

Ansell Limited

A.B.N. 89 004 085 330
Level 3, 678 Victoria Street
Richmond, Victoria 3121 Australia
GPO Box 772H Melbourne

T. + 61 9270 7270
F. + 61 9270 7300
www.ansell.com



23 October 2017

Manager Companies
Company Announcements Office
Australian Securities Exchange Limited
Level 4, Stock Exchange Centre
20 Bridge Street
SYDNEY NSW 2000

Dear Sir / Madam

ANSELL LIMITED: AGM Presentation by retiring Director Dale Crandall

Please find attached the presentation given by retiring director Mr Dale Crandall at the AGM on 20 October 2017, covering the history and evolution of Ansell over the last 15 years.

Yours sincerely

A handwritten signature in black ink, appearing to be "Catherine Stribley".

Catherine Stribley
Company Secretary
Ansell Limited
Tel: +61 3 9270 7125
Email: catherine.stribley@ansell.com



Ansell Limited Annual General Meeting

L Dale Crandall

20 October 2017

Ansell

HyFlex

GAMMEX

AlphaTec

MICROFLEX

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The Ansell Journey 2002 – 2017

The birth of Ansell Limited marks our transformation from a conglomerate to a single, global business focusing on broad-based healthcare protection, where Ansell already has 97 years of history and experience: providing exceptional solutions, products and value to our customers.

Ansell

ANNUAL REVIEW 2002



“The birth of Ansell Limited marks our **transformation** from a conglomerate to a **single, global business focusing on broad-based healthcare protection**, where Ansell already has 97 years of history and experience: **providing exceptional solutions, products and value to our customers**”

– *Ansell Limited 2002 Annual Report*

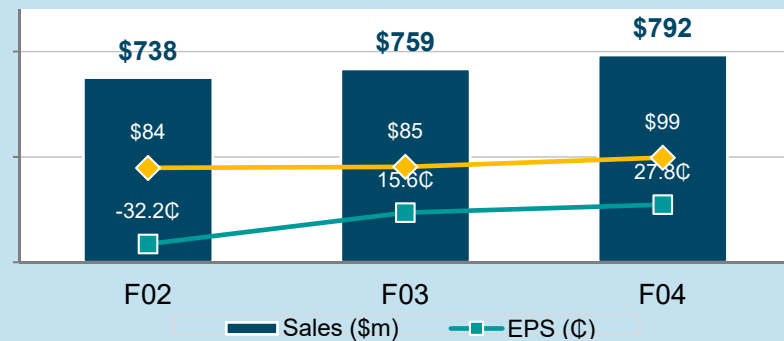
Ansell

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

The Recovery Years 2002 – 2004

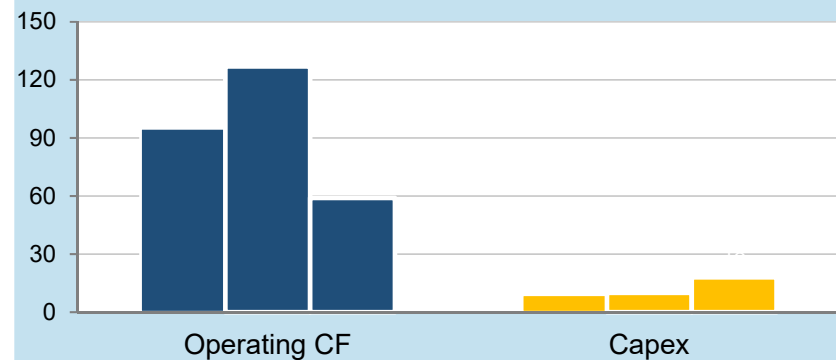
- Focus on regaining credibility
- Implement "Operation Full Potential"
- Restructure Pacific Dunlop
- Dispose of non core assets

