

Investor Day

Perth- Australia 1st December 2015 Greg Kilmister - ALS overview Raj Naran - Life Sciences

Kristen Walsh - Industrial

Brian Williams - Minerals



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ALS Limited - Investor Day (Perth 1st December 2015)





Company Profile



ALS Limited (ASX:ALQ) is an ASX 100 company that provides professional technical services to the global Mineral and Energy Resources (exploration, extraction, processing and trading), Life Sciences (environmental, food and pharmaceutical), and Industrial sectors throughout the world.

- +11,000 employees
- +400 sites
- +70 countries
- AU\$1.4 billion revenue
- 504 million¹ shares (96% free float)



¹ Post the 5 for 21 Accelerated Non-Renounceable Rights Entitlement Offer

Compliance and Sustainability



- Core values of "Safety as a Priority" and "Honesty and Integrity" supported by long term compliance program.
- Strong internal controls maintained by compliance portal which incorporates company policies, management sign-offs, environmental monitoring programs, training packages, incident databases, and performance tracking.
- Corporate Social Responsibility program tracks environmental performance, ensures efficient use of resources such as energy, encourages environmental initiatives including recycling programs, and promotes positive interaction with local communities.
- ALS continued its involvement in community and charity work with major recipients including the Red Cross, Unicef, the Salvation Army, and various hospital and cancer foundations.























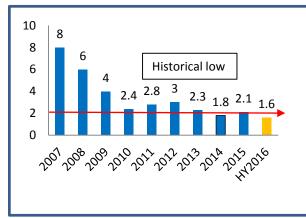


Health Safety and Environment



Performance at a glance:

Lost Time Injury Frequency Rate



ALS Group LTIFR

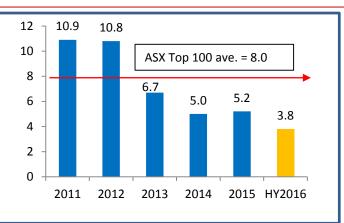
- Lowest LTIFR ever achieved for the Group.
- Reduction in LTIFR accomplished across all Divisions.

Total Recordable Incident Frequency Rate

ALS Group TRIFR

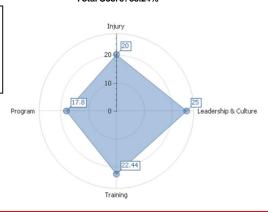
- Half the ASX top 100 average. *
- 65% reduction over last 5 years.

*Per Citi Research "Safety Spotlight: ASX Companies & More" July 2015.



Financial Year: April 2015 – September 2015 Total Score: 85.24%

PPI Scorecard on track to achieve > 90% target.







Positive Performance Scorecard

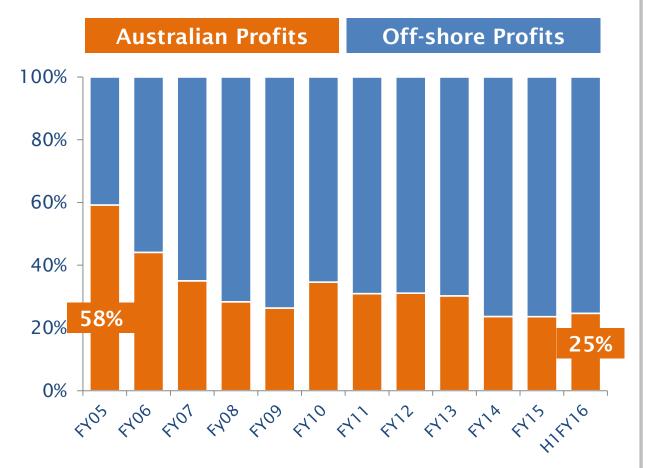
Focus on Training and Continuous Improvement

Client Recognition

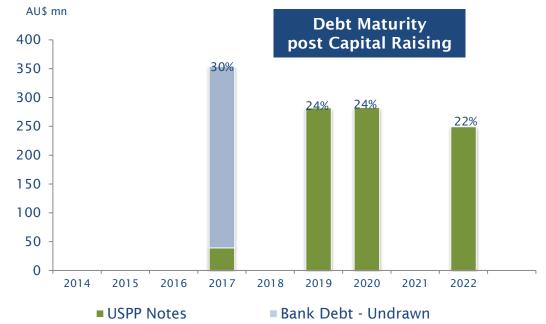
Earnings and Debt Position



Australian versus Off-shore Profits



		Sep-14	Mar- 15	Post Capital Raising	
Funding statistics					
Gearing ratio	Comfort 45%	35.5%	38.3%	26%	٦
Leverage (net debt / EBITDA	Max 3.25	2.7	2.5	1.8	
EBITDA interest cover	Min 3.75	8.8	9.1	9.2	J

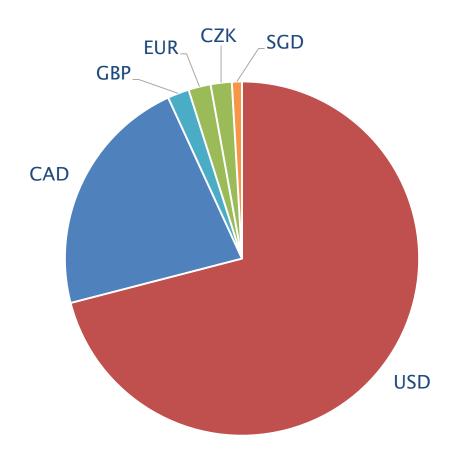


¹ Gearing ratio is net debt / net debt + total equity; ²3.25x is temporary and will revert to 3.0x effective 31 March 2016 in the absence of being extended by lenders; ³ EBITDA / net interest expense

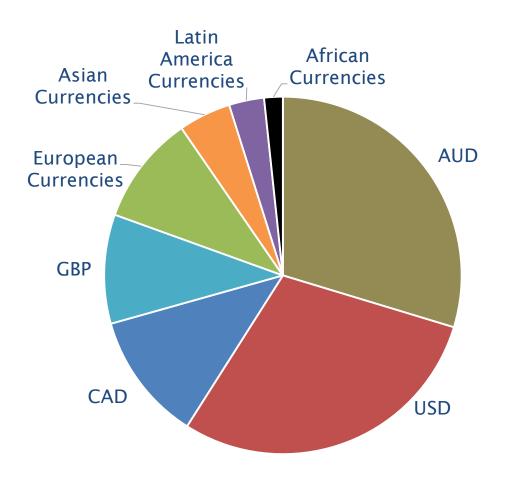
Debt Position - "earning currencies" a natural hedge



Debt Denomination

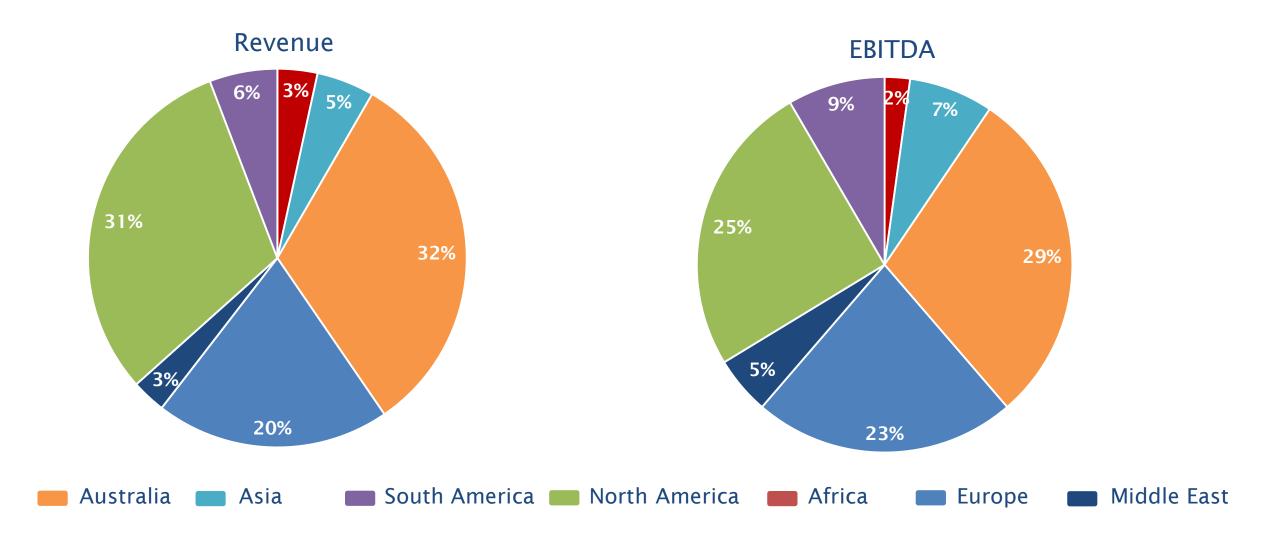


Invoice Currency



Regional Diversification – H1FY16





H1FY16 – Revenue by Region by Division





Strategic Goal



in a nut shell.....

