

ANSELL LIMITED Full Year Results to June 2015

Magnus Nicolin - Chief Executive Officer Neil Salmon - Chief Financial Officer

Ansell Protects™

















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Contents

- Magnus Nicolin
 Business Overview
- 2. Magnus Nicolin
 GBU & Region Performance
- Neil Salmon
 Financial Report
- 4. F'16 Outlook





SECTION 1 :: Magnus Nicolin **Business Overview**









A Year of Integration and Continued Performance

US Dollars used in all slides unless otherwise specified

| | F'14 | | F | 15 | Sales Growth at constant | |
|-----------------|----------|-------------------------|------------------|-----------------------|--------------------------|--|
| | Reported | Underlying ¹ | Reported | % Change ³ | currency ⁴ | |
| Sales (\$M) | 1,590 | 1,590 | 1,645 | +3.5% | +9.3% | |
| EBIT (\$M) | 84 | 207 | 245 ² | +18.8% | | |
| PA (\$M) | 42 | 157 | 188 | +19.5% | | |
| EPS (¢) | 29.3 | 110.0 | 122.5 | +11.4% | | |
| Free Cash (\$M) | 178 | 178 | 137 | -22.8% | | |
| Dividend | US39¢ | | US43¢ | +10.3% | | |

^{4.} Constant currency compares F'15 results to F'14 results restated at F'15 average exchange rates













^{1.} F'14 Underlying numbers exclude the \$123m pre tax one-off restructuring charge announced on 30 June, 2014 and in management's view provides a better comparison to future

^{2.} F'15 includes previously announced \$17.8m pre-tax gain on sale of Shah Alam offset by pre-tax \$17.4m restructuring charge.

^{3. %} movement measured against F'14 Underlying numbers

Ongoing Strong Financial Performance Continues



| CAGR'S 20 | | HIGHLIGHTS |
|--------------|-------|--|
| Sales | 5.6% | Acquisitions and Growth brands¹ driving Sales Growth |
| EBIT | 12.0% | EBIT up by 2x since 2010, 4 yrs of EBIT Margin Growth |
| EPS | 9.2% | • 7 Consecutive Years of EPS Growth ² |

- 1. Growth brands defined on GBU Performance pages 15,17,19 and 21
- 2. F'14 EBIT and EPS on underlying basis excluding \$123m pre-tax one-off restructuring costs

Sales (\$m) ---EPS (\$c) ---EBIT (\$m) ---EBIT Margin (%)



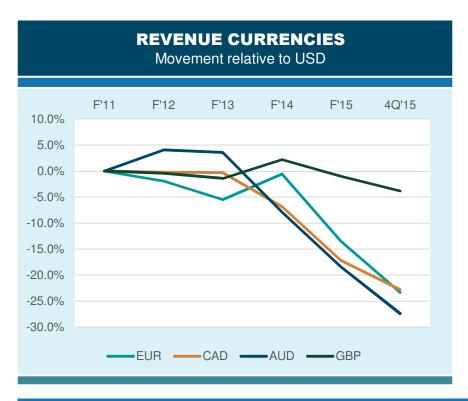








FX – Sharp Decline In Revenue Currencies Reducing Sales in US\$ Reporting Currency



Financial Impact of Currency Moves Comparing F'14 to F'15 and 4Q'15 Variance in **Annualized Impact to Weighted Average** Revenue **Revenue Currency** 5%₽ ~\$75m F'15 vs F'14 4Q'15 vs F'14 8%4 ~\$130m

US 51% 25% Euro **AUD** 5% **GBP** 4%

Revenue Mix by Major Revenue Currency

- Decline in EUR, AUD, CAD results in lower reported US\$ revenue
- F'15 weighted average of major revenue currencies 5% lower vs F'14 impact ~ \$75m
- 4Q'15 rates represent an 8% weighted average decline vs F'14
- If 4Q'15 levels sustained in F'16 this would result in a further \$55m revenue reduction in F'16 vs F'15



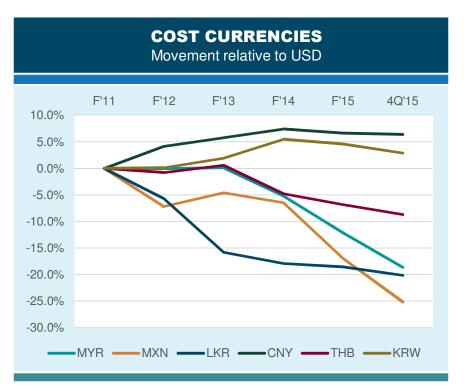








FX – Lower Cost Currencies Only Partially Offsetting Lower Revenue Currencies



| Financial Impact of Currency Moves Comparing F'14 to F'15 and 4Q'15 | | | | | |
|---|-----|--------|--|--|--|
| Variance in Annuaized Impact to Weighted Average Total Cost Cost Currency (COGS + SG&A) | | | | | |
| F'15 vs F'14 | 3%₫ | ~\$45m | | | |
| 4Q'15 vs F'14 | 6%₽ | ~\$80m | | | |

