



ANSELL FY21 FULL YEAR RESULTS

24 AUGUST 2021



Ansell

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

FULL YEAR RESULTS FY21

Disclaimer and Non-IFRS Measures

The following presentation has been prepared by Ansell Limited (Ansell or the company) for information purposes only. The information contained in this presentation is a summary only and does not purport to be complete. It should be read in conjunction with Ansell's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange, which are available at www.asx.com.au

The presentation may contain forward looking statements or statements of opinion. These statements can be identified by the use of forward-looking terminology such as 'may', 'will', 'should', 'expect', 'intend', 'anticipate', 'estimate', 'continue', 'assume', or 'forecast' or comparable terminology. These forward looking statements are current only as at the date of this presentation. Although Ansell believes these forward looking statements to be reasonable, they are not certain and involve unknown risks and assumptions (including many that may be outside the control of Ansell). No representation or warranty (express or implied) is made regarding the accuracy, completeness or reliability of the forward-looking statements or opinion or the assumptions on which either are based. All such information is, by its nature, subject to significant uncertainties outside of the control of the company. Subject to disclosure requirements, Ansell is under no obligation to update any forward looking statements contained in this presentation.

Ansell, its related bodies corporate and any of its or their respective officers, directors, employees, agents or advisers (Ansell Parties), do not make any representation or warranty, express or implied, in relation to the accuracy, reliability or completeness of the information contained herein, and to the maximum extent permitted by law disclaim any responsibility and liability flowing from the use of this information by any party. To the maximum extent permitted by law, the Ansell Parties do not accept any liability to any person, organisation or entity for any loss or damage arising from the use of this presentation or its contents or otherwise arising in connection with it.

The information included in this presentation is not intended to be relied upon and is not investment or financial product advice. This presentation is not and should not be considered as an offer or recommendation with respect to the subscription for, purchase or sale of any security and neither this document, nor anything in it shall form the basis of any contract or commitment. Before making any investment decision, you should seek appropriate financial advice, which may take into account your particular investment needs, objectives and financial circumstances. Past performance is no guarantee of future performance. The statements in this presentation do not constitute an offer to sell, or solicitation of an offer to buy, any securities of Ansell.

NON-IFRS MEASURES

Ansell's financial results are reported under International Financial Reporting Standards (IFRS). This release includes certain non-IFRS measures including EBITDA, EBIT, Operating Cash Flow, Organic Growth and Constant Currency. These measures are presented to enable understanding of the underlying performance of the Company without the impact of non-trading items and foreign currency impacts. Non IFRS measures have not been subject to audit or review.

AUTHORISED FOR RELEASE BY THE BOARD OF ANSELL LIMITED

CONTENTS

01 Business Update
Magnus Nicolin

02 Financial Results
Zubair Javeed

03 FY22 Outlook
Neil Salmon

04 Q&A

01

Business Update

Ansell

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

FULL YEAR RESULTS FY21

Record Sales and Earnings Performance

Sales

\$2,026.9m

+25.6% Growth
+22.5% CC Growth¹



EPS

192.2¢

+59.9% Growth
+50.8% CC Growth¹



Operating Cash Flow⁴

\$49.2m

+60.9% cash conversion⁵



EBIT²

\$338.0m

+56.0% Growth
+51.4% CC Growth¹



DPS

76.8¢

+53.6% Growth



Capital Expenditure

\$82.7m

+36.5% Growth



Profit Attributable

\$246.7m

+57.5% Growth
+48.5% CC Growth¹



ROCE %³

19.8%

Up 590bps vs FY20



Leverage

\$279.9m/0.7x⁶

Net Debt Position
\$63.8m Lease Liabilities

KEY POINTS

- Strong Organic Growth¹ of +22.5%. HGBU delivered +34.8% and IGBU delivered +7.1%
- EBIT margins improved 330bps to 16.7% driven by higher production volumes, pricing/mix benefit and SG&A operating leverage
- Capex increased 36.5% due to strategic shift to manufacture more of our differentiated products internally and to support growth in FY22 and beyond
- Cash flow temporarily weaker due to higher capex investment and greater working capital needs to support top line growth. Balance sheet remains strong with leverage of 0.7x
- EPS of 192.2¢ but would have been 193.9¢ without Cloud Computing accounting policy change (refer to slides 19 and 29)
- Final DPS declared of US43.6¢ (full year DPS of US76.8¢), 53.6% increase yoy and 40% payout ratio

1. Constant Currency ("CC") Growth compares FY21 to FY20 Restated results translated using FY21 average FX rates; refer to slide 31 for further details. Organic Growth compares FY21 to FY20 revenue at CC and excludes the effects of acquisitions and divestments
2. EBIT includes \$8.1m share of profit from Careplus joint venture (equity accounted)
3. ROCE is calculated as LTM EBIT over average capital employed. See slide 23
4. Operating Cash Flow is defined as net receipts from operations per the Consolidated Statement of Cash Flows adjusted for net payments for property, plant and equipment and intangible assets, repayments of lease liabilities, net interest paid, and tax paid. See slide 22
5. Cash Conversion equals Net Receipts from Operations over EBITDA. See slide 22
6. Leverage Ratio = Net Debt divided by LTM EBITDA. Net Debt includes Lease Liabilities adjusted under AASB16. See slide 23
7. Financials presented in US dollars millions on all slides of this presentation unless otherwise specified

Transformation Has Positioned Ansell Well for FY21 and Beyond

BUSINESS STRATEGY

- In 2010, we set out 7 key strategies and they have continued to be our focus throughout the last 11 years
 - Focus on segments where Ansell is or can be #1 or #2 worldwide, divest if this cannot be achieved
 - Adopt a global customer centric organisation
 - Simplify and standardise branding to focus on key brands
 - Drive innovation throughout the organisation
 - Expand focus on emerging markets
 - Invest in manufacturing with in-sourcing of innovative products
 - Selective M&A to expand into new product categories, new geographies and/or to grow market share

ANSELL TOTAL SHAREHOLDER RETURN VS INDEX



Source: Ansell, Refinitiv Eikon

1. As at 30 June 2021. Assumes 100% dividend reinvestment on the ex-dividend date and where dividends are paid in USD, converted to AUD using the spot rate

Over The Past Decade, We Have Transformed Ansell

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

* Adjusted for Sexual Wellness exit

FULL YEAR RESULTS FY21

Continued Advancements in Sustainability

SAFETY

- **World Class Safety Performance:** recording LTI of <0.06 per 100 employees @ Jun-21
- **Maintaining and Reinforcing COVID-19 Safety Practices:** deployed comprehensive safety practices with changed manufacturing flow, social distancing, regular testing and housing & transport changes
- **Broad Based Safety Culture at Ansell:** ownership of health and safety beyond EHS managers & senior leadership to all site employees
- **Further Strengthening of Safety Assessments:** focusing on high risk tasks with multi-stakeholder engagement

LABOUR RIGHTS

- **Independent Third Party Audits:** now completed for all our manufacturing sites with on-going monitoring for our third-party suppliers
- **Supplier Management Framework:** commenced to enhance & standardise risk-based approach to modern slavery risk management and CSR compliance
- **Zero Recruitment Fee Policy:** completed remediation payment and continued management of program
- **Accommodation Standards:** providing industry leading housing standards for our Malaysian foreign workers