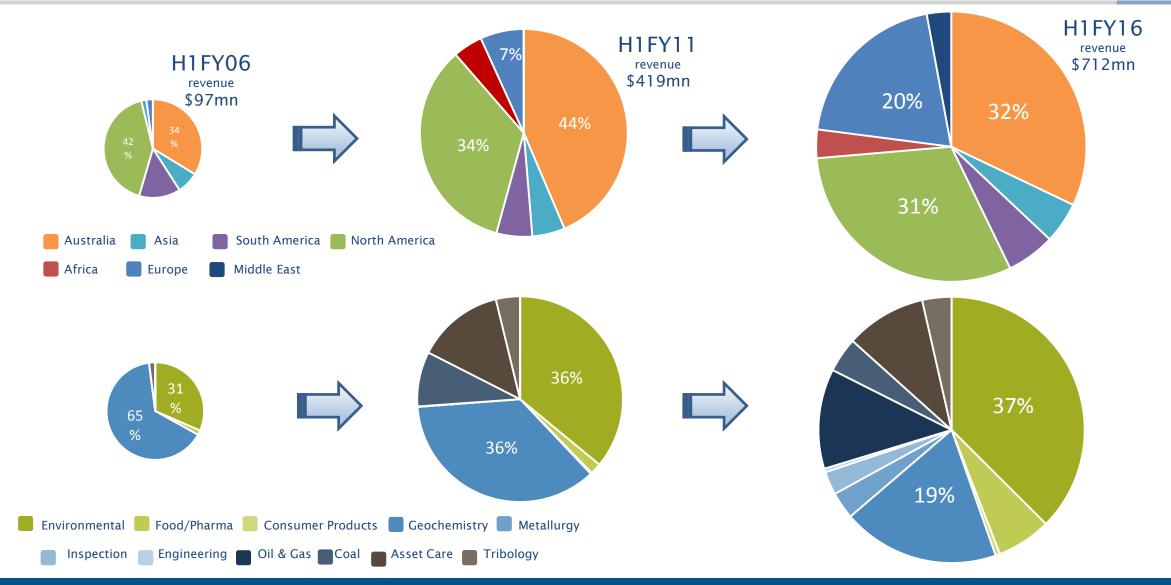
To be the market leader in any geography or market sector we operate - by creating an enduring competitive advantage.

what does that look like.....

- Technical leadership
- Innovative services
- Continually evolving services
- Holistic full service
- Flexible service delivery approach
- Data management
- Providing the "Right Solutions" as opposed to just a "Bundle of Services"
- Being the "Right Partner" as opposed to the "Right Service Provider"

Group Strategy - geographies & markets

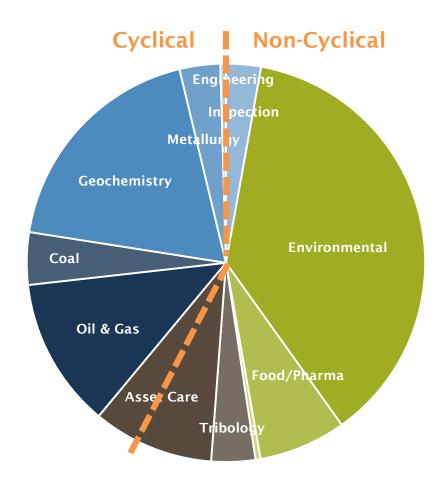


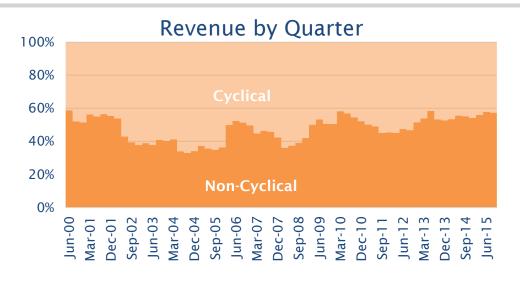


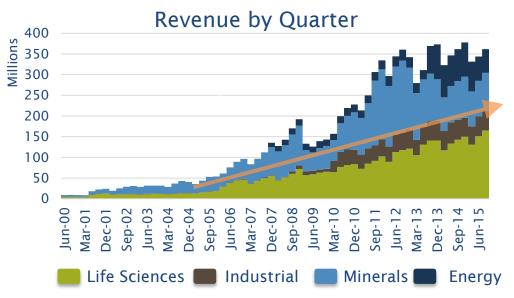
ALS Laboratory Revenue – strategic mix



H1FY16







ALS Strategic Assets





- 400+ sites
- 70+ countries
- 6 continents
- global IT network

- quality
- timeliness
- service
- innovation
- technology
- value

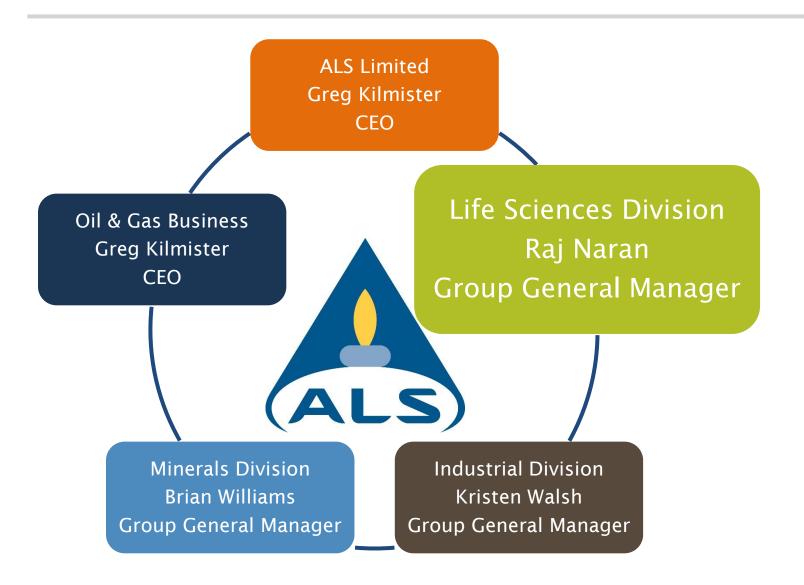
- LIMS
- MIS
- standardisation
- systemisation
- multi-language
- global

- state-of-the-art
- innovators
- standardisation
- unique
- centres of excellence

- people
- training
- focus
- client service
- communication
- passion

Life Sciences Division







Life Sciences Overview





Underlying ¹ results (AU\$)	H1 FY16	H1 FY15	Change
Revenue	\$318mn	\$276mn	+15%
EBITDA	\$76mn	\$66mn	+16%
EBIT	\$59mn	\$51mn	+16%
EBIT Margin	18.5%	18.4%	+10 bps

Overview

- Environmental
 - Grew revenue by 13% over H1 FY15
 - Gains in all regions
 - Improved margin performance in Australia and South America
 - Assisted by new contract work and cost management
- Food
 - Achieved revenue growth of 31% over H1 FY15
 - Acquisition of Controlvet in April 2015 –
 operations in Portugal, Spain and Poland

Outlook

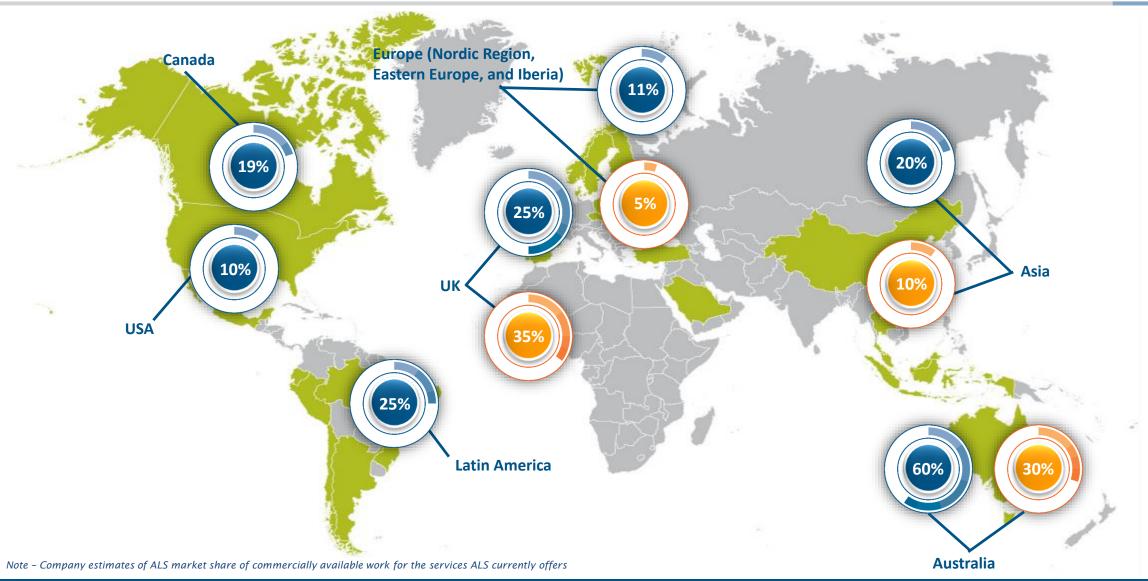
- · Global markets expanding
- Organic growth and bolt on acquisitions
- Focus on Food Safety Markets



