





Industrial



Medical





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## Single Use



## Sexual Wellness



# Results in Summary

## Highlights

- Strong development of growth brands:
  - HyFlex® up 6%\*
  - GAMMEX® up 7%\*
  - SKYN® up 16%\*
- Acquisition of Microgard creates \$100 million clothing business.
- Acquisition synergies and restructuring benefits ahead of target.

\* Brand growth is quoted based on Constant Currency financial information, which is used throughout this Report. Constant Currency accounting is supplemental information provided by management using its best estimate of current year financial performance compared to a restated last year consolidated at the foreign currency exchange rates applicable to the current year. As such, it is unaudited non-IFRS financial information, and uses only a convenience translation. Management believe this provides a greater insight into the financial performance of the business by the removal of year on year FX translation volatility.

# 3.5%+

Sales up

# 18.8%+

EBIT up

# 11.4%+

EPS up

# 10.3%+

Dividends up

## Results in Operating Currency – US Dollars

	2015 US\$m	2014 US\$m	%
Sales	1,645.1	1,590.2	3.5
EBIT	245.3	206.5 <sup>1</sup>	18.8
Profit Attributable	187.5	156.9 <sup>1</sup>	19.5
Operating Cash Flow	199.5	220.9	-9.7
Earnings Per Share (US cents)	122.5¢	110.0¢ <sup>1</sup>	11.4
Dividend Per Share (US cents)	43.0¢	39.0¢	10.3

1. The FY14 results exclude the US\$123 million pre-tax (US\$115 million after tax) one-off restructuring charge announced on 30 June 2014.

The United States dollar (US\$) is the predominant global currency of our business transactions and the currency in which the global operations are managed and reported. Non-US\$ values are included in this Report where appropriate, however unless otherwise stated, the values appearing in this Report are in US\$.

## Significant Product Launches



HyFlex® INTERCEPT™ glove styles



Global Expansion of Microflex®



ENCORE® Hybrid



GAMMEX® SMART Pack



SANDEL® STAT-PAC™ OR Turnover Solution Kit



SKYN® Elite

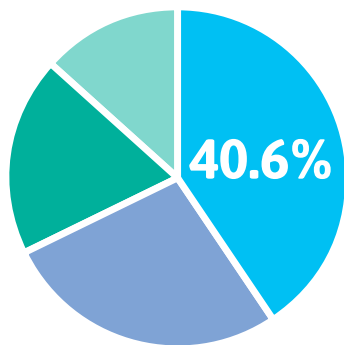


Trellchem® ACT Tactical Suit

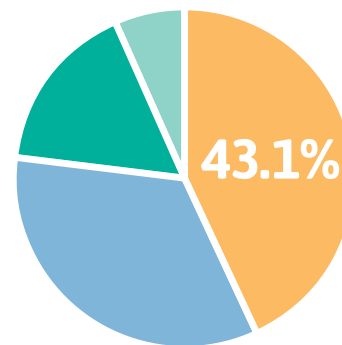


OnGuard™ Durapro™ XCP Chemical Resistant Superpoly Boots

# Review of Operations



**40.6%** Industrial  
**27.2%** Medical  
**19.0%** Single Use  
**13.2%** Sexual Wellness



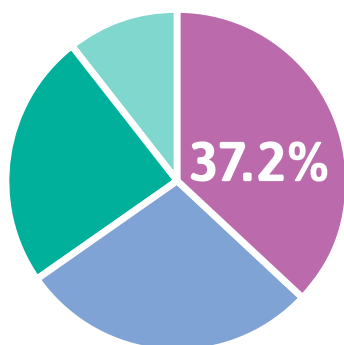
**43.1%** North America  
**33.9%** Europe, the Middle East and Africa  
**16.6%** Asia Pacific  
**6.4%** Latin America and Caribbean

## Sales by Global Business Unit (GBU)

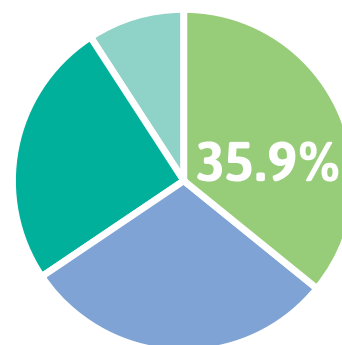
	2015 US\$m	2014 US\$m	Movement %
Industrial	668.5	716.5	-6.7
Medical	447.2	419.9	6.5
Sexual Wellness	217.0	212.7	2.0
Single Use	312.4	241.1	29.6
<b>Total Sales</b>	<b>1,645.1</b>	<b>1,590.2</b>	<b>3.5</b>

## Sales by Region

	2015 US\$m	2014 US\$m	Movement %
Europe, the Middle East and Africa	557.9	637.8	-12.5
Asia Pacific	273.8	262.7	4.2
North America	708.9	578.0	22.7
Latin America and Caribbean	104.5	111.7	-6.4
<b>Total Sales</b>	<b>1,645.1</b>	<b>1,590.2</b>	<b>3.5</b>



**37.2%** Industrial  
**28.3%** Medical  
**24.0%** Single Use  
**10.5%** Sexual Wellness



**35.9%** Industrial  
**29.8%** Medical  
**25.3%** Single Use  
**9.0%** Sexual Wellness

## Segment EBIT by GBU (excluding restructuring)

	2015 US\$m	2014 US\$m	Movement %
Industrial	92.7	93.6	-1.0
Medical	70.6	57.5	22.8
Sexual Wellness	26.1	25.0	4.4
Single Use	59.7	32.2	85.4
<b>Total EBIT by GBU</b>	<b>249.1</b>	<b>208.3</b>	<b>19.6</b>

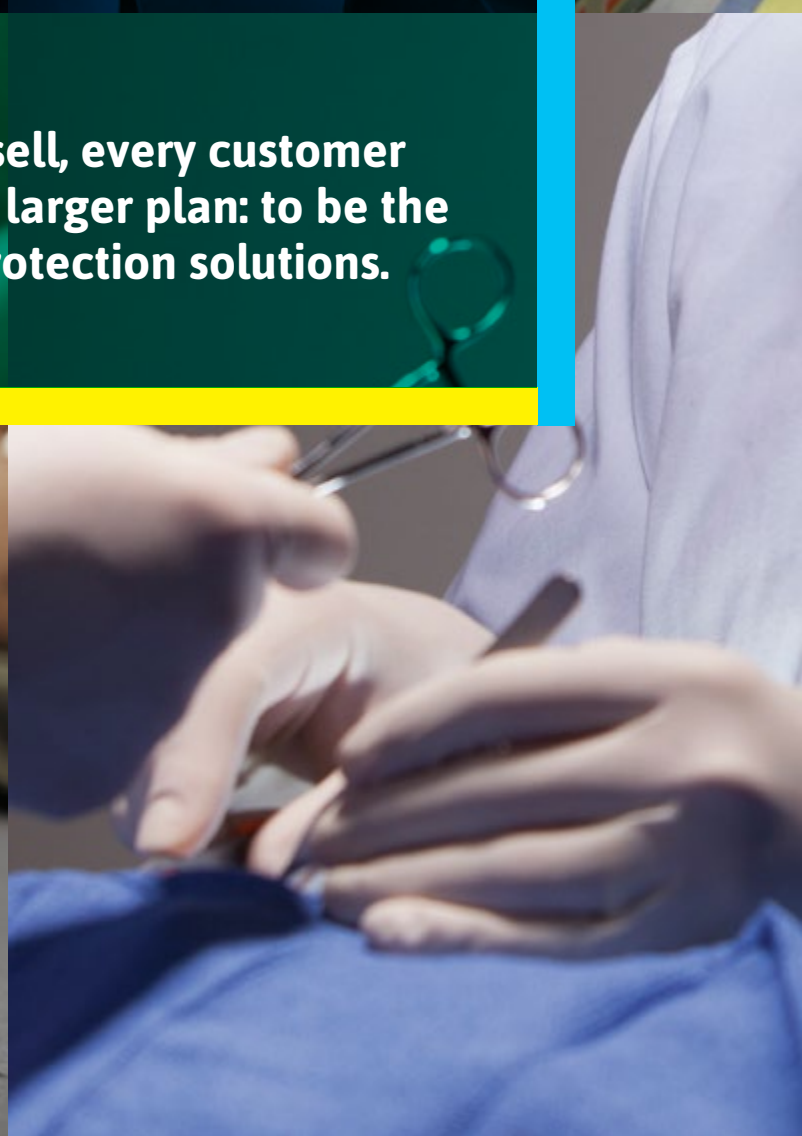
## Segment EBIT by GBU (including restructuring)

	2015 US\$m	2014 US\$m	Movement %
Industrial	84.8	26.0	226.2
Medical	70.2	33.4	110.2
Sexual Wellness	21.3	22.9	-7.0
Single Use	59.6	28.9	106.2
<b>Total EBIT by GBU</b>	<b>235.9</b>	<b>111.2</b>	<b>112.1</b>



# Ansell Protects™

Every product we sell, every customer we serve, is part of a larger plan: to be the world leader in protection solutions.



# Ansell Protects Highlights



**172%+**  
(Global sales growth from Ansell Guardian)



**165%+**  
(Global growth in service assessments)



**23%+**  
Sales growth of liquid splash chemical protective suits

## Ansell Guardian®

The Ansell Guardian consultative selling proposition continued to lead to above-market growth, generating US\$71 million in new business in FY15, an increase of more than 172 per cent year-over-year. In addition, Ansell Guardian continued its acceleration in emerging markets, including Russia, China, Africa, the Middle East, Brazil and Mexico. The number of Ansell Guardian assessments reached more than 2,700, increasing by 165 per cent. Ansell Chemical Guardian™ specified services have expanded 187 per cent and represent US\$2.4 million. This year, Ansell Guardian was extended to include protective clothing and footwear offered through the Body Protection SBI. By incorporating the Body Protection SBI, Ansell Guardian will serve as a fully integrated solution platform in FY16.

## Body Protection

**Body Protection Strategic Business Initiative delivers strong performance in new product development and organic growth.**

The Body Protection Strategic Business Initiative (BP SBI) delivered strong performance in FY15 behind new product launches and acquisitions. Part of the Industrial GBU, the BP SBI has expanded its presence in protective clothing and footwear markets under the industrial segment in verticals such as First Responders, Life Sciences, Chemical, Food, and General Industries. Key to this growth was the launch of three products: Trelchem® ACT, a protective solution for law enforcement responders dealing with the consequences of Chemical, Biological, Radiological and Nuclear (CBRN) terrorism incidents; OnGuard™ Durapro™ and Durapro XCP Chemical Resistant Boots, featuring a multitude of enhanced ergonomics; and the Arc Flash product line, complementing the range of Hércules thermal protective clothing solutions. Another milestone was the acquisition of Microgard Ltd. Microgard's innovative range of chemical clothing, together with Ansell's current chemical protective glove range, provides a world-class portfolio of chemical protection solutions, in a wide range of end-user verticals.



# Global Business Units Summary



## Industrial



## Medical



**8 new**  
Cut-resistant medium and light duty HyFlex® INTERCEPT™ glove styles



**16%+**  
Healthcare Safety Solutions segment growth

**Transformational best describes FY15 for the Industrial Business as it continued its focus on end-users via vertical business development teams around the globe.**

With new product platforms, dedicated campaigns and enhanced selling tools, Ansell has seen increases in new business growth in verticals such as Chemical, up 39 per cent; and Oil and Gas up 20 per cent year-over-year. The flagship HyFlex brand continued to achieve record levels while other core brands, AlphaTec® and ActivArm®<sup>®</sup>, performed well.

Market-driven initiatives, such as the Vending portfolio, grew significantly, achieving 78 per cent growth. Ansell extended its leadership in the cut protection market with the launch of a suite of new HyFlex gloves engineered with next-generation Intercept Technology® yarns. This new platform features a proprietary innovative knitting technology, which blends engineered fibers into high-performance yarns. Ansell is offering eight new cut-resistant medium and light duty HyFlex gloves with Intercept Cut Resistance Technology providing the exceptional comfort and dexterity required by the world's most demanding industrial workplaces. The continued evolution of the HyFlex product line reflects ongoing global research with safety officers and workers through the Worker Experience Innovation platform.

### Industrial brands



**Innovation was at the heart of the growth across all the Medical core brands in FY15. The portfolio was strengthened with clinically relevant and differentiated products.**

Key among these were surgical glove innovations: new and improved GAMMEX® Non-Latex Sensitive; ENCORE® Ultra; ENCORE Non-Latex PI Hybrid; ENCORE Non-Latex PI Underglove; and MEDI-GRIP® Non-Latex gloves. Also introduced was the GAMMEX SMART Pack, an innovation providing customers a more efficient packaging delivery solution. The Healthcare Safety Solutions (HSS) products grew over 16 per cent with SANDEL® safety products, such as OR Turnover Solutions, and the introduction of the GAMMEX Barrier Dressings for hard-to-dress wounds. Ansell also celebrated the GAMMEX brand's 50th anniversary, delivering the most technologically advanced solutions for the surgical environment.

FY15 also marked the opening of a new Medical Innovation Center in Melaka, Malaysia. This state-of-the-art facility is designed to spearhead new product development by providing an environment conducive to accelerating research activities for the Medical portfolio. The business continues to champion its mission of the past 20+ years: providing education and safety consulting through AnsellCares™ and Ansell Certified while supporting key opinion leaders and clinical organizations to develop and publish significant clinical studies.

### Medical brands







## Single Use



## Sexual Wellness



**9** Microflex® products expanded to markets outside of North America



**16%+** Global SKYN® brand growing year-over-year

**The Single Use Business delivered strong performance in FY15, expanding the presence of Ansell in the industrial segment of the global disposable glove market in verticals such as Life Sciences, Automotive Aftermarket, Chemical and Metal/Machinery.**

Formed in July 2014 following the acquisition of United States-based BarrierSafe Solutions International (BSSI), the new Single Use global business unit focused efforts in FY15 on building a solid foundation for future growth. Over the course of the year, the team integrated global people and processes, maintained a strong focus on customers, and effectively delivered on synergies.

Microflex was successfully established as a core brand within Ansell, and nine top selling Microflex products were introduced to Europe, Asia and Latin America. Highlights of FY15 also included the launch of TouchNTuff® 93-250 with ANSELL GRIP™ Technology, an innovative single use glove that alleviates hand fatigue by reducing the amount of force needed to grip objects by 80 per cent; and the launch of EDGE® 82-133, an affordable disposable glove with reliable protection for customers in fast-growing emerging markets.

Looking ahead to next year, the Single Use Business will continue growth by developing innovative disposable glove technologies that better address worker needs; further expanding Microflex to new customers and geographies; and introducing exciting new products to market.

### Single Use brands

MICROFLEX® TouchNTuff®

**Innovation remains the key driver of the Sexual Wellness Business. The latest breakthrough from SKYN condoms, SKYN Elite, was launched in 10 new markets, bringing best-in-class products to consumers around the globe.**

In addition, the international expansion of the SKYN global franchise saw the Sexual Wellness Business experience many wins and successes in FY15. Through innovative commercial arrangements, SKYN now has a foothold in the Japanese market, the second largest condom market in the world. Another industry-leading innovation was the launch of the world's first anti-viral condom, Ansell LifeStyles® Dual Protect™ condom, in October 2014. FY15 also saw the opening of a new Innovation Center at Surat Thani, Thailand. The new Center will fast-track the development of new technologies and product platforms that will not only meet but also exceed customer needs and expectations. Innovations also extended to marketing opportunities. In India, KamaSutra® condoms beat 2,801 other entrants for a prestigious 'Abby Award', the definitive awards for India's creative industry. This award was given for the placement of the KamaSutra brand in the enormously successful movie 'PK' – already seen by over 25 million people, and an audience of 10 times that number is expected when aired on Indian television.

### Sexual Wellness brands





# Chairman's Review

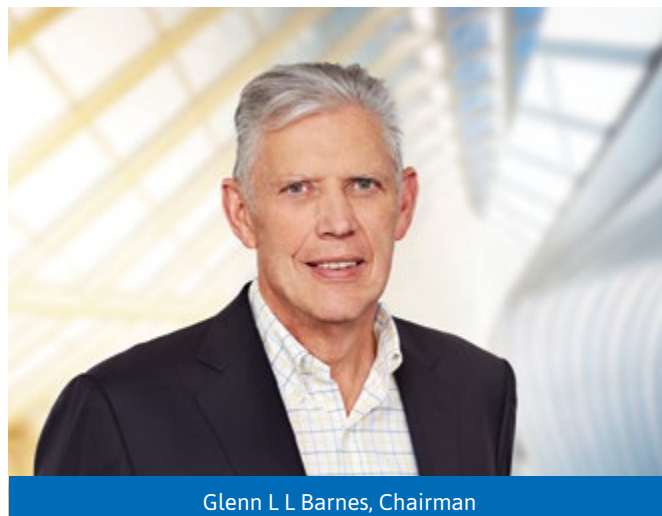
Welcome to the Ansell Limited Annual Report for FY15. The marketplace conditions this year have been particularly challenging, but the Company has made sound progress on both the strategic and operational levels. However, some of the progress has been masked in our reported financial results by unusually high volatility in foreign exchange (FX) markets. This situation is very likely to also have a significant impact on our FY16 reported results. That said, our underlying performance (i.e. before FX impacts) for FY15 has been very strong and we look forward to posting another year of sound underlying growth in FY16. I am pleased to share the following highlights with you:

## FY15 Achievements

- This was a year of sales growth, strong free cash flow, and further margin improvement – all achieved in a global market that is experiencing slow or slowing economic growth. Sales for FY15 increased by 3.5 per cent over the prior year to US\$1,645 million and profit attributable to shareholders was US\$188 million. This compares with the previous year of US\$157 million for the underlying business, an increase of 19.5 per cent. In addition, it was pleasing to see our EBIT at 15 per cent of sales resulting from our focus on new products, sales mix and productivity enhancements.
- The Balance Sheet remains strong. Our Return on Equity (ROE) was 16.4 per cent, well above our cost of capital and up 70 basis points on the prior year (underlying).
- The Board has resolved to pay a final dividend of US 23 cents per share, payable on 10 September 2015, taking total dividends for the year to US 43 cents per share, which represents an increase of 10.3 per cent on the previous year – a continuation of our growth in dividends to shareholders for the 11th year in a row.
- During the year, the Company announced the acquisition of Microgard, a leading manufacturer and supplier of chemical protective clothing with a track record in new technology and designs to improve wearer protection and comfort. This acquisition completed the chemical offering, now affording Ansell the ability to provide an improved range of chemical protection suits at many price points. It also brought an important manufacturing facility in PRC China.
- The year also saw accelerating business momentum based on our strategic investments in product development and market focus. It is pleasing to see the continued progress in achieving increased sales growth from new products, based on our internal investments in developing new technologies, processes and innovation.

## Governance

Your Board of Directors holds annual reviews and discussions of its performance, both individually and collectively, seeking ways to better its contribution to the sustainable growth of our business. The forward skills and experience requirements of the Board are reviewed annually and taken into account in succession planning. Specifically,



Glenn L L Barnes, Chairman

during FY15, we undertook a full review of the Ansell Board capabilities versus a best-in-class global board as assessed by a leading global recruiter and adviser to multinational companies. As a result of this review, which showed Ansell in sound shape, we are making some adjustments to our committee structure, and are revising slightly our meeting agendas.

In recognition of the need to encourage and sustain a healthy corporate culture with emphasis on ethical and safe practices, the Board works with senior management to reinforce the expected behaviors. In addition, the Board works with management to continually develop and improve risk management processes and the risk profile within the business.

Each year the Board seeks to visit a number of Company offices and facilities with the objective of meeting with a significant number of our people and gaining first-hand knowledge of the developments and challenges in place. In FY15, the Board visited Ansell locations in Belgium, Brazil, Mexico, United States and Australia.

## Our People

Ansell has a committed workforce of more than 14,000 people spread across 50 sites in 35 countries who are dedicated to the development, manufacturing, marketing, selling, and distribution of our protection solutions all around the world. The rate of change in the marketplace and within our business over recent years has tested the resilience and adaptability of all. Our businesses would not be in the strong position they are in today if not for our people rising to the challenges individually and collectively.

On behalf of your Directors, I would like to acknowledge the hard work and commitment of all the men and women of Ansell around the world over the past year. Additionally I would like to thank our Chief Executive Officer and Managing Director, Magnus Nicolin, and his Executive Leadership Team, for their dedication and strong leadership.

Looking through and beyond the current market turbulence we continue to see a positive future for the Company.

Glenn L L Barnes  
Chairman



# Chief Executive Officer's Review



Magnus Nicolin, Managing Director and Chief Executive Officer

We began the FY15 year at the end of a transformational time for Ansell. After eight acquisitions and the rationalization program announced in June last year, we set the goal for FY15 to be a year of continued integration, realization of synergies, leveraging the new, more efficient structure and new leadership to accelerate the Company's profit growth. I am pleased that we stayed focused on that objective throughout the year. The world we operate in exhibited extreme movements in raw materials, currencies and experienced turbulent events in the Middle East (war and terrorism), Russia (sanctions and economic turbulence), Africa (Ebola and terrorism) and Europe (economic decline). Even in this challenging environment, we have delivered once again a strong result for our shareholders; Sales up 3.5 per cent, EBIT up 19 per cent (on an underlying basis\*), cash flow of \$137 million. So how should you, as a shareholder, analyze this performance and what conclusions can you draw regarding our competitive positions and prospect for the future? Let me address these now.

## Macro-economic Environment

The FY15 year has seen dramatic shifts in key revenue and cost currencies. The tables below illustrate some of the movements.

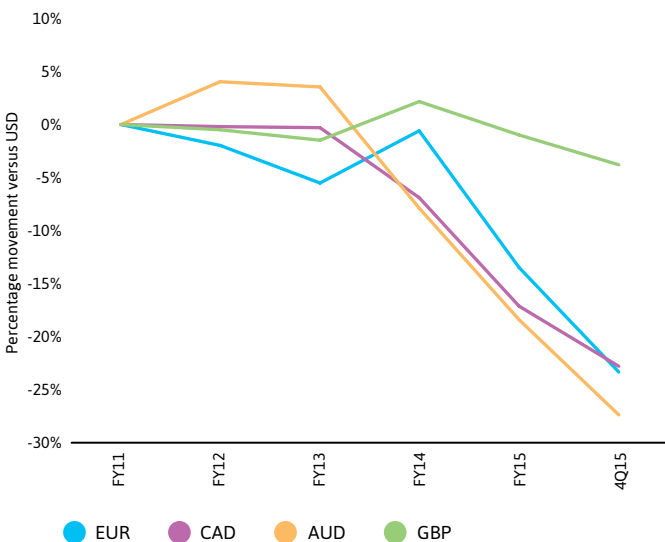
Ansell measures its business in US\$ and these currency moves were particularly unfavorable as we saw much steeper declines versus the US\$ in currencies where we have significant revenues, therefore reducing those revenues in US\$, and much more modest declines in countries where we have significant costs. This resulted in a significant headwind for Ansell in spite of our traditionally well-balanced global portfolio. In the short term, our active currency hedging program is offsetting most of these movements, but, in the longer term, only price increases, productivity improvements, and significant cost reduction can fully compensate for these issues – and we are working on all of these. These currency changes, a declining oil price and the impact of political and social turbulence, as described above, led to generally less favorable external demand conditions in the second half of our fiscal year. Both the United States and many major European economies were adversely affected, and in some emerging markets (e.g. Brazil and Russia) demand fell significantly.

## Results

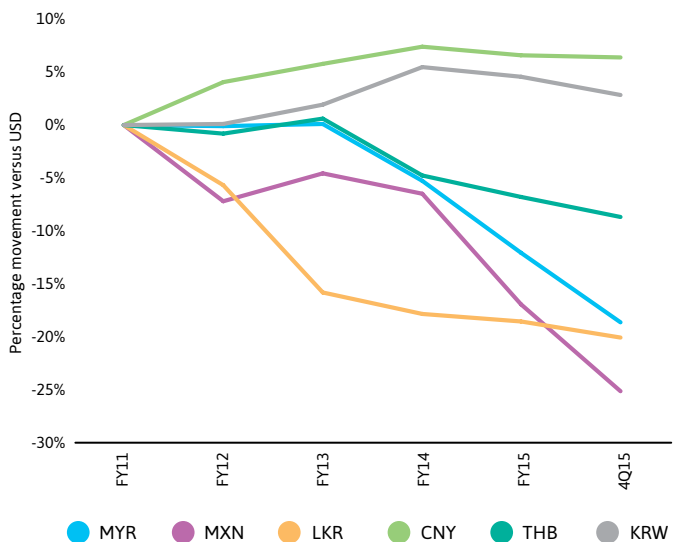
In spite of the trading conditions discussed above, Ansell continues to deliver strong financial results and increasing shareholder value. Our Company continues to be the leader in most of the markets we serve, and we closed a successful year with EBIT growing 19 per cent (against FY14 underlying) and another strong year of cash flow generation. New product sales have increased 9 per cent in constant currency terms, sales in emerging markets (excluding Russia) are up 9 per cent and plant productivity improvements are up 20 per cent. The restructuring program announced last year is meeting or exceeding expectations.

Customers are choosing Ansell as their partner to improve protection and productivity. One customer in particular, a national Australian construction company, came to Ansell due to inconsistent adoption of hand protection by both contractors and employees. After an Ansell Guardian® assessment, the customer specified ActivArm® glove use across all its sites for more efficient supply and more importantly, reduced hand laceration injuries by 100 per cent, saving the customer an average of US\$1,500 per injury.

## Revenue Currencies: Movement Relative to USD



## Cost Currencies: Movement Relative to USD



\* Underlying results for FY14, exclude the US\$123 million pre-tax (US\$115 million after tax) one-off restructuring charge announced on 30 June 2014.

Our global number one market-share position in each of the Industrial, Single Use and Medical (surgical only) markets continues to be solidified based on the strong organic growth of our core brands and based on the successful integration of acquired volumes. We are consolidating our global number two position in the Sexual Wellness sector, where we returned the business to solid organic growth (6 per cent year-over-year).

With total sales increasing 3.5 per cent year-over-year to over \$1.6 billion, and EBIT increasing 19 per cent to \$245 million, I remain confident we are on the right track for continued success. The Company also continues to generate strong cash flow, with free cash flow in excess of \$137 million even after funding a significant increase in capital expenditure that will drive major productivity improvement in future years.

We continue to take steps to strengthen our global connectivity, and during the year moved to a four headquarter hub structure, with main offices in MetroPark, New Jersey (United States), Brussels (Belgium), Cyberjaya (Malaysia) and Melbourne (Australia), reflecting our worldwide employee and customer base. We are also investing in new connectivity tools and as a result are reducing the amount of travel that we do as an organization and the percentage of sales spent on administration expenses.

## Executing on Our Strategies

Four years ago, we made a decision to focus on the growth of our core brands. The result is a gradual growth acceleration of these core brands and a simplification of our brand portfolio. HyFlex – our biggest global brand is growing 6 per cent, Microflex, 4 per cent, GAMMEX 7 per cent, and SKYN 16 per cent.

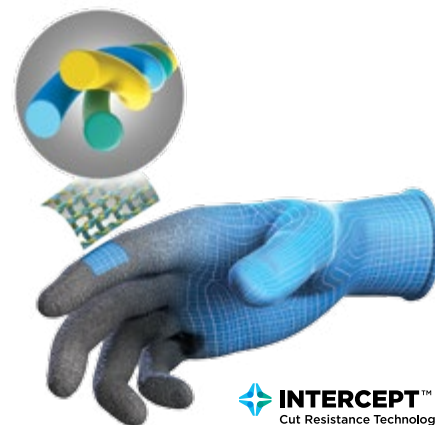
This will enhance our impact in the market as every touch-point with the customer reinforces and refreshes the awareness of our top brands, allowing us to be in a better position to share our respective brand value propositions with our customers. Our rationalization of non-core brands and product lines will continue, especially in the Industrial business, where we have acquired additional and overlapping products and brands.

Furthermore, we continue to accelerate growth in most of our priority verticals and product adjacencies, especially Life Science, Oil and Gas, Chemical, Healthcare Safety Solutions, and Body Protection.

Last year we launched more than 50 new products and saw a solid increase in sales from these additions to our product platforms (Industrial new product sales grew 35 per cent versus prior year). These launches are based on extensive research, identifying areas where current hand protection solutions provide insufficient protection or poor comfort, leading to workers exposing themselves to injury by wearing the wrong glove or removing a good glove because of insufficient flexibility, comfort or even exposure to allergens.

We were able to extend our leadership in the cut protection market, with a suite of HyFlex gloves engineered with next-generation Intercept Technology yarns. Intercept Technology cut-resistance solutions are part of a portfolio of advanced technologies, featuring an innovative new knitting technology that blends engineered, synthetic and natural fibers into high-performance yarns. This innovative product platform addresses one of the most fundamental areas of hand protection for global safety managers and industrial workers: keeping hands safe from cut risks at a lower cost to end-users while improving distributor and Ansell profitability.

*Intercept yarn technology is allowing Ansell to differentiate the offering with unique yarn formulations while reducing cost.*



Our newest flagship brand, Microflex, has been successfully introduced to Europe, Asia and Latin America. In addition, the launch of the new TouchNTuff 93-250 Grip, an innovative single-use glove, alleviates hand fatigue by reducing by 80 per cent the amount of force workers need to use when gripping objects.

I am especially pleased that Sexual Wellness has become an important growth engine for us once again. Our new leadership team has looked at our portfolio, markets, and products and has begun to make significant progress on the growth mission.

We were able to open a new Medical Innovation Center in Melaka (Malaysia) and a new Sexual Wellness Innovation Center in Surat Thani (Thailand) in order to spearhead new product development capabilities and expand new product sales growth.

Finally, we are continuing to put significant focus on emerging markets and are achieving growth of more than 2.4 per cent (growth was 12.4 per cent when Russia and Brazil were excluded) driven primarily by China, the Middle East, Mexico and South-East Asia. Unfortunately some of this growth is offset by significant declines in Russia, driven by a declining economy and sanctions against the export of certain products to Russia.

Our operations team continues to drive productivity benefits, as Lean Six Sigma and other technology-driven projects continue to accelerate. The number of our Lean projects has quadrupled over the past four years, a true reflection of the team's commitment to process excellence. These improvements will help us manufacture and deliver products to our customers more efficiently and cost-effectively. Our commitment to operational excellence has resulted in a productivity savings increase of 20 per cent year-over-year, more than offsetting higher utility and labor cost inflation rates.

Finally, we have made significant progress on our plan to improve core processes and during FY15 saw several significant improvements to key systems for supply chain, transportation, human resources, and business intelligence.

Ansell Guardian, our service offering to help Industrial customers minimize injuries while improving productivity, is providing real results. One of the world's largest shipping companies was able to significantly increase safety compliance among its workers and provide better chemical-resistant hand protection. The customer was able to switch from leather gloves to Solvex® gloves, providing better protection to painting and chemical exposure, thereby reducing injuries.

Every day I learn about how our products are making a difference in the lives of people. Dr David Boes has been practicing ophthalmology in Montana (United States) since 1994. Ten years ago, he was diagnosed with a Type IV (chemical) allergy. Dr Boes relied on Polyisoprene (PI) non-latex gloves since starting his practice, so developing an allergy took him by surprise. Ansell, with its strong range of latex PI and Polychloroprene (PC) products, was able to provide an alternative – a PC-based glove called

# Chief Executive Officer's Review continued

GAMMEX Sensitive. This product uses no allergy-causing chemicals, enabling Dr Boes to continue working as an ophthalmologist, including his many mission trips to Belize to perform cataract surgery. Ansell will continue to work with Dr Boes to help spread the word on Type IV allergies and continue to donate gloves for his medical missions.

## Capital Deployment

Our Balance Sheet continues to strengthen through strong cash generation. We restored normal debt levels faster than anticipated following the BSSI acquisition 18 months ago, and were able to restart acquisition engagements by November 2014, announcing the acquisition of Hands International, a privately held company, located just outside of Colombo, Sri Lanka. This acquisition allows us to expand the Company's knitting and cut and sew manufacturing capabilities and will significantly benefit Ansell and our HyFlex family of products.

The addition of Microgard in May 2015 to the Ansell family further expands our chemical offerings across hand and body protection, while increasing our global footprint. This acquisition is another critical step in building the Body Protection Strategic Business Initiative. Microgard's innovative range of chemical clothing complements our previous acquisitions, including Trelchem high-end protective chemical clothing; High Five entry-level disposable clothing; and OnGuard chemical footwear from BSSI. Together with our current chemical protective glove range, we now have a world-class portfolio of Body Protection products to improve protection and productivity in a wide range of end-user verticals.



*The Microchem® 6000 product provides comprehensive chemical protection with retained worker flexibility and freedom of movement thus improving comfort and productivity.*

Our continued investment in automation and more efficient machinery has resulted in significant manufacturing efficiencies focused on safety, waste elimination, productivity gains, and quality. A new product development process leveraging new, smaller, and very flexible prototype production lines has been installed in all businesses to great effect in terms of time to market.

Recently, we announced the GAMMEX SMART Pack, where we are leveraging a smaller more efficient packaging design to enable more efficient dispensing boxes using less space in our customers' dispensing areas. This adds up to significant savings of energy, space and reduces waste while improving the efficiency of our supply chain. New robotic packaging equipment in our Melaka (Malaysia) and Ansell Lanka facilities now accommodate packaging improvements that will contribute in achieving our growth objectives.

## Our Employees

We continue to see traction from the tremendous participation of our employees in our annual Innovation Awards Program. Nearly 300 ideas were submitted to a cross-functional Awards Committee. It is a testament to the dedication and vision of our employees who are so enthusiastically willing to share their ideas in order to help our organization improve and grow. Hundreds of nominations by employees and their teams were submitted in the areas of manufacturing, marketing, commercial, and business process innovation.

In addition, we completed a truly global employee engagement survey. For the first time, this survey reached more than 12,000 of our manufacturing employees around the world, measuring overall employee engagement and satisfaction. In fact, more than 90 per cent of employees participated in this survey, reflecting an active interest in our business and our future. Overall, our global results surpassed companies in our peer group, but we still have work to do in key areas to ensure our employees are 100 per cent engaged, motivated and clearly understand their value to the Company.

Over the course of the next few months, we will be developing action plans by business unit, function and region to address specific issues. More than ever, I am proud to be part of the Ansell family and am gratified by the feedback and response of our employees throughout the globe.

## Outlook

Given the global market turbulence, we will need to be very focused on strong execution of our strategies to offset the impact from dramatic currency shifts and economic weakness in markets like Russia, Brazil, and Australia. Although market conditions in some emerging markets remain challenging, generally improved demand in developed economies is anticipated in FY16. Our objectives for the next fiscal year include fully integrating our acquisitions, streamlining our internal processes and systems, improving our New Product Development (NPD) initiatives to focus on fewer, but larger product platforms, as well as continuing to build our positions in emerging markets.

We will maintain a balanced approach to capital deployment by continuing to drive strong profit growth and improving working capital management with steadily improving inventory turns. We will then use our strong cash flow to invest in manufacturing equipment for increased capacity and higher efficiency, targeted acquisitions with significant accretion to EPS and increased dividends, continuing the last 11 years of continuous dividend growth.

We have achieved a number of key milestones in FY15. The strength of our global organization, anchored by our people, will keep us ahead of the curve. At Ansell, we pride ourselves on thinking ahead and focusing on 'the big picture.' We do not change for the sake of change – we do it because it will make us stronger and prepare us for growth for many years to come.

I truly appreciate the hard work of all our 14,000+ staff. The results we achieve are a testament to the commitment and dedication of this amazing team.

Magnus Nicolin  
Managing Director and Chief Executive Officer



# Investments

## Acquisitions

### Hands International

Ansell acquired Hands International (Hands) in November 2014. Hands is located just outside of Colombo, Sri Lanka, and is a manufacturer and supplier of specialized knitted glove liners, with approximately 1,500 employees. The company specializes in producing knitted glove liners, but also manufactures certain coated, cut and sew styles and liner cotton fabric materials. Hands has been an important supplier to Ansell for more than 25 years. The manufacturing production capabilities of Hands, specifically as it relates to glove liners, will significantly benefit Ansell and its HyFlex family of products and other styles.



### Microgard Ltd

Ansell acquired Microgard in May 2015. Microgard is a protective clothing manufacturer with headquarters in the United Kingdom. Founded in 1975, Microgard is a leading manufacturer and supplier of chemical protective clothing with a strong track record of introducing new technology and designs to the market to improve wearer protection and comfort. The company has sales in over 75 countries and a world-class manufacturing facility in Xiamen, PRC China. Microgard has grown rapidly, primarily in EMEA and APAC, with sales of approximately US\$40 million in calendar year 2014 and 750 employees worldwide. This acquisition is another critical step in building the Body Protection SBI as part of the Industrial Global Business Unit.



## Capex

### Robotics

In FY15, Ansell continued to invest in automation in its manufacturing capabilities to enhance safety, quality, and productivity. Earlier in the year Ansell opened its first Center of Excellence (COE) focused on automation and robotic technology. The primary objective of the COE is to develop automation solution using robotics and inspection technology to both assist and support better operational efficiencies and enhance product quality for customers.



As a result, productivity savings improved by 20 per cent through various efficiency programs. Two pertinent examples of this automation include medical finishing automation, which uses state-of-the-art robots to pick SMART Pack gloves and insert them into the inner boxes. In addition, an automated optical inspection inspects the packs to ensure no defects are present before being sent to the customer.

The second example is the Sexual Wellness condom auto loaders for electronic testing. In the past, the electronic testing process required a manual operator to load each and every piece of condom for testing. With this automation, the entire loading process is done automatically, thus eliminating the need to train operators and also human fatigue of the extremely repetitive motion.

### A New Innovation Center at Ansell Thailand

In January 2015, Jeyan Heper, Sexual Wellness President and General Manager, announced a consolidation of the research group from Shah Alam, Malaysia, and the development group from Surat Thani, Thailand. The consolidation will improve the dynamics and interaction between the two teams and bring them closer to manufacturing operations. To achieve this objective, a research and development expansion took place at Surat Thani to accommodate additional personnel and other equipment relocated from Shah Alam. The new center will accelerate the development of new technologies and product platforms that meet and exceed customer needs and expectations. The center will also serve as a catalyst to create and fuel additional business growth, helping to maintain the status of Sexual Wellness as the global leader in protection solutions.





# Corporate Social Responsibility and Sustainability Program Review

## Our Vision

Ansell strives to be recognized for excellence in corporate, environmental, governance, and social practices.

## Our Mission

We will:

- deliver profitable growth and become a preferred, responsible business partner;
- honor our commitments to safety, ethics, the environment, and the communities in which we operate; and
- attract and retain top talent by valuing teamwork and creating a great place to work.