• Cost currency trends vs USD are more varied, with only some of the major currencies declining significantly, offsetting only approximately 60% of the revenue currency impact











FX – EBIT Impact of FX movements

Change in average rates of major revenue and cost currencies **Modelled Annualized Currency Impact** Comment **EBIT** Revenue Actual currency impact on revenue \$86m, of which \$75m explained by ~ \$30m average move in major currencies. F'15 vs F'14 ~ \$75m EBIT loss offset by \$20m hedge gain in F'15 If Q4'15 rates sustained through F'16, additional F'16 EBIT reduction of Q4'15 rates ~ \$55m ~ \$20m \$20m anticipated. vs F'15 Avq Hedge gain also expected to be approx \$10m lower vs F'15 **Total vs** In total, movement in currencies from F'14 average rate to 4Q'15 exit ~\$130m ~\$50m F'14 rate equivalent to \$50m EBIT reduction to Ansell





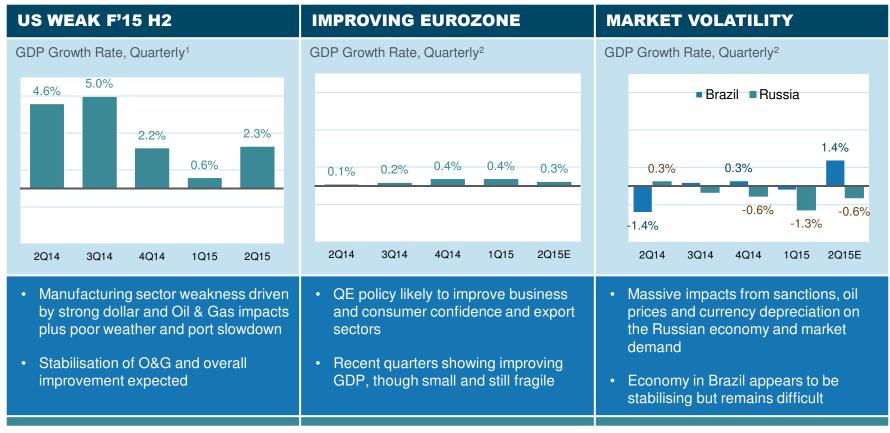


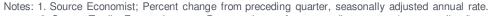




Global Trading Environment F'15 H2

During H2, the US economy unexpectedly weakened while the Eurozone area started to show signs of growth. Improving conditions are expected in most markets, however with continued volatility.





2. Source TradingEconomics.com; Percent change from preceding quarter (not annualised)







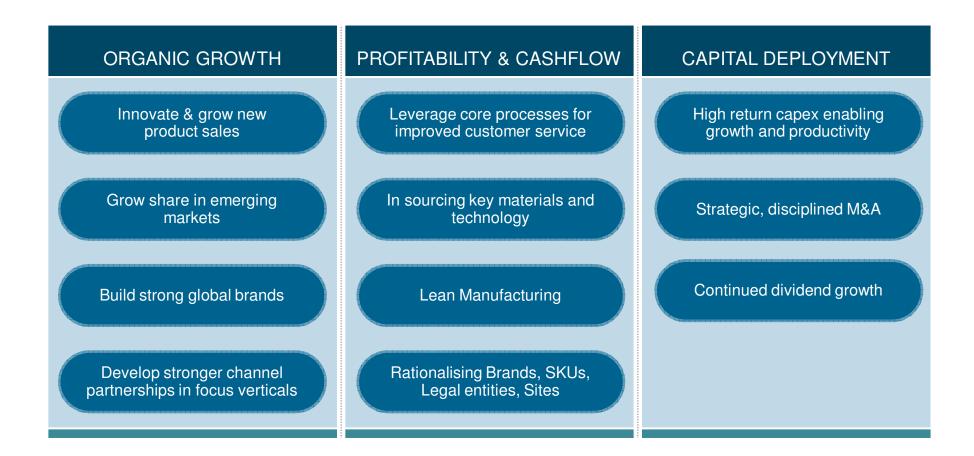






Strategies to Drive Ansell forward

Driving Growth, Profitability & Cash Flow and Enabling Value Creation Through Capital Deployment.







