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ANSELL FY25 FULL YEAR RESULTS

25 August 2025

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

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FULL YEAR RESULTS FY25

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Topics	**Performance Overview**	**Key Growth Drivers & Sustainability Update**	**Financial Results**	**FY26 Outlook**	**Q&A**
Key Highlights	Successful delivery against all FY25 performance objectives	KBU results ahead of business case, integration complete, synergies target upgraded APIP on track	Strong sales growth and margin improvement, increasing balance sheet flexibility On-market share buyback of up to $200m in FY26	Pricing to offset higher US tariffs in full Adjusted EPS[1] guidance range of US133¢ to US145¢	
	Neil Salmon	Neil Salmon Deanna Johnston	Brian Montgomery	Neil Salmon	Neil Salmon Brian Montgomery Deanna Johnston





1. Before Significant Items and excludes the effects of the on-market share buyback

1. Performance Overview

Strong Delivery Against Key Performance Objectives

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Our Previously Stated Goals	FY25 Performance
Organic CC[2] sales growth in Industrial and Healthcare segments	✓ 9.4% growth[2] in Healthcare, 5.6% in Industrial ✓ Healthcare recovery from destocking, Industrial assisted by new products
KBU integration completed with limited sales reduction through transitional period	✓ Growth[2] in KBU sales and EBIT, performance tracking ahead of business case ✓ Integration completed ahead of schedule ✓ Synergies target upgraded
Accelerated Productivity Investment Program savings of $45m	✓ Savings of $47m in FY25 ✓ Organisation and manufacturing phases complete, focus now on commercial ERP system upgrades commencing in FY26
EBIT improvement driven by sales growth and productivity benefits	✓ EBIT growth[2] outpaced sales growth[2], helped by increased production and APIP savings ~ Higher raw material and freight costs, improvement in H2 from pricing and reduced usage of air freight
Adjusted EPS[3] guidance of US118¢ to US128¢	✓ Adjusted EPS[3] of US126.1¢, at upper end of original (US107¢ to US127¢) and upgraded (US118¢ to US128¢) guidance ranges

Summary Financials

($m)[1]	FY25	% Δ	Organic CC % Δ[2]
Sales	**2,003.3**	**23.7%**	**7.7%**
GPADE	**697.8**	**35.0%**	**11.5%**
Margin	*34.8%*	*290bps*	*120bps*
EBIT[3]	**282.1**	**44.3%**	**10.4%**
Margin	*14.1%*	*200bps*	*30bps*
Adjusted EPS[3] (US¢)	**126.1**	**19.5%**	**19.2%**
Statutory EPS (US¢)	**69.9**	**17.7%**	
DPS (US¢)	**50.20**	**30.7%**	
Net Debt/EBITDA[4]	**1.6x**		

1. Financials presented in US dollars millions on all slides of this presentation unless otherwise specified
2. Organic CC (Constant Currency) compares FY25 to FY24 at Constant Currency and adjusts for the effects of acquisitions, divestments and business exits including the KBU acquisition completed on 1-Jul-24 and retail household gloves exited in FY24. Refer to slide 30 for further details
3. Before Significant Items
4. Net Debt/EBITDA is based on LTM EBITDA, adjusted to exclude Significant Items

Record Sales & EBIT Margin In Industrial

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Industrial Segment – Summary Financials				
($m)	FY24	FY25	% ∆	Org CC[1] % ∆
Sales	785.1	898.6	14.4%	5.6%
EBIT	129.3	155.5	20.3%	9.9%
EBIT/Sales	16.5%	17.3%		
Org CC[1] Sales Growth		**FY25 H1**	**FY25 H2**	**FY25**
Mechanical		10.9%	2.7%	6.7%
Chemical		5.7%	4.0%	4.9%
Total Industrial		**8.1%**	**3.1%**	**5.6%**

1. Organic CC (Constant Currency) compares FY25 to FY24 at Constant Currency and adjusts for the effects of acquisitions, divestments and business exits including the KBU acquisition completed on 1-Jul-24 and retail household gloves exited in FY24. Refer to slide 30 for further details

Sales Performance

- Organic CC[1] sales growth despite subdued end market conditions, primarily driven by new products
- Mechanical growth augmented by a benefit to sales of ~$10m in H1 as customers built safety stocks of the top-selling Ringers® R840 to target levels
- Growth across hand and body protection ranges in Chemical

EBIT Performance

- Organic CC[1] EBIT growth from increased sales, improved manufacturing utilisation and higher APIP savings
- Partial offset from elevated usage of air freight in H1 to deliver accelerated sales growth in Mechanical, freight costs normalised in H2

Healthcare Rebound Post Destocking

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Healthcare Segment – Summary Financials				
($m)	FY24	FY25	% Δ	Org CC[1] % Δ
Sales	834.2	1,104.7	32.4%	9.4%
EBIT	81.1	141.9	75.0%	10.4%
EBIT/Sales	9.7%	12.8%		
Org CC[1] Sales Growth		**FY25 H1**	**FY25 H2**	**FY25**
Exam/SU		9.3%	(4.7%)	2.0%
Surgical		25.8%	14.4%	20.0%
Cleanroom		22.4%	8.5%	15.0%
Total Healthcare		**16.3%**	**3.0%**	**9.4%**

1. Organic CC (Constant Currency) compares FY25 to FY24 at Constant Currency and adjusts for the effects of acquisitions, divestments and business exits including the KBU acquisition completed on 1-Jul-24 and retail household gloves exited in FY24. Refer to slide 30 for further details

