

Ansell Limited Investor Meeting Presentation

21 March 2022 – Ansell Limited (ASX:ANN), a global leader in personal protection safety solutions, is pleased to provide the enclosed presentation which will be referred to during a series of investor meetings held between 21 March 2022 and 1 April 2022.

This announcement was authorised for release by the Board of Directors of Ansell Limited.

ENDS

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About Ansell

Ansell is a world leader in providing superior health and safety protection solutions that enhance human well-being. The world's need for better protection never stops, so Ansell is constantly researching, developing and investing to manufacture and distribute cutting edge product innovation and technology, marketed under well-known brands that customers trust.

Operating in two main business segments, Industrial and Healthcare, Ansell is the market leader that continues to grow, employing over 14,000 people worldwide. With operations in North America, Latin America/Caribbean, EMEA and Asia Pacific, customers in more than 100 countries around the world trust Ansell and its protection solutions.

Information on Ansell and its products can be found at www.ansell.com. **#AnsellProtects**

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

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ANSELL INVESTOR UPDATE

21 MARCH 2022



Ansell

HyFlex **GAMMEX** **AlphaTec** **MICRØFLEX**

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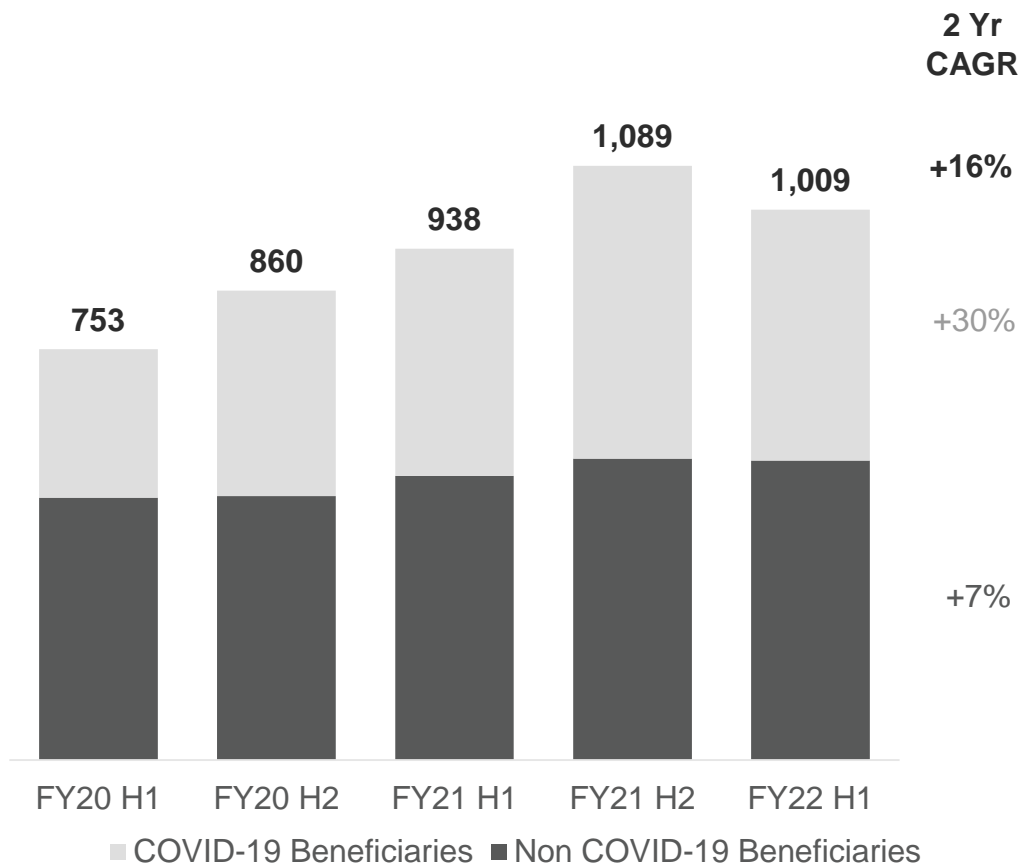
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Beating Revenue Targets Set At Last CMD