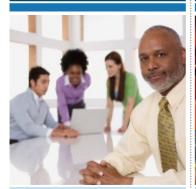






Ansell's Business Portfolio Significantly Strengthened: **Driving Value Creation**

People & Process



- > 9,000 employees trained on lean
- Global salesforce coverage improved
- 5 major systems implementations in F'15
- Strengthened, smaller leadership team
- Shared services
- Eliminating legacy systems

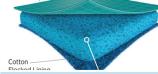
Brands



- · Best Brands in Industry
- All growing >5% per annum and gaining market share
- New Emerging Market Brands growing fast
- · Rationalised non core brands and products

Innovation





- · 3 new R&D centers
- Material Science Innovation (Intercept, Sensoprene)
- Over 100 new products & innovations launched in 3 years.
- R&D co-located with manufacturing
- Moving to fewer, bigger product launches

M&A



- 10 acquisitions in 4 years, of which 7 performing ahead of expectation
- Microgard (\$96m) & Hands International (\$20.2m) completed in F'15
- Exited Military
- Reduced refocused Retail position

Manufacturing



- Increased capex spend primarily on productivity investments with strong returns
- Creating new manufacturing capability
- · Closing under-utilised sites.
- Automation & energy efficiency gains









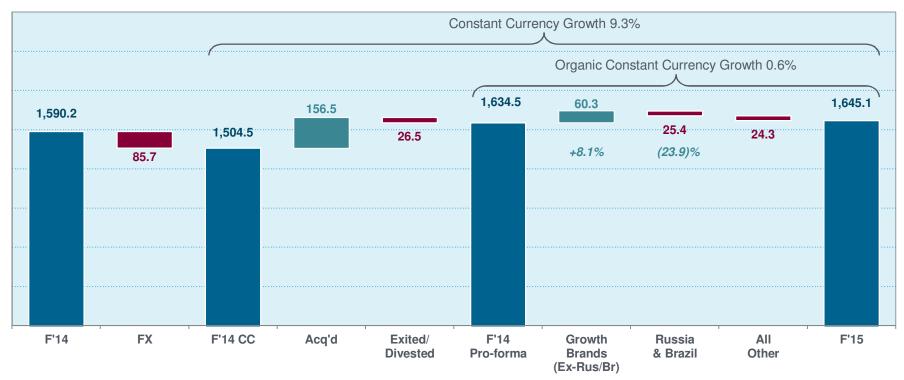




F'15 ORGANIC GROWTH

Continued Growth in a Challenging Environment

Constant Currency Sales grew 9.3% on contribution from acquisitions and over 8% increase in sales of Growth Brands. Severe downturn in Russia & Brazil plus weaker results with mature and non-core segments limited overall organic growth to 0.6%



Notes:

- 1. Organic analysis adjusts for FX, Acquisitions and Exits/Divestments
- 2. Growth brands composed of Industrial HyFlex®, ActivArmr®, Alphatec®, SolVex®, Edge®; Single Use Microflex®, TouchNTuff®; Medical Gammex®, Encore®, MediGrip®, Sandel®; Sexual Wellness - SKYN®, Jissbon®, Kamasutra®, Blowtex®











F'15 ORGANIC GROWTH

Strategic Drivers of Long Term Growth Performing Well

Despite currency and geographic headwinds, the focused areas of investment that will drive long term growth and sustain Ansell's competitive advantages performed well in F'15

GLOBAL BRANDS

- Leading brands in each segment
- Solid organic sales performance across Growth brands²:
 - 117% IND
 - 115% MED
 - 115% SU
 - 113% sw

EMERGING MARKETS (24% Total Sales)

- û2.4% Emerging Market
 organic sales growth in a volatile environment
- û 12.4% Excl. Russia & Brazil with widespread success across other EM
- **↓**37% Russia & **↓**7% Brazil on challenging economic conditions

INNOVATION AND NEW PRODUCT SALES

- û32% SU & IND delivering
 an outstanding new product sales result
- driving MED new product sales
- ↑15% Growth in SW new products on SKYN® range expansion

VERTICAL DEVELOPMENT

- ↑32% Chemical
- ↑7% Life Science
- ↑8% Auto-Aftermarket
- û 16% Healthcare Safety Solutions

- 1. Organic analysis adjusts for FX, Acquisitions and Exits/Divestments
- 2. Growth brands defined on GBU Performance pages 15,17,19 and 21









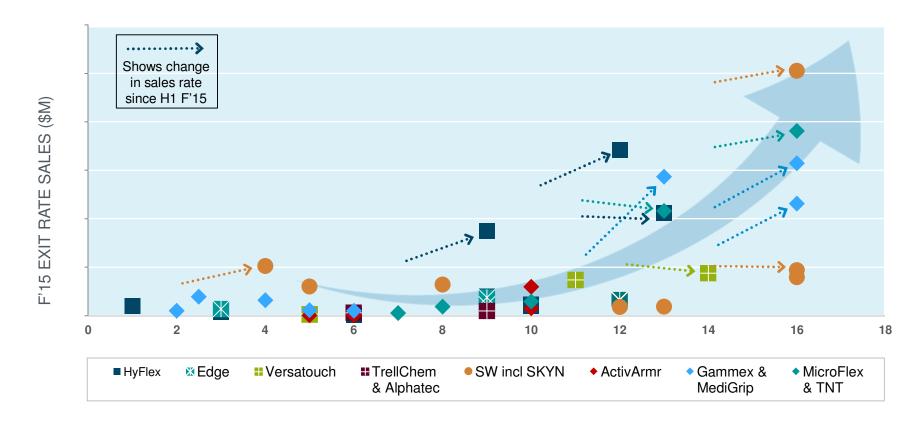




New Product Sales Development

- New Product sales following ramps appropriate for each product's category and market
- · Recent Industrial HyFlex® launches performing particularly well and solid acceleration in Medical Gammex® & Medi-Grip® new products