At Ansell, Corporate Social Responsibility (CSR) means conducting business ethically and transparently and in ways that produce social, environmental, and economic benefits for communities around the world. In addition to ensuring that it conducts its business ethically and transparently, Ansell is committed to a number of sustainable and practical initiatives that are designed to make a positive and lasting contribution to the markets it serves and the community in general.

Ansell recognizes that its business impacts the community, the environment, and the wider economy. We believe that it is good business to operate in a way that recognizes these impacts and responds to them effectively. Ansell acknowledges the need to consider the risks and opportunities that they present for the Company. The Company is committed to understanding these impacts and ensuring its business minimizes any negative impacts arising from its operations.

Ansell recognizes that economic development needs to be aligned with the health and wellbeing of people, their communities, and the environment. Ansell considers that it is sound business management for a company to address its social and environmental performance as well as economic performance.

Working with Business for Social Responsibility (BSR), the Company is reviewing various components of this program through the various lenses of CSR Strategy; Governance; Business Excellence; Environment; and People and Community. These lenses make up dozens of data points and various policy issues. Ansell will continue to work with BSR and other stakeholders to further analyze priorities and identify best practices and areas of opportunity. Leveraging the work of an internal CSR Working Group made up of all the Regions, Global Business Units (GBU), and functions, the Company will then review this analysis and identify owners to progress the CSR Strategy in the short and long term.

Ansell will continue to work off the momentum in FY15 as it has developed enhanced processes for product donations, community engagement, tender requests, and other initiatives.

Ansell is a global leader in protection solutions. We have a committed workforce of more than 14,000 spread across 35 countries dedicated to the manufacture, marketing, and distribution of our products all around the world.



## Continued Biomass Boiler Expansion in Ansell

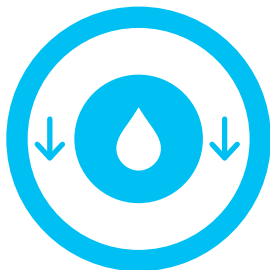
15 October 2014 marked an important milestone for Ansell in its efforts to fuel a greener world through the completion of its second bio mass boiler at the Ansell factory complex in Biyagama, Sri Lanka. Over the past decade, Ansell has dedicated significant resources to the creation and implementation of green programs and initiatives throughout its factories, with the goal of minimizing its impact on the environment. The new boiler has a capacity of 12.5MW and is the largest hot water boiler in Sri Lanka.

# Corporate Social Responsibility and Sustainability Program Review continued

## Technology Roadmap Focus Area

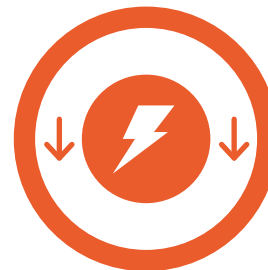
### Water Use Reduction

- Eliminate post-processing production steps.
- Introduce bionic technology to reduce leach water consumption.
- Reused water and water usage optimization.



### Energy Down

- Process simplification.
- High energy efficient equipment.
- Alternate energy source ex Biomass.



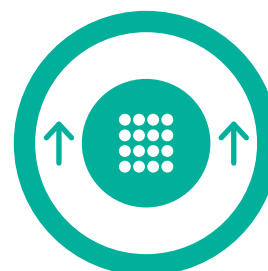
### Raw Material Reductions

- Eliminate post-processing and online processes.
- Automation and new equipment to reduce changeover and start up waste.
- Process optimization to reduce material usage.



### Productivity Improvements

- Process automation improvement on production equipment.
- Improve process cycle time.
- Combination of processing steps.



## Ansell Response to Ebola Outbreak

**Ansell is leveraging its expertise and relationships within the affected Region to respond to the Ebola threat.**

The Company has a long-standing relationship with Direct Relief, and we are pleased they are able to utilize our medical and industrial products for so many critical initiatives around the world. Ansell is also a major supplier to first-line responders (i.e. Médecins Sans Frontières, World Health Organization, etc.). Specifically, in relation to the Ebola outbreak in West Africa, Ansell has made a commitment to provide more than a million pairs of gloves such as GAMMEX Non-Latex surgical gloves, in addition to our HyFlex, Powerflex® and TouchNTuff industrial gloves.



Ansell products have been sent via Direct Relief to the Medical Research Center (Sierra Leone), as well as partners Africare (Liberia) and Wellbody Alliance (Sierra Leone). As a global leader in protection solutions, Ansell will continue to monitor the situation closely with Direct Relief and our other partner associations and customers.

Additional information about our partners who have received (or will receive) critical supplies from Ansell:

- Wellbody Alliance is a non-profit organization that operates a 55-bed clinic in rural Kono District, Sierra Leone, and is reporting a need for medications, supplies, and emergency staff. Kono District shares a border with Guinea, the source of the outbreak, and neighboring Kailahun District, which has reported the highest number of cases in Sierra Leone. Chief Strategic Officer, Dr Mohamed Bailor Barrie, is one of only five physicians serving the 450,000 people of Kono District, the epicenter of Sierra Leone's recent conflict and the most underserved Region of the country.

- Medical Research Center (MRC) is a non-governmental organization providing primary health support and research services in Sierra Leone. The organization works closely with local and regional governmental agencies to support a network of over 30 health facilities in central Sierra Leone. MRC reports that they are participating on the National Ebola Task Force and working outside its normal scope of work to help combat the outbreak.
- Africare is a Monrovia, Liberia-based non-profit organization that is active in the following Liberian counties: Boni, Bong, Gbarpolu, Grand Cape Mount, Lofa, Grand Wedeh, River Cess, Montserrado, Margibi, and Nimba. Africare is able to leverage its 80+ in-country staff, alignment with the President of Liberia, and access to MOH vehicles to effectively clear customs and distribute aid throughout Liberia.



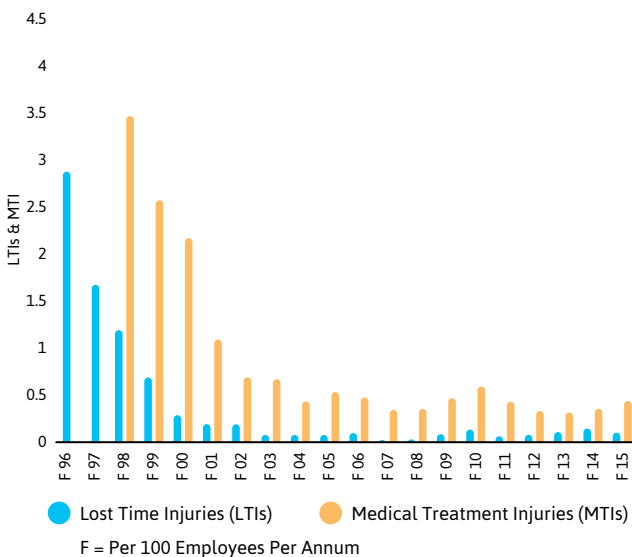
### Environment, Health & Safety (EHS)

Injury and illness statistics continue at world class levels, with a 30 per cent Lost Time Injury improvement from last year. Continuous improvement efforts to strengthen our safety culture and fold our EHS and Risk Management Systems into recent acquisitions continue to improve our performance.

### Good Global Citizens

As a leading global manufacturing company, Ansell is committed to improving the communities where we operate – and the lives of the people who call them home. Ansell employees share a commitment to these values on the job, and off. More than 3,000 employees worldwide volunteered nearly 30,000 hours on more than 50 projects, making a meaningful difference for people and communities in countries throughout the world. In addition, Ansell donated US\$50,000 to UNICEF to acknowledge high participation in its global I AM ANSELL Employee Engagement and Culture Survey, helping to provide humanitarian assistance to children and mothers in developing countries. Our Company and our people are committed to being good global citizens everywhere we operate, serve and live.

### Safety Statistics



### Product Donations

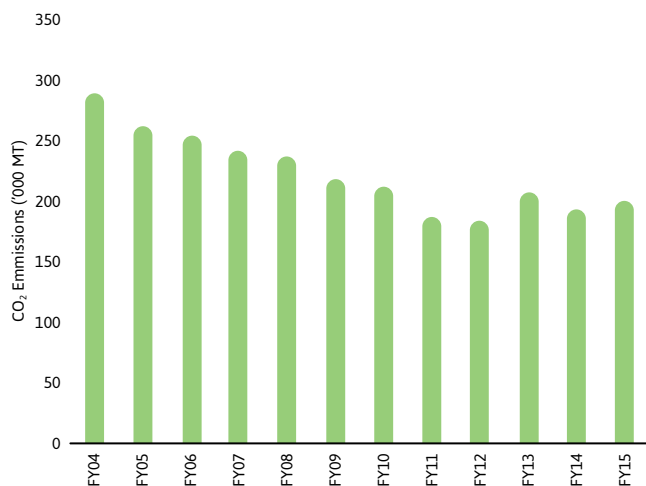
Throughout the last fiscal year, Ansell has donated more than 920,000 pairs of surgical gloves, 179,000 exam gloves, and 74,000 pairs of industrial gloves. With the help of our global partner, Direct Relief, Ansell products have been airlifted to:

- The Philippines, for ongoing medical aid and disaster clean-up in response to Super Typhoon Haiyan.
- The West African countries of Liberia, Sierra Leone, and Guyana, to provide healthcare workers, caregivers, and patients with life-saving Personal Protective Equipment to address the deadly Ebola outbreak.
- Nepal, for medical aid and disaster clean-up following two back-to-back earthquakes that devastated this country.
- Armenia, Bangladesh, Belize, Cameroon, Chad, Chile, Dominican Republic, Fiji, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Pakistan, Peru, and the United States for both large-scale public events and emergency relief efforts.



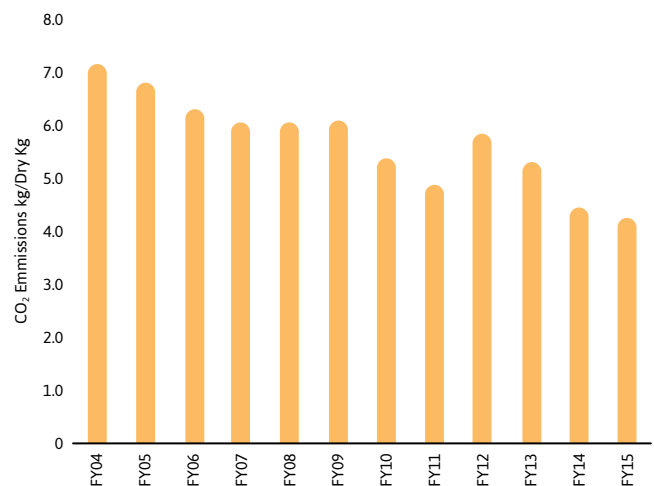
# Corporate Social Responsibility and Sustainability Program Review continued

## Ansell Global CO<sub>2</sub> Emissions



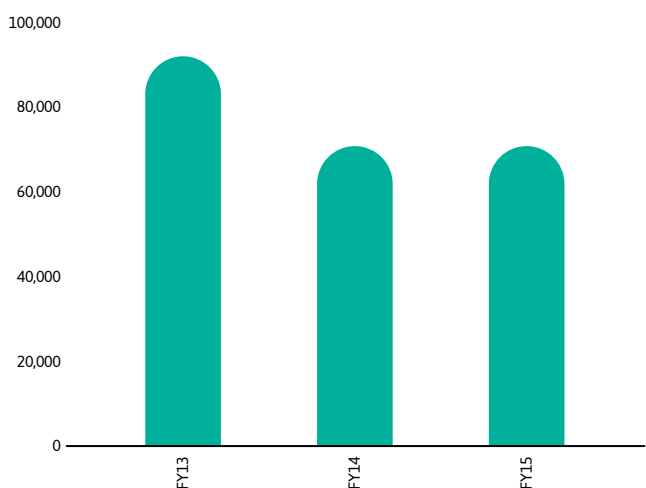
- 2009 onwards improvement driven by first Biomass boiler in Sri Lanka, converting fuel oil to biomass, which is carbon neutral.
- FY12 – FY13 increased due to acquisition of Comasec®, adding plants in Portugal and Kedah.
- FY14 improvement driven by a biomass boiler added in Bangkok plant, converting natural gas to biomass, which is carbon neutral.
- CO<sub>2</sub> emission rate has increased only by 4 per cent from FY14 to FY15, even though latex consumption was increased by 8 per cent.
- Further improvement expected in FY16 due to a biomass boiler added in Sri Lanka, which began operation early this year. Expected to reduce another 14,000 tons per annum in FY16.

## Ansell Global CO<sub>2</sub> Emissions per Dry Kg Latex



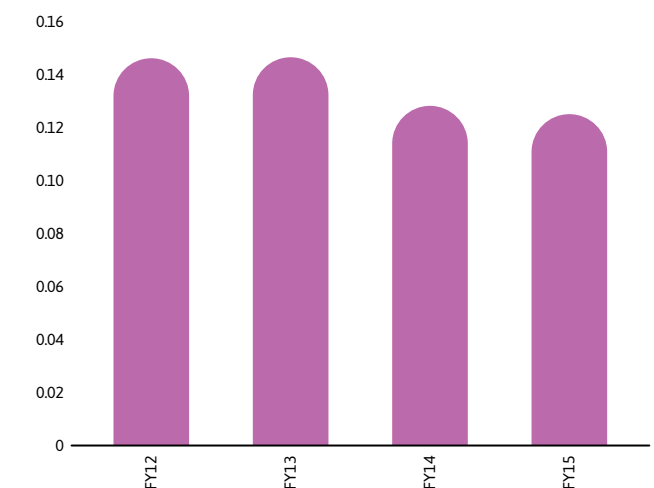
- CO<sub>2</sub> emissions per Dry Kg latex continue to improve.
- Increase in latex consumption from FY14 to FY15 is 8 per cent.
- CO<sub>2</sub> emissions per Dry Kg latex has gone down by 4 per cent.

## Energy Index (BTU/Dry Kg)



- Started using energy efficiency matrix BTU/Dry Kg since FY13.
- Improvement driven by process simplification, utilizing energy-efficient equipment and optimization of our energy producing equipment such as boilers and compressors.
- Establish plant energy audit to drive system and culture for energy efficiency.

## Water Index (m<sup>3</sup>/Dry Kg)



- Reduced water consumption per production due to water usage optimization by process improvement, such as reduction of post processing.
- Increased production output on lower water requirement product such as in industrial.
- Newly acquired plants consume less water.

# Five-Year Summary

of Ansell Limited and subsidiaries for the year ended 30 June 2015

	2011 US\$m	2012 US\$m	2013 US\$m	2014 US\$m	2015 US\$m
<b>Income Statement</b>					
Sales	1,207	1,255	1,373	1,590	1,645
EBIT	137	153	171	84	245
Net financing costs	4	5	11	18	22
Income tax expense	8	12	17	21	35
Non-controlling interests	3	3	4	3	2
Profit attributable	122	133	139	42	188
<b>Balance Sheet</b>					
Cash – excluding restricted deposits	255	247	306	321	278
Other current assets	405	419	523	611	619
Property, plant and equipment	150	151	187	206	231
Intangible assets	362	391	541	1,068	1,116
Other non-current assets	126	146	147	155	132
<b>Total assets</b>	<b>1,298</b>	<b>1,354</b>	<b>1,704</b>	<b>2,360</b>	<b>2,376</b>
Current payables	179	174	219	243	244
Current interest bearing liabilities	198	17	90	14	7
Other current liabilities	76	64	72	108	79
Non-current interest bearing liabilities	45	285	451	720	734
Other non-current liabilities	77	90	98	134	147
<b>Total liabilities</b>	<b>575</b>	<b>630</b>	<b>930</b>	<b>1,219</b>	<b>1,210</b>
<b>Net assets</b>	<b>723</b>	<b>724</b>	<b>774</b>	<b>1,141</b>	<b>1,167</b>
Issued capital	899	866	865	1,227	1,230
Reserves	121	75	37	49	(49)
Accumulated losses	(311)	(231)	(144)	(151)	(29)
<b>Ansell Limited shareholders' equity</b>	<b>708</b>	<b>710</b>	<b>758</b>	<b>1,125</b>	<b>1,152</b>
Non-controlling interests	15	14	16	16	15
<b>Total shareholders' equity</b>	<b>723</b>	<b>724</b>	<b>774</b>	<b>1,141</b>	<b>1,167</b>
<b>Total funds employed</b>	<b>711</b>	<b>779</b>	<b>1,009</b>	<b>1,555</b>	<b>1,629</b>
<b>Share information</b>					
Basic earnings per share (cents)	91.6	101.4	106.5	29.3	122.5
Diluted earnings per share (cents)	91.5	101.2	106.1	29.1	121.4
Dividends per share (cents)	A33.0	A35.5	A38.0	US39.0	US43.0
Net assets per share (\$)	5.4	5.5	5.9	7.5	7.6
<b>General</b>					
Net cash from operating activities	128	98	130	221	200
Capital expenditure	45	38	40	53	84
Shareholders (no.)	30,874	30,866	33,126	33,886	36,014
Employees (no.)	10,207	10,486	12,596	12,607	14,500
<b>Ratios</b>					
Return on average shareholders' equity (%)	17.3	18.8	19.1	4.6	16.4
EBIT return on funds employed (%)	19.3	19.6	16.9	5.4	15.1
EBIT margin (%)	11.4	12.2	12.5	5.3	14.9
Average days working capital	73.2	79.2	82.5	85.9	81.4
Interest cover (times)	34.3	30.6	15.5	4.6	11.4
Net liabilities to shareholders' equity (%)	44.3	52.9	80.6	78.8	79.8
Number of shares at 30 June (million)	133	131	131	153	153

# Board of Directors



## Glenn L L Barnes Chairman

B Ag Sc (Melb), CPM, FAMI,  
FAIM, FAICD, SF Fin, FRSA

Appointed Non-executive Director in September 2005 and Chairman in October 2012. Chair of the Governance Committee and Member of the Human Resources Committee.

Current Directorships:  
Chairman of Australian Unity Limited.

Mr Barnes has over 20 years of governance experience in banking and financial services, business information, consumer goods and the not-for-profit sector. He was involved in the packaged goods, banking and financial services sectors for over 30 years, as an executive, business leader and director in Australia, New Zealand, the United Kingdom, United States of America, Republic of Ireland, Japan, and China.

The Board considers Glenn Barnes to be an independent Director.



## Magnus R Nicolin Managing Director and Chief Executive Officer

BA, MBA (Wharton)

Managing Director and Chief Executive Officer since March 2010.

Prior to joining Ansell, Mr Nicolin, a Swedish citizen, spent three years with Newell Rubbermaid Inc., most recently as President of Europe, the Middle East, Africa, and Asia Pacific. Prior to that he spent seven years with Esselte Business Systems Inc., where in 2002 he led the leveraged buy-out of Esselte from the Stockholm and London Stock Exchanges. Following the buy-out he became the Chief Executive Officer of Esselte.

Mr Nicolin has also held senior management positions with Bayer AG, Pitney Bowes, and McKinsey & Company.

Mr Nicolin holds an MBA from the Wharton School of the University of Pennsylvania and a BA from the Stockholm School of Economics.

As an Executive Director, Magnus Nicolin is not independent.



## Marissa T Peterson Non-executive Director

BSc (MECH), MBA (Harvard),  
Hon Doctorate (MGMT)

Appointed Non-executive Director on 22 August 2006.

Member of the Audit and Compliance Committee and Chair of the Risk Committee.

Current Directorships:  
Chair of Oclaro Inc., and Director of Humana Inc.

Mrs Peterson currently runs Mission Peak Executive Consulting, an executive coaching and consulting firm specializing in helping develop, grow and scale leaders in the high-technology space. Mrs Peterson retired from full-time executive roles in 2006, having spent 18 years with Sun Microsystems in Senior Executive positions. She has extensive experience in supply chain management, manufacturing and quality, logistics, information technologies, customer advocacy, and leadership development.

The Board considers Marissa Peterson to be an independent Director.



## Ronald J S Bell Non-executive Director

BA (Strathclyde)

Appointed Non-executive Director in August 2005. Chair of the Human Resources Committee and member of the Governance Committee.

Current Directorships:  
Director of The Edrington Group.

Mr Bell is an experienced international consumer industry executive with a background of over 30 years in highly competitive global branded products. He is a former President of Kraft Foods, Europe, and served as Executive Vice President of Kraft Foods Inc., and brings to the Board broad general management and marketing skills, particularly in the European and North American markets.

The Board considers Ronald Bell to be an independent Director.



**Annie H Lo**  
**Non-executive Director**  
 BSc (BusAdm), MBA (Eastern Michigan)

Appointed Non-executive Director on 1 January 2013. Member of the Audit and Compliance Committee and the Risk Committee.

Mrs Lo was formerly the Chief Financial Officer of Johnson & Johnson's Worldwide Consumer and Personal Care Group. She retired from this role in late 2011, having spent over 20 years in executive roles with Johnson & Johnson. Mrs Lo has significant experience in directing business expansion across the Asia Pacific Region and globally, as well as in managing healthcare business challenges and regulatory processes.

The Board considers Annie Lo to be an independent Director.



**L Dale Crandall**  
**Non-executive Director**  
 CPA, MBA (UC Berkeley)

Appointed Non-executive Director in November 2002.

Member of the Audit and Compliance Committee and the Risk Committee. Special adviser for the merger and acquisitions.

Current Directorships: Director of Bridgepoint Education Inc., and Endurance International Group, Inc.

Mr Crandall has a background in accounting and finance and is a former Group Managing Partner for Southern California for Price Waterhouse. He was formerly President and Chief Operating Officer of Kaiser Foundation Health Plan and Hospitals in the United States, and lead trustee of The Dodge and Cox Mutual Funds.

The Board considers Dale Crandall to be an independent Director.



**W Peter Day**  
**Non-executive Director**  
 LLB, MBA (Monash), FCPA, FCA, GAICD

Appointed Non-executive Director in August 2007. Chairman of the Audit and Compliance Committee and member of the Risk Committee.

Current Directorships: Alumina Limited, Boart Longyear Limited, and SAI Global Limited.

Mr Day was formerly a Chairman and Director of Orbital Corporation, Chairman of Centro Retail Trust, and a Director of Federation Centers. He was Chief Financial Officer of Amcor Limited for seven years, and Chief Financial Officer and Executive Director of Bonlac Foods Limited. He also has held senior office and executive positions in the Australian Securities Commission (Deputy Chair), Rio Tinto, CRA, and Comalco. He is also involved in disability services and education initiatives. He has a background in finance and general management across diverse and international industries.

The Board considers Peter Day to be an independent Director.



**John A Bevan**  
**Non-executive Director**  
 BCom (UNSW)

Appointed Non-executive Director in August 2012.

Member of the Human Resources Committee and the Governance Committee.

Current Directorships: Non-executive Director of BlueScope Steel Limited.

Mr Bevan was formerly the Chief Executive Officer and Executive Director of Alumina Limited and brings to the Board extensive international business experience. Prior to joining Alumina Limited in June 2008, he had a long career with the BOC Group Plc where he was a member of the Board of Directors and held a variety of senior management positions in Australia, Korea, Thailand, Singapore, and the United Kingdom.

The Board considers John Bevan to be an independent Director.

# Executive Leadership Team



**Magnus R Nicolin**

Managing Director and  
Chief Executive Officer  
BA, MBA



**Neil Salmon**

Chief Financial Officer  
(Finance and IT)  
BA, ACMA



**Scott Corriveau**

President and General  
Manager Industrial Global  
Business Unit  
BA, MBA



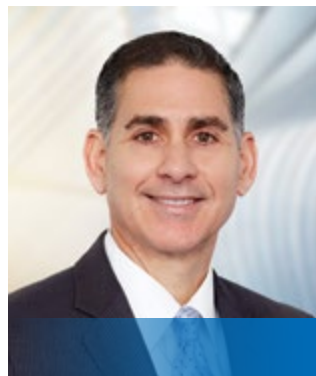
**Peter Dobbelsteijn**

Chief Commercial Officer  
EMEA and APAC Region  
and Ansell Global Guardian  
BMkt



**Francois Le Jeune**

Senior Vice President Business  
Development and Chief  
Commercial Officer Body  
Protection SBI  
BS, MS, MBA



**Anthony Lopez**

President and General  
Manager Medical Global  
Business Unit  
BS, MS



**Debbie Lynch**

Chief Human Resources Officer  
BS, MS, PhD



**Mike Mattos**

Chief Commercial Officer,  
North America and LAC Region  
BA





**Chrystelle Fontan**

Senior Vice President Quality  
BS, MS



**Steve Genzer**

Senior Vice President  
Global Supply Chain  
Operations  
BSc, MBA



**Jeyan Heper**

President Sexual Wellness  
Global Business Unit  
BA, (Hons)



**Joe Kubicek**

President and General  
Manager Single Use Global  
Business Unit  
BA, MBA



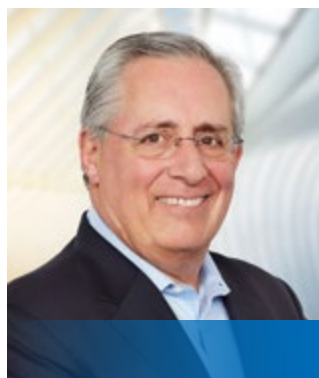
**Darryl Nazareth**

Senior Vice President  
Research and Development  
BS, MS



**Giri Peddinti**

Senior Vice President and  
Global Chief Information  
Officer  
BE, MBA



**William Reilly**

Senior Vice President  
Corporate General Counsel  
BA, J.D.

# Corporate Governance Statement

The Board of Ansell believes that good corporate governance is critical to enhance shareholder value and to ensure that shareholder funds are adequately deployed and protected.

Over the past five years, Ansell has experienced steady and consistent financial growth including through mergers and acquisitions and expanding into new and complex geographies. To assist in managing this growth, the Company maintains and improves systems that are fit for purpose and adequately identify and manage both financial and business risks, while ensuring that the Board has an appropriate level of oversight of the governance of risk. Additionally, the international expertise and business acumen possessed by the current Board is a valuable asset to assist the ongoing operations of the Company.

The Board, together with the Executive Leadership Team, are committed to leading by example. We are confident that we have a robust governance framework in place, but perhaps more importantly, we are committed to ensuring that it is respected and that, as an organization, we act in accordance with the spirit of good governance.

The full Corporate Governance Statement concerning the Company's corporate governance practices for the year ending 30 June 2015 can be found at [www.ansell.com](http://www.ansell.com)

In our Annual Report, we wanted to highlight some of the key elements of our governance program as well as initiatives and activities undertaken in the past financial year.

## 1. Board Review

In response to an external review of the Board, the Board determined to split the Nomination, Remuneration and Evaluation Committee into two committees, namely the Governance Committee (assuming the 'Nomination' part of the NRE Charter) and the Human Resources Committee (responsible for the 'Remuneration and Evaluation' part of the NRE Charter).

It is proposed that the Governance Committee will meet at least twice annually and be responsible for Board succession and talent management. The Governance Committee will also be responsible for implementing the recommendations of the external review of the Board. The Human Resources Committee will meet at least four times annually and will remain focused on Ansell's executive remuneration program, the compensation and benefits program, and performance management.

## 2. Ongoing Education

In addition to formalizing its policy on continual professional development for its Directors, the Board continued its practice of visiting the Company's facilities around the globe. During the 2015 financial year, Board meetings were held in conjunction with visits to the Company's global hubs in New Jersey, Melbourne, and Brussels. The Board also visited manufacturing and sales operations in São Paulo, Brazil, and Juarez, Mexico.

## 3. Share Plan

Shareholder alignment is contributed to by ensuring that the Board and the Executive Leadership Team hold significant equity stakes in the Company. The Company has a Share Purchasing Policy requiring all Non-executive Directors to hold shares to the value of two times their Annual Directors' fees; for the Managing Director and CEO to hold shares to the value of four times his base salary; and all members of the Executive Leadership Team to hold shares to the value of two times their base salary within a 10 year period of appointment. To assist in meeting these targets, the Company established a Voluntary Share Plan by which Non-executive Directors and members of the Executive Leadership Team can purchase shares on an ongoing basis.

## 4. Commitment to Diversity

Ansell recognizes that effectively harnessing a talented and diverse global workforce is a key competitive advantage for our business and our success is a reflection of not only the quality and skills of our people, but our ability to channel their backgrounds, experiences, regional points of view, and cultural and ethnic differences.

We actively value and embrace the diversity of our employees and are committed to creating an inclusive workplace where everyone is treated equally and fairly and where discrimination, harassment and inequity are not tolerated.

The Ansell Diversity and Inclusion Policy formalizes our commitment to diversity. The policy is underpinned by certain key principles including:

- striving to leverage diversity in all its forms (including gender, skills, background and experience) to compete more effectively in the global marketplace and driving customer satisfaction, innovation, and company performance;
- maintaining fair and equitable recruitment and compensation practices and fostering development and career progression based on performance and merit;
- fostering an inclusive culture that treats our workforce with fairness and respect; and
- monitoring and measuring our diversity performance and striving for continuous improvement.

To achieve the objectives set out in our policy:

- we have reviewed and standardized our processes for recruitment to eliminate any barriers to diversity;
- we have implemented a global grading structure to ensure equity and fairness across the organization;
- we have developed a global learning and development curriculum to provide career opportunities for every employee; and
- we have implemented succession planning and talent management processes across the organization to identify potential employees whose skills can be further developed.

In keeping with our commitment to diversity, the proportion of our workforce currently represented by women is set out below:

	<b>Ansell Limited Group</b>
<b>Board</b>	25% (two female Board members out of eight)
<b>Executive Leadership Team and senior management</b>	20%
<b>Total workforce</b>	50%

## 5. Compliance with ASX Corporate Governance Council's Corporate Governance Principles and Recommendations Third Edition

The Board believes that the Company's corporate governance policies and practices comply in all substantial respects with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations Third Edition. A checklist summarizing the Company's compliance with the ASX Principles is found at [www.ansell.com](http://www.ansell.com)

# Report of the Directors

This Report by the Directors of Ansell Limited ('the Company') is made for the year ended 30 June 2015. The information set out below is to be read in conjunction with the:

- Remuneration Report appearing on pages 44 to 72.
- Notes 20 and 21 to the financial statements, accompanying this Report.

## Directors and Secretary

The names and details of each person who has been a Director of the Company during or since the end of the financial year are:

- Glenn L L Barnes (Chairman)
- Magnus R Nicolin (Managing Director and Chief Executive Officer)
- Ronald J S Bell
- John A Bevan
- L Dale Crandall
- W Peter Day
- Annie H Lo
- Marissa T Peterson

Particulars of the qualifications, experience and special responsibilities of each Director, as at the date of this Report, and of their other Directorships, are set out on pages 33 and 34.

Details of meetings of the Company's Directors (including meetings of Committees of Directors) and each Director's attendance are also set out on page 29.

The Company Secretary is Alistair Grant, BA/LLB, LL M, who was appointed to that position in October 2013. Mr Grant joined the Company in 2009, and has a legal background. He has held senior positions in the Corporate Head Office, including the position of Asia Pacific Regional Legal Counsel.

## Principal Activities

The activities of the Ansell Group ('the Group') principally involve the development, manufacturing and sourcing, distribution and sale of gloves and protective personal equipment in the industrial and medical gloves market, as well as the sexual wellness category worldwide. Ansell operates in four main business segments: Medical, Industrial, Single Use and Sexual Wellness.

## Operating and Financial Review

The Operating and Financial Review for the Group for the financial year is set out on pages 35 to 43, and forms part of this Report.

## State of Affairs

During the year the Group continued to progress the strategies that have been identified to accelerate growth and create increased shareholder value. The Operating and Financial Review provides additional information on the Group's growth strategies. Other than set out in the Operating and Financial Review, no significant changes occurred in the state of affairs of the Group during the financial year.

## Likely Developments

Likely developments in the operations of the Group are referred to on page 43 of this Report. In the opinion of the Directors, the disclosure of any further information about likely developments in the operations of the Group has not been included in the Report because disclosure of this information would likely result in unreasonable prejudice to the Group.

## Significant Events Since Balance Date

The Directors are not aware of any significant matters or circumstances that have arisen since the end of the financial year that has affected or may affect the operations of the Group; the results of those operations; or the state of affairs of the Group in subsequent financial years.

## Dividends and Share Issue

The final dividend of US 22 cents per share (unfranked) in respect of the year ended 30 June 2014 was paid to shareholders on 24 September 2014. An interim cash dividend of US 20 cents per share (unfranked) in respect of the half-year ended 31 December 2014 was paid to shareholders on 21 March 2015. A final dividend of US 23 cents per share (unfranked) in respect of the year ended 30 June 2015 is payable on 10 September 2015 to shareholders registered on 17 August 2015. The financial effect of this dividend has not been brought to account in the financial statements for the year ended 30 June 2015 and will be recognised in subsequent financial reports.

On 19 June 2015, the Company issued 14,917 shares to Mr Salmon, CFO of Ansell Limited, due to a vesting under the Special Incentive Plan. On 24 October 2014, the Company issued 27,350 shares; on 10 October 2014 the Company issued 6,368 shares; and on 12 September 2014, the Company converted 5,000 shares, each such issue being in respect of the conversion of options under the Executive Option Plan. On 20 October 2014, the Company issued 1,000 shares; and on 31 July 2014, the Company issued 3,000 shares, each such issue being in respect of the conversion of partly-paid shares to fully paid shares under the Executive Share Plan. On 24 September 2014, the Company issued 133,952 shares under its Dividend Reinvestment Plan. On 15 September 2014, the Company issued 25,373 shares to Mr Nicolin, CEO of Ansell Limited, due to a vesting under the CEO's Special Incentive Plan.

Details of unissued shares under option at the date of this Report and shares issued during or since the end of the financial year as a result of the exercise of options are set out in Note 13 to the financial statements, which accompany this Report.

## Interests in the Shares of the Company

The relevant interests of each Director in the share capital of the Company, as at the date of this Report, as notified to the ASX Limited pursuant to the Listing Rules and section 205G of the *Corporations Act 2001* (Cth), were:

G L L Barnes	41,740 <sup>1</sup>
R J S Bell	10,837
J A Bevan	11,428 <sup>1</sup>
L D Crandall	18,701
W P Day	17,511 <sup>1</sup>
A H Lo	2,812
M T Peterson	15,186
M R Nicolin	65,665 <sup>1</sup>

1. Beneficially held in own name or in the name of a trust, nominee company or private company.

## Directors' Meetings

The following table sets out the number of Directors' meetings (including meetings of Board and Committees) held during the financial year and the number of meetings attended by each Director.

	Board <sup>1</sup>		Audit and Compliance Committee		Risk Committee		Nomination, Remuneration and Evaluation Committee <sup>2</sup>		Human Resources Committee <sup>2</sup>		Governance Committee <sup>2</sup>	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
G L L Barnes	6	6					4	4	1	1	1	1
R J S Bell	6	6					4	4	1	1	1	1
J A Bevan	6	6					4	4	1	1	1	1
L D Crandall	6	6	4	4	4	4	4	4				
W P Day	6	6	4	4	4	4						
A H Lo	6	6	4	4	4	4						
M T Peterson	6	6	4	4	4	4						
M R Nicolin	6	6										

Held – Indicates the number of meetings held while each Director was a member of the Board or Committee.

Attended – Indicates the number of meetings attended during the period that each Director was a member of the Board or Committee.

- A meeting of a special Board Committee comprising G L L Barnes and M R Nicolin was convened on 18 August 2014 in relation to the review and lodgement of the 2014 Financial Report and the 2014 Full-Year Results announcement. A meeting of a special Board Committee comprising G L L Barnes and M R Nicolin was convened on 9 February 2015 in relation to the review and lodgement of the Half-Year Results announcement, Reports and financial statements for the six months ended 31 December 2014. Both special Board Committees are excluded from the number of meetings noted above. Audit and Compliance Committee meetings were generally attended by all other Directors.
- By Circular Resolution of the Board dated 20 May 2015, the Nomination, Remuneration and Evaluation Committee was split into two new Committees, namely, the Human Resources Committee and the Governance Committee.

# Report of the Directors continued

## Corporate Governance

The Board of Ansell Limited believes that a strong corporate governance framework helps to underpin a strong company. Ansell's corporate governance policies and practices are set out in the Corporate Governance Statement. The Corporate Governance Statement can be found in the 2014 Annual Report and a new Corporate Governance Statement, which sets out the extent to which Ansell's policies and practices comply with the requirements of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations for FY15, will be found at [www.ansell.com](http://www.ansell.com) when the 2015 Annual Report is published.

## Performance in Relation to Environmental Regulations

Group entities are subject to environmental regulation in the jurisdictions in which they operate. The Group has risk management programs in place to address the requirements of the various regulations.

From time to time, the entities in the Group receive notices from relevant authorities pursuant to local environmental legislation. On receiving such notices, the Group evaluates potential remediation or other options, associated costs relating to the matters raised and, where appropriate, makes provision for such costs.

The Directors are not aware of any material breaches of Australian or international environmental regulations during the year.

The Board monitors compliance with the Group's environmental policies and practices, and believes that any outstanding environmental issues are well understood and are being actively managed. At the date of this Report, any costs associated with remediation or changes to comply with regulations in the jurisdictions in which Group entities operate are not considered material.

## Indemnity

Upon their appointment to the Board, each Director enters into a Deed of Access, Indemnity and Insurance with the Group. These Deeds provide for indemnification of the Directors to the maximum extent permitted under law. They do not indemnify for any liability involving a lack of good faith.

No Director or officer of the Group has received the benefit of an indemnity from the Group during or since the end of the year.

Rule 61 of the Group's Constitution also provides an indemnity in favor of officers (including the Directors and Company Secretary) of the Group against liabilities incurred while acting as such officers to the extent permitted by law. In accordance with the powers set out in the Constitution, the Group maintains a Directors' and officers' insurance policy. Due to confidentiality obligations and undertakings of the policy, no further details in respect of the premium or the policy can be disclosed.

## Auditor Independence

The Directors received the Lead Auditors Independence Declaration under Section 307C of the *Corporations Act 2001* (Cth) as follows:



### Lead Auditor's Independence Declaration under Section 307C of the *Corporations Act 2001*

To: The Directors of Ansell Limited

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 30 June 2015 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to be 'KPMG'.

KPMG

A handwritten signature in black ink, appearing to be 'Gordon Sangster'.

Gordon Sangster  
Partner

Melbourne  
10 August 2015

KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International, a Swiss Cooperative.

Liability limited by a scheme approved under Professional Standards Legislation.