Sales Performance

- Organic CC[1] sales growth included higher volumes across all SBU's
- Destocking recovery contributed to strong rates of growth in Surgical and Cleanroom. Surgical growth augmented by ~$17m H1 sales benefit from fulfilment of orders unable to be shipped in FY24 due to Red Sea disruptions
- Exam/SU H2 decline on order skew to H1, sales improved in Q4

EBIT Performance

- Organic CC[1] EBIT growth due to increased sales including of KBU products, improved manufacturing utilisation and higher APIP savings
- Partial offset from higher freight and raw material costs in H1, including elevated usage of air freight to reduce Surgical back orders
- Pricing and lower freight costs drove margin improvement in H2

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2. Key Growth Drivers & Sustainability Update

Clear Progress Made To Strengthen Our Business

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Differentiated Customer Solutions Aligned To Industry Trends

- Double-digit growth in Industrial new products
- Significant increase in customer usage of AnsellGUARDIAN® Chemical service
- Increase in Net Promoter Scores and Ansell brand awareness

Productivity-Enhancing Investments To Enable Growth & Mitigate Cost Inflation

- Success with APIP
- Step up in digitalisation with majority of manufacturing ERP systems now unified
- Increasing automation investments

Diverse Vertical & Geographic Presence

- Focus on key growth verticals e.g. pharmaceuticals and biotechnology helped offset subdued demand in cyclical industrial end markets
- 7.2% FY25 Organic CC[1] sales growth in Emerging Markets

Balanced, Disciplined & Effective Capital Allocation

- KBU performance ahead of expectations
- Greenfield India Surgical facility ready for production in FY26, diversifying manufacturing footprint and improving access to the growing India market
- Net Debt/EBITDA[2] reduced to 1.6x

1. Organic CC (Constant Currency) compares FY25 to FY24 at Constant Currency and adjusts for the effects of acquisitions, divestments and business exits including the KBU acquisition completed on 1-Jul-24 and retail household gloves exited in FY24 as part of the Accelerated Productivity Investment Program. Refer to slide 30 for further details
2. Net Debt/EBITDA is based on LTM EBITDA, adjusted to exclude Significant Items

KBU Performance Ahead Of Business Case, Integration Complete, Synergies Target Upgraded

FY25 Performance

Sales of $274.2m

- Double-digit growth in Kimtech™ cleanroom products
- Decline as expected in KleenGuard™ industrial safety products sold by Kimberly-Clark prior to being transitioned to Ansell sales teams
- Organic CC[1] sales growth of 0.7%, ahead of business case

EBIT of $75.3m

- Organic CC[1] EBIT growth of 10.7%, ahead of business case on better-than-expected sales and margin favourability

Integration Update

Integration completed with a seamless customer experience, all transitional service arrangements exited ahead of schedule

Stepping up focus to leverage "best of both" strengths of KBU and Ansell

- Scaling up KBU's RightCycle™ product recycling service
- Consolidating relevant products under market leading KBU brands. $41.3m non-cash charge as we retire older Ansell brands included in Significant Items[2]

Synergies Target

FY27 annualised net pre-tax cost synergies target upgraded from $10m to $15m

- Successful integration led to a lower sales reduction than assumed in our business case
- Increased supply chain savings opportunity
- $5m savings realised in FY25

1. Organic CC (Constant Currency) compares FY25 to FY24 at Constant Currency and adjusts for the effects of acquisitions, divestments and business exits including the KBU acquisition completed on 1-Jul-24 and retail household gloves exited in FY24. Refer to slide 30 for further details
2. Includes one-off costs associated with the Accelerated Productivity Investment Program and the KBU transaction and integration, a one-off non-cash charge against the value of retired brands, and legal costs associated with the shareholder class action in FY25

Leveraging Market-Leading KBU Brands To Enhance The Growth Potential Of Our Combined Portfolio

Ansell's portfolio of brands, synonymous with quality and performance, has the highest levels of awareness in protective gloves and clothing[1]

Industrial Segment: Key Product Brands
>75% FY25 Industrial Sales

HyFlex®


High performance **cut & mechanical gloves & sleeves**

AlphaTec®


Multi-hazard **chemical hand & body protection**

RINGERS GLOVES


Best-in-class **impact protection gloves**

Healthcare Segment: Key Product Brands
>70% FY25 Healthcare Sales

MICROFLEX®


Disposable & exam gloves offering value-added benefits

TouchNTuff®


Best-in-class **chemical-resistant disposable gloves**

GAMMEX®


Innovative **surgical hand protection**

KLEENGUARD™


Durable, hard-wearing **industrial safety PPE**

KIMTECH™


Advanced PPE for **cleanroom & lab environments**

KBU brands utilised across expanded product range from FY26

Service Brands

AnsellGUARDIAN®


Proprietary **hazard & safety assessments**

Chemicals testing, advanced **chemical product selection**

RightCycle™


Industry-leading solution for **recycling non-hazardous PPE waste**

Apex»


Comprehensive **cleanroom contamination risk reduction program**

Scaling up KBU services

1. Source: Ansell commissioned quantitative survey in May 2025 of PPE purchase decision makers in the USA

APIP: On Track To Achieve Savings Goals, Focus Turns To ERP System Upgrades Commencing in FY26