NO. QUARTERS SINCE LAUNCH













Leading Global Market Shares and Balanced Portfolio Providing Growth Potential

| | INDUSTRIAL | SINGLE USE | MEDICAL | SEXUAL WELLNESS |
|---|---|---|--|---|
| Sales \$m (% of Ansell) | 669 41% | 312 19% | 447 27% | 217 13% |
| EBIT Margin ¹ (EBIT % of Ansell) | 13.9% 37% | 19.1% 24% | 15.8% 28% | 12.0% 11% |
| Global market position vs competitor | #1 in hand protection >2X no.2 player | #1 in differentiated verticals 3X no.2 player | #1 in surgical 1.1X no. 2 player | #2 in branded condoms |
| Top Brand Sales | HyFlex [®] >\$200m +6% | Microflex® >\$170M +4% | Gammex [®] >\$125m + 7% | SKYN® +16% |
| Why Ansell is winning | High performance Uniquely comfortable Broadest range User productivity Leveraging Guardian Global coverage | Efficient supply chain Product performance Products tailored to end user needs Strong in niche markets | Clinically relevant technologies Comfort & protection Broadest synthetic surgical range Global coverage | 1st to market with superior PI platform Emerging market coverage |

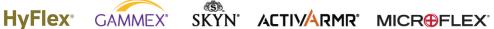
Notes: 1. Before restructuring charges

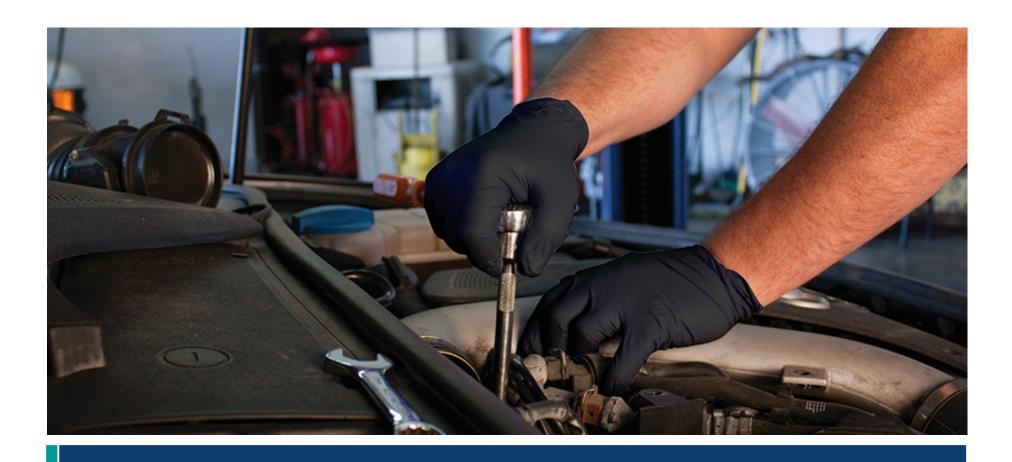












SECTION 2 :: Magnus Nicolin
GBU & Region Performance









F'15 **Industrial GBU**

SUMMARY HIGHLIGHTS

SALES

- Organic¹ sales down 1% on N America H2 weakness, very challenging Russian & Brazil economies and losses in the less differentiated segments of the portfolio
- Strong results in other Emerging Markets China +36%, MEA +14%, Mexico +10%, Mediterranean +25%

BRANDS

- Growth Brands showing strong results; +8% YoY excluding Russia & Brazil
- HyFlex® +6%, Alphatec® +11%, ActivArmr® +25% and EDGE® +85%
- Sales of older "mature" brands lower particularly within less differentiated styles

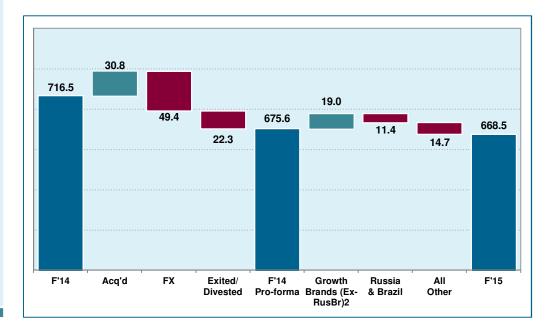
NEW PRODUCTS

- Exceptional new product sales growth of 35% YoY
- Proprietary yarn technology, Intercept[®], launched within HyFlex® range

EBIT

 Reported EBIT down 1% but up 8% organic on improving mix and productivity initiatives

| | F'14 | F'15 | % CHANGE |
|-------------------|----------|----------|----------|
| Sales | \$716.5m | \$668.5m | -6.7% |
| EBIT ³ | \$93.6m | \$92.7m | -1.0% |
| % EBIT/Sales | 13.1% | 13.9% | |



Notes: 1. Organic sales adjusted for FX, acquired and exited/divested business.