ENVIRONMENT

- **TCFD Alignment:** corporate-level scenario analysis undertaken to identify physical and transition risks and opportunities across the business
- **Zero Waste to Landfill:** recent third party audits verified this was achieved at Lithuania and ATL, Sri Lanka. Progressing work at other sites
- **Environmental Investments:** underway with spend for solar panels, bio-mass boilers and water conservation & re-use technologies to deliver on energy and water use targets
- **Net Zero Outlook:** have commenced work to develop a roadmap for net zero emissions

SELECTED INDUSTRY RATINGS



FULL YEAR RESULTS FY21 Business Update

COVID-19 OPERATING ENVIRONMENT

- Flexibility and resilience of Ansell's supply chain, together with industry leading safety protocols has ensured limited disruption to Ansell supply vs most competitors
- Inflation apparent on a number of cost inputs including labor & freight. We are implementing pricing strategies to offset
- Ansell's long experience with globally distributed teams ensured seamless transition to "work from home." Some countries now starting to return back to the office and travelling to meet customers

NEW PRODUCT DEVELOPMENT

- Mechanical growth driven significantly by new product success, at over 20% of FY21 Mechanical sales
- New products positioned to assist with customer infection management protocols in chemical and exam
- Industry leading solutions preparing for increased digitalisation of manufacturing workplaces e.g. touch screen technology
- Embed sustainability into our processes, including life cycle assessments, reducing environmental impact of packaging and product biodegradability

"DIGITALLY FRIENDLY" OPERATING ENVIRONMENT

- Providing sales team with support to sell virtually including global webinars connecting thousands of safety and operational leaders, automated product data sheets and digital asset library
- Continue to use upgraded industry leading AnsellGUARDIAN® platform to help end users select the right PPE in a virtual setting for mechanical and chemical customers. Expanded it to Surgical and Life Sciences customers
- Record sales from digital marketplaces with 56% growth year on year

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



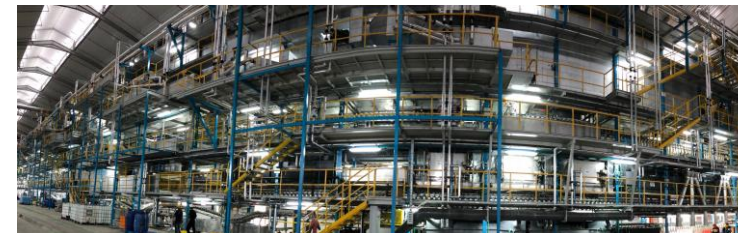
Single Use Gloves (Thailand)

Plans for seven highly efficient and automated lines in Bangkok, capable of producing our proprietary technologies and differentiated TouchNTuff® styles. Three lines are now operational and once completed will more than double in-house production of single use gloves



Chemical Body Protection (Sri Lanka)

Following expansion in China in FY20 H2, we further expanded capacity in Sri Lanka. We also localised production in Brazil (supporting LAC) and Lithuania (supporting EU)



Chemical Gloves (Malaysia)

Added two new state-of-the-art dip lines in Malaysia to support the continued growth of our differentiated AlphaTec® multi-hazard chemical glove portfolio and related innovation platforms



Surgical Gloves (Sri Lanka & Malaysia)

Added two new synthetic surgical lines at existing manufacturing sites in Malaysia and Sri Lanka to increase production of our GAMMEX® and ENCORE® branded products



Electrical Protection Gloves (Malaysia)

Increased production of electrical protection products to help meet greater demand from automotive electric vehicles, EMS, utilities and green power industries



Mechanical Gloves (Portugal & Russia)

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

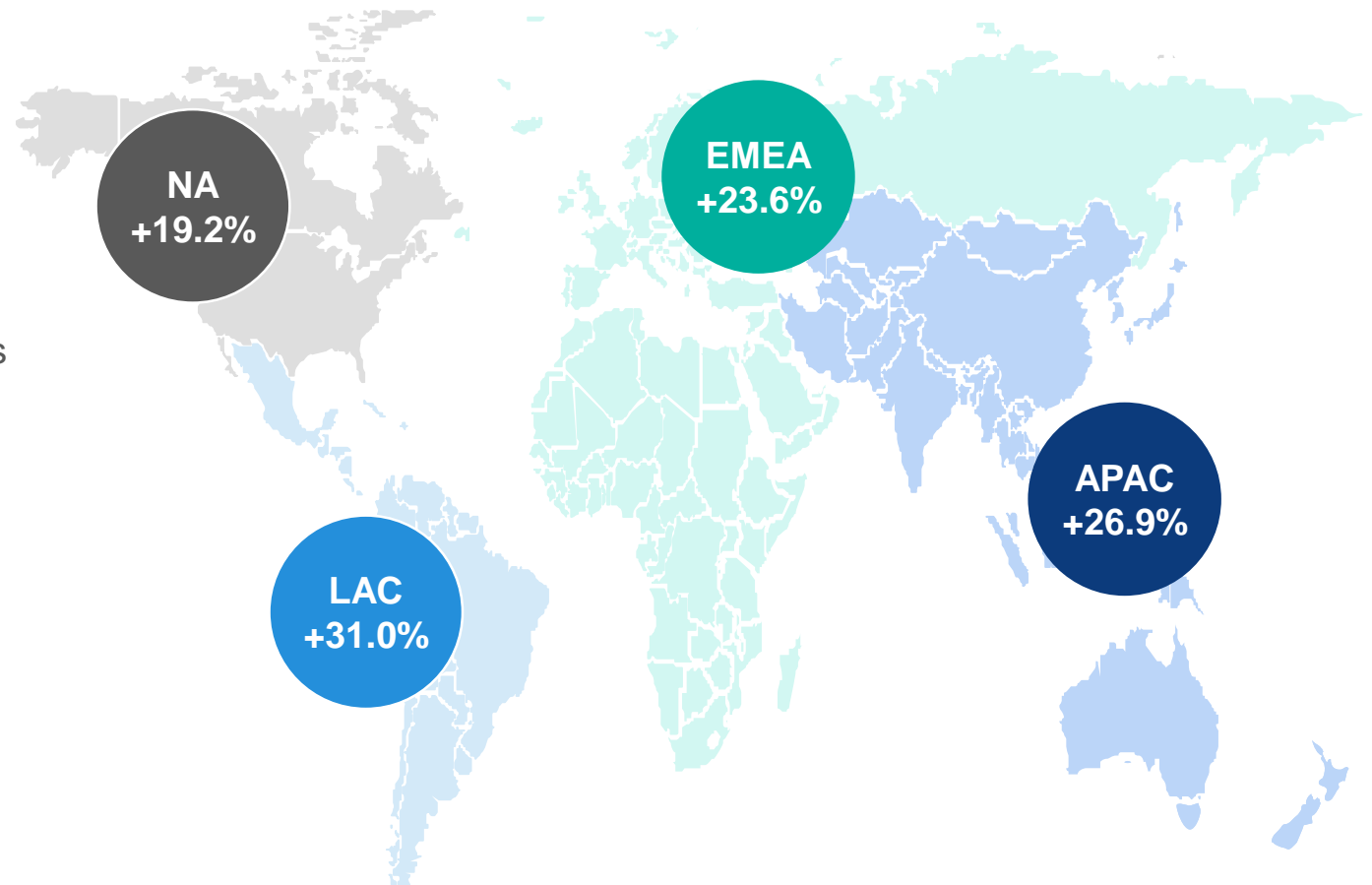
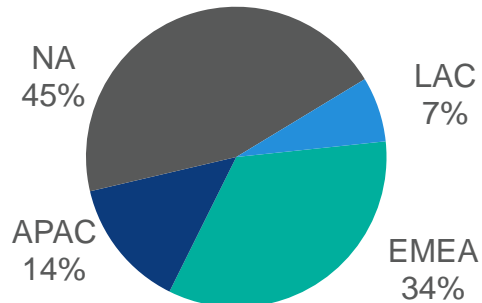
FULL YEAR RESULTS FY21