 $^{^{1}}$ Excluding restructuring and other one-off items, amortisation of acquired intangibles and divestment write-downs

ALS Current Food and Environmental Market Share





Life Sciences historical growth 2007 to 2015



2007

LOCATIONS	REVENUE	EBITDA	EBITDA%
34	AU\$165mn	AU\$37mn	22%

2015

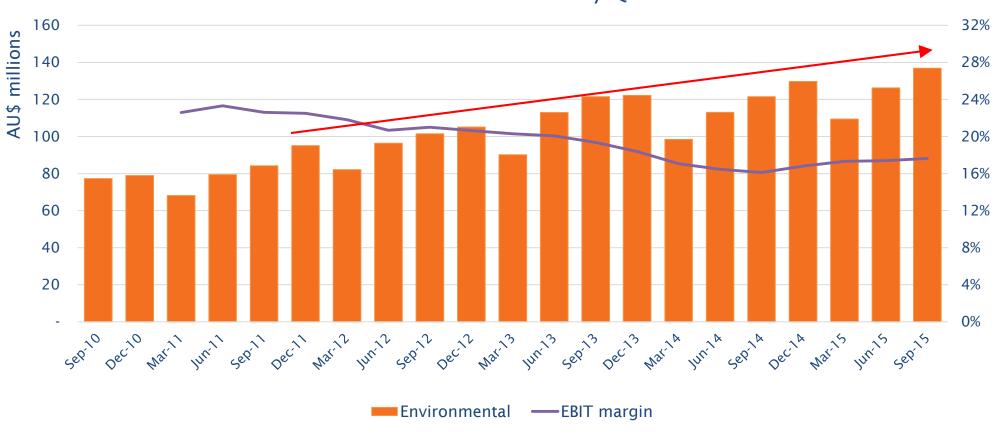
LOCATIONS	REVENUE	EBITDA	EBITDA %
145	AU\$556mn	AU\$125mn	22%



Environmental Growth





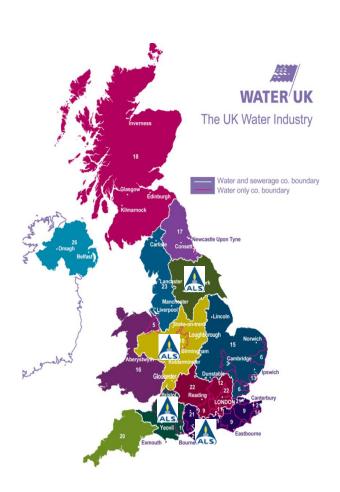


EBIT margin (ave 12 mths)

Note - EBIT margin inclusive of abnormals

Environmental Business



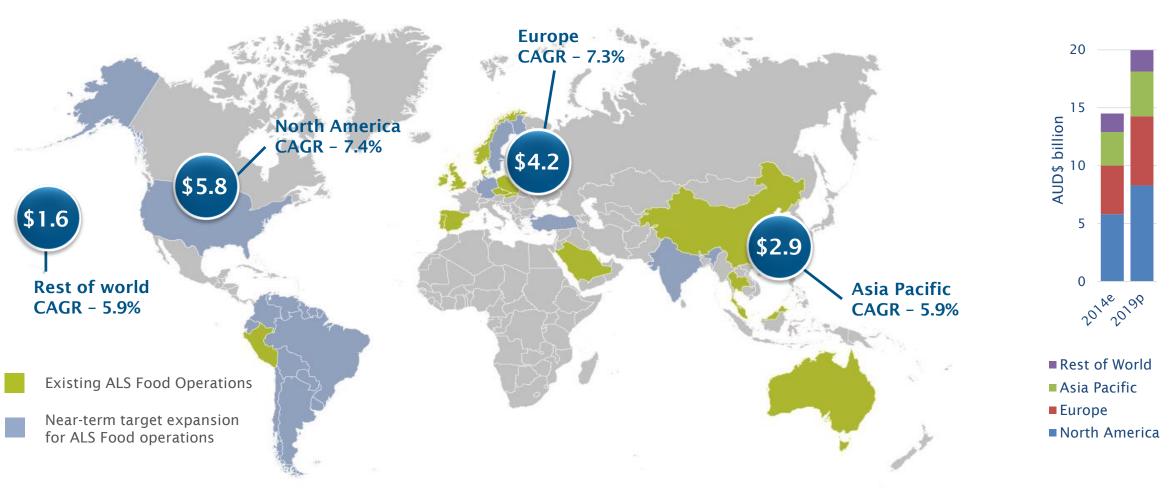


- Mature business
- Global footprint:
 - > 71 laboratories in 32 countries
 - Additional 50 sales offices to access broader geographical market
- Largest provider of environmental analytical services in the world
- World class USEPA compliant full service laboratory in Peru
- Continued focus on water analytical capabilities from water authorities:
 - > 85% market share in Australia and 50% in the UK
- The "ALS Experience"
- Global environmental market growth is 1% to 2% per annum.
 - ALS Environmental is growing at 10% to 15% per annum

Current Food Testing Market Size (in billion AU\$)



Global food safety testing market size (in AU\$bn) and ALS presence



Source: Markets and Markets research report - Global Food Safety Testing Market - Global Trends and Forecasts to 2018

Food strategy - building blocks in place





Achievements to date

- Multi-language LIMS built and being rolled out globally
- Client portal built -version 3 (ALSolutions) released in October 2015
- MIS built and rolled out
- Global instrument standards in place
- Global methods standardised
- Hub & spoke network in Europe -75% in place
- "Farm to Fork" holistic service -developed
- Technical capabilities in place
 - Chemistry
 - Microbiology
 - Sensorial
 - Consulting
 - Auditing

Historical – Food & Pharma growth 2007 to 2015



2007 2015



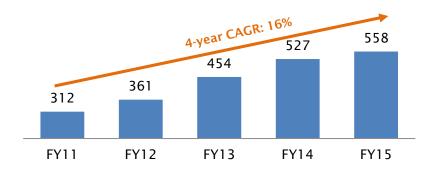
Rights funding flexibility to accelerate growth in Life Sciences



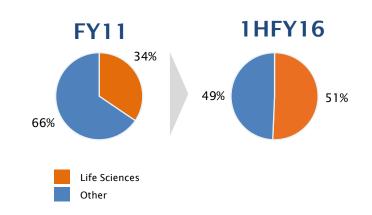
Overview of Life Sciences Opportunity

- Largest and fastest growing division of ALS
 - 51% of group EBITDA in H1FY16
 - Growth of 15% in H1FY16 over pcp
- Operates two business streams
 - Food and Pharmaceuticals
 - Environmental
- ALS strategy to continue to diversify earnings and grow non-cyclical businesses
- Fragmented markets that continue to grow globally, providing consolidation opportunities
- ALS believes it has a strong pipeline of identified growth opportunities across existing and new geographies

Revenue (AU\$mn)



Group EBITDA contribution



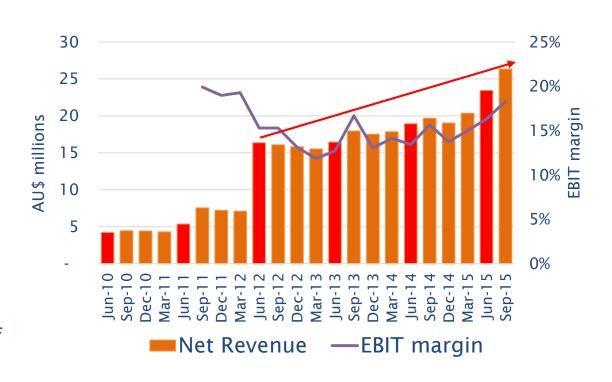
Rights funding flexibility to accelerate growth in Life Sciences (cont'd)



Overview of Food Strategy

- In 2012, ALS developed a strategy to build a AU\$200m pa integrated food analytical business
- Significant achievements since 2012 include:
 - Global LIMS built and rolled out
 - MIS built and rolled out
 - Hub & spoke network established
- Earnings growth achieved organically and through bolt-on M&A
- ALS believes building blocks are in place for next phase of growth and to transition into a scaled, global business
- Dual growth strategy accelerate market penetration and expand into new geographies