2. Growth brands include HyFlex®, ActivArmr®,, Alphatec® SolVex®, and EDGE®

3. EBIT for F'14 and F'15 excludes restructuring











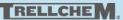
Industrial GBU Changing the Game

STRATEGIC & TRANSFORMATIVE ACQUISITIONS

COMASEC

CONSOLIDATED GLOVE CATEGORY SHARE, ENABLED NEXT GENERATION INNOVATION AND EXPANDED TO NEW **SEGMENTS**





POWERFUL FAMILY OF GROWTH BRANDS

End user awareness (unaided & aided) for both Ansell & HyFlex® against competitive brands









with **GROUND BREAKING**

technology



Early traction with one of the world's largest mining companies, and two of the top 10 automotive companies now converting to HyFlex® styles with INTERCEPT® cut protection technology,



F'15 BODY PROTECTION **SALES EXCEED**

\$100m















F'15 Single Use GBU

SUMMARY HIGHLIGHTS

SALES

- 2.3% organic1, constant currency growth
- BSSI integration continues to progress smoothly positioning the business for accelerated global expansion

BRANDS

- Organic sales growth from both Microflex® (+4%) and TNT® (+7%) despite price reductions on lower RMs
- "All other" sales decrease linked to losses in non core latex and older less differentiated styles

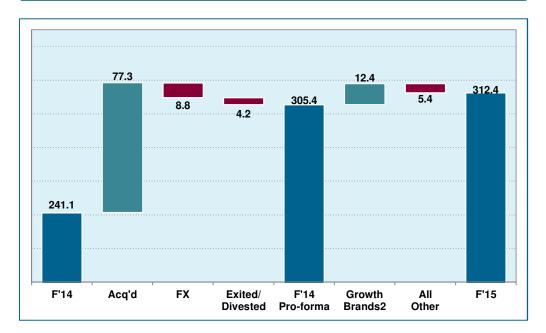
NEW PRODUCTS

 Overall good momentum created with New Products. Key Microflex® products launched globally - total new products up 25% organically

EBIT

• EBIT up 85% on acquisition and up 26% organically on favorable mix, lower raw material costs and better than expected acquisition synergies

| | F'14 | F'15 | % CHANGE |
|-------------------|----------|----------|----------|
| Sales | \$241.1m | \$312.4m | +29.6% |
| EBIT ³ | \$32.2m | \$59.7m | +85.4% |
| % EBIT/Sales | 13.4% | 19.1% | |



Notes: 1. Organic sales adjusted for FX, acquired and exited/divested business.

2. Growth brands include Microflex® and TouchNTuff®

3. EBIT for F'14 and F'15 excludes restructuring











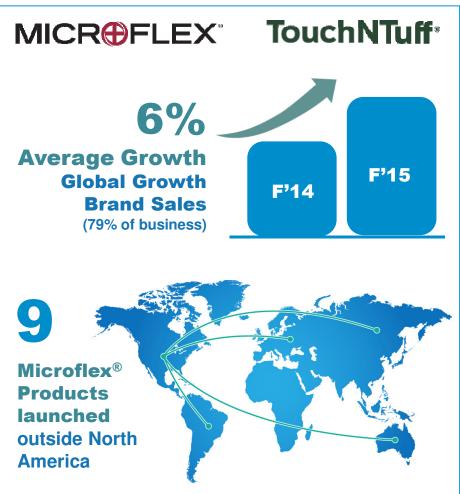


SU GBU Poised For Global Expansion





















SUMMARY HIGHLIGHTS

SALES

- Sales up due to full year impact of acquisition; Organically¹, sales are slightly down due to H2 Russia decline and NA Latex Exam losses.
- Synthetic Surgical and HSS with strong organic growth of 10% and 16%, respectively
- Outside Russia, Emerging Markets up 12%

BRANDS

 Growth Brands up 9% organically¹ excluding Russia & Brazil with key contribution from Gammex® +11%, Medi-Grip® +10% and Sandel® +19%

