\$m
Profit for the period	44.4	143.3
Add/(less) non-cash items:		
Depreciation	25.2	21.0
Amortization	10.0	7.6
Impairment – trade debtors	1.0	(0.9)
Share-based payments expense	3.2	1.4
Restructuring costs	21.6	–
Asset impairments	99.3	–
Earn out reversal	(8.4)	–
Add/(less) items classified as investing/financing activities:		
Interest received	(7.6)	(7.7)
Interest and financing costs paid	24.9	16.7
Loss/(gain) on the sale of investments, property, plant and equipment	0.5	(3.9)
Gain on the sale of businesses/subsidiaries	(10.4)	–
Net cash provided by operating activities before change in assets and liabilities	203.7	177.5
Change in assets and liabilities net of effect from acquisitions and disposals of subsidiaries and businesses:		
Increase in trade and other receivables	(14.8)	(31.8)
Decrease/(Increase) in inventories	13.9	(33.5)
Decrease/(Increase) in other assets	0.9	(14.9)
(Decrease)/Increase in trade and other payables	5.9	42.8
Increase/(Decrease) in provisions/other liabilities	7.9	(13.5)
Increase/(Decrease) in retirement benefit obligations	1.2	(1.2)
(Decrease)/Increase in provision for deferred income tax	(1.4)	4.5
Increase in future income tax benefit	(0.2)	(9.8)
(Decrease)/Increase in provision for income tax	(7.1)	1.5
Other non-cash items (including foreign currency impact)	10.9	8.8
Net cash provided by operating activities	220.9	130.4

(b) Components of cash and cash equivalents

For the purposes of the Statement of Cash Flows, cash and cash equivalents includes cash on hand and at banks and investments in money market instruments, net of outstanding bank overdrafts. Refer to Note 8 for Cash and cash equivalents, at the end of the financial year, as shown in the Statement of Cash Flows.

25. Acquisition and Disposal of Businesses and Subsidiaries

Acquisitions

The following acquisitions were made during the year:

Midas

Effective 1 November 2013 Ansell Limited acquired 100 per cent of Midas Co. Ltd (Midas) a privately held Korean company, located in Janggye, South Korea. Midas is a manufacturer and supplier of knitted, cut-resistant gloves with expertise in polyurethane coatings and yarn wrapping. It has cost-effective and highly efficient plants in South Korea and Vietnam with approximately 300 employees. Midas brings to Ansell new manufacturing capabilities with specialized yarn and polyurethane technology. In addition to the benefits of bringing its manufacturing capabilities in-house, the Midas technologies will be important in accelerating the growth of the HyFlex range of products and extending the global leadership of the HyFlex brand. Acquisition costs in respect of the Midas acquisition of \$0.5 million have been expensed during the year and included in selling and administration expenses in the Income Statement.

In the eight months to 30 June 2014 Midas contributed revenue of \$19.6 million and profit of \$2.6 million to the Group's results (excluding acquisition costs).

The following fair values of the identifiable assets and liabilities of Midas as at acquisition have been determined on a provisional basis:

	US\$m
Cash and cash equivalents	1.3
Property, plant and equipment	10.6
Inventories	7.4
Trade and other receivables	4.0
Other assets	2.1
Borrowings	(0.7)
Trade and other payables	(4.2)
Provisions and other liabilities	(2.3)
Net identifiable assets acquired	18.2
Goodwill on acquisition	20.2
Cash consideration paid	38.4

BarrierSafe

Effective 2 January 2014 Ansell Limited acquired 100 per cent of BarrierSafe Solutions International, Inc. (BarrierSafe) a leading North American provider of single-use gloves to core Ansell growth verticals such as Industrial, Auto Aftermarket, Emergency Medical Services, Dental and Life Sciences all under the flagship brand Microflex. BarrierSafe also manufactures and distributes a market-leading range of OnGuard™ branded protective footwear.

The OnGuard brand is also well recognized in the US protective footwear category. The acquisition is expected to strengthen Ansell's position in North America and enable expansion into the footwear category. BarrierSafe has approximately 250 employees in locations across North America and South East Asia.

Acquisition costs in respect of the BarrierSafe acquisition of US\$7.8 million have been expensed during the year and included in selling and administration expenses in the Income Statement.