ANSELL SALES AND EPS 2002 – 2004



Note: F05 excludes write-down; 4.7¢ reported

CASH FLOW 2002 – 2004

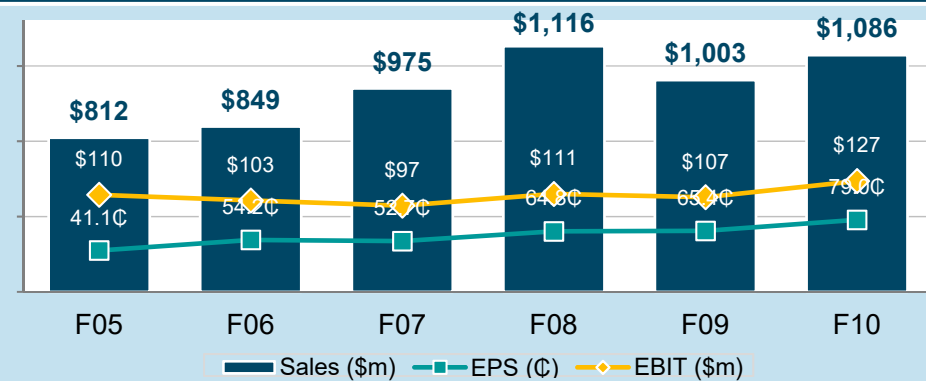


Cash Flow defined as Operating Cash Flow less Capex



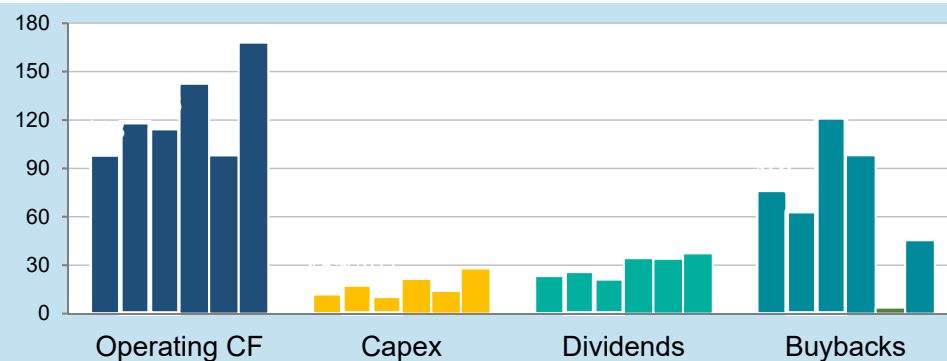
Renewal of Growth 2005 – 2010

ANSELL SALES AND EPS 2005 – 2010

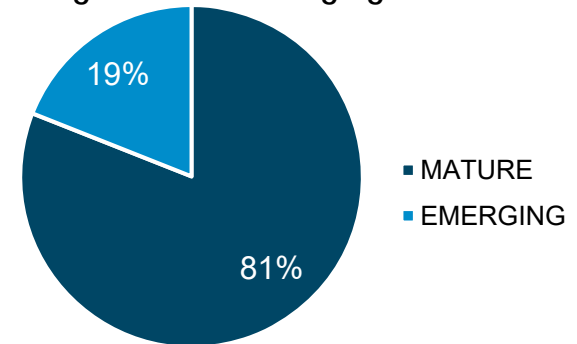


Note: F05 excludes write-down; 4.7¢ reported

CASH FLOW, DIVIDENDS, BUYBACKS 2005 – 2010



Growing Focus on Emerging Markets

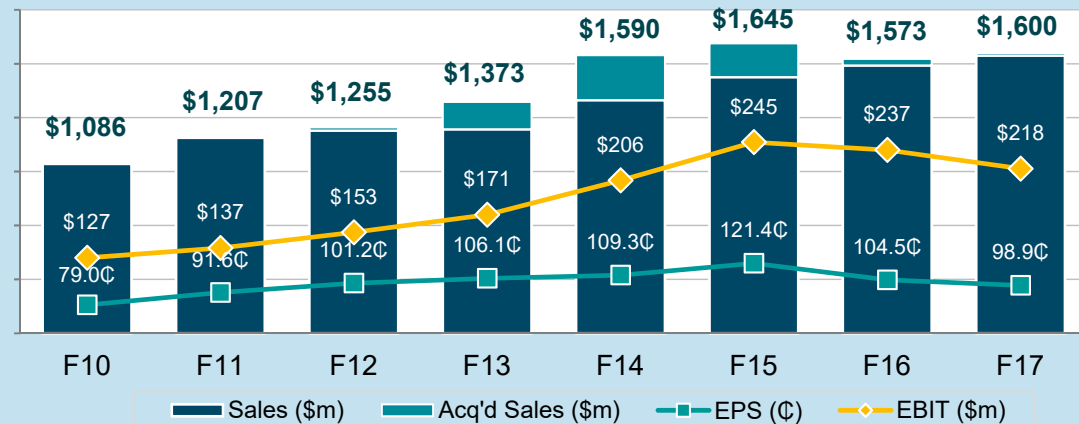


- Invest in New Markets