SALES GROWTH ABOVE 3-5% CMD TARGET EVEN EXCLUDING COVID-19 BENEFICIARIES¹



1. COVID-19 Beneficiaries include Exam/SU and Chemical Protective Clothing

2. Growth represents FY20 H1 to FY22 H1 CAGR

STRONG GROWTH² F'22 H1 vs F20 H1 ACROSS EACH OF OUR SBUs

IGBU: +3%

Mechanical
+2%



Chemical
+5%

HGBU: +27%

Surgical
+13%






Exam/SU
+33%

Life Sciences
+28%

Our Exam/SU Products Are Focused on Differentiated Segments

ANSELL'S PORTFOLIO FOCUS AND SEGMENTATION¹

	Differentiated	Less Differentiated	Standard Thin
Share of Market ²	~30%	~70%	
Ansell Market Share ²	~25%	<5%	
% of Exam/SU Sales	~70%	~20%	~10%
Premiumisation			
% In-House Manufacturing	~30%	0%	0%
Product Example	MICROFLEX [®] 93-260	MICROFLEX [®] N19X	MICRO-TOUCH [®] Blue Nitrile
Key End Markets	Life Sciences Chemical Paramedic Dental	Janitorial Private Label Veterinary Long Term Care	Acute Care

1. Management estimates
2. Market share based on volume

ANSELL DIFFERENTIATES THROUGH PRODUCT AND INDUSTRY EXPERIENCE

Ansell

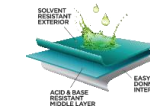
Product Differentiation

- Broad portfolio with focus on heavier weight & long cuff
- Engineered with patented technologies offering benefits like grip, ergo fit or chemical permeation protection
- Use of proprietary, high-grade raw materials for superior hand protection, multi-layer & unique formula

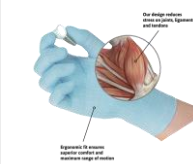
Industry Expertise

- In-house regulatory specialists, comprehensive quality control systems and advanced testing
- Guardian solution selling as part of comprehensive Ansell portfolio