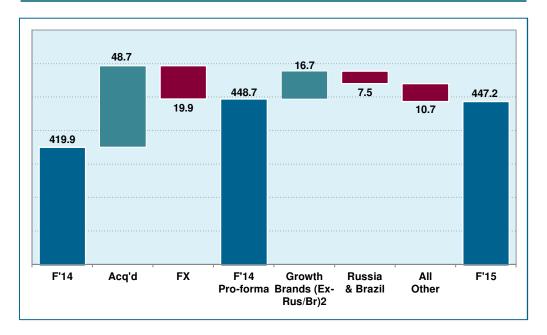
NEW PRODUCTS

- 83% growth in Gammex® Sensoprene® helping drive overall Synthetic Surgical sales
- MEDI-GRIP® new products more than doubled reflective of Emerging Markets success ex-Russia

EBIT

• EBIT and margin improvement driven by acquisition

| | F'14 | F'15 | % CHANGE |
|-------------------|----------|----------|----------|
| Sales | \$419.9m | \$447.2m | +6.5% |
| EBIT ³ | \$57.5m | \$70.6m | +22.8% |
| % EBIT/Sales | 13.7% | 15.8% | |



Notes: 1. Organic sales adjusted for FX, acquired and exited/divested business.

2. Growth brands include GAMMEX®, ENCORE®, MEDI-GRIP® and SANDEL®

3. EBIT for F'14 and F'15 excludes restructuring



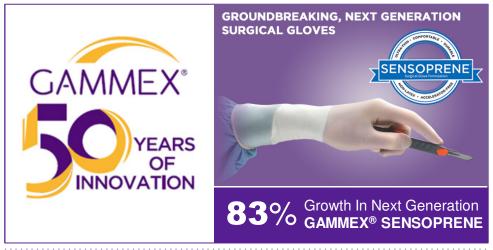




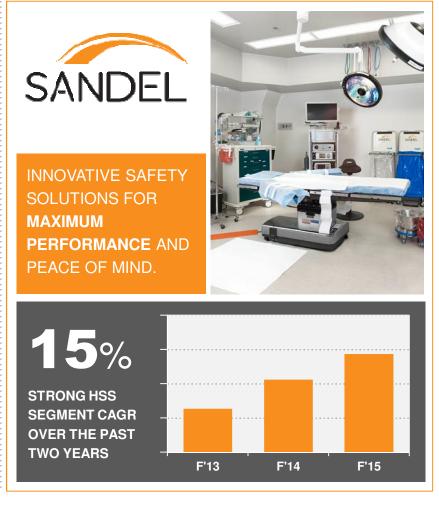




Medical GBU Historic Innovation & New Segment Growth

















Sexual Wellness GBU

SUMMARY HIGHLIGHTS

SALES

- Organic¹ constant currency growth of 6% driven by strong growth in China (+14%), key campaigns in Europe (+8%) and India (+21%)
- Other products, fragrances, lubricants & devices up
- Organic¹ growth accelerated in H2, up 12%

BRANDS

- SKYN® growth of 16% with new launches and campaigns contributing strongly
- Other branded condoms benefiting from improved mix, price increases and turnaround in China

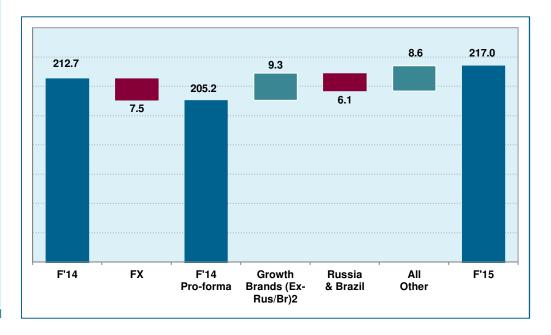
NEW PRODUCTS

- Successful launches expanded SKYN® range and revitalised NRL branded condoms
- New SKYN[®] lubricants range launched with early success

EBIT

 EBIT improving modestly as contribution from improving organic sales growth is reinvested for growth

| | F'14 | F'15 | % CHANGE |
|-------------------|---------|---------|----------|
| Sales | \$212.7 | \$217.0 | +2.0% |
| EBIT ³ | \$25.0 | \$26.1m | +4.4% |
| % EBIT/Sales | 11.8% | 12.0% | |



Notes: 1. Organic sales adjusted for FX, acquired and exited/divested business.

2. Growth brands include SKYN®, JISSBON®, BLOWTEX® and KAMASUTRA®

3. EBIT for F'14 and F'15 excludes restructuring













Sexual Wellness is back to healthy growth: Sales 6% up organic



GROWING BRAND AWARENESS & USAGE











LAUNCH OF NEW **VARIANTS & PACK** DESIGNS



















SECTION 3 :: Neil Salmon Financial Report









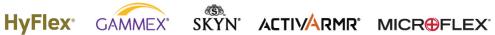
Profit & Loss – Acquisitions Assist Growth