Work Stream	FY25 Progress Update
Organisation *Simplify & Streamline Our Organisational Structure*	✓ Changes completed in FY24 ✓ Reorganised customer units benefiting from enhanced focus and contributing to accelerated sales growth, particularly in emerging markets
Manufacturing *Improve Manufacturing Productivity*	✓ Changes completed in FY25 ✓ FY25 actions included relocation of production of some Chemical protective clothing styles from China to Sri Lanka, and warehouse upgrades in Mexico, USA and UK
IT *Accelerate Digitisation Strategy*	✓ Work to date has focused on building and testing of upgraded ERP systems in preparation for initial implementations in FY26 ✓ Upgrades to deliver enhanced digital capabilities and productivity benefits – More detail on following page

Summary Financials

APIP Savings

FY24: $28m
FY25: $47m
FY26 Target: $50m (excluding longer-dated IT savings)

APIP Cash Costs

FY24: $44m
FY25: $15m
Total Program: $85-90m, including $35m of IT costs

APIP: Commercial ERP System Upgrades To Complete Multi-Year Digital Transformation

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Ansell ERP Journey

Pre FY26 *Outside of APIP Scope*	FY26-28 *Focus of APIP IT Workstream*	Post FY28
Unifying Manufacturing ERP Systems	**Unifying Customer-Facing ERP Systems**	**End State**
16 ERP systems in use across the company in 2019 Manufacturing ERP systems progressively unified – 9 plants transitioned, final plants to be upgraded in FY27	Manufacturing ERP system being extended to customer-facing entities Phased implementation, initial go live in North America planned for FY26 H2 Other regions to cutover through FY27 and FY28	**All manufacturing and commercial operations unified under a single, cloud-based ERP system**

Key Benefits

Direct Improvements

Enhanced productivity & reduced cost
Superior customer experience
Better decision-making tools & analytics

Enabling Further Value Creation Across

Pricing and revenue management
Logistics and procurement
Inventory management
Acquisition integrations

Delivering Against Sustainability Objectives, Net Zero Target Now Includes Scope 3 Emissions

People

We focus on enhancing the health and well-being of our employees, creating decent and inclusive work environments and reducing inequalities across our operations.

Target	Progress Assessment
High level of employee risk reporting	✓ >3 safety improvement ideas per employee in FY25, ahead of target
10% reduction in TRIFR[1] by FY30	✓ 16% reduction in TRIFR vs Jun-24, currently trending below FY30 target
100% of direct suppliers[2] meet Ansell's labour, health and safety standards by FY27	✓ Double-digit growth in A or B rated finished goods and raw material and packaging suppliers

Product

We strive to lower the impact of our products by using less fossil fuel-based materials, incorporating more recycled and bio-based content, increasing product durability, and improving end-of-life treatment by enhancing recycling, reuse, or composting of our products & packaging.

Target	Progress Assessment
Design 80% of new and updated products with reduced environmental impact by FY26[5]	✓ Achieved target in FY25

Planet

We aim to achieve a zero-carbon future by reducing our fossil fuel dependency, increasing energy efficiency, sending zero waste to landfill, supporting customer waste reduction and building partnerships across our value chain.

Target	Progress Assessment
Net zero emissions by FY45[3], including scope 3	✓ 9% reduction in scope 1 & 2 emissions versus FY24, despite higher production ✓ Scope 3 emissions reduction target validated by SBTi in July 2025
Reduce water withdrawals by 35% by end of FY27[4]	✓ Improvement in water intensity versus FY24, will help drive overall reduction in water withdrawals in future years
Zero waste to landfill	✓ Original scope facilities certified, implementation underway for new sites

1. Versus FY23 baseline
2. In-scope suppliers based on Ansell's Supplier Management Framework
3. Less than 10% use of offsets
4. Versus FY20 baseline
5. Made using less fossil fuel-based material and more recycled or bio-based material when compared with gloves of a similar make

FY25 recognition: For the second year running included on Morningstar Sustainalytics' ESG Top-Rated Companies list

3. Financial Results

FULL YEAR RESULTS FY25

Strong Organic CC[1] Sales & Earnings Growth

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P&L Summary				
($m)	**FY24**	**FY25**	**% Δ**	**Org CC[1] % Δ**
Sales	**1,619.3**	**2,003.3**	**23.7%**	**7.7%**
Cost of Goods Sold	(994.5)	(1,178.3)	18.5%	6.2%
Distribution Costs	(108.0)	(127.2)	17.8%	1.1%
GPADE	**516.8**	**697.8**	**35.0%**	**11.5%**
SG&A	(321.3)	(415.7)	29.4%	12.2%
EBIT[2]	**195.5**	**282.1**	**44.3%**	**10.4%**
Significant Items[3]	(66.2)	(98.2)	48.3%	
Net Interest	(20.6)	(40.0)	94.2%	(12.7%)
Taxes	(31.2)	(40.3)	29.2%	4.4%
Minority Interests	(1.0)	(2.0)	100.0%	
Statutory Profit Attributable	**76.5**	**101.6**	**32.8%**	
Adjusted Profit Attributable[2]	**131.6**	**183.3**	**39.3%**	**18.8%**
GPADE/Sales	31.9%	34.8%		
SG&A/Sales	19.8%	20.8%		
EBIT/Sales	12.1%	14.1%		
Adjusted Effective Tax Rate[2]	24.2%	23.5%		
Statutory EPS (US¢)	**59.4**	**69.9**	**17.7%**	
Adjusted EPS[2] (US¢)	**105.5**	**126.1**	**19.5%**	**19.2%**