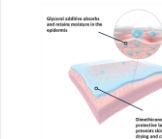
Multi-Layer Chemical Protection



ERGOFORM[®] Ergonomic Design Technology

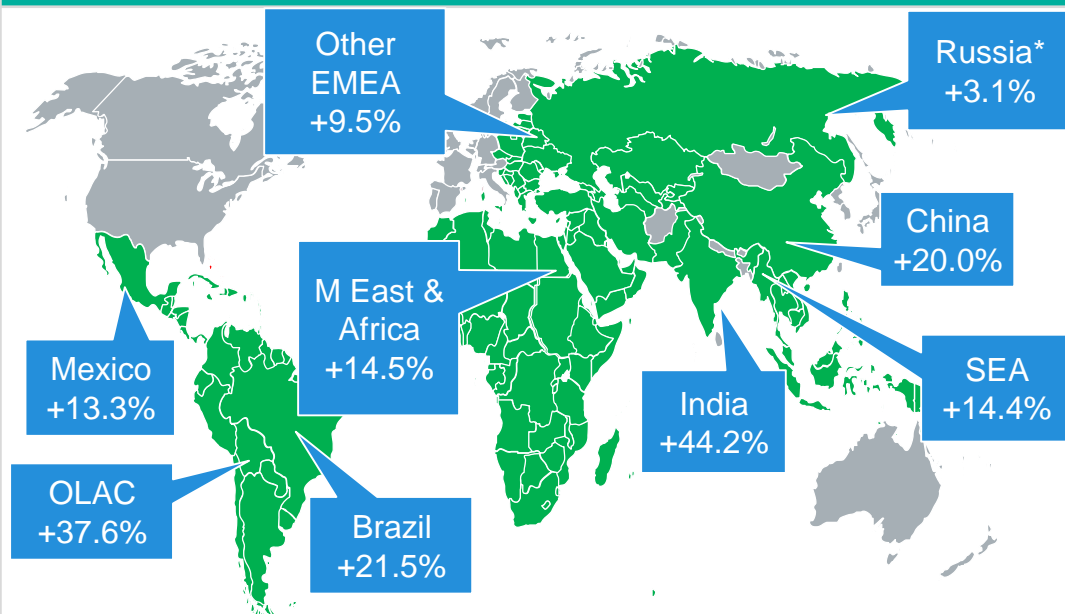


HYDRASOFT[™] Skin Moisturizing Technology



Strong And Broad Based Emerging Market Growth

ATTRACTIVE EMERGING MARKET EXPOSURE WITH STRONG GROWTH¹



(\$m)	FY20 H1	FY22 H1	CAGR
Emerging Markets	157	222	19%
% Sales	20.9%	22.0%	

* Ansell does not have any operations in Ukraine. In Russia, we have ~120 employees and a small manufacturing facility supplying the domestic market only. We have suspended all imports into Russia as we continue to evaluate the situation

1. Growth represents FY20 H1 to FY22 H1 CAGR

KEY THEMES DRIVING EMERGING MARKET GROWTH



Greater industrialisation



Safety awareness and strengthening regulations



More demanding purchasing criteria supporting market for premium products



Better access to healthcare services

ANSELL'S EMERGING MARKET DIFFERENTIATION DRIVES GROWTH

- Sizeable emerging market sales presence
- Expertise in local regulatory requirements
- Global Guardian capability
- Wide portfolio of premium and mid-range products

Increased Innovation Investment Creating Opportunity For Enhanced Long-Term Growth

CONNECTED PPE PROVIDING SOLUTIONS



Zone Series

- Sensor-enabled beacons and personal handheld devices
- Identifies the right glove, at the right time, in the right place

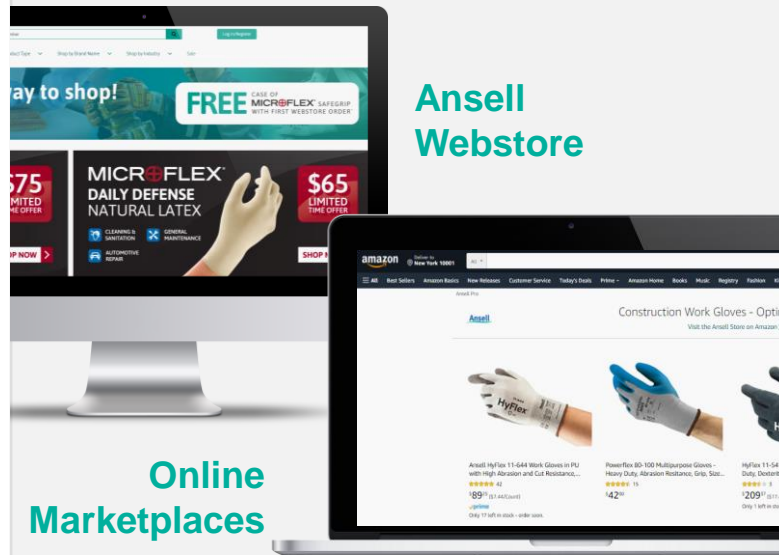
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Motion Series

- Wearable technology for the hand, wrist, back and shoulder
- Provides real-time, measurable data and insights around risky movements to prevent work-related MSD injuries