# Report of the Directors continued

## Non-audit Services

During the year, the Group's auditor, KPMG, was paid the following amounts in relation to non-audit services provided by KPMG:

Taxation and Other Services	\$3,052
Other Assurance and Advisory Services	\$228,320

The Directors are satisfied that the provision of such non-audit services is compatible with the general standards of independence for auditors imposed by, and do not compromise the auditor independence requirements of, the *Corporations Act 2001* in view of both the amount and the nature of the services provided and that all non-audit services were subject to the corporate governance procedures adopted by the Group and have been reviewed by the Audit and Compliance Committee to ensure they do not impact the integrity and objectivity of the Auditor.

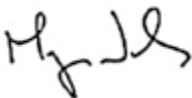
## Rounding

The Group is a Company of the kind referred to in Australian Securities and Investments Commission Class Order 98/100, dated 10 July 1988 and, in accordance with that Class Order, unless otherwise shown, amounts in this Report and the accompanying financial statements have been rounded off to the nearest one hundred thousand dollars.

This Report is made in accordance with a resolution of the Board of Directors made pursuant to section 298(2) of the *Corporations Act 2001* and is signed for and on behalf of the Directors.



G L L Barnes  
Director



M R Nicolin  
Director

Dated in Melbourne this 10th day of August 2015



## Directors

### **Glenn L L Barnes, B Ag Sc (Melb), CPM, FAMI, FAIM, FAICD, SF Fin, FRSA**

Appointed Non-executive Director in September 2005 and Chairman in October 2012. Member of the Human Resources Committee and Chairman of the Governance Committee.

Current Directorships: Chairman of Australian Unity Limited.

Mr Barnes has over 20 years of governance experience in banking and financial services, business information, consumer goods and the not-for-profit sector. He was involved in the packaged goods, banking and financial services sectors for over 30 years, as an executive, business leader and director in Australia, New Zealand, the United Kingdom, United States of America, Republic of Ireland, Japan and China.

The Board considers Glenn Barnes to be an independent Director.

### **Ronald J S Bell, BA (Strathclyde)**

Appointed Non-executive Director in August 2005. Chairman of the Human Resources Committee and member of the Governance Committee.

Current Directorships: Director of The Edrington Group.

Mr Bell is an experienced international consumer industry executive with a background of over 30 years in highly competitive global branded products. He is a former President of Kraft Foods, Europe and served as Executive Vice President of Kraft Foods Inc. and brings to the Board broad general management and marketing skills particularly in the European and North American markets.

The Board considers Ronald Bell to be an independent Director.

### **John Bevan, BCom (UNSW)**

Appointed Non-executive Director in August 2012. Member of the Human Resources Committee and the Governance Committee.

Current Directorships: Non-executive Director of BlueScope Steel Limited.

Mr Bevan was formerly the Chief Executive Officer and Executive Director of Alumina Limited and brings to the Board extensive international business experience. Prior to joining Alumina Limited in June 2008, he had a long career with the BOC Group Plc where he was a member of the Board of Directors and held a variety of senior management positions in Australia, Korea, Thailand, Singapore and the United Kingdom.

The Board considers John Bevan to be an independent Director.

### **L Dale Crandall, CPA, MBA (UC Berkeley)**

Appointed Non-executive Director in November 2002. Member of the Audit and Compliance Committee and the Risk Committee. Special Adviser for Mergers and Acquisitions.

Current Directorships: Director of Bridgepoint Education Inc., and Endurance International Group, Inc.

Mr Crandall has a background in accounting and finance and is a former Group Managing Partner for Southern California for Price Waterhouse. He was formerly President and Chief Operating Officer of Kaiser Foundation Health Plan and Hospitals in the United States and lead trustee of The Dodge and Cox Mutual Funds.

The Board considers Dale Crandall to be an independent Director.

# Report of the Directors continued

## **W Peter Day, LLB, MBA (Monash), FCPA, FCA, GAICD**

Appointed Non-executive Director in August 2007. Chairman of the Audit and Compliance Committee and member of the Risk Committee.

Current Directorships: Director of SAI Global Limited, Alumina Limited and Boart Longyear.

Mr Day was formerly a Chairman and Director of Orbital Corporation, Chairman of Centro Retail Trust and a Director of Federation Centres. He was Chief Financial Officer of Amcor Limited for seven years, and Chief Financial Officer and Executive Director of Bonlac Foods Limited. He also has held senior office and executive positions in the Australian Securities Commission (Deputy Chair), Rio Tinto, CRA and Comalco. He is also involved in disability services and education initiatives. He has a background in finance and general management across diverse and international industries.

The Board considers Peter Day to be an independent Director.

## **Annie H Lo, BSc (Bus Adm), MBA (Eastern Michigan)**

Appointed Non-executive Director on 1 January 2013. Member of the Audit and Compliance Committee and Risk Committee.

Mrs Lo was formerly the Chief Financial Officer of Johnson & Johnson's Worldwide Consumer and Personal Care Group. She retired from this role in late 2011, having spent over 20 years in executive roles with Johnson & Johnson.

Mrs Lo has significant experience in directing business expansion across the Asia Pacific Region and globally as well as in managing healthcare business challenges and regulatory processes.

The Board considers Annie Lo to be an independent Director.

## **Marissa T Peterson, BSc (MECH), MBA (Harvard), Hon Doctorate (MGMT)**

Appointed Non-executive Director on 22 August 2006. Member of the Audit and Compliance Committee and Chair of the Risk Committee.

Current Directorships: Chair of Oclaro Inc. and Director of Humana Inc.

Mrs Peterson currently runs Mission Peak Executive Consulting, an executive coaching and consulting firm specializing in helping develop, grow and scale leaders in the high-technology space. Mrs Peterson retired from full time executive roles in 2006, having spent the previous 18 years with Sun Microsystems in senior executive positions. She has extensive experience in supply chain management, manufacturing and quality, logistics, information technologies, customer advocacy and leadership development.

The Board considers Marissa Peterson to be an independent Director.

## **Magnus R Nicolin, BA, MBA (Wharton)**

Managing Director and Chief Executive Officer since March 2010.

Prior to joining Ansell, Mr Nicolin, a Swedish citizen, spent three years with Newell Rubbermaid Inc., most recently as President, Europe, the Middle East, Africa and Asia Pacific. Prior to that he spent seven years with Esselte Business Systems Inc. where in 2002 he led the leveraged buy-out of Esselte from the Stockholm and London Stock Exchanges. Following the buy-out he became the Chief Executive Officer of Esselte.

Mr Nicolin has also held senior management positions with Bayer AG, Pitney Bowes and McKinsey & Company.

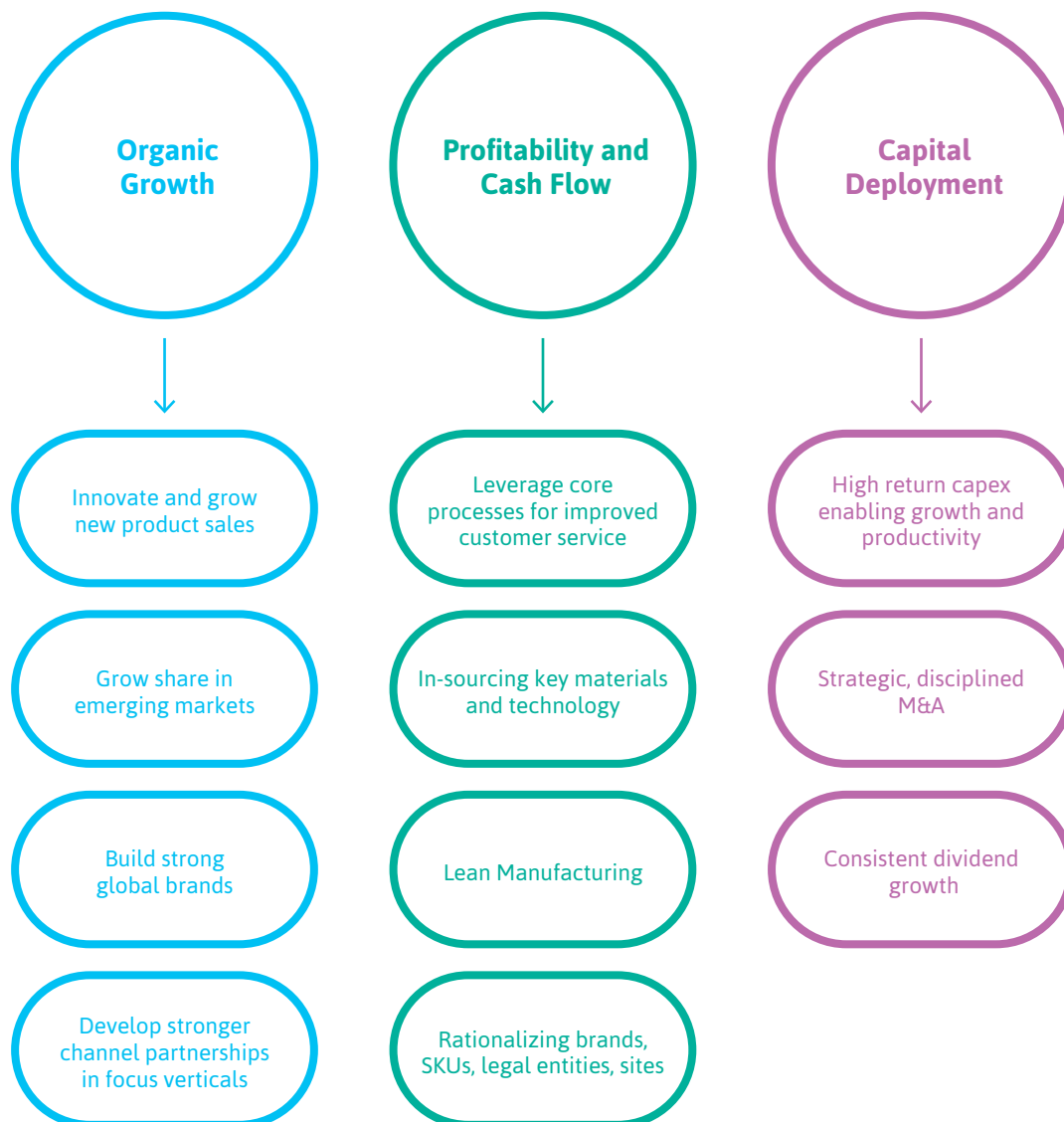
Mr Nicolin holds an MBA from the Wharton School of the University of Pennsylvania and a BA from the Stockholm School of Economics.

As an Executive Director, Magnus Nicolin is not independent.

# Operating and Financial Review

## Strategy and Focus

Ansell's strategic focus is intended to drive organic growth, profitability, cash flow and enable value creation through effective deployment of capital. The components of that strategy are summarized in the table below.



# Operating and Financial Review continued

## Strategy and Focus continued

Progress on the organic strategic focus areas are summarized below.

Innovation and New Product Sales (NPS)	Emerging Markets (24 per cent Total Sales)	Global Brands	Vertical Development
<ul style="list-style-type: none"> <li>• Three new research and development centers over the past two years</li> <li>• Material sciences advances (INTERCEPT and SENSOPRENE®)</li> <li>• Products two to three years post launch now achieving strong development</li> <li>• Outstanding FY15 Single Use and Industrial NPS growth (up 32 per cent)</li> <li>• Medical NPS driven by GAMMEX synthetic new products (up 20 per cent)</li> <li>• Expanding SKYN range, revitalized latex condom brands and lubricant launches contributing to a 15 per cent new product sales increase in Sexual Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Emerging Markets grew 2.4 per cent in a volatile environment</li> <li>• Up 12.4 per cent after excluding Russia/Brazil</li> </ul>	<ul style="list-style-type: none"> <li>• Leading brands in each segment</li> <li>• HyFlex is the worlds most recognized glove brand</li> <li>• Solid organic growth across growth brands:               <ul style="list-style-type: none"> <li>– Industrial up 7 per cent across HyFlex, AlphaTec, Solvex, ActivArmr, EDGE</li> <li>– Medical up 5 per cent (9 per cent excluding Russia/Brazil) across GAMMEX, ENCORE, MEDI-GRIP, SANDEL</li> <li>– Single Use up 5 per cent across Microflex, TouchNTuff</li> <li>– Sexual Wellness up 13 per cent across SKYN, Jissbon®, KamaSutra, Blowtex®</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Vertical development focus showing solid FY15 results</li> <li>• Chemical up 32 per cent</li> <li>• Machinery and equipment up 26 per cent</li> <li>• Life Science up 7 per cent</li> <li>• Auto-aftermarket up 8 per cent</li> <li>• Healthcare Safety Solutions up 16 per cent</li> <li>• Body Protection products surpassed \$100 million</li> <li>• Further sales force re-alignment to improve channel partnership and vertical development</li> </ul>

## Capital Deployment

CapEx	M&A
<ul style="list-style-type: none"> <li>• \$84.3 million up \$31 million from prior year</li> <li>• Increased spend primarily on productivity investments with strong returns</li> <li>• Significant automation and energy efficiency gains achieved</li> </ul>	<ul style="list-style-type: none"> <li>• 10 acquisitions in four years, of which seven are performing ahead of expectations</li> <li>• Two acquisitions completed in FY15: Microgard (\$96 million) and Hands International (\$20.2 million)</li> </ul>

## Material Business Risks

The Ansell Board has an established Risk Committee that works with management to implement and maintain controls to safeguard the Company's interests and the integrity of its reporting. The risk management processes are summarized in the Corporate Governance Statement of the Annual Report.

Ansell's risk management framework provides for the production of a group risk matrix, which sets out Ansell's top risks and the steps taken to mitigate those risks. These risks are rated on the basis of their potential impact on the Group as a whole after taking into account current mitigating actions. Listed on the following page are some of the top risks faced by the Group, however, investors should be aware that there are other risks not listed below associated with an investment in Ansell.

Risk	Nature of Risk	Action/Plans to Mitigate
Emerging market instability	The Group is continuing to expand its presence in emerging markets. Instability in those markets is possible and could arise from geopolitical, regulatory or other factors beyond the Group's control.	Continuous monitoring of Group's overall exposure to emerging markets and to market conditions in those markets.
Acquisitions	It is possible that the Group's acquisitions could underperform against their initial business case following their integration into the Group.	Business cases specifically considered anticipated risks to returns on an acquisition and available mitigating actions. The Group also places a high priority on the quality of integration planning and execution.
Foreign exchange risk	With only around 50 per cent of the Group's revenues and costs denominated in our US\$ reporting currency, changes in FX rates can have a significant impact on US\$ earnings.	The Group's foreign exchange risks and strategies are detailed in Note 15 to the financial statements.
Major incident at a significant manufacturing site or warehouse	The Group has a diverse and expansive manufacturing and warehousing footprint. However, financial losses stemming from a natural disaster, civil or labor unrest, terror incident, major fire or other incident are possible.	The Group monitors its overall exposure to any one site or supplier and has ongoing plans in place to diversify and reduce this risk.
Systems and technology	Ansell relies on the continuing operation of its Information Technology (IT) platforms. Interruption, compromise or failure of these platforms could affect Ansell's ability to service its customers effectively.	The Group has completed a first wave of improvements in North America and EMEA Industrial onto modern IT systems, which is anticipated to provide enhanced functionality including improved business interruption capabilities. The Group will continue to deploy IT resources to standardize its information systems globally.
Loss of key supplier	Ansell transacts with a diverse range of suppliers for its raw materials and finished goods purchases.	The Group seeks to adopt a dual sourcing strategy wherever possible and has a target of 80 per cent of its total spend to be procured under a dual sourcing plan.

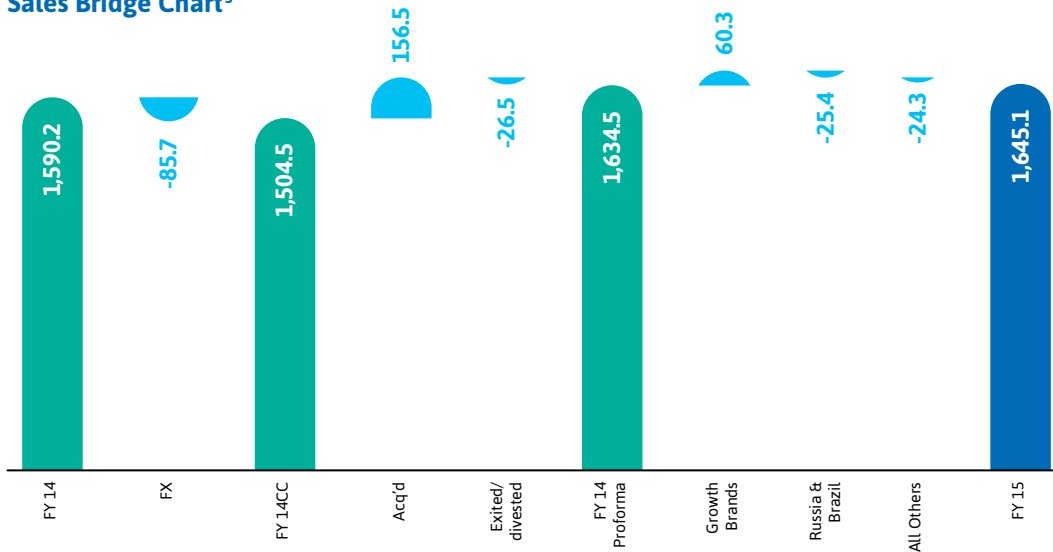
# Operating and Financial Review continued

## Financial Overview<sup>1</sup>

### Sales

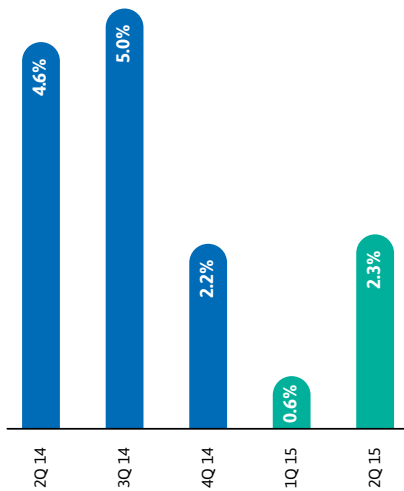
The 2015 financial year saw Ansell continue to record solid growth with sales up by 3.5 per cent to \$1.645 billion (up 9.3 per cent in constant currency<sup>2</sup> terms). Our core growth brands such as HyFlex and GAMMEX were up 6 per cent and 7 per cent respectively whilst SKYN grew 16 per cent. A significant driver of the year on year growth was the full year impact of the BarrierSafe Solutions International (BSSI) acquisition that was concluded halfway through the previous year. These growth drivers were partly offset by divesting the Household Gloves businesses and rationalizing certain non-core products relating to recent acquisitions such as Comasec. Unfavorable currency movements against the Group's US\$ reporting currency resulted in a contraction of reported sales, with the Euro having the most significant effect. Sales were also negatively affected by economic conditions in EMEA, a North American market that slowed significantly in the second half and significant declines in demand in some emerging markets such as Russia and Brazil. These are summarized in the waterfall bridge chart below.

### Sales Bridge Chart<sup>3</sup>



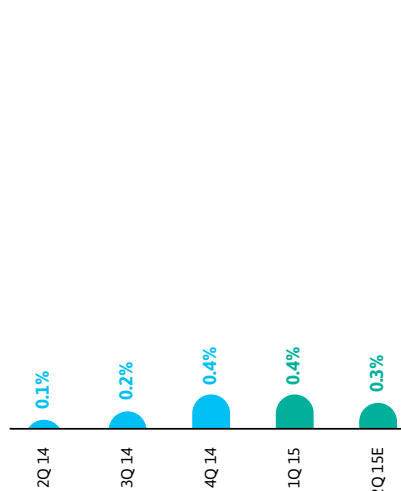
## Economic Growth Charts below

### US Quarterly Growth<sup>4</sup>



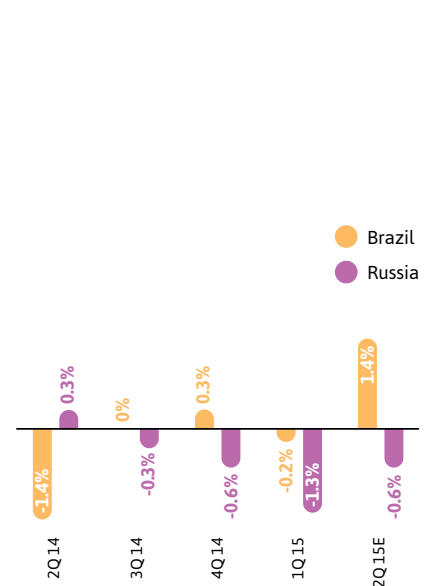
- Manufacturing sector weakness driven by strong dollar and Oil and Gas impacts plus poor weather and port slowdown.
- Stabilization of Oil and Gas and overall improvement expected.

### Eurozone Quarterly Growth<sup>5</sup>



- Quantitative easing policy likely to improve business and consumer confidence and export sectors.
- Recent quarters showing improving GDP, though small and still fragile.

### GDP Growth Rate, Quarterly<sup>5</sup>



- Massive impacts from sanctions, oil prices and currency depreciation on the economy and market demand.
- Economy in Brazil appears to be stabilizing but remains difficult.

## GPADE

Gross profit after distribution expenses (GPADE) to sales improved by 100 basis points (bps) to 38.3 per cent compared to last year's 37.3 per cent. The improvement reflects the Group's ongoing focus on manufacturing process efficiencies, favorable raw material pricing and the exiting from lower margin products.

## SG&A

Selling, General and Administration (SG&A) costs fell \$3.4 million to \$384 million<sup>6</sup>. Whilst FX translation contributed, SG&A fell as a percentage of revenue to 23 per cent (24 per cent FY14). Costs were generally well controlled and benefits from prior year restructuring were realized.

## Net financing costs

Net financing costs increased to \$21.5 million (\$18.2 million in FY14) due mainly to the full year impact of BSSI acquisition funding.

## Taxation expense

Income tax increased to \$34.7 million due to higher profitability (\$20.9 million in FY14). Deferred Tax Asset (DTA) recognition and Non-operating Tax Items (NOTI) reduced tax expense by \$3.5 million (\$7.1 million in FY14).

The effective tax rate, excluding DTA, NOTI and restructuring impacts, was 18.9 per cent (FY14: 19.1 per cent). The increase was attributable to increased earnings in the higher tax Regions such as North America.

## Profit after tax and Earnings Per Share (EPS)

Profit after tax of \$187.5 million (FY14: \$41.8 million) improved by 20 per cent against FY14 underlying.

FY15 EPS of 122.5 cents (FY14: 29.3 cents) was up 11 per cent against FY14 underlying of 110 cents.

## Foreign exchange

The Group manages its FX exposures in accordance with its hedging program, which is explained in Note 15 to the financial statements. Significant FX gains of \$19.6 million were recorded as the Group settled FX hedge contracts during the year as a result of the strengthening US dollars.

## Dividends

The total dividend declared for FY15 was US 43 cents per share and is up 10 per cent on the previous year (US 39 cents).

## Significant Profit and Loss Items – Restructuring Costs and Asset Sales

During the year, a profit of \$17.8 million was recorded on the sale of a property in Shah Alam, Malaysia. Offsetting this gain are further restructuring charges of \$17.4 million. These initiatives represent a continuation of the Company's productivity strategy and are expected to realize efficiency gains through the following activities:

1. Operational efficiency measures including a review of the unprofitable retail business in France.
2. Back office productivity measures.
3. Sales force optimization.
4. Site rationalization.

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1. Unless otherwise stated, the commentary relates to the profitability of the Group before the impact of restructuring items, which are separately reviewed below.

2. Constant currency accounting is supplemental information provided by management using its best estimate of current year financial performance compared to a restated last year consolidated at the foreign currency exchange rates applicable to the current year. As such, it is unaudited non-IFRS financial information, and uses only a convenience translation. Management believe this provides a greater insight into the financial performance of the business by the removal of year on year FX translation volatility.

3. As per 2 above, the sales bridge are management estimates based upon unaudited non-IFRS financial information.

4. Source Economist: per cent change from preceding quarter, seasonally adjusted annual rate.

5. Source Trading Economics: per cent change from preceding quarter (not annualized).

6. SG&A costs excludes restructuring and asset impairments, as do the comparison to last year.

## Commentary on Working Capital, Cash Flow Management and Financing

### Net cash provided by operating activities ('operating cash flow')

Operating cash flow fell by \$21.4 million to \$199.5 million, primarily due to higher than anticipated inventory levels at June 2015. This was largely a result of the second half slowdown in sales as discussed above. In response to the lower sales, the Group reduced its purchases, which resulted in lower trade creditors in the last quarter, thereby further increasing the level of working capital carried by the Group at year end.

### Net cash used in investing activities ('investing cash flow')

The Group continued to invest in capital equipment and IT investments with expenditure increasing to \$84.3 million (\$53 million in FY14). The acquisitions of the Microgard and Hands International businesses were completed for consideration of \$107.2 million, well below the prior year that included the acquisition of BSSI. Proceeds from sale of the Shah Alam property (\$22 million) and the Lakeland non-current investment (\$11.6 million) were realized during the year. The Shah Alam sale yielded a profit on sale of \$17.8 million, whilst no profit was recorded on the Lakeland divestment.

### Net cash invested in financing activities ('financing cash flow')

During the prior year, the Group entered into a five year \$500 million US syndicated bank facility, a \$200 million US Private Placement facility and raised equity of \$359.3 million, which assisted in the financing of our acquisitions and maintaining our investment grade Balance Sheet rating. As a result, minimal additional borrowings were undertaken during the year.

## Financing

The Group's Interest Bearing Liabilities (IBL) are detailed in Note 10 to the financial statements along with the covenant compliance confirmation. This confirms that the Group was in compliance with its covenants and that nearly all of the \$741.1 million of IBLs are non-current.

The Group holds significant cash on hand, cash at bank and short term deposits of \$278.4 million in addition to the undrawn facilities summarized in Note 10.



## Financial Performance by Global Business Unit (GBU)

	Industrial	Single Use	Medical	Sexual Wellness
<b>Sales \$ million</b>	669	312	447	217
<b>Sales year-over-year percentage movement</b>	(6.7) per cent	29.6 per cent	6.5 per cent	2.0 per cent
<b>EBIT Margin*</b>	13.9 per cent	19.1 per cent	15.8 per cent	12.0 per cent
<b>Global market position vs competitor</b>	<ul style="list-style-type: none"> <li>• No. 1 in hand protection</li> <li>• 2X no.2 player</li> </ul>	<ul style="list-style-type: none"> <li>• No. 1 in differentiated verticals</li> <li>• 3X no.2 player</li> </ul>	<ul style="list-style-type: none"> <li>• No. 1 in surgical</li> <li>• 1.1X no. 2 player</li> </ul>	<ul style="list-style-type: none"> <li>• No. 2 in branded condoms</li> </ul>
<b>Top brand sales</b>	HyFlex >\$200 million +6 per cent	Microflex >\$170 million +4 per cent	GAMMEX >\$125 million +7 per cent	SKYN +16 per cent
<b>Why Ansell is winning</b>	<ul style="list-style-type: none"> <li>• High performance</li> <li>• Uniquely comfortable</li> <li>• Broadest range</li> <li>• User productivity leveraging Guardian</li> <li>• Global coverage</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient supply chain</li> <li>• Product performance</li> <li>• Products tailored to end-user needs</li> <li>• Strong in niche markets</li> </ul>	<ul style="list-style-type: none"> <li>• Clinically relevant technologies</li> <li>• Comfort and protection</li> <li>• Broadest synthetic surgical range</li> <li>• Global coverage</li> </ul>	<ul style="list-style-type: none"> <li>• First to market with superior Polyisoprene platform</li> <li>• Emerging market coverage</li> </ul>
<b>Description of activities</b>	Manufactures and markets high-performance, multi-use protection solutions specific for hand, foot, and body protection for a wide range of Industrial applications. Sectors include: Automotive, Chemical, Metal Fabrication, Machinery and Equipment, Food, Services and Agriculture, Construction, Mining, Do-it-Yourself, Janitorial/ Sanitation, Military, First Responders, and Household Goods.	Ansell's Single Use GBU manufactures and markets Single Use hand protection solutions for applications in a similarly wide range of industries, with a particular focus on Life Sciences and Automotive Aftermarket.	Ansell's Medical GBU offers a unique combination of perioperative safety products to protect patients and healthcare professionals alike. The GBU provides a global and comprehensive portfolio of surgical and examination gloves made to the highest quality standards. The healthcare safety device range enhances ergonomics and safety in the workplace and helps improve protection of patients.	Ansell's Sexual Wellness GBU group manufactures and markets 18 global, regional, and local brands of condoms and personal products. The division also takes part in the social health market, supplying major government and social organizations.

\* EBIT Margin refers to Earnings Before Interest and Tax as a percentage to Sales Revenue above and excludes Restructuring and Asset Impairments per Note 2 – Notes to the financial statements.

# Operating and Financial Review continued

## Disclaimer

The following commentary on year-over-year performance is based on unaudited non-IFRS constant currency financial information, which has been normalized for acquisitions, discontinued businesses and divestitures unless otherwise stated.

## Industrial GBU

Industrial sales were down 1 per cent. Demand in the North American business weakened in the second half whilst the Russian and Brazil economic environments were challenging. The divestment of our household glove business during the prior year saw revenues decline by approximately \$12 million. Growth in our core brands was up 8 per cent year on year excluding Russia and Brazil and was driven by HyFlex, AlphaTec and ActivArmr.

### New products

New product sales grew significantly on the prior year by 35 per cent, driven mainly by investments in our key HyFlex brand, such as the improved yarn technology – INTERCEPT. Pleasingly, we are also seeing increases in other technical products in the ActivArmr and AlphaTec brands.

### EBIT Margins

During the year the Group acquired Hands International, a strategically important supplier of knitting liners based in Sri Lanka. This follows the Midas acquisition the previous year, which provided the Group with manufacturing expertise in yarn coatings and PU dipping. Both investments are key to the Company's strategy to develop in-house yarn technology and are expected to improve operating margins by reducing manufacturing costs. The above, coupled with improved product mix, increased our EBIT Margins to 13.9 per cent with gross EBIT falling just short of the prior year despite significant FX translation impacts.

## Single Use GBU

The FY15 fiscal year was the first full year of operation as a stand-alone business unit for Single Use, following the BSSI acquisition last year. Sales were up 2.3 per cent on the prior year. Sales for the Microflex and TouchNTuff brands were up 4 per cent and 7 per cent respectively despite lower selling prices on lower raw material costs.

### New products

New product sales grew 25 per cent year-over-year with Microflex being launched into new markets. Furthermore, new styles were released in the Xceed® and Ultraform categories for the Laboratory and Life Sciences verticals. Our newest grade in the low margin food vertical, VersaTouch® 92-200/92-205, was also popular with its additional properties in dexterity, strength and comfort.

### EBIT Margins

EBIT grew significantly due to the full year benefits of the BSSI acquisition, with EBIT Margins improving as a result of improved product mix, lower raw material costs and better than expected acquisition synergies. Further efficiency gains are expected during future periods as a result of the significant capital investments in our plants during the year.

## Medical GBU

The Medical GBU sales were down slightly year on year on a constant currency basis after normalizing for the full year impact of BSSI. Sales in units grew strongly, but lower selling prices on raw material costs subdued topline results. This was evident in both Surgical and Exam grades, whilst HSS products grew strongly. Geographically, Russia and the second half North America sales were negative drivers with the latter impacted by reduced sales of low margin latex exam volumes.

## New products

The GAMMEX Sensoprene Surgical Glove achieved growth of 83 per cent, a contributor to strong growth overall in synthetic surgical sales. MEDI-GRIP products were up by more than 100 per cent year on year, driving significant growth in emerging markets outside of Russia. In addition, technology solutions were achieved in Hi-Viz™, breach detection and moisture management and these are expected to generate returns in the future as they are commercialized into new products.

## EBIT Margins

Despite lower pricing FY15 EBIT Margins of 15.8 per cent (FY14: 13.7 per cent) was up 210 basis points on last year due to lower raw material pricing, BSSI acquisition benefits and operational efficiencies. A number of operational efficiencies were targeted by the Group in its manufacturing locations. The transition of manufacturing from Shah Alam is proceeding in line with expectations with our Melaka and Lanka plants anticipated to absorb the additional volumes with minimal disruption. Further investments in new 'Smart pack' packaging solutions are in progress and are expected to yield further operational efficiencies.

## Sexual Wellness GBU

After a decline last year, the Sexual Wellness GBU returned to growth during the year with sales up 6 per cent on last year. Most pleasing was our 14 per cent growth in China, where our SKYN and Zero® Jissbon brands are performing strongly, whilst Europe (up 8 per cent) and India (up 21 per cent) also recorded impressive gains. Moreover, the SKYN brand continues to grow strongly in a number of our important Regions. However, Latin America sales declined mainly due to aggressive new entrants in Brazil, whilst North America was flat year on year after the appointment of a new distributor in Canada last year. Our contract or tender business has declined during the year with pricing a major factor.

## New products

Successful launches of the expanded SKYN range were achieved during the year along with the SKYN lubricants range in their early stages.

## EBIT Margins

EBIT Margins were consistent with the prior year as the business has been reinvesting its gains from organic growth into new products and marketing campaigns.

## FY16 Outlook

The Groups forward planning considers both the FY16 budget and its long range plan. The budget for next year has factored in certain assumptions regarding the prevailing foreign exchange and economic growth rates in key regional centers.

Currency rates in FY16 are assumed to remain similar to the average levels seen in the fourth quarter of FY15, resulting in a further expected \$55 million negative impact to revenue and \$30 million impact to EBIT including the impact of lower hedging gains. An increase in the effective tax rate to 20 – 21 per cent is expected with Australian income likely to incur a profit and loss tax charge starting during second half FY16 as carry forward losses are fully recognized on Balance Sheet with no additional DTA benefit anticipated. The combined effect of these currency and tax rate changes is anticipated to reduce EPS by US 22 cents – US 26 cents.

Offsetting the currency and tax headwinds, we expect ongoing strong performance by growth brands, price increases in certain Regions, continued delivery of benefits from our productivity and restructuring initiatives and a full year contribution from FY15 acquisitions, benefiting EPS by US 10 cents – US 20 cents.

While a moderate improvement in economic conditions is anticipated by most economic forecasters, we also recognize significant uncertainty to this projection in both emerging and developed markets and potential ongoing volatility in FX.

Our EPS expectation for FY16 reflects this ongoing uncertainty and overall we expect to be in the range of US\$1.05 to US\$1.20.

# Remuneration Report

**This Report details executive remuneration for FY15 and shows how we continue to refine our approach to executive remuneration to reflect evolving practice and fitness for purpose, both here in Australia and around the world, as befits a truly global company.**

## 1.1 Introduction

### 1.1.1 Introduction to the Remuneration Report

It has been a good year for our business and for Ansell shareholders. Our share price grew 21.5 per cent through the financial year to 30 June 2015, outperforming the S&P/ASX100, which grew at 14.7 per cent. It is clear that FY14 was a transformational year for Ansell. We are now reaping the benefits of the good work that we did last year and seeing the growth that we anticipated come to fruition.

This Report details executive remuneration for FY15 and shows how we continue to refine our approach to executive remuneration to reflect evolving best practice, both here in Australia and around the world, as befits a truly global company.

### 1.1.2 Scope of the Remuneration Report

The Directors of Ansell Limited present the Remuneration Report prepared in accordance with Section 300A of the Corporations Act for the Group (hereafter known as the 'Company') for the financial year ended 30 June 2015. This Report, which has been audited by KPMG, forms part of the Report of the Directors.

### 1.1.3 Key Developments in Executive Remuneration in 2015

In 2015, the Nomination, Remuneration and Evaluation (NRE) Committee reorganized into the Human Resources Committee and the Governance Committee. The Human Resources Committee is responsible for the remuneration and evaluation activities of the former NRE. The Governance Committee is responsible for the planning for Board succession and the skills required to discharge the duties of the Board.

The primary objective of the Human Resources Committee is to advise on and approve an executive remuneration program that is competitive in our industry, takes account of the complexities of operating in a global environment and rewards behaviors, actions, and results that deliver long-term growth for our shareholders.

Given the global nature of Ansell's businesses and the varied global locations of its Key Management Personnel (KMP), we continue to believe that operational financial measures are more appropriate and relevant long-term motivators of Ansell's executives than Total Shareholder Return (TSR). TSR as a measure is influenced by the volatility and dynamics of the market and currency in which the stock is traded. This may not always be consistent with a global company's underlying value and performance, where such a high proportion of sales, revenue, profitability, and returns are generated outside Australia.

The Human Resources Committee believes that the best way to incentivize a global leadership team is by focusing the KMP on sustained Earnings Per Share (EPS) growth over the long term while preserving the Return on Equity. This focus rewards creation of an agile company with high-quality organic and acquisition-based growth, which in the long term should be reflected in superior TSR.

In FY15, the Human Resources Committee's focus has been to review all aspects of executive remuneration with the objectives of:

1. Creating clearer line of sight between Company performance and executive remuneration;
2. Increasing transparency in progress toward Key Performance Indicators (KPIs); and
3. Ensuring that a significant portion of the Long Term Incentive (LTI) is paid in equity and periodically reviewing whether the portion of equity and cash is sufficient to drive long-term performance.

**The Human Resources Committee believes that the best way to incentivize a global leadership team is by focusing the KMP on sustained Earnings Per Share (EPS) growth over the long term while preserving the Return on Equity. This focus creates an agile company with high-quality organic and acquisition-based growth, which in the long term should be reflected in superior TSR.**

# 1. Remuneration Report continued

## Changes to Remuneration

For FY15, Ansell made several changes to its remuneration plans to drive greater shareholder value, including:

- Short Term Incentive Plan (STI)
  - Rebalanced and focused funding metrics for Corporate performance (sales + EBIT + cash flow).
  - Increased individual accountability for each executive as the STI Plan outcomes are more directly related to business results.
  - Limited use and impact of individual metrics for executives.
  - Introduced a multiplier which can vary from 0 to 1.4 and is applied to the STI bonus amount derived from performance against STI financial metrics to determine the final STI bonus amount paid.
  - The multiplier amount is decided based on an individual's achievement of their specific targets and goals.
  - Overall for the Company, the multiplier averages 1.0 and so the multiplier varies individual bonus amounts, but not the total amount paid.
  - Direct link of metric targets to improved budget process.
  - Increased consistency of threshold and maximum payouts.
  - Increased consistency in metric weights across the business.

For KMPs other than NEDs	FY14 %	FY15 %
Ansell sales	10 – 20	40
Ansell EBIT	15 – 25	40
Ansell free cash flow	20	20
Business sales	20	Multiplier
Business EBIT	25	Multiplier
Other	0 – 25	0
Individual metrics	10	0

For CEO and CFO	FY14 %	FY15 %
Ansell sales	30	40
Ansell EBIT	30	30
Ansell free cash flow	20	20
Ansell profit attributable	10	10
Individual metrics	10	Multiplier

All of these measures outlined above aim to focus the efforts of the KMP on key measures that will drive shareholder value and ensure that KMP have a significant personal stake in the success of the business.

