



Investor Presentation & Appendix

International Roadshow

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H1 FY20 Results

Group Performance

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Half Year FY2020 underlying NPAT of \$98.2 million and statutory NPAT of \$135.6 million

Underlying performance from continuing operations below

Revenue growth

\$919 m, +11.3% vs pcp

- Organic revenue growth of +7.3% (Life Sciences +10.2%)
- Scope growth (net of acquisition growth and divestment) of +1.4%
- Favourable currency impact of +2.6%

EBIT*

\$154.9 m, +7.9% vs pcp

- EBIT increase of \$11.4 m
- Life Sciences margin at 15.8%, +73 bps pcp

NPAT* guidance exceeded

\$98.2 m, +5.3% vs pcp

- Earnings per share of 20.3 cents, +6.3% pcp
- Dividend of 11.5 cents per share, +4.5 % pcp

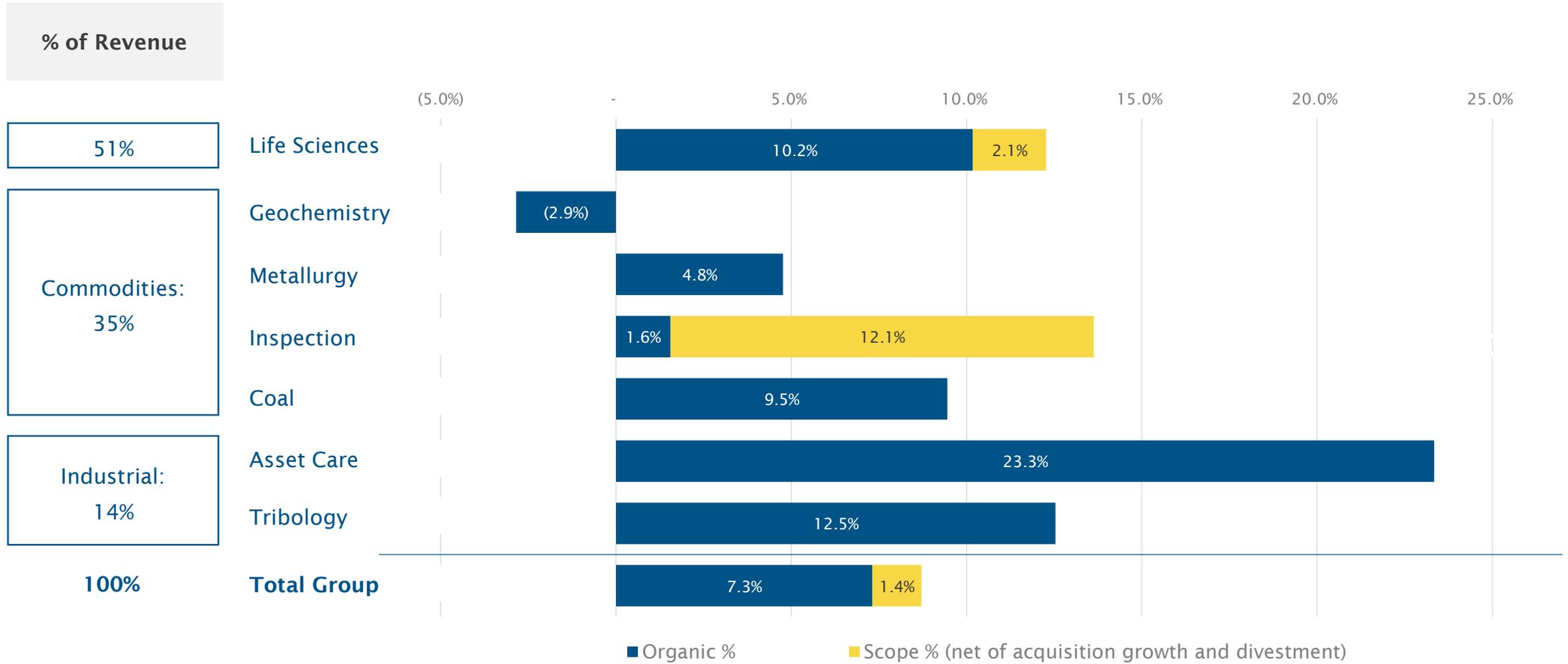
Capital Management

- Share buy-back progress: \$153.4 m, average share price of \$7.04
- Program extended to December 2020, with increase of \$25 m to \$250 m
- Leverage ratio 1.9x and gearing ratio 38%

Full year guidance : \$185 m to \$195 m

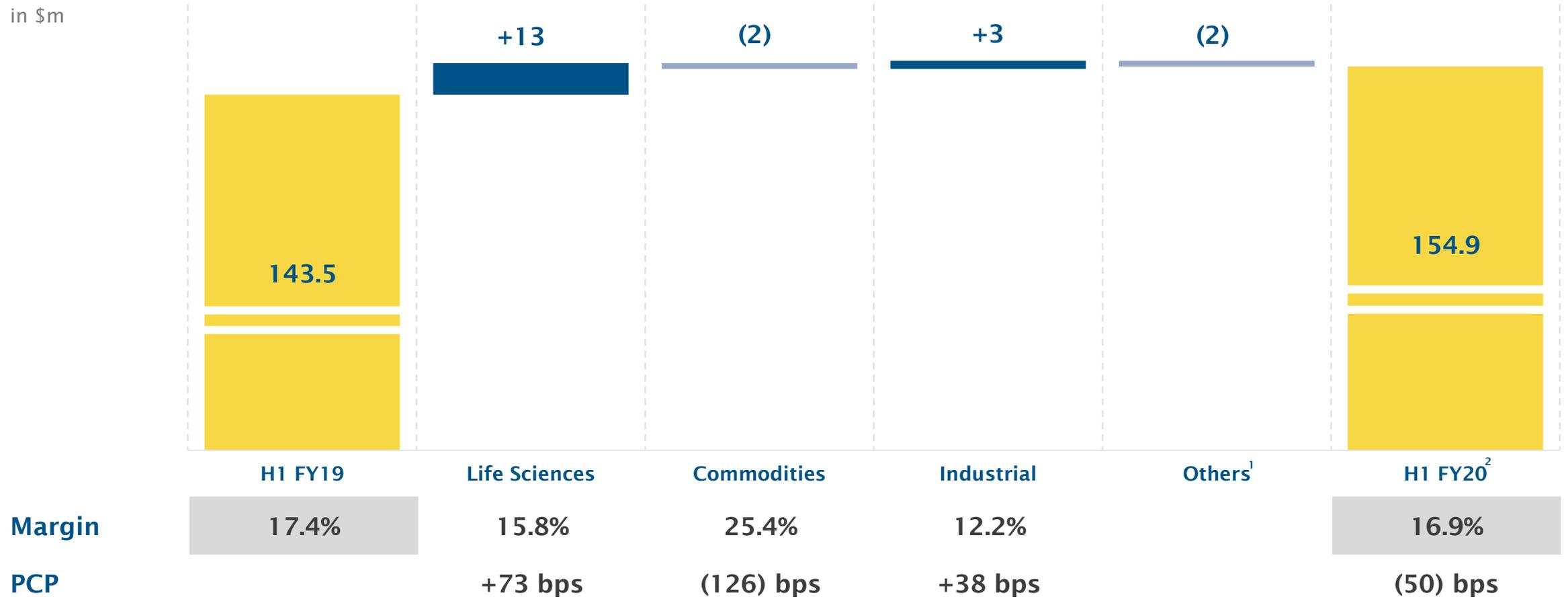
* Underlying EBIT from continuing operations before applying AASB 16.

Business Streams Revenue Growth Components (at constant currency)



Underlying EBIT - Continuing Operations

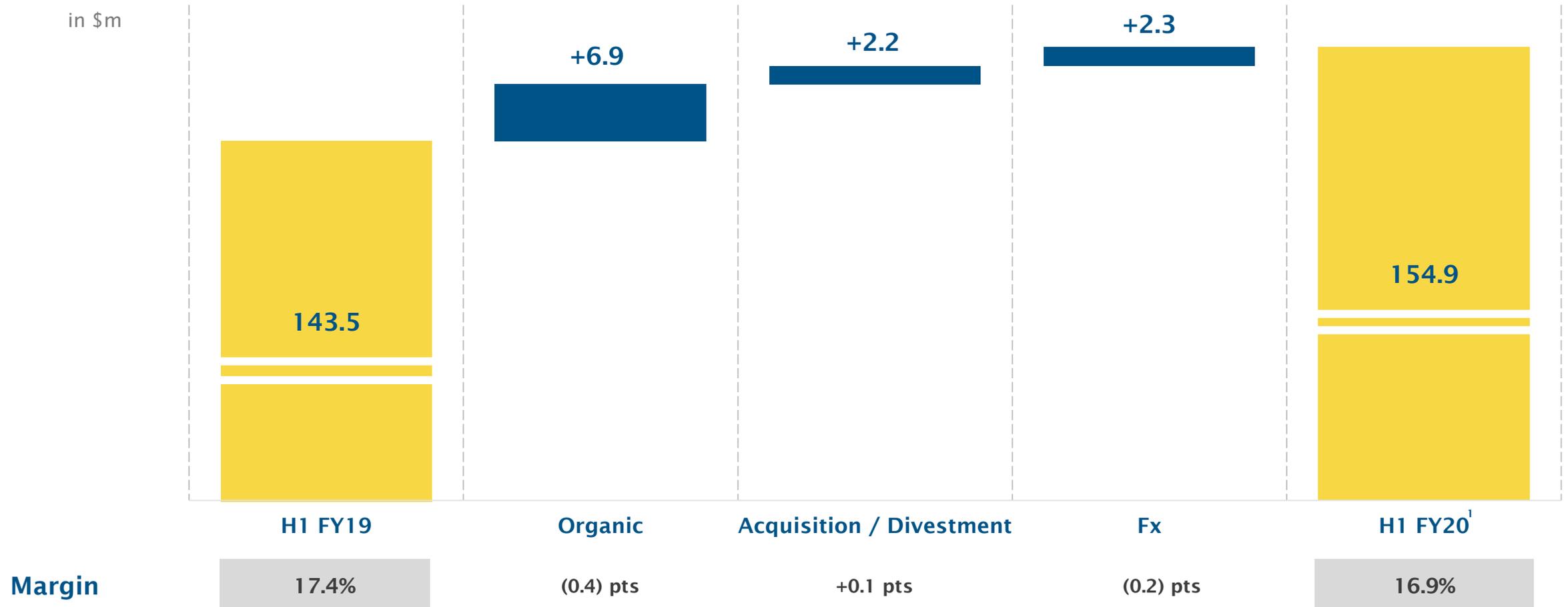
in \$m



1. Corporate costs + Fx

2. Underlying EBIT before applying AASB 16

Underlying EBIT – Continuing Operations



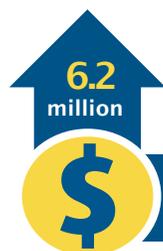
1. EBIT before applying AASB 16

H1 FY20 Financial Summary

Half Year	H1 FY19 (\$m)	H1 FY20 (\$m)							
	Underlying*	Underlying before AASB 16*	Applying AASB 16*	Underlying after AASB 16*	Restructuring & other one- off items	Discontinued operations	Divestment & other business closures	Amortisation of Intangibles	Statutory Results
Revenue	826.1	919.1		919.1	-	1.9	-	-	921.0
EBITDA	178.5	194.0	24.2	218.2	(11.7)	(0.6)	51.7		257.6
Depreciation & amortisation	(35.0)	(39.1)	(20.6)	(59.7)	-	(0.5)	-	(2.6)	(62.8)
EBIT	143.5	154.9	3.6	158.5	(11.7)	(1.1)	51.7	(2.6)	194.8
Interest expense	(14.9)	(16.6)	(3.6)	(20.2)	-	(0.7)	-	-	(20.9)
Tax expense	(35.0)	(39.3)		(39.3)	1.5	0.3	-	-	(37.5)
Non-controlling interests	(0.3)	(0.8)		(0.8)	-	-	-	-	(0.8)
NPAT	93.3	98.2		98.2	(10.2)	(1.5)	51.7	(2.6)	135.6
EPS (basic – cents per share)	19.1	-		20.3					28.1
Dividend (cents per share)	11.0	-		11.5					-

* continuing operations

Cash Flow



Cash Flow (pre CAPEX)



CAPEX

51.7 million = **5.6%** of revenue **↑ 12.9%** on H1 FY19

SHARES BOUGHT BACK



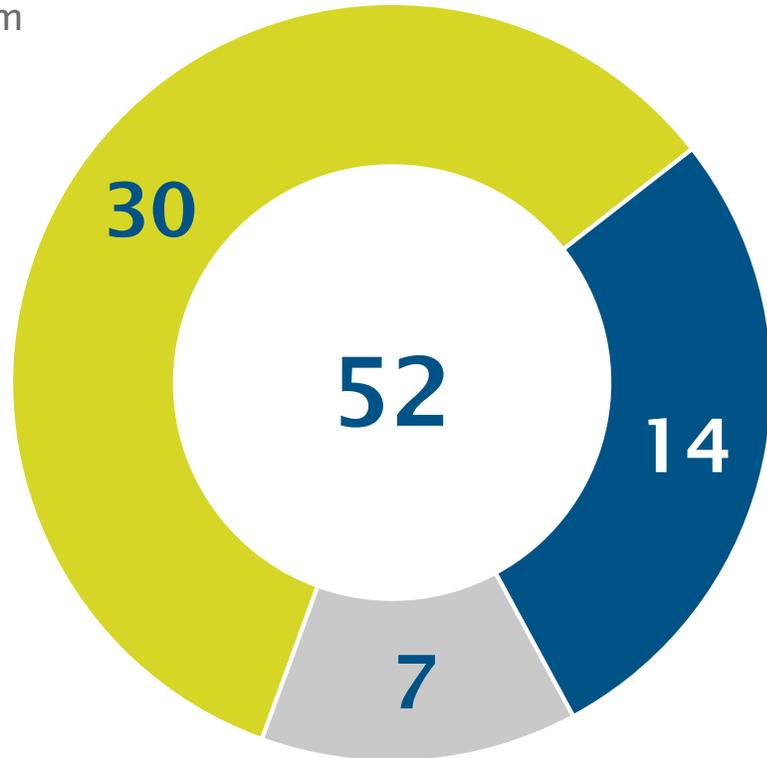
22.0 million
ON MARKET H1 FY20

Full year (\$m)	H1 FY19	H1 FY20
Underlying operating EBIT (before AASB 16)	141.4	153.7
Depreciation & Amortisation	35.8	39.2
EBITDA (before AASB 16)	177.2	192.9
Working capital	(43.7)	(53.8)
Other	0.3	0.9
Cash flow before CAPEX (before AASB 16)	133.8	140.0
CAPEX	(45.8)	(51.7)
Acquisitions	(17.1)	(58.8)
Divestments	-	66.9
Dividends paid	(44.5)	(55.9)
Issued capital bought back	(14.9)	(22.0)
Treasury shares bought on-market	-	(4.3)
Borrowings - movement	(0.4)	37.7
Interest and Tax (AASB 16 adjusted)	(39.8)	(56.2)
Restructuring costs	(6.1)	(8.1)
Net increase/(decrease) in cash	(34.8)	(12.4)
Opening net cash	187.2	148.2
Effect of FX on cash held	0.5	2.8
Closing net cash	152.9	138.6