Performance by Geography

ORGANIC GROWTH BY REGION

- Strong focus on existing customers during period of elevated demand – supported them through the dynamic pricing environment
- Took advantage of our diversified product range – bundled Mechanical/Chemical with Exam/SU
- Investing in inside sales to further build out relationships with smaller specialist distributors
- Emerging markets revenue of \$421m or ~21% sales (+23.9% organic growth) – continued focus on China, India and LAC

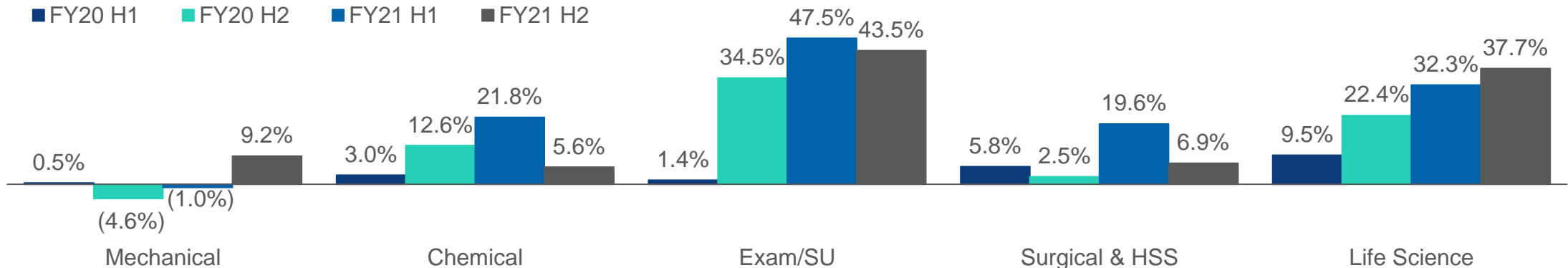
FY21 GEOGRAPHIC CONTRIBUTION BY SALES



FULL YEAR RESULTS FY21

Performance by SBU

ORGANIC GROWTH BY SBU



Our diversified product portfolio has delivered benefits in FY21

- **Mechanical** saw improving growth throughout FY21 with positive second half performance. Multi-Purpose and Electrical Protection gloves remained strong whilst Cut gloves saw improved performance in FY21 H2. Impact gloves continued to be affected by oil & gas slowdown. HyFlex® new products supported growth
- **Chemical** Protective Clothing demand remained strong supported by recent capacity expansions, but slowed in FY21 H2 as it cycled an exceptionally high prior period comparison. Improved performance in FY21 H2 from Chemical gloves due to industrial recovery, sustained demand from food industries and new hygiene protocols
- **Exam/SU** experienced significant benefits from pricing due to pass through of cost increases and pricing initiatives. Internally manufactured volumes increased but overall volumes in FY21 H2 declined due to supply constraints and a normalisation of demand. Also, FY20 H2 benefitted from sell through of inventory built-up pre COVID-19 to clear customer backorders
- **Surgical** had strong growth due to market share gains as a result of strategic focus. FY21 H2 growth constrained by supply. Synthetic (PC and PI) products continued to sell well and demand remains elevated as hospitals worldwide struggle to manage down surgical waitlists following COVID-19
- **Life Sciences** benefitting from strong pharmaceutical demand aided by global vaccination drive combined with intensive testing and good traction with strategic global end users. SBU saw positive volume and pricing impact

Significant Changes to the Single Use Glove Market Landscape

RAW MATERIAL COST INCREASING

- NBR costs have increased ~25% in the last 18 months as demand for NBR material outstripped supply
- Some suppliers are building their own NBR conversion
- NRL has also increased in cost but demand increasingly shifting to NBR
- More advanced materials such as Neoprene making inroads



ANSELL RESPONSE – MATERIAL & PRICING

- New long term agreements signed to secure sufficient supply of NBR at competitive and flexible pricing, often with formula tied to global market pricing
- By building more internal capacity, we are creating opportunities to offset external cost pressures
- We are shifting to more Neoprene usage
- We have been responding quickly and frequently by increasing customer pricing to offset cost increases

CAPACITIES EXPANDED

- Top 5 OEM manufacturers in Malaysia adding capacity to produce billions of gloves, 3.2-3.5 grams
- China manufacturers are adding large capacities of low end products as well to compete with Malaysia (thin NBR, vinyl)
- As a consequence it is likely that global capacity will exceed demand in the lighter weight undifferentiated gloves in spite of an annual 6-8% demand growth
- This will drive down pricing of low end gloves but will likely remain above pre-COVID levels



ANSELL RESPONSE – COMPETITIVE PRESSURE

- We focus primarily on thicker differentiated Exam/SU products (70% of Exam/SU sales) and hence are less impacted by the increased output of thin products
- Our innovation investments are turning out new platforms and technologies that will further differentiate Ansell – multi-layer, new material formulations, special applications and coatings
- We have also innovated in highly automated manufacturing processes to provide better product characteristics and/or lower manufacturing costs
- We have secured several very large end user contracts and are increasingly selling our full range of Industrial/Surgical/LS products in combination with SU as a package deal or by leveraging our proven AnsellGuardian® program

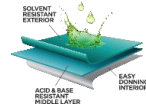
Not All Single Use Gloves Are The Same

New Market Entrants



- **Short term focused** with goal of capitalising on pandemic demand
- **Narrow portfolio** with a focus on a common profile, basic 3.2-3.5g gloves
- **Manufactured with low grade nitrile** due to shortages of high-quality raw material resulting in inferior protection
- **Limited industry experience** with many lacking knowledge and quality systems needed to comply with regulatory standards (e.g. US 510k)

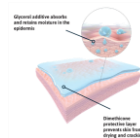
Multi-Layer
Chemical Protection



ERGOFORM®
Ergonomic Design Technology



HYDRASOFT™
Skin Moisturizing Technology



Ansell



- **Long-term focused**, with major investment in innovation and R&D
- **Broad portfolio** with main focus on differentiated heavier weight & long cuff gloves
- **Engineered with patented technologies** offering value-added benefits like grip, ergo fit or chemical permeation protection
- **Manufactured with proprietary, high-grade raw materials** for superior hand protection, multi-layer & unique formula
- **Extensive industry expertise**, with in-house regulatory specialists, comprehensive quality control systems and the ability to conduct advanced testing (e.g. fentanyl)

While 3.5g gloves represent the largest volume in the market, Ansell is focused on leading in differentiated heavier weight categories

FULL YEAR RESULTS FY21

Healthcare GBU Highlights

SUMMARY HIGHLIGHTS

SALES PERFORMANCE (ORGANIC GROWTH)