| PROFIT & LOSS (US\$M) | F'14 | F'15 | NOTES |
|-----------------------|---------|---------|---|
| Sales | 1,590.2 | 1,645.1 | 3.5% growth, 9.3% CC#, 0.6% organic at CC |
| GPADE | 593.8 | 629.3 | GPADE Margin up 100bps to 38.3%, including \$20m hedge gain |
| SG&A | (387.3) | (384.0) | Lower on currency and restructuring offsetting \$5.2m increase from acquisitions |
| EBIT | 83.5 | 245.3 | Reported EBIT up 194% and 19% on F14 Underlying EBIT |
| Underlying EBIT | 206.5 | | F'14 underlying excludes \$123m one-off restructuring charge |
| Net Interest | (18.2) | (21.5) | Acquisition impact (mostly BSSI) |
| Taxes | (20.9) | (34.7) | DTA/NOTI \$3.5m(F'14 \$7.1m) |
| Minority Interests | (2.6) | (1.6) | |
| Profit Attributable | 41.8 | 187.5 | Up 19.5% on F'14 Underlying |
| Reported EPS | 29.3¢ | 122.5¢ | Up 11.4% on F'14 Underlying reflecting increased share count |
| Underlying EPS | 110.0¢ | | |
| Underlying EBIT:Sales | 13.0% | 14.9% | Record EBIT Margin from Acquisition Integration, Synergies and Restructuring Benefits |

[#] Constant Currency (CC) looks to remove the impact of FX to provide compatability between years. It is prior period results at the current periods FX rates. CC numbers are unaudited.











Other Key Financial Points

Underlying Tax Rate Higher at 18.9% excluding DTA/NOTI* Benefit and restructuring

- DTA/NOTI* benefit was \$3.5m or 2.3¢ a share compared to 5.0¢ in F'14
- Excluding DTA/NOTI, Shah Alam Gain & Restructuring tax rate of 18.9% in line with F'14 underlying rate, and lower than expected on favorable profit mix
- Australian losses are likely to be fully recognised for accounting purposes during 2H F'16, leading to an estimated 20% F'16 tax rate with no additional DTA benefit forecast.
- As Australian income incurs a full P&L tax charge into F'17, this is estimated to increase the F'17 tax rate to 24-25%

One off Property Sale and Restructuring Costs

 Reported EBIT includes a \$17.8m profit on sale of a property in Shah Alam Malaysia. Offsetting this was a Restructuring Charge of \$17.4m. PA benefit was favorable on lower tax applicable to Shah Alam gain

24th straight dividend increase

• F'15 dividend has been declared at US43¢ an increase of 10.3% on F'14. The payment date will be 10 September, 2015 and the DRP will be available to shareholders with no discount

*Deferred Tax Asset & Non Operating Tax Items











Restructuring Program – With Positive F'16 Benefits

Restructuring Program Delivering Benefits, Supported By Additional Actions Announced In June **2015 In Line With Productivity Strategy**

| F'15 COST INITIATIVES (US \$M) | TOTAL COST OF PROGRAM | | | CASH COST |
|--------------------------------|-----------------------|----------|---------|---------------|
| | EBIT \$m | NPAT \$m | EPS US¢ | (PRE TAX \$M) |
| Total Cost Initiatives | -17.4 | -12.7 | -8.2 | -12.5 |

Shares 153.1

| BSSI SYNERGIES AND RESTRUCTURING BENEFITS | F'16 Benefit | | | |
|---|--------------|----------|---------|--|
| KEY TO OFFSETTING CURRENCY HEADWIND IN F'16 | EBIT \$m | NPAT \$m | EPS US¢ | |
| From F'14 Restructuring Program | 14-15 | 10-11 | | |
| Plus additional BSSI synergy benefit not related to restructuring | 7.0 | 5.0 | | |
| From F'15 Cost Initiative Program (50% delivery in F'16) | 7-8 | 6.0 | | |
| Total BSSI Synergy & Restructuring Benefit | 28-30 | 21-22 | 14 | |

Shares 153.1

Notes:

- 1. F'14 Restructuring Charges \$123m, \$115m after tax, with balance to fall in F'15
- 2. \$5m of F'15 EBIT savings already anticipated in targets announced with BSSI Acquisition. The new aggregate \$10-11m benefit to F'15, including BSSI synergies, represents a \$5-6m increment to market expectations pre-restructuring announcement(2-3 cents benefit to EPS)
- 3. Enhanced full benefit of \$31m to \$32m (pre-tax) in F'16 includes synergies from BSSI and compares to previously estimated BSSI integration savings of \$10m plus F'15 cost
- 4. Income from site sales has not been quantified or included in figures above