## Additional information

In prior years, Ansell had changed its LTI Plan including increasing the proportion of equity to cash for key executives.

As disclosed in prior years, the Company has a requirement for Non-executive Directors and KMPs to purchase and hold equity, based on a multiple of their Directors' fees/base salary, consistent with our Share Trading Policy and ASX Listing Rules. Therefore, in relation to executives, any Performance Share Rights (PSRs) which vest and for which shares in the Company are issued under the LTI Plan are subject to holding restrictions to ensure compliance with this policy.

### 1.1.4 Introduction to Key Management Personnel

For the purposes of this Report, the Board has determined that the KMP of the Company comprises Non-executive Directors and members of the leadership team who have the authority and responsibility for planning, directing and controlling the activities of the Company.

The use of the term Senior Executives in this Report means the KMP who are neither the Non-executive Directors nor the CEO. Ansell periodically makes changes to its Executive Leadership Team to reflect its ongoing evolution as a global protection company. The Senior Executives of Ansell as at the date of this Report are outlined in the table below.

#### Key Management Personnel Non-executive Directors

Glenn L L Barnes
Ronald J S Bell
John Bevan
L Dale Crandall
W Peter Day
Annie H Lo
Marissa T Peterson

#### CEO and Senior Executives

Magnus R Nicolin	Managing Director and CEO
Neil Salmon	Chief Financial Officer (Finance and IT)
Scott Corriveau	President and General Manager Industrial GBU
Peter Dobbelsteijn	Chief Commercial Officer EMEA and APAC Region and Ansell Global Guardian
Steve Genzer	Senior Vice President Global Supply Chain Operations
Jeyan Heper	President Sexual Wellness
Joe Kubicek	President Single Use GBU
Anthony Lopez	President Medical GBU
Mike Mattos	Chief Commercial Officer North America and LAC Region

## 1.2 Ansell's Executive Remuneration Strategy

### 1.2.1 Role of the Board and the Human Resources Committee in Executive Remuneration

Ansell's approach to executive remuneration is founded on the understanding that shareholders expect reward to reflect Company performance. The Board is responsible for ensuring that our executive remuneration philosophy, strategy and policies are designed with this objective in mind.

As part of the Board's commitment to maximizing Company performance and shareholder wealth, executive performance is assessed annually against agreed performance objectives established at the commencement of the relevant financial year.

Entity	Responsible for
Board	Defining the Company's remuneration strategy and determining the structure and quantum of remuneration for Company executives that support and drive the achievement of Ansell's strategic objectives.
Human Resources Committee	Reviewing and recommending to the Board the remuneration policy, strategy and structure for Ansell's Board members, the CEO and Senior Executives.  The Human Resources Committee has in place a process of engaging and seeking independent advice from external remuneration advisers and ensures remuneration recommendations in relation to KMP are free from undue influence by management.

### 1.2.2 Use of consultants

Aon Hewitt has been engaged by the Human Resources Committee in accordance with this structure to provide advice and recommendations with respect to KMP remuneration. The Committee considered this input along with other factors, in making its remuneration decisions.

Details relating to the services provided by Aon Hewitt and the fees incurred are laid out in Section 3.8.

**Ansell's approach to executive remuneration is founded on the understanding that shareholders expect reward to reflect Company performance. The Board is responsible for ensuring that our executive remuneration philosophy, strategy and policies are designed with this objective in mind.**

# 1. Remuneration Report continued

## 1.2.3 Remuneration governance

A key element of Remuneration Governance is the framework through which performance metrics are agreed, evaluated and implemented. We have clear and precise metrics and measurement infrastructure to facilitate effective performance assessment of the KMP and the Company.

Policy	Rationale
Performance management and assessment	Performance management and assessment is a critical activity conducted annually involving the Chairman, the Board, CEO and Senior Executives of the Company. At each level of Remuneration Governance, an assessment is made of individual performance for each KMP and ability to meet the requirements of the role they are in and the contribution they must make for the success of the Company.
Succession planning	It is also crucial that we take all necessary steps to identify and prepare future leaders of the Company. We have put in place a structured succession planning process which will help secure continuity in high quality leadership talent and the future performance of the Company.
Performance hurdle	The CEO and Senior Executives are set threshold level performance hurdles as part of the Short and Long Term Incentive programs. These hurdles are a mix of Company and applicable business unit performance metrics as well as limited personal goals and consideration of the extent to which the Ansell values were demonstrated. Performance against the hurdles is determined, and incentives paid, following a review by the Human Resources Committee and the completion of the audit of the accounts for the relevant financial year.
Gateway condition	A 'gateway' condition must be met before any LTI awards can vest. The gateway requires a minimum level of Return on Equity (which is measured as 1.5 times the Company's Weighted Average Cost of Capital (WACC)) to ensure that our capital is being employed efficiently and earnings growth is translating to shareholder value.
Clawback provision	Incentive awards may be forfeited in the event of fraud or gross misconduct by the executive or the material misstatement of the Company's financial statements.

In the event of a change in control of the Company, the Board has some discretion as to whether and on what basis some equity or cash awards will vest.

When a participating executive ceases employment with the Company, any unvested LTI awards lapse, except when employment ceases due to death, disability or other exceptional circumstances with the approval of the Board, in which case the Board has discretion to determine that the equity or cash award will vest on a pro-rata basis (having regard to performance up to cessation of employment).

**A key element of Remuneration Governance is the framework through which performance metrics are agreed, evaluated and implemented. We have clear and precise metrics and measurement infrastructure to facilitate effective performance assessment of the KMP and the Company.**



## 1.2.4 Remuneration philosophy and strategy

### Guiding principles

Our remuneration philosophy links the achievement of our strategic objectives and rewarding our executives, which are governed by the following guiding principles:

Link to business results	Apply a pay-for-performance philosophy that directly links executive reward to the achievement of Company and business unit operating results and overall performance against strategic goals.
Align with shareholder value	Align remuneration to business outcomes that deliver value to shareholders and align with shareholder interests.
Balance short and long-term performance	Balance incentives to appropriately reward superior performance in the short term and sustained performance over the long term.
Drive performance culture	Drive a performance culture by setting challenging performance objectives and ensuring that executives are remunerated in a way that recognizes and rewards performance that drives greater shareholder return.
Ensure competitiveness	Ensure remuneration is competitive in the relevant employment marketplace to support the attraction, motivation and retention of exceptional executive talent.

### Transparency

We continue to adapt our remuneration framework to the changing external environment, as well as our growth, performance goals and desire to recognize the contribution of our people. We are constantly working to make our remuneration structures more effective, easier to understand and more transparent to our employees and shareholders alike.

### Competitiveness

Remuneration design and quantum for the CEO and Senior Executives is determined by fit for purpose contemporary criteria as well as reviewing what is generally paid for similar roles in similar businesses in the relevant geographic locations – the locations where the executives reside and work. While Ansell is publicly listed on the Australian Securities Exchange, it reports in US dollars, more than 95 per cent of its revenue is derived outside of Australia and it is active in a diverse range of geographies. Additionally, many Senior Executives are located in our four global corporate hubs. As such, the mix of remuneration for individual Senior Executives is reflective of prevailing best practice and market conditions in the country in which the Senior Executive is located.

In the global environment in which we operate, measurement of remuneration and market positioning for each executive cannot solely rely on traditional market capitalization or earnings measures. This is because we must also take account of the physical location of executives outside Australia (and prevailing market conditions in those countries) and the geographic scope and complexity of their responsibilities that are reflective of Ansell's business environment.

### 1.2.5 Requirements to hold equity

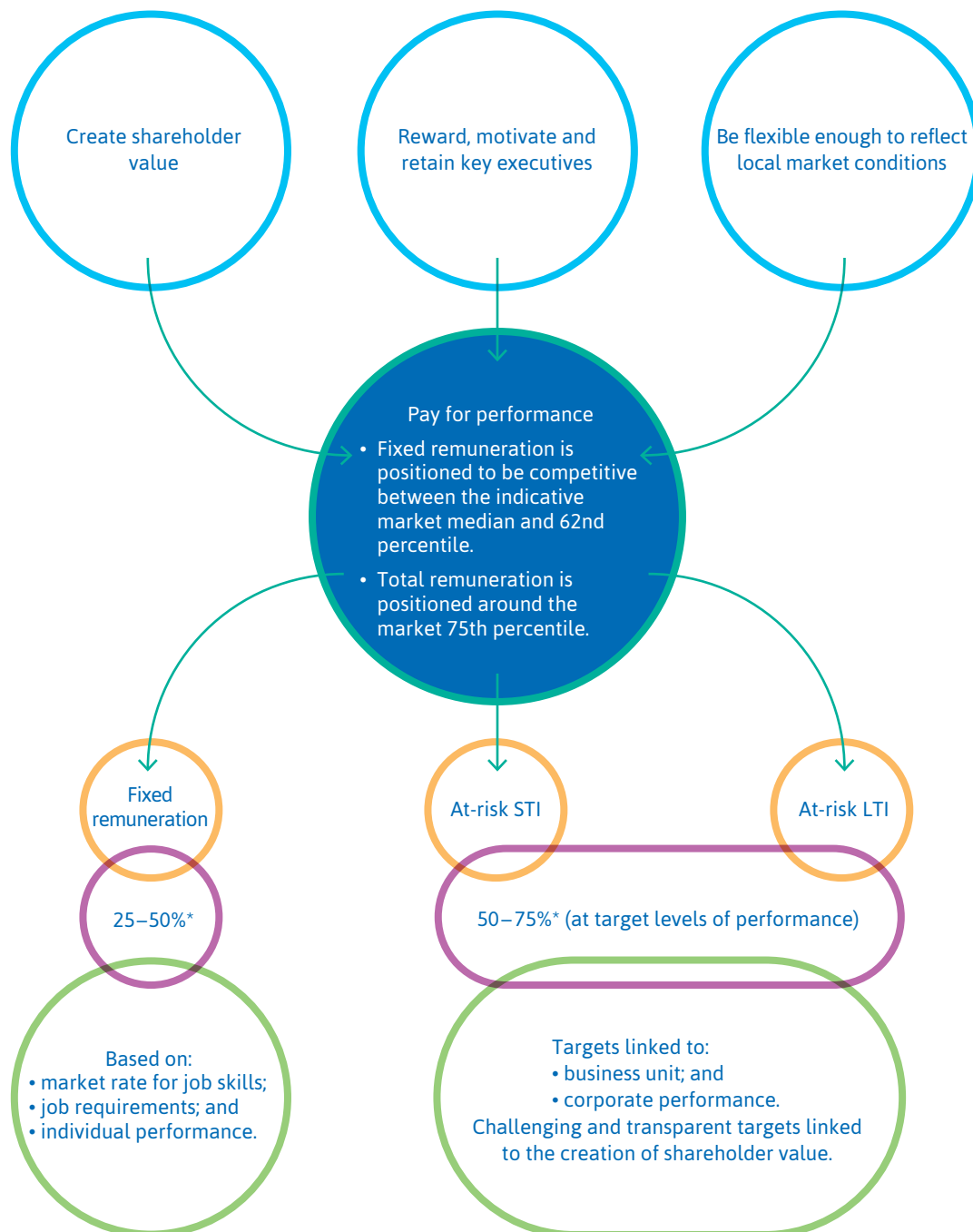
To encourage alignment with shareholder interests, Ansell requires NEDs and other KMPs to purchase a multiple of their Directors' fees/base salary in Company shares over a set period. In addition to existing share grants as part of Long Term Incentive Plans, the Company has developed a mechanism (consistent with its Share Trading Policy) to enable KMPs to regularly purchase Company shares to facilitate compliance with the policy, while complying with ASX trading rules.

# 1. Remuneration Report continued

## 1.3 Elements of Remuneration

### 1.3.1 Remuneration framework

The diagram below illustrates the key aspects of the Company's remuneration policy for the CEO and Senior Executives. The Remuneration policy is designed to:

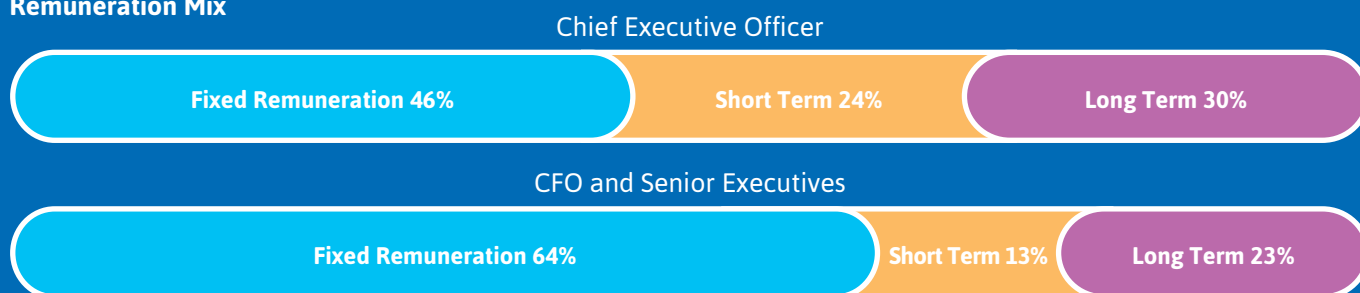


\* Remuneration is capped at 100 per cent.

### 1.3.2 Mix of Remuneration

The following chart sets out the average remuneration mix for the CEO and Senior Executives, for the achievement of target performance during FY15.

#### Remuneration Mix



### 1.3.3 Summary of Remuneration elements

Key components of FY15 remuneration are:

Fixed remuneration	<p>Fixed remuneration comprises base salary plus contributions to superannuation and pension plans, executive insurance and other non-salary benefits in accordance with relevant legislation or as contractually required.</p> <p>Fixed remuneration is set to attract and retain talented executives.</p> <p>Base salary, which is expressed in local currency, is determined based on an individual's responsibilities, performance, qualifications, experience, location and the market rate for a comparable role. Reference is also made to Ansell's peers in similarly sized companies, in similar industries operating in similar jurisdictions.</p> <p>In 2015, the average base salary for the Senior Executives increased by 22 per cent and the CEO increased by 8 per cent (including catch-up increases for executives recently promoted to KMP).</p>
Short term incentive	<p>The Company's annual STI program provides the CEO and Senior Executives the opportunity to earn an award in cash if they achieve pre-established performance objectives based on annual growth in sales revenue, EBIT, profit attributable, maximizing plant performance, improving free cash flow and agreed personal objectives.</p> <p>The annual incentive places a portion of the CEO and Senior Executives' total remuneration 'at risk' and encourages the achievement of the Company's short-term strategic objectives.</p>
Long term incentive	<p>The Company's LTI arrangements provide the CEO and Senior Executives the opportunity to earn an award, subject to the achievement of performance targets (EPS growth) over a rolling three year period. Earned amounts are paid in cash and Company shares (See also Section 1.1.3).</p> <p>The LTI links the CEO and Senior Executive reward with the creation of shareholder value. No award is earned unless a 'gateway' condition is met. For FY15, the 'gateway' condition was equal to a specific level of Return on Equity (which is measured as 1.5 times the Company's WACC) to ensure that our capital was being employed efficiently and earnings growth was translating to shareholder value.</p>
Post-employment	<p>The CEO and Senior Executives may be entitled to post-employment benefits, depending on the circumstances in which their employment is terminated. For more detail see Section 3.7.</p>

We consider that this remuneration structure ensures that KMP and shareholder interests are aligned.

# 1. Remuneration Report continued

## 1.3.4 Summary of the Short Term Incentive Plan

Key elements of the STI Plan are:

Description	<p>The annual STI enables the CEO, CFO and Senior Executives to earn a cash award (expressed as a percentage of base salary) if they meet specific, pre-established performance targets. Additional executives, managers and professional employees are also eligible to participate in the Plan subject to meeting certain criteria including being of a sufficiently senior job grade.</p> <p>The STI places a proportion of the employee's total remuneration 'at risk', as it is earned only if the employee meets certain performance targets that are linked to Ansell's annual business objectives.</p>
Award value	<p>In relation to the CEO, CFO and Senior Executives, the annual incentive that is earned for meeting target performance levels is equal to 50 per cent (100 per cent for the CEO and 60 per cent for the CFO) of their base salary. The annual incentive that is earned for meeting maximum performance levels is equal to 100 per cent (200 per cent for the CEO and 120 per cent for the CFO) of their base salary.</p> <p>For performance exceeding target levels, STI may pay up to 210 per cent of the STI target levels.</p>
Performance targets	<p>Performance measures for FY15 were based on a mix of improvements across the Company, the GBUs and the regions in sales revenue (sales), EBIT, and free cash flow. In addition, for the CEO and CFO with more direct responsibility for overall corporate performance, it also included the amount of profit attributable.</p> <p>The Board considers these performance measures to be appropriately aligned with the Company's objectives of delivering profitable growth and improving shareholder return. In addition, the CEO, CFO and Senior Executives have a clear line of sight to the targets and are able to affect results through their actions. The measurements under the STI Plan are different to those measured under the LTI Plan.</p> <p>The performance hurdles were set so that achievement of the internal financial goals at target levels would result in 100 per cent of the award being earned.</p> <p>Annual incentive payments are subject to forfeiture in the event of fraud or gross misconduct by the executive or a material misstatement of the Company's financial statements.</p> <p>Vesting under the STI commences at threshold levels (paying out at 50 per cent of the STI target levels), which were set at between 90 per cent and 95 per cent of the FY15 financial goals.</p> <p>For performance exceeding target levels, STI may pay up to 210 per cent of the STI target levels which were set at between 105 per cent and 110 per cent of the FY15 financial goals.</p> <p>The actual FY15 outcomes relative to targets is detailed in Section 2.6.</p>
Role of the Human Resources Committee	<p>The Human Resources Committee assesses the Company and CEO's performance during the performance period and recommends to the Board an annual incentive award for the CEO.</p> <p>The CEO assesses the CFO and the Senior Executives' performance against their objectives for the performance year and recommends to the Human Resources Committee for its approval annual incentive awards for the Senior Executive.</p> <p>Performance against the hurdles is assessed following the completion of the audit of the financial statements for the relevant financial year.</p>

### 1.3.5 Summary of the Long Term Incentive Plan

Key elements of the FY15 LTI Plan are:

Description	<p>The LTI Plan aligns executive reward with Company performance and shareholder value. The inclusion of an equity-based component for the CEO, CFO and Senior Executives closely aligns executive 'at risk' remuneration with the creation of long-term shareholder value.</p> <p>Participation in the Company's LTI arrangements is only offered to executives who are able, or have the potential, to influence shareholder value in a significant way. In FY15, the CEO was granted PSRs, for which the vesting was approved at the Company's 2014 Annual General Meeting (AGM). Senior Executives were granted an equal proportion of cash and PSRs. The remainder of the management team participating in the LTI Plan were granted cash-based awards. The awards are subject to performance conditions that underpin sustainable growth in shareholder value.</p> <p>PSRs are granted at no cost to the participant. Each PSR granted will entitle the participant to one ordinary share in the Company, subject to the satisfaction of performance conditions set by the Board in respect of the grant. Cash awards that are granted will vest subject to satisfaction of performance conditions set by the Board in respect of the grant. Any PSRs which vest are subject to holding restrictions in accordance with the Share Purchasing Policy.</p> <p>Performance is tested over a three year period. If the relevant performance conditions are satisfied at the end of the performance period:</p> <ul style="list-style-type: none"><li>• PSRs vest automatically and shares in the Company will be allocated to the participant; and</li><li>• cash awards vest automatically and payment of the cash award will be made to the participant.</li></ul> <p>Achievement of the performance conditions over the three year period is determined on the basis of compound growth targets. This means that the growth target must be met or exceeded on a compound growth basis in each year for three years for the purposes of the LTI Plan. For example, for a given gateway condition to be met so that a participant is considered to have achieved the 'stretch' goal, Ansell must achieve a 12 per cent compound growth rate each year for three years.</p> <table><tr><td>Year one</td><td>12%</td></tr><tr><td>Year two</td><td>25%</td></tr><tr><td>Year three</td><td>40%</td></tr><tr><td><b>Total compound growth over three years</b></td><td><b>12%</b></td></tr></table>	Year one	12%	Year two	25%	Year three	40%	<b>Total compound growth over three years</b>	<b>12%</b>
Year one	12%								
Year two	25%								
Year three	40%								
<b>Total compound growth over three years</b>	<b>12%</b>								
Award value	<p>LTI awards are designed to equal 75 per cent – 100 per cent (200 per cent for the CEO) of Senior Executive's base salary for target performance and up to 150 per cent – 200 per cent (400 per cent for the CEO) of their fixed annual remuneration for stretch performance. Other executives are offered grants representing a lower proportion of their base salary.</p> <p>Details of the grants made to the CEO, CFO and Senior Executives during FY15 are set out in Section 2.3.</p> <p>Allocation value: The number of shares allocated was based on the volume weighted average price of Ansell shares over the 90 days to the release of the FY15 results. The price is discounted for dividends forgone over the LTI performance period.</p>								

# 1. Remuneration Report continued

## 1.3.5 Summary of the Long Term Incentive Plan continued

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Targets	<p>The FY15 plan includes a 'gateway' condition which is designed to require a minimum level of Return on Equity (which is measured against the Company's WACC) to ensure that our earnings growth is translating to shareholder value.</p> <p>The 'gateway' must be satisfied before any LTI awards vest. An EPS 'performance' condition then determines the level of vesting of the LTI awards.</p> <p>If either the 'gateway' condition or the threshold level of the performance condition is not satisfied, the award will lapse.</p> <p>The Board reviewed the EPS compound growth targets and determined that the appropriate growth targets over the three-year performance period for the LTI grant in FY15 were threshold 7 per cent per annum EPS growth; target 8 per cent per annum EPS growth; and stretch 12 per cent per annum EPS growth.</p>
Gateway condition	<p>Requires the Company's Return on Equity (ROE) at 30 June 2017 to be at least 1.5 times the Company's WACC, which is when the LTI Plan vests.</p> <p>WACC is calculated based on a methodology defined by the Human Resources Committee and is applied consistently from year to year. The calculation is performed and the gateway condition tested at the conclusion of each three year performance period over which EPS performance is measured for LTI reward purposes.</p> <p>Specific components of the WACC are calculated using the principles outlined below:</p> <ul style="list-style-type: none"><li>• Risk-free Rate: four year historical average of United States five year bond rate.</li><li>• Cost of Debt: Ansell's actual average cost of debt over the previous four years.</li><li>• Market Risk Premium: four year average equity risk premium for United States equity markets.</li><li>• Beta is assessed based on observed beta for Ansell and a basket of comparable peer companies. The comparator group comprises global peer companies at the date of grant which remain listed throughout the performance period. The Board has approved the exclusion of companies that operate in very different markets (for example, mining, financial services, listed property trusts and overseas domiciled companies) from the peer group. These approved exclusions from the comparator group enables the performance of Ansell to be compared to those companies that most relevantly compete with Ansell for capital, that is industrial, retail, manufacturing and distribution businesses throughout the world.</li></ul> <p>Four years was chosen as the relevant time period over which to calculate the WACC reflecting the fact that many of the decisions driving EPS growth over the LTI period will have been taken with reference to cost of debt and equity measurement in the year prior to the first year of EPS measurement.</p> <hr/> <p>Ansell's WACC for the year ended 30 June 2015 was determined to be 8.09 per cent. This represents the minimum return anticipated on the assets of the Group and takes into consideration the Group's mix of funding between debt and equity.</p> <p>The gateway condition, calculated at 1.5x WACC was 12.1 per cent. The Company's actual ROE for FY15 was 16.4 per cent, exceeding the gateway condition.</p>

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### 1.3.5 Summary of the Long Term Incentive Plan continued

Performance	The performance hurdle is based on growth in the Company's EPS over the three year performance period to 30 June 2017.												
	<table border="1"> <thead> <tr> <th data-bbox="400 427 826 456">EPS growth</th> <th data-bbox="834 427 1461 456">PSRs and cash award grant that vest (%)</th> </tr> </thead> <tbody> <tr> <td data-bbox="400 468 826 497">Threshold (7% per annum CAGR)</td> <td data-bbox="834 468 1461 497">25%</td> </tr> <tr> <td data-bbox="400 508 826 537">Between threshold and target</td> <td data-bbox="834 508 1461 537">Sliding scale from 25.01% to 49.99%</td> </tr> <tr> <td data-bbox="400 548 826 577">Target (8% per annum CAGR)</td> <td data-bbox="834 548 1461 577">50%</td> </tr> <tr> <td data-bbox="400 589 826 618">Between target and stretch</td> <td data-bbox="834 589 1461 618">Sliding scale from 50.01% to 99.99%</td> </tr> <tr> <td data-bbox="400 629 826 658">Stretch or above (12% per annum CAGR)</td> <td data-bbox="834 629 1461 658">100%</td> </tr> </tbody> </table>	EPS growth	PSRs and cash award grant that vest (%)	Threshold (7% per annum CAGR)	25%	Between threshold and target	Sliding scale from 25.01% to 49.99%	Target (8% per annum CAGR)	50%	Between target and stretch	Sliding scale from 50.01% to 99.99%	Stretch or above (12% per annum CAGR)	100%
EPS growth	PSRs and cash award grant that vest (%)												
Threshold (7% per annum CAGR)	25%												
Between threshold and target	Sliding scale from 25.01% to 49.99%												
Target (8% per annum CAGR)	50%												
Between target and stretch	Sliding scale from 50.01% to 99.99%												
Stretch or above (12% per annum CAGR)	100%												
	The Board selected US 105 cents EPS (being the underlying EPS for FY14 excluding the impact of deferred tax asset adjustments and non-operational tax items) as the base EPS for FY14 (Base Point).												
	Accordingly, in order for the PSRs and cash awards to vest, underlying EPS of US 128.0 cents (Threshold) will need to be achieved at the end of the three year performance period. Target performance would require underlying EPS of US 132.3 cents at the end of the three year performance period. Stretch performance would require underlying EPS of US 147.5 cents to be achieved at the end of the three year performance period.												
	The Board will exclude the effect of net changes in capital when measuring EPS performance. This ensures the Company's capital management program of share buy-backs will not influence performance against these targets.												
	The Board may vary the performance conditions to take account of the effect of any material business acquisition or divestment and any exceptional non-operating items that may occur during the performance period. The underlying principle that the Board adopts when approving any adjustments is to ensure that the vesting outcome reflects the contribution of management to the business performance. This ensures that the contribution of individuals to the performance target is linked to remuneration. An explanation of the EPS adjustments for 2015 appears in Section 2.5.												
Role of the Board	<p>The Board selected EPS as a performance measure for vesting of the PSRs and cash awards on the basis that it:</p> <ul style="list-style-type: none"> <li>• is a relevant indicator of increases in shareholder value; and</li> <li>• is a target that provides a suitable line of sight to encourage and motivate executive performance.</li> </ul>												

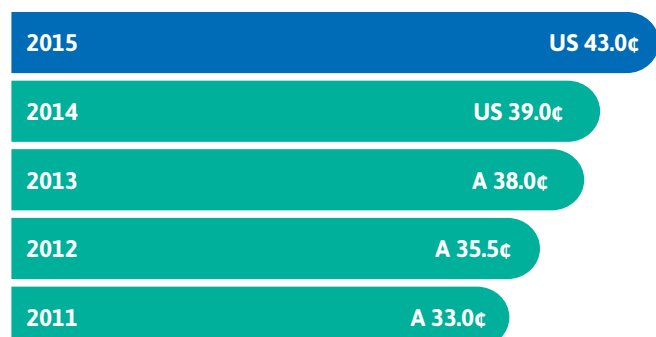
# Important Information

**This section provides data on Ansell's key metrics and remuneration programs.**

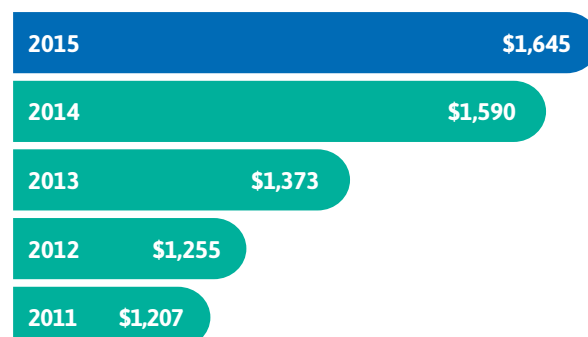


## 2.1 Key Performance Metrics – Ansell Limited

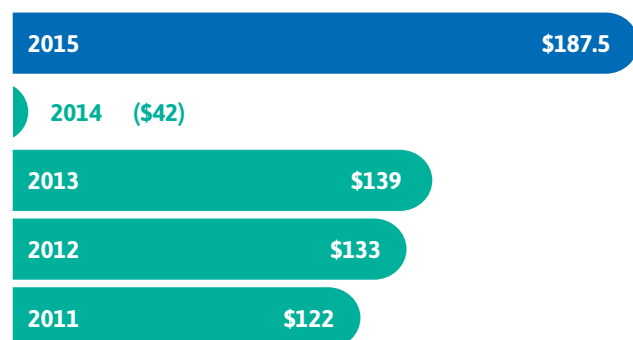
### Total Dividends Per Share (A/US cents)



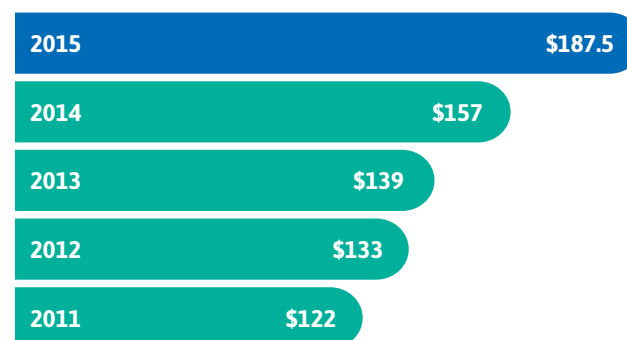
### Sales (US\$ millions)



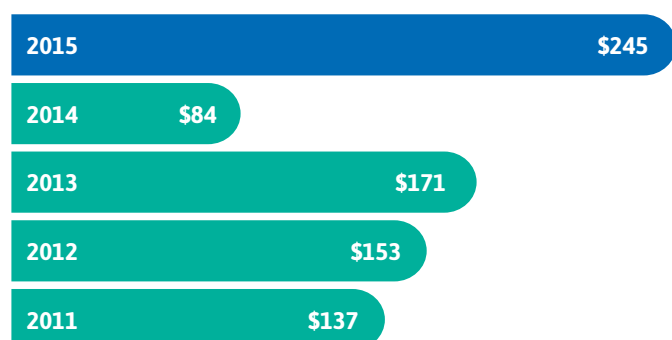
### Profit (Loss) Attributable (Reported) US\$ millions



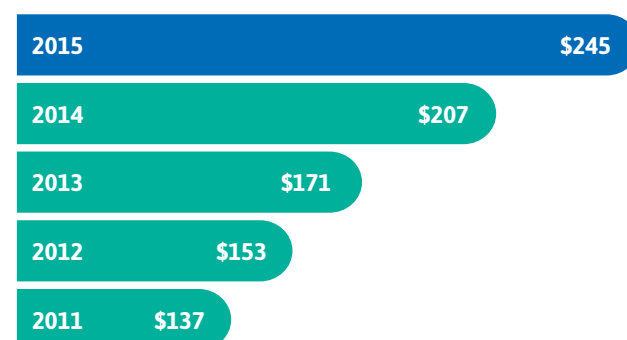
### Profit Attributable (Underlying) US\$ millions



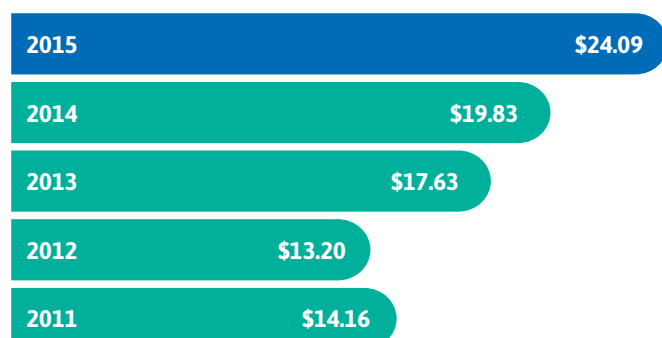
### EBIT (Reported) US\$ millions



### EBIT (Underlying) US\$ millions



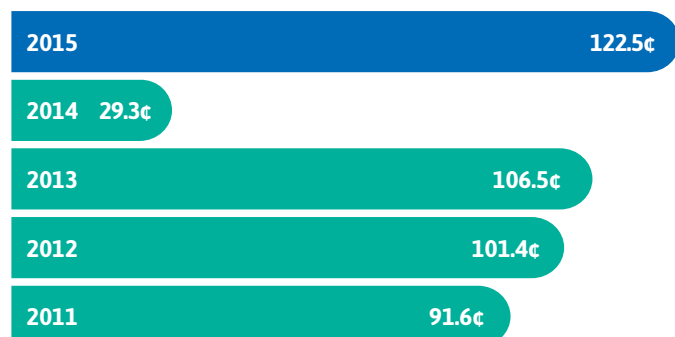
### Share Price at 30 June (A\$)



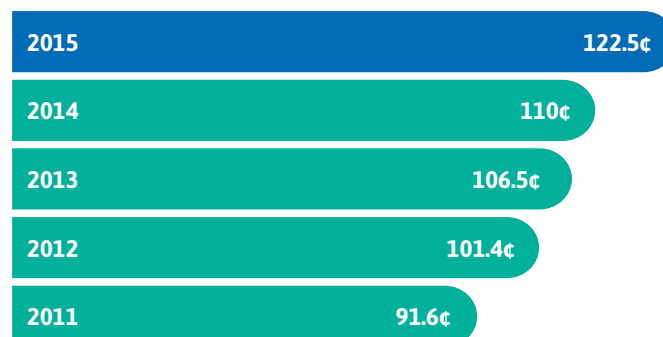
## 2. Important Information continued

### 2.1 Key Performance Metrics – Ansell Limited continued

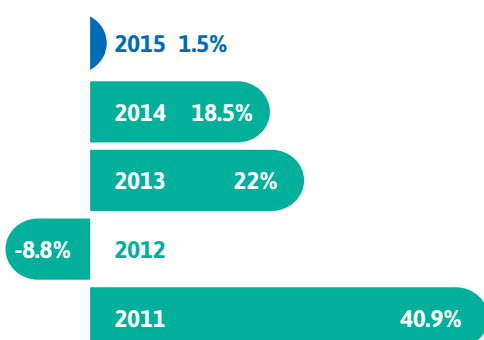
#### Earnings Per Share (Reported) US cents



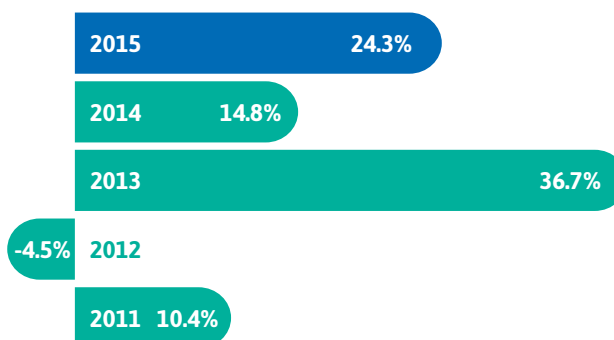
#### Earnings Per Share (Underlying) US cents



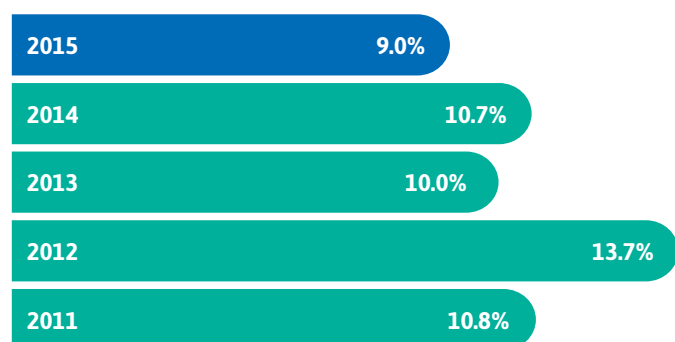
#### Total Shareholder Return (US\$)



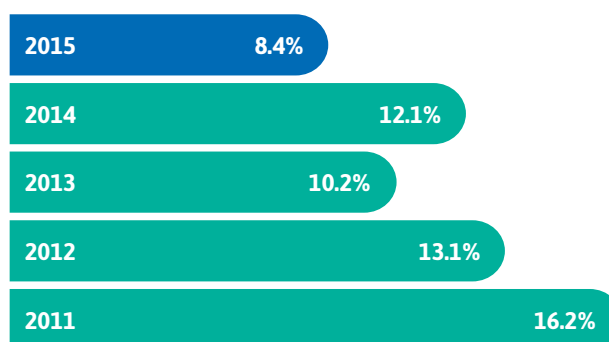
#### Total Shareholder Return (A\$)



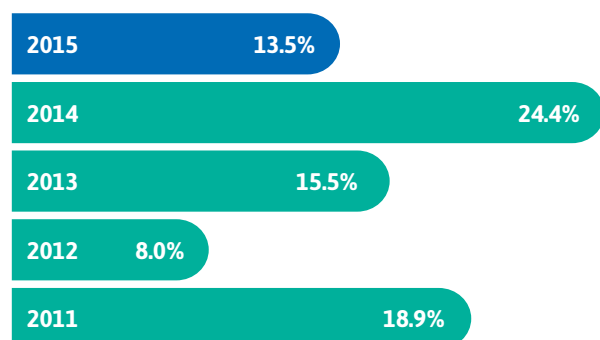
#### Earnings Per Share CAGR (5 year)



#### Dividends Per Share CAGR (5 year)



#### Total Shareholder Return CAGR (5 year)



## 2.2 Information on STI Plan Vesting

Financial Year	Was STI Paid?	Payout for KMPs Based on Target (100%)
FY15	Yes	71%
FY14	Yes	98%
FY13	Yes	64%
FY12	Yes	92%
FY11	Yes	160%

## 2.3 Information on LTI Calculation

Financial Year	Three Year EPS used for LTI Calculation	Threshold	Target	Stretch	Actual EPS
FY15	US 105.0 cents	US 128.0 cents	US 132.3 cents	US 147.5 cents	*
FY14	US 99.1 cents	US 121.4 cents	US 124.8 cents	US 139.2 cents	*
FY13	US 93.9 cents	US 115.0 cents	US 118.3 cents	US 131.9 cents	US 118.3 cents
FY12	US 81.3 cents	n/a	US 99.6 cents	US 108.2 cents	US 105.0 cents
FY11	US 69.5 cents	n/a	US 80.5 cents	US 92.5 cents	US 100.5 cents

\* The actual EPS used for LTI calculations for FY14 and FY15 will be determined in 2016 and 2017, respectively.

n/a: Threshold levels were not in place as part of the FY11 and FY12 grants.