Analysis includes both continuing and discontinued operations

CAPEX by Business

in \$m



CAPEX as % of Revenue	H1 FY20	H1 FY19
Life Sciences	6.4%	7.1%
Commodities	4.4%	4.7%
Industrial	5.2%	3.9%
Total Group	5.6%	5.8%

Life Sciences: Green field and growth projects

Commodities: Maintenance and geographical expansion

Industrial: Geographical expansion, growth projects and new services

Excludes acquisition capex



Acquisition strategy and ARJ

Acquisition strategy

1

Expansion in strategic markets (such as food and pharmaceutical) and geographies

2

Focus on bolt-ons and medium size deals

3

Consider establishing a green field operation where multiples are above target range

4

M&A governance and process has been strengthened



ARJ

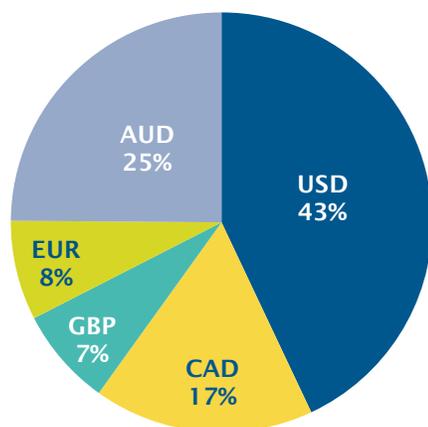
~\$30 m ANNUAL REVENUE

- Acquired in August 2019, based in Mexico
- Founded in 1967, annual revenue of ~\$30m, 500 employees
- Largest private pharmaceutical testing laboratory in Latin America
- Important hub for Latin and North American growth
- Trading in-line with expectations, made initial contribution in H1 FY20

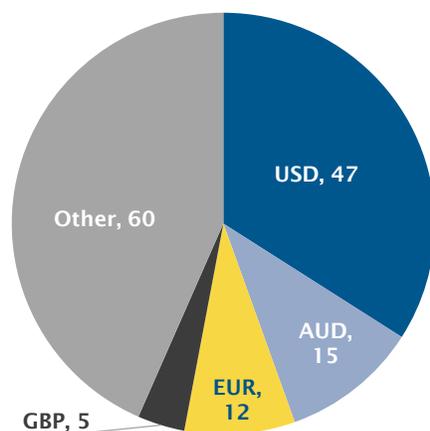
Debt Metrics

	Mar-16	Mar-17	Mar-18	Mar-19	Sep -19
STATISTICS					
Gearing Ratio (target <45%)	27%	29%	31%	36%	38%
Leverage (net debt/ EBITDA; max 3.25)	1.7	1.9	1.7	1.8	1.9
EBITDA interest cover (min 3.75)	7.7	9.2	11.3	10.9	10.8
BALANCE SHEET MEASURES					
Total Equity (in \$m)	1,186	1,185	1,122	1,084	1,150
Net Debt (in \$m)	438	485	507	629	707

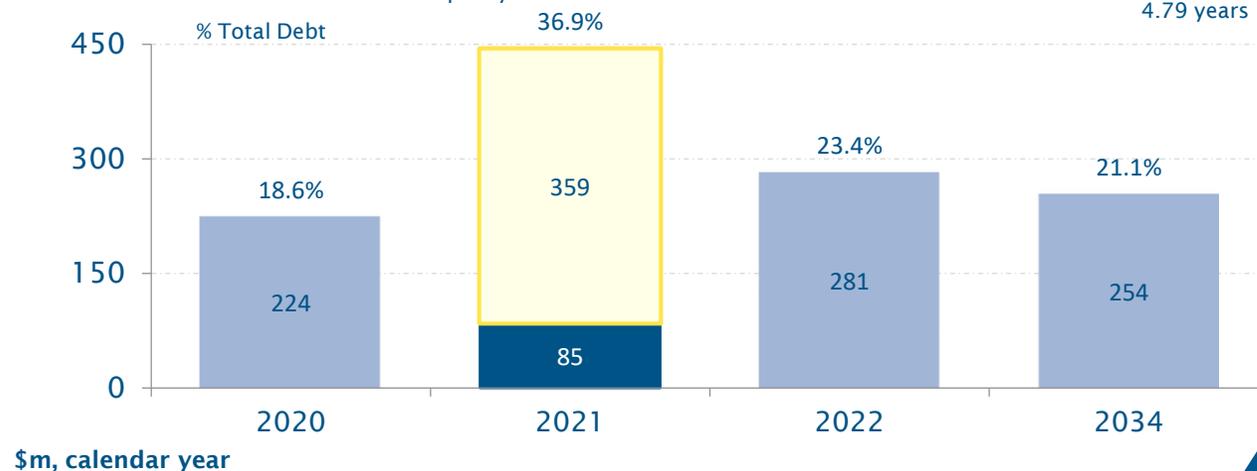
Debt Denomination



Cash Holdings AUD \$m



- Long Term Debt - USPP Notes
- Bank Debt - Drawn
- Bank Debt - Undrawn Capacity



Capital Management

Capex

- ▶ \$51.7 m in Capex (5.6% of revenue).
- ▶ Continued investment in growth projects in Life Sciences and Industrial divisions.

Share Buy-back Program

- ▶ Buy-back extended for 12 months to a total of \$250 m through to December 2020.
- ▶ Since inception of the buy-back program **21.8 million shares** (representing 4.3% of the original base) have been bought back on-market for an overall consideration of \$153.4 m, and average share price of \$7.04.
- ▶ The Company will continue to use its existing cash balances and free cash flow to fund the buy-back program.

Dividend

- ▶ Half year dividend 11.5 cents per share, up 4.5%, with underlying payout ratio of 56.5%.
- ▶ Existing dividend policy remains unchanged.

Balance Sheet

- ▶ Company retains a strong balance sheet and flexibility to pursue acquisition opportunities and fund organic growth (leverage **1.9 times** at 30 September 2019).
- ▶ New 15 year multicurrency USPP placed (\$252 m, equivalent), extends average debt maturity profile to 4.8 years on a drawn and undrawn basis, and reduces total weighted average funding costs by approximately 20 bps, enhancing long-term capital management strategy.



H1 FY20 Results

Review by Business Stream

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Life Sciences. Overview

- ▶ Underlying margin of 15.8%, +73 bps vs pcp driven by process and productivity improvements across all regions.
- ▶ Organic revenue growth of 10% driven by green fields and market share gains.
- ▶ USA business performing well with new management team, underlying margin improvement +700 bps vs pcp.

Environmental

- ▶ Revenue growth of 16%.
- ▶ Strong growth in Australia (market share gains, east coast infrastructure, and stability of mining production); in LATAM and the USA.

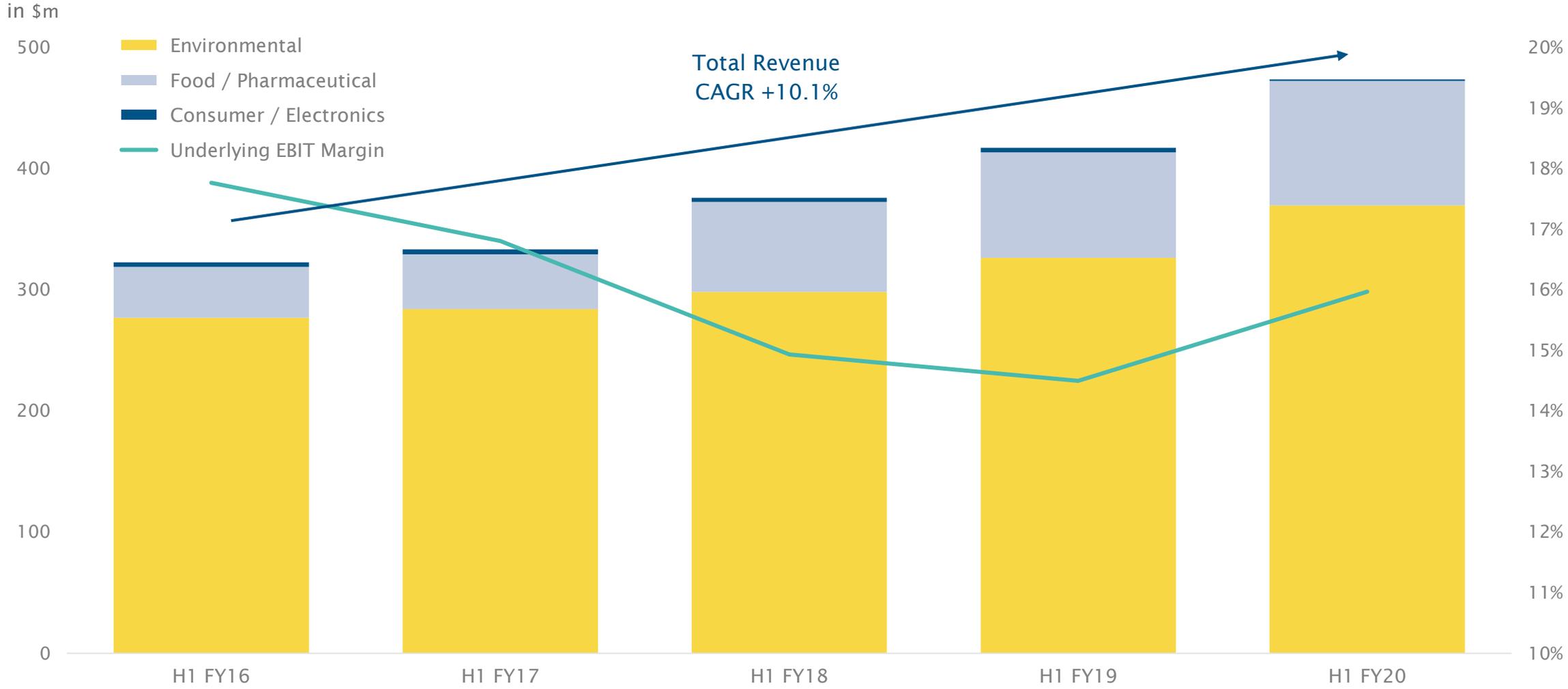
Food and Pharmaceutical

- ▶ Revenue growth of 18%.
- ▶ ARJ acquisition performing in-line with expectations with significant business development opportunities.

Underlying results	H1 FY20 post-AASB 16	H1 FY20 pre-AASB 16	H1 FY19	Change pre-AASB 16
Revenue	\$468.6 m	\$468.6 m	\$406.0 m	+15.4%
EBITDA	\$111.0 m	\$97.4 m	\$81.7 m	+19.2%
EBITDA Margin	23.7%	20.8%	20.1%	+66 bps
EBIT	\$76.3 m	\$74.0 m	\$61.2 m	+20.9%
EBIT Margin	16.3%	15.8%	15.1%	+73 bps



Life Sciences. Evolution



Life Sciences. Outlook

- ▶ High single digit organic growth expected in FY20 with EBIT margin improvement of 50bps vs pcp.
 - ▶ Strong organic growth in Environmental driven by LATAM, USA and APAC.
Low organic growth in the UK Food and Pharmaceutical business due to Brexit.
 - ▶ Price sensitivity in some markets requiring continuous focus on productivity improvement and business development.
 - ▶ Strong acquisition pipeline in Food and Pharmaceutical, particularly in strategic markets in LATAM and Europe.
-

Commodities. Overview

Geochemistry	Metallurgy	Inspection	Coal
<ul style="list-style-type: none"> ▶ Organic revenue down 3% and sample volumes down 11% vs pcp. ▶ Primarily driven by lack of equity raisings by juniors, partially offset by price management and mix. ▶ Contribution margin of 28%. 	<ul style="list-style-type: none"> ▶ Revenue up 6% vs pcp. ▶ Pricing and volume outlook improving. ▶ Strong market share with increasing activity in Australia. 	<ul style="list-style-type: none"> ▶ Revenue up 15% vs pcp. ▶ MARSS International (acquisition completed in Jan 2019) performing as per business plan. 	<ul style="list-style-type: none"> ▶ Revenue up 10% vs pcp. ▶ Continued change in mix towards metallurgical. ▶ ~70% revenue from less cyclical sources due to growth in mine site and superintending lines.