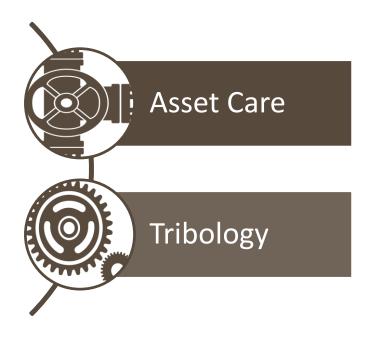
Food/Pharma revenue by quarter



Industrial Division



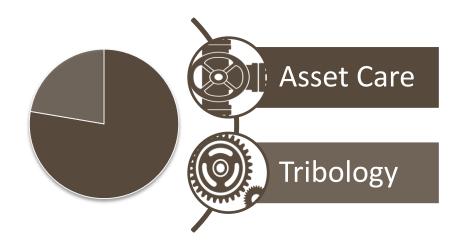




Industrial Division



Underlying ¹ results (AU\$)	H1 FY16	H1 FY15	Change
Revenue	\$95mn	\$100mn	-5%
EBITDA	\$16mn	\$20mn	-16%
EBIT	\$14mn	\$17mn	-19%
EBIT Margin	14.3%	16.6%	-230 bps



Overview

- Asset Care
 - Revenue down 11% compared with H1 FY15
 - Decline in the capital expenditure-exposed major construction projects in the LNG and mining sectors
- Tribology
 - Continues to grow
 - USA contributions grew 23% over H1 FY15

Outlook

- Continued growth expected in Tribology
- Growth in OPEX facing Asset Care business in Australia
- Bolt on acquisition in Asset Care in USA
- Further contraction in CAPEX investment in Australian Oil
 & Gas market for Asset Care

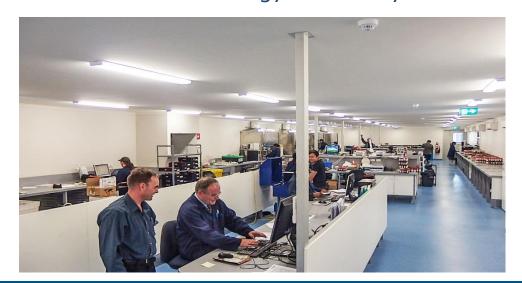
¹ Excluding restructuring and other one-off items, amortisation of acquired intangibles and divestment write-downs

ALS Tribology Performance

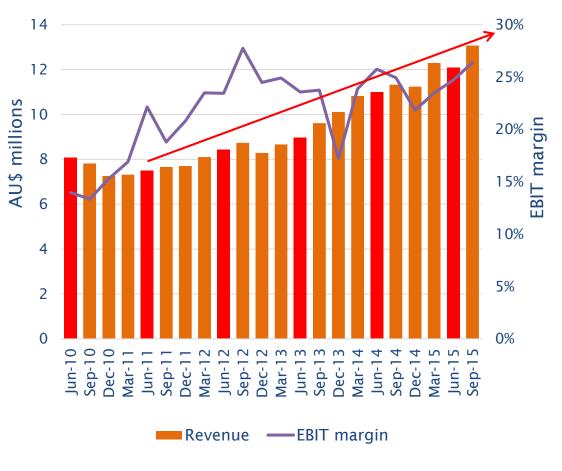




Perth Tribology Laboratory



Tribology Revenue by Quarter

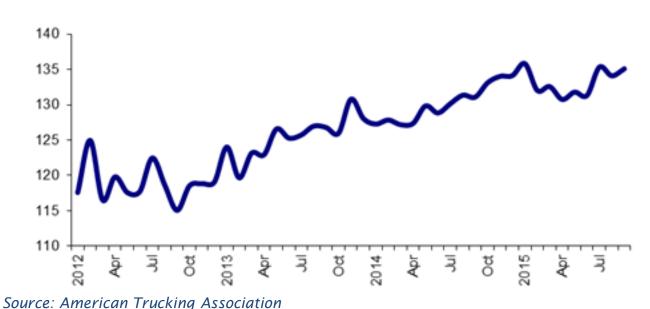


Note: EBIT margin inclusive of abnormals

ALS Tribology Market Environment

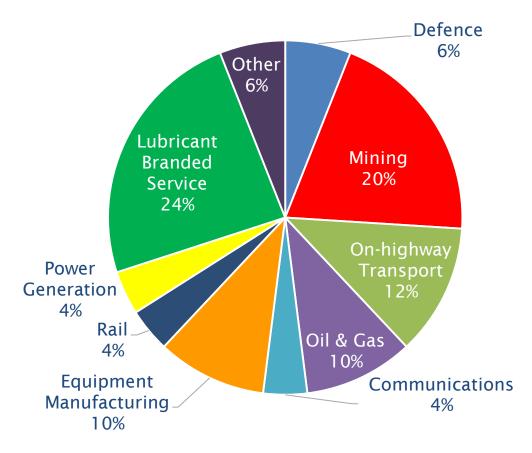


ATA's Truck Tonnage Index (Seasonally Adjusted; 2000 = 100)



- Trucking serves as a barometer of the U.S. economy
- Forecast growth over the next decade ~2.5%

ALS Tribology Revenue by Market Sector



ALS Tribology - Global service offering





- New generation WebTrieve™ to facilitate global reliability programs
- AU\$ 400 million global market ~ market share growth opportunities in all regions

ALS Tribology Strategy



- 'Step ahead' IT
- Right partner delivering reliability goals and global service provision
- Leading technical capabilities



November 2015

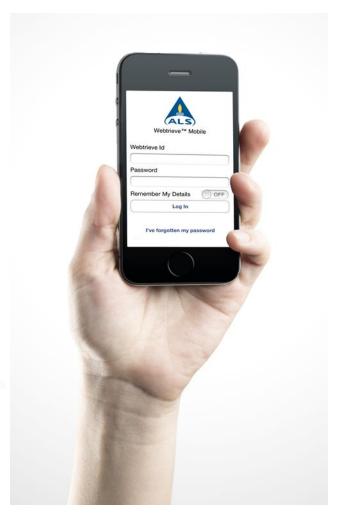


Scale Formation in Diesel Engine Cooling Systems

by David Doyle, CLS, OMA I, OMA II General Manager, Tribology

A heavy-duty diesel engine transfers only about onethird of the heat it generates into mechanical energy. This results in a high amount of heat generated that needs to be dissipated from an operating engine. Excess heat generated that does not dissipate through exhaust or to the surrounding atmosphere requires a healthy cooling system to prevent engine failure.