## 2.4 Information on LTI Vesting

Financial Year	Did LTI Vest?	Vested % Based on Target (100%)
FY15	Will be measured in FY17	Will be measured in FY17
FY14	Will be measured in FY16	Will be measured in FY16
FY13	Yes	100%
FY12	Yes	163%
FY11	Yes	200%

## 2.5 EPS Calculation for LTI Vesting

<b>Three Year EPS used for FY13 LTI Calculation</b>	<b>US 93.9¢</b>
<b>Actual EPS for FY15</b>	<b>US 122.5¢</b>
Less adjustments	
Shah Alam sale <sup>1</sup>	(US 10.3¢)
DTA and NOTI FY15	(US 2.3¢)
Other <sup>2</sup>	(US 1.6¢)
Restructuring FY15 <sup>3</sup>	US 8.9¢
Previously deducted DTAs expensed in current year	US 1.1¢
<b>EPS for LTI calculation</b>	<b>US 118.3¢</b>

1. Refers to target set for the gain on the sale of the Shah Alam property in Malaysia that was initiated as part of the FY14 restructuring program. The targeted gain served to reduce the targeted net cost of the FY14 restructuring program. With the gain having now been realized in FY15, the targeted gain has been excluded from FY15 EPS for LTI calculation purposes.

2. Includes the agreed amortization of the post-tax cost of the cash related elements of the FY14 restructuring program, consistent with the treatment described for these items last year.

3. Excludes the post-tax cost of the restructuring program announced in June 2015. Consistent with the treatment of the FY14 restructuring program this cost will be amortized as an adjustment to EPS for LTI calculation purposes over the next three years beginning in FY16.

## Commentary

In our FY14 Remuneration Report, we provided detail about a restructure charge Ansell had incurred which was designed to enable a more efficient business. In particular, in the FY14 Remuneration Report, we disclosed that the NRE Committee had, in relation to the LTI Plan, determined as follows:

- to deduct from achieved EPS in each of FY15, FY16 and FY17 a one-third proportion of the post-tax net cash cost of restructuring items to ensure that LTI outcomes only benefit if the Company achieves a positive payback on the costs incurred; and
- that the accounting consequences of the brand rationalization program should be excluded in measuring EPS performance under the 2012 – 2014 LTI program and in assessing the ROE based gateway condition for the CEO and CFO Special Long Term Incentive.

## 2. Important Information continued

### 2.5 EPS Calculation for LTI Vesting continued

In addition, on 29 June 2015, we announced some further restructuring initiatives. The further restructuring initiatives will be treated in the same manner as the FY14 program and amortized over three years beginning in FY16, which coincides with the start of the benefit delivery from the FY15 restructuring program.

The table on the previous page illustrates the effect of the announced restructuring. It compares the EPS, which was determined as the base EPS figure for the FY13 LTI Plan (being US 93.9 cents) with the actual statutory EPS for FY15. It then illustrates each of the deductions which were deducted or added to the actual EPS to come to the adjusted EPS number for the purposes of the FY13 LTI Plan.

### 2.6 STI Plan Vesting

	Value of Award at Target <sup>4</sup>	Value of Award Achieved	Percentage of Award Achieved
M R Nicolin	\$1,000,000	\$745,800	37%
N Salmon	\$277,200	\$206,736	37%
S R Corriveau	\$195,700	\$127,596	33%
P Dobbelsteijn <sup>1</sup>	\$205,794	\$147,595	36%
S Genzer	\$203,300	\$106,041	26%
J Heper <sup>1,2</sup>	\$85,956	\$40,674	24%
J Kubicek	\$170,000	\$133,008	39%
A Lopez	\$185,500	\$133,041	36%
M Mattos	\$194,244	\$139,312	36%
P B Carroll <sup>3</sup>	\$0	\$0	0%
<b>Total</b>	<b>\$2,517,694</b>	<b>\$1,779,803</b>	<b>35%</b>

1. Calculated at an average USD/EUR rate being US\$1: €0.8319.

2. Commenced being a KMP on 10 November 2014.

3. Ceased to be a KMP on 31 July 2014.

4. Based on the effective salary of each KMP at 1 October 2014, other than P Dobbelsteijn for whom it is based on his 1 July 2014 salary.

### 2.7 Information on LTI Plan Vesting

	Date Award Granted	Maximum Cash Opportunity <sup>1</sup>	Maximum Value of PSRs Granted	Cash Award Granted	Number of PSRs Granted	Amount of Cash Forfeited	Number of PSRs Forfeited
M R Nicolin	10/8/2012	\$0	\$3,314,392	\$0	129,540	\$0	129,540
N Salmon <sup>4</sup>	n/a	\$0	\$0	\$0	0	\$0	0
S R Corriveau	10/8/2012	\$350,000	\$350,000	\$175,000	13,679	\$175,000	13,679
P Dobbelsteijn	10/8/2012	\$259,714	\$259,714	\$125,424	10,151	\$134,284	10,151
S Genzer	10/8/2012	\$325,000	\$325,000	\$162,500	12,702	\$162,500	12,702
J Heper <sup>2</sup>	n/a	\$0	\$0	\$0	0	\$0	0
J Kubicek <sup>4</sup>	n/a	\$0	\$0	\$0	0	\$0	0
A Lopez	10/8/2012	\$330,000	\$330,000	\$165,000	12,898	\$165,000	12,898
M Mattos <sup>4</sup>	n/a	\$0	\$0	\$0	0	\$0	0
P B Carroll <sup>3</sup>	10/8/2012	\$164,840	\$164,840	\$68,092	6,738	\$96,748	12,590
<b>Total</b>		<b>\$1,429,554</b>	<b>\$4,743,946</b>	<b>\$696,016</b>	<b>185,708</b>	<b>\$733,532</b>	<b>191,560</b>

1. Calculated at average FX rates at the time of grant being A\$1: US\$1.0129 and A\$1: €0.8139.

2. Commenced being a KMP on 10 November 2014.

3. Ceased to be a KMP on 31 July 2014.

4. Not eligible for FY13 LTI Plan due to date of commencement of employment.

## 2.8 CEO Special Incentive

At the 2010 AGM, shareholders approved the allocation of 129,730 performance rights to the CEO pursuant to the CEO Special LTI Plan to be granted in two tranches, vesting in FY14 and FY15, respectively. By entitling the CEO to Ansell shares upon satisfaction of the performance condition, a significant amount of his remuneration will be determined by reference to the value of Ansell shares at the end of the applicable vesting periods, aligning the CEO's interest with shareholders over the longer term.

The applicable performance condition was that Ansell's ROE in each of FY14 and FY15 must have equaled at least 1.5 times Ansell's WACC for the applicable performance period. ROE was selected by the Board as a strong long-term measure of the efficient deployment of capital, which generates earnings growth, benefiting shareholders. The performance rights would have lapsed if the performance condition was not met.

In FY14, the Board determined that the performance condition for the initial 20 per cent was met and in FY15, the Board determined that the performance condition for the balance of the 80 per cent of performance shares was met.

Grant Date	Number of Performance Rights Granted	Issue Price	Vesting Date	Share Price at Vesting Date
19 October 2010	Tranche one: 25,373	Tranche one: A\$10.18	13 August 2014	A\$18.81
19 October 2010	Tranche two: 104,357	Tranche two: A\$10.18	5 August 2015	A\$25.08

## 2.9 CFO Special Incentive

To align the Chief Financial Officer's interest with shareholders and compensate him for forfeited deferred employment incentives from his previous employer, Mr Salmon was allocated 30,130 performance rights to be granted in two tranches, vesting in FY14 and FY15, respectively.

The applicable performance condition was that Ansell's ROE in each of FY14 and FY15 must have equaled at least 1.5 times Ansell's WACC for the applicable performance period. ROE was selected by the Board as a strong long-term measure of the efficient deployment of capital which generates earnings growth, benefiting shareholders. The performance rights would have lapsed if the performance condition was not met.

In FY14, the Board determined that the performance condition for the 14,917 performance rights was met and in FY15, the Board determined that the performance condition for the remaining allocation was met.

Grant Date	Number of Performance Rights Granted	Issue Price	Vesting Date	Share Price at Vesting Date
8 August 2013	Tranche one: 14,917	Tranche one: A\$18.68	13 August 2014	A\$18.81
8 August 2013	Tranche two: 15,213	Tranche two: A\$18.68	5 August 2015	A\$25.08

## 2. Important Information continued

### 2.10 Summary of Non-executive Director Remuneration

The key principles relating to Non-executive Directors' remuneration are set out below.

Aggregate Board and Committee fees are approved by shareholders	<p>The current aggregate fee pool for Non-executive Directors of US\$1,600,000 was approved by shareholders at the 2014 AGM. The fee pool in US\$ reflects the fact that business operations are run from outside Australia.</p> <p>A full description of the fees is found in the section below.</p> <p>Note: Some benefits are payable outside of the shareholder approved cap – refer to other fees/benefits below for details.</p>
Remuneration is structured to preserve independence whilst creating alignment	To preserve independence and impartiality, no element of Non-executive Director remuneration is linked to the performance of the Company. However, to create alignment between Directors and shareholders, Non-executive Directors are required to invest an appropriate percentage of gross annual fees to acquire Ansell shares at market value, to achieve a shareholding worth two times' annual Board fees within a period of 10 years from the earlier of 2013 or their start date.
Fees are set by reference to key considerations	<p>Board and Committee fees are set by reference to a number of relevant considerations including:</p> <ul style="list-style-type: none"> <li>responsibilities and risks attaching to the role of Director;</li> <li>time commitment expected of Directors;</li> <li>fees paid by peer companies;</li> <li>independent advice received from external advisers;</li> <li>the global nature of our businesses (to ensure that the Directors' fee attracts and retains the best international Directors); and</li> <li>the requirement to travel internationally to familiarize oneself with international operations and for required meetings.</li> </ul>
Regular reviews of remuneration	The Board periodically reviews its approach to Non-executive Director remuneration to ensure it remains in line with general industry practice and best practice principles of corporate governance.

Key elements of the FY15 NED remuneration framework are as follows:

Fees	Fees are not linked to the performance of the Company so that independence and impartiality is maintained.
Other fees/benefits	Directors are permitted to be paid additional fees for special duties, including fees paid for serving on ad hoc projects or transaction-focused committees. These fees/benefits are outside of the shareholder approved cap.
Post-employment benefits	Superannuation contributions are made at a rate that satisfies the Company's statutory superannuation obligations where required by law. No additional retirement benefits are paid to Non-executive Directors upon their retirement from office.

The key components relating to Non-executive Directors' remuneration are set out below:

Key components	Reflecting the Board's focus on long-term strategic direction and corporate performance rather than short-term results, remuneration for the Chairman and other Non-executive Directors is structured with a fixed fee component only. To reflect the global representation that exists in the composition of the current Board (which includes Australian, United States and United Kingdom resident Directors), Directors are paid in their local currency based on exchange rates agreed by the Board at the beginning of the financial year and consistent with rates used by the business in the annual planning process.
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## 2.10 Summary of Non-executive Director Remuneration continued

The table below summarizes the components of Non-executive Director remuneration. From FY14, all Non-executive Director fees are denominated in US dollars.

Components of remuneration:

Element	Description	Included in Shareholder Approved Cap?
<b>Board fees</b>		Yes
– Chairman	US\$320,000	
– Other Directors	US\$116,500	
<b>Committee fees</b>		Yes
– Chair of Audit and Compliance Committee	US\$30,000 (2.5 times the Committee fee)	
– Chair of HR Committee <sup>1</sup> and Risk Committee	US\$24,000 (2 times the Committee fee)	
– Committee member	US\$12,000	
<b>Travel allowance</b>	US\$15,000	Yes
<b>Superannuation</b>	Superannuation contributions are made on behalf of the Non-executive Directors at a rate of 9.5 per cent as required by law	Yes

1. Fees for attending the Governance Committee are inclusive of the HR Committee member fee (for Mr Bell and Mr Bevan) and the Chairman fee (for Mr Barnes).

In addition, Directors are also entitled to be reimbursed for all business related expenses, including travel expenses as may be incurred in the discharge of their duties which are outside of the shareholder approved cap.

## 2.11 Non-executive Director's Share Plan

Directors are required to invest an appropriate percentage of their gross fees in acquiring shares on market, to achieve a shareholding worth two times' annual Directors' fees within a 10 year period from the earlier of 2013 or their start date.

From September 2014 onwards, a pre-agreed amount of shares (by value) are acquired monthly on the ASX through a trustee company at the prevailing market price and are transferred into the name of the Director, but are subject to a restriction on dealing until the Director ceases to hold office.

Shares were purchased on-market (at no discount) on behalf of the Directors throughout FY15 at the following price per share:

	Price Per Share A\$
24 September 2014	\$19.50
6 November 2014	\$20.17
28 November 2014	\$20.82
23 December 2014	\$22.71
30 January 2015	\$22.59
27 February 2015	\$25.14
31 March 2015	\$27.41
30 April 2015	\$26.15
29 May 2015	\$26.98

# Appendix

**This section provides additional information on FY15 remuneration.**



### 3.1 Remuneration of the CEO and Senior Executives

Details of the remuneration provided to the CEO and Senior Executives are set out in the following table in US\$. The average FY15 rate outlined below was used for non-US currencies.

	Short Term			Post-employment		Long Term		Total	Portion of Remuneration Performance Related
	Base Salary	Annual Incentive	Non-salary Benefits <sup>7</sup>	Superannuation Contributions <sup>8</sup>	Termination Benefits	Cash-based <sup>9</sup>	Share-based <sup>10</sup>		
M R Nicolin <sup>1</sup>									
FY15	\$983,750	\$745,800	\$97,596	\$369,385	-	\$0	\$941,896	\$3,138,427	54%
FY14	\$913,750	\$974,270	\$120,708	\$210,572	-	\$305,938	\$1,154,333	\$3,679,571	66%
N Salmon <sup>1</sup>									
FY15	\$456,500	\$206,736	\$17,790	\$107,645	-	\$62,327	\$345,123	\$1,196,121	51%
FY14 <sup>13</sup>	\$407,121	\$216,216	\$100,000	\$44,940	-	\$70,660	\$309,322	\$1,148,259	52%
S Corriveau <sup>1</sup>									
FY15	\$388,550	\$127,596	\$896,988	\$79,690	-	\$112,278	\$84,758	\$1,689,860	19%
FY14	\$376,250	\$216,600	\$562,228	\$65,006	-	\$221,508	\$115,007	\$1,556,599	36%
P Dobbelsteijn									
FY15 <sup>2</sup>	\$411,588	\$147,595	\$99,427	\$55,858	-	\$104,065	\$94,630	\$913,163	38%
FY14 <sup>3,6</sup>	\$32,000	\$26,301	\$7,632	\$3,681	-	\$14,783	\$2,366	\$86,763	50%
S Genzer <sup>1</sup>									
FY15	\$399,950	\$106,041	\$0	\$89,137	-	\$108,104	\$82,150	\$785,382	38%
FY14	\$370,000	\$201,115	\$5,103	\$65,418	-	\$207,310	\$107,091	\$956,037	54%
J Heper									
FY15 <sup>2,15</sup>	\$145,759	\$40,674	\$8,267	\$0	-	\$24,341	\$24,611	\$243,652	37%
FY14 <sup>3</sup>	\$0	\$0	\$0	\$0	-	\$0	\$0	\$0	0%
J Kubicek <sup>1</sup>									
FY15	\$340,000	\$133,008	\$8,720	\$56,016	-	\$48,162	\$293,162	\$879,068	54%
FY14 <sup>11</sup>	\$113,333	\$65,733	\$0	\$7,367	-	\$15,528	\$99,066	\$301,027	60%
A Lopez <sup>1</sup>									
FY15	\$365,750	\$133,041	\$86,211	\$81,679	-	\$104,688	\$78,860	\$850,229	37%
FY14	\$347,500	\$193,725	\$2,250	\$76,281	-	\$209,626	\$107,868	\$937,250	55%
M Mattos <sup>1</sup>									
FY15	\$373,854	\$139,312	\$0	\$62,030	-	\$52,411	\$296,970	\$924,577	53%
FY14 <sup>12</sup>	\$123,333	\$71,533	\$0	\$8,017	-	\$17,116	\$100,449	\$320,448	59%
P B Carroll									
FY15 <sup>4</sup>	\$38,350	\$0	\$313	\$9,168	\$648,628	\$14,555	\$14,555	\$725,569	4%
FY14 <sup>5,14</sup>	\$403,811	\$135,360	\$32,470	\$56,235	-	\$91,489	\$23,963	\$743,328	34%
T Draskovics									
FY14 <sup>5,16</sup>	\$215,500	\$73,550	\$10,699	\$39,788	-	\$92,221	\$18,346	\$450,104	41%
<b>Total remuneration FY15</b>	<b>\$3,904,051</b>	<b>\$1,779,803</b>	<b>\$1,215,312</b>	<b>\$910,608</b>	<b>\$648,628</b>	<b>\$630,931</b>	<b>\$2,256,715</b>	<b>\$11,346,048</b>	
Total remuneration FY14	\$3,302,598	\$2,174,403	\$841,090	\$577,305	\$0	\$1,246,179	\$2,037,811	\$10,179,386	

1. US based officer and/or paid in US dollars.

2. The average exchange rate for FY15 was US\$1 = €0.8319.

3. The average exchange rate for FY14 was US\$1 = €0.73692.

4. The average exchange rate for FY15 was US\$1 = A\$1.195.

5. The average exchange rate for FY14 was US\$1 = A\$1.089.

6. Became a KMP on 1 June 2014 – FY14 remuneration pro-rated from 1 June 2014 to 30 June 2014.

7. Includes the cost to the Company of cash benefits such as motor vehicle, executive expatriation and relocation allowances and executive insurance and a sign-on bonus of \$100,000 for N Salmon in FY14.

8. Includes contributions to US benefit or non-qualified pension plans and to an Australian superannuation fund, as applicable.

9. Includes amounts provided in respect of the Company's cash-based LTI Plans.

10. Includes amounts provided in respect of the Company's share-based LTI Plans, including the CEO's and the CFO's Special Long Term Incentive Plans.

11. Appointed to the position of President Single Use GBU effective 1 March 2014.

12. Appointed to the position of Chief Commercial Officer North America and LAC Region effective 1 March 2014.

13. Appointed to the position of Senior Vice President and CFO (Finance and IT) effective 15 July 2013 – above values pro-rated from that date.

14. Ceased employment 31 July 2014.

15. Appointed as President Sexual Wellness on 10 November 2014 – above values pro-rated from that date.

16. Ceased being a KMP on 31 March 2014 – above values pro-rated to that date.

## 3. Appendix continued

### 3.2 CEO and Senior Executives – Total Realized Remuneration FY15

Section 3.1 provides a breakdown of the CEO and Senior Executive remuneration in accordance with statutory obligations and accounting standards. However, the Board is aware that the format in which the Company is required to present this information may make it difficult for shareholders to understand the total remuneration actually earned as the amounts actually received under performance rights plans may vary from the amount measured and recognized in accordance with statutory requirements and accounting standards. The following table represents non-IFRS information and sets out the value of the cash, benefits, FY15 STI cash payment, FY13 LTI cash payment and the value of the FY13 LTI PSRs, which vested in the hands of the CEO and the Senior Executives in relation to FY15. The FY13 PSRs which vest, and for which shares in the Company are granted, are subject to holding restrictions in accordance with the Share Purchasing Policy described in Section 1.1.3. The table excludes the value of performance rights earned under the Special Long Term Incentive Plans on the basis that they do not form part of recurring remuneration. See Sections 2.8 and 2.9 for further details relating to the Special Long Term Incentive Plans of the CEO and CFO.

#### M R Nicolin

Cash <sup>1</sup> \$983,750	Benefits <sup>2</sup> \$466,981	STI FY15 <sup>3</sup> \$745,800	FY13 LTI Cash <sup>4</sup> \$0	FY13 LTI Shares <sup>5</sup> \$2,718,714	<b>Total</b> <b>\$4,915,245</b>
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#### N Salmon

Cash <sup>1</sup> \$456,500	Benefits <sup>2</sup> \$125,435	STI FY15 <sup>3</sup> \$206,736	FY13 LTI Cash <sup>4</sup> \$0	FY13 LTI Shares <sup>5</sup> \$0	<b>Total</b> <b>\$788,671</b>
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#### S Corriveau

Cash <sup>1</sup> \$388,550	Benefits <sup>2</sup> \$976,678	STI FY15 <sup>3</sup> \$127,596	FY13 LTI Cash <sup>4</sup> \$175,000	FY13 LTI Shares <sup>5</sup> \$287,087	<b>Total</b> <b>\$1,954,911</b>
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#### P Dobbelsteijn

Cash <sup>1</sup> \$411,588	Benefits <sup>2</sup> \$155,285	STI FY15 <sup>3</sup> \$147,595	FY13 LTI Cash <sup>4</sup> \$125,424	FY13 LTI Shares <sup>5</sup> \$213,044	<b>Total</b> <b>\$1,052,936</b>
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#### S Genzer

Cash <sup>1</sup> \$399,950	Benefits <sup>2</sup> \$89,137	STI FY15 <sup>3</sup> \$106,041	FY13 LTI Cash <sup>4</sup> \$162,500	FY13 LTI Shares <sup>5</sup> \$266,583	<b>Total</b> <b>\$1,024,211</b>
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#### J Heper

Cash <sup>1</sup> \$145,759	Benefits <sup>2</sup> \$8,267	STI FY15 <sup>3</sup> \$40,674	FY13 LTI Cash <sup>4</sup> \$0	FY13 LTI Shares <sup>5</sup> \$0	<b>Total</b> <b>\$194,700</b>
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#### J Kubicek

Cash <sup>1</sup> \$340,000	Benefits <sup>2</sup> \$64,736	STI FY15 <sup>3</sup> \$133,008	FY13 LTI Cash <sup>4</sup> \$0	FY13 LTI Shares <sup>5</sup> \$0	<b>Total</b> <b>\$537,744</b>
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#### A Lopez

Cash <sup>1</sup> \$365,750	Benefits <sup>2</sup> \$167,890	STI FY15 <sup>3</sup> \$133,041	FY13 LTI Cash <sup>4</sup> \$165,000	FY13 LTI Shares <sup>5</sup> \$270,696	<b>Total</b> <b>\$1,102,377</b>
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#### M Mattos

Cash <sup>1</sup> \$373,854	Benefits <sup>2</sup> \$62,030	STI FY15 <sup>3</sup> \$139,312	FY13 LTI Cash <sup>4</sup> \$0	FY13 LTI Shares <sup>5</sup> \$0	<b>Total</b> <b>\$575,196</b>
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- Cash includes all of the base salary earned by the individual in FY15 as disclosed in Section 3.1 and in US dollars. For those individuals paid in Euros, the US dollar value is calculated at an average FX rate for FY15 being US\$1: Euro €0.8319.
- Benefits includes all non-salary contributions and superannuation benefits as disclosed in Section 3.1 and in US dollars. For those individuals paid in Euros, the US dollar value is calculated at an average FX rate for FY15 being US\$1: Euro €0.8319.
- STI FY15 is the actual STI amount which is payable to the individual as disclosed in Section 2.6 and in US dollars. For those individuals paid in Euros, the US dollar value is calculated at an average FX rate for FY15 being US\$1: Euro €0.8319.
- LTI FY13 cash is actual LTI cash amount which is payable to the individual as disclosed in Section 2.7 and in US dollars. For those individuals paid in Euros, the US dollar value is calculated at an average FX rate for FY15 being US\$1: Euro €0.8319.
- LTI FY13 shares is the value, in US dollars (at an average FX rate for FY15 being US\$1: A\$1.195), of the number of PSRs which vested for the FY13 LTI Plan multiplied by the closing price of Ansell Limited shares on the ASX on 5 August 2015, the date on which the HR Committee approved the vesting, being A\$25.08. Each individual is subject to holding restrictions on the LTI FY13 shares as outlined in the Share Purchasing Policy.

### 3.3 Equity Instruments

The movement in the number of options, PRs and PSRs over ordinary shares of Ansell Limited by the CEO and Senior Executives.

	Held at 1 July 2014 or Date Appointed	PRs/PSRs Granted During the Year	Options Exercised/ PRs/PSRs Vested During the Year	Options/PRs/PSRs Lapsed/Forfeited During the Year	Held at 30 June 2015
<b>Options</b>					
PB Carroll <sup>1</sup>					
<b>FY15</b>	<b>6,368</b>	<b>0</b>	<b>-6,368</b>	<b>0</b>	<b>0</b>
FY14	11,368	0	-5,000	0	6,368
S R Corriveau					
<b>FY15</b>	<b>5,000</b>	<b>0</b>	<b>-5,000</b>	<b>0</b>	<b>0</b>
FY14	22,222	0	-17,222	0	5,000
<b>PRs</b>					
<b>CEO/Director</b>					
M R Nicolin					
<b>FY15</b>	<b>129,730</b>	<b>0</b>	<b>-25,373</b>	<b>0</b>	<b>104,357</b>
FY14	129,730	0	0	0	129,730
<b>Senior Executives</b>					
N Salmon					
<b>FY15</b>	<b>30,130</b>	<b>0</b>	<b>-14,917</b>	<b>0</b>	<b>15,213</b>
FY14	0	30,130	0	0	30,130
J Kubicek					
<b>FY15</b>	<b>26,981</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,981</b>
FY14	0	26,981	0	0	26,981
M Mattos					
<b>FY15</b>	<b>26,981</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,981</b>
FY14	0	26,981	0	0	26,981
<b>PSRs</b>					
<b>CEO/Director</b>					
M R Nicolin					
<b>FY15</b>	<b>475,150</b>	<b>225,986</b>	<b>0</b>	<b>0</b>	<b>701,136</b>
FY14	259,080	216,070	0	0	475,150
<b>Senior Executives</b>					
N Salmon					
<b>FY15</b>	<b>27,962</b>	<b>39,868</b>	<b>0</b>	<b>0</b>	<b>67,830</b>
FY14	0	27,962	0	0	27,962
P Dobbsteijn					
<b>FY15</b>	<b>38,422</b>	<b>26,202</b>	<b>0</b>	<b>0</b>	<b>64,624</b>
FY14	20,302	18,120	0	0	38,422
S Genzer					
<b>FY15</b>	<b>47,012</b>	<b>22,954</b>	<b>0</b>	<b>0</b>	<b>69,966</b>
FY14	25,405	21,607	0	0	47,012
J Heper					
<b>FY15</b>	<b>0</b>	<b>18,424</b>	<b>0</b>	<b>0</b>	<b>18,424</b>
FY14	0	0	0	0	0
J Kubicek					
<b>FY15</b>	<b>17,957</b>	<b>20,538</b>	<b>0</b>	<b>0</b>	<b>38,495</b>
FY14	0	17,957	0	0	17,957
A Lopez					
<b>FY15</b>	<b>47,402</b>	<b>21,142</b>	<b>0</b>	<b>0</b>	<b>68,544</b>
FY14	25,795	21,607	0	0	47,402
M Mattos					
<b>FY15</b>	<b>19,541</b>	<b>22,350</b>	<b>0</b>	<b>0</b>	<b>41,891</b>
FY14	0	19,541	0	0	19,541
S R Corriveau					
<b>FY15</b>	<b>50,555</b>	<b>22,954</b>	<b>0</b>	<b>0</b>	<b>73,509</b>
FY14	27,359	23,196	0	0	50,555
P B Carroll <sup>1</sup>					
<b>FY15</b>	<b>34,386</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,386</b>
FY14	19,238	15,148	0	0	34,386
T Draskovics <sup>2</sup>					
FY14	19,542	17,794	0	0	37,336

1. Mr Carroll ceased to be a KMP on 31 July 2014.

2. Mr Draskovics ceased to be a KMP on 31 March 2014.

## 3. Appendix continued

### 3.4 Shareholdings

The movement in the number of shares held by each Key Management Personnel is as follows.

	Held at 1 July	Purchases	Sales/Other	Held at 30 June	% of Share Ownership Goals Met	Target Year to Comply	Target Year Projected to Comply
<b>Directors</b>							
G L L Barnes							
<b>FY15</b>	<b>39,214</b>	<b>2,295</b>	-	<b>41,509</b>	<b>110%</b>	<b>2023</b>	<b>2014</b>
FY14	25,558	13,656	-	39,214			
R J S Bell							
<b>FY15</b>	<b>7,939</b>	<b>2,629</b>	-	<b>10,568</b>	<b>65%</b>	<b>2023</b>	<b>2017</b>
FY14	7,223	716	-	7,939			
J A Bevan							
<b>FY15</b>	<b>7,705</b>	<b>3,615</b>	-	<b>11,320</b>	<b>70%</b>	<b>2023</b>	<b>2017</b>
FY14	676	7,029	-	7,705			
L D Crandall							
<b>FY15</b>	<b>17,433</b>	<b>1,152</b>	-	<b>18,585</b>	<b>124%</b>	<b>2023</b>	<b>2014</b>
FY14	16,662	771	-	17,433			
W P Day							
<b>FY15</b>	<b>14,680</b>	<b>2,681</b>	-	<b>17,361</b>	<b>103%</b>	<b>2023</b>	<b>2015</b>
FY14	10,850	3,830	-	14,680			
A H Lo							
<b>FY15</b>	<b>1,138</b>	<b>1,567</b>	-	<b>2,705</b>	<b>18%</b>	<b>2023</b>	<b>2022</b>
FY14	0	1,138	-	1,138			
M T Peterson							
<b>FY15</b>	<b>12,064</b>	<b>2,832</b>	-	<b>14,896</b>	<b>85%</b>	<b>2023</b>	<b>2016</b>
FY14	11,293	771	-	12,064			
M R Nicolin							
<b>FY15</b>	<b>31,278</b>	<b>9,014</b>	<b>25,373</b>	<b>65,665</b>	<b>26%</b>	<b>2023</b>	<b>2016</b>
FY14	20,042	11,236	-	31,278			
<b>Senior Executives</b>							
N Salmon							
<b>FY15</b>	<b>0</b>	<b>0</b>	<b>14,917</b>	<b>14,917</b>	<b>25%</b>	<b>2023</b>	<b>2020</b>
FY14	0	0	-	0			
S Corriveau							
<b>FY15</b>	<b>27,120</b>	<b>5,512</b>	-	<b>32,632</b>	<b>66%</b>	<b>2023</b>	<b>2020</b>
FY14	22,064	22,278	-17,222	27,120			
P Dobbelsteijn							
<b>FY15</b>	<b>0</b>	<b>5,308</b>	-	<b>5,308</b>	<b>10%</b>	<b>2023</b>	<b>2019</b>
FY14	0	0	-	0			
S Genzer							
<b>FY15</b>	<b>0</b>	<b>6,493</b>	-	<b>6,493</b>	<b>13%</b>	<b>2023</b>	<b>2020</b>
FY14	0	0	-	0			
J Heper <sup>1</sup>							
<b>FY15</b>	<b>0</b>	<b>0</b>	-	<b>0</b>	<b>0%</b>	<b>2024</b>	<b>2020</b>
FY14	0	0	-	0			
J Kubicek							
<b>FY15</b>	<b>0</b>	<b>30,000</b>	-	<b>30,000</b>	<b>69%</b>	<b>2024</b>	<b>2017</b>
FY14	0	0	-	0			
A Lopez							
<b>FY15</b>	<b>0</b>	<b>2,885</b>	-	<b>2,885</b>	<b>6%</b>	<b>2023</b>	<b>2022</b>
FY14	0	0	-	0			
M Mattos							
<b>FY15</b>	<b>0</b>	<b>16,100</b>	-	<b>16,100</b>	<b>33%</b>	<b>2024</b>	<b>2017</b>
FY14	0	0	-	0			
P B Carroll <sup>2</sup>							
<b>FY15</b>	<b>21,815</b>	<b>0</b>	<b>6,621</b>	<b>28,436</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
FY14	17,584	9,231	-5,000	21,815			
T Draskovics <sup>3</sup>							
FY14	0	0	-	0			

1. Mr Heper commenced as a KMP on 10 November 2014.

2. Mr Carroll ceased to be a KMP on 31 July 2014.

3. Mr Draskovics ceased to be a KMP on 31 March 2014.

### 3.5 Non-executive Director Remuneration

	Fees <sup>1</sup> \$	Superannuation Contributions \$	Total \$
G L L Barnes			
2015	\$308,622	\$0	\$308,622
2014	\$303,281	\$0	\$303,281
R J S Bell			
2015	\$139,293	\$2,125	\$141,418
2014	\$142,699	\$3,836	\$146,535
J A Bevan			
2015	\$129,150	\$12,269	\$141,419
2014	\$130,702	\$12,090	\$142,792
L D Crandall			
2015	\$150,007	\$2,325	\$152,332
2014	\$163,457	\$4,043	\$167,500
W P Day			
2015	\$144,100	\$13,689	\$157,789
2014	\$145,831	\$13,489	\$159,320
A H Lo			
2015	\$139,272	\$2,146	\$141,418
2014	\$139,681	\$3,819	\$143,500
M T Peterson			
2015	\$150,011	\$2,167	\$152,178
2014	\$162,433	\$4,052	\$166,485
<b>Total Non-executive Directors remuneration</b>			
2015	<b>\$1,160,455</b>	<b>\$34,721</b>	<b>\$1,195,176</b>
2014	<b>\$1,188,084</b>	<b>\$41,329</b>	<b>\$1,229,413</b>

1. Calculated at an average USD/AUD being US\$1: A\$1.195 and USD/GBP rate being US\$1: GBP0.6347.

### 3.6 Non-executive Director Share Plan

FY15	Number of Shares Purchased
G L L Barnes	1,870
R J S Bell	2,170
J A Bevan	868
L D Crandall	935
W P Day	1,205
A H Lo	868
M T Peterson	2,337

## 3. Appendix continued

### 3.7 Information on Service Contracts

The remuneration and other terms of employment for the CEO and Senior Executives are covered in formal agreements or letters of offer. Each of these agreements makes provision for a fixed remuneration component, performance-related annual cash incentive (as described in Section 1.3.3), other benefits, and participation, where eligible, in the Company's long-term incentive arrangements (as described in Section 1.3.3).

#### Chief Executive Officer

The CEO, M Nicolin, is a Belgium based executive whose services are engaged by the Company under an agreement which:

- does not specify a fixed term of engagement;
- provides that the Company may terminate the CEO's engagement upon giving 12 months' notice or payment in lieu, and may terminate immediately in the case of willful misconduct;
- provides that in certain circumstances, such as a material diminution of responsibility or the CEO ceasing to be the most Senior Executive of Ansell, the CEO may be entitled to a payment equivalent to 12 months' base salary;
- requires the CEO to give the Company at least six months' notice of termination of services; and
- in order to protect the Company's business interests, prohibits the CEO from engaging in any activity that would compete with the Company for a period of 12 months following termination of his engagement for any reason.

The agreement entered into with the CEO has been drafted to comply with the Corporations Act regarding the payment of benefits on termination.

#### Other Key Management Personnel – current Senior Executives

S Corriveau, S Genzer and N Salmon, who are based in the United States, and A Lopez, who is seconded to the Company's office in Brussels, are employed 'at will' and as such, their service agreement does not specify a fixed term of employment.

P Dobbelsteijn is a Belgium and Netherlands based executive whose services are engaged by the Company for an unlimited duration. He is eligible for severance benefits upon termination by the Company (other than for gross misconduct) equal to 12 months' base salary plus certain other contractual entitlements. He is required to give the Company three months' prior notice of resignation.

J Heper is a Belgium based executive who is employed by the Company for an unlimited duration. He is eligible for severance benefits upon termination by the Company and is required to give notice to the Company if he wishes to resign in accordance with applicable Belgian laws and regulations.

M Mattos and J Kubicek are employed under agreements entered into at the time of Ansell's acquisition of the BarrierSafe Solutions International business in January 2014. These employment agreements have a fixed two-year term through 2 January 2016, after which time their employment would continue (if at all) on an 'at-will' basis. In the event either agreement is terminated by Ansell prior to 2 January 2016 (other than with cause), such employee would receive severance benefits payments including: (1) an amount (paid in equal installments) equal to the greater of (a) the portion of his salary amount which would have otherwise been earned over the remainder of the two year period but for the early termination, or (b) his annual salary amount; and (2) a retention bonus, in the form of Ansell Limited shares valued at US\$500,000.

The Board believes that the termination conditions agreed with the CEO and Senior Executives are reasonable and mutually beneficial for the Company and the executives involved.

### 3.8 Remuneration Consultants

During FY15 the following key services were provided by Aon Hewitt:

- benchmarking, advice and assistance in relation to the review of remuneration arrangements for KMP including the Board, CEO and designated Senior Executives;
- advice and assistance with the Remuneration Report; and
- ad-hoc advice and information as requested in relation to market practice and trends, regulatory developments and shareholder/proxy adviser views.

Aon Hewitt provided a declaration to the Human Resources Committee confirming that the advice provided on KMP remuneration arrangements were made free from undue influence from any member of the Company's KMP, and the Board is satisfied that requisite processes and structures are in place from a compliance perspective. The fees paid to Aon Hewitt for their advice and remuneration recommendations were A\$63,739.

### 3.9 Monitoring of Performance Including Insider Trading/Derivatives Policy

Ansell has a Share Trading Policy which prohibits certain individuals within the Company, including the KMP, from trading Ansell shares other than during specified trading windows or in accordance with the Voluntary Share Plan. All KMP are required to declare to either the CEO (for management) or the Chairman (for Non-executive Directors) and the Company Secretary any share trades into which they enter during trading windows for the purpose of disclosure on the ASX.

Under the STI and LTI Plan rules, it is strictly prohibited to hedge or to use any other instrument to affect the value of particular holdings which the individual holds or has been granted.

### 3.10 Recommendations from AGMs

During the 2014 AGM, feedback was provided in relation to the 2014 Remuneration Report. This feedback included requests for greater transparency on the manner in which STI and LTI is calculated and the outcomes determined; information on the manner in which base salary is calculated including with reference to industry benchmarks or peers; and rationale for salary increases above market rates for the CEO or KMP. We have tried to incorporate each concern in the present Report by providing enhanced or additional disclosure as is found throughout this Report.

## 3. Appendix continued

### 3.11 Glossary

**APAC** means the Asia Pacific Region.

**ASX Listing Rules** means the rules issued by the Australian Securities Exchange which govern the admission and ongoing listing of Ansell on the Australian Securities Exchange.