- Strong performance across all SBU's (Exam/SU +45.2%, Surgical & HSS +13.0% and Life Sciences +35.3%)
- Surgical and Life Sciences saw positive volume growth whilst Exam/SU and Life Sciences experienced favourable price/mix impact

EBIT PERFORMANCE

- Benefit due stronger sales (in particular price and to a smaller extent mix).
- Manufacturing benefited from stronger volumes driving high overhead absorption and lower waste which to some extent compensated for increased freight and labour costs
- Strong sales performance yielding SG&A operating leverage
- EBIT also includes \$8.1m income from Careplus joint venture (equity accounted)

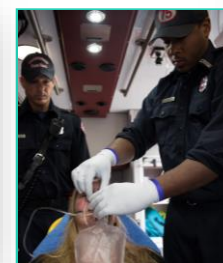
| | FY20 | FY21 | GROWTH % | CC GROWTH % |
|-------------------|----------|------------|----------|-------------|
| Sales | \$894.6m | \$1,236.2m | 38.2% | 34.8% |
| EBIT ¹ | \$141.8m | \$248.8m | 75.5% | 66.1% |
| % EBIT/Sales | 15.9% | 20.1% | | |

1. FY21 EBIT includes \$8.1m share of profit from Careplus joint venture (equity accounted)



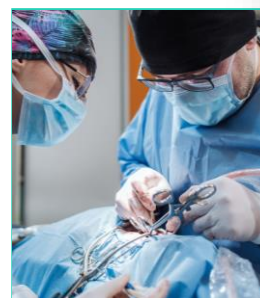
TouchNTuff® 92-600

Leading disposable glove for chemical splash protection with proprietary Ansell material formulation



MICROFLEX® LifeStar™ EC

Dual layer and dual colour medical exam glove designed to meet the needs of emergency medical professionals and proven to resist fentanyl



GAMMEX® Non-Latex PI

Polyisoprene, skin-friendly surgical glove with a soft glove formulation delivering extra comfort



BioClean-D™ Drop-down Sterile Garment

Unique design offering true aseptic donning, with internal colored tabs to indicate safe touch points to prevent touching the outside surface



New Product Development



Capacity Investments



Post Acquisition Growth

FULL YEAR RESULTS FY21

Industrial GBU Highlights

SUMMARY HIGHLIGHTS

SALES PERFORMANCE (ORGANIC GROWTH)

- Strong performance from Chemical +13.0% and Mechanical +4.0%
- Portfolio saw strong growth from most products either due to increased demand from end users seeking additional protection or industry shifts due to COVID-19 and improving industrial demand as a result of global economic recovery, particularly in the second half
- Launching Intelliforz™ - a new software enabled glove platform to reduce musculoskeletal disease (MSD)

EBIT PERFORMANCE

- Favourable impact from stronger volume and price partly offset by mix
- Manufacturing benefited from stronger volumes driving high overhead absorption and lower waste which to some extent compensated for increased freight and labour costs
- Strong sales performance yielding SG&A operating leverage

| | FY20 | FY21 | GROWTH % | CC GROWTH % |
|--------------|----------|----------|----------|-------------|
| Sales | \$719.1m | \$790.7m | 10.0% | 7.1% |
| EBIT | \$92.4m | \$112.4m | 21.6% | 20.5% |
| % EBIT/Sales | 12.8% | 14.2% | | |



HyFlex® 11-561

The thinnest lightest medium cut style with 2x more durability



AlphaTec® 4000 CFR

Innovation that brings flame retardant and world renowned chemical protection together to keep workers safe from flash fire hazards in industries with the greatest risk



AlphaTec® 37-310

Food processing gloves offering an engineered fit to allow an optimum balance of fit and flexibility both on its own or as an over glove



ActivArm® Electrical Insulating Gloves Class 0

Ultimate fit, comfort and performance for electrical workers' safety and protection

● New Product Development

★ Capacity Investments

02

Financial Results

ersonal use only

Ansell

HyFlex[®] GAMMEX[®] AlphaTec[®] MICROFLEX[®]

FULL YEAR RESULTS FY21

Profit & Loss Summary

| (\$m) | FY20 RESTATED ¹ | FY21 | Δ % | Δ CC % ² |
|-----------------------------------|-------------------------------|----------------|--------------|---------------------|
| Sales | 1,613.7 | 2,026.9 | 25.6% | 22.5% |
| GPADE | 556.3 | 723.6 | 30.1% | 26.3% |
| SG&A | (339.6) | (393.7) | 15.9% | 12.2% |
| Share of profits from Careplus JV | 0.0 | 8.1 | | |
| EBIT | 216.7 | 338.0 | 56.0% | 51.4% |
| Net Interest | (17.4) | (19.9) | 14.4% | 11.8% |
| Taxes | (41.3) | (69.8) | 69.0% | 82.8% |
| Minority Interests | (1.4) | (1.6) | 14.3% | 14.3% |
| Profit Attributable | 156.6 | 246.7 | 57.5% | 48.5% |
| GPADE : Sales | 34.5% | 35.7% | | |
| SG&A : Sales | 21.0% | 19.4% | | |
| EBIT : Sales | 13.4% | 16.7% | | |
| Effective tax rate ³ | 20.7% | 22.5% | | |
| EPS (US¢) | 120.2¢ | 192.2¢ | 59.9% | 50.8% |

1. FY20 has been adjusted retrospectively to apply FY21 accounting policy change upon adoption of the April 2021 IFRIC Agenda Decision 'Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS 38 Intangible Assets)'. Refer to slide 29 for reconciliation between FY20 and FY20 Restated
2. CC compares FY21 to FY20 Restated results translated using FY21 average FX rates. Refer to slide 31 for further details
3. Effective tax rate calculated excluding share of profits from Careplus JV (equity accounted)

SUMMARY HIGHLIGHTS

- Strong organic growth with successful execution of pricing initiatives to pass through increased costs. Volume growth also strong outside of the Exam/SU business unit and especially in areas where capacity investments have come on-line. Supply constraints due to ocean freight capacity and lockdowns in South East Asia have tempered volume growth
- GPADE margins improved due to higher internally manufactured volumes, plant efficiencies and benefits from pricing initiatives. These were part offset by higher manufacturing labour, freight costs and inventory provisions
- SG&A increase partially due to variable employee costs but we saw benefits from operating leverage which contributed to lower SG&A as % sales
- Careplus Joint Venture added \$8.1m benefit to EBIT as the business benefitted from strong Exam gloves sales
- Net interest expense higher due to less interest income as a result of reduced cash balances and lower rates compared with the prior year
- Tax has increased due to higher Australian revenue losses that have not been recognised at this time

Impact of Cloud Computing Accounting Policy Change

OVERVIEW

- Ansell's accounting policy has historically been to capitalise and then amortise certain costs related to cloud computing arrangements as an intangible asset
- However, as a result of the IFRIC agenda decision¹, the group has changed its accounting policy so that certain configuration and customisation costs of cloud computing arrangements are now immediately expensed rather than capitalised and amortised
- The below table sets out the expenses in the P&L due to cloud computing arrangements (prior to the change, EBITDA impact would have been treated as capex). The spend will be higher in FY22 due to increased software investments. This includes new systems across our operations to enable better planning, service levels, controls and delivery of real time reporting

| | FY20 | FY21 | FY22 Guidance |
|--------------|-------|-------|---------------|
| EBITDA (\$m) | (4.2) | (4.7) | (11)–(13) |
| EBIT (\$m) | (3.0) | (2.8) | (8)–(10) |
| EPS (¢) | (1.6) | (1.7) | (5)–(6) |