Key Comments

- Best Organic CC[1] sales growth in over a decade, excluding pandemic-assisted year of FY21
- GPADE margin increased 290bps
  - Significant KBU acquisition mix benefit
  - Margin accretion from improved manufacturing utilisation and higher APIP savings
  - Partial offset from higher freight and raw material costs, improvements in H2 from reduced usage of air freight and pricing actions
- 12.2% Organic CC[1] SG&A growth on higher incentives, partially offset by APIP savings
- FX unfavourable to EBIT by $1.5m, unfavourable translation effects mostly offset by lower hedge contract loss versus FY24
- Significant Items[3] includes $41.3m non-cash charge against values of brands to be retired following decision to broaden use of acquired KBU brands
- Net interest up versus FY24 on incremental debt to fund the KBU acquisition
- Adjusted effective tax rate[2] of 23.5%, in line with guidance

1. Organic CC (Constant Currency) compares FY25 to FY24 at Constant Currency and adjusts for the effects of acquisitions, divestments and business exits including the KBU acquisition completed on 1-Jul-24 and retail household gloves exited in FY24. Refer to slide 30 for further details
2. Before Significant Items
3. Significant Items in FY25 includes $15.3m one-off costs associated with the Accelerated Productivity Investment Program, $10.0m one-off costs associated with the KBU transaction, $29.5m one-off costs associated with the KBU integration, a $41.3m one-off non-cash charge against the value of retired brands, and $2.1m other costs including legal costs associated with the shareholder class action. Significant Items in FY24 includes $53.5m one-off costs associated with the Accelerated Productivity Investment Program, $11.2m one-off costs associated with the KBU acquisition including interest income on proceeds from the equity raising, and $1.5m other costs including legal costs associated with the shareholder class action

Strengthening Balance Sheet, Improvement in ROCE

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Balance Sheet Summary

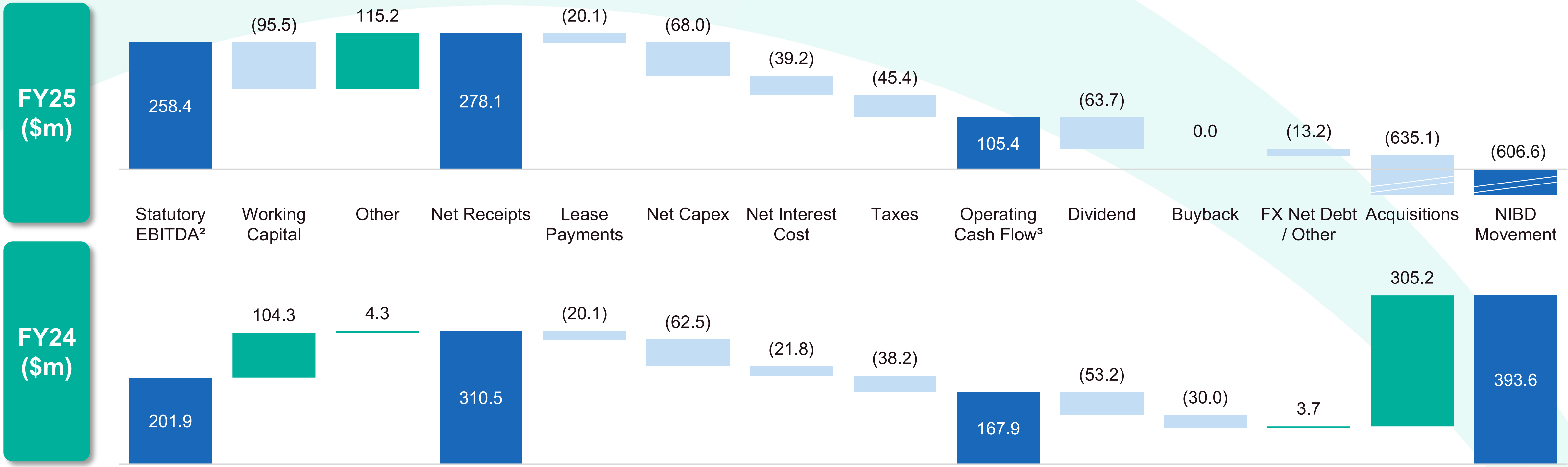
($m)	Jun-24	Jun-25
Fixed Assets	349.3	377.2
Intangibles	1,054.8	1,655.5
Right of Use Assets	86.2	98.4
Other Assets/Liabilities	(65.1)	(138.0)
Working Capital	**432.8**	**559.8**
Inventories	*457.9*	*584.7*
Receivables	*200.4*	*226.0*
Payables	*225.5*	*250.9*
Capital Employed	**1,858.0**	**2,552.9**
Net Debt	**(52.2)**	**570.2**
Shareholders' Funds	**1,910.2**	**1,982.7**
ROCE % (Pre-Tax)[1]	10.3%	12.8%
ROE % (Post-Tax)[2]	7.5%	9.5%

1. ROCE % calculated as LTM EBIT over average capital employed. LTM EBIT is adjusted to exclude Significant Items. Capital employed at 30-Jun-24 did not include assets and liabilities from the KBU acquisition completed on 1-Jul-24
2. ROE % calculated as LTM Profit Attributable over average shareholder funds. LTM Profit Attributable is adjusted to exclude Significant Items. Shareholder funds at 30-Jun-24 included cash to fund the purchase price, related taxes and transaction costs for the KBU acquisition completed on 1-Jul-24

Key Comments

- Strong balance sheet with Moody's Baa2 investment grade rating
- Inventory at Jun-25 included $46m from the KBU business
  - Increase in non-KBU inventory versus Jun-24 due to higher sales, investments in inventory in the US in H2 ahead of tariff increases, and FX
  - Small overall increase in inventory turns versus Jun-24, reflecting mix benefit from KBU products where manufacturing is outsourced
- Debtor and creditor days broadly stable versus Jun-24
- Improvement in ROCE supported by strong initial returns from the KBU acquisition