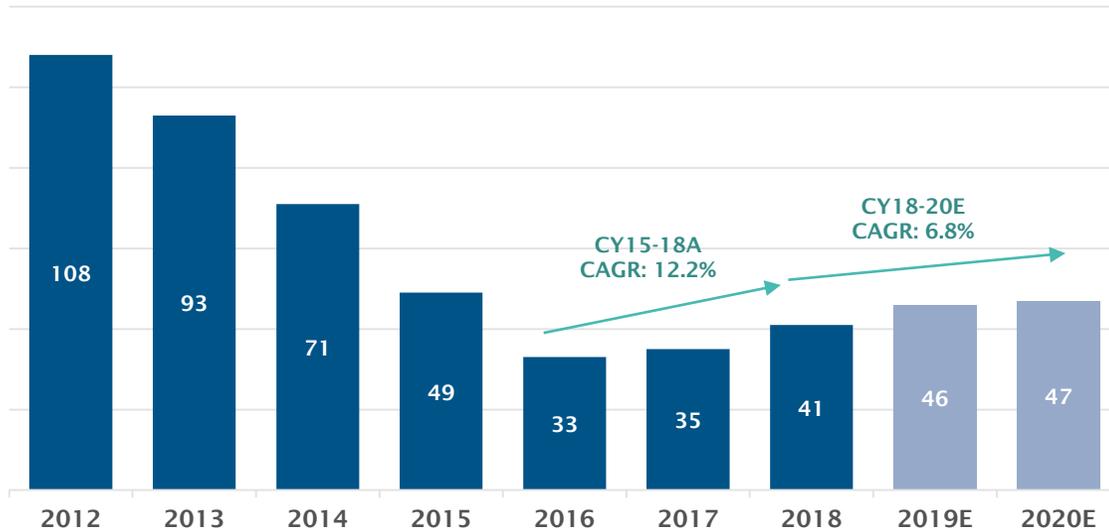
Underlying results	H1 FY20 post-AASB 16	H1 FY20 pre-AASB 16	H1 FY19	Change pre-AASB 16
Revenue	\$319.9 m	\$319.9 m	\$313.8 m	+1.9%
EBITDA	\$100.3 m	\$92.7 m	\$94.6 m	(2.0)%
EBITDA Margin	31.4%	29.0%	30.2%	(118) bps
EBIT	\$82.4 m	\$81.4 m	\$83.8 m	(2.9)%
EBIT Margin	25.8%	25.4%	26.7%	(126) bps

Global Mining Capital Expenditure Outlook

Strength in global capital expenditure on metals and mining projects expected to continue

Growth in Global Mining Capital Expenditure Expected to Continue

Mining Capital Expenditures for 20 Biggest Global Miners (USD bn) ⁽¹⁾



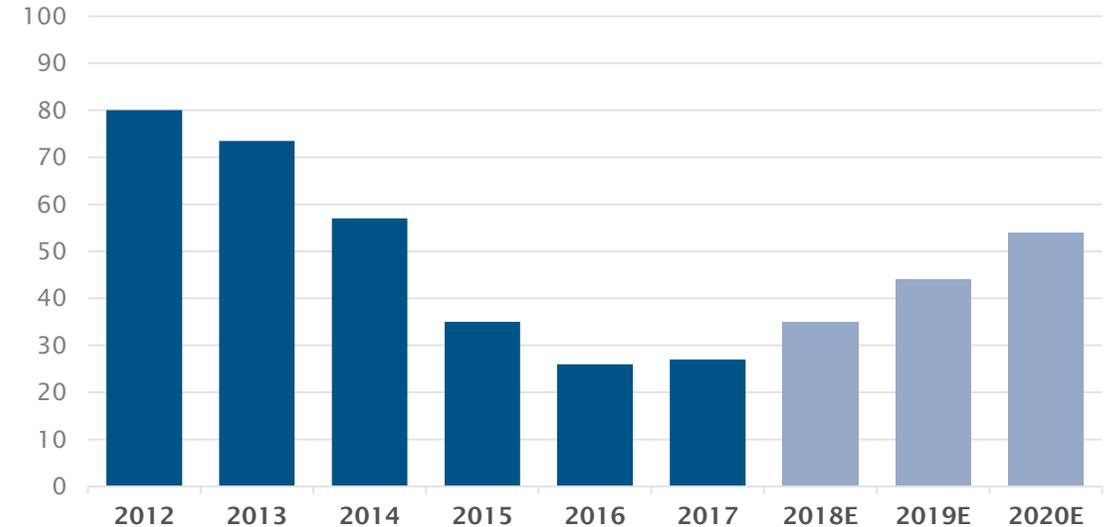
Source: Wall Street research, Deloitte public reports.

(1) Sourced from Wall Street research. Capex figures represent an index of 20 of the top global miners. These miners capture c.60% of total global mining capital expenditure. Includes green field and brownfield.

(2) Calendar year estimates for whole industry based on S&P market intelligence, and Deloitte estimates "Mining capital projects, Are you ready for the next CAPEX investment cycle?" Nov 2018, "Tracking the trends 2019, the top 10 issues transforming the future of mining" Jan 2019.

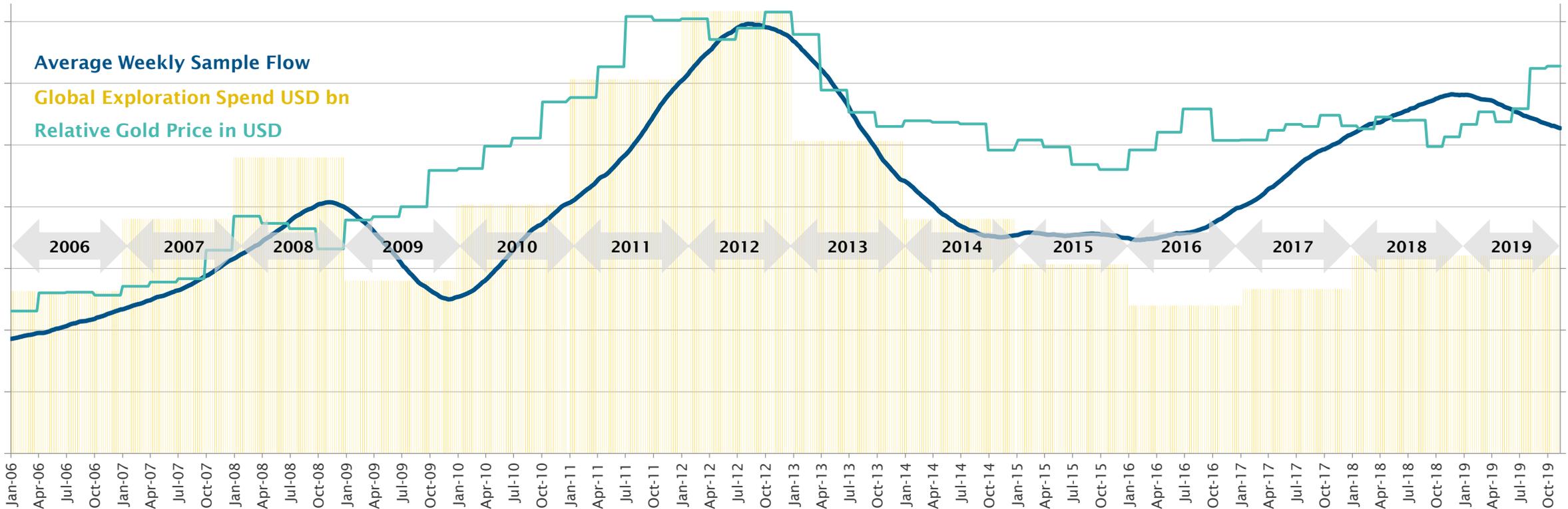
Green field Capital Expenditure at Low Levels but Expected to Grow as Commodity Prices Stabilise

Green field Capital Expenditure Estimates (USD bn) ⁽²⁾



Geochemistry – subdued H1 FY20, gradual improvement expected in H2 FY20

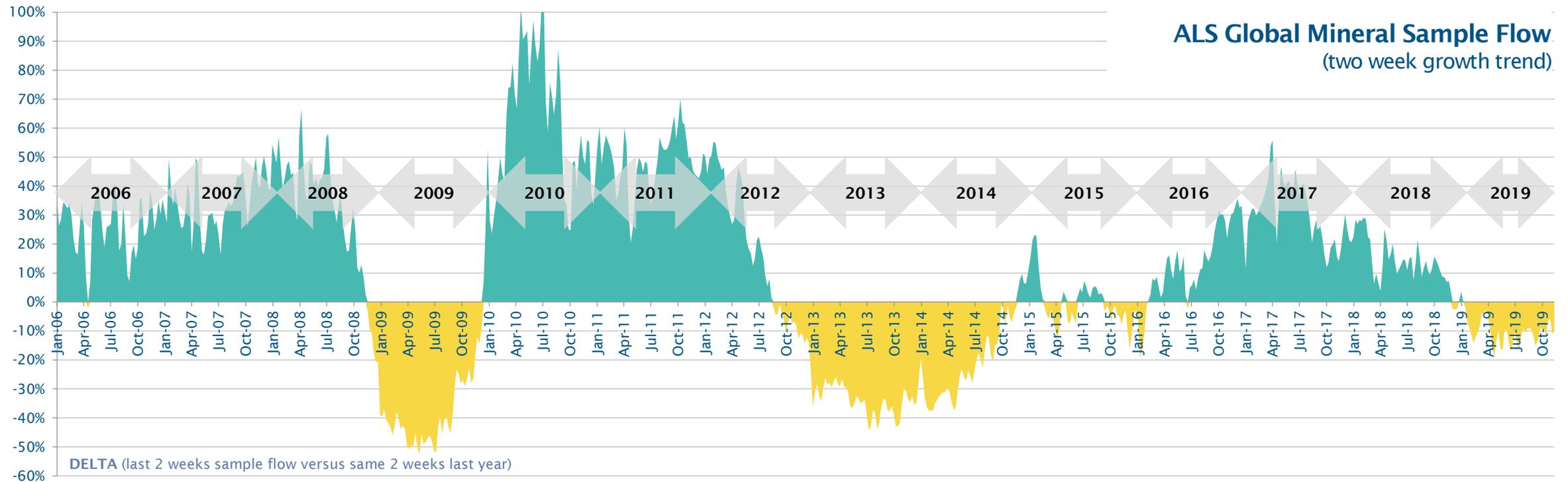
ALS Global Mineral Sample Flow (trailing 52 week running average) and Global Exploration Spend



- Global exploration spending subdued due to the geopolitical and macroeconomic situation - limited junior fund raising activity in H1 FY20.
- Strength in price of gold (~50% of volume) and other commodities supports moderate exploration spend going into H2 FY20.
- Requirement to replenish resources to drive the need for exploration in the medium term.



Geochemistry – subdued H1 FY20, gradual improvement expected in H2 FY20



- **Sample flows volume down 11% for H1 FY20 compared to pcp**
 - Primarily driven by lower volumes from junior miners, major producer volume is stable.
 - Some geopolitical uncertainty in LATAM and Africa.
- **Gradual improvement in sample flows expected in H2 FY20, but anticipated to be slightly lower than pcp**
 - Early signs of improvement in junior equity raising and exploration activity, stable volumes from the major producers and broadly supportive commodity pricing environment.

Commodities. Outlook

- ▶ Low single digit revenue growth for FY20 despite sample flow volumes in Geochemistry, as Metallurgy, Inspection and Coal continue to grow.
 - ▶ Geochemistry mid-cycle pause: gradual improvement in sample flows expected in H2 FY20, but anticipated to be slightly lower than pcp. Continuous focus on cost base management to maintain current margins.
 - ▶ Inspection business benefiting from capacity upgrade and is focused on cost-base management.
 - ▶ Demand for coal services remains. Business is expected to continue to grow based on focused client service and expansion of less cyclical activities (mine site and superintending).
-

Industrial. Overview

Asset Care

- ▶ Strong organic revenue growth in Australia and USA markets with new business wins. Productivity improvements drove margin increase.
- ▶ Australia growth driven by maintenance revenue from oil and gas and mining sectors.
- ▶ USA growth driven by green field investments and contract wins, particularly relating to construction activity in the chemical sector.

Tribology

- ▶ Revenue growth primarily driven by high single-digit or low double-digit organic growth across all regions.
- ▶ Australia growth supported by strong oil and gas and mining production environment.
- ▶ USA growth driven by diversification of service offering.

Underlying results	H1 FY20 post-AASB 16	H1 FY20 pre-AASB 16	H1 FY19	Change pre-AASB 16
Revenue	\$130.7 m	\$130.7 m	\$106.3 m	+23.0%
EBITDA	\$22.6 m	\$19.6 m	\$15.7 m	+24.8%
EBITDA Margin	17.3%	15.0%	14.7%	+27 bps
EBIT	\$16.3 m	\$16.0 m	\$12.6 m	+27.0%
EBIT Margin	12.5%	12.2%	11.9%	+38 bps



Industrial. Outlook

- ▶ Continue to be well positioned to support mining, oil and gas, and power generation maintenance programs in Australia and expand in the USA.
- ▶ Continue to invest in the expansion of Asset Care and Tribology businesses (green field and focused business development).
- ▶ Laboratory automation, online monitoring, 'IoT' and data management solutions driving increased efficiency and improved quality.
- ▶ Cost reduction and rationalisation initiatives to be reinforced aiming margin improvement in Asset Care.



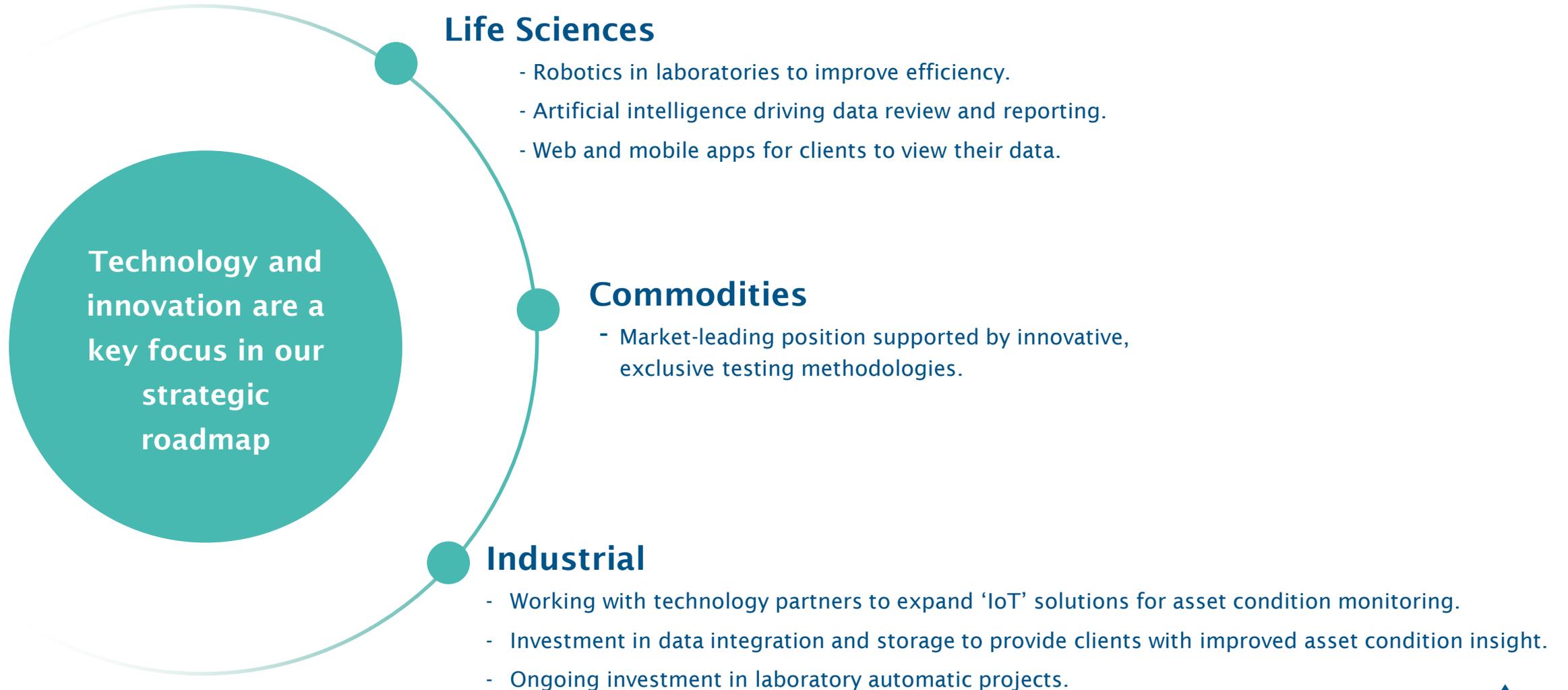
H1 FY20 Results

Innovation and Strategic Priorities

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Next Generation TIC, Innovation and Technology