1. In April 2021, IFRIC published its final agenda decision on 'Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS 38 Intangible Assets)'. Refer to slide 29 for reconciliation between FY20 and FY20 Restated

FULL YEAR RESULTS FY21

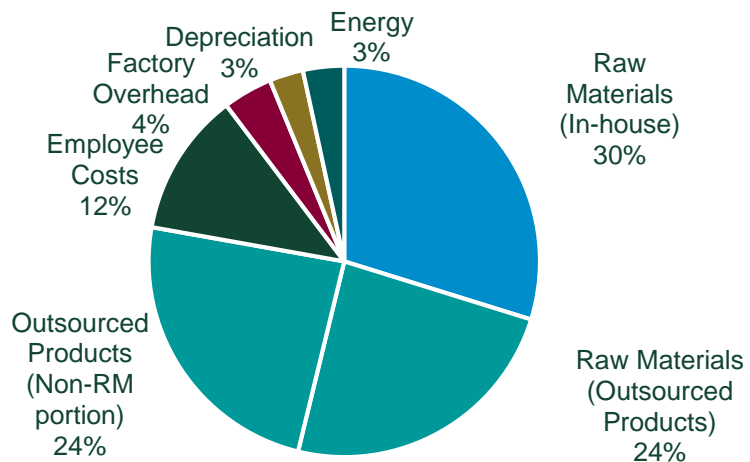
Raw Material Cost Impact

UNPRECEDENTED INCREASES IN OUTSOURCED EXAM/SU COSTS

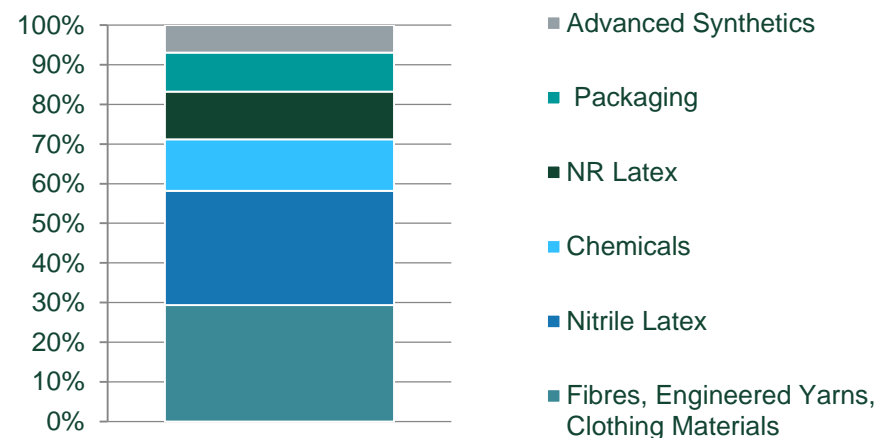
- Nitrile and NRL costs gradually increased during FY21 due to availability constraints but look to be stabilising
- Outsourced cost increased significantly throughout FY21 but this has now stabilised with some categories reducing towards the end of the fiscal year – this included NRL and Vinyl products, which were used as substitutes for preferred but constrained thin nitrile products in FY21 H1
- Pricing impact trends varied by polymer, region, and in some cases, by market and vertical

FY21 ACTUAL COGS COMPONENTS AND MIX

FY21 ACTUAL COGS COMPONENTS (COGS \$1,217M)



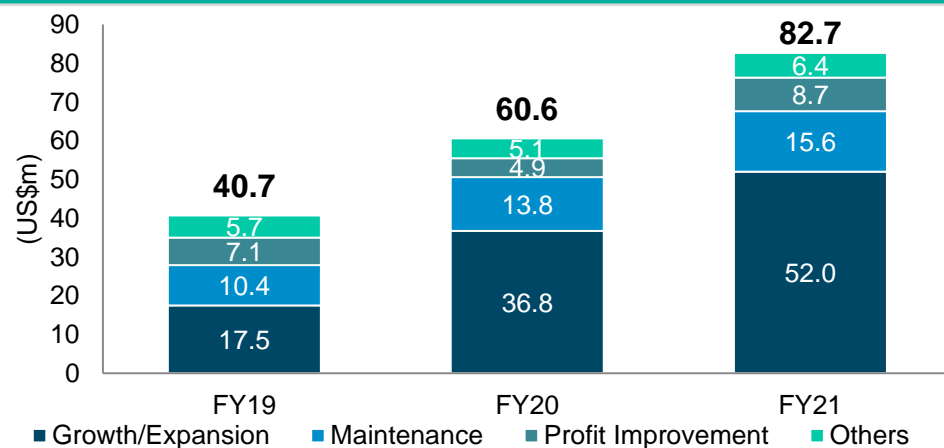
FY21 RAW MATERIAL MIX



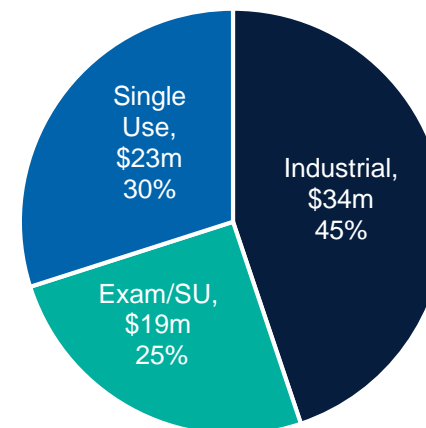
FULL YEAR RESULTS FY21

Capex Spend

CAPEX BY CATEGORY¹



OPERATIONS CAPEX BY SBU



COMMENTARY

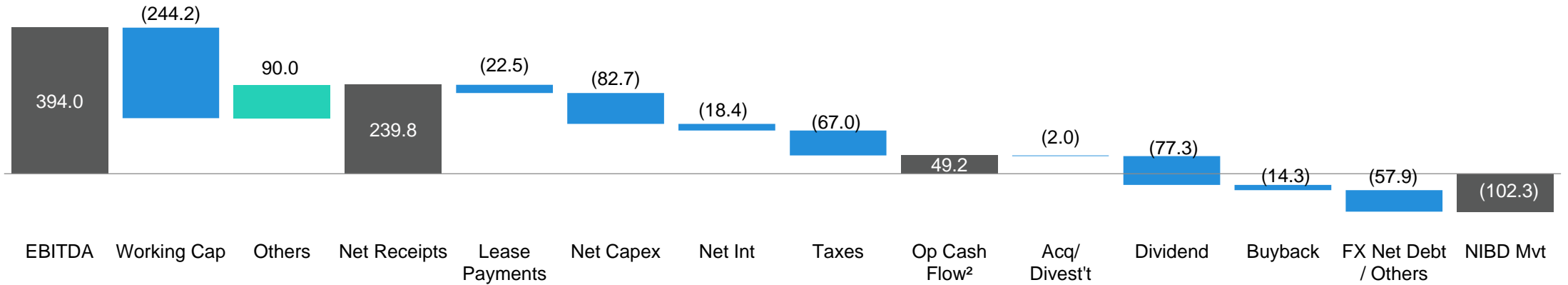
- FY21 capex of \$83m, this is below our \$95-105m guidance due to temporary delays to shipments and installation as a result of COVID-19, particularly in FY21 Q4. Please note \$4.7m capex has been moved to opex as a result of Cloud Computing accounting policy change
- Large amount of capex spend was for growth/expansion. It included ~\$20m spend to expand Thailand Single Use capabilities (fourth line expected to go live in Aug-21 with additional capacity planned for FY22) and ~\$10m for our two surgical lines which went live in FY21 H2
- FY22 capex spend expected to be \$80m-\$100m. Spend remains elevated due to continued capacity investments in Single Use and Surgical to support higher demand, as well as increased focus on automation, digital/IT investments and environmental projects i.e. solar panels, biomass and reverse osmosis