Good Cash Conversion[1]



1. Cash Conversion is defined as the percentage of net receipts from operations, excluding Significant Items, to EBITDA
2. Includes Significant Items
3. Operating Cash Flow is defined as net receipts from operations per the Consolidated Statement of Cash Flows adjusted for net payments for property, plant and equipment and intangible assets, repayments of lease liabilities, net interest paid, and tax paid

Key Comments

- Cash Conversion[1] of 91%
- Working capital investment funded higher sales and included H2 inventory build ahead of US tariff increases
- Significant Items, including APIP cash costs of $15m and KBU transaction and integration cash costs of $30m, included in EBITDA and Net Receipts
- Other item bridging EBITDA to Net Receipts included:
  - Non-cash Significant Items of $52m
  - Incentive accruals reflecting strong performance in FY25
- Net capex of $68.0m included $25.8m towards continued construction of the greenfield India Surgical facility
- Acquisitions outflow reflects consideration paid for KBU on 1 July 2024

Significant Liquidity & Balance Sheet Capacity To Fund Growth Investments & Capital Management

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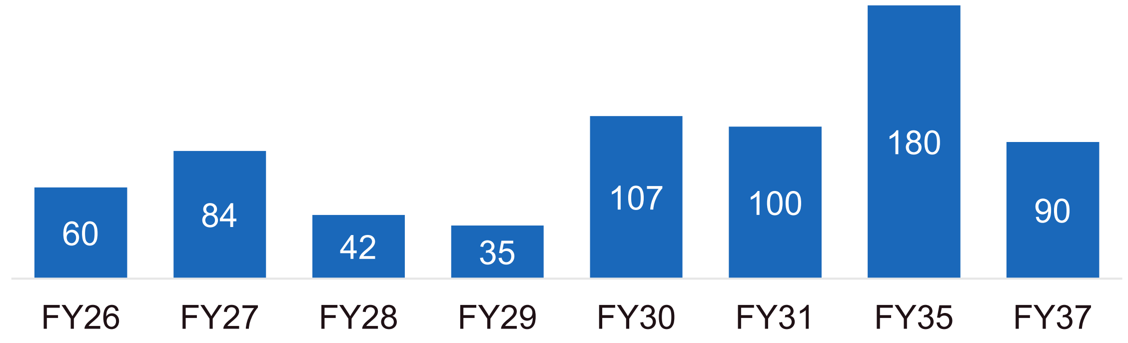
Net Debt Summary

($m)	Jun-24	Jun-25
Interest-Bearing Debt	766.3	698.9
Cash at Bank and Short-Term Deposits	909.4	235.4
Net Interest-Bearing Debt (NIBD)	**(143.1)**	**463.5**
Lease Liabilities	90.9	106.7
Net Debt	**(52.2)**	**570.2**
Net Debt/EBITDA[1]	(0.2x)	1.6x
Pro Forma Net Debt/EBITDA[2]	1.8x	1.6x

1. Net Debt/EBITDA is based on LTM EBITDA, adjusted to exclude Significant Items. Not meaningful at 30-Jun-24 as Net Debt included cash to fund the purchase price, related taxes and transaction costs for the KBU acquisition completed on 1-Jul-24
2. Pro Forma Net Debt/EBITDA for 30-Jun-24 adjusts Net Debt to account for the purchase price, related taxes and transaction costs paid for the KBU acquisition, and includes LTM KBU EBITDA

Drawn Debt Maturity Profile ($m)



Key Comments

- KBU acquisition drove increase in Net Debt versus 30-Jun-24
  - Excluding consideration for the KBU acquisition, Net Interest-Bearing Debt reduced by $29m
- Pro Forma Net Debt/EBITDA of 1.6x
  - Accelerated reduction versus target at time of KBU acquisition of 2.0x by the end of FY25
- Significant liquidity with $738.2m of cash and undrawn bank facilities
- Debt profile has an average maturity tenor of >5.8 years
- 63% of debt facilities are at fixed interest rates, average interest rate on borrowings of 5.0%
- Substantial headroom within debt financial covenants which combined with strong liquidity and cash generation provides financial flexibility to fund a combination of internal investments, M&A and capital management
- **Resuming on-market share buyback in FY26, targeting up to $200m of repurchases**

Opportunities For Improved Financial Performance & Value Creation

Accelerated Sales Growth

- Benefits from market-leading brand positioning
- Stepped up product and service innovation, leveraging proprietary Ansell technologies
- Strengthened revenue management practices

Margin Improvement

- Continuous focus on manufacturing productivity
- Savings in procurement
- Greater efficiencies in warehousing and distribution
- Enhanced use of shared services
- Benefits from unified ERP systems

Cash Flow Conversion

- Drive faster inventory turnover while maintaining strong service levels
- Improved customer terms
- Stronger rigour and new approaches to direct and indirect supplier terms

Enhancing Balance Sheet Strength & Capital Allocation Flexibility

Funding investments to reinforce differentiation and increase presence in markets with strong long-term fundamentals

Sustaining dividends, paying out between 40-50% of profit after tax

Targeting leverage of **1.5-2.5x Net Debt/EBITDA**

Capital Allocation Priority 1 — Internal Investments

- **High-returning internal investments** to drive growth and improve productivity
- Focus on **manufacturing automation**

Capital Allocation Priority 2 — M&A

- **Selective and disciplined approach to M&A**, with strict strategic and returns criteria
- Strengthened **integration capabilities**