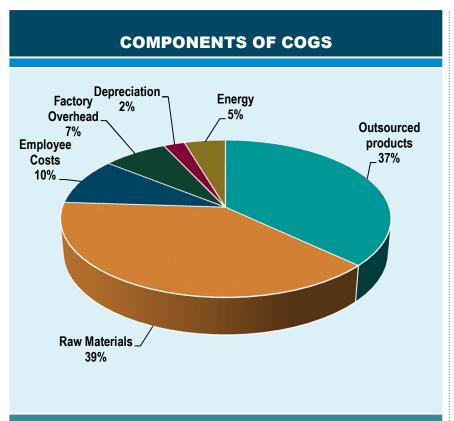


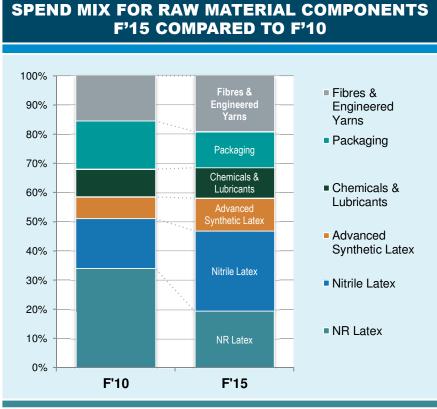




F'15 Raw Material Costs

Natural Rubber Latex Continues to Reduce as a % of Raw Material Costs.















Summary Balance Sheet

Remains Strong After Significant Acquisition Activity

| BALANCE SHEET (\$M) | F'14 | F'15 |
|----------------------------------|---------|---------|
| Fixed Assets | 206.1 | 231.3 |
| Intangibles | 1,067.7 | 1,116.0 |
| Other Assets/Liabilities | (67.1) | (91.9) |
| Working Capital | 348.2 | 374.1 |
| Net Operating Assets | 1,554.9 | 1,629.5 |
| Net Interest Bearing Debt | 414.4 | 462.9 |
| Shareholders' Funds | 1,140.5 | 1,166.6 |
| Gearing % (NIBD:NIBD & Equity) | 26.6% | 28.4% |
| ROA% (Underlying F'14 ROA 15.4%) | 6.5% | 15.4% |
| ROE% (Underlying F'14 ROE 15.7%) | 4.6% | 16.4% |

COMMENTS

- Fixed Asset increases due to higher Capex relative to Depreciation (\$49m) and acquisitions (\$13m)
- Intangible increases driven mainly by acquisitions
- Net Interest Bearing debt is largely non-current with next significant debt tranche maturity date approx. 4 years away.
- Gearing within the targeted range











F'15 Capital Expenditure

F'12 - F'15 Growth Investment Essential to Innovation Strategy. From F'15 Onwards Allocation **Increasing to High Return Profit Improvement Initiatives.**



- Information Technology Several key projects implemented including global HR system, and Oracle implementation to Global Trading Company
- Growth/expansion investments have focused on adding new dipping lines, knitting machines, R&D technologies/pilot lines and platforms
- Profit Improvements focus on reducing energy/utilities costs, providing for automation. increased throughputs and realising value from acquisitions all driving higher GPADE
- **Maintenance** temporarily higher maintenance expense partly on enhanced fire protection following Bangalore fire in F'14

^{*} Figures exclude investment in intangibles & proceeds on disposals











F'15 Free Cashflow Continues To Support Growth Ambitions



COMMENTS

- Other movements include cash impact of F'14 restructuring (~\$15m F'15), as well as the FX impact on Net Debt \$13m
- Acquisitions include Microguard® body protection and Hands less the divestiture of Lakeland shares
- Capex of \$84.5m offset by \$22.7m sale of Shah Alam proceeds used to fund upgrade of facilities at Melaka and Colombo to replace closed Shah Alam production facility
- Cash Conversion (EBITDA:Net Receipts From Ops) 79%. When Shah Alam gain excluded 85%













F'16 Outlook









F'16 OUTLOOK **EPS** Guidance

F'16 EPS expected to be in the range of \$1.05 to \$1.20, allowing for ongoing uncertainty in world economic conditions

Core Business Improvement

- Moderately more favourable economic conditions
- · Continued expansion of Growth brands driven by NPD pipeline
- Continued delivery of restructuring benefits
- Full year contributions from completed acquisitions
- Price Increases to partially offset currency impacts
- Realizing returns from productivity initiatives in manufacturing

Expected EPS impact 10 to 20¢

FX

- Anticipate a lower hedge gain in F'16 following the roll forward of our hedging protection.
- End F'15 FX Rates, if maintained through F'16, would reduce sales by c. \$55m, EBIT by c.\$30m, (inclusive of a \$10m lower hedge gain)
- We see downside risk from a further. weakening of the Euro, and upside from weaker cost currencies.

Expected EPS impact (14)-(18)¢

TAX

- · Australian off balance sheet tax losses likely fully recognised during 2H F'16. (No impact on cash tax rate)
- Underlying tax rate to rise to 20-21% including part year Australian tax charge
- No further DTA benefit expected (F'15 included 2.3c DTA benefit)

Expected EPS impact (8)¢













Ansell

Acquisitions Assisting Performance

FX impact most significant in EMEA, LAC and APAC also affected. NA up strongly with EBIT almost doubling on BSSI acquisition and success of Growth brands.

F'15 v F'141