**Beta** means a beta which is calculated in Australian dollars against peer Australian-dollar denominated companies in the ASX/S&P 100.

**Board** means the Board of Ansell Limited.

**CAGR** means Compound Annual Growth Rate, which is the year-over-year growth rate of an investment over a specified period of time.

**Corporations Act** means the *Corporations Act 2001* (Cth).

**EBIT** means all profits of Ansell before taking into account interest payments and income taxes.

**EMEA** means Europe, the Middle East and Africa.

**EPS** means Earnings Per Share, which means the portion of Ansell's profit which is allocated to each outstanding ordinary fully paid share.

**FY14** means the 2014 financial year commencing on 1 July 2013 and ended on 30 June 2014.

**FY15** means the 2015 financial year commencing on 1 July 2014 and ended on 30 June 2015.

**Governance Committee** means the Governance Committee of Ansell Limited.

**HR Committee** means the Human Resources Committee of Ansell Limited.

**KMP** means Key Management Personnel. This is a term used in the Corporations Act to describe managers in Ansell who have authority and responsibility for planning, directing and controlling the activities of Ansell whether directly or indirectly. Each of the Key Management Personnel named in this REM Report have been determined by the Board to have such capacity.

**LAC** means the Latin America and Caribbean Region.

**LTI** means Long Term Incentive (see below for details).

**Long Term Incentive** mean the Ansell Long Term Incentive Plan, which is subject to the rules of the Ansell Long Term Incentive Plan as periodically approved by the Board.

**NRE** means the Nomination, Remuneration and Evaluation Committee of Ansell Limited, now the HR Committee.

**Profit Attributable** means those profits of the Company which are available to the shareholders for distribution after deduction of tax and certain other provisions.

**Realized Remuneration** is non-IFRS information that includes value of cash, benefits, FY15 STI cash payments, FY13 LTI cash payments and the value of FY13 LTI PSRs which vested in the hands of the CEO and the Senior Executives in relation to FY15. It excludes the value of performance rights earned under any special incentive plans (on the basis that they do not form part of recurring remuneration).

**REM Report** means this Remuneration Report, prepared in conjunction with the requirements of the Corporations Act and the ASX Listing Rules.

**ROE** means Return on Equity, which is the amount of net income returned as a percentage of shareholders equity.

**Senior Executives** means the group of people who are KMP but are not Non-executive Directors or the CEO.

**STI** means Short Term Incentive (see below for further explanation).

**Short Term Incentive Plan** means the Ansell Short Term Incentive Plan, which is subject to the rules of the Ansell Short Term Incentive Plan as periodically approved by the Board.

**TSR** means Total Shareholder Return, which means the total financial return which an investor receives from holding shares in Ansell, assuming dividends paid are reinvested in Ansell shares.

**TSR (A\$)** means the Total Shareholder Return calculated in Australian dollars. This measure is more meaningful to Australian shareholders as there is no impact on the TSR measure from the exchange rate difference between the Australian and the US dollar.

**TSR (US\$)** means Total Shareholder Return calculated in US dollars.

**Underlying** means, in connection with Underlying EPS and Underlying Profit Attributable, the respective EPS or Profit Attributable which is adjusted to exclude certain items (which might relate to one-off or extraordinary items). The exclusion of any items from the underlying result is approved by Ansell's Board. The Underlying measure may also be used in connection with the calculation of the vesting of the LTI Plan.

**WACC** means the Weighted Average Cost of Capital, which is a calculation of the average cost to Ansell of the debt and equity capital employed in the business.



# Consolidated Income Statement

of Ansell Limited and Subsidiaries for the year ended 30 June 2015

	Note	2015 US\$m	2014 US\$m
<b>Revenue</b>			
Sales revenue		1,645.1	1,590.2
<b>Expenses</b>			
Cost of goods sold including restructuring and asset impairments	3(b)	(949.0)	(946.7)
Distribution		(73.9)	(74.9)
Selling, general and administration including restructuring and asset impairments	3(b)	(376.9)	(485.1)
Total expenses, excluding financing costs		(1,399.8)	(1,506.7)
Net financing costs	3(a)	(21.5)	(18.2)
<b>Profit before income tax</b>		<b>223.8</b>	65.3
Income tax expense	4(a)	(34.7)	(20.9)
<b>Profit for the period</b>		<b>189.1</b>	44.4
<b>Profit for the period is attributable to:</b>			
<b>Ansell Limited shareholders</b>		<b>187.5</b>	41.8
Non-controlling interests		1.6	2.6
<b>Profit for the period</b>		<b>189.1</b>	44.4
<b>Earnings Per Share is based on profit attributable to Ansell Limited shareholders:</b>			
		2015 US cents	2014 US cents
Basic Earnings Per Share	5	122.5	29.3
Diluted Earnings Per Share	5	121.4	29.1

The above Consolidated Income Statement should be read in conjunction with the accompanying notes.

# Consolidated Statement of Comprehensive Income

of Ansell Limited and Subsidiaries for the year ended 30 June 2015

	2015 US\$m	2014 US\$m
Profit for the period	189.1	44.4
<b>Other comprehensive income</b>		
<i>Items that will not be reclassified to the Income Statement:</i>		
<b>Retained earnings</b>		
Remeasurement of defined benefit superannuation/post retirement health benefit plans	(3.0)	4.5
<b>Fair value reserve</b>		
Change in fair value of financial assets	7.6	1.2
Tax expense on items that will not be reclassified to the Income Statement	(1.5)	(1.6)
Total items that will not be reclassified to the Income Statement	3.1	4.1
<i>Items that may subsequently be reclassified to the Income Statement:</i>		
<b>Foreign currency translation reserve</b>		
Net exchange differences on translation of foreign subsidiaries	(115.4)	2.8
<b>Hedging reserve</b>		
Net movement in effective hedges for year	5.3	5.1
Tax expense on items that may subsequently be transferred to the Income Statement	(0.2)	(0.4)
Total items that may subsequently be reclassified to the Income Statement	(109.9)	7.5
<b>Other comprehensive income for the period, net of tax</b>	(106.8)	11.6
<b>Total comprehensive income for the period</b>	82.3	56.0
Attributable to:		
Ansell Limited shareholders	82.2	53.6
Non-controlling interests	0.1	2.4
<b>Total comprehensive income for the period</b>	82.3	56.0

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

# Consolidated Balance Sheet

of Ansell Limited and Subsidiaries for the year ended 30 June 2015

	Note	2015 US\$m	2014 US\$m
<b>Current assets</b>			
Cash and cash equivalents	6(a)	281.4	324.2
Trade and other receivables	7(a)	241.3	276.7
Derivative financial instruments	15(c)	18.6	6.0
Inventories	7(b)	339.6	311.5
Other current assets		16.6	13.2
<b>Total current assets</b>		<b>897.5</b>	<b>931.6</b>
<b>Non-current assets</b>			
Trade and other receivables		2.8	3.1
Derivative financial instruments	15(c)	3.1	2.3
Investments		–	3.7
Property, plant and equipment	8	231.2	206.1
Intangible assets	9	1,116.0	1,067.7
Deferred tax assets	4(b)	101.2	122.7
Other non-current assets		24.6	22.7
<b>Total non-current assets</b>		<b>1,478.9</b>	<b>1,428.3</b>
<b>Total assets</b>		<b>2,376.4</b>	<b>2,359.9</b>
<b>Current liabilities</b>			
Trade and other payables	7(c)	229.7	237.0
Derivative financial instruments	15(d)	13.8	5.6
Interest bearing liabilities	10	7.1	14.4
Provisions	11	62.8	87.5
Current tax liabilities		15.7	20.7
<b>Total current liabilities</b>		<b>329.1</b>	<b>365.2</b>
<b>Non-current liabilities</b>			
Trade and other payables		7.1	7.6
Derivative financial instruments	15(d)	2.1	3.0
Interest bearing liabilities	10	734.0	720.4
Provisions	11	14.7	11.8
Retirement benefit obligations	12	18.1	16.2
Deferred tax liabilities	4(c)	84.4	75.5
Other non-current liabilities		20.3	19.7
<b>Total non-current liabilities</b>		<b>880.7</b>	<b>854.2</b>
<b>Total liabilities</b>		<b>1,209.8</b>	<b>1,219.4</b>
<b>Net assets</b>		<b>1,166.6</b>	<b>1,140.5</b>
<b>Equity</b>			
Issued capital	13(a)	1,229.6	1,226.8
Reserves		(49.3)	49.4
Accumulated losses		(28.5)	(151.2)
<b>Total equity attributable to Ansell Limited shareholders</b>		<b>1,151.8</b>	<b>1,125.0</b>
Non-controlling interests		14.8	15.5
<b>Total equity</b>		<b>1,166.6</b>	<b>1,140.5</b>

The above Consolidated Balance Sheet should be read in conjunction with the accompanying notes.

# Consolidated Statement of Changes in Equity

of Ansell Limited and Subsidiaries for the year ended 30 June 2015

	2015 US\$m	2014 US\$m
<b>Total equity</b>		
Balance at the beginning of the financial year	1,140.5	773.5
Total comprehensive income for the period attributable to:		
Ansell Limited shareholders	82.2	53.6
Non-controlling interests	0.1	2.4
Transactions with owners attributable to Ansell Limited shareholders:		
Additional shares issued	–	359.0
Shares issued under Dividend Reinvestment Plan	2.3	2.9
Conversion of Executive Share Plan shares to fully paid and exercise of options	0.5	0.3
Share-based payments reserve	3.8	3.2
Dividends	(62.0)	(52.0)
Transactions with owners attributable to non-controlling interests:		
Dividends	(0.8)	(2.4)
<b>Total equity at the end of the financial year</b>	<b>1,166.6</b>	<b>1,140.5</b>
<b>Share capital</b>		
Balance at the beginning of the financial year	1,226.8	864.6
Transactions with owners as owners:		
Additional shares issued	–	359.0
Shares issued under Dividend Reinvestment Plan	2.3	2.9
Conversion of Executive Share Plan shares to fully paid and exercise of options	0.5	0.3
<b>Balance at the end of the financial year</b>	<b>1,229.6</b>	<b>1,226.8</b>

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes.

# Consolidated Statement of Changes in Equity continued

of Ansell Limited and Subsidiaries for the year ended 30 June 2015

	2015 US\$m	2014 US\$m
<b>Reserves</b>		
<b>Share-based payments reserve</b>		
Balance at the beginning of the financial year	41.4	38.2
Transactions with owners as owners:		
Charge to the Income Statement	3.8	3.2
Balance at the end of the financial year	45.2	41.4
<b>Hedging reserve</b>		
Balance at the beginning of the financial year	(0.8)	(5.5)
Comprehensive income for the period:		
Net movement in effective hedges	5.5	4.7
Balance at the end of the financial year	4.7	(0.8)
<b>General reserve</b>		
Balance at the beginning of the financial year	10.8	10.2
Transfer from accumulated losses	0.8	0.6
Balance at the end of the financial year	11.6	10.8
<b>Foreign currency translation reserve</b>		
Balance at the beginning of the financial year	11.4	8.4
Comprehensive income for the period:		
Net exchange differences on translation of financial statements of foreign subsidiaries	(113.9)	3.0
Balance at the end of the financial year	(102.5)	11.4
<b>Transactions with non-controlling interests</b>		
Balance at the beginning of the financial year	(10.9)	(10.9)
Transactions with owners as owners:		
Acquisition of non-controlling interests	-	-
Balance at the end of the financial year	(10.9)	(10.9)
<b>Fair value reserve</b>		
Balance at the beginning of the financial year	(2.5)	(3.3)
Comprehensive income for the period:		
Change in fair value of financial assets	5.1	0.8
Balance at the end of the financial year	2.6	(2.5)
<b>Total reserves at the end of the financial year</b>	<b>(49.3)</b>	<b>49.4</b>
<b>Accumulated losses</b>		
Balance at the beginning of the financial year	(151.2)	(143.7)
Transfer to reserves	(0.8)	(0.6)
Comprehensive income for the period:		
Net profit attributable to Ansell Limited shareholders	187.5	41.8
Remeasurement of defined benefit superannuation/post retirement health benefit plans net of tax	(2.0)	3.3
Dividends paid	(62.0)	(52.0)
<b>Balance at the end of the financial year</b>	<b>(28.5)</b>	<b>(151.2)</b>

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes.

# Consolidated Statement of Cash Flows

of Ansell Limited and Subsidiaries for the year ended 30 June 2015

	Note	2015 US\$m	2014 US\$m
<b>Cash flows related to operating activities</b>			
Receipts from customers		1,685.4	1,576.2
Payments to suppliers and employees		(1,463.2)	(1,327.9)
Net receipts from operations		222.2	248.3
Income taxes paid		(22.7)	(27.4)
<b>Net cash provided by operating activities</b>	6(b)	<b>199.5</b>	220.9
<b>Cash flows related to investing activities</b>			
Payments for businesses, net of cash acquired	18	(107.2)	(641.3)
Payments for property, plant, equipment and intangible assets		(84.3)	(53.0)
Proceeds from sale of business/subsidiary		–	14.6
Proceeds from sale of property, plant and equipment		22.5	5.8
Proceeds from sale of other investments		11.6	–
<b>Net cash used in investing activities</b>		<b>(157.4)</b>	(673.9)
<b>Cash flows related to financing activities</b>			
Proceeds from borrowings		131.3	636.8
Repayments of borrowings		(92.8)	(462.6)
Net proceeds from borrowings		38.5	174.2
Proceeds from issues of shares		0.5	359.3
Dividends paid – Ansell Limited shareholders		(59.7)	(49.1)
Dividends paid – non-controlling interests		(0.8)	(2.4)
Interest received	3(a)	5.2	7.6
Interest and financing costs paid		(26.5)	(24.9)
<b>Net cash (used in)/provided by financing activities</b>		<b>(42.8)</b>	464.7
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(0.7)</b>	11.7
Cash and cash equivalents at the beginning of the financial year		324.2	309.2
Effects of exchange rate changes on the balances of cash and cash equivalents held in foreign currencies at the beginning of the financial year		(42.1)	3.3
<b>Cash and cash equivalents at the end of the financial year</b>	6(a)	<b>281.4</b>	324.2

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes.

# Notes to the Financial Statements

## 1. Summary of Significant Accounting Policies

### General

Ansell Limited ('the Company') is a Company domiciled in Australia. The Company and its subsidiaries (together referred to as the 'Group') is a global leader in protection solutions. The Group is a for-profit entity and designs, develops and manufactures a wide range of hand and arm protection solutions, clothing and condoms and is organized around four Global Business Units:

- **Industrial GBU:** multi-use hand, foot and body protection solutions for industrial worker environments and specialty applications.
- **Medical GBU:** surgical and examination gloves, healthcare safety devices and active infection prevention products for healthcare professionals and patients.
- **Sexual Wellness GBU:** condoms, lubricants and devices.
- **Single Use GBU:** single-use industrial application gloves.

### Statement of compliance

The Financial Report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards adopted by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The Financial Report of the Group also complies with International Financial Reporting Standards and interpretations adopted by the International Accounting Standards Board.

The consolidated financial statements were authorized for issue by the Board of Directors on 10 August 2015.

### Basis of accounting

The Financial Report is presented in United States dollars and on the historical cost basis except that assets and liabilities in respect of derivative financial instruments and available-for-sale financial assets are stated at their fair value.

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with the Class Order, amounts in the Financial Report and Directors' Report have been rounded off to the nearest hundred thousand dollars, unless otherwise stated. A summary of the significant accounting policies of the Group are disclosed below. The accounting policies have been applied consistently by all entities in the Group.

### Changes in accounting policies

The Group has adopted the following new standards and amendments to standards effective 1 July 2014:

- AASB 2013-3 Amendments to AASB 136 – Recoverable Amount Disclosures for Non-Financial Assets.
- AASB 2013-4 Amendments to Australian Accounting Standards – Novation of Derivatives and Continuation of Hedge Accounting.
- AASB 2014-1 Amendments to Australian Accounting Standards.

The adoption of the above standards has not had a significant impact on the results of the Group for the year ended 30 June 2015 or the comparative periods.

The Group also elected to adopt the following two standards early:

- Amendments made to Australian Accounting Standards by AASB 2015-1 (Improvements 2012 – 2014 cycle).
- Amendments made to AASB 101 by AASB 2015 (Disclosure initiative).

These amendments are clarification to the existing requirements, and do not affect the Group's accounting policies or any of the disclosures.

# Notes to the Financial Statements continued

## 1. Summary of Significant Accounting Policies continued

### Principles of consolidation

The financial statements of the Group include the Company being the parent entity, and its subsidiaries.

The financial statements incorporate the assets and liabilities of all subsidiaries of the Company as at balance date and the results of all subsidiaries for the year then ended. Subsidiaries are entities controlled by the Company. Control exists when the Company has the power, directly or indirectly, to govern the financial and operating policies of an entity so as to obtain benefits from its activities. Results of subsidiaries are included in the Income Statement from the date on which control commences and continue to be included until the date control ceases to exist.

The effects of all transactions between entities in the Group are eliminated in full. Non-controlling interests in the results and equity of subsidiaries are shown separately in the Income Statement and Balance Sheet respectively.

### Foreign currency

#### Transactions

Transactions in foreign currencies are recorded at the rate of exchange ruling on the date of each transaction. At balance date, amounts payable and receivable in foreign currencies are converted at the rates of exchange ruling at that date with any resultant gain or loss recognized in the Income Statement except when deferred in equity as qualifying cash flow hedges or qualifying net investment hedges.

#### Translation

The financial statements of overseas subsidiaries are maintained in their functional currencies and are converted to the Group's presentation currency as follows:

- assets and liabilities are translated at the rate of exchange as at balance date;
- income statements are translated at average exchange rates for the reporting period which approximate the rates ruling at the dates of the transactions; and
- all resultant exchange differences are recorded in the foreign currency translation reserve.

On consolidation, exchange differences arising from borrowings and any other currency instruments designated as hedges of investments in overseas subsidiaries, are transferred to the foreign currency translation reserve on a net of tax basis where applicable. When an overseas subsidiary is sold the cumulative amount recognized in the foreign currency translation reserve relating to the subsidiary is recognized in the Income Statement as part of the gain or loss on sale.

### Recoverable amount of non-current assets valued on the cost basis

The carrying amounts of non-current assets valued on the cost basis are reviewed to determine whether they are in excess of their recoverable amount at balance date. An impairment loss is recognized whenever the carrying amount of a non-current asset exceeds its recoverable amount. The impairment loss is recognized as an expense in the Income Statement in the reporting period in which it occurs.

The recoverable amount of a non-current asset is the higher of an asset's fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash flows, the recoverable amount is determined for the Cash Generating Unit (CGU) to which the asset belongs.

Impairment losses, other than those in respect of goodwill, are reversed through the Income Statement when there is an indication that the impairment loss may no longer exist.



## Accounting estimates and judgments

The preparation of consolidated financial statements in conformity with Australian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reported period. The estimates and associated assumptions are based on historical experience and various factors that are believed to be reasonable under the circumstances and are reviewed on an ongoing basis. Actual results could differ from these estimates.

Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key estimates and assumptions that may have a significant impact on the financial statements are as follows:

### Business combinations

A business acquisition requires judgment with respect to the determination of the fair value of purchase consideration given and the fair value of identifiable assets and liabilities acquired. Many of these assets and liabilities either given up or acquired are not normally traded in active markets, and thus management judgment is required in determining their fair values. Management judgment is also required in ascertaining the assets and liabilities, which should be recognized, in particular with respect to intangible assets such as brand names, customer relationships, patents and trademarks and contingent liabilities.

### Current asset provisions

In the course of normal trading activities, management uses its judgment in establishing the net realizable value of various elements of working capital – principally inventory and accounts receivable. Provisions are established for obsolete or slow moving inventories and bad or doubtful receivables. The actual level of obsolete or slow moving inventories and bad or doubtful receivables in future periods may be different from the provisions established and any such differences would affect future earnings of the Group.

### Property, plant and equipment and definite life intangible assets

The Group's property, plant and equipment and intangible assets, other than indefinite life intangible assets, are depreciated/amortized on a straight-line basis over their useful economic lives. Management reviews the appropriateness of useful economic lives of assets at least annually and any changes to useful economic lives may affect prospective depreciation rates and asset carrying values.

### Impairment of goodwill and brand names

The Group tests whether goodwill and brand names are impaired at least annually, or more frequently if events or changes in circumstances indicate that their carrying values may be impaired, in accordance with the accounting policy on intangible assets. The policy requires the use of assumptions in assessing the carrying values of CGUs. These assumptions are detailed in Note 9.

### Income tax

The reviews undertaken to determine whether a deferred tax asset should be recognized in jurisdictions where unbooked tax losses exist and in assessing the recoverability of booked tax losses, involve the use of judgment and estimates in assessing the projected future trading performances of relevant operations. These judgments and estimates are subject to risk and uncertainty hence there is a possibility that changes in circumstances will alter expectations, which may impact on the amount of the deferred tax asset in respect of tax losses recognized on the Balance Sheet. In such circumstances the carrying amount of this asset may require adjustment resulting in a corresponding credit or charge to the Income Statement.

### Defined benefit superannuation plans

Various actuarial assumptions are utilized in the determination of the Group's defined benefit superannuation plan obligations. These assumptions are detailed in Note 12.

## Other accounting policies

Significant and other accounting policies that summarize the measurement basis used and are relevant to an understanding of the financial statements are provided throughout the notes to the financial statements.

# Notes to the Financial Statements continued

## 2. Segment Information

The Group comprises the following main operating segments:

**Industrial GBU:** multi-use hand, foot and body protection solutions for industrial worker environments and specialty applications.

**Medical GBU:** surgical and examination gloves, healthcare safety devices and active infection prevention products for healthcare professionals and patients.

**Sexual Wellness GBU:** condoms, lubricants and devices.

**Single Use GBU:** single use industrial application gloves.

	Operating Segments				Total Segments US\$m	Corporate US\$m	Total Group US\$m
	Industrial US\$m	Medical US\$m	Single Use US\$m	Sexual Wellness US\$m			
<b>2015</b>							
Sales revenue	668.5	447.2	312.4	217.0	1,645.1	–	1,645.1
Profit/(loss) before restructuring and asset impairments, net financing costs and income tax expense	92.7	70.6	59.7	26.1	249.1	(5.8)	243.3
Restructuring and asset impairments	(7.9)	(0.4)	(0.1)	(4.8)	(13.2)	15.2	2.0
Net financing costs						(21.5)	(21.5)
Profit before income tax expense	84.8	70.2	59.6	21.3	235.9	(12.1)	223.8
Income tax expense						(34.7)	(34.7)
Profit after income tax	84.8	70.2	59.6	21.3	235.9	(46.8)	189.1
Non-controlling interests						(1.6)	(1.6)
Net profit attributable to Ansell Limited shareholders	84.8	70.2	59.6	21.3	235.9	(48.4)	187.5
Segment assets	772.0	466.2	475.0	199.8	1,913.0	463.4	2,376.4
Segment liabilities	106.4	98.2	26.3	45.0	275.9	933.9	1,209.8
Segment depreciation and amortization	14.5	8.6	4.8	3.9	31.8	3.6	35.4
Segment capital expenditure	30.7	20.9	6.9	12.8	71.3	13.0	84.3

	Operating Segments				Total Segments US\$m	Corporate US\$m	Total Group US\$m
	Industrial US\$m	Medical US\$m	Single Use US\$m	Sexual Wellness US\$m			
<b>2014</b>							
Sales revenue	716.5	419.9	241.1	212.7	1,590.2	–	1,590.2
Profit/(loss) before restructuring and asset impairments, net financing costs and income tax expense	93.6	57.5	32.2	25.0	208.3	(1.8)	206.5
Restructuring and asset impairments	(67.6)	(24.1)	(3.3)	(2.1)	(97.1)	(25.9)	(123.0)
Net financing costs						(18.2)	(18.2)
Profit before income tax expense	26.0	33.4	28.9	22.9	111.2	(45.9)	65.3
Income tax expense						(20.9)	(20.9)
Profit after income tax	26.0	33.4	28.9	22.9	111.2	(66.8)	44.4
Non-controlling interests						(2.6)	(2.6)
Net profit attributable to Ansell Limited shareholders	26.0	33.4	28.9	22.9	111.2	(69.4)	41.8
Segment assets	677.9	464.8	492.7	207.6	1,843.0	516.9	2,359.9
Segment liabilities	131.9	85.1	36.1	45.4	298.5	920.9	1,219.4
Segment depreciation and amortization	15.7	8.4	2.6	3.5	30.2	5.0	35.2
Segment capital expenditure	32.5	7.3	0.5	6.4	46.7	6.3	53.0

## Regional information

The allocation of operating revenue and operating results reflect the geographical Regions in which the products are sold to external customers. Assets employed (excluding goodwill, brand names and other intangibles per Note 9) are allocated to the geographical Regions in which the assets are located.

**Asia Pacific:** manufacturing facilities in Malaysia, Thailand, India, Sri Lanka, South Korea, China and Vietnam and sales activity.

**Europe, the Middle East and Africa:** manufacturing facilities in Lithuania and Portugal and sales activity.

**Latin America and Caribbean:** manufacturing facilities in Brazil and sales activity.

**North America:** manufacturing facilities in United States and Mexico and sales activity.

	Sales Revenue		Regional Assets	
	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m
<b>Regions</b>				
Asia Pacific	273.8	262.7	343.7	321.0
Europe, the Middle East and Africa	557.9	637.8	222.9	218.1
Latin America and Caribbean	104.5	111.7	51.2	66.3
North America	708.9	578.0	232.0	219.7
<b>Total Regions</b>	<b>1,645.1</b>	<b>1,590.2</b>	<b>849.8</b>	<b>825.1</b>

## Country of domicile

The Company's country of domicile is Australia. The operating revenue and assets employed for the Australian trading operations (reported within the Asia Pacific Region) are as follows:

	2015 US\$m	2014 US\$m
Operating revenue	114.1	115.9
Assets employed	46.6	54.3

## 3. Profit Before Income Tax

	2015 US\$m	2014 US\$m
<b>(a) Profit before income tax has been arrived at after charging/(crediting) the following items:</b>		
Interest expense	24.1	22.1
Other financing costs	2.6	3.7
Interest income	(5.2)	(7.6)
<b>Net financing costs</b>	<b>21.5</b>	<b>18.2</b>
Research and development costs as incurred	11.7	12.7
Previously capitalised development costs written off	0.4	0.4
<b>Research and development costs</b>	<b>12.1</b>	<b>13.1</b>
Bad debts written off	0.3	0.4
Provision for impairment of trade debtors – recognized (excluding amount included in 3(b))	–	1.0
<b>Net bad debts expense and provision for impairment of trade debtors</b>	<b>0.3</b>	<b>1.4</b>
Wages and salaries	236.0	227.0
Increase in provision for employee entitlements	14.8	15.5
Defined contribution superannuation plan expense	11.9	9.5
Defined benefit superannuation plan expense	2.3	3.3
Equity settled share-based payments expense	3.8	3.2
<b>Employee benefits expense</b>	<b>268.8</b>	<b>258.5</b>

# Notes to the Financial Statements continued

## 3. Profit Before Income Tax *continued*

	2015 US\$m	2014 US\$m
Net foreign exchange (gains)/loss	(19.6)	11.3
Loss on the sale of property, plant and equipment (excluding amount included in 3(b) below)	0.2	0.5
Gain on the sale of businesses/subsidiaries	–	(10.4)
Reversal of acquisition related earnout accrual	–	(8.4)
Operating lease rentals	27.2	28.4
Write-down in value of inventories	4.0	3.2

### (b) Restructuring and asset impairments<sup>1</sup>

Cost of goods sold		
Restructuring	1.2	10.7
Asset impairment – goodwill	–	5.7
Asset impairment – inventory	–	4.0
Asset impairment – property, plant and equipment	4.0	1.1
Total restructuring and asset impairments in cost of goods sold	5.2	21.5
Selling, general and administration		
Restructuring	10.0	13.0
Gain on the sale of property, plant and equipment <sup>2</sup>	(17.8)	–
Asset impairment – other	0.5	–
Asset impairment – property, plant and equipment	0.1	–
Asset impairment – intangible assets	–	88.5
Total restructuring and asset impairments in selling, general and administration	(7.2)	101.5
Total restructuring and asset impairments	(2.0)	123.0

1. On 30 June 2014, an organizational restructure program was announced to accelerate the delivery of the Company's supply chain efficiency strategy, the Group's brand, product and entity rationalization strategy and a revised ERP implementation strategy. Further initiatives to drive performance improvement as part of the ongoing strategic focus on operating efficiency were announced on 29 June 2015.

2. The completion of the sale of the Shah Alam property on 20 March 2015, resulted in a net gain of \$17.8 million, and was part of the restructuring program noted above.

### (c) Recognition and measurement

#### Sales revenue

Sales revenue is measured at the fair value of the consideration received or receivable, net of returns, trade discounts and allowances. External sales are recognized when the significant risks and rewards of the ownership of the goods have been transferred to the buyer and it can be measured reliably.

## 4. Income Tax

	2015 US\$m	2014 US\$m
<b>(a) Income tax expense</b>		
<b>Prima facie income tax calculated at 30% (2014: 30%) on profit before income tax</b>	<b>67.1</b>	19.6
Increased taxation arising from:		
Asset impairments	–	25.0
Restructuring costs	–	3.9
<b>Reduced taxation arising from:</b>		
Prior year overprovision	<b>(1.6)</b>	–
Gain on sale of property, plant and equipment	<b>(4.4)</b>	–
Investment and export incentive allowances	<b>(2.6)</b>	(2.3)
Net lower overseas tax rates	<b>(4.8)</b>	(2.5)
Utilisation/recognition of previously unbooked tax losses <sup>1</sup>	<b>(15.5)</b>	(17.9)
Other permanent differences	<b>(3.5)</b>	(4.9)
<b>Income tax expense attributable to profit before income tax</b>	<b>34.7</b>	20.9
Income tax expense attributable to profit before income tax is made up of:		
Current year income tax	<b>19.2</b>	23.2
Deferred income tax attributable to:		
Increase/(decrease) in deferred tax liability	<b>6.6</b>	(2.1)
(Increase)/decrease in deferred tax asset	<b>8.9</b>	(0.2)
	<b>34.7</b>	20.9
<b>Income tax benefit/(expense) recognized in other comprehensive income</b>		
Actuarial gain/(loss) on defined benefit superannuation/post retirement health benefit plans	<b>1.0</b>	(1.2)
Change in fair value of available for sale financial assets	<b>(2.5)</b>	(0.4)
Movement in effective hedges for year	<b>(0.2)</b>	(0.4)
	<b>(1.7)</b>	(2.0)

1. Includes additional net booked tax losses of \$1.6 million (2014: \$5.6 million).

# Notes to the Financial Statements continued

## 4. Income Tax *continued*

	2015 US\$m	2014 US\$m
<b>(b) Deferred tax assets</b>		
Deferred tax assets arising from:		
Deductible temporary differences	43.0	46.9
Accumulated tax losses	58.2	75.8
	<b>101.2</b>	<b>122.7</b>

Deferred tax assets are attributable to the following:

Trading stock tax adjustments	7.3	10.4
Provisions	23.9	25.1
Accruals	2.2	3.9
Depreciation of plant and equipment and capital allowances	0.9	0.8
Amortization of intangible assets	8.7	6.7
Accumulated tax losses	58.2	75.8
<b>Total deferred tax assets</b>	<b>101.2</b>	<b>122.7</b>

Details of the movement in the balance of deferred tax assets are as follows:

Balance at the beginning of the financial year	122.7	121.2
Over provision of prior year balance	–	0.1
Entities acquired	–	2.3
Amount (charged)/credited to the Income Statement	(8.9)	0.2
Amount charged to other comprehensive income	(1.7)	(2.0)
Net exchange differences on translation of foreign subsidiaries	(10.9)	0.9
<b>Balance at the end of the financial year</b>	<b>101.2</b>	<b>122.7</b>

## **(c) Deferred tax liabilities**

The tax effect of temporary differences that give rise to significant portions of the provision for deferred income tax are presented below:

Depreciation on plant and equipment	5.1	5.4
Amortization of intangible assets	78.2	68.8
Other	1.1	1.3
<b>Total deferred tax liabilities</b>	<b>84.4</b>	<b>75.5</b>

Details of the movement in the balance of deferred tax liabilities are as follows:

Balance at the beginning of the financial year	75.5	32.4
Over provision of prior year balance	0.8	0.5
Entities acquired	2.2	44.6
Amount charged/(credited) to the Income Statement	6.6	(2.1)
Net exchange differences on translation of foreign subsidiaries	(0.7)	0.1
<b>Balance at the end of the financial year</b>	<b>84.4</b>	<b>75.5</b>

## (d) Recognition and measurement

### Current tax

Income tax on the profit or loss for the financial year comprises current and deferred tax and is recognized in the Income Statement. Current tax is the expected tax payable or receivable on taxable income for the financial year, using tax rates enacted or substantively enacted at reporting date, and any adjustments to tax payable or receivable in respect of previous years.

### Deferred tax

Deferred tax balances are determined using the Balance Sheet method which calculates temporary differences based on the carrying amounts of an entity's assets and liabilities in the Balance Sheet and their associated tax bases. The amount of deferred tax provided is based on the expected manner of realization of the asset or settlement of the liability, using tax rates enacted or substantively enacted at reporting date. In jurisdictions where unbooked tax losses exist, regular reviews are undertaken of the past trading history and projected future trading performance of the operations in these jurisdictions as part of the determination of the value of any deferred tax asset that should be reflected in the accounts in respect of such losses. A deferred tax asset is recognized only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized. Deferred tax assets are reduced to the extent it is no longer probable that the related tax benefit will be realized.

The Group has not recognized the tax value of deferred tax assets in respect of trading tax losses of \$21.0 million (2014: \$42.4 million) and \$118.4 million of capital losses (2014: \$144.4 million). Deferred tax assets in respect of these losses have not been recognized as it is not probable that future taxable profits will be available against which these losses can be utilized.

Current and deferred tax is recognized in profit or loss, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case, the associated tax is also recognized in other comprehensive income or directly in equity.

## 5. Earnings Per Share

	2015 US\$m	2014 US\$m
<b>Earnings reconciliation</b>		
Net profit	189.1	44.4
Less profit for the period attributable to non-controlling interests	(1.6)	(2.6)
<b>Basic earnings</b>	<b>187.5</b>	41.8
<b>Diluted earnings</b>	<b>187.5</b>	41.8

	Number of Shares (Millions)	
<b>Weighted average number of ordinary shares used as the denominator</b>		
Number of ordinary shares for basic Earnings Per Share	153.1	142.6
Effect of partly paid Executive Plan shares, options and Performance Rights (PRs) and Performance Share Rights (PSRs)	1.3	1.0
Number of ordinary shares for diluted Earnings Per Share	154.4	143.6

Partly paid Executive Plan shares, options and PRs have been included in diluted Earnings Per Share in accordance with accounting standards.

	US cents	US cents
<b>Earnings Per Share</b>		
Basic Earnings Per Share	122.5	29.3
Diluted Earnings Per Share	121.4	29.1

# Notes to the Financial Statements continued

## 6. Cash and Cash Equivalents

	2015 US\$m	2014 US\$m
<b>(a) Cash and cash equivalents</b>		
Cash on hand	0.2	0.2
Cash at bank	85.9	120.2
Short-term deposits	192.3	200.2
	<b>278.4</b>	<b>320.6</b>
Restricted deposits	3.0	3.6
<b>Total cash and cash equivalents</b>	<b>281.4</b>	<b>324.2</b>
<b>(b) Reconciliation of net profit after tax to net cash flows from operations</b>		
Profit for the period	189.1	44.4
<b>Add/(less) non-cash items:</b>		
Depreciation	28.3	27.0
Amortization	7.1	8.2
Impairment – trade receivables	0.5	1.0
Share-based payments expense	3.8	3.2
Restructuring costs	11.2	21.6
Asset impairments	4.1	99.3
Reversal of acquisitions related earnout accrual	–	(8.4)
<b>Add/(less) items classified as investing/financing activities:</b>		
Interest received	(5.2)	(7.6)
Interest and financing costs paid	26.5	24.9
(Gain)/loss on the sale of property, plant and equipment	(17.6)	0.5
Gain on the sale of businesses/subsidiaries	–	(10.4)
<b>Net cash provided by operating activities before change in assets and liabilities</b>	<b>247.8</b>	<b>203.7</b>
<b>Change in assets and liabilities net of effect from acquisitions and disposals of subsidiaries and businesses:</b>		
Decrease/(increase) in trade and other receivables	29.0	(14.8)
(Increase)/decrease in inventories	(46.9)	13.9
(Increase)/decrease in other assets	(5.1)	0.9
(Decrease)/increase in trade and other payables	(17.8)	5.9
(Decrease)/increase in provisions/other liabilities	(26.6)	7.9
(Decrease)/increase in retirement benefit obligations	(1.1)	1.2
Increase/(decrease) in provision for deferred income tax	7.5	(1.4)
Decrease/(increase) in future income tax benefit	12.3	(0.2)
Decrease in provision for income tax	(13.2)	(7.1)
Other non-cash items (including foreign currency impact)	13.6	10.9
<b>Net cash provided by operating activities</b>	<b>199.5</b>	<b>220.9</b>
<b>(c) Recognition and measurement</b>		
<b>Cash at bank and on deposit</b>		
Cash and cash equivalents includes cash on hand and at banks and investments in money market instruments, net of outstanding bank overdrafts.		
<b>Restricted deposits</b>		
Restricted deposits represent cash set aside (under Court orders) to cover the provisions established to address any remaining liability of members of the Group for claims arising with respect to the Accufix Pacing Lead (refer Note 11 Provisions – Other Provisions).		