- Seek Innovative New Products through R&D
- Start Balanced Capital Management Program



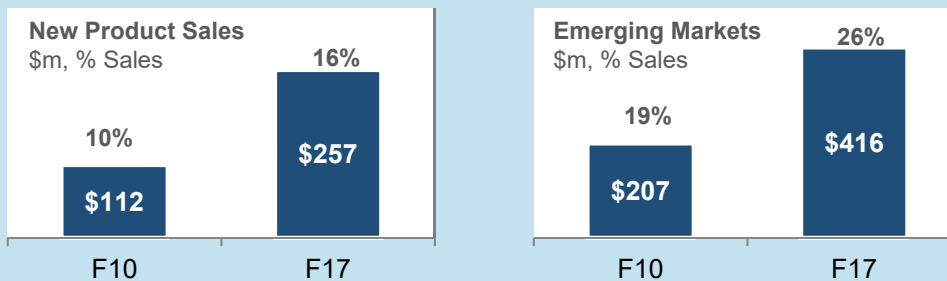
Acceleration of Growth & Positioning for the Future

ANSELL SALES AND EPS 2010 – 2017



Note: F14 excludes write-down; 29.3¢ reported

NEW PRODUCT AND EMERGING MARKET SALES 2010 – 2017

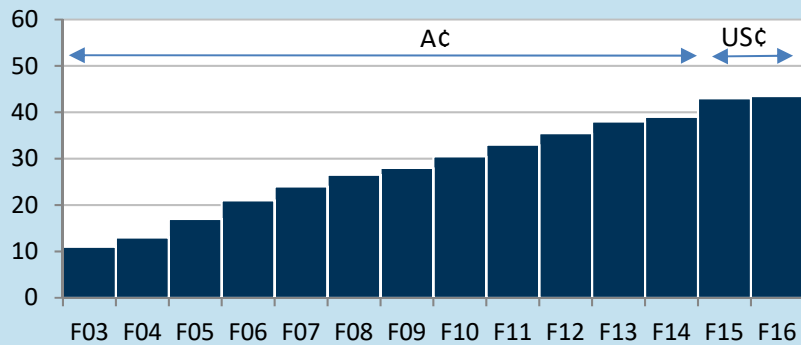


- Start Global Business Units
- Build Human Capital
- Invest in IT & other Process Efficiencies
- Enter New Markets & Geographies
- Invest more in R&D
- Commence M&A Program