In the six months to 30 June 2014 BarrierSafe contributed revenue of \$146.3 million and profit of \$17.2 million to the Group's results (excluding acquisition costs).

Notes to the Financial Statements continued

25. Acquisition and Disposal of Businesses and Subsidiaries continued

The following values of the identifiable assets and liabilities of BarrierSafe as at acquisition have been determined on a provisional basis:

	US\$m
Cash and cash equivalents	1.7
Property, plant and equipment	3.8
Inventories	60.2
Trade and other receivables	22.8
Intangible assets	165.6
Other assets	2.5
Trade and other payables	(33.0)
Provisions and other liabilities	(48.3)
Net identifiable assets acquired	175.3
Goodwill on acquisition	430.6
Cash consideration paid	605.9

If the above acquisitions were completed effective 1 July 2013, estimated consolidated revenue would have been \$1,740.5 million and consolidated net profit for the year would have been \$61.9 million.

The acquisition accounting for the above transactions is considered provisional due to the on-going work to be carried out on the identification and valuation of net assets acquired.

The acquisition accounting for the following acquisitions made during the previous financial year was finalized during the current year:

Comasec

The completion of the acquisition accounting for the Comasec group (acquired effective 1 October 2012) resulted in the recognition of brand names totalling \$10.1 million, an additional inventory provision of \$1.7 million, additional tax and other provisions of \$1.6 million and the write down of items of plant and equipment of \$0.3 million. These adjustments resulted in a reduction of previously reported goodwill of \$6.5 million. Comparative values have been adjusted for the recognition of the brand names.

Hércules Equipamentos de Proteção Ltda (Hercules)

Hercules was acquired effective 1 January 2013 and the completion of the acquisition accounting resulted in the recognition of brand names of \$11.8 million and other intangible assets of \$1 million with a corresponding reduction to goodwill. Comparative values have been adjusted for the recognition of the brand names and other intangible assets. In addition the acquisition agreement included the provision for a potential earn-out payment to the previous owners tied to profit growth in the first year of Ansell's ownership. The actual profit growth over this period was not sufficient to cause any payment to be made to the former owners and as such the liability recorded upon acquisition has been reversed to the Income Statement during the year resulting in a reduction of selling and administration expenses of \$8.4 million.

Disposals

Effective 15 January 2014 the Group disposed of the global trademark rights for the Marigold household gloves brand as well as the household gloves business in the United Kingdom, Ireland, Benelux, Hong Kong and Japan to Freudenburg Home and Cleaning Solutions for \$14.1 million. The book value of the assets disposed was \$10.2 million resulting in the recognition of a gain on the disposal of \$3.9 million.

In June 2014 the Group entered into a binding contract for the sale of C.E. Gloves Limited (a 100 per cent owned subsidiary). The total proceeds from the sale are \$4.8 million with a 10 per cent deposit being received on 27 June 2014, a further 5 per cent received on 31 July 2014 and the balance due by the end of August 2014. The company had a negative net asset position at the time of the sale and in conjunction with the realization of foreign currency translation gains the transaction resulted in a profit of \$6.5 million.

26. Related Party Disclosures

(a) Subsidiaries

Ansell Limited is the parent entity of all entities detailed in Note 27 Particulars Relating to Subsidiaries and from time to time has dealings on normal commercial terms and conditions with those entities, the effects of which are eliminated in these consolidated Financial Statements.

(b) Transactions with Key Management Personnel

(i) Key Management Personnel remuneration

	2014 US\$	2013 US\$
Short-term benefits	7,506,175	5,809,699
Post-employment benefits	618,634	680,497
Share-based payments	2,037,811	877,179
Long term cash-based incentives	1,246,179	4,026,782
	11,408,799	11,394,157

(ii) Service agreements with Key Management Personnel

The Company has no service agreements with the Non-executive Directors. Refer to Section 2D of the Remuneration Report for details of service agreements with the Managing Director and other Key Management Personnel.