Strategic Priorities



H1 FY20 performance vs strategic priorities

Shorter term strategic priorities

H1 FY20 performance

Life Sciences

Strong organic growth and margin expansion (pre AASB 16 impact) across all regions

- 10.2% organic growth
- +73 bps margin improvement vs H1 FY19

Improve USA performance with new management driving productivity gains and new business wins

- +700 bps margin improvement vs H1 FY19

Commodities

Single digit revenue growth across the division

- 1.9% revenue growth

Stable Geochemistry sample flow volumes

- -11% sample flow vs H1 FY19

Industrial

Drive revenue growth and stabilise margin

- 23% revenue growth
- +38 bps margin expansion vs H1 FY19

Longer term strategic priorities

H1 FY20 performance

Life Sciences contributing 50% of EBIT by 2022

- 48% EBIT contribution in H1 FY20

Strategic acquisitions in key growth markets

- ARJ (Mexico-based pharmaceutical laboratory) acquired Aug 19, ~\$30 m revenue p.a
- Company continues to evaluate a number of value-enhancing bolt-on acquisitions

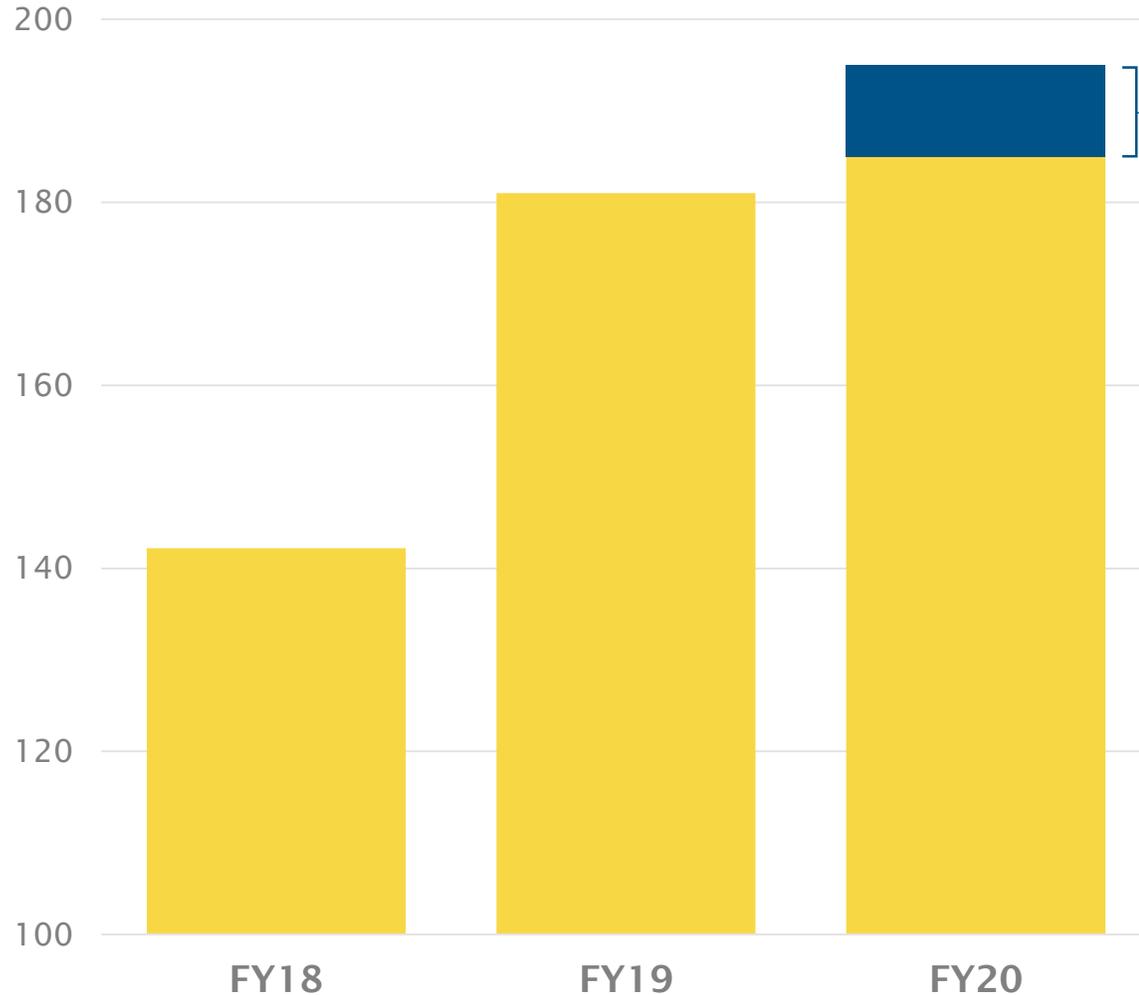
Investment in technology and innovation

- Continued focus and investment across the businesses



FY20 underlying NPAT guidance

NPAT (\$m)



FY20 underlying NPAT guidance
\$185-195 m

FY20 underlying NPAT guidance of \$185 m - \$195 m based on current market trends, reflecting the seasonality of the business and subject to no material changes in the operating or economic environment including:

- US and China trade tensions.
- Brexit.
- Political and social situation in:
 - LATAM
 - Africa
 - Hong Kong.



H1 FY20 Results

Financial Appendix

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One-Offs – H1 FY20

in \$m	Startup	Restructuring	Acquisition	Other one-off Items	Divestment & other business closures	Total
Commodities	-	(0.5)	-	-	-	(0.5)
Life Sciences	(3.0)	(0.9)	-	-	-	(3.9)
Industrial	(0.6)	-	-	-	-	(0.6)
Corporate	-	-	(1.6)	(3.1)	-	(4.7)
Discontinued	-	-	-	(2.0)	51.7	49.7
Total	(3.6)	(1.4)	(1.6)	(5.1)	51.7	40.0

- Startup: losses incurred during startup phase of new businesses
- Restructuring: office closing costs and severance costs linked to business reorganisations and restructuring plans
- Acquisition: transaction and integration costs linked to acquisitions
- Other One-off Items: corporate (realised FX in intercompany loan), discontinued (oil and gas business)

Corporate Cost Evolution

	H1 FY18	H2 FY18	H1 FY19	H2 FY19	H1 FY20
Corporate Cost *	12.4	14.1	18.2	18.8	19.7
Revenue	721.6	725.3	826.1	838.7	919.1
Corporate Cost % on Revenue	1.7%	1.9%	2.2%	2.2%	2.1%

* exclude net foreign exchange gain or loss.

- H1 FY20 absolute cost increase mainly driven by increase in insurance premium and investment in human capital
- Targeting 2.0% corporate cost to revenue by FY21



Underlying Effective Tax Rate Movement

in \$m	H1 FY20 After AASB 16	H1 FY19	Change YoY
Underlying Profit before Tax (from continuing operations)	137.5	128.3	7.2%
Tax	(39.3)	(35.0)	12.3%
Underlying Effective Tax Rate (ETR)	28.6%	27.3%	1.3 pts

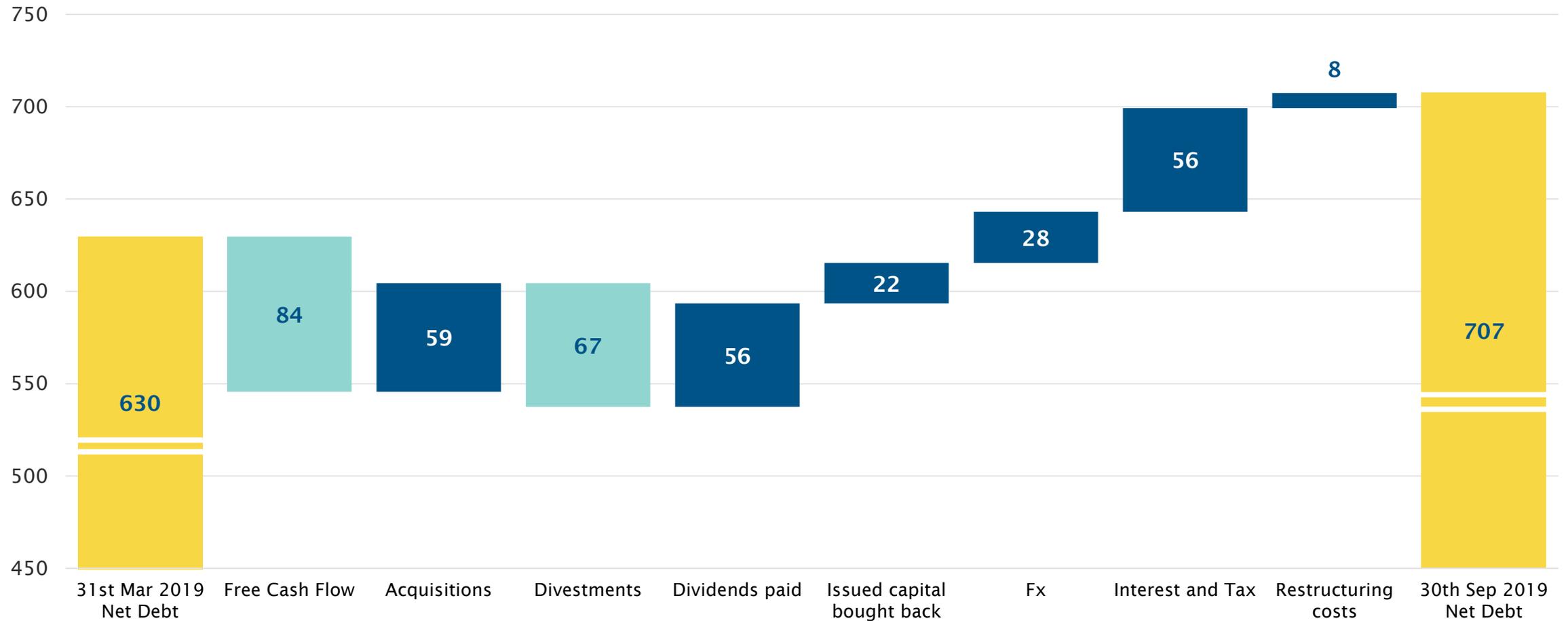
H1 FY20 vs H1 FY19

- Increase in underlying ETR driven by changes to the anti-hybrid interest deductibility rules in Australia
- Treatment of tax startup costs for green field operations

Outlook FY20

- ETR is anticipated to be ~29% on an underlying basis

Net Debt Evolution





Appendix

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Contents

1 Industry and Company Background

2 Life Sciences

3 Commodities and Industrial

4 Strategy and Priorities

5 Financial Summary and Sustainability



Industry – Testing, Inspection and Certification (TIC)

TESTING
taking measurements
either in a laboratory
or in the field

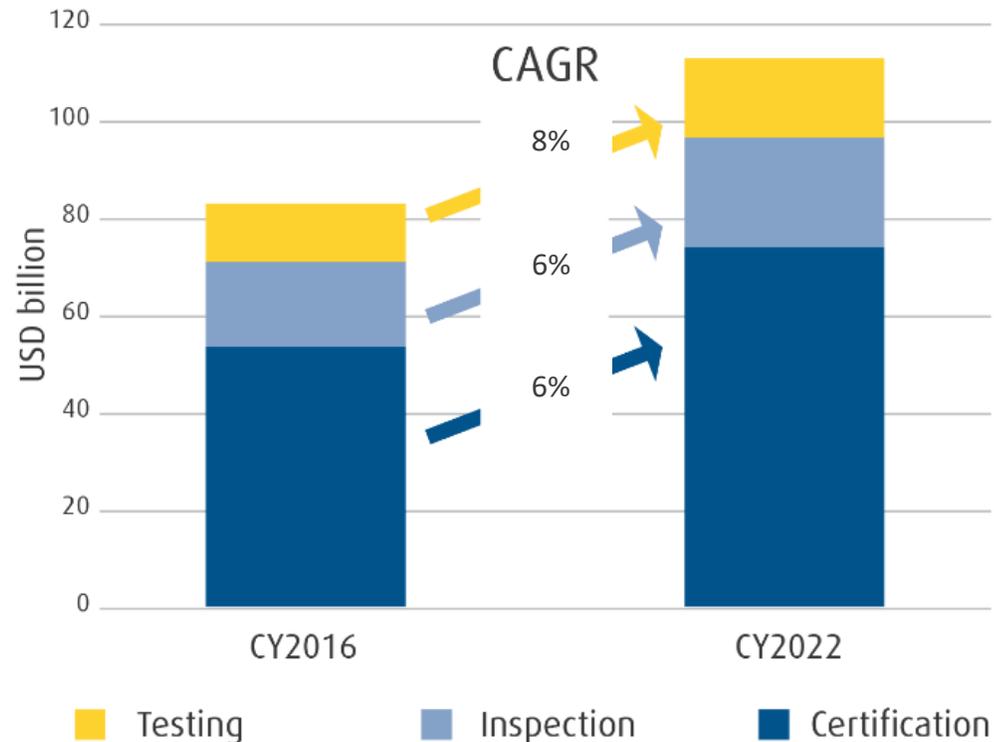


INSPECTION
Visual inspection or physical
measurement (in situ)
of a commodity or piece
of equipment/infrastructure