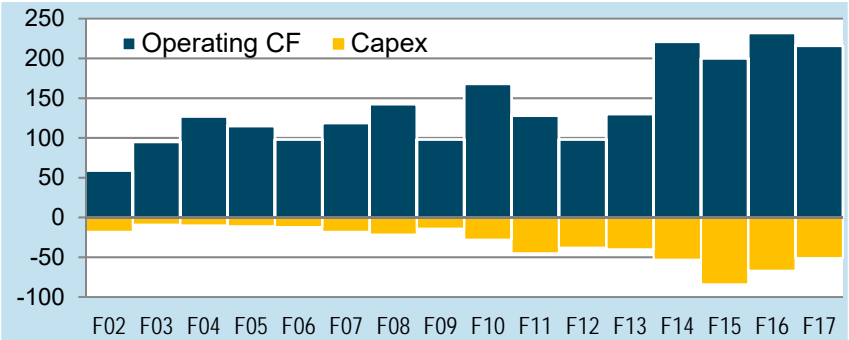


The Results

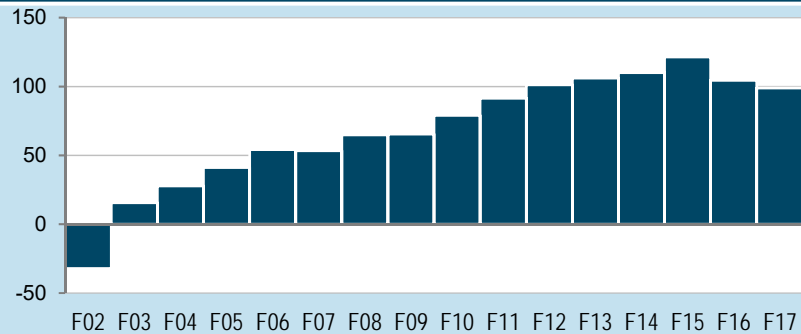
DIVIDENDS



OP CASH FLOW AFTER CAPEX US\$M

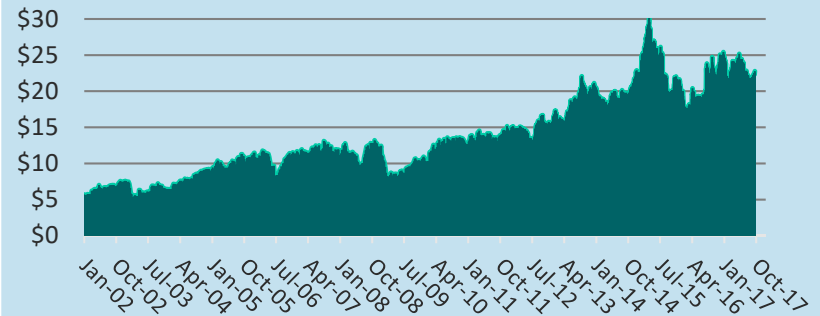


EPS



Note: F05 & F14 underlying EPS shown

SHARE PRICE



The Board Leadership – Ansell Limited



Harry Boon
(1989 – 2004)



Herbert Elliott
(2001 – 2006)



Peter Barnes
(2001 – 2012)



Stanley Gold
(2001 – 2004)



Edward Tweddell
(2001 – 2005)



Dale Crandall
(2002 – present)



Douglas Tough
(2004 – 2010)



Michael McConnell
(2004 – 2005)



Glenn Barnes
(2005 – present)



Ronald Bell
(2005 – present)



Marissa Peterson
(2006 – present)



W Peter Day
(2007 – present)



Magnus Nicolin
(2010 – present)



John Bevan
(2012 – present)



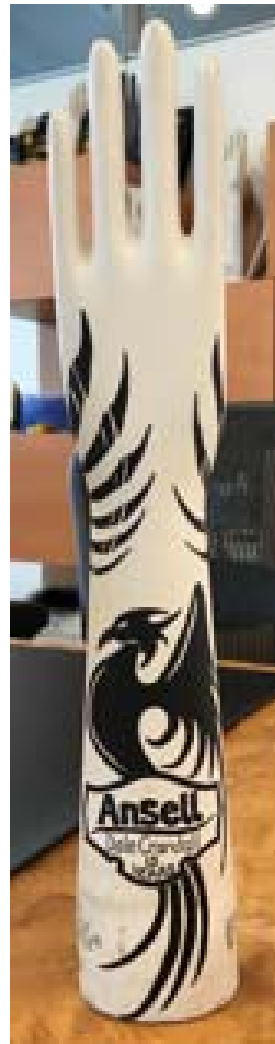
Annie Lo
(2013 – 2015)



Leslie Desjardins
(2015 – present)



The Phoenix Effect



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HyFlex® GAMMEX® AlphaTec® MICROFLEX®