Continue reading <u>Scale Formation in Diesel Engine</u> <u>Cooling Systems</u>

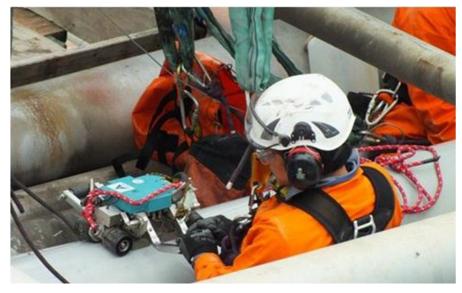


ALS Asset Care Performance

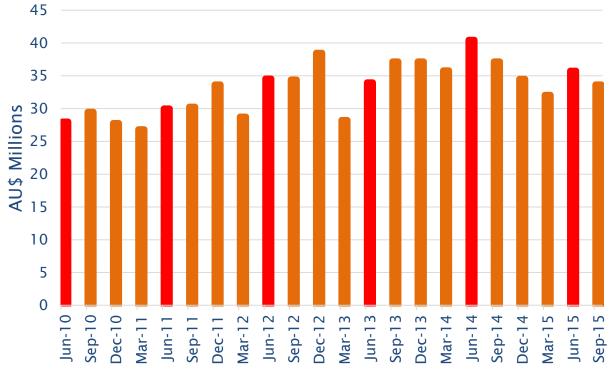






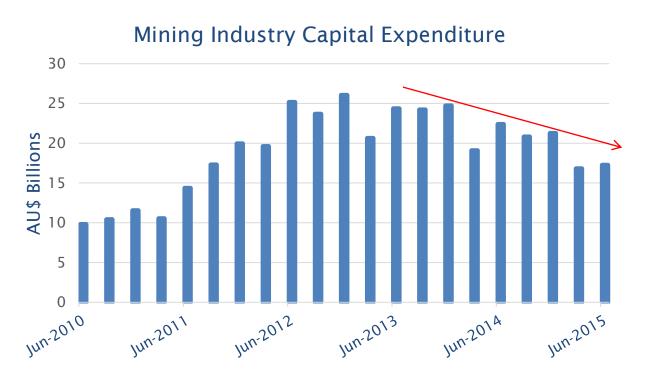


Asset Care Revenue by Quarter

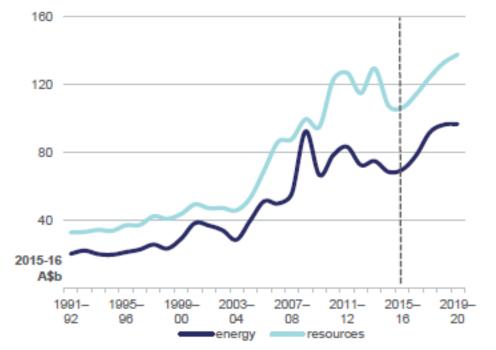


ALS Asset Care Market Environment – Australia









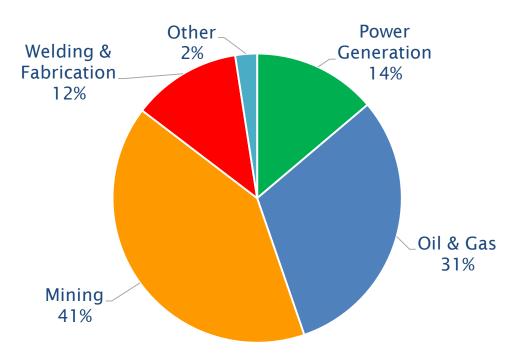
Source: ABS

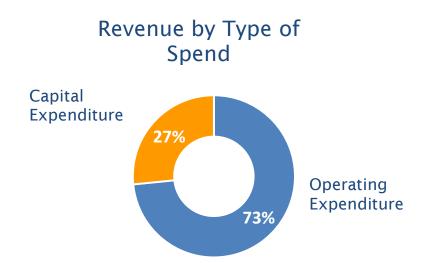
- Client cost cutting impacting service industry margins.
- Investment in new capacity delivering higher production. Plant health monitoring requirements continuing to grow. Job hours growth currently offset by price pressure and reduced capital expenditure-related services.
- Lag time in addressing labour costs; opportunities to challenge traditional models.

ALS Asset Care Market Analysis



Revenue by Market Sector - Australia





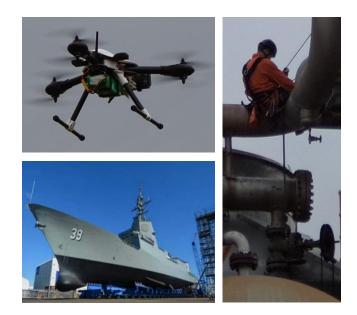
- ALS Australian market share ~ 40-45%: Australian market size ~ AU\$ 300 million
- Global market size ~ AU\$ 20 billion; 5 global players; still highly fragmented

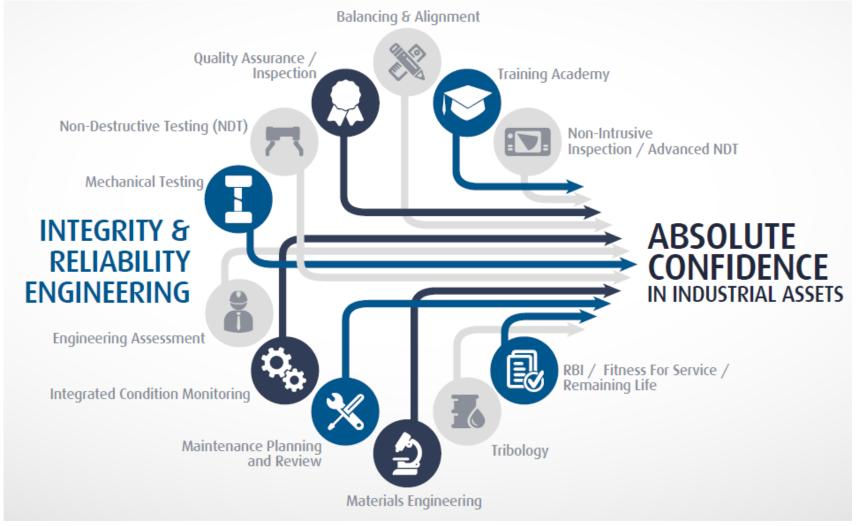
Note: ALS market share is company estimate

ALS Asset Care Strategy



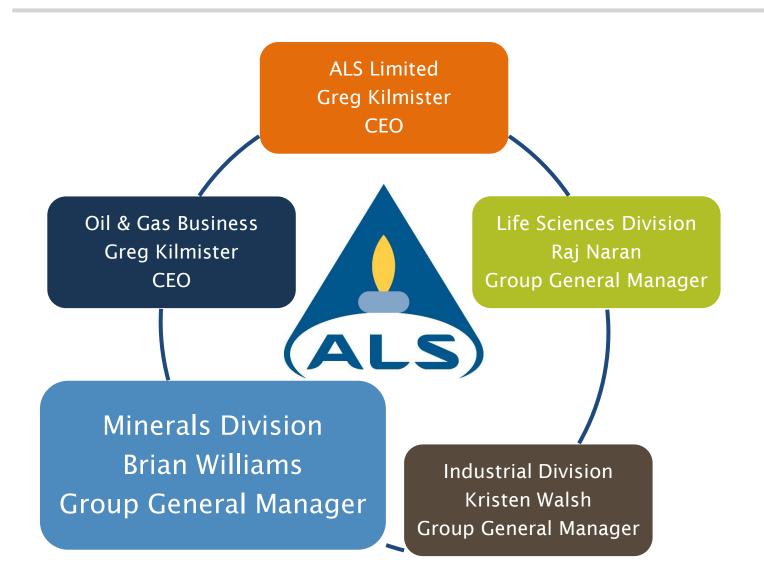
- Right partner
- Local market leadership
- Competitive cost base
- Targeted overseas growth





Minerals Division



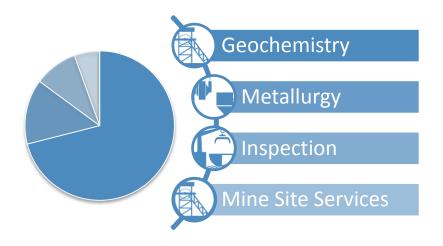




Minerals Division



Underlying ¹ results (AU\$)	H1 FY16	H1 FY15	Change
Revenue	\$183mn	\$182mn	+1%
EBITDA	\$47mn	\$48mn	-
EBIT	\$36mn	\$36mn	-
EBIT Margin	19.5%	19.8%	-30 bps



Overview

- Geochemistry
 - Sample volumes remained flat
 - Contribution margin maintained at 21% of revenue
- Metallurgy
 - Revenue down 5% compared with H1 FY15
- Inspection
 - Achieved strong growth in revenue and contribution from increased market share

Outlook

- Increased market share in geochemistry
- Geochemistry entering new geographical markets (e.g. Ethiopia)
- Focus on Mine Control Laboratory opportunities
- Development of hyperspectral services
- Integrated data management services
- Metallurgy markets to remain challenging
- · Further growth in Inspection via market share growth
- Synergies/leverage between mineral and coal inspection

¹ Excluding restructuring and other one-off items, amortisation of acquired intangibles and divestment write-downs

ALS Minerals Division by Service Offering



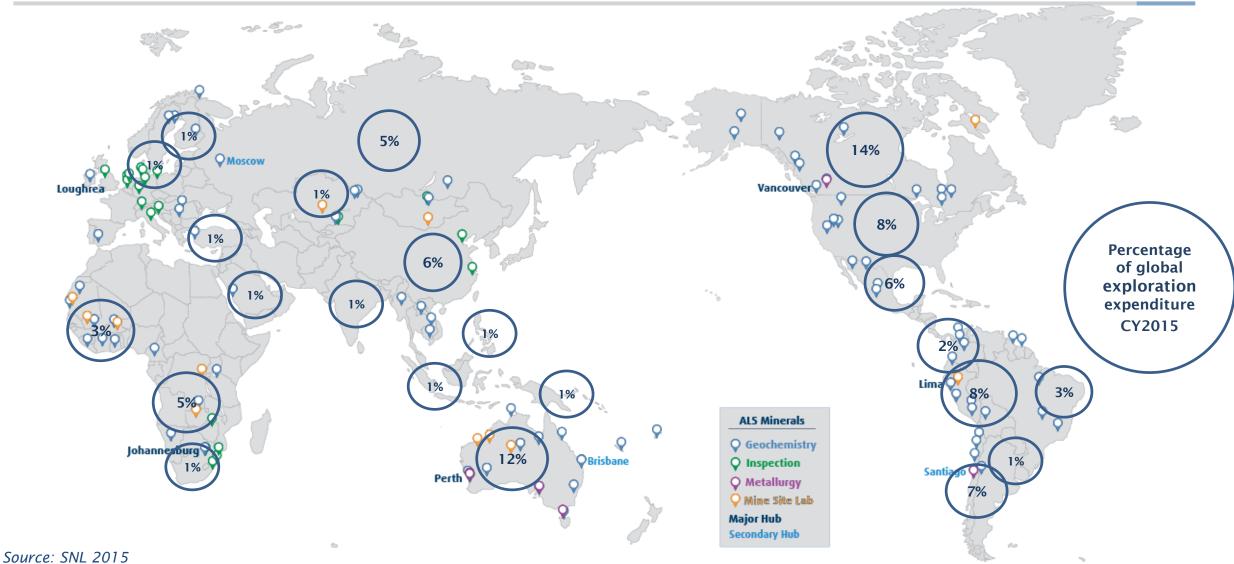


- Geographically Dispersed, Diversified, Multi Commodity TIC provider Servicing the entire resource cycle
- Exploration, Resource Definition, Beneficiation, Optimization, Production, Trade