## 7. Working Capital

	2015 US\$m	2014 US\$m
Working capital comprises:		
Net trade receivables	230.9	252.0
Inventories	339.6	311.5
Trade payables	(196.4)	(215.3)
<b>Total working capital</b>	<b>374.1</b>	<b>348.2</b>

### (a) Current trade and other receivables

Trade receivables	273.8	302.0
Allowance for impairment	(8.6)	(11.1)
Provision for rebates and allowances	(34.3)	(38.9)
<b>Net trade receivables</b>	<b>230.9</b>	<b>252.0</b>
Other amounts receivable	10.4	24.7
<b>Total current trade and other receivables</b>	<b>241.3</b>	<b>276.7</b>

### Movements in the allowance for impairment of trade receivables:

Balance at the beginning of the financial year	11.1	9.2
Amounts charged to the Income Statement	0.5	1.0
Amounts utilized for intended purposes	(2.1)	–
Amounts from businesses/entities acquired	–	0.8
Net exchange differences on translation of foreign subsidiaries	(0.9)	0.1
Balance at the end of the financial year	8.6	11.1

	Gross Trade Receivables		Provision For Impairment	
	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m
Aging of trade receivables:				
Within agreed terms	238.0	237.4	–	–
Past due 0 – 60 days	23.5	42.5	0.4	0.9
Past due 61 – 90 days	2.3	9.7	0.3	0.5
Past due 91 days or more	10.0	12.4	7.9	9.7
<b>Total</b>	<b>273.8</b>	<b>302.0</b>	<b>8.6</b>	<b>11.1</b>

	2015 US\$m	2014 US\$m
<b>(b) Inventories</b>		
Raw materials	46.1	39.3
Work in progress	20.7	24.0
Finished goods	272.8	248.2
<b>Total inventories</b>	<b>339.6</b>	<b>311.5</b>
Inventories recognized as an expense	935.2	901.3

# Notes to the Financial Statements continued

## 7. Working Capital *continued*

### (c) Current trade and other payables

	2015 US\$m	2014 US\$m
<b>Current</b>		
Trade payables	196.4	215.3
Other payables	33.3	21.7
<b>Total current trade and other payables</b>	<b>229.7</b>	<b>237.0</b>

### (d) Recognition and measurement

#### Trade receivables

Trade receivables are carried at amounts due. Receivables that are not past due and not impaired are considered recoverable. Trade receivables are recognized initially at the value of the invoice sent to the customer and subsequently at the amount considered recoverable. Customer trading terms are generally between 30 – 60 days.

#### Allowance for impairment of trade receivables

The collectability of trade receivables is assessed continuously and at balance date specific allowances are made for any doubtful trade receivables based on a review of all outstanding amounts at year end. Bad debts are written off during the year in which they are identified. The following basis have been used to assess the allowance for doubtful trade receivables:

- individual account by account assessment based on past credit history;
- prior knowledge of debtor insolvency;
- high risk customers' assessments based on continuous analysis of customers' payment trends and monitoring of the political and economic climates particularly for those customers who are located in emerging market countries; and
- customer account which has been referred to a collection agency.

#### Inventories

Inventories are valued at the lower of cost and net realizable value. The net realizable value of inventories is the estimated selling price in the ordinary course of business less estimated costs to sell. The cost of inventories is based on the first-in, first-out principle. In the case of manufactured inventories and work in progress, cost includes an appropriate share of the production overheads as applicable.

Allowances are established for obsolete or slow moving inventories taking into consideration the aging or seasonal profile of inventories, the nature of inventories, discontinued lines, sell through history and forecast sales.

#### Trade and other payables

Trade payables are normally settled within 30 days from invoice date or within the agreed payment terms with the supplier.

## 8. Property, Plant and Equipment

	Property		Plant and Equipment			Total US\$m
	Freehold Land US\$m	Freehold Buildings US\$m	Leasehold Land and Buildings US\$m	Plant and Equipment US\$m	Buildings and Plant Under Construction US\$m	
<b>2015</b>						
Cost	10.2	54.3	49.9	444.6	26.9	585.9
Accumulated depreciation	–	(31.4)	(15.5)	(307.8)	–	(354.7)
	10.2	22.9	34.4	136.8	26.9	231.2

### Movement

Balance at the beginning of the financial year	11.2	28.0	35.2	115.3	16.4	206.1
Additions	–	0.7	1.8	18.0	45.9	66.4
Additions through entities/businesses acquired	–	–	–	12.5	–	12.5
Disposals/scrappings	(0.2)	(0.5)	(3.2)	(0.8)	–	(4.7)
Impairment charge to the Income Statement	–	(2.5)	–	(1.6)	–	(4.1)
Transfer from buildings and plant under construction	–	1.1	5.3	26.7	(33.1)	–
Depreciation	–	(1.6)	(1.7)	(25.0)	–	(28.3)
Net exchange differences on translation of foreign subsidiaries	(0.8)	(2.3)	(3.0)	(8.3)	(2.3)	(16.7)
<b>Balance at the end of the financial year</b>	10.2	22.9	34.4	136.8	26.9	231.2

	Property		Plant and Equipment			Total US\$m
	Freehold Land US\$m	Freehold Buildings US\$m	Leasehold Land and Buildings US\$m	Plant and Equipment US\$m	Buildings and Plant Under Construction US\$m	
<b>2014</b>						
Cost	11.2	58.1	57.7	463.5	16.4	606.9
Accumulated depreciation and amortization	–	(30.1)	(22.5)	(348.2)	–	(400.8)
	11.2	28.0	35.2	115.3	16.4	206.1

### Movement

Balance at the beginning of the financial year	13.0	25.3	36.4	104.4	7.6	186.7
Additions	–	0.2	0.1	10.7	26.6	37.6
Additions through entities/businesses acquired	0.7	5.2	0.6	6.9	1.0	14.4
Disposals/scrappings	(2.3)	(1.5)	–	(1.4)	–	(5.2)
Impairment charge to the Income Statement	–	(0.4)	(0.2)	(0.5)	–	(1.1)
Transfer from buildings and plant under construction	–	0.5	0.3	18.0	(18.8)	–
Depreciation	–	(1.6)	(1.8)	(23.6)	–	(27.0)
Net exchange differences on translation of foreign subsidiaries	(0.2)	0.3	(0.2)	0.8	–	0.7
<b>Balance at the end of the financial year</b>	11.2	28.0	35.2	115.3	16.4	206.1

# Notes to the Financial Statements continued

## 8. Property, Plant and Equipment continued

### Recognition and measurement

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the item. Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and that the cost of the item can be measured reliably.

### Depreciation

Depreciation is generally calculated on a straight-line basis so as to write off the net cost of each item of property, plant and equipment, excluding land, over its estimated useful life.

The expected useful lives in the current and prior years are as follows:

Freehold buildings	20 – 40 years
Leasehold buildings	The lesser of 50 years or life of lease
Plant and equipment	3 – 20 years

Depreciation and amortization rates and methods are reviewed annually for appropriateness.

## 9. Intangible Assets

	Goodwill US\$m	Brand Names US\$m	Development Costs US\$m	Software Costs US\$m	Other Intangibles US\$m	Total US\$m
<b>Year ended 30 June 2015</b>						
Balance at the beginning of the financial year	940.6	262.8	22.1	62.6	25.9	1,314.0
Additions	–	–	5.6	12.3	–	17.9
Additions through entities acquired/completion of provisional accounting	95.1	–	–	–	0.2	95.3
Previously capitalised costs charged to the Income Statement	–	–	(0.4)	–	–	(0.4)
Net exchange differences on translation of foreign subsidiaries	(36.7)	(17.2)	(4.8)	(11.3)	(0.4)	(70.4)
<b>Balance at the end of the financial year</b>	<b>999.0</b>	<b>245.6</b>	<b>22.5</b>	<b>63.6</b>	<b>25.7</b>	<b>1,356.4</b>
Provision for amortization and impairment						
Balance at the beginning of the financial year	140.2	70.0	6.9	28.1	1.1	246.3
Amortization	–	0.1	3.3	2.2	1.5	7.1
Net exchange differences on translation of foreign subsidiaries	(0.1)	(5.6)	(1.9)	(5.3)	(0.1)	(13.0)
<b>Balance at the end of the financial year</b>	<b>140.1</b>	<b>64.5</b>	<b>8.3</b>	<b>25.0</b>	<b>2.5</b>	<b>240.4</b>
<b>Written down value at the end of the financial year</b>	<b>858.9</b>	<b>181.1</b>	<b>14.2</b>	<b>38.6</b>	<b>23.2</b>	<b>1,116.0</b>

<b>Year ended 30 June 2014</b>	<b>Goodwill US\$m</b>	<b>Brand Names US\$m</b>	<b>Development Costs US\$m</b>	<b>Software Costs US\$m</b>	<b>Other Intangibles US\$m</b>	<b>Total US\$m</b>
Balance at the beginning of the financial year	492.2	123.0	17.4	51.3	1.0	684.9
Additions	–	–	4.7	10.5	–	15.2
Additions through entities acquired	454.4	140.8	–	–	24.8	620.0
Amounts related to businesses disposed of	(7.3)	(2.9)	–	–	–	(10.2)
Previously capitalised costs charged to the Income Statement	–	–	(0.4)	–	–	(0.4)
Net exchange differences on translation of foreign subsidiaries	1.3	1.9	0.4	0.8	0.1	4.5
<b>Balance at the end of the financial year</b>	<b>940.6</b>	<b>262.8</b>	<b>22.1</b>	<b>62.6</b>	<b>25.9</b>	<b>1,314.0</b>

#### **Provision for amortization and impairment**

Balance at the beginning of the financial year	134.4	0.1	3.8	5.2	–	143.5
Amortization	–	0.6	2.6	3.9	1.1	8.2
Impairment charge to the Income Statement	5.7	69.3	0.4	18.8	–	94.2
Net exchange differences on translation of foreign subsidiaries	0.1	–	0.1	0.2	–	0.4
<b>Balance at the end of the financial year</b>	<b>140.2</b>	<b>70.0</b>	<b>6.9</b>	<b>28.1</b>	<b>1.1</b>	<b>246.3</b>
<b>Written down value at the end of the financial year</b>	<b>800.4</b>	<b>192.8</b>	<b>15.2</b>	<b>34.5</b>	<b>24.8</b>	<b>1,067.7</b>

	<b>2015 US\$m</b>	<b>2014 US\$m</b>
Carrying amount of goodwill and brand names allocated to each of the CGUs:		
Industrial	<b>348.9</b>	291.9
Medical	<b>257.3</b>	255.7
Sexual Wellness	<b>69.9</b>	84.4
Single Use	<b>363.9</b>	361.2
	<b>1,040.0</b>	993.2

## **Recognition and measurement**

### **Goodwill and brand names**

Goodwill on acquisition is measured at cost being the excess of the cost of the acquisition over the fair value of the Group's share of the net identifiable assets acquired. Goodwill is not amortized. Brand names are initially recorded at cost based on independent valuation at acquisition date, which equates to fair value. Based on the nature of the major brand names acquired by the Group, which are international brands that benefit from competitive advantages due to technology, innovation and product development, it is not possible to make an arbitrary assessment that these brand names have a finite useful life, quantifiable in terms of years except where such brands are subject to licensing agreements covering a finite period. Brand names subject to a licensing arrangement are amortized over the life of the arrangement. The amortization of brand names, development and software costs and other intangibles are recognized in selling, general and administration costs in the Income Statement. No amortization is provided against the carrying value of those brand names not subject to a licensing arrangement as the Group believes that the lives of such assets are indefinite at this point.

# Notes to the Financial Statements continued

## 9. Intangible Assets *continued*

### Development and software costs

Capitalized development and software costs are amortized over a three to 10 year period.

### Other intangible assets

Other intangible assets that are acquired by the Group and have finite useful lives are initially recorded at cost based on independent valuation at acquisition date, which equates to fair value. These assets include patents which are amortized on a straight-line basis over the legal life of the patent and customer and distributor relationships, which are amortized on a straight-line basis over their estimated useful lives, which range from six to 20 years.

### Impairment

Goodwill and indefinite life intangible assets are tested for impairment at least annually. The carrying amount of other non-current assets, excluding any defined benefit fund assets, deferred tax assets and financial assets are reviewed at each reporting date to determine whether there are any indicators of impairment. If such indicators exist, the asset is tested for impairment by comparing its recoverable amount to its carrying amount. The recoverable amount of an asset is determined as the higher of fair value less costs of disposal and value in use.

The recoverable amount is estimated for each individual asset or where it is not possible to estimate for individual assets, it is estimated for the CGU to which the asset belongs. A CGU is the smallest identifiable group of assets that generate cash inflows largely independent of the cash inflows of other assets or group of assets with each CGU being no larger than a reportable segment.

The recoverable amount of the CGUs has been determined based on a value in use calculation utilizing five-year cash flow projections. The base for each CGU is the budget for the 2016 financial year as approved by the Board. Specific growth and after tax WACC rates have been used for each CGU for forecasts for financial years ending June 2017 to 2020 and for the terminal year. Factors such as country risk, forecasting risk and country specific growth and tax rates have been taken into consideration in arriving at these rates.

Cash flows used for value in use calculations are estimated for the asset in its present condition and therefore do not include cash inflows or outflows that improve or enhance the asset's performance or that may arise from future restructuring.

The post-tax discount rate used for a value in use calculation is derived based on an independent external assessment of the Group's post-tax WACC in conjunction with risk specific factors to the countries in which the CGU operates.

The average annual sales revenue growth rates applied in the discounted cash flow models range between 2 per cent and 7 per cent (2014: 3 per cent and 6 per cent) while the growth in the terminal year was between 2 per cent and 3 per cent (2014: 2 per cent). The post-tax discount rates applied range between 8 per cent to 9 per cent (2014: 8 per cent and 10 per cent).

An impairment loss is recognized whenever the carrying amount of an asset or its CGU exceeds its recoverable amount. Impairment losses are recognized in the Income Statement as part of cost of goods sold and selling, general and administration expenses. Impairment losses recognized in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to CGUs and then to reduce the carrying amount of the other assets in the unit.

An impairment loss is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognized. An impairment loss in respect of goodwill or other indefinite life intangible assets is not reversed. An impairment loss in other circumstances is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

## 10. Interest Bearing Liabilities

	2015 US\$m	2014 US\$m
<b>Current</b>		
Loans repayable in:		
Canadian dollars	4.0	9.4
Indian rupees	2.2	3.1
Korean won	–	0.1
United States dollars	0.9	1.8
<b>Total current</b>	<b>7.1</b>	14.4
<b>Non-current</b>		
Loans repayable in:		
Euros	162.2	205.4
United States dollars	482.0	515.0
United Kingdom pounds	89.8	–
<b>Total non-current</b>	<b>734.0</b>	720.4
<b>Total interest bearing liabilities</b>	<b>741.1</b>	734.8

The Group has a syndicated borrowing facility of US\$500 million (US\$212 million and GBP£57.1 million drawn down at 30 June 2015) maturing in June 2019, a Euro €50 million revolving credit facility (Euro €43 million drawn down at 30 June 2015) maturing in June 2018 and Senior Notes to the equivalent of US\$384.0 million. The Senior Notes of US\$270.0 million and Euro €101.4 million mature between June 2020 and April 2026. These facilities can be accessed by certain Australian, United States, United Kingdom and European subsidiaries.

There are a number of financial covenants attaching to the bank and note facilities including restrictions on the level of borrowings of non-guarantor subsidiaries and ensuring certain financial ratios are maintained. If any breaches of these covenants occur all monies outstanding under the facility become immediately due and payable. The Company is in compliance with all covenants. The interest rates for these facilities are determined based on market rates at the time amounts are drawn down.

	2015 US\$m	2014 US\$m
<b>Net interest bearing debt</b>		
Current interest bearing liabilities	7.1	14.4
Non-current interest bearing liabilities	734.0	720.4
Cash at bank and short-term deposits	(278.2)	(320.4)
<b>Net interest bearing debt</b>	<b>462.9</b>	414.4

### Recognition and measurement

Interest bearing liabilities are initially recognized at fair value less attributable transaction costs. Subsequent to initial recognition interest bearing liabilities are stated at amortized cost. Any difference between the cost and redemption value is recognized in the Income Statement over the period of the liability using the effective interest method.

# Notes to the Financial Statements continued

## 10. Interest Bearing Liabilities continued

The following table sets out details in respect of interest bearing liabilities at 30 June.

Nature and Currency of Borrowing	Effective Interest Rate % p.a.	Financial Year of Maturity	2015 US\$m
<b>Bank loans</b>			
Canadian dollars	2.34	2015	4.0
Euros	1.24	2018	4.5
Euros	1.19	2018	10.1
Euros	2.15	2018	33.7
Indian rupees	11.33	2015	2.2
United Kingdom pounds	1.82	2019	89.8
United States dollars	1.95	2019	20.0
United States dollars	2.04	2019	30.0
United States dollars	3.71	2019	10.0
United States dollars	4.12	2019	10.0
United States dollars	3.95	2019	20.0
United States dollars	3.75	2019	35.0
United States dollars	1.74	2019	20.0
United States dollars	2.14	2019	30.0
United States dollars	1.44	2019	12.0
United States dollars	1.53	2019	25.0
<b>Other loans</b>			
Euros	3.37	2020	33.7
Euros	3.52	2021	40.1
Euros	1.96	2022	40.1
United States dollars	0.29	2015	0.9
United States dollars	2.22	2020	20.0
United States dollars	3.91	2021	50.0
United States dollars	4.70	2024	100.0
United States dollars	4.05	2025	50.0
United States dollars	4.68	2026	50.0
<b>Total interest bearing liabilities</b>			<b>741.1</b>



<b>Nature and Currency of Borrowing</b>		<b>Effective Interest Rate % p.a.</b>	<b>Financial Year of Maturity</b>	<b>2014 US\$m</b>
<b>Bank loans</b>	Canadian dollars	2.59	2015	9.4
	Euros	2.05	2018	12.3
	Euros	2.10	2018	37.5
	Euros	2.12	2018	13.6
	Euros	2.20	2018	3.4
	Indian rupees	13.16	2015	3.1
	Korean won	1.98	2015	0.1
	United States dollars	1.53	2019	40.0
	United States dollars	1.57	2019	30.0
	United States dollars	1.87	2019	20.0
	United States dollars	2.08	2019	20.0
	United States dollars	2.17	2019	30.0
	United States dollars	2.26	2019	30.0
	United States dollars	4.03	2019	20.0
	United States dollars	4.24	2019	10.0
	United States dollars	4.25	2019	10.0
	United States dollars	4.30	2019	35.0
<b>Other loans</b>	Euros	3.37	2020	40.9
	Euros	3.52	2022	48.9
	Euros	2.30	2022	48.8
	United States dollars	0.13	2015	1.8
	United States dollars	3.75	2020	20.0
	United States dollars	3.91	2021	50.0
	United States dollars	4.70	2024	100.0
	United States dollars	4.05	2025	50.0
	United States dollars	4.68	2026	50.0
<b>Total interest bearing liabilities</b>				<b>734.8</b>

# Notes to the Financial Statements continued

## 11. Provisions

	2015 US\$m	2014 US\$m
<b>Current</b>		
Provision for employee entitlements	42.5	59.7
Provision for rationalization and restructuring costs	16.1	22.9
Other provisions	4.2	4.9
<b>Total current</b>	<b>62.8</b>	<b>87.5</b>
<b>Non-current</b>		
Provision for employee entitlements	14.7	11.8
<b>Total non-current</b>	<b>14.7</b>	<b>11.8</b>
<b>Total provisions</b>	<b>77.5</b>	<b>99.3</b>

Reconciliations of the carrying amount of each class of provision, except for employee entitlements, are set out below:

### Provision for rationalization and restructuring

Balance at the beginning of the financial year	22.9	1.3
Amounts charged to the Income Statement	11.2	21.6
Payments made	(17.6)	–
Net exchange differences on translation of foreign subsidiaries	(0.4)	–
<b>Balance at the end of the financial year</b>	<b>16.1</b>	<b>22.9</b>

### Other provisions

Balance at the beginning of the financial year	4.9	5.1
Payments made	(0.1)	(0.2)
Net exchange differences on translation of foreign subsidiaries	(0.6)	–
<b>Balance at the end of the financial year</b>	<b>4.2</b>	<b>4.9</b>

## Recognition and measurement

A provision is recognized when there is a legal, equitable or constructive obligation as a result of a past event and it is probable that a future sacrifice of economic benefits will be required to settle the obligation, the timing or amount of which is uncertain.

A provision is determined by discounting the expected future cash flows required to settle the obligation at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

## Employee entitlements

### Wages, salaries and annual leave

Liabilities for employee entitlements to wages, salaries and annual leave represent the amount which members of the Group have a present obligation to pay resulting from employees' services provided up to the balance date calculated at undiscounted amounts based on expected wage and salary rates that will be paid when the obligation is settled and include related on-costs.

### Long service leave and post-retirement health benefits

The liability for employee entitlements to long service leave represents the present value of the estimated future cash outflows to be made by the Group resulting from employees' services provided in the current and prior periods. Post retirement health benefits are subject to annual actuarial reviews.

The liability is calculated using estimated future increases in wage and salary rates including related on-costs, expected settlement dates based on turnover history and medical cost trends and is discounted using corporate bond rates, which most closely match the terms of maturity of the related liabilities.

### Provision for rationalization and restructuring costs

Provisions for rationalization and restructuring are only recognized when a detailed plan has been approved and the restructuring has either commenced or been publicly announced, or firm contracts related to the restructuring have been entered into. Costs related to ongoing activities are not provided for.

### Other provisions

Other provisions are recognized to cover specifically identified or obligated costs relating to Accufix Pacing Lead and insurance claims. The Accufix Pacing Lead related expenses include costs of patients associated with the monitoring and (where appropriate) explanation of Accufix Pacing Lead and for legal costs in defence of claims made in respect of the Accufix Pacing Lead. This provision is covered by cash required to be set aside by the Courts (refer to Note 6 – Cash and Cash Equivalents – Restricted deposits).

## 12. Retirement Benefit Obligations

Certain members of the Group contribute to defined benefit and defined contribution superannuation plans maintained to provide superannuation benefits for employees. They are obliged to contribute to the various superannuation plans as a consequence of legislation or Trust Deeds. Legal enforceability is dependent on the terms of the legislation or the Trust Deeds.

### (a) Defined benefit superannuation plans

Funding for post-employment benefits is carried out in accordance with the requirements of the Trust Deed for the Fund and the advice of the Fund's actuarial adviser. Plan assets are held in trusts, which are subject to supervision by prudential regulator. Responsibility for governance of the plan, including investment decisions and plan rules, rests solely with the Board of trustees of the plan.

The amounts recognized in the Balance Sheet are determined as follows:

	2015 US\$m	2014 US\$m
Present value of accumulated defined benefit obligations	63.9	64.4
Fair value of defined benefit plan assets	(45.8)	(48.2)
Net defined benefit liability recognized in the Balance Sheet	18.1	16.2

The principal actuarial assumptions used (expressed as a weighted average) to calculate the net defined benefit liability were as follows:

	2015	2014
Discount rate	3.3%	3.4%
Future salary increases	2.6%	2.7%

The movements in the net defined liability during the year are outlined below:

	2015 US\$m	2014 US\$m
Balance at the beginning of the financial year	16.2	19.5
Actuarial losses/(gains) <sup>1</sup>	3.0	(4.5)
Current service cost <sup>2</sup>	2.0	3.0
Net interest cost <sup>2</sup>	0.3	0.3
Employer contributions <sup>3</sup>	(1.6)	(2.3)
Exchange rate changes/other movements	(1.8)	0.2
Balance at the end of the financial year	18.1	16.2

1. Actuarial losses/(gains) are recorded in other comprehensive income.

2. Current service cost and interest cost are recorded in the Consolidated Income Statement as part of selling, general and administration expenses.

3. Employer contributions are a cash payment and are recorded as part of payments to suppliers and employees in the Cash Flow Statement.

# Notes to the Financial Statements continued

## 12. Retirement Benefit Obligations *continued*

The Group expects \$2.4 million in contributions to be paid to its defined benefit plans during the year ending 30 June 2016.

The major categories of plan assets as a percentage of the fair value of total plan assets are as follows:

	2015	2014
Equity securities	38%	38%
Fixed interest securities	51%	50%
Property	2%	2%
Other	9%	10%

## (b) Defined contribution superannuation plans

	2015 US\$m	2014 US\$m
Contributions to defined contribution plans during the year	11.9	9.5

## 13. Issued Capital and Reserves

### (a) Issued capital

	2015 US\$m	2014 US\$m
<b>Issued capital</b>		
153,154,841 (2014: 152,937,881) ordinary shares, fully paid	1,229.6	1,226.8
58,900 (2014: 62,900) Executive Share Plan shares, paid to A 5 cents	–	–
Total issued capital	1,229.6	1,226.8

	Number of Shares	
	2015	2014
<b>Movement in shares on issue</b>		
<b>Ordinary shares</b>		
Balance at the beginning of the financial year	152,937,881	130,617,963
Issue of new shares through private placement/Share Purchase Plan	–	22,113,482
Issue of new shares under Dividend Reinvestment Plan	133,952	175,739
Conversion of performance rights and exercise of options	79,008	25,697
Conversion of Executive Share Plan shares to fully paid	4,000	5,000
Balance at the end of the financial year	153,154,841	152,937,881
<b>Executive Share Plan shares</b>		
Balance at the beginning of the financial year	62,900	67,900
Conversion of Executive Share Plan shares to fully paid	(4,000)	(5,000)
Balance at the end of the financial year	58,900	62,900

### Issued capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax where applicable, from the proceeds. When shares are repurchased, the amount of the consideration paid, including directly attributable costs, is recognized as a deduction from equity.

Ordinary shares are fully paid and does not have authorized capital or par value. They carry one vote per share and the right to dividends as declared from time to time. In the event of winding up of the Company ordinary shareholders rank after all other shareholders and creditors and are fully entitled to any proceeds of liquidation.

### Dividend Reinvestment Plan

On 17 February 2014 the Company announced that it would implement a Dividend Reinvestment Plan. The plan was open to all shareholders from and including the interim dividend for the current year. Under this plan 133,952 were issued at 30 June 2015 (2014: 175,739).

### Executive Share Plan

During the financial year, amounts outstanding on 4,000 existing Executive Plan shares were paid (2014: 5,000). Shares allotted under the Pacific Dunlop Executive Share Plan (which was discontinued in 1996) have been paid to A\$0.05 per share. Refer to Note 21 Ownership-based Remuneration Schemes for details of the price payable for shares issued under this plan.

### Options

As at the date of this Report, there are nil (2014: 38,718) unissued shares in the Company remain under option.

### Share-based payments

The fair value of Performance Rights (PRs) granted to the Managing Director and Chief Executive Officer (CEO) and Chief Financial Officer (CFO) other Senior Executives on their appointments and Performance Share Rights (PSRs) granted to the CEO, CFO and other Senior Executives under the 2013, 2014 and 2015 Long Term Incentive Plans is recognized as an employee benefit expense with a corresponding increase in equity over the vesting period.

## **(b) Nature and purpose of reserves**

### Share-based payments reserve

This reserve is used to record the value of equity benefits provided to employees as part of their remuneration under various long-term incentive plans. Refer to Note 21 Ownership-based Remuneration Schemes for further details of these plans.

### Hedging reserve

This reserve records the portion of the unrealized gains or losses on cash flow hedges that are deemed to be effective.

### General reserve

In certain jurisdictions regulatory requirements result in appropriations being made to a general reserve. The amount in the general reserve is available for release to retained profits/(accumulated losses).

### Foreign currency translation reserve

The foreign currency translation reserve records the foreign currency differences arising from the translation of the financial statements of foreign subsidiaries where their functional currency is different to the presentation currency of the Group, as well as the translation of borrowings or any other currency instruments that hedge the Company's net investment in foreign subsidiaries. Refer to Note 1 Summary of Significant Accounting Policies.

### Transactions with non-controlling interests

Represents the excess paid over the fair value of assets acquired as a result of the purchase of additional equity in non-wholly-owned subsidiaries.

### Fair value reserve

This reserve records the cumulative net change in the fair value of financial assets.

# Notes to the Financial Statements continued

## 14. Dividends Paid or Declared

	2015 US\$m	2014 US\$m
<b>Dividends paid</b>		
A final dividend of US 22.0 cents per share unfranked for the year ended 30 June 2014 (June 2013: A 22.0 cents unfranked) was paid on 24 September 2014 (2013: 26 September 2013)	31.6	26.7
An interim dividend of US 20.0 cents per share unfranked for the year ended 30 June 2015 (June 2014: US 17.0 cents unfranked) was paid on 11 March 2015 (2014: 25 March 2014)	30.4	25.3
	<b>62.0</b>	<b>52.0</b>

### Dividends declared

Since the end of the financial year the Directors have declared a final dividend of US 23.0 cents per share unfranked, to be paid on 10 September 2015. The financial effect of this dividend has not been brought to account in the financial statements for the year ended 30 June 2015 and will be recognized in subsequent financial reports.

### Dividend franking account

The balance of the dividend franking account as at 30 June 2015 was nil (2014: nil).

## 15. Financial Risk Management

Ansell has a range of financial policies designed to mitigate any potential negative impact financial risks may have on the Group's results. The Group's risk management is carried out by a central treasury department under policies approved by the Board of Directors. Group treasury identifies, evaluates and hedges financial risks in close cooperation with the Group's business units. The Board reviews and approves the Group's policies for managing each of these risks which are summarized below:

- Note 15(a) Foreign Exchange Risk;
- Note 15(b) Interest Rate Risk;
- Note 15(c) Credit Risk;
- Note 15(d) Liquidity Risk; and
- Note 15(e) Commodity Price Risk.

These risks affect the fair value measurements applied by the Group, which is discussed in Note 15(f).

### (a) Foreign exchange risk

The Group is exposed to a number of foreign currencies, however, the predominant operating currency is the US dollar (US\$). As such, the Group has determined it appropriate to manage its foreign currency exposure against the US\$. On this basis the Company manages its transactional exposures as follows:

Major revenue and cost currency net cash flow exposures are predominantly hedged back to US\$ on a 12 to 18-month rolling basis so as to reduce any significant adverse impact of exchange rate fluctuations on the Earnings Per Share guidance provided by the Company to the market. The Group hedges up to 90 per cent of its estimated foreign currency exposure in respect of forecast purchases and sales.

The Group undertakes a range of derivative financial instruments, which can be defined in the following broad categories:

#### (i) Forward/future contracts

These transactions enable the Group to buy or sell specific amounts of foreign exchange or financial instruments at an agreed rate/price at a specified future date. Maturities of these contracts are predominantly up to one year.

#### (ii) Foreign exchange options

This is a contract between two parties, which gives the buyer of the put or call option the right, but not the obligation, to transact at a specified exchange rate. The Group typically uses a combination of bought and sold options, generally for zero cost, to hedge foreign currency receivable and payable cash flows predominantly out to one year.

As at 30 June the exposure to foreign currency risk from the Group's primary trading currency (US\$) is:

	Net Payable	
	2015 US\$m	2014 US\$m
Net payable in non-US\$ reporting entities	5.2	7.1

The following table demonstrates the estimated sensitivity in the valuation of outstanding forward contracts and foreign exchange options to a 10 per cent increase/decrease in the US\$ exchange rate, with all other variables held constant, on profit for the period and equity.

	Profit for the Period		Equity	
	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m
With all other variables held constant:				
10% increase in US\$ exchange rate	-	-	2.0	7.6
10% increase in US\$ exchange rate	-	-	1.2	(2.0)

### (b) Interest rate risk

The Group has a broad aim of managing interest rate risk on its debt by setting a minimum level of interest rate risk days (the weighted average term of all interest rates in the portfolio) and a minimum fixed/floating interest rate ratio. The Group enters into interest rate swaps that enables parties to swap interest rates (from or to a fixed or floating basis) for a defined period of time. Maturities of the contracts are principally between one and 10 years.

Prior to the beginning of each year, the Group calculates its financial budget for the upcoming year using an updated set of financial assumptions and management's view of the marketplace in the coming financial year. The Group forecasts interest rates for all debt repricing and new financing.

In this context interest rate risk is the risk that the Group will, as a result of adverse movements in interest rates, experience:

- unacceptable variations to the cost of debt in the review period for which the financial budget has been finalized; and
- unacceptable variations in interest expense from year to year.

It is recognized that movements in interest rates may be beneficial to the Group. Within the context of the Group's operations, interest rate exposure occurs from the amount of debt repricing that occurs in any one year.

The exposure to interest rate risk and the effective weighted average interest rate for interest bearing financial liabilities are set out below:

	Weighted Average Effective Interest Rate %	Floating US\$m	1 Year or Less US\$m	Fixed Interest Repricing in			Total US\$m
				1 to 2 Years US\$m	2 to 5 Years US\$m	> 5 Years US\$m	
<b>2015</b>							
Bank and other loans	2.9	354.2	3.0	-	53.7	330.2	741.1
Effect of interest rate swaps <sup>1</sup>	0.2	(148.6)	73.7	30.0	85.0	(40.1)	-
		<b>205.6</b>	<b>76.7</b>	<b>30.0</b>	<b>138.7</b>	<b>290.1</b>	<b>741.1</b>
<b>2014</b>							
Bank and other loans	3.1	321.2	5.1	-	-	408.5	734.8
Effect of interest rate swaps <sup>1</sup>	0.3	(193.1)	-	126.9	115.0	(48.8)	-
		128.1	5.1	126.9	115.0	359.7	734.8

1. Represents notional amount of interest rate swaps.

A separate analysis of debt by currency can be found at Note 10 Interest Bearing Liabilities.

# Notes to the Financial Statements continued

## 15. Financial Risk Management continued

The table below shows the effect on profit for the period and equity, if interest rates had been 10 per cent higher or lower with all other variables held constant, taking into account all underlying exposures and related hedges. A sensitivity of 10 per cent has been selected as this is considered reasonable given the current level of both short-term and long-term US\$ interest rates.

	Profit for the Period		Equity	
	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m
With all other variables held constant:				
If interest rates were 10% higher	–	–	0.6	0.5
If interest rates were 10% lower	–	–	(0.6)	(0.5)

### (c) Credit risk

The credit risk on financial assets (excluding investments) of the Group, is the carrying amount, net of any provision for impairment, which has been recognized on the Balance Sheet. The Group is exposed to credit risk from its operating activities, primarily from customer receivables and from its financing activities, including deposits with financial institutions, foreign exchange transactions and other financial instruments.

The carrying amount of the Group's financial assets represents the maximum credit exposure. The Group does not hold any collateral over any of the receivables.

#### (i) Credit risk by trade receivables

Customer credit risk is managed by each Region subject to established policies, procedures and controls relating to customer credit risk management. The Group trades with recognized, creditworthy third parties, and also minimizes concentrations of credit risk by undertaking transactions with a large number of customers and counterparties in various countries. Customers who wish to trade on credit terms are subject to credit verification procedures including an assessment of their independent credit rating, financial position, past experience and industry reputation. In addition receivable balances are monitored on an ongoing basis. The Group is not materially exposed to any individual customer. An aging of trade receivables past due is included in Note 7.

The Group's maximum exposure to credit risk at the reporting date was:

	Carrying Amount	
	2015 US\$m	2014 US\$m
Net trade receivables	230.9	252.0

Individual trade receivables which are known to be uncollectible are written off by reducing the carrying amount directly. Other trade receivables are assessed whether there is objective evidence that an impairment has been incurred but not yet recognized. For these receivables, the estimated impairment losses are recognized as an allowance for impairment. Receivables for which an impairment provision was recognized are written off against the provision where there is no expectation of recovering additional cash. Allowance for impairment are recognized in the Income Statement. Subsequent recoveries of amounts previously written off are credited to the Income Statement. Movements in the allowance for impairment and the aging of these receivables are included in Note 7.



## (ii) Credit risk by maturity

Based on the policy of not having material overnight exposures to an entity rated lower than A- by Standard & Poor's or A3 by Moody's Investors Service, the risk to the Group of counterparty default loss is not considered material. The following table indicates the value of amounts owing by counterparties by maturity.

	Foreign Exchange Related Contracts		Interest Rate Contracts		Foreign Exchange Options		Total	
	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m
<b>Term:</b>								
0–6 months	7.8	0.8	–	–	5.1	1.8	12.9	2.6
6–12 months	1.5	0.3	–	–	4.2	3.1	5.7	3.4
1–2 years	–	–	–	–	–	–	–	–
2–5 years	–	–	0.5	2.3	–	–	0.5	2.3
5 years >	–	–	2.6	–	–	–	2.6	–
<b>Total</b>	<b>9.3</b>	<b>1.1</b>	<b>3.1</b>	<b>2.3</b>	<b>9.3</b>	<b>4.9</b>	<b>21.7</b>	<b>8.3</b>

## (d) Liquidity risk

Liquidity risk is the risk of an unforeseen event or miscalculation in the required liquidity level that may result in the Group foregoing investment opportunities or not being able to meet its obligations in an orderly manner, and therefore give rise to poor investment income or to excessive borrowing costs.

The Group seeks to reduce the risk of:

- (a) being forced to exit derivative financial instrument positions at below their real worth, or
- (b) finding it cannot exit the position at all, due to lack of liquidity in the market by:
  - (i) dealing only in liquid contracts dealt by many counterparties;
  - (ii) dealing only in large, highly liquid and stable international markets; and
  - (iii) ensuring maturity risk days (the weighted average term of all maturity dates in the portfolio) remain within a specified range.

The following table sets out the contractual maturities of the Group's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows comprising principal and interest repayments.

	Carrying Amount US\$m	Total Contractual Cash Flows US\$m	Contractual Maturity (Years)			
			0–1 US\$m	1–2 US\$m	2–5 US\$m	> 5 US\$m
<b>2015</b>						
Trade and other payables	236.8	236.8	229.7	7.1	–	–
Bank and other loans	741.1	912.5	52.6	22.8	463.0	374.1
Derivative financial instruments	15.9	15.9	13.8	0.1	2.0	–
<b>Total</b>	<b>993.8</b>	<b>1,165.2</b>	<b>296.1</b>	<b>30.0</b>	<b>465.0</b>	<b>374.1</b>
<b>2014</b>						
Trade and other payables	244.6	244.6	237.0	4.1	3.5	–
Bank and other loans	734.8	914.7	38.3	23.7	381.5	471.2
Derivative financial instruments	8.6	8.6	5.6	3.0	–	–
<b>Total</b>	<b>988.0</b>	<b>1,167.9</b>	<b>280.9</b>	<b>30.8</b>	<b>385.0</b>	<b>471.2</b>

# Notes to the Financial Statements continued

## 15. Financial Risk Management continued

### (e) Commodity price risk

Ansell is a significant buyer of natural rubber latex and a range of synthetic latex products. It purchases these products in a number of countries in Asia, predominately Malaysia, Thailand and Sri Lanka. The Group is not active in hedging its purchases on rubber exchanges but can, from time to time, buy from suppliers or brokers at a fixed price for up to several months into the future. To the extent that any increases in these costs cannot be passed through to customers in a timely manner, the Group's profit after income tax and shareholder's equity could be impacted adversely.

### (f) Fair value

The Group considers that the carrying amount of recognized financial assets and financial liabilities approximates their net fair value with the exception of the derivative financial instruments detailed in the table below.

The following table displays:

#### (i) Nominal/face value

This is the contract's value upon which a market rate is applied to produce a gain or loss which becomes the settlement value of the derivative financial instrument.

#### (ii) Credit risk (derivative financial instruments)

This is the maximum exposure to the Group in the event that all counterparties who have amounts outstanding to the Group under derivative financial instruments, fail to honor their side of the contracts. The Group's exposure is almost entirely to banks. Amounts owed by the Group under derivative financial instruments are not included.