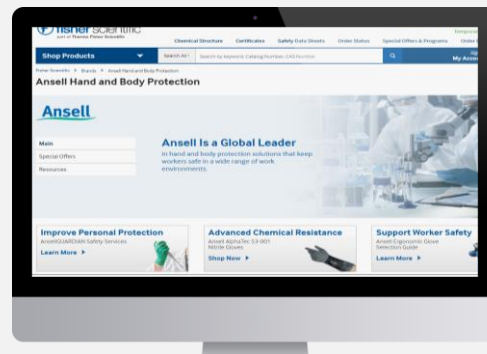


BUILDING STRONG E-COMMERCE FOUNDATION



Ansell Webstore

Online Marketplaces



Distributors online store

DEVELOPING REAL SOLUTIONS FOR CUSTOMERS' ESG GOALS

Lower Impact Materials

- Renewable Composition
- Recycled Content
- Reduced Consumption

Ansell Manufacturing

- Use of Renewable Energy
- Lower Water Usage
- Zero Waste

End of Life

- Biodegradable
- Compostable
- Recyclable

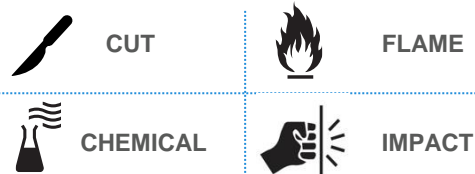
Use

- Extend Product Use

Product Innovation Themes

MULTI-HAZARD PROTECTION

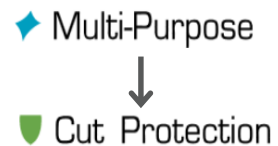
Without sacrificing comfort or performance



AlphaTec 58-001

MIGRATION FROM MULTI-PURPOSE → CUT

New Cut Standards
Higher Levels of Cut Protection



HyFlex 11-561

TOUCH SCREEN TECH / ESD

For operating touch enabled devices, and handling sensitive electronics



HyFlex 11-819

ELECTRICAL PROTECTION

New Opportunities
Shift to electrical vehicles



ACTIVARMR RIG0011R

HAZARDOUS SUBSTANCE EXPOSURE

Increasing awareness of short & long-term consequences of exposure to toxic substances



AlphaTec 4000CFR

WELL-BEING

Skin & user friendly, advanced ergonomics to prevent injury & improve productivity



GAMMEX Glove-in-Glove™

SUSTAINABILITY

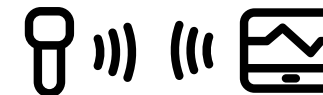
Decreasing carbon footprint, recyclability of products, eco-friendly polymers with broader protection



MICROFLEX 31-103 HyFlex 11-842

SMART TECHNOLOGY / Internet Of Things (IOT)