CERTIFICATION
Verification
of a system or item
against a recognised Standard

TIC Industry – Market Drivers

Global TIC market growth

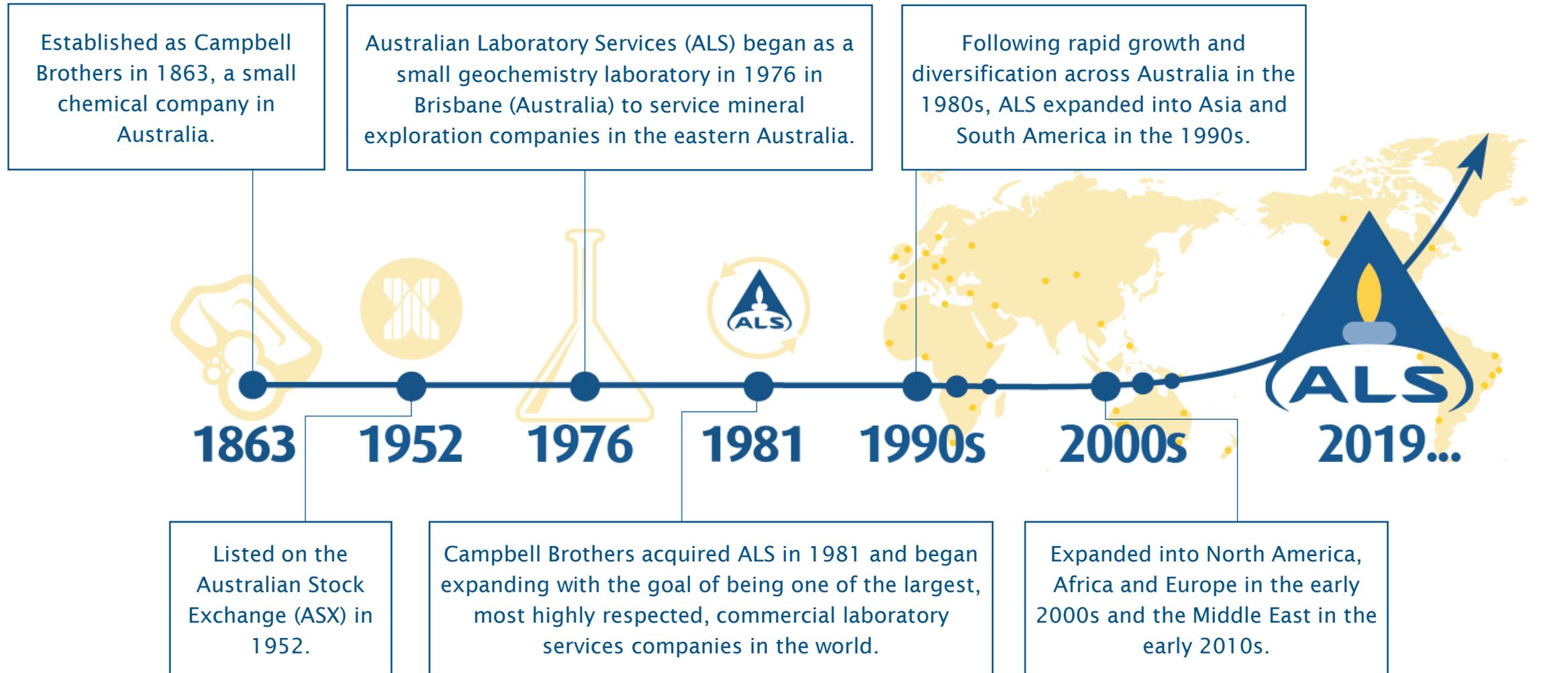


- ▶ Growing trend of outsourcing TIC services to third party providers.
- ▶ Increasing number of new regulations and standards to ensure the quality and safety of products.
- ▶ Global manufacturing and trading of products requiring greater scrutiny across increasingly complex supply chain.
- ▶ Increasing product diversification in several industries.
- ▶ Growing middle class in developing countries demanding high quality standards.

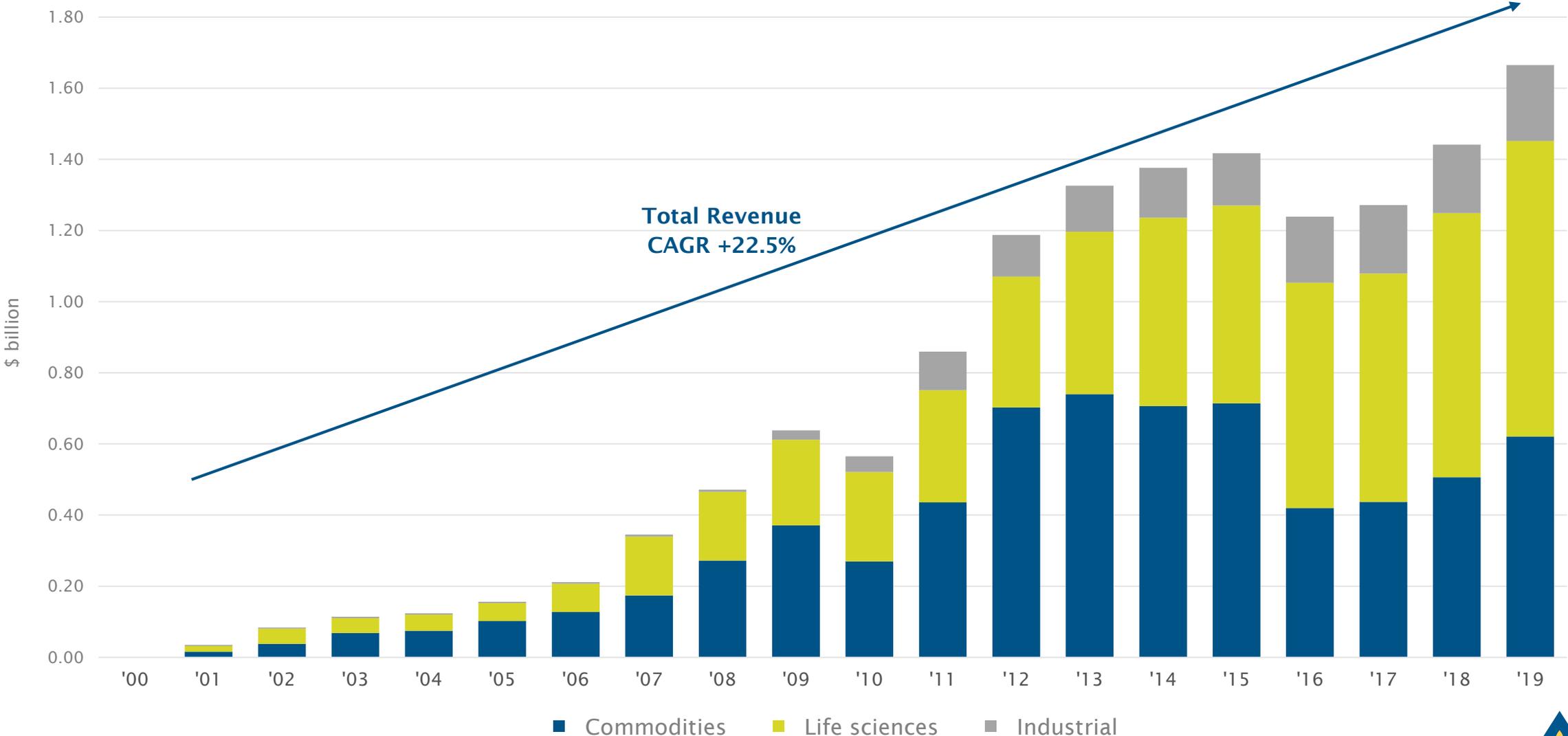
Source: Testing, Inspection & Certification (TIC) Market – Global Forecast to 2022. Markets and Markets



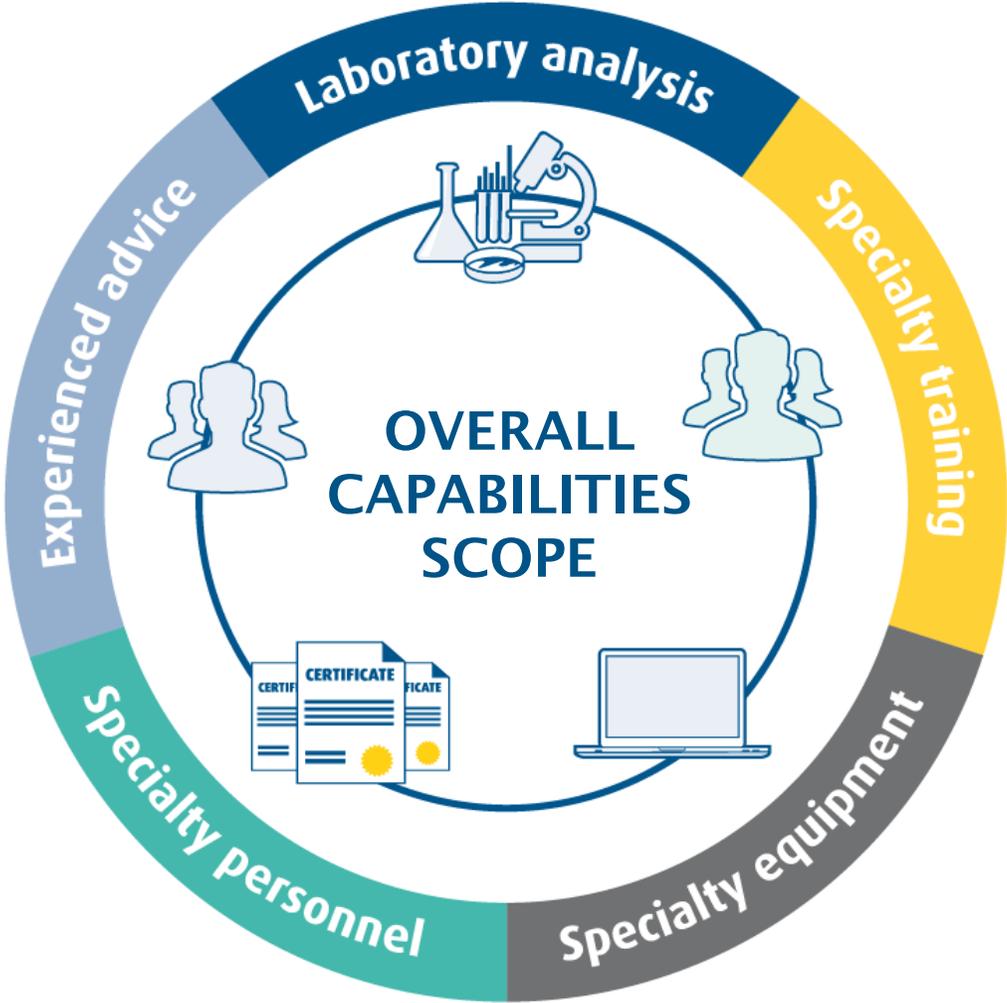
Company History



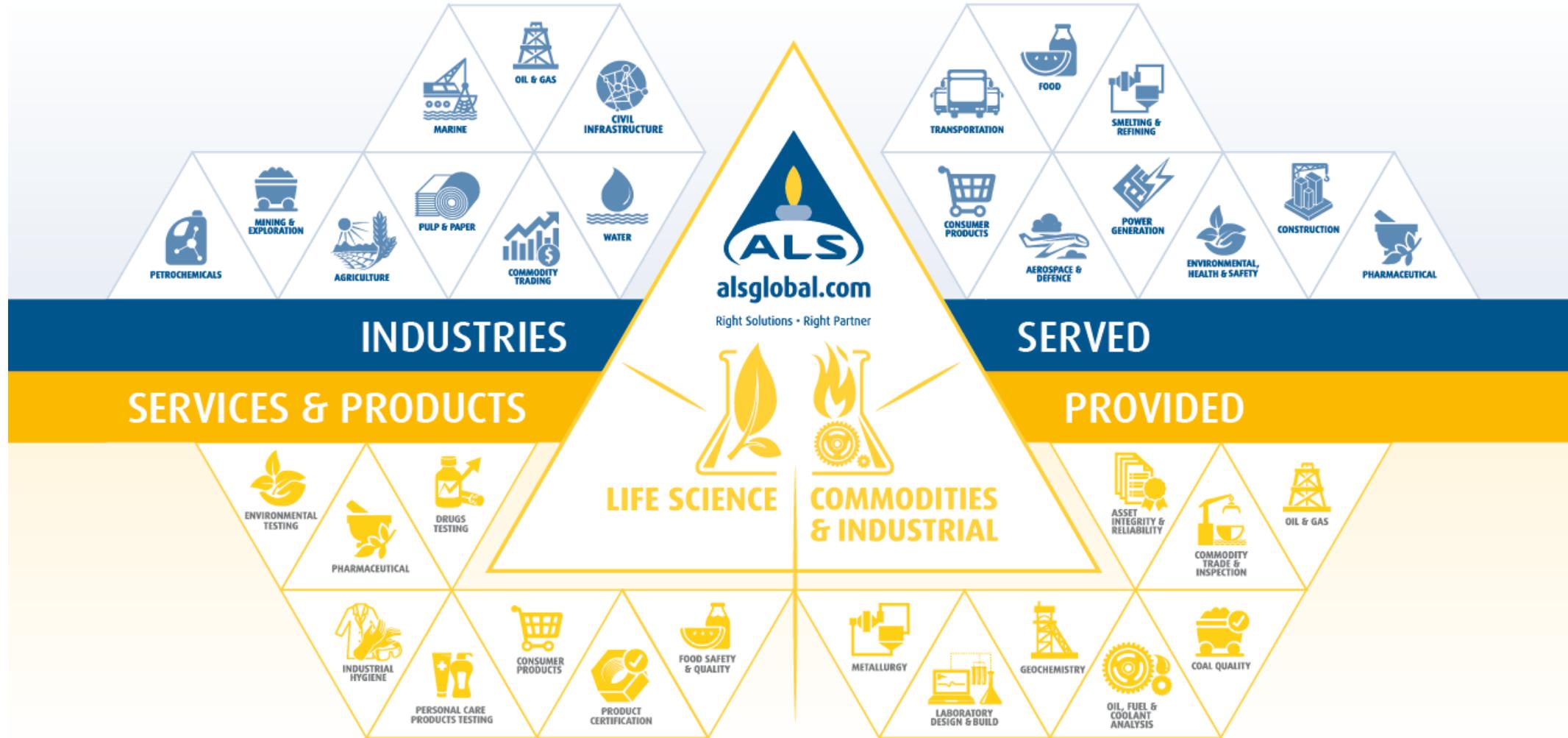
History of ALS Revenue Mix (from continuing operations) – Increasing Diversity