1. FY19 and FY20 capex has been adjusted retrospectively to apply the FY21 accounting policy change upon adoption of the April 2021 IFRIC Agenda Decision 'Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS 38 Intangible Assets)'. This has an impact of reducing ERP/Other spend by \$2.8m in FY19 and \$4.2m in FY20

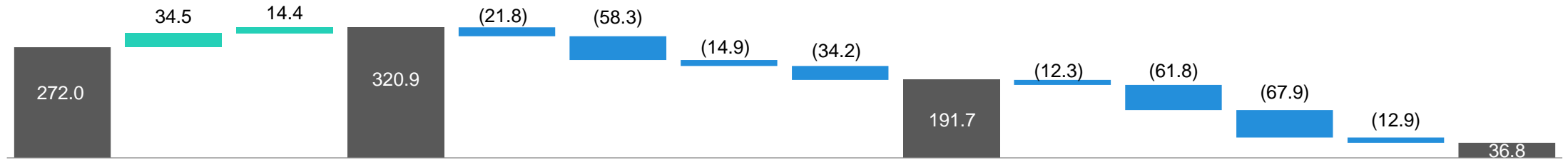
FULL YEAR RESULTS FY21

Cash Used To Reinvest For Additional Growth

**FY21
(\$m)**



**FY20¹
(\$m)**



1. FY20 has been adjusted retrospectively to apply the FY21 accounting policy change upon adoption of the April 2021 IFRIC Agenda Decision 'Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS 38 Intangible Assets)'.
2. Operating Cash Flow is defined as net receipts from operations per the Consolidated Statement of Cash Flows adjusted for net payments for property, plant and equipment and intangible assets, repayments of lease liabilities, net interest paid, and tax paid

COMMENTS

- Cash outflow from Working Capital due to impact of higher pricing combined with investment to support top line growth.
- Higher Net Capex takes into account our expansion of manufacturing for SU (Thailand), Chemical Body Protection (Sri Lanka), Surgical investments (Sri Lanka & Malaysia), Multi-Purpose (Portugal) and Electrical Protection (Malaysia)
- Cash tax has increased in FY21 due to timing of tax payments

- Dividends higher as a result of greater profits (moved from progressive dividend policy to 40-50% dividend payout policy in FY21)
- FX Net Debt / Others include impact from translation of net debt and payments for shares acquired for incentive payments (including treasury shares)
- Cash Conversion (Net Receipts From Operations / EBITDA) of 60.9%

FULL YEAR RESULTS FY21

Strong Balance Sheet

| (\$m) | FY20 RESTATED ¹ | FY21 |
|------------------------------|-------------------------------|----------------|
| Fixed Assets | 251.5 | 294.9 |
| Intangibles | 1,054.9 | 1,077.1 |
| Right of Use Assets | 55.5 | 61.1 |
| Other Assets/Liabilities | (88.1) | (107.9) |
| Working Capital | 293.4 | 519.3 |
| Capital Employed | 1,567.2 | 1,844.5 |
| Net Debt | 171.4 | 279.9 |
| Shareholders' Funds | 1,395.8 | 1,564.6 |
| | | |
| Net Debt:EBITDA ² | 0.6x | 0.7x |
| ROCE% (pre tax) ³ | 13.9% | 19.8% |
| ROE% (post tax) ⁴ | 11.3% | 16.8% |

1. FY20 has been adjusted retrospectively to apply FY21 accounting policy change upon adoption of the April 2021 IFRIC Agenda Decision 'Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS 38 Intangible Assets)'. Refer to slide 29 for reconciliation between FY20 and FY20 Restated
2. Net Debt:EBITDA is based on LTM EBITDA. FY20 EBITDA is restated for Cloud Computing accounting policy change
3. ROCE% calculated as LTM EBIT over average capital employed. FY20 EBIT and FY19-FY20 capital employed are restated for Cloud Computing accounting policy change
4. ROE% calculated as LTM Profit for the Period over average shareholder funds. FY20 NPAT and FY19-FY20 shareholder funds are restated for Cloud Computing accounting policy change

| KEY POINTS |
|--|
| <ul style="list-style-type: none"> • Solid balance sheet provides significant flexibility for further strategic expansion and investment • Strong liquidity with ~\$464m of cash and committed undrawn bank facilities at 30 June 2021 • Working Capital increased to support strong business growth (both volume and price). Selected suppliers have also requested shorter payment terms • Conservative gearing with Moody's Baa2 investment grade rating - net debt position below target leverage and no significant upcoming maturities in the next 12 months • Significant improvement in ROCE, predominately due to strong EBIT growth |

| (\$m) | FY20 | FY21 |
|--|--------------|--------------|
| Interest Bearing Liabilities (Current & Non Current) | 519.9 | 451.7 |
| Cash on Hand/at Bank and Short Term Deposits | 406.1 | 235.6 |
| Net Interest Bearing Debt (NIBD) | 113.8 | 216.1 |
| Lease Liabilities (AASB 16 Leases impact) | 57.6 | 63.8 |
| Net Debt | 171.4 | 279.9 |

03 FY2022 Outlook

ersonal use only



Ansell

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

FULL YEAR RESULTS FY21

Future Focus for Ansell

BUILDING ON ESTABLISHED STRATEGIES

Continued investment in differentiation, with focus on:

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

Staying focused on verticals and products where we have market leading positions



LEVERAGING INVESTMENTS IN OUR SBUs

Surgical, LifeSciences, Mechanical

- Favourable economic conditions
- Investments in differentiation showing strong returns
- Targeting continued outperformance

Exam/SU and Chemical

- Lower pricing and demand on less differentiated COVID-19 related styles
- Increased in-house capacity enabling growth in differentiated styles to offset

COVID-19 impacts expected to persist



ACCELERATING FUTURE GROWTH CREATING VALUE FOR ALL STAKEHOLDERS

Opportunity to refine our mission - "Ansell Protects"

How we protect: transforming our ability to protect

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

Who we protect: reaching new end users

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

Protecting sustainably: protecting our employees and the environment

- Safety at work and protecting the rights of all our employees, especially in COVID-19 times
- Driving best practice at all suppliers
- Setting new ambitious sustainability goals consistent with the Paris agreement