27. Particulars Relating to Subsidiaries

	Country of Incorporation	Beneficial Interest	
		2014 %	2013 %
Ansell Limited	Australia		
Ansell Healthcare Japan Co. Ltd.	Japan*	100	100
Ativ Pac Pty. Ltd.	Australia	100	100
BNG Battery Technologies Pty. Ltd.	Australia	100	100
Cliburn Investments Pty. Ltd.	Australia	100	100
Corrvas Insurance Pty. Ltd.	Australia	100	100
Dexboy International Pty. Ltd.	Australia	100	100
Dunlop Olympic Manufacturing Pty. Ltd.	Australia	100	100
FGDP Pty. Ltd.	Australia	100	100
PSL Industries Pty. Ltd.	Australia	100	100
Nucleus Ltd.	Australia	100	100
Lifetec Project Pty. Ltd.	Australia	100	100
Medical TPLC Pty. Ltd.	Australia	100	100
N&T Pty. Ltd.	Australia	100	100
Nucleus Trading Pte. Ltd.	Singapore*	100	100
THLD Ltd.	Australia	100	100
TNC Holdings Pte. Ltd.	Singapore*	100	100
TPLC Pty. Ltd.	Australia	100	100
Societe de Management Financier S.A.	France*	100	100
Olympic General Products Pty. Ltd.	Australia	100	100
Pacific Dunlop Finance Pty. Ltd.	Australia	100	100
Pacific Dunlop Holdings (China) Co. Ltd.	China*	100	100

Notes to the Financial Statements continued

27. Particulars Relating to Subsidiaries continued

	Country of Incorporation	Beneficial Interest	
		2014 %	2013 %
Ansell (Shanghai) Commercial and Trading Co., Ltd.	China*	100	100
Pacific Dunlop Linings Pty. Ltd.	Australia	100	100
P.D. Holdings Pty. Ltd.	Australia	100	100
P.D. International Pty. Ltd.	Australia	100	100
Ansell Canada Inc.	Canada*	100	100
Ansell Commercial Mexico S.A. de C.V.	Mexico*	100	100
Ansell Global Trading Center (Malaysia) Sdn. Bhd.	Malaysia*	100	–
Ansell Korea Co., Ltd.	Korea*	100	100
Ansell Lanka (Pvt.) Ltd.	Sri Lanka*	100	100
Ansell (Middle East) JLT	UAE*	100	100
Ansell Perry de Mexico S.A. de C.V.	Mexico*	100	100
Ansell Protective Solutions Singapore Pte. Ltd.	Singapore*	100	100
Ansell Services (Asia) Sdn. Bhd.	Malaysia*	100	100
Ansell Ambi Sdn. Bhd.	Malaysia*	100	100
Ansell (Kedah) Sdn. Bhd.	Malaysia*	100	100
Ansell (Kulim) Sdn. Bhd.	Malaysia*	100	100
Ansell Medical Sdn. Bhd.	Malaysia*	75	75
Ansell N.P. Sdn. Bhd.	Malaysia*	75	75
Ansell Malaysia Sdn. Bhd.	Malaysia*	75	75
Ansell Shah Alam Sdn. Bhd.	Malaysia*	100	100
Ansell Specialty Markets Participacoes Ltda	Brazil*	100	100
Hércules Equipamentos de Proteção Ltda	Brazil*	100	100
Ansell (Thailand) Ltd.	Thailand*	100	100
Ansell US Group Holdings Pty. Ltd.	Australia	100	–
Ansell US Group Holdings (USA) LLC	United States*	100	–
Pacific Dunlop Investments (USA) Inc.	United States*	100	100
Ansell Brazil LTDA	Brazil*	100	100
Ansell Edmont Industrial de Mexico S.A. de C.V.	Mexico*	100	100
Pacific Dunlop Holdings (USA) LLC.	United States*	100	100
Barriersafe Solutions International Inc.	United States*	100	–
Microflex Corporation	United States*	100	–
Onguard Industries, Inc.	United States*	100	–
Onguard Industries, LLC	United States*	100	–
Ansell Healthcare Products LLC.	United States*	100	100
Ansell Sandel Medical Solutions LLC.	United States*	100	100
Ansell Protective Products Inc.	United States*	100	100
Ansell Hawkeye Inc.	United States*	100	100
Pacific Chloride Inc.	United States*	100	100
Pacific Dunlop Holdings Inc.	United States*	100	100
Pacific Dunlop USA Inc.	United States*	100	100
TPLC Holdings Inc.	United States*	100	100
Accufix Research Institute Inc.	United States*	100	100