Capital Allocation Priority 3 — Share Buybacks

- Balanced against returns on other available organic or inorganic investments
- **Resuming on-market buyback in FY26**

4. FY26 Outlook

Well Positioned To Adapt To Higher US Tariffs

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Our products are essential and differentiated

Our products keep workers and production processes safe

Customers buy Ansell products because of their quality and innovation in protection, performance, comfort and sustainability

Glove industry manufacturing is concentrated in Asia

There is limited ability for US customers to switch to locally produced alternatives, with most products imported from Asia

Economics of shifting production to the US remain difficult

We have a diversified, flexible manufacturing & sourcing network

We have 14 manufacturing plants in 9 countries and a well-developed supplier network

Our largest US sourcing exposures are to Malaysia and Sri Lanka[1]

We have a demonstrated history of passing through cost increases

Changes in the prices of raw materials are regularly passed through to customers

We successfully priced to recover large increases in the cost of outsourced finished goods during the 2020-21 COVID-19 period

Taking decisive actions taken to mitigate our exposure, including…

Pricing to offset higher tariffs in full (total annualised cost ~$80m)

Initial increases implemented in June based on prevailing tariff rates (e.g. China 30%, rest of world 10%) – good customer acceptance

Subsequent increases being implemented in FY26 H1 in response to higher tariff rates announced in July – timing of tariff increases and pricing adjustments to be broadly similar

Reducing exposure to China sourcing

China sourcing exposure considered to be less than the industry[2]

Shifting to alternative sources, majority of products by value able to be moved

Supporting customers with non-China alternatives where feasible

1. % Ansell US imports by value: Malaysia, Sri Lanka >20%; Thailand 10-20%; China 5-10%; Vietnam, all other <5%
2. Per Observatory of Economic Complexity trade data (2022). Trade data not directly comparable to Ansell product categories but considered directionally accurate

FY26 Adjusted EPS[1] Guidance Range US133¢ to US145¢, Up From US126.1¢ In FY25

	What We Expect To See	Guidance Assumptions
Sales	• Solid healthcare demand • Subdued demand in some industrial verticals	• Constant currency[2] sales growth from both higher volumes and tariff-related pricing – Pricing to offset higher tariffs in full, with initial increases implemented in late FY25 and subsequent increases to be implemented in FY26 H1 – Sales in FY25 H1 benefitted from ~$27m of previously disclosed temporary order pattern favourability, which will be a headwind to constant currency[2] sales growth in FY26 H1
Adjusted EPS[1]	• Earnings supported by higher sales, improved manufacturing and supply chain productivity, and a step up in KBU synergies	• Incremental KBU net pre-tax cost synergies of ~$7m versus FY25, bringing total net pre-tax cost synergies to ~$12m • Incremental APIP savings of ~$3m versus FY25, bringing total program savings to ~$50m • FX neutral to EBIT versus FY25, favourable currency movements offset by hedge book losses • Net interest cost of ~$45m • Book tax rate of 23.5% to 24.5%
Cash Flow	• Strong Cash Conversion[3] • Continued balanced approach to capital allocation	• One-off pre-tax costs (Significant Items, excluded from Adjusted EPS[1]) of ~$15m[4], primarily in relation to ERP system upgrades within the scope of APIP • Capex of $60m to $70m, including increased investment in high-returning automation and sustainability projects

1. Before Significant Items and excludes the effects of the on-market share buyback
2. CC (Constant Currency) compares FY26 to FY25 at Constant Currency. Refer to slide 30 for further details
3. Cash Conversion is defined as the percentage of net receipts from operations, excluding Significant Items, to EBITDA
4. Guidance does not assume any one-off inventory revaluations resulting from changes to tariff rates, if these occur they will be reported in Significant Items

FY26 Actions Reinforcing Our Investment Proposition

Ansell

FY26 Actions

Leading Positions In Growing Markets

Pivoting focus to favoured verticals and geographies

Enabled by end-user focused sales approach

Comprehensive Product Portfolio

Further “new to industry” product launches, including in chemical protection

Enabled by new innovation roadmaps and sharper R&D focus

Service Solutions Valued By Customers

Launching next-gen suite of AI enabled AnsellGUARDIAN® services

Scaling up RightCycle™ recycling program

Resilient Supply Chain

Reducing China sourcing dependence

Further investments in automation capabilities

Commencing glove dipping in greenfield India Surgical facility

Sustainability Leadership

Expanding portfolio of low carbon solutions

Lower energy costs from renewable investments

Strong Cash Flows

Capex mix shifting from capacity investments to productivity

Resuming on-market buyback

Enhancing Key Dimensions Of Value Creation

Differentiated Customer Solutions Aligned To Industry Trends

Diverse Vertical & Geographic Presence Providing Growth Opportunities Through The Economic Cycle