FULL YEAR RESULTS FY21

FY22 EPS Guidance

COMMENTARY

Demand

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

Supply

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

Other Assumptions

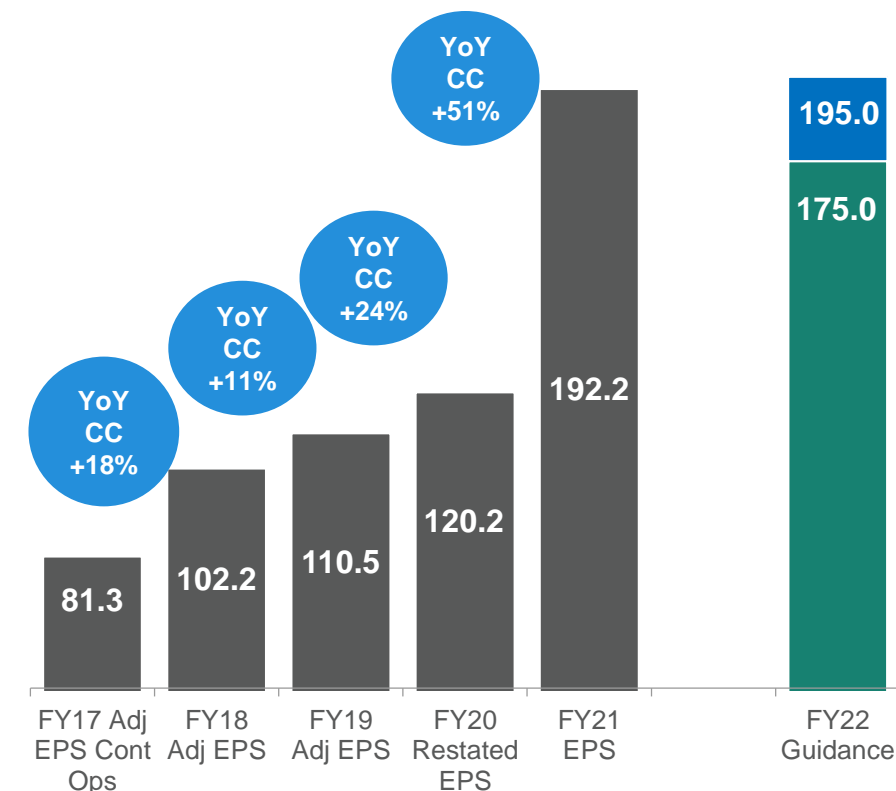
- It is anticipated that net interest expense will be in the range of \$20.0m-\$21.0m and effective tax rate will be in the range of 22.0-23.0%
- Increased software investments in FY22 where a portion will now be expensed rather than capitalised and amortised pursuant to the new cloud computing accounting policy, resulting in 5¢-6¢ adverse EPS impact

Guidance

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

FY22 GUIDANCE – EPS¢

EPS in US¢



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

04 Q&A

Ansell

HyFlex®

GAMMEX®

AlphaTec®

MICRØFLEX®

05 Appendix

ersonal use only



Ansell

HyFlex® GAMMEX® AlphaTec® MICROFLEX®

Reconciliation of FY20 Restatement Due to Cloud Computing Changes

- In April 2021, IFRIC published its final agenda decision on Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS 38 Intangible Assets)
- Ansell's accounting policy has historically been to capitalise certain costs related to cloud computing arrangements as an intangible asset. However, as a result of the IFRIC agenda decision, the group has changed its accounting policy, retrospectively adjusting the accounting for configuration or customisation costs in a cloud computing arrangement. This has resulted in some configuration and customisation costs of cloud computing arrangements to be expensed rather than capitalised and amortised
- The impact to FY20 profit & loss and balance sheet are outlined below (no impact to cash flows but there is a reclass from investing to operating activities)

Profit & Loss

| (\$m) | FY20 | ADJ | FY20 RESTATED |
|----------------------------|----------------|--------------|----------------|
| Sales | 1,613.7 | - | 1,613.7 |
| GPADE | 556.3 | - | 556.3 |
| SG&A | (336.6) | (3.0) | (339.6) |
| Careplus JV profits | - | - | - |
| EBIT | 219.7 | (3.0) | 216.7 |
| Net Interest | (17.4) | - | (17.4) |
| Taxes | (42.2) | 0.9 | (41.3) |
| Minority Interests | (1.4) | - | (1.4) |
| Profit Attributable | 158.7 | (2.1) | 156.6 |
| EPS (US¢) | 121.8 | (1.6) | 120.2 |

Balance Sheet

| (\$m) | FY20 | ADJ | FY20 RESTATED |
|----------------------------|----------------|--------------|----------------|
| Fixed Assets | 251.5 | - | 251.5 |
| Intangibles | 1,065.9 | (11.0) | 1,054.9 |
| Right of Use Assets | 55.5 | - | 55.5 |
| Other Assets/Liabilities | (91.5) | 3.4 | (88.1) |
| Working Capital | 293.4 | - | 293.4 |
| Capital Employed | 1,574.8 | (7.6) | 1,567.2 |
| Net Debt | 171.4 | - | 171.4 |
| Shareholders' Funds | 1,403.4 | (7.6) | 1,395.8 |

NIBD Movement

| (\$m) | FY20 | ADJ | FY20 RESTATED |
|----------------------|--------------|--------------|---------------|
| EBITDA | 276.2 | (4.2) | 272.0 |
| Working Cap/Others | 48.9 | - | 48.9 |
| Net Receipts | 325.1 | (4.2) | 320.9 |
| Net Capex | (62.5) | 4.2 | (58.3) |
| Lease/Tax/Int | (70.9) | - | (70.9) |
| Op Cash Flow | 191.7 | - | 191.7 |
| Others | 154.9 | - | 154.9 |
| NIBD Movement | 36.8 | - | 36.8 |

FX – Revenue & EBIT Impact of FX Movements

| Change in average rates of major revenue and cost currencies | | | |
|--|-----------------|-----------|---|
| | Currency Impact | | Comment |
| | Revenue | EBIT | |
| FY21 vs FY20 | \$41.4m | \$14.6m | Improved EUR, GBP, AUD and CAD vs. USD (revenue currencies) part offset by strengthening MYR vs USD (cost currency) |
| FX Gain/(Loss) Variance | | \$(12.0)m | Net foreign exchange gain in FY20 was \$0.5m, the equivalent number in FY21 was a loss of \$11.5m |
| FY21 vs FY20 Total | \$41.4m | \$2.6m | |

| Forecast | | | |
|-------------------------|-------|---------|---|
| FY22 vs FY21 | ~\$8m | ~(\$2m) | Based on budget rates, anticipate benefit from selected revenue currencies offset by selected cost currencies |
| FX Gain/(Loss) Variance | | ~\$9m | Net foreign exchange loss in FY21 was \$11.5m, the equivalent number forecast for FY22, based on budget rates, is loss of ~\$2m |
| FY22 vs FY21 Total | ~\$8m | ~\$7m | |

FULL YEAR RESULTS FY21

Constant Currency

CONSTANT CURRENCY

- The presentation of constant currency information is designed to facilitate comparability of reported earnings by restating the prior period's results at the exchange rates applied in determining the results for the current period. This is achieved by analysing and estimating, where necessary, revenue and cost transactions by the underlying currencies of our controlled entities. These transactions are converted to US dollars at the average exchange rates applicable to the current period on a month by month basis. In addition the following adjustments are made to the current and prior year's results:
 - the profit and loss impact of net foreign exchange gains/losses is excluded; and
 - the foreign exchange impact on unrealised profit in stock is excluded.
- The principles of constant currency reporting and its implementation are subject to oversight by the Audit and Compliance Committee of the Board. It is considered as supplemental non-IFRS financial information.