	Country of Incorporation	Beneficial Interest	
		2014 %	2013 %
Cotac Corporation	United States*	100	100
Pacific Dunlop Finance Company Inc.	United States*	100	100
Comercializadora Ansell Chile Limitada	Chile*	100	–
Corrvas Insurance (Singapore) Pte. Ltd.	Singapore*	100	100
Fabrica de Artefatos de Latex Blowtex Ltda.	Brazil*	100	100
Medical Telectronics N.V.	Netherlands Ant.*	100	100
Pacific Dunlop Holdings (Europe) Ltd.	United Kingdom*	100	100
Ansell Healthcare Europe N.V.	Belgium*	100	100
Ansell GBU Services (Europe) N.V.	Belgium*	100	100
Ansell GmbH	Germany*	100	100
Condomi Erfurt Produktions GmbH	Germany*	100	100
Ansell Italy Srl	Italy*	100	100
Ansell Medikal Urunler Ithalat Ihracat Uretim ve Ticaret A.S.	Turkey*	100	100
Ansell Norway AS	Norway*	100	100
Ansell Protective Solutions AB	Sweden*	100	100
Ansell Protective Solutions Lithuania UAB	Lithuania*	100	100
Ansell Rus LLC	Russia*	100	100
Ansell S.A.	France*	100	100
Ansell Spain SL (Sociedad de Responsabilidad Limitada)	Spain*	100	100
Marigold Industrial Gloves Iberia SL	Spain*	100	100
Comasec SAS	France*	100	100
Ampelos International Malaysia	Malaysia*	100	100
Ansell Industrial & Specialty Gloves Malaysia Sdn. Bhd.	Malaysia*	100	100
Comasec GmbH	Germany*	100	100
Comasec Holdings Ltd.	United Kingdom*	100	100
Marigold Industrial Ltd.	United Kingdom*	100	100
Marigold Industrial Portugal	Portugal*	100	100
Unimil Sp. z o.o.	Poland*	100	100
Ansell UK Limited	United Kingdom*	100	100
Ansell Midas Co. Ltd.	South Korea*	100	–
Ansell Vina Corporation	Vietnam*	100	–
Pacific Dunlop Holdings (Singapore) Pte. Ltd.	Singapore*	100	100
JK Ansell Ltd.	India*	50	50
Ansell (Hong Kong) Limited.	Hong Kong*	100	100
PDOCB Pty. Ltd.	Australia	100	100
Ansell Medical Products Pvt. Ltd.	India*	100	100
Suretex Ltd.	Thailand*	100	100
Latex Investments Ltd.	Mauritius*	100	100
Suretex Prophylactics (India) Ltd.	India*	100	100
STX Prophylactics S.A. (Pty.) Ltd.	South Africa*	100	100
Wuhan Jissbon Sanitary Products Company Ltd.	China*	90 ^(a)	90 ^(a)
Guangzhou Kangwei Trading Co Ltd	China*	100	100

Notes to the Financial Statements continued

27. Particulars Relating to Subsidiaries continued

	Country of Incorporation	Beneficial Interest	
		2014 %	2013 %
Shanghai Feidun Trading Company Ltd.	China*	100	100
Shenyang Yipeng Trading Company Ltd.	China*	100	100
PD Licensing Pty. Ltd.	Australia	100	100
PD Shared Services Pty. Ltd.	Australia	100	100
PD Shared Services Holdings Pty. Ltd.	Australia	100	100
Siteprints Pty. Ltd.	Australia	100	100
S.T.P. (Hong Kong) Ltd.	Hong Kong*	100	100
Pacific Dunlop Holdings N.V.	Netherlands Ant.*	100	100
Pacific Dunlop (Netherlands) B.V.	Netherlands*	100	100
The Distribution Group Holdings Pty. Ltd.	Australia	100	100
The Distribution Group Pty. Ltd.	Australia	100 ^(b)	100 ^(b)
The Distribution Trust	Australia	100	100
Union Knitting Mills Pty. Ltd.	Australia	100	100
Xelo Pty. Ltd.	Australia	100	100
Xelo Sacof Pty. Ltd.	Australia	100	100

* Subsidiaries incorporated outside Australia carry on business in those countries.