¹Company estimates

ALS Minerals Locations / Non Ferrous Exploration Expenditure by Region

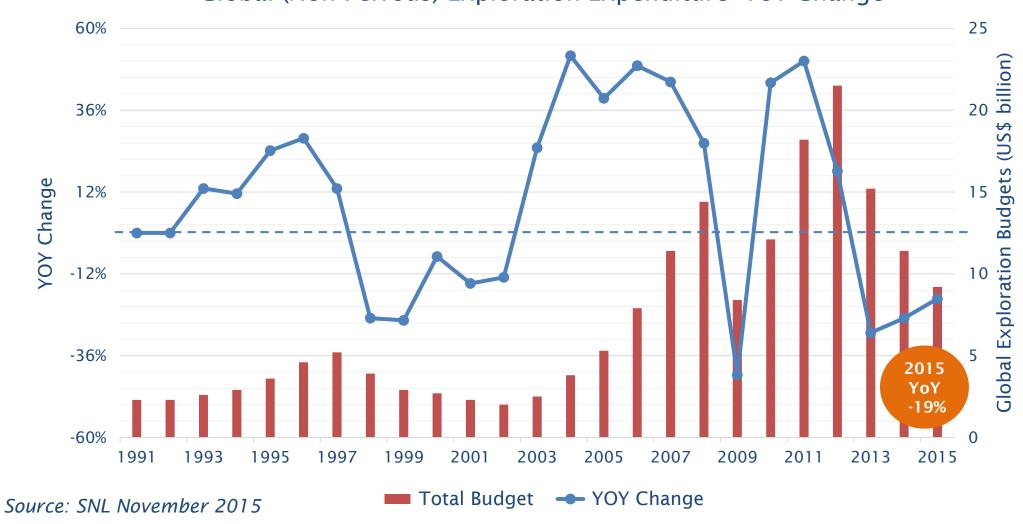




The Market - Global Exploration Expenditure





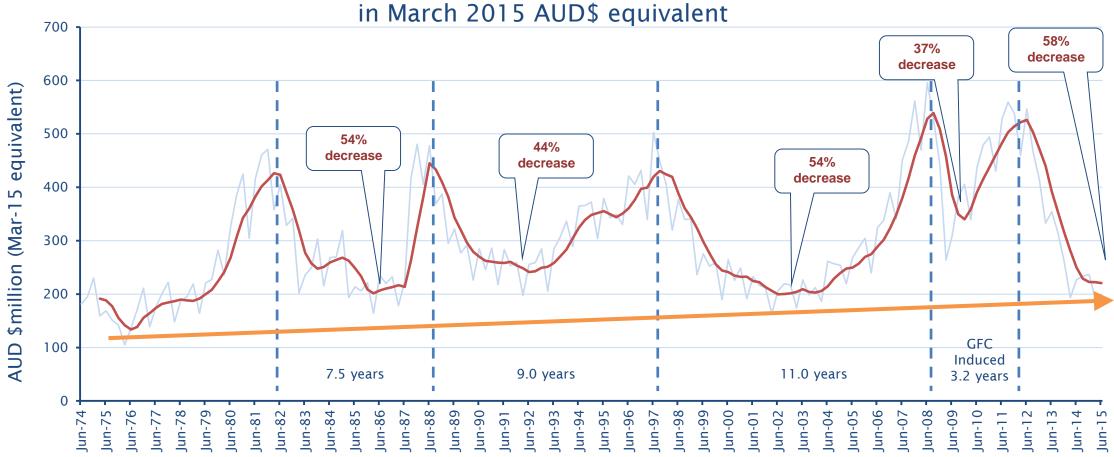




The Market - Mineral Cycles (Australia as a proxy)







Source: Australian Bureau of Statistics

The Market - Commodity Prices /Reserves /Currency / Stock Levels



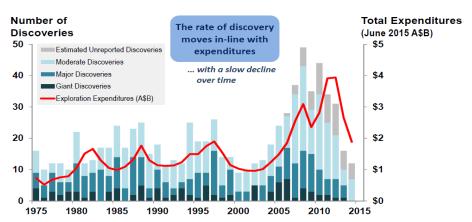
Commodity Prices



Reserves

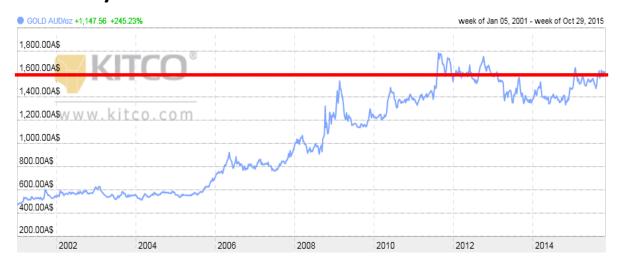
Adjusted number of discoveries versus A\$ Spend

Australia: 1975-2014



Source: MinEx Consulting @ November 2015

Currency



Stocks







Note: Excludes satellite deposits within existing Camps. Includes Bulk Mineral discoveries Analysis based on Moderate-, Major- and Giant-sized deposits

Strategic Imperatives



Down Cycle Strategic Focus (unchanged)

- Cost Base Management
- Service Optimization
- Targeted Business Development in pursuit of Market Share Growth

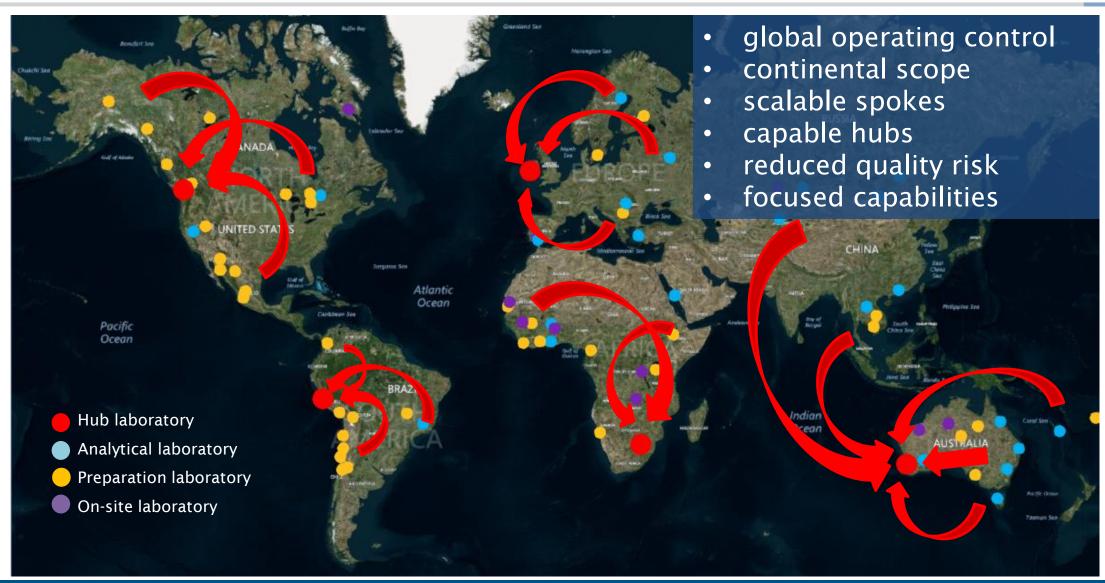
......Without compromising Market Proposition

Sustaining Strategic Focus

- Pursue Technical Leadership/Service Innovation
- Multi Commodity Coverage/Diversification
- No Geographic Barriers
- Low Cost Producer

The Hub and Spoke Model in Action





Cost Base Management - Hub & Spoke Tuning



- Consolidation of Expertise
- Economies of Scale



•	Load	Mothballed or Closed (12)		Restricted Scope (10)		Expand or New (5)
		Anchorage	Bucaramanga	Santiago	La Serena	2 x Sub Sahara
		Darwin	Bana	Johannesburg	Reno	1 x North Africa
•	Turn	Stewart	Zouerate	Val D'Or	Adelaide	1 x Nordic Region
	– Re	Bogota	Sydney	Medellin	Bamako	1 x UK
		Winnemucca	Maraba	Timmins	Mt Isa	
	– K€	Georgetown	Auezov Town			

- Overtime ban
- Contract Labour ban

Cost Base Management - Commitment to Training & Development



Our Differentiators:

- Global LMS available in 31 Languages
- Courses developed in-house; customised for ALS
- Blended learning (classroom, webinar, eLearning)
- Focus areas: Leadership development, compliance training, HSE, communications, technical training