ALS Service Offering



ALS Products and Services



ALS Current Business Streams Revenue Split (FY19)



ALS Global Operations by Revenue (FY19)

65+
Countries

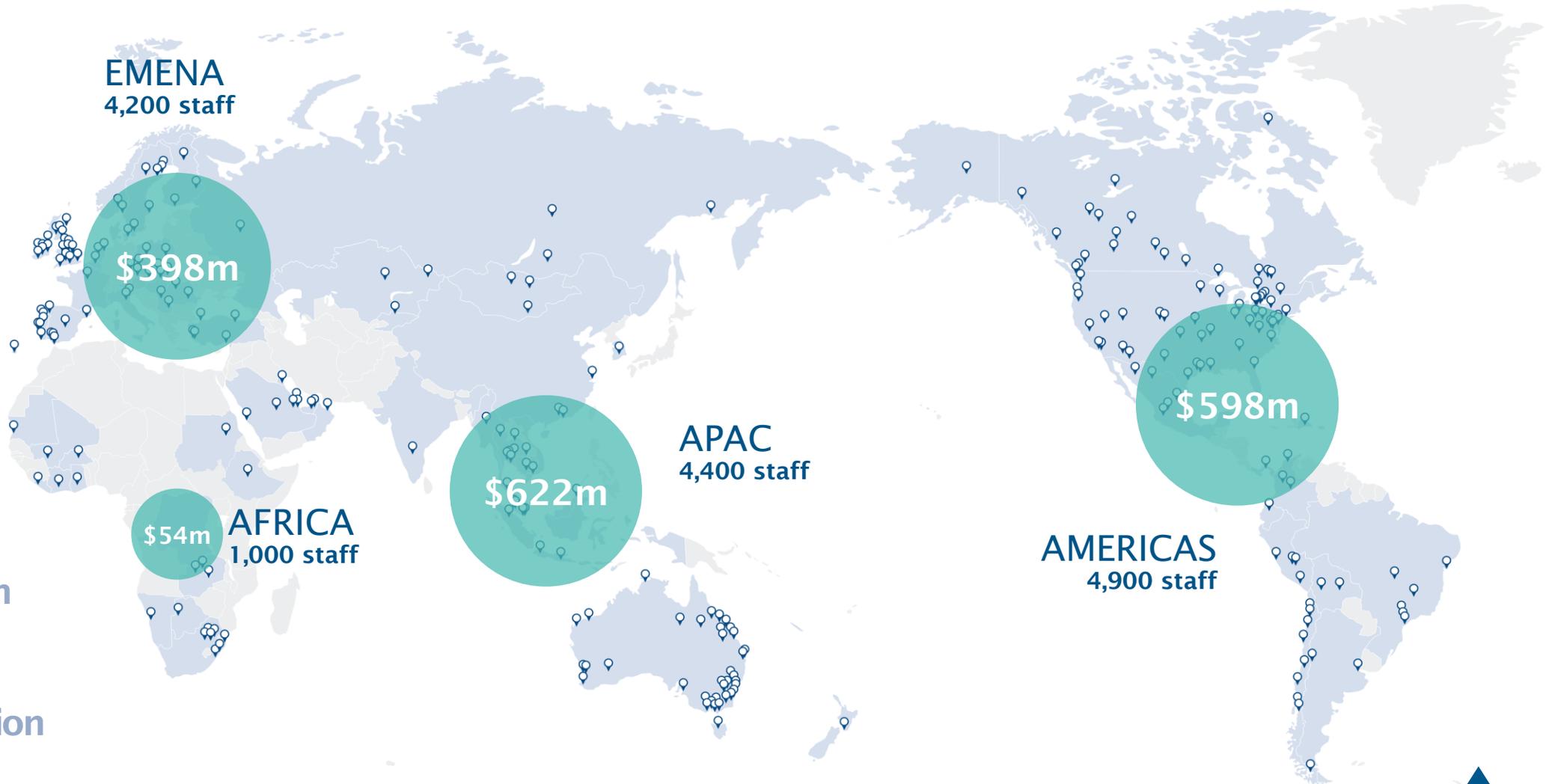
350+
Locations

40+
Years of strong
performance

15,000+
Staff worldwide

40+ million
Processed samples
per year

\$1.6+ billion
Global revenue





Life Sciences

Main business streams:

Environmental testing | Food safety and quality | Pharmaceutical

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Life Sciences

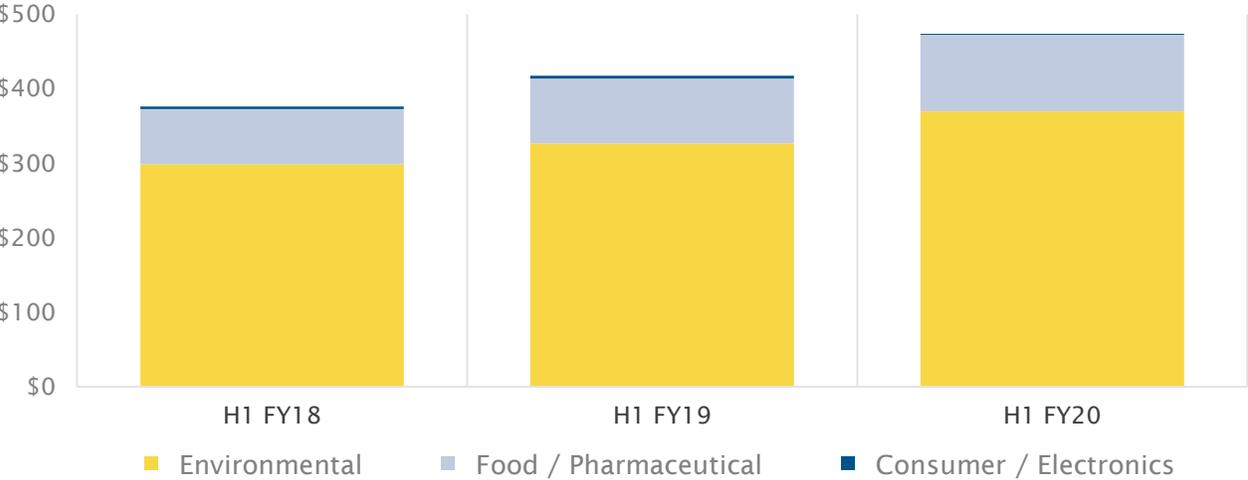
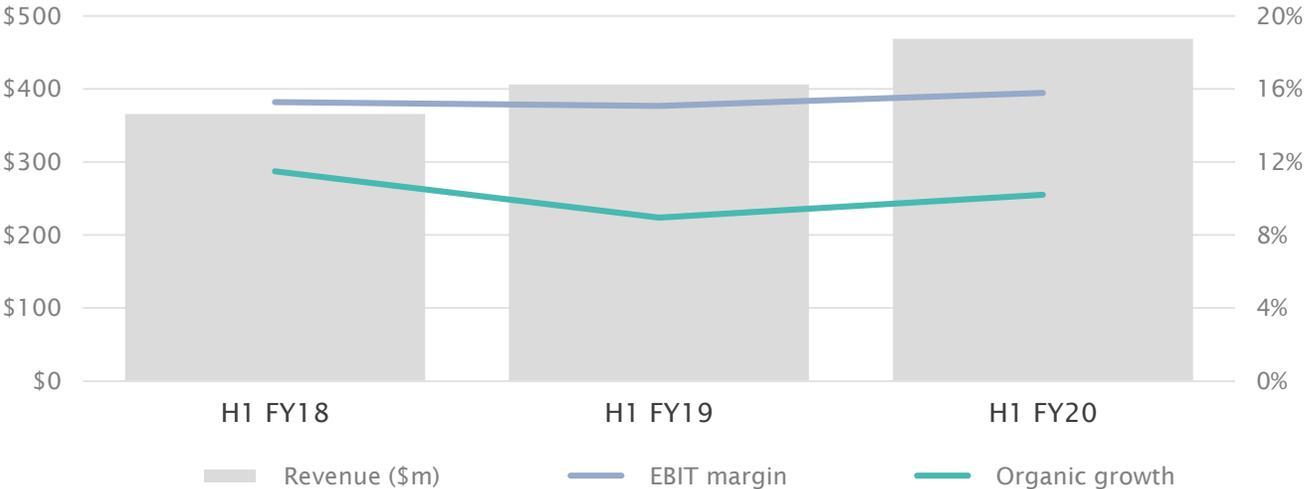
Key drivers

1. Increasing regulation, complexity and specialisation of testing requirements.
2. Increased outsourcing allowing companies to focus on core competencies.
3. Focus on high level of quality brand protection, particularly for food and pharmaceutical companies.

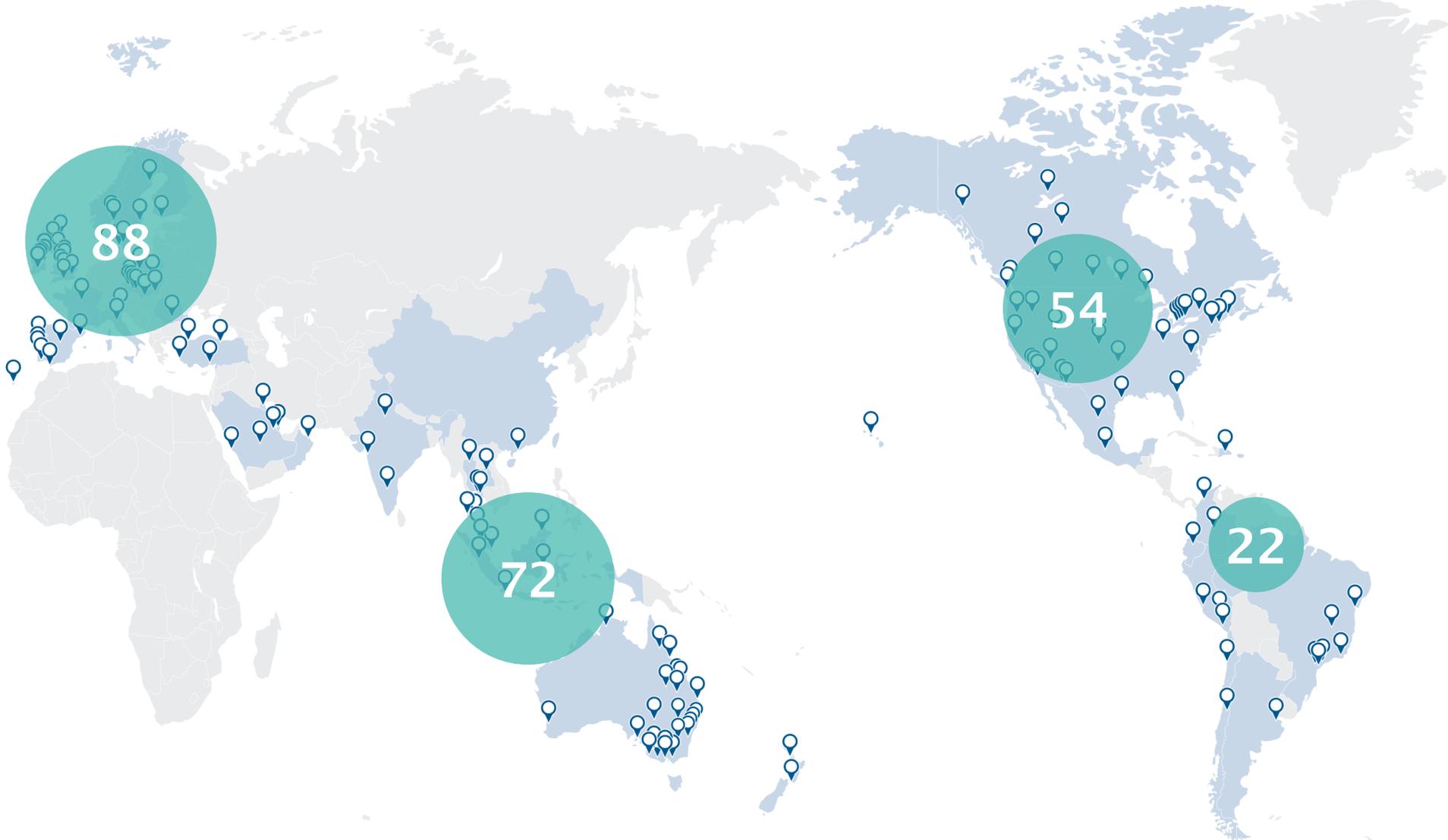
Strategy

1. Organic growth in existing key markets
2. Cost base management and automation driving efficiency and improved productivity.
3. Bolt-on acquisition strategy focused on food safety and pharmaceutical opportunities.

Life Sciences (\$m)



Life Sciences Global Locations





Commodities and Industrial

Commodities:

Geochemistry | Metallurgy | Commodity trade and inspection | Coal quality

Industrial:

Asset Care | Tribology

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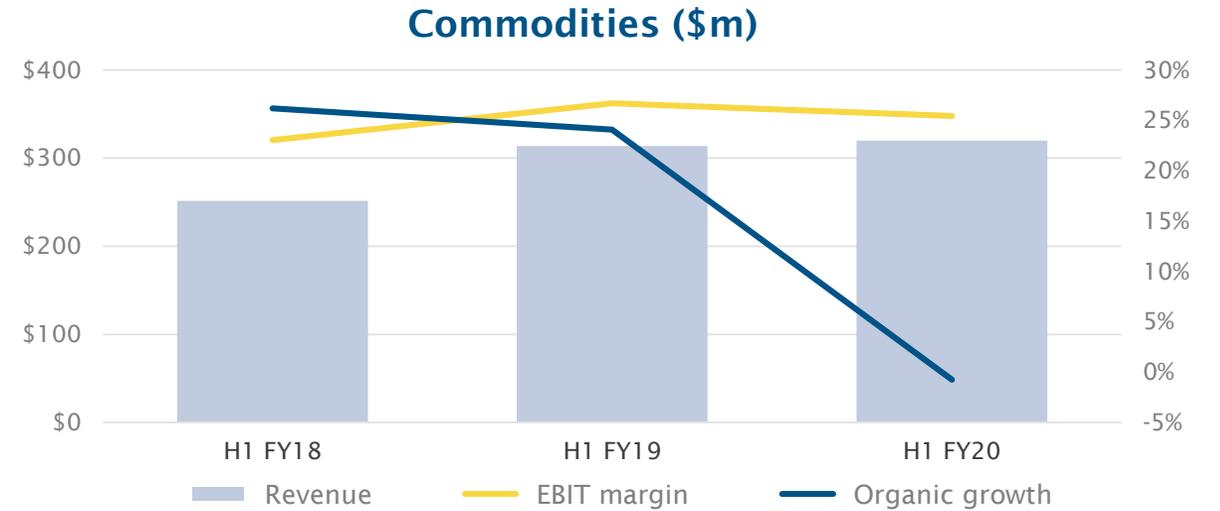
Commodities

Key drivers

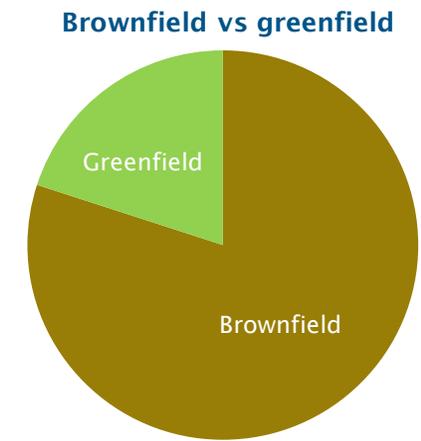
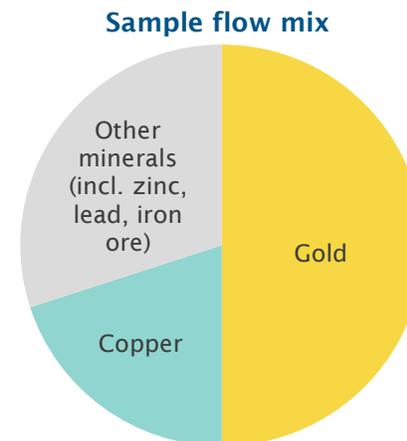
1. Commodity pricing cycle.
2. Mining capital expenditure by major miners and exploration by junior miners.
3. Junior miner's exploration generally driven by equity market activity (particularly in the Australia and Canadian markets).