#### (iii) Net fair value

This is the amount at which the instrument could be realized between willing parties in a normal market in other than a liquidation or forced sale environment. The net amount owing to/(from) financial institutions under all derivative financial instruments would have been \$5.8 million (2014: (\$0.3) million) if all contracts were closed out on 30 June 2015.

	Nominal/Face Value		Credit Risk		Net Fair Value	
	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m
<b>Foreign exchange contracts</b>						
<i>Purchase/sale contracts</i>						
– United States dollars	115.9	77.3	8.9	0.1	8.6	(0.9)
– Australian dollars	13.9	6.6	–	0.1	(0.1)	0.2
– Malaysian ringgits	21.4	26.5	–	0.2	(3.0)	0.2
– Thai baht	2.9	0.4	–	–	(0.1)	–
– Sri Lankan rupees	23.4	15.9	0.1	0.7	–	0.7
– Euros	15.7	–	–	–	(0.1)	–
– Other currencies	21.9	14.2	0.3	–	0.2	(0.1)
<b>Foreign exchange options</b>						
– Euros/United States dollars	92.3	171.9	7.2	1.4	5.8	(0.5)
– Australian dollars/United States dollars	11.1	8.2	0.3	–	0.1	(0.1)
– Canadian dollars/United States dollars	5.9	12.8	0.2	–	0.2	(0.1)
– United Kingdom pounds/United States dollars	8.6	7.6	0.1	–	(0.1)	(0.1)
– United States dollars/Mexican peso	19.1	18.5	0.2	0.4	(1.0)	0.2
– United States dollars/Malaysian ringgits	73.7	95.8	0.8	1.7	(4.3)	1.1
– United States dollars/Thai baht	56.6	60.4	0.3	0.4	(0.6)	–
– United States dollars/Sri Lankan rupees	8.3	8.8	0.1	0.3	(0.1)	0.2
– Other currencies	5.6	14.8	0.1	0.7	–	0.6
<b>Interest rate contracts</b>						
<i>Interest rate swaps</i>						
– Euros	73.8	115.6	2.6	2.0	2.3	1.4
– United States dollars	270.0	230.0	0.5	0.3	(2.0)	(3.1)
<b>Total</b>	<b>840.1</b>	<b>885.3</b>	<b>21.7</b>	<b>8.3</b>	<b>5.8</b>	<b>(0.3)</b>

#### (iv) Fair value hierarchy

The table below analyses financial assets and financial liabilities carried at fair value, including their levels in the fair value hierarchy as well as the valuation method. It does not include information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

The different valuation methods have been defined as follows:

- **Level 1:** Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- **Level 2:** Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- **Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Group currently holds only Level 2 derivative financial instruments. In order to determine the fair value of the financial instruments, management used valuation techniques in which all significant inputs were based on observable market data.

	Level 1		Level 2		Total	
	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m	2015 US\$m	2014 US\$m
Derivative financial assets	–	–	21.7	8.3	21.7	8.3
Available for sale financial assets	–	3.7	–	–	–	3.7
Derivative financial liabilities	–	–	15.9	8.6	15.9	8.6

Following a strategic review of its investments in equity instruments the Group disposed of its investment in Lakeland Industries during the year. The fair value of the investment at the date of disposal was \$3.6 million and the cumulative net gain on disposal was \$5.1 million.

#### (g) Recognition and measurement

##### Derivatives

The Group uses derivative financial instruments, principally foreign exchange and interest rate related, to reduce the exposure to foreign exchange rate and interest rate movements.

The Group has adopted certain principles in relation to derivative financial instruments:

- derivatives may be used to hedge underlying business exposures of the Group. Trading in derivatives is not undertaken;
- derivatives acquired must be able to be recorded in the Group's treasury management systems, which contain extensive internal controls; and
- the Group predominantly does not deal with counterparties rated lower than A- by Standard & Poor's or A3 by Moody's Investors Service.

The Group follows the same credit policies, legal processes, monitoring of market and operational risks in the area of derivative financial instruments, as it does in relation to other financial assets and liabilities on the Balance Sheet.

On a continuing basis, the Group monitors its future exposures and on some occasions hedges all or part of these exposures. The transactions which may be covered are future net cash flows of overseas subsidiaries, future foreign exchange requirements and interest rate positions.

These exposures are then monitored and may be modified from time to time. The foreign exchange hedge instruments are predominantly up to 12 months' duration and are used to hedge operational transactions the Group expects to occur in this time frame. From time to time minor mismatches occur in the forward book, however, these mismatches are managed under guidelines, limits and internal controls. Interest rate derivative instruments can be for periods up to 10 years as the critical terms of the instruments are matched to the underlying borrowings.

Derivative financial instruments are recognized initially at fair value and subsequently remeasured to their fair value at each reporting date. The fair value of forward exchange contracts, foreign exchange options and interest rate swap contracts is determined by reference to current market rates for these instruments.

The method of recognizing the resulting gain or loss depends on whether the derivative is designated as a hedging instrument and continues to satisfy the conditions for hedge accounting, and if so, the nature of the item being hedged. The Group designates certain derivatives as either; (1) hedges of the fair value of recognized assets or liabilities (fair value hedge); or (2) hedges of highly probable forecast transactions (cash flow hedges).

# Notes to the Financial Statements continued

## 15. Financial Risk Management continued

The Group documents at the inception of the transaction the relationship between hedging instruments and hedged items, as well as its risk management objective and strategy for undertaking various hedge transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions have been and will continue to be highly effective in offsetting changes in fair values or cash flows of hedged items.

### Fair value hedge

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recorded in the Income Statement, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

### Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognized in equity in the hedging reserve. The gain or loss relating to the ineffective portion is recognized immediately in the Income Statement.

Gains or losses that are recognized in the hedging reserve are transferred to the Income Statement in the periods when the hedged item will affect profit or loss. However, when the forecast transaction that is hedged results in the recognition of a non-financial asset or a non-financial liability, the gains or losses previously deferred in equity are transferred from equity and included in the measurement of the initial cost or carrying amount of the asset or liability.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, or no longer meets the conditions for hedge accounting. At that point in time, any cumulative gain or loss on the hedging instrument recognized in equity remains in equity until the forecasted transaction is ultimately recognized in the Income Statement. When a hedged transaction is no longer expected to occur, the cumulative gain or loss that was reported in equity is immediately transferred to the Income Statement.

### Derivatives that do not qualify for hedge accounting

Changes in the fair value of any derivative instrument that does not qualify for hedge accounting are recognized immediately in the Income Statement.

### Hedge Effectiveness

The Group determines its economic exposure to unexpected movements in foreign currency rates and interest rates and ensures the hedging instruments entered into satisfactorily mitigate these risks. The Group ensures the changes in the fair value of the hedging instruments are highly correlated to the change in the fair value of the underlying hedged item and are therefore effective.

Potential sources of ineffectiveness include but are not limited to:

- the Group no longer having the economic exposure rendering the hedge instrument ineffective;
- hedging instrument expires or is sold, terminated or exercised; and
- changes in counterparty credit status.

## 16. Expenditure Commitments

	2015 US\$m	2014 US\$m
<b>(a) Capital expenditure commitments</b>		
Contracted but not provided for in the financial statements:		
Plant and equipment	4.3	11.1
	4.3	11.1
Payable within one year	4.3	11.1
<b>(b) Operating lease commitments</b>		
Future operating lease commitments not provided for in the financial statements and payable:		
Within one year	6.7	8.4
One year or later and no later than five years	18.5	23.8
Later than five years	6.0	7.7
	31.2	39.9

The Group leases property under operating leases expiring from one to 15 years. Leases generally provide the Group with a right of renewal at which time all terms are renegotiated. Operating lease commitments refer to future undiscounted minimum rentals payable under non-cancellable operating leases not included within this Financial Report. Operating lease payments are recognized as an expense in the Income Statement on a straight-line basis over the lease term.

## 17. Particulars Relating to Subsidiaries

	Country of Incorporation	Beneficial Interest	
		2015 %	2014 %
Ansell Limited	Australia		
Ansell Healthcare Japan Co. Ltd.	Japan*	100	100
Ativ Pac Pty. Ltd.	Australia	100	100
BNG Battery Technologies Pty. Ltd.	Australia	100	100
Cliburn Investments Pty. Ltd.	Australia	100	100
Corrvas Insurance Pty. Ltd.	Australia	100	100
Dexboy International Pty. Ltd.	Australia	100	100
Dunlop Olympic Manufacturing Pty. Ltd.	Australia	100	100
FGDP Pty. Ltd.	Australia	100	100
PSL Industries Pty. Ltd.	Australia	100	100
Nucleus Ltd.	Australia	100	100
Lifetec Project Pty. Ltd.	Australia	100	100
Medical TPLC Pty. Ltd.	Australia	100	100
N&T Pty. Ltd.	Australia	100	100
Nucleus Trading Pte. Ltd.	Singapore*	100	100
THLD Ltd.	Australia	100	100
TNC Holdings Pte. Ltd.	Singapore*	100	100
TPLC Pty. Ltd.	Australia	100	100
Societe de Management Financier S.A.	France*	100	100
Olympic General Products Pty. Ltd.	Australia	100	100
Pacific Dunlop Finance Pty. Ltd.	Australia	100	100
Pacific Dunlop Holdings (China) Co. Ltd.	China*	100	100
Ansell (Shanghai) Commercial and Trading Co. Ltd.	China*	100	100
Pacific Dunlop Linings Pty. Ltd.	Australia	100	100
P.D. Holdings Pty. Ltd.	Australia	100	100
P.D. International Pty. Ltd.	Australia	100	100
Ansell Canada Inc.	Canada*	100	100
Ansell Commercial Mexico S.A. de C.V.	Mexico*	100	100
Ansell Global Trading Center (Malaysia) Sdn. Bhd.	Malaysia*	100	100
Ansell Lanka (Pvt.) Ltd.	Sri Lanka*	100	100
Ansell (Middle East) DMCC	United Arab Emirates*	100	100
Ansell Perry de Mexico S.A. de C.V.	Mexico*	100	100
Ansell Protective Solutions Singapore Pte. Ltd.	Singapore*	100	100
Ansell Services (Asia) Sdn. Bhd.	Malaysia*	100	100
Ansell Ambi Sdn. Bhd.	Malaysia*	100	100
Ansell (Kedah) Sdn. Bhd.	Malaysia*	100	100
Ansell (Kulim) Sdn. Bhd.	Malaysia*	100	100
Ansell Medical Sdn. Bhd.	Malaysia*	75	75
Ansell N.P. Sdn. Bhd.	Malaysia*	75	75
Ansell Malaysia Sdn. Bhd.	Malaysia*	75	75
Ansell Shah Alam Sdn. Bhd.	Malaysia*	100	100

# Notes to the Financial Statements continued

## 17. Particulars Relating to Subsidiaries continued

	Country of Incorporation	Beneficial Interest	
		2015 %	2014 %
Ansell Specialty Markets Participacoes Ltda	Brazil*	100	100
Hércules Equipamentos de Protecao Ltda	Brazil*	100	100
Ansell Textiles Lanka (Pvt.) Ltd.	Sri Lanka*	100	–
Ansell (Thailand) Ltd.	Thailand*	100	100
Ansell US Group Holdings Pty. Ltd.	Australia	100	100
Ansell US Group Holdings (USA) LLC	United States*	100	100
Ansell (USA) Inc.	United States*	100	100
Ansell Brazil LTDA	Brazil*	100	100
Ansell Edmont Industrial de Mexico S.A. de C.V.	Mexico*	100	100
Pacific Dunlop Holdings (USA) LLC.	United States*	100	100
Barriersafe Solutions International Inc.	United States*	100	100
Microflex Corporation	United States*	100	100
Onguard Industries, Inc.	United States*	100	100
Onguard Industries, LLC	United States*	100	100
Ansell Healthcare Products LLC.	United States*	100	100
Ansell Sandel Medical Solutions LLC.	United States*	100	100
Ansell Protective Products LLC.	United States*	100	100
Ansell Hawkeye Inc.	United States*	100	100
Pacific Chloride Inc.	United States*	100	100
Pacific Dunlop Holdings Inc.	United States*	100	100
TPLC Holdings Inc.	United States*	100	100
Accufix Research Institute Inc.	United States*	100	100
Cotac Corporation	United States*	100	100
Pacific Dunlop Finance Company Inc.	United States*	100	100
Comercializadora Ansell Chile Limitada	Chile*	100	100
Corrvas Insurance (Singapore) Pte. Ltd.	Singapore*	100	100
Fabrica de Artefatos de Latex Blowtex Ltda.	Brazil*	100	100
Medical Telectronics N.V.	Netherlands Antilles*	100	100
Pacific Dunlop Holdings (Europe) Ltd.	United Kingdom*	100	100
Ansell Healthcare Europe N.V.	Belgium*	100	100
Ansell GmbH	Germany*	100	100
Condomi Erfurt Produktions GmbH	Germany*	100	100
Ansell Italy Srl	Italy*	100	100
Ansell Medikal Urunler Ithalat Ihracat Uretim ve Ticaret A.S.	Turkey*	100	100
Ansell Norway AS	Norway*	100	100
Ansell Protective Solutions AB	Sweden*	100	100
Ansell Protective Solutions Lithuania UAB	Lithuania*	100	100
Ansell Rus LLC	Russia*	100	100
Ansell S.A.	France*	100	100
Ansell SW Europe SAS	France*	100	–
Ansell Spain SL (Sociedad de Responsabilidad Limitada)	Spain*	100	100
Comasec SAS	France*	100	100

	Country of Incorporation	Beneficial Interest	
		2015 %	2014 %
Ampelos International Malaysia	Malaysia*	100	100
Ansell Industrial and Specialty Gloves Malaysia Sdn. Bhd.	Malaysia*	100	100
Marigold Industrial GmbH	Germany*	100	100
Comasec Holdings Ltd.	United Kingdom*	100	100
Marigold Industrial Ltd.	United Kingdom*	100	100
Ansell Portugal – Industrial Gloves	Portugal*	100	100
Unimil Sp. z o.o.	Poland*	100	100
Ansell UK Limited	United Kingdom*	100	100
Ansell Korea Co. Ltd.	South Korea*	100	100
Ansell Vina Corporation	Vietnam*	100	100
Ansell Microgard Ltd	United Kingdom*	100	–
Ansell Xiamen Limited	China*	100	–
Ansell Microgard Xiamen Limited	China*	100	–
Microgard Deutschland GmbH	Germany*	100	–
Pacific Dunlop Holdings (Singapore) Pte. Ltd.	Singapore*	100	100
JK Ansell Ltd.	India*	50	50
Ansell (Hong Kong) Limited.	Hong Kong*	100	100
PDOCB Pty. Ltd.	Australia	100	100
Ansell Medical Products Pvt. Ltd.	India*	100	100
Suretex Ltd.	Thailand*	100	100
Latex Investments Ltd.	Mauritius*	100	100
Suretex Prophylactics (India) Ltd.	India*	100	100
STX Prophylactics S.A. (Pty.) Ltd.	South Africa*	100	100
Wuhan Jissbon Sanitary Products Company Ltd.	China*	90 <sup>(a)</sup>	90 <sup>(a)</sup>
Guangzhou Kangwei Trading Co Ltd	China*	100	100
Shanghai Feidun Trading Company Ltd.	China*	100	100
Shenyang Yipeng Trading Company Ltd.	China*	100	100
PD Licensing Pty. Ltd.	Australia	100	100
PD Shared Services Pty. Ltd.	Australia	100	100
PD Shared Services Holdings Pty. Ltd.	Australia	100	100
Siteprints Pty. Ltd.	Australia	100	100
S.T.P. (Hong Kong) Ltd.	Hong Kong*	100	100
Pacific Dunlop Holdings N.V.	Netherlands Antilles*	100	100
Pacific Dunlop (Netherlands) B.V.	Netherlands*	100	100
The Distribution Group Holdings Pty. Ltd.	Australia	100	100
The Distribution Group Pty. Ltd.	Australia	100 <sup>(b)</sup>	100 <sup>(b)</sup>
The Distribution Trust	Australia	100	100
Union Knitting Mills Pty. Ltd.	Australia	100	100
Xelo Pty. Ltd.	Australia	100	100
Xelo Sacof Pty. Ltd.	Australia	100	100

\* Subsidiaries incorporated outside Australia carry on business in those countries.

(a) Owned 49.2 per cent by P.D. International Pty. Ltd. and 40.8 per cent by Pacific Dunlop Holdings (China) Co. Ltd.

(b) The trustee of The Distribution Trust is The Distribution Group Pty. Ltd. The beneficiary of the trust is Ansell Limited.

# Notes to the Financial Statements continued

## 18. Acquisition of Subsidiaries and Businesses

### Hands International

Effective 1 November 2014, Ansell Limited acquired 100 per cent of Hands International, a privately held company located just outside of Colombo, Sri Lanka. Hands International is a manufacturer and supplier of Personal Protective Equipment, with approximately 1,500 employees and annualized sales of \$30 million, the majority of which are to Ansell Group companies. The Company specializes in producing knitted glove liners, but also manufactures certain coated, cut and sew styles and liner cotton fabric materials. The acquisition will increase the Group's knitting and cut and sew manufacturing capabilities. The Consolidated Income Statement includes the results of Hands International from the acquisition date.

In the eight months to 30 June 2015, Hands International contributed profit of \$0.8 million to the Group's result.

The goodwill recognized is primarily attributed to the expected synergies and other benefits from combining the assets and activities of Hands International with those of the Group. The goodwill is not deductible for income tax purposes.

The following fair values of the identifiable assets and liabilities of Hands International as at acquisition have been determined on a provisional basis:

	US\$m
<b>Assets</b>	
Cash and cash equivalents	2.5
Property, plant and equipment	1.7
Inventories	3.4
Trade and other receivables	0.1
Other assets	0.1
	7.8
<b>Liabilities</b>	
Trade and other payables	3.4
Provisions and other liabilities	2.1
	5.5
Total identifiable net assets at fair value	2.3
Goodwill on acquisition	17.9
<b>Consideration paid</b>	20.2
<b>Analysis of cash flows on acquisition</b>	
Net cash acquired with the subsidiary	2.5
Cash paid	(20.2)
<b>Net cash outflow on acquisition</b>	(17.7)

Subsequent to the acquisition, Hands International was renamed Ansell Textiles Lanka (Pvt.) Ltd.

### Microgard Ltd

Effective 1 May 2015, Ansell Limited acquired 100 per cent of Microgard Ltd, a protective clothing manufacturer with head quarters in the United Kingdom. With approximately 750 employees, the Company specializes in introducing new technology and designs to the market to improve wearer protection and comfort. The acquisition will provide a footprint in differentiated end-user disposable protective clothing markets to the Group. The Consolidated Income Statement includes the results of Microgard Ltd from the acquisition date.

In the two months to 30 June 2015, Microgard Ltd contributed revenue of US\$9.4 million and profit of \$1.5 million to the Group's result.

The goodwill recognized is primarily attributed to the expected synergies and other benefits from combining the assets and activities of Microgard Ltd with those of the Group. The goodwill is not deductible for income tax purposes.



The following fair values of the identifiable assets and liabilities of Microgard Ltd as at acquisition have been determined on a provisional basis:

	<b>US\$m</b>
<b>Assets</b>	
Cash and cash equivalents	6.5
Property, plant and equipment	10.8
Inventories	7.3
Trade and other receivables	9.6
Intangibles	0.6
	<b>34.8</b>
<b>Liabilities</b>	
Trade and other payables	5.9
Provisions and other liabilities	11.2
	<b>17.1</b>
Total identifiable net assets at fair value	17.7
Goodwill on acquisition	78.3
<b>Consideration paid</b>	<b>96.0</b>
<b>Analysis of cash flows on acquisition</b>	
Net cash acquired with the subsidiary	6.5
Cash paid	(96.0)
<b>Net cash outflow on acquisition</b>	<b>(89.5)</b>

If the acquisitions of Hands International and Microgard Ltd were completed effective 1 July 2014, estimated revenue for the 12 months to 30 June 2015 would have been \$1,696.0 million and net profit would have been \$199.3 million for the Group.

The acquisition accounting for the following acquisitions made during the previous financial year was finalized during the current year.

### **Midas**

The acquisition accounting for Midas, acquired effective 1 November 2013, was completed with no change to the previously reported goodwill.

### **BarrierSafe (BSSI)**

BSSI was acquired effective 2 January 2014 and the completion of the acquisition accounting resulted in a reduction to previously reported goodwill of \$1.5 million. The goodwill adjustment relates to additional inventory provisions of \$0.4 million offset by reductions in other provisions of \$1.9 million.

### **Recognition and measurement**

#### **Business combinations**

The Group accounts for business combinations using the acquisition method. Identifiable assets acquired and liabilities and contingent liabilities assumed are measured at fair value. Any excess of the cost of acquisition over the fair values of the net identifiable assets acquired is recognized as goodwill. Transaction costs are expensed as incurred unless related to the issue of debt or equity securities.

# Notes to the Financial Statements continued

## 19. Parent Entity Disclosures

As at the end of and throughout the financial year ending 30 June 2015, the parent company of the Group was Ansell Limited.

	2015 US\$m	2014 US\$m
<b>Result of the parent entity</b>		
Profit for the period	108.7	202.2
Other comprehensive income	9.1	3.4
<b>Total comprehensive income for the period</b>	<b>117.8</b>	205.6
<b>Financial position of the parent entity at year end</b>		
Current assets	664.0	743.2
Total assets	2,304.3	2,742.4
Current liabilities	956.0	1,161.7
Total liabilities	954.4	1,162.0
<b>Total equity of the parent entity comprising:</b>		
Issued capital	1,229.6	1,226.8
Reserves	(237.2)	43.2
Retained profits	357.5	310.4
<b>Total equity</b>	<b>1,349.9</b>	1,580.4

The Group has a net current asset position of \$568.4 million (2014: \$566.4 million), which the parent company controls. As at 30 June 2015, the parent company has a net current liability position of \$292.0 million (2014: \$418.5 million). The Directors will ensure that the parent company has, at all times, sufficient funds available from the Group to meet its commitments.

### Parent entity guarantee

The parent entity guarantees the debts of certain subsidiaries that are guarantors under the Group's revolving credit bank facility.

## 20. Related Party Disclosures

### (a) Subsidiaries

Ansell Limited is the parent entity of all entities detailed in Note 17 Particulars Relating to Subsidiaries and from time to time has dealings on normal commercial terms and conditions with those entities, the effects of which are eliminated in these consolidated financial statements.

### (b) Transactions with Key Management Personnel

#### (i) Key Management Personnel remuneration

	2015 US\$	2014 US\$
Short-term benefits	8,059,621	7,506,175
Post-employment benefits	945,329	618,634
Share-based payments	2,256,715	2,037,811
Long term cash-based incentives	630,931	1,246,179
Termination benefits	648,628	–
	<b>12,541,224</b>	11,408,799

#### (ii) Service agreements with Key Management Personnel

The Company has no service agreements with the Non-executive Directors. Refer to Section 3.7 of the Remuneration Report for details of service agreements with the Managing Director and other Key Management Personnel.

## 21. Ownership-based Remuneration Schemes

### CEO Special Long Term Incentive Plan

At the time of his appointment the Managing Director and Chief Executive Officer was allocated 129,730 Performance Rights (PRs) pursuant to the CEO Special Long Term Incentive Plan. The number of rights granted was determined by dividing the target remuneration value of \$1,000,000 by the value of the rights, which was determined based on Ansell's average share price over the five days preceding the announcement of Mr Nicolin's formal appointment to the role.

### CFO Special Long Term Incentive Plan

At the time of his appointment the Chief Financial Officer was allocated 30,130 PRs pursuant to the CFO Special Long Term Incentive Plan. The number of rights granted was determined by dividing the target remuneration value of \$500,000 by the value of the rights, which was determined based on Ansell's average share price over the five days preceding the announcement of Mr Salmon's formal appointment to the role.

### Long term incentive plans

The above plans involve the granting of Performance Share Rights (PSRs) to the Managing Director, other members of the Executive Leadership Team and Vice Presidents.

In accordance with the disclosure requirements of Australian Accounting Standards remuneration includes a proportion of the fair value of PRs and PSRs granted or outstanding during the year. The fair value is determined as at grant date and is progressively allocated over the vesting period for these securities.

The fair value of PSRs is calculated at grant date. The fair values and the factors and assumptions used in determining the fair values of the PSRs applicable for the 2015 financial year are as follows:

	Grant Date	Vesting Date	Fair Value	Share Price on Grant Date	Risk Free Interest Rate	Dividend Yield
<b>Instrument</b>						
PSRs	10/8/2012	30/6/2015	A\$12.94	A\$13.90	n/a	2.50%
PSRs	16/8/2013	30/6/2016	A\$17.17	A\$18.30	n/a	2.25%
PSRs	14/8/2014	30/6/2017	A\$17.73	A\$19.05	n/a	2.50%

The PSRs are subject to a gateway condition and a performance condition as outlined in the Remuneration Report. As the hurdles within these conditions are all non-market based performance hurdles the valuation excludes the impact of performance hurdles.

### Options

As at the date of this Report, there is no unissued ordinary shares in the Company that remain under option.

### Executive Share Plan

The number of Executive Plan Shares (ordinary plan shares paid to five cents) as at balance date are shown in Note 13 Issued Capital and Reserves.

The market price of the Company's shares as at 30 June 2015 was A\$24.09.

# Notes to the Financial Statements continued

## 22. Auditors' Remuneration

	2015 US\$	2014 US\$
Audit and review of the financial reports:		
Auditors of Ansell Limited and Australian entities – KPMG	1,277,154	1,104,523
Other member firms of KPMG <sup>1</sup>	1,006,876	1,448,477
	<b>2,284,030</b>	2,553,000
Other services <sup>2</sup> :		
Other audit and assurance services		
Other member firms of KPMG	228,320	203,119
Taxation and other services		
Other member firms of KPMG	3,052	67,945
Total other services	<b>231,372</b>	271,064
Total auditors' remuneration	<b>2,515,402</b>	2,824,064

1. Includes fees paid or payable for overseas subsidiaries' local statutory lodgment purposes, Group reporting, and other regulatory compliance requirements.

2. Other services primarily include assurance based engagements undertaken for compliance and internal governance purposes, tax and IT compliance. Other services provided by KPMG to the Group are subject to appropriate corporate governance procedures encompassing the selection of service providers and the setting of their remuneration.

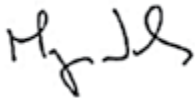
# Directors' Declaration

1. In the opinion of the Directors of Ansell Limited (the Company):
  - (a) the consolidated financial statements and notes, set out on pages 73 to 116, and the Remuneration Report contained in the Directors' Report, set out on pages 44 to 72, are in accordance with the *Corporations Act 2001*, including:
    - (i) giving a true and fair view of the Group's financial position as at 30 June 2015 and of its performance, for the year ended on that date; and
    - (ii) complying with Australian Accounting Standards and the Corporations Regulations 2001;
  - (b) the consolidated financial statements and notes also comply with International Financial Reporting Standards as disclosed in Note 1;
  - (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. The Directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the Chief Executive Officer and the Chief Financial Officer for the financial year ended 30 June 2015.

Signed in accordance with a resolution of the Directors:



G L L Barnes  
Director



M R Nicolin  
Director

Dated in Melbourne this 10th day of August 2015

# Independent Audit Report

to the members of Ansell Limited



## Independent auditor's report to the members of Ansell Limited

### Report on the financial report

We have audited the accompanying financial report of Ansell Limited ("the Company"), which comprises the consolidated balance sheet as at 30 June 2015, and consolidated income statement and consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year ended on that date, notes 1 to 22 comprising a summary of significant accounting policies and other explanatory information and the directors' declaration of the Group comprising the Company and the entities it controlled at the year's end or from time to time during the financial year.

#### *Directors' responsibility for the financial report*

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement whether due to fraud or error. In note 1, the directors also state, in accordance with Australian Accounting Standard AASB 101 *Presentation of Financial Statements*, that the financial statements of the Group comply with International Financial Reporting Standards.

#### *Auditor's responsibility*

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We performed the procedures to assess whether in all material respects the financial report presents fairly, in accordance with the *Corporations Act 2001* and Australian Accounting Standards, a true and fair view which is consistent with our understanding of the Group's financial position and of its performance.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



### *Independence*

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*.

### *Auditor's opinion*

In our opinion:

- (a) the financial report of the Group is in accordance with the *Corporations Act 2001*, including:
  - (i) giving a true and fair view of the Group's financial position as at 30 June 2015 and of its performance for the year ended on that date; and
  - (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.
- (b) the financial report also complies with International Financial Reporting Standards as disclosed in note 1.

### **Report on the remuneration report**

We have audited the Remuneration Report included in the directors' report for the year ended 30 June 2015. The directors of the Company are responsible for the preparation and presentation of the remuneration report in accordance with Section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with auditing standards.

### *Auditor's opinion*

In our opinion, the remuneration report of Ansell Limited for the year ended 30 June 2015, complies with Section 300A of the *Corporations Act 2001*.

### **Report on non-IFRS financial information**

We have audited the non-IFRS financial information comprising the non-statutory remuneration disclosure set out in the remuneration report for the year ended 30 June 2015. The directors of the Company are responsible for the preparation and presentation of the non-IFRS financial information report in accordance with the basis of preparation set out in section 3.2 of the remuneration report for the year ended 30 June 2015.

Our responsibility is to express an opinion on the non-IFRS financial information, based on our audit conducted in accordance with auditing standards.

# Independent Audit Report continued

to the members of Ansell Limited



## *Auditor's opinion*

In our opinion, the non-IFRS financial comprising the non-statutory remuneration disclosure within the remuneration report for the year ended 30 June 2015, is prepared, in all material respects, in accordance with the basis of preparation set out in section 3.2 of the remuneration report for the year ended 30 June 2015.

A handwritten signature in black ink, appearing to read 'K Sangster'.

KPMG

A handwritten signature in black ink, appearing to read 'Gordon Sangster'.

Gordon Sangster  
*Partner*

Melbourne

10 August 2015

A handwritten signature in black ink, appearing to read 'Suzanne Bell'.

Suzanne Bell  
*Partner*



# Shareholders

Details of quoted shares held in Ansell Limited as at 12 August 2015.

## Distribution of Ordinary Shareholders and Shareholdings

Range	Total Holders	Units	% of Issued Capital
1 – 1,000	28,894	10,440,465	6.82
1,001 – 5,000	7,493	14,582,983	9.52
5,001 – 10,000	530	3,617,393	2.36
10,001 – 100,000	239	5,804,731	3.79
100,001 – 9,999,999,999	35	118,709,269	77.51
<b>Total</b>	<b>37,191</b>	<b>153,154,841</b>	<b>100.00</b>

\* Including 602 shareholders holding a parcel of shares of less than \$500 in value (26 shares), based on market price of \$21.60 per unit.

Percentage of the total holdings of the 20 largest shareholders = 24.1 per cent.

In addition to the foregoing, there were 57 members of the Executive Share Plan, whose shares are paid to 5 cents each, holding 58,900 Plan shares.

Voting rights as governed by the Constitution of the Company provide that each ordinary shareholder present in person or by proxy at a meeting shall have:

- (a) on a show of hands, one vote only; and
- (b) on a poll, one vote for every fully paid ordinary share held.

## Twenty Largest Shareholders

Rank	Registered Holder	Address	Units	% of Units
1	HSBC Custody Nominees (Australia) Limited	GPO BOX 5302, Sydney NSW, 2001	54,015,739	35.27
2	J P Morgan Nominees Australia Limited	Locked Bag 20049, Melbourne Vic, 3001	24,695,163	16.12
3	National Nominees Limited	GPO BOX 1406, Melbourne Vic, 3001	12,838,297	8.38
4	Citicorp Nominees Pty Limited	GPO BOX 764G, Melbourne Vic, 3001	10,123,149	6.61
5	RBC Investor Services Australia Nominees Pty Limited <BKCUST A/C>	GPO BOX 5430, Sydney NSW, 2001	3,528,998	2.30
6	BNP Paribas Noms Pty Ltd <DRP>	PO BOX R209, Royal Exchange NSW, 1225	2,440,475	1.59
7	HSBC Custody Nominees (Australia) Limited <Nt-Comnwlth Super Corp A/C>	GPO BOX 5302, Sydney NSW, 2001	1,472,666	0.96
8	Australian Foundation Investment Company Limited	Level 21, 101 Collins Street, Melbourne Vic, 3000	1,283,865	0.84
9	Citicorp Nominees Pty Limited <Colonial First State Inv A/C>	GPO BOX 764G, Melbourne Vic, 3001	1,177,312	0.77
10	AMP Life Limited	PO BOX R209, Royal Exchange NSW, 1225	886,845	0.58
11	Argo Investments Limited	GPO BOX 2692, Adelaide SA, 5001	786,972	0.51
12	HSBC Custody Nominees (Australia) Limited – A/C 2	GPO BOX 5302, Sydney NSW, 2001	446,005	0.29
13	Mirrabooka Investments Limited	Level 21, 101 Collins Street, Melbourne Vic, 3000	415,105	0.27
14	UBS Nominees Pty Ltd	Level 16, Chifley Tower, 2 Chifley Square, Sydney NSW, 2000	411,526	0.27
15	UBS Wealth Management Australia Nominees Pty Ltd	GPO BOX 1257, Melbourne Vic, 3001	374,902	0.24
16	Questor Financial Services Limited <TPS Rf A/C>	Locked Bag 4004, Queen Victoria Building NSW, 1230	343,748	0.22
17	UBS Nominees Pty Ltd <TP00014 15 A/C>	PO BOX 4151, Sydney NSW, 2001	279,439	0.18
18	Share Direct Nominees Pty Ltd <10026 A/C>	Locked Bag 22, Australia Square NSW, 1215	274,000	0.18
19	Warbont Nominees Pty Ltd <Unpaid Entrepot A/C>	PO BOX 4151, Sydney NSW, 2000	245,299	0.16
20	Australian Executor Trustees Limited <No 1 Account>	GPO BOX 546, Adelaide SA, 5001	243,156	0.16
<b>Top 20 Holders of Ordinary Fully Paid Shares (Total)</b>			<b>116,282,661</b>	<b>75.92</b>
<b>Total Remaining Holders Balance</b>			<b>36,872,180</b>	<b>24.08</b>

# Shareholder Information

## Register of Substantial Shareholders

The names of substantial shareholders in the Company and the number of fully paid ordinary shares in which each has an interest, as disclosed in substantial shareholder notices to the Company on the respective dates shown, are as follows:

<b>Substantial Date</b>	<b>Shareholder</b>	<b>Number of Shares</b>	<b>Percentage of Issued Shares</b>
3 May 2013	Lazard LLC	16,998,551	11.10%
22 April 2013	FMR LLC	12,119,344	7.91%
9 March 2011	Prudential plc. (M & G Group)	9,510,622	6.21%

## Annual Report

Ansell's Annual Report 2015 provides shareholders with a summary of the Group's operations and contains the full financial statement for the 2015 financial year. The Annual Report 2015 provides a summary of the Group's financial performance, financial position, and financing and investing activities. On 31 August 2015, Ansell announced an on-market buy-back of shares.

Ansell Limited has opted to deliver its Annual Report by making them available on our Company website [www.ansell.com](http://www.ansell.com). Shareholders are entitled to receive a printed copy of the Annual Report, but the Company will only send a printed copy to shareholders who elect to receive one.

Shareholders can also access other information pertaining to the Company and its activities from its website at [www.ansell.com](http://www.ansell.com)

## Change of Address

Shareholders should notify the Company in writing immediately there is a change to their registered address. For added protection, shareholders should quote their Securityholder Reference Number (SRN) or Holder Identification Number (HIN).

## Dividend

A final dividend of US 23 cents per share will be paid on 10 September 2015 to shareholders registered on 17 August 2015.

The dividend will be unfranked.

Australian shareholders must elect to have cash dividends paid directly into any bank, building society or credit union account in Australia. Shareholders with a registered address in Canada can receive their dividends in US dollars.

## Company Directory

The Annual Report and the Company's internet site are the main sources of information for investors. Shareholders who wish to contact the Company on any matter relating to its activities are invited to contact the most convenient office listed below, or contact the Company via its website at [www.ansell.com](http://www.ansell.com)

### Investor Relations Contact

#### Australia – Registered Company Office

Mr David Graham  
Ansell Limited  
Level 3  
678 Victoria Street  
Richmond VIC 3121  
**Telephone:** +61 3 9270 7270  
**Facsimile:** +61 3 9270 7300  
**Email:** [shareholderenquiries@ap.ansell.com](mailto:shareholderenquiries@ap.ansell.com)

#### United States

Mr Neil Salmon  
Ansell Limited  
Riverside Business Park  
Spey House Block J  
Internationale Laan 55  
1070 Brussels, Belgium  
**Telephone:** +32 2 528 7559  
**Email:** [neil.salmon@ansell.com](mailto:neil.salmon@ansell.com)

## Company Secretary

### Australia – Registered Company Office

Mr Alistair Grant  
Ansell Limited  
Level 3  
678 Victoria Street  
Richmond VIC 3121  
**Telephone:** +61 3 9270 7270  
**Facsimile:** +61 3 9270 7300  
**Email:** [alistair.grant@ansell.com](mailto:alistair.grant@ansell.com)

### United States

Mr Bill Reilly  
Ansell Limited  
Suite 210  
111 Wood Avenue South  
Iselin NJ 08830  
**Telephone:** +1 732 345 3598  
**Facsimile:** +1 732 219 5130  
**Email:** [bill.reilly@ansell.com](mailto:bill.reilly@ansell.com)

## Enquiries

Shareholders requiring information about their shareholdings should contact the Company's registry at:

### Computershare Investor Services Pty Ltd

Yarra Falls  
452 Johnston Street  
Abbotsford VIC 3067  
or  
GPO Box 2975  
Melbourne VIC 3001  
Australia  
**Telephone:** +61 3 9415 4000  
**Facsimile:** +61 3 9473 2500  
**Shareholder enquiries:** 1300 850 505  
(Australian residents only)  
**Email:** [web.queries@computershare.com.au](mailto:web.queries@computershare.com.au)

or visit Computershare's Investor Centre online at [www.investorcentre.com](http://www.investorcentre.com) where shareholder information can be accessed. You will need to have your SRN or HIN along with your postcode.

## Listings

Ansell Limited shares (Ticker Symbol ANN) are listed on the Australian Securities Exchange.

## Financial Calendar – 2016

### 8 February 2016

Announcement of result for half-year ending 31 December 2015

### 15 August 2016

Announcement of result for year ending 30 June 2016

### 13 October 2016

Annual General Meeting

Refer to Ansell's website for shareholder calendar dates.

## Registered Office

Ansell Limited  
Level 3  
678 Victoria Street  
Richmond VIC 3121  
Australia