Productivity-Enhancing Investments To Enable Growth & Mitigate Cost Inflation

Balanced, Disciplined & Effective Capital Allocation

5. Q&A

Appendix

Sales & EBIT Impact Of FX Movements

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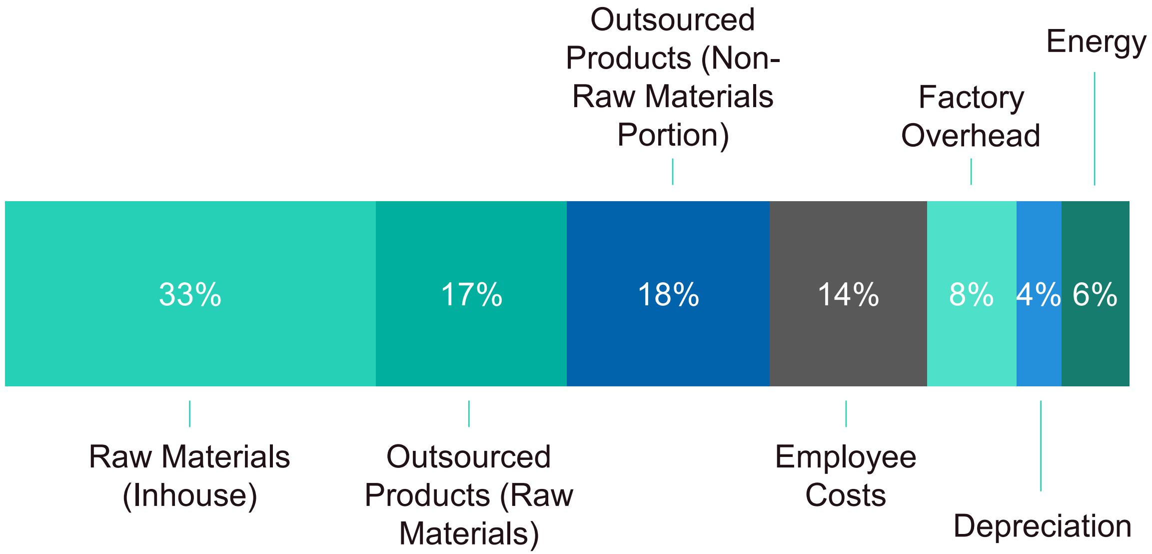
	FX Impact ($m)		Key Comments
	Sales	EBIT	
FY25 vs FY24			
FX Rate Movements	(5.4)	(11.4)	• Net reduction in Sales and EBIT, largest adverse movements were in the BRL, MYR and THB • FX momentum shifted in the final quarter of the year as key sales currencies appreciated against the USD
FX Gain/(Loss) Variance – Hedge Contracts		9.9	• Net foreign exchange loss on hedge contracts in FY25 was $0.9m, the equivalent number in FY24 was a loss of $10.8m
Total	**(5.4)**	**(1.5)**	
FY26 Forecast vs FY25			
FX Rate Movements	~20	~5	• Based on our foreign exchange rate assumptions, we anticipate a positive net currency movement in FY26, primarily driven by the EUR
FX Gain/(Loss) Variance – Hedge Contracts		~(5)	• Favourable currency movement offset by expected losses on hedge contracts
Total	**~20**	**~0**	

Input Costs Summary

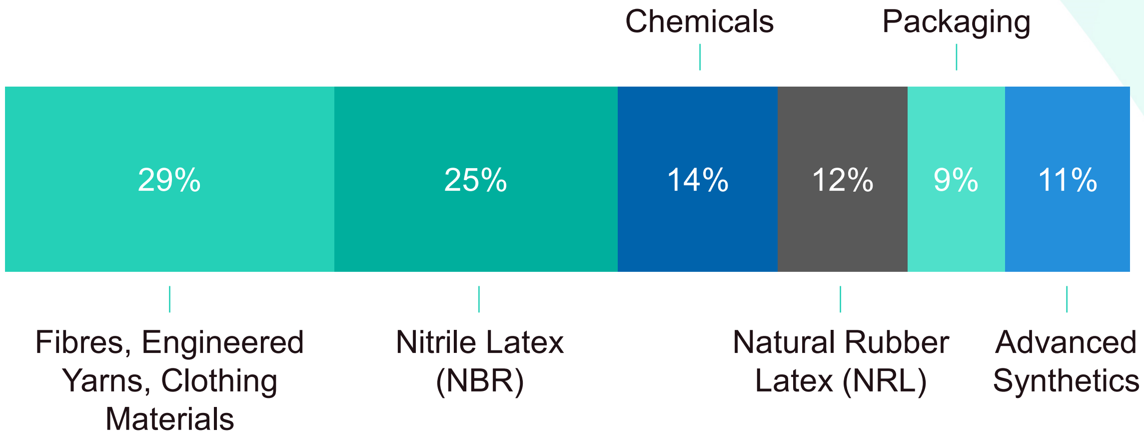
FY25 Input Cost Trends

- NBR and NRL costs higher versus FY24, though softened in H2. Majority of synthetics and yarns stable
- Employee cost inflation persists in key manufacturing locations, including additional social compliance costs. Continued focus on productivity improvements to offset, including investment in automation technologies
- Energy costs stable
- Increase in Exam/SU outsourced finished goods costs in H1, stable in H2
- Strengthening in key cost currencies including the MYR and THB

FY25 COGS Components (COGS $1,178.3m)