(a) Owned 49.2 per cent by P.D. International Pty. Ltd. and 40.8 per cent by Pacific Dunlop Holdings (China) Co. Ltd.

(b) The trustee of The Distribution Trust is The Distribution Group Pty. Ltd. The beneficiary of the trust is Ansell Limited.

28. Parent Entity Disclosures

As at the end of and throughout the financial year ending 30 June 2013, the parent company of the Group was Ansell Limited.

	2014 US\$m	2013 US\$m
Result of the parent entity		
Profit for the period	202.2	81.8
Other comprehensive income	3.4	(2.1)
Total comprehensive income for the period	205.6	79.7
Financial position of the parent entity at year end		
Current assets	743.2	550.7
Total assets	2,742.4	2,180.4
Current liabilities	1,161.7	1,151.6
Total liabilities	1,162.0	1,151.9
Total equity of the parent entity comprising:		
Issued capital	1,226.8	864.6
Reserves	43.2	4.9
Retained profits	310.4	159.0
Total equity	1,580.4	1,028.5

The consolidated Group has a net current asset position of \$566.4 million (2013: \$450.8 million) which the parent company controls. As at 30 June 2014, the parent company has a net current liability position of \$418.5 million (2013: \$600.9 million). The Directors will ensure that the parent company has, at all times, sufficient funds available from the Group to meet its commitments.

Parent entity guarantee

The parent entity guarantees the debts of certain subsidiaries that are guarantors under the Group's revolving credit bank facility.

29. Earnings Per Share

	2014 US\$m	2013 US\$m
Earnings reconciliation		
Net profit	44.4	143.3
Net profit attributable to non-controlling interests	2.6	4.1
Basic earnings	41.8	139.2
Add back: restructuring and asset impairments	123.0	–
Less: tax on above items	(7.9)	–
Basic earnings excluding restructuring and asset impairments	156.9	139.2
 Diluted earnings	 41.8	 139.2
Diluted earnings excluding restructuring and asset impairments	156.9	139.2

	Number of Shares (Millions)	
Weighted average number of ordinary shares used as the denominator		
Number of ordinary shares for basic Earnings Per Share	142.6	130.7
Effect of partly paid Executive Plan shares, options and PRs	1.0	0.6
Number of ordinary shares for diluted Earnings Per Share	143.6	131.3

Partly paid Executive Plan shares, options and PRs have been included in diluted Earnings Per Share in accordance with Accounting Standards.

	cents	cents
Earnings Per Share		
Basic Earnings Per Share	29.3	106.5
Diluted Earnings Per Share	29.1	106.1
 Earnings Per Share excluding restructuring and asset impairments		
Basic Earnings Per Share excluding restructuring and asset impairments	110.0	106.5
Diluted Earnings Per Share excluding restructuring and asset impairments	109.3	106.1

Directors' Declaration

1. In the opinion of the Directors of Ansell Limited (the Company):

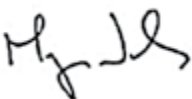
- (a) the consolidated Financial Statements and notes, set out on pages 2 to 40, and the Remuneration Report contained in the Directors' Report, set out on pages 13 to 34, are in accordance with the *Corporations Act 2001*, including:
 - (i) giving a true and fair view of the Group's financial position as at 30 June 2014 and of its performance, for the year ended on that date; and
 - (ii) complying with Australian Accounting Standards and the Corporations Regulations 2001;
- (b) the consolidated Financial Statements and notes also comply with International Financial Reporting Standards as disclosed in Note 1;
- (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

2. The Directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the Chief Executive Officer and the Chief Financial Officer for the financial year ended 30 June 2014.

Signed in accordance with a resolution of the Directors:



G L L Barnes
Director



M R Nicolin
Director

Dated in Melbourne this 18th day of August 2014.

Independent Audit Report

to the members of Ansell Limited



Independent auditor's report to the members of Ansell Limited

Report on the financial report

We have audited the accompanying financial report of Ansell Limited (the Company), which comprises the consolidated balance sheet as at 30 June 2014, and consolidated income statement and consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year ended on that date, notes 1 to 29 comprising a summary of significant accounting policies and other explanatory information and the directors' declaration of the Group comprising the Company and the entities it controlled at the year's end or from time to time during the financial year.