ORGANIC CONSTANT CURRENCY

- Organic constant currency is constant currency information (as described) after excluding the impact of acquisitions, divestments and exited products

RESTATED PRIOR PERIOD (\$m)

| <u>Prior Period Sales</u> | <u>Total</u> |
|---|----------------|
| Reported Sales | 1,613.7 |
| Add: Currency Effect | 41.4 |
| Constant Currency Sales | <u>1,655.1</u> |
| <u>Prior Period EBIT</u> | |
| EBIT Restated | 216.7 |
| Add: Currency Effect | 14.6 |
| Less: Net Exchange Gain | (0.5) |
| Constant Currency EBIT | <u>230.8</u> |
| <u>Prior Period Profit Attributable</u> | |
| Profit Attributable Restated | 156.6 |
| Add: Currency Effect | 14.6 |
| Add: Net Exchange Loss | 0.5 |
| Constant Currency Profit Attributable | <u>171.7</u> |

FULL YEAR RESULTS FY21

Ansell Fact Sheet

KEY FIGURES

- Booked Tax Losses at 30 June 2021: \$22.5m (Australia \$18.8m)
- Unbooked Tax Losses at 30 June 2021: \$14.0m (Tax Effected) (Australia \$7.6m)
- Unbooked Capital Losses at 30 June 2021: \$59.2m
- Interest Rate on Borrowings for FY21: 3.1% p.a.
- FY21 Dividend US76.8¢ a share (FY20 Dividend US50.0¢ a share)
- Ordinary Shares Issued: 30 June 2021 128.0m shares (128.5m as at 30 June 2020); Weighted Average No. of Shares for FY21 EPS calculation 128.4m (130.3m for FY20)

KEY ASSUMPTIONS

- FY22 estimated foreign exchange exposures by currency:
Revenue Currencies – USD 51%, EUR 28%, GBP 4%, CAD 4%, AUD 4%
Cost Currencies – USD 63%, MYR 11%, EUR 9%, THB 6%, CNY 3%, AUD 3%, LKR 2%
- FY22 budget foreign exchange assumptions: EUR 1.20; AUD 0.765; GBP 1.37; MYR 4.05; CNY 6.50; THB 30.00; LKR 190.00
- Tax rates
Forecast Book Tax FY22 22.0% – 23.0%
Forecast Cash Tax FY22 21.5% – 22.5%

Segment History – Continuing Businesses

| | | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 Restated | FY21 |
|-----------------------------------|----------|-------|-------|-------|-------|-------|-------|---------------|---------|
| Industrial | Sales | 716.5 | 668.5 | 654.8 | 655.9 | 715.5 | 703.7 | 719.1 | 790.7 |
| | EBIT | 90.5 | 89.0 | 82.8 | 79.8 | 86.9 | 98.7 | 92.4 | 112.4 |
| | % Margin | 12.6% | 13.3% | 12.6% | 12.2% | 12.1% | 14.0% | 12.8% | 14.2% |
| Healthcare (Medical & Single Use) | Sales | 661.0 | 759.6 | 698.0 | 718.6 | 774.3 | 795.3 | 894.6 | 1,236.2 |
| | EBIT | 88.0 | 130.7 | 116.5 | 110.1 | 120.1 | 115.3 | 141.8 | 248.8 |
| | % Margin | 13.3% | 17.2% | 16.7% | 15.3% | 15.5% | 14.5% | 15.9% | 20.1% |

| | | | | | | | | | |
|------------------------------------|----------|---------|---------|---------|---------|---------|---------|---------|---------|
| Total Ansell Continuing Businesses | Sales | 1,377.5 | 1,428.1 | 1,352.8 | 1,374.5 | 1,489.8 | 1,499.0 | 1,613.7 | 2,026.9 |
| | GBU EBIT | 178.5 | 219.7 | 199.3 | 189.9 | 207.0 | 214.0 | 234.2 | 361.2 |
| | % Margin | 13.0% | 15.4% | 14.7% | 13.8% | 13.9% | 14.3% | 14.5% | 17.8% |

| | | | | | | | | |
|-----------------|-------|-------|--------|--------|--------|--------|--------|--------|
| Corporate Costs | (3.0) | (8.8) | (11.1) | (11.5) | (13.6) | (13.1) | (17.5) | (23.2) |
|-----------------|-------|-------|--------|--------|--------|--------|--------|--------|

| | | | | | | | | |
|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Ansell Segment EBIT | 175.5 | 210.9 | 188.2 | 178.4 | 193.4 | 200.9 | 216.7 | 338.0 |
| Ansell Segment EBIT % | 12.7% | 14.8% | 13.9% | 13.0% | 13.0% | 13.4% | 13.4% | 16.7% |

1. EBIT and % Margin for FY18 and FY19 are adjusted for transformation costs and non-recurring items.

2. FY14-FY16 GBU EBIT adjusted to include overhead costs previously allocated to Sexual Wellness and revised allocation methodology appropriate to new GBUs.

3. FY14-FY20 has been adjusted retrospectively to apply the FY21 accounting policy change upon adoption of the April 2021 IFRIC Agenda Decision 'Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS 38 Intangible Assets)'. Please note adjustments are included in Corporate Costs.

FULL YEAR RESULTS FY21

Glossary

| | | |
|--|--|---|
| AUD – Australian Dollar | FY21 – Financial Year 2021 | MYR – Malaysian Ringgit |
| CAD – Canadian Dollar | FY22 – Financial Year 2022 | NBR – Nitrile Butadiene Rubber |
| CAGR – Compound Annual Growth Rate | FX – Foreign Exchange | NIBD – Net Interest Bearing Debt |
| Capex – Capital Expenditure | GBP – Great British Pound | NPS – New Product Sales |
| CC – Constant Currency | GBU – Global Business Unit | NIBD – Net Interest Bearing Debt |
| CNY – Chinese Yuan | GPADE – Gross Profit After Distribution Expenses | NRL – Natural Rubber Latex |
| COGS – Cost of Goods Sold | H1 – First Half (July – December) | PC – Polychloroprene |
| CPM – Complaints Per Million Sold | H2 – Second Half (January – June) | PI – Polyisoprene |
| EBIT – Earnings Before Interest & Tax ¹ | HGBU – Healthcare Global Business Unit | ROCE – Return On Capital Employed |
| EBITDA – Earnings Before Interest, Tax, Depreciation and Amortisation ¹ | HSS – Healthcare Safety Solutions | ROE – Return on Equity |
| EM – Emerging Market | IFRIC – IFRS Interpretations Committee | SBU – Strategic Business Unit |
| EPS – Earnings Per Share | IGBU – Industrial Global Business Unit | SG&A – Selling, General and Administrative Expenses |
| EUR – Euro | LKR – Sri Lankan Rupees | SU – Single Use |
| FY19 – Financial Year 2019 | LTI – Lost Time Injuries | THB – Thai Baht |
| FY20 – Financial Year 2020 | LTM – Last 12 months | USD – United States Dollar |

1. EBIT includes share of profit from Careplus joint venture (equity accounted) whilst EBITDA excludes share of profit from Careplus joint venture