Smart Sensors into PPE to monitor ergonomics and health risks

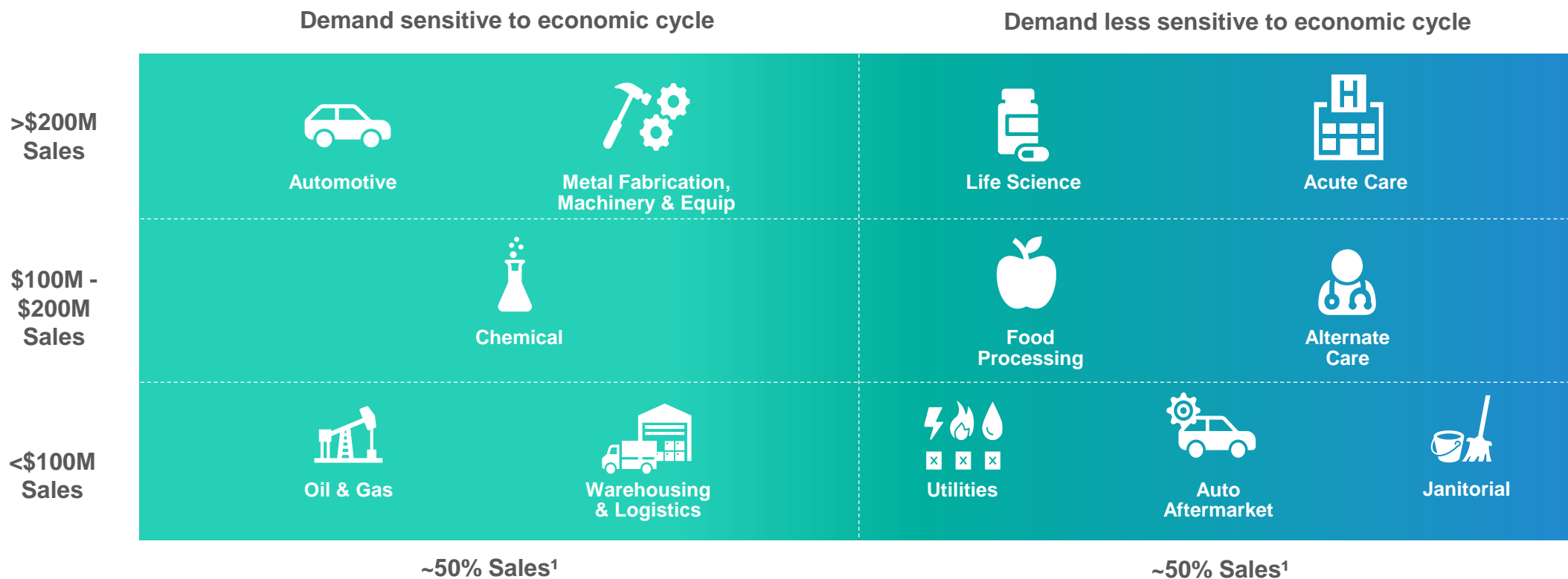


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Ansell's Market Presence Is Across Diverse End Markets

- Ansell's portfolio is generally well balanced
- Verticals are correlated to a variety of economic trends with other drivers including regulation, compliance, shifts in end user preferences and innovation creating opportunities for growth through the cycle

Relative Size and Cyclical Sensitivity of Key End Markets / Verticals



1. Management estimates

Recent Investments To Support Growth

RECENT CAPEX INVESTMENTS SUPPORTING GROWTH



**Single Use
Thailand**

- Seven highly efficient and automated lines (four lines currently operational)
- Will double in-house production when completed
- Produces differentiated TouchNTuff® styles



**Mechanical
Portugal**

- Produces popular Hyflex® 11-840 style
- Made in Europe product leveraging our Fortix™ technology
- Allows dual-site production in addition to Sri Lanka



**Life Sciences
Malaysia**

- Expanded production of nitrile isolator gloves
- Added two new ISO 5 clean rooms
- Pair glove packing automation underway



**Surgical
Sri Lanka & Malaysia**

- Added two new synthetic surgical lines. Both lines have reached full capacity
- Increases production of our GAMMEX® and ENCORE® branded products



**Surgical
India**

- Greenfield manufacturing site
- Surgical packaging operational in FY23
- Manufacturing commence in FY24

ACQUISITIONS HAVE ADDED CAPABILITIES



**CAREPLUS (M)
SDN BHD**

- Acquired 50% stake on 24 May 2020, with option to acquire remaining 50% stake
- Supplier of Exam and Surgical products to Ansell
- In the process of increasing capacity following the acquisition



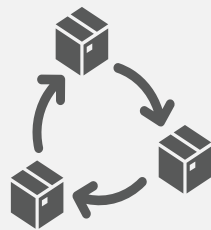
- Acquired Primus brand on 31 December 2020
- Further grow Life Sciences presence in India
- Provides access to long cuff manufacturing capabilities

Greater Focus on Operational Excellence

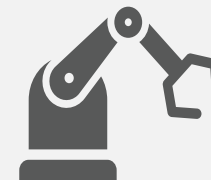
MANUFACTURING AND SOURCING



Continuing to invest in differentiated production



Multi-site production to increase supply chain reliability



Further automation of manufacturing footprint



Less reliance on outsourcing and greater partnerships with suppliers who share ESG ambitions and objectives

BUSINESS PROCESSES



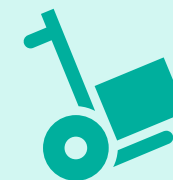
Sales Effectiveness



Digital Systems Architecture



Managing and Valuing the Importance of Data Consistency



End to End Supply Chain Planning

Recent Initiatives To Drive Industry Leading ESG Practice

SUPPLIER MANAGEMENT FRAMEWORK

- The Ansell Supplier Management Framework mechanisms help us:
 - Select trustworthy partners
 - Ensure compliance with labour standards
 - Tackle potential abuses
- To safeguard the rights of those who work alongside us in our supply chain

RESPONSIBLE GLOVE ALLIANCE INITIATIVE



On 1 March 2022, the Responsible Glove Alliance (RGA) was launched with Ansell as one of the founding members

- RGA will initially focus its efforts on migrant labour in the Malaysian rubber glove industry
- Working in a collaborative environment allows for consistent application of these standards in a more expedient and effective manner

REDUCING OUR ENVIRONMENTAL FOOTPRINT

- Sustainable packaging initiative
- Life cycle assessment and product innovation: MICROFLEX® 31-103 –first compostable glove
- Decreasing environmental footprint in Ansell’s manufacturing