Directors' responsibility for the financial report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement whether due to fraud or error. In note 1, the directors also state, in accordance with Australian Accounting Standard AASB 101 *Presentation of Financial Statements*, that the financial statements of the Group comply with International Financial Reporting Standards.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We performed the procedures to assess whether in all material respects the financial report presents fairly, in accordance with the *Corporations Act 2001* and Australian Accounting Standards, a true and fair view which is consistent with our understanding of the Company and Group's financial position and of its performance.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.

Liability limited by a scheme approved under Professional Standards Legislation.

Independent Audit Report continued

to the members of Ansell Limited



Independence

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*.

Auditor's opinion

In our opinion:

- (a) the financial report of the Group is in accordance with the *Corporations Act 2001*, including:
 - (i) giving a true and fair view of the Group's financial position as at 30 June 2014 and of its performance for the year ended on that date; and
 - (ii) complying with Australian Accounting Standards and the Corporations Regulations 2001.
- (b) the financial report also complies with International Financial Reporting Standards as disclosed in note 1.

Report on the remuneration report

We have audited the Remuneration Report included in the directors' report for the year ended 30 June 2014. The directors of the Company are responsible for the preparation and presentation of the remuneration report in accordance with Section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with auditing standards.

Auditor's opinion

In our opinion, the remuneration report of Ansell Limited for the year ended 30 June 2014, complies with Section 300A of the *Corporations Act 2001*.

KPMG

Gordon Sangster
Partner

Melbourne

18 August 2014

Shareholders

Details of quoted shares held in Ansell Limited as at 19 August 2014

Distribution of Ordinary Shareholders and Shareholdings

Size of Holding	Number of Shareholders	% of Total	Number of Shares	% of Total
1 –1,000	26,257	77.49%	9,238,010	6.04%
1,001 – 5,000	6,876	20.29%	13,447,527	8.79%
5,001 – 10,000	509	1.50%	3,473,646	2.27%
10,001 – 100,000	211	0.62%	4,836,600	3.16%
100,001 and over	33	0.10%	121,945,098	79.73%
Total	33,886	100.00%	152,940,881	100%

* Including 520 shareholders holding a parcel of shares of less than \$500 in value (26 shares), based on market price of \$19.74 per unit.

Percentage of the total holdings of the 20 largest shareholders = 78.55 per cent.

In addition to the foregoing, there were 59 members of the Executive Share Plan, whose shares are paid to 5 cents each, holding 62,900 Plan shares.

Voting rights as governed by the Constitution of the Company provide that each ordinary share holder present in person or by proxy at a meeting shall have:

- (a) on a show of hands, one vote only;
- (b) on a poll, one vote for every fully paid ordinary share held.

Twenty Largest Shareholders

Registered Holder	Number of Fully Paid Shares	% of Issued Capital
HSBC Custody Nominees (Australia) Limited	53,700,329	35.11
J P Morgan Nominees Australia Limited	25,440,698	16.63
National Nominees Limited	10,267,911	6.71
Citicorp Nominees Pty Limited	9,019,639	5.90
RBC Investor Services Australia Nominees Pty Limited <PI Pooled A/C>	6,532,599	4.27
BNP Paribas Noms Pty Ltd <DRP>	2,893,027	1.89
RBC Investor Services Australia Nominees Pty Limited <BKCUST A/C>	2,741,874	1.79
Citicorp Nominees Pty Limited <Colonial First State Inv A/C>	2,034,012	1.33
Australian Foundation Investment Company Limited	1,283,865	0.84
RBC Investor Services Australia Nominees Pty Limited <PIIC A/C>	1,067,010	0.70
Amp Life Limited	955,196	0.62
HSBC Custody Nominees (Australia) Limited <Nt-Comnwlth Super Corp A/C>	929,617	0.61
Argo Investments Limited	786,972	0.51
UBS Wealth Management Australia Nominees Pty Ltd	638,151	0.42
Mirrabooka Investments Limited	490,105	0.32
Questor Financial Services Limited <TPS Rf A/C>	360,696	0.24
Sandhurst Trustees Ltd <SISF A/C>	271,000	0.18
Australian Executor Trustees Limited <No 1 Account>	264,559	0.17
UBS Nominees Pty Ltd <TP00014 15 A/C>	238,183	0.16
The Manly Hotels Pty Limited	222,854	0.15
Top 20 holders of Issued Capital Classes	120,138,297	78.55
Total Remaining Holder Balance	32,802,584	21.45