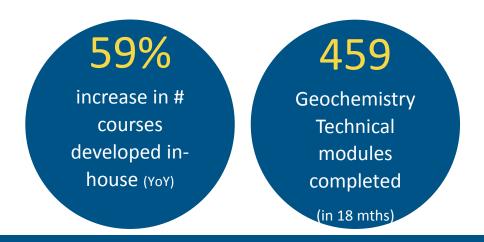
Lynda.com – external online courses



Total Courses Available (Produced in-house by ALS)



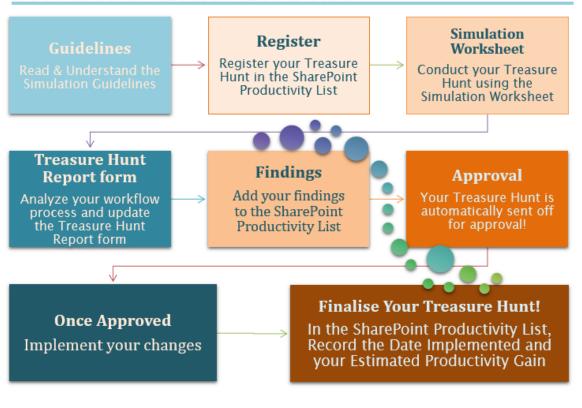
Internally Developed Courses



Cost Base Management - A Culture of Continuous Improvement



Treasure Hunt Process

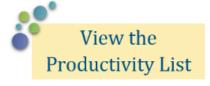


Geochemistry Productivity Initiative



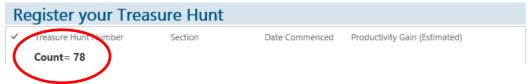
Lisez ces documents en français

Lea estos documentos en español



View the Training Package

Geochemistry Productivity Snapshot



Service Optimization - Technical Leadership / Agility



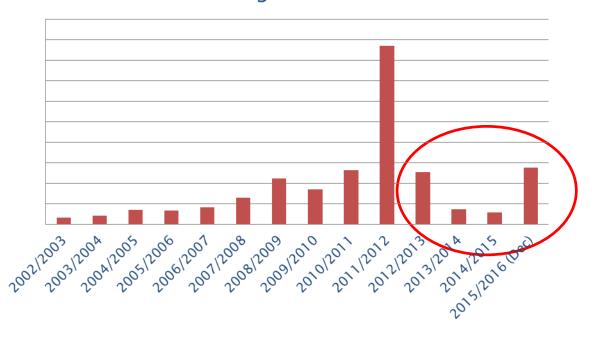
- Super Ultra Trace Analysis for Soils and Sediments
- Ionic LeachTM
- Clay Fractionation
- Low Cost Lead Isotopic Analysis
- Low Cost Carbon and Oxygen Isotopes in Carbonates
- Hyperspectral Mineralogy
- Rapid Portable XRF Analysis
- Graphite Analysis
- Piloting capabilities

- 4 % Geochemistry Revenue
- 20 % Metallurgy Revenue

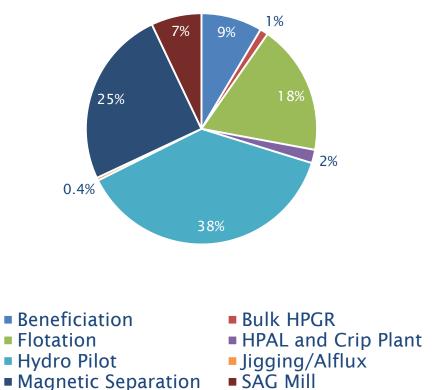
Service Optimization - Metallurgy Piloting Focus



Annual Invoicing from Pilot Plants



Pilot Revenue - Distribution By Type 2010-15



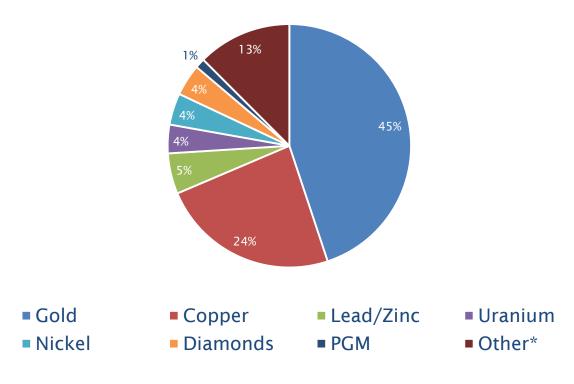
Service Optimization – Capability Alignment



Resource	Geochem Revenue	Met Revenue	Global Exploration Spend
Gold	43%	42%	45%
Copper	18%	33%	24%
Lead/Zinc	11%	2%	5%
Uranium	0.1%	1%	4%
Nickel	10%	1.6%	4%
Diamonds	N/A	N/A	4%
PGM	1.2%	<0.1%	1%
Iron	1%	7.5%	NR
Other ¹	16%	13%	13%