Strategy

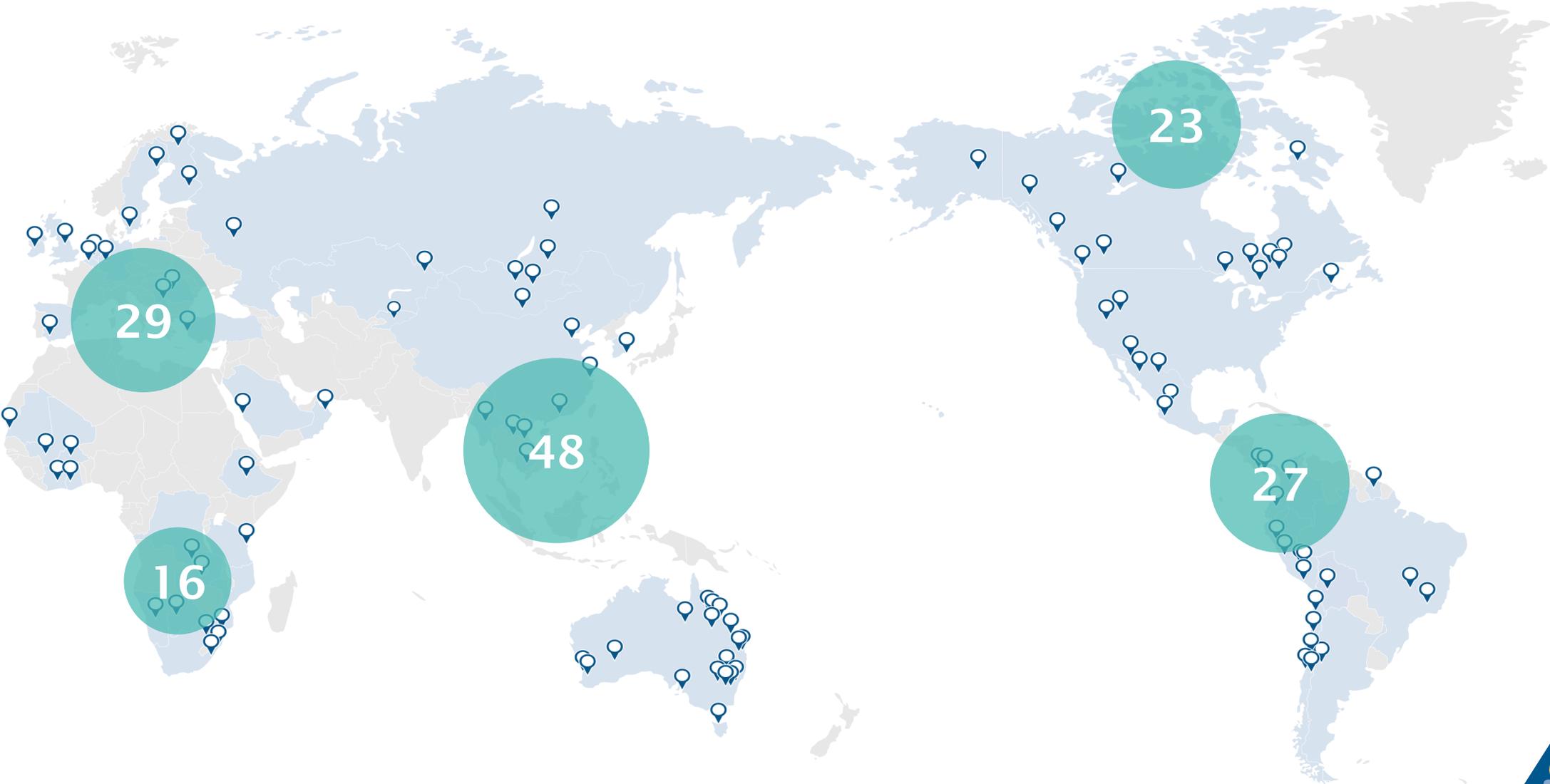
1. Market leading position driven by strong offering, client service and global network.
2. Hub and spoke model allows a degree of margin management based on position in the commodity pricing cycle.
3. Investment in technology to drive offering and efficiencies.



Geochemistry

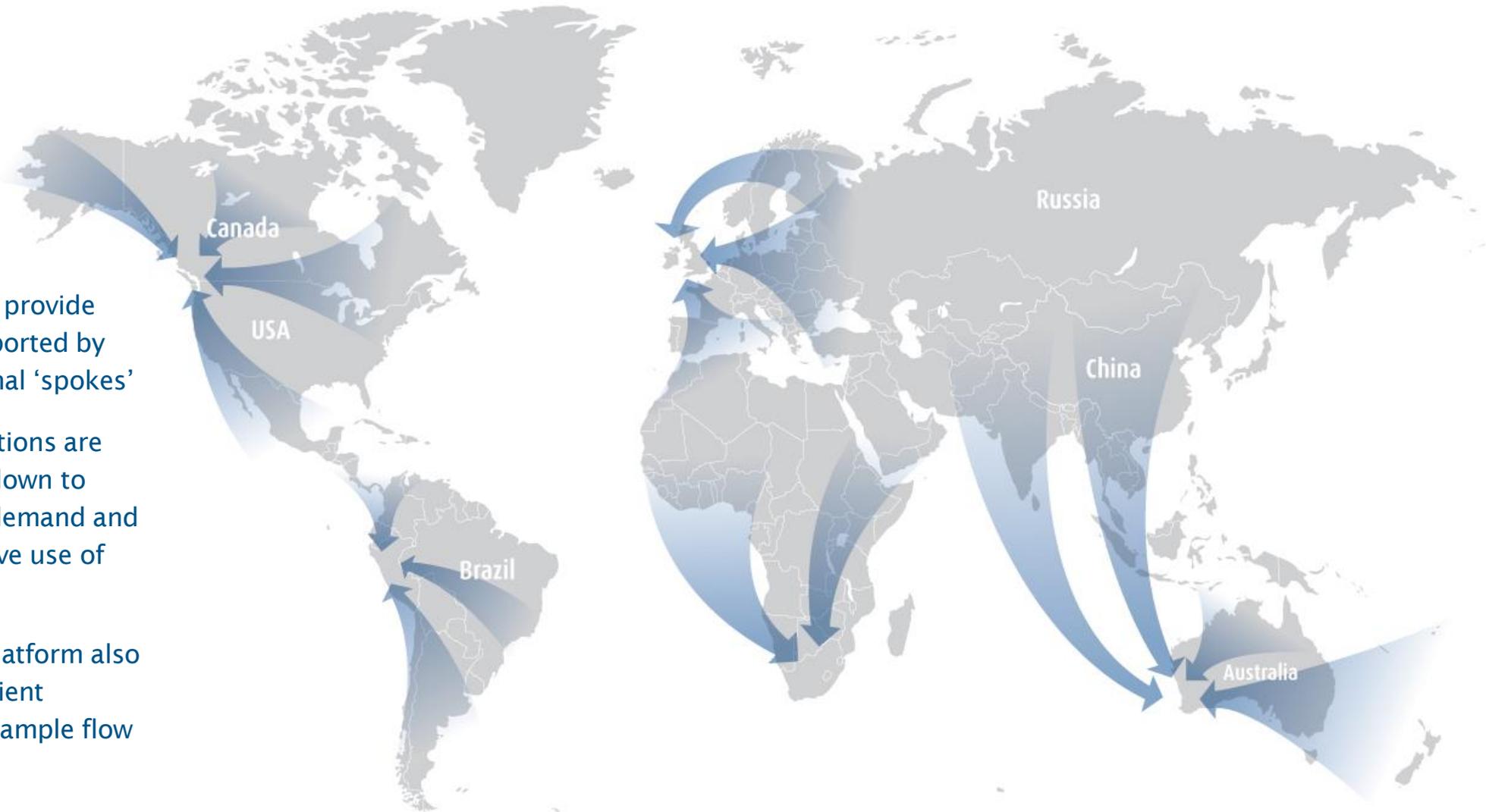


Commodities Global Locations



Geochemistry Hub and Spoke Model

- 5 global hubs provide capacity, supported by smaller regional 'spokes'
- 'Spoke' operations are scaled up or down to match client demand and ensure effective use of hub capacity
- Technology platform also supports efficient allocation of sample flow



Industrial

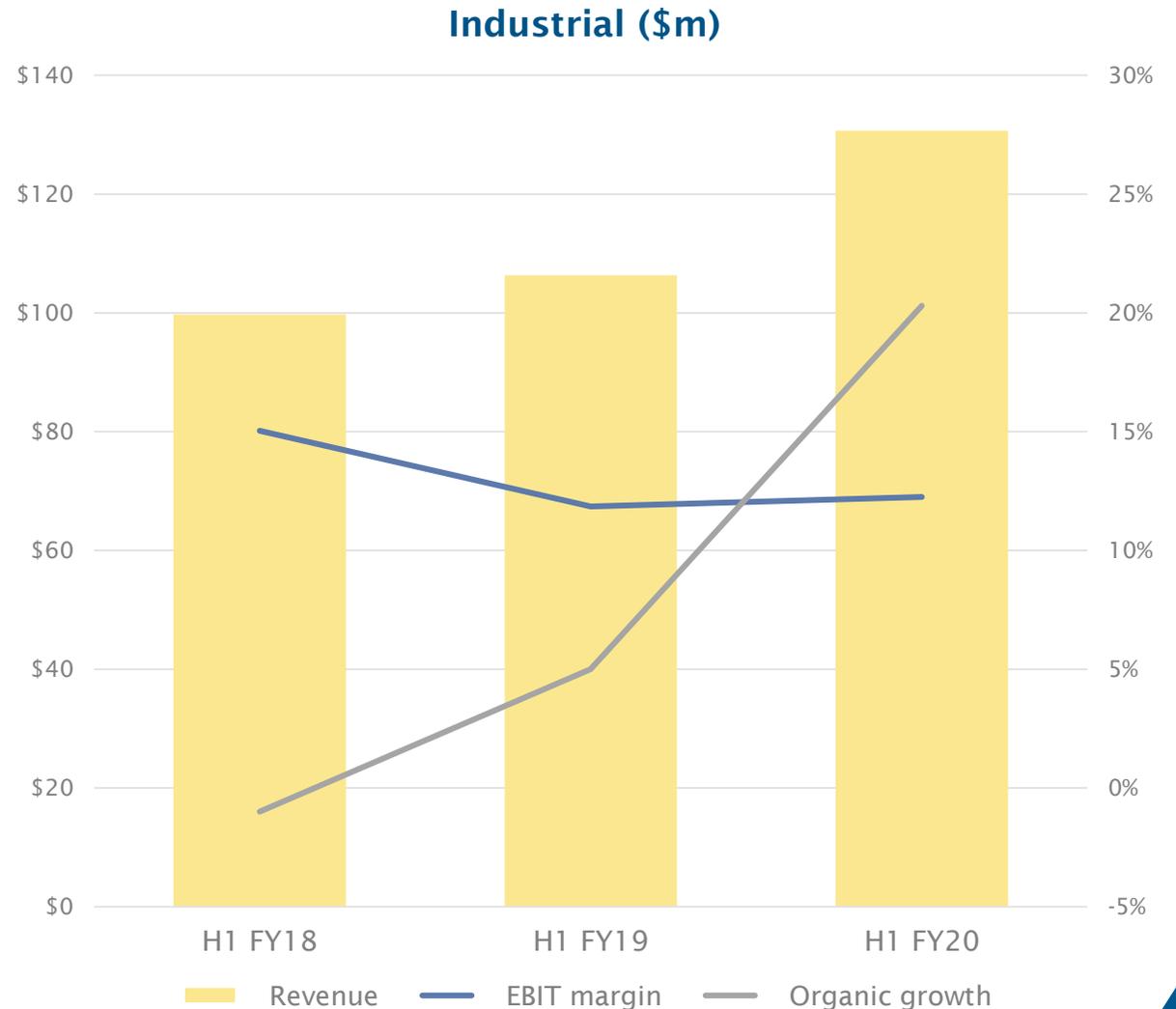
Key drivers

Support asset owners, operators and constructors to:

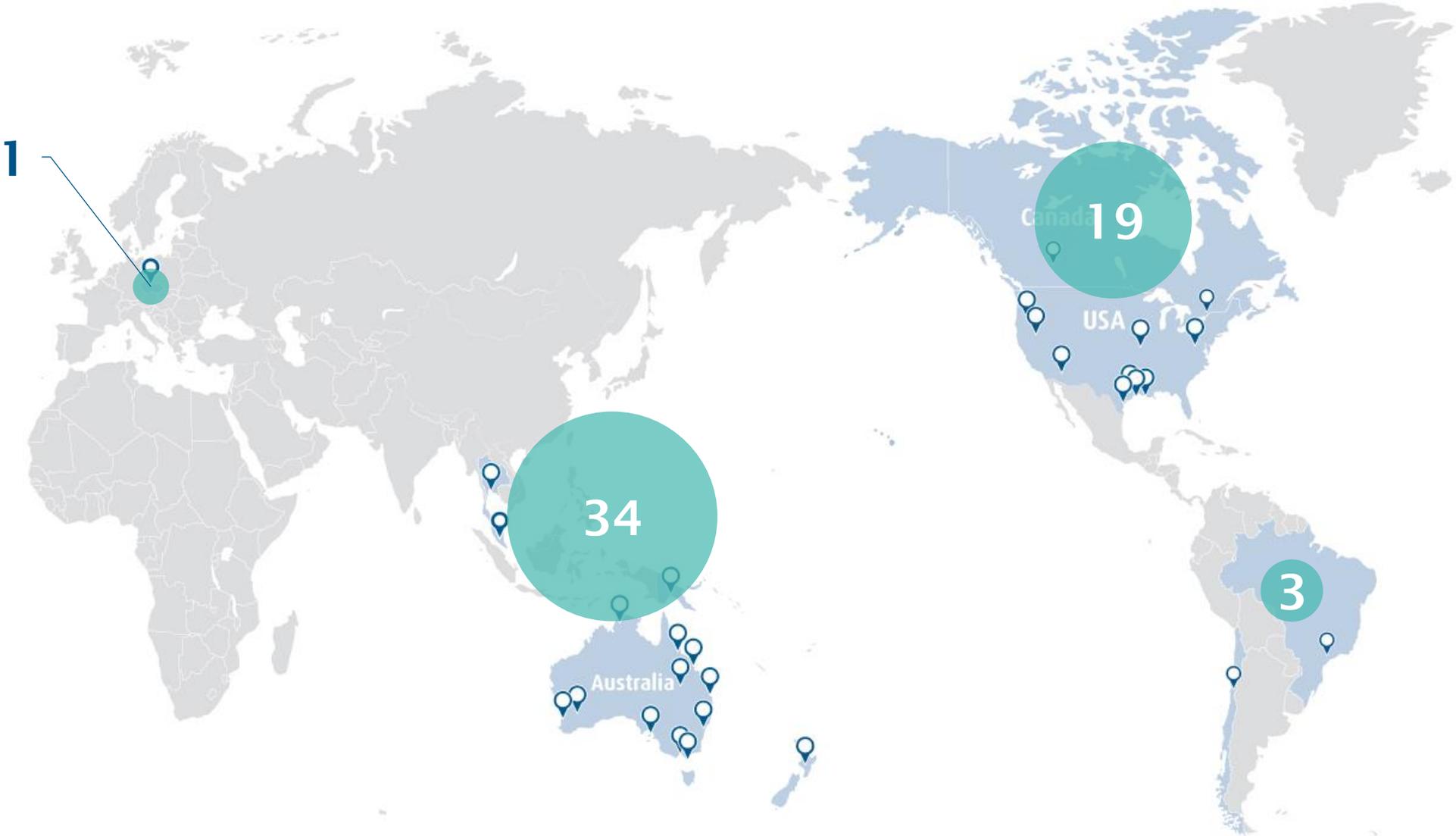
1. Comply with codes and regulations.
2. Provide confidence in safe operations.
3. Optimise production and maintenance.

Strategy

1. Grow market share and geographic reach.
2. Diversify service offering.
3. Leverage technology to deliver increased value to clients and drive operational efficiency.



Industrial Global Locations



ENGINEERING-LED INTEGRITY AND RELIABILITY SERVICES



Engineering Assessment



Mechanical Testing



Tribology



Integrated Condition Monitoring



Non-Destructive Testing (NDT)



Fitness For Service / Remaining Life Assessment



Maintenance Planning and Review



Quality Assurance / Inspection



Training Academy



Materials Engineering and Consulting



Balancing and Alignment



Inspection / Advanced Digital Imaging



Strategy and Priorities

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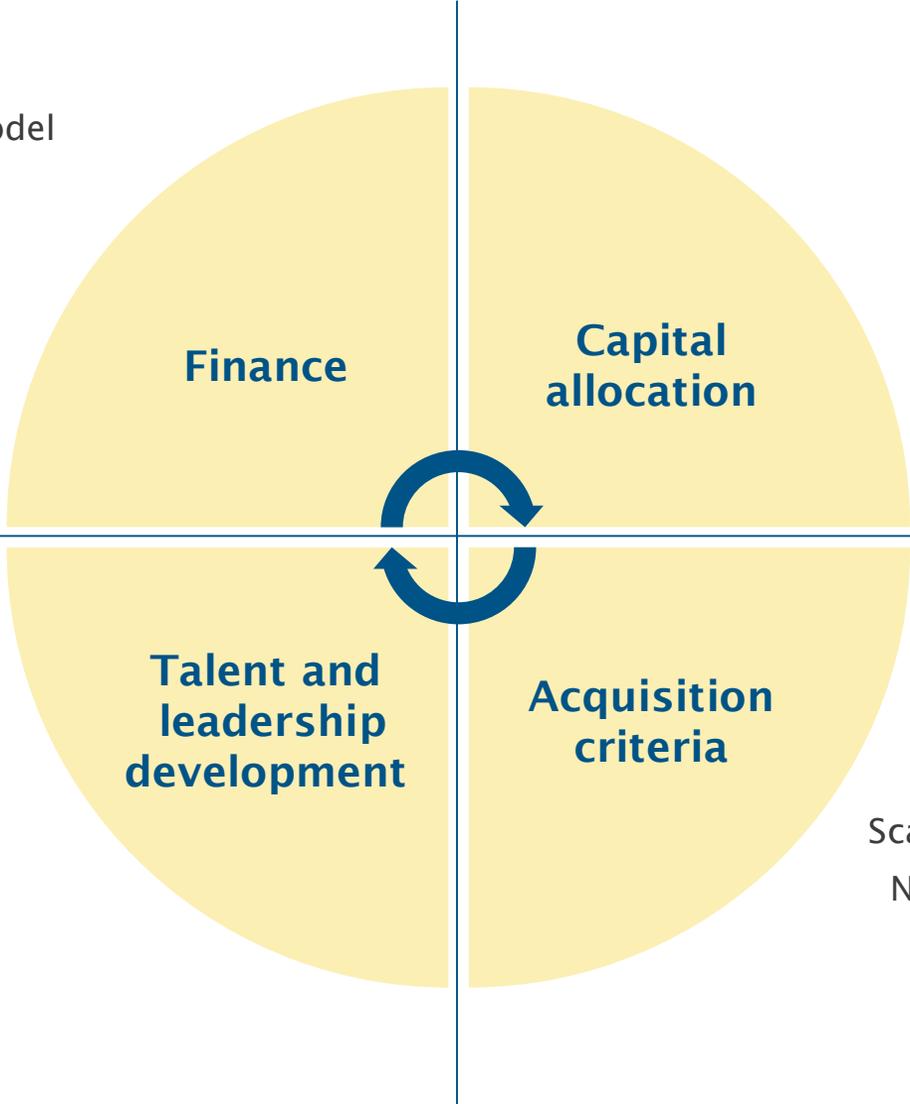


Strategic Roadmap



Business Priorities

- Integrated to cost based operational model
- Procurement leverage
- Strong cash conversion
- Improve earnings per share
- Analytics for operations
- Standardised systems and processes



- Organic growth projects
- Technology and efficiency projects
- Focus on ROCE
- Capital management strategy

- Internal talent development to support the growth of the business
- Executive Development Program
- Transparency and talent exchange across business streams

- Expansion into new geographies (Asia, Latin America, Europe)
- New business streams with testing as their core
- Scale and leverage for existing businesses
- New capabilities within business streams
- New technology



Financial Summary and Sustainability

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10 Year Financial Summary

In millions of AUD

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Sales Revenue	825.5	1,108.3	1,405.6	1,499.3	1,503.4	1,492.7	1,364.9	1,365.6	1,495.1	1,672.5
Funds Employed										
Share capital	456.7	610.4	610.4	667.9	1,061.0	1,134.1	1,452.7	1,453.4	1,348.1	1,325.9
Reserves	(18.2)	(30.3)	(37.0)	(97.9)	(54.9)	(23.1)	(51.4)	(77.6)	(8.9)	(32.7)
Retained earnings	189.8	244.0	351.2	415.4	401.6	104.5	(224.3)	(200.2)	(229.1)	(199.8)
Non-controlling interest	1.4	1.5	5.6	11.7	11.7	12.9	8.6	9.6	11.9	9.8
Non-current liabilities	206.5	159.8	509.7	560.9	784.2	976.8	767.6	727.8	720.1	534.1
Current liabilities	118.9	186.7	195.9	176.7	333.7	201.7	191.7	236.6	216.2	541.4
Total funds employed	955.1	1,171.9	1,635.8	1,734.7	2,537.3	2,406.9	2,144.9	2,149.6	2,058.3	2,178.7
Represented by										
Property, plant & equipment	216.8	265.1	324.6	397.2	481.6	491.9	457.3	395.5	400.0	438.4
Current assets	294.5	356.6	506.1	481.6	585.4	598.7	691.5	710.0	602.2	611.9
Other non-current assets	50.7	46.7	37.4	50.9	57.6	65.9	72.4	62.3	75.5	82.4
Intangibles	393.1	503.5	767.7	805.0	1,412.7	1,250.4	923.7	981.8	980.6	1,046.0
Total assets	955.1	1,171.9	1,635.8	1,734.7	2,537.3	2,406.9	2,144.9	2,149.6	2,058.3	2,178.7
Trading Results	(j)									
Financing costs (net)	11.1	10.2	15.6	19.6	26.8	33.1	34.5	27.3	25.8	32.0
Depreciation & amortisation	39.9	42.2	46.2	55.7	83.2	95.8	101.6	80.3	75.5	76.3
Underlying profit before tax	105.9	185.1	312.0	331.0	236.0	190.2	143.4	144.3	190.9	243.5
Underlying profit before tax, Continued Operations	105.9	185.1	312.0	326.9	236.0	188.9	154.4	158.8	195.5	249.1
Income tax expense	31.0	52.8	87.3	89.8	59.1	51.9	36.1	40.9	46.6	58.2
Underlying profit after tax	75.3	132.2	222.4	238.3	171.9	135.4	99.5	98.4	138.8	176.6
Underlying profit after tax, Continued Operations	75.3	132.2	222.4	234.5	171.9	134.1	108.4	112.7	142.2	181.0
Statutory profit/(loss) after tax	75.3	132.4	222.4	227.3	154.4	(174.5)	(240.7)	81.6	51.8	153.8
Dividend	62.8	94.2	151.9	164.3	152.0	84.5	60.8	68.0	80.8	97.5
Other Statistics	Ref	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)
Net tangible asset backing per share		75.18	95.41	48.16	55.92	1.70	(5.40)	51.94	40.34	28.93
Underlying earnings per share		25.81	40.59	65.89	69.66	45.34	33.65	21.71	19.52	27.70
Underlying earnings per share Continued Operations		25.81	40.59	65.89	68.55	45.34	33.33	23.65	22.35	28.38
Statutory earnings per share		25.81	40.64	65.90	66.44	40.74	(43.37)	(52.51)	16.18	10.34
Dividends per share		20.00	28.00	45.00	48.00	39.00	21.00	13.50	13.50	17.00
Underlying return on average equity	%	14.40	18.20	25.30	24.70	14.20	10.20	8.20	8.30	12.00
Statutory return on average equity	%	14.50	18.20	25.40	23.70	12.80	(13.20)	(20.00)	6.90	4.50
Net debt (debt - cash)	\$m	147.00	111.50	370.60	412.90	729.00	762.20	437.60	484.50	507.30
Gearing ratio (net debt/(net debt + total equity))	%	18.90	11.90	28.50	29.30	33.90	38.30	27.00	29.00	31.10
No. of Employees		7,570	8,936	12,101	12,605	12,206	11,722	11,568	13,485	15,511

(a) Following the issue of 49,633,430 shares (including 1:6 rights issue in Nov 09)

(b) Following the issue of 22,717,200 shares (including 17,457,040 shares for Ammtec acquisition)

(c) Following the issue of 6,039,894 shares

(d) Following the issue of 51,283,145 shares (incl 1:11 rights issue in July 2013)

(e) Following the issue of 12,994,033 shares

(f) Following the issue of 96,968,595 shares (incl 5:21 rights issue in Dec 2015)

(g) Following the issue of 6,242 shares

(h) Following the buyback of 15,456,767 shares

(i) Following the buyback of 3,250,000 shares

(j) Refer page 8 of the Annual Report for a reconciliation of underlying profit to statutory profit

All shares have been restated on a post 5 for 1 share split basis during FY13.



Sustainability Program – FY19 achievements

People



Health & Safety

Safety is a Priority

Diversity & equality

Respecting differences

Training & development

Investing in talent development

Innovation & Technology

Embracing innovation and technology

Human rights

Worker's rights upheld

- ✓ New Executive Development sessions delivered
- ✓ Equal Pay Pledge
- ✓ Improved employee satisfaction survey results
- ✓ 55% new female professional hires
- ✓ Record low injury rates

Environment



Operational Environmental Performance

Mitigation of environmental emissions

Energy management

The pursuit of energy efficiency

Waste reduction

Reduce, reuse, recycle

Water conservation

Managing a scarce resource

Climate Change

Managing and reducing our CO₂ emissions

- ✓ Paper and cardboard recycling improved
- ✓ Extensive LED lighting program rolled out
- ✓ No uncontrolled releases
- ✓ 18 t more glass recycled than last year
- ✓ 2021 energy intensity reduction target on track

Society



Economic Contributions

Supporting local stakeholders

Local investment

Enriching our communities

Employment creation

Creating jobs in the local community

- ✓ University student programs continued
- ✓ 'ALS Cares' framework established
- ✓ Support for 4 key charities
- ✓ AUD\$1.8 b Economic contribution
- ✓ 1,413 additional employees

Governance



Financial performance

Maximise return for shareholders

Anti-bribery & corruption

Zero tolerance for bribery and corruption

Honesty & integrity

An ALS core value

Regulatory compliance

Systems to maintain legal compliance

- ✓ Key supplier desktop assessments completed
- ✓ Privacy Program revised
- ✓ New Tax Policy released
- ✓ New M&A Program developed





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