Shareholders continued

Register of Substantial Shareholders

The names of substantial shareholders in the Company and the number of fully paid ordinary shares in which each has an interest, as disclosed in substantial shareholder notices to the Company on the respective dates shown, are as follows:

9 March 2011	M & G Group	23,973,737	18.01%
22 April 2013	FMR LLC and FIL	9,340,208	7.15%
3 May 2013	Lazard Asset Management Pacific Co	12,929,626	9.89%
22 May 2013	Matthews International Capital Management LLC	9,450,104	7.23%

Shareholder Information

Annual Report

Ansell's Annual Report 2014 provides shareholders with a summary of the Group's operations and contains the fully financial statement for the 2014 financial year. The Annual Report 2014 provides a summary of the Group's financial performance, financial position, and financing and investing activities. There is currently no on-market buy-back.

Ansell Limited has opted to deliver its Annual Reports by making them available on our company website www.ansell.com

Shareholders are entitled to receive a printed copy of the Annual Report, but the Company will only send a printed copy to shareholders who elect to receive one.

Shareholders can also access other information pertaining to the Company and its activities from its website at www.ansell.com

Change of Address

Shareholders should notify the Company in writing immediately there is a change to their registered address. For added protection, shareholders should quote their Securityholder Reference Number (SRN) or Holder Identification Number (HIN).

Dividend

A final dividend of US 22 cents per share will be paid on 24 September 2014 to shareholders registered on 1 September 2014. The dividend will be unfranked.

Australian shareholders may elect to have cash dividends paid directly into any bank, building society or credit union account in Australia. Shareholders with registered addresses in New Zealand, the United Kingdom or the United States who receive cash dividends may elect to be paid by cheque in their respective currencies. Shareholders with a registered address in Canada can receive their dividends in US dollars.

Shareholder Information continued

Company Directory

The Annual Report and the Company's internet site are the main sources of information for investors. Shareholders who wish to contact the Company on any matter relating to its activities are invited to contact the most convenient office listed below, or contact the Company via its website at www.ansell.com

Investor Relations Contact

Australia – Registered Company Office

Mr David Graham
Ansell Limited
Level 3
678 Victoria Street
Richmond, VIC, 3121
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Facsimile: +61 3 9270 7300
Email: shareholderenquiries@ap.ansell.com

United States

Mr Neil Salmon
Ansell Limited
Suite 210
111 Wood Avenue, South
Iselin NJ 08830
Telephone: +1 732 345 5359
Facsimile: +1 732 219 5114
Email: neil.salmon@ansell.com

Company Secretary

Australia – Registered Company Office

Mr Alistair Grant
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United States

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Facsimile: +1 732 219 5130
Email: bill.reilly@ansell.com

Enquiries

Shareholders requiring information about their shareholdings should contact the Company's registry at:

Computershare Investor Services Pty Ltd

Yarra Falls
452 Johnston Street
Abbotsford VIC 3067
or
GPO Box 2975
Melbourne VIC 3001
Australia
Telephone: +61 3 9415 4000
Facsimile: +61 3 9473 2500
Shareholder Enquiries: 1300 850 505
(Australian residents only)
Email: web.queries@computershare.com.au

or visit Computershare's Investor Centre online at www.investorcentre.com where shareholder information can be accessed. You will need to have your SRN or HIN along with your postcode.

Listings

Ansell Limited shares (Ticker Symbol ANN) are listed on the Australian Stock Exchange.

Financial Calendar – 2015

10 February 2015

Announcement of result for half-year ending 31 December 2014

11 August 2015

Announcement of result for year ending 30 June 2015

8 October 2015

Annual General Meeting

Refer to Ansell's website for Shareholder Calendar dates.

Registered Office

Ansell Limited
Level 3
678 Victoria Street
Richmond VIC 3121
Australia



Ansell