Decreasing Environmental Footprint in Ansell's Manufacturing

ENERGY - BIOMASS



Biomass Hot Water Generators enable us to replace fossil-based fuels

In **Sri Lanka** we moved away from using **Furnace Oil** as the primary source of thermal energy (avoided emissions of ~39,000 MTCO₂e). In **Thailand** we are moving away from using **Natural Gas** as the primary source of thermal energy (potential to avoid emissions of ~40,000 MTCO₂e)

Next wave of investments in **Malaysia** and **India** in progress

Working on getting the biomass supply chains sustainably certified



RENEWABLE ENERGY



Expanding energy production from our Solar Photovoltaic Systems, current systems already resulted in reductions of ~1,500 MTCO₂e from our inventory

More capacity is being **installed in our manufacturing sites in Portugal, Sri Lanka, Malaysia, Thailand and Vietnam**, adding approx. 11,000 MTCO₂e of reductions

Switching factories to **100% Renewable Grid Electricity, Portugal** already in effect since June 2019 and **Lithuania** since December 2020, with **Malaysia** during 2022, and advanced plans in other key locations

REDUCE WATER USAGE



Reducing our water withdrawals by 35% through Reverse Osmosis (RO)

1st large scale installation in Bangkok, May 2021

New capacity in engineering project planning for **Portugal, Sri Lanka** and **Malaysia**

ZERO WASTE TO LANDFILL



Zero Waste to Landfill for all Ansell manufacturing sites targeted for 2023, we are ahead of schedule

Third-party certification (Intertek) is being carried out for all our plants to ensure we meet **international standards**. Four plants have been certified so far – **Sri Lanka, Lithuania, Brazil & Thailand**

All sites will be at operational zero in next 3 months, to be externally certified during 2022

Ansell, A Diversified Global Leader in Protection Solutions



Ansell **GUARDIAN**[®]
Global Safety Services

Market leading **customer intimacy and expertise** to solve customers' safety and productivity challenges

Broad Innovative Product Portfolio
Selling into a **wide range of well-balanced end markets**

Demand sensitive
to economic cycle: ~50% sales



Demand less sensitive
to economic cycle: ~50% sales



FULLY INTEGRATED MANUFACTURER, INNOVATOR AND MARKETER OF DIFFERENTIATED SAFETY SOLUTIONS

Geographical coverage second to none



100+ countries

Market leading brands
trusted to protect

Ansell

Industrial GBU

HyFlex[®] **AlphaTec**[®]

ACTIVARMR



Healthcare GBU

MICROFLEX[®] **TouchNTuff**[®]

EDGE[®] **MICROTOUCH**[®] **SANDEL**[®]

GAMMEX[®] **ENCORE**[®] **BioClean**

Diversified manufacturing
providing control, assurance & transparency to our customers

- Malaysia
- Vietnam
- Thailand
- China
- Sri Lanka
- Portugal
- Lithuania
- Russia
- Brazil
- India

INVESTING ACROSS ALL ELEMENTS OF DIFFERENTIATION FOR LONG TERM VALUE CREATION

Ansell

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

We Are Passionate About Protection

How We Protect



Who We Protect



Protecting Sustainably



<p>Today</p>	<ul style="list-style-type: none"> • We are the best at combining comfort – performance - protection addressing wide range of hazards 	<ul style="list-style-type: none"> • Recognised PPE leader in leading manufacturing & medical settings, building strong trust and loyalty 	<ul style="list-style-type: none"> • Protecting the human rights of all workers in our supply chain • Zero waste, low carbon operations
<p>Tomorrow</p>	<ul style="list-style-type: none"> • New solutions to ongoing causes of injury & contamination in medical, life science and industrial workplaces • Simplifying safety through multi-risk protection and unique ability to understand and address hazards 	<ul style="list-style-type: none"> • Customer oriented solutions • Reaching beyond largest players • Prosumer wearers • Reaching millions of poorly protected workers in emerging markets 	<ul style="list-style-type: none"> • Carbon neutral operations • With product solutions that protect the environment as well as workers • Leading our industry in sustainability