¹Other - Rare Earths, Graphite, Industrial Minerals

Worldwide Exploration Budgets by Target, 2015



Exploration Spend Data from SNL Report Nov 2015

*Other - Excludes Iron Ore and Bauxite

Service Optimization - Mine related Exploration and Grade Control







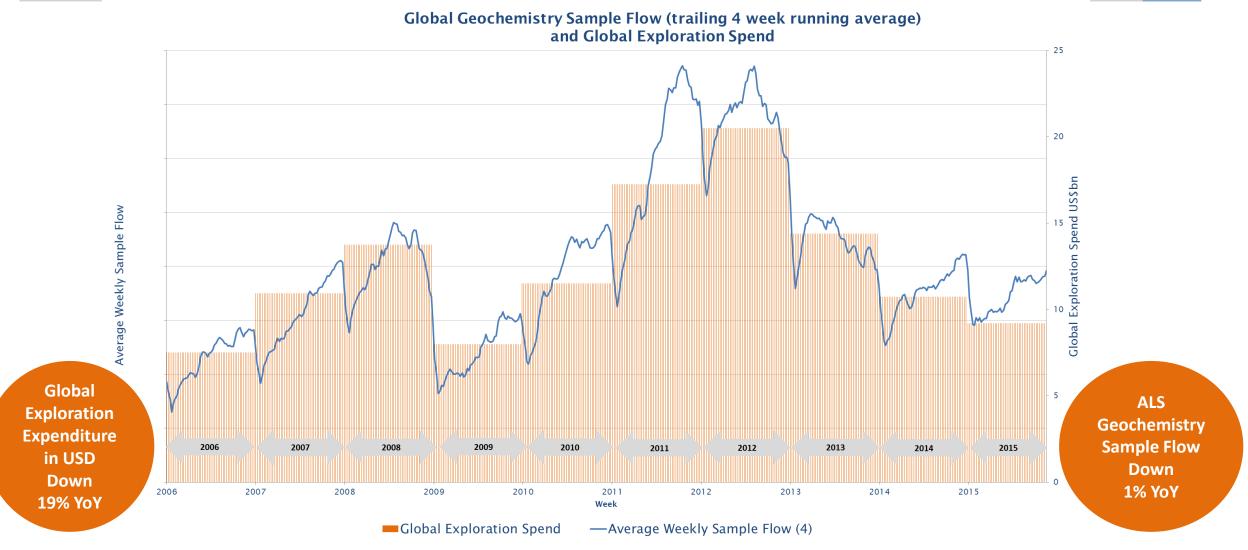
YoY Mine Site Rev +67%

15 Active Sites
V
10 Last Year

Strong Project Pipeline

Market Share - Geochemistry Sample Flow



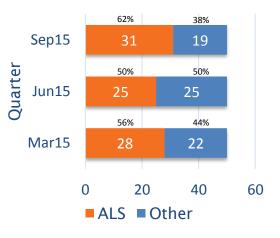


Geochemistry - Market share leveraged to upturn





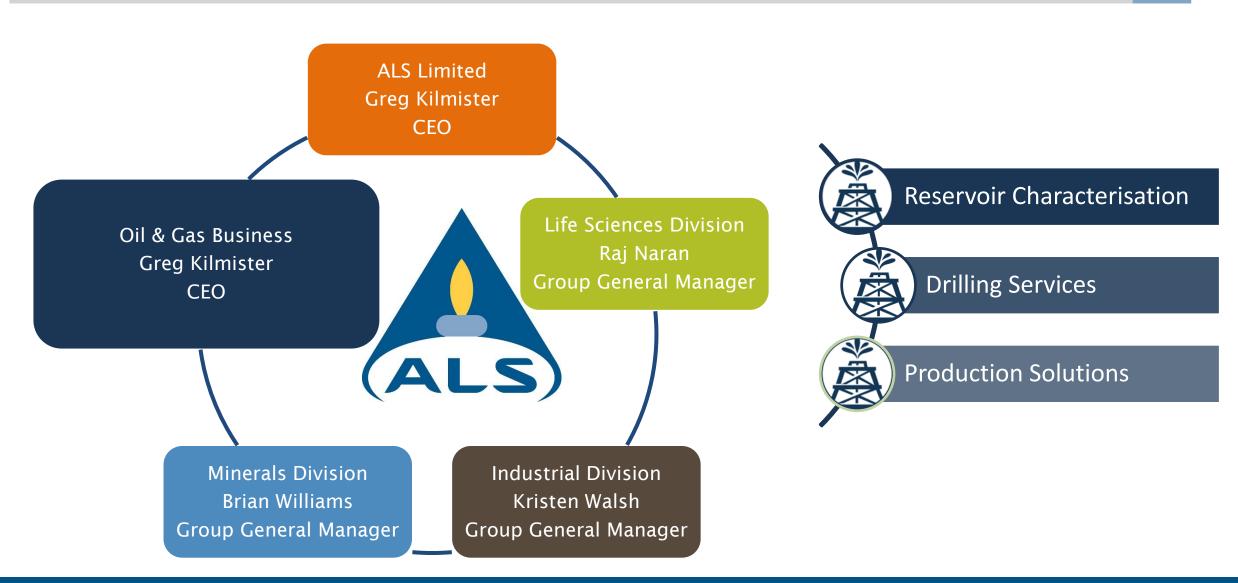
Laboratory Service Provider used for SNL Top Ranked Assay Drill Intersection Announcements



Source: SNL Top 10 Ranked Assay Targets for Copper, Gold, Lead, Silver and Zinc published in Quarterly SOTM reports (2015). 50 Targets in total per quarter

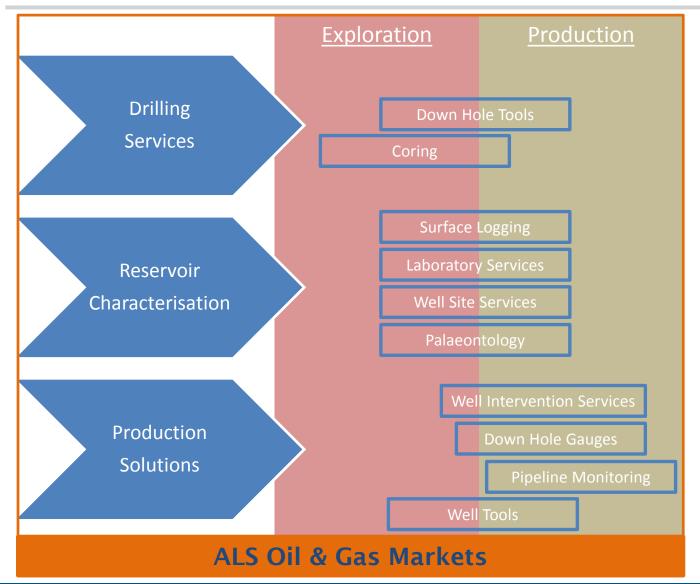
Oil & Gas Business Stream

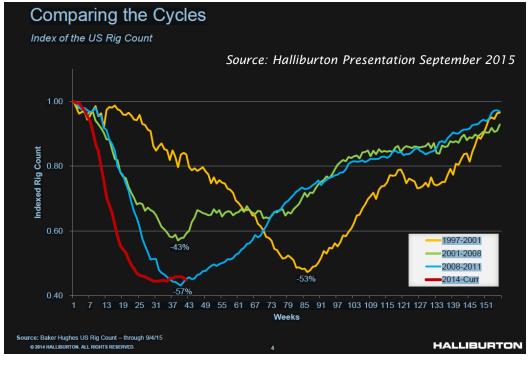


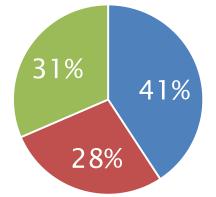


Oil & Gas









ALS Revenue Stream YTD

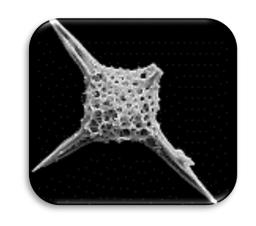
- Drilling Services
- Reservoir Characterisation
- Production Solutions

Reservoir Laboratories Overview



- The upstream oil & gas laboratory market is split into two tiers:
 - > three global oilfield specialists
 - many technical niche and geographically limited labs
- The industry is not totally satisfied with these options due to TAT, pricing, & transparency
- Room exists for a new participant to leverage differentiating technologies and systems to meet the industry needs







Reservoir Laboratories Strategy



Leverage unique opportunities to take possession of samples

Core



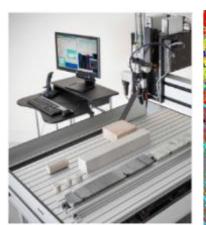


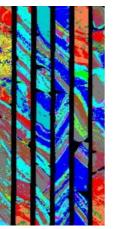
Fresh core from <u>ALS O&G Coring</u> or direct engagement with clients and legacy core currently in storage.



Provide a distinctive value proposition through key technical differentiators







Demonstrate operational excellence and service quality



- LIMS
- Automation
- Standardization







Fresh cuttings from ALS O&G Surface Logging or direct engagement with clients.



Oil & Gas Laboratory - Houston strategic asset









Houston Oil & Gas Laboratory officially opened November 2015 - USD\$13 million dollar investment

Comments received from +170 potential clients at opening:

- Great facility and very good presentations
- Congratulations! I think you have great differentiators by using the whole suite of core data and very well interpreted by your team. Best of wishes for your success
- Impressive facility
- Several of my colleagues and I visited the facility, and would like to see ALS added as one of our vendors
- Good start for the lab and great potential for the facilities
- Very impressed with the technical personal in the different labs
- Excellent, informative event.
- May want to follow up on various services after we do our bid process for our upcoming wells
- I must say that I was floored by your company ...you guys are going to take a lot of work away from Weatherford and Core Lab







Pipeline Monitoring - The costs of pipeline incidents in USA



	Incident Count
3 Year Average - (2012-2014)	285
5 Year Average - (2010-2014)	281
10 Year Average - (2005-2014)	282
20 Year Average - (1995-2014)	280

	Fatalities
3 Year Average	13
5 Year Average	14
10 Year Average	14
20 Year Average	18

	Injuries
3 Year Average	65
5 Year Average	70
10 Year Average	59
20 Year Average	68

	Property Damage
3 Year Average	\$290,639,267
5 Year Average	\$582,467,980
10 Year Average	\$542,522,295
20 Year Average	\$352,226,224

	2015 Year-To-Date	
Incidents		237
Fatalities		5
Injuries		45
Property Damage		\$243,323,133

- \$243m property damage in 2015
- \$7bn property damage in 20yrs
- Around 280 incidents/yr
- 20 fatalities in 2014 (average 13)

PHMSA Pipeline Incidents: (1995-2014) Incident TypeSignificant System Type:ALL State:ALL

Calendar Year	Number	Fatalities	Injuries	Property Damage Current Year Dollars
1995	259	21	64	\$74,291,229
1996	301	53	127	\$160,065,297
1997	267	10	77	\$108,382,011
1998	295	21	81	\$171,394,251
1999	275	22	108	\$175,046,770
2000	290	38	81	\$253,056,430
2001	233	7	61	\$77,717,793
2002	258	12	49	\$125,139,262
2003	295	12	71	\$164,185,502
2004	309	23	56	\$310,022,995
2005	333	16	46	\$1,450,016,946
2006	257	19	34	\$155,251,632
2007	267	16	46	\$149,573,489
2008	278	8	54	\$580,381,948
2009	275	13	62	\$177,659,032
2010	263	19	103	\$1,602,282,547
2011	288	12	51	\$438,139,551
2012	251	10	54	\$228,389,550
2013	300	9	45	\$345,669,427
2014	305	19	95	\$297,858,823
Grand Tota	5,599	360	1,365	\$7,044,524,486

Data Source: US DOT Pipeline and Hazardous Materials Safety Administration – 29th Oct 2015 data

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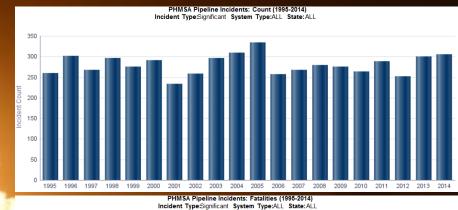
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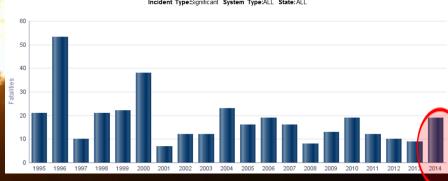
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Omega Pipeline Monitoring Services

- 33% Sales Revenue growth in 2015
- 41% growth in number of projects
- A swiftly growing ALS Production
 Solutions service
- Few 'service' competitors





Data Source: US DOT Pipeline and Hazardous Materials Safety Administration - 29th Oct 2015 data