FY25 Raw Material Mix



Capex Summary

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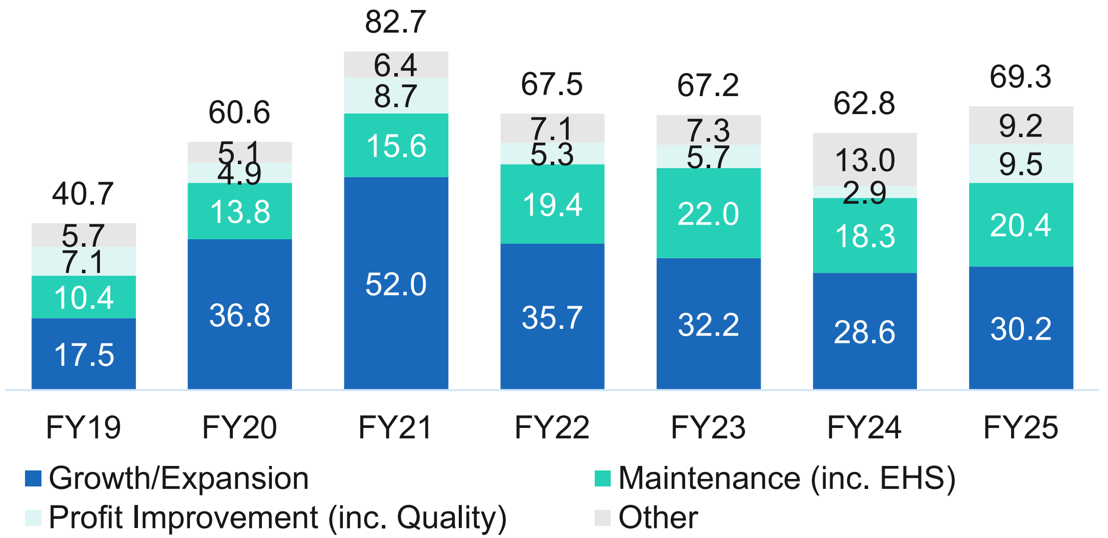
FY25 Capex Summary

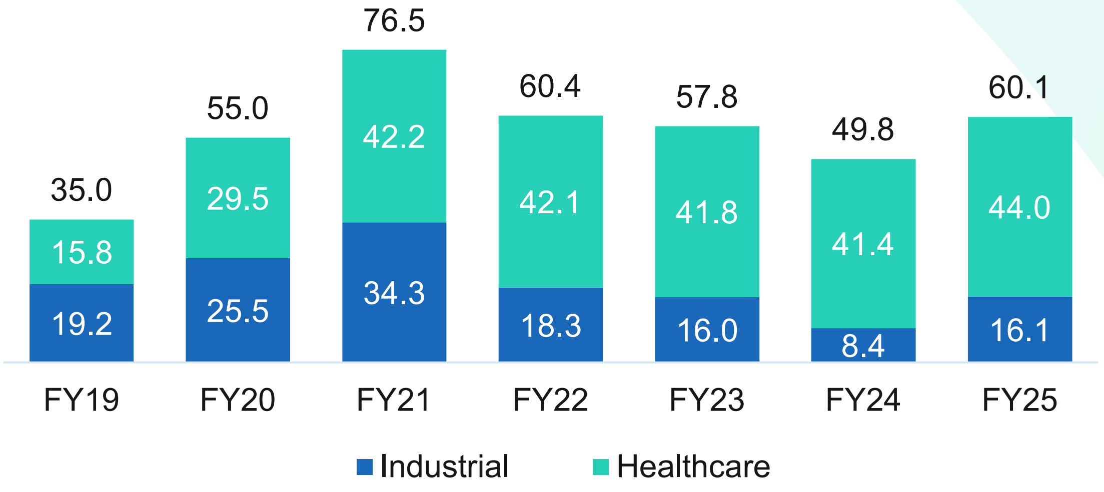
- Total FY25 capex of $69.3m included $25.8m towards the greenfield India Surgical facility
- Other spend included sustainability projects, site improvements and productivity initiatives
- FY26 capex expected in the range of $60-70m, including increased investment in high-returning automation and sustainability projects

Greenfield India Surgical Facility

Total Capex by Category[1] ($m)



Manufacturing Capex by Segment ($m)



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

Organic Constant Currency

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Constant Currency

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

Organic Constant Currency

- Organic constant currency compares the current period's performance to the prior period's results on a constant currency basis with organic adjustments, such as the effects of acquisitions, divestments, and business exits, including the KBU acquisition completed on 1 July 2024 and retail household gloves exited in FY24.

Restated Prior Period ($m)

	Industrial	Healthcare	Corporate	Group
Prior Period Sales				
Reported Sales	**785.1**	**834.2**	**0.0**	**1,619.3**
Plus KBU Acquisition	96.7	176.1	0.0	272.8
Less Exited Retail Household Gloves	(25.7)	(0.1)	0.0	(25.8)
Remove Currency Effect	(5.0)	(0.4)	0.0	(5.4)
Organic Constant Currency Sales	**851.1**	**1,009.8**	**0.0**	**1,860.9**
Prior Period EBIT				
Reported EBIT	**129.3**	**81.1**	**(14.9)**	**195.5**
Plus KBU Acquisition	16.1	52.4	0.0	68.5
Less Exited Retail Household Gloves	(7.0)	0.0	0.0	(7.0)
Remove Currency Effect	(2.4)	(9.5)	0.5	(11.4)
Remove Net Exchange Loss	5.8	5.0	0.0	10.8
Organic Constant Currency EBIT	**141.8**	**129.0**	**(14.4)**	**256.4**
Prior Period Profit Attributable				
Reported Profit Attributable				**76.5**
Remove Significant Items				55.1
Adjusted Profit Attributable				**131.6**
Plus KBU Acquisition[1]				32.4
Less Exited Retail Household Gloves				(5.7)
Remove Currency Effect				(11.4)
Remove Net Exchange Loss				8.0
Organic Constant Currency Profit Attributable				**154.9**

1. Adjustment includes the effect, net of tax, of higher interest expense from the USPP note issued to fund the KBU acquisition

Segment History

($m)		FY14[1]	FY15[1]	FY16[1]	FY17[1]	FY18[1]	FY19[1]	FY20[1]	FY21[1]	FY22	FY23	FY24	FY25
Ansell													
Sales		1,377.5	1,428.1	1,352.8	1,374.5	1,489.8	1,499.0	1,613.7	2,026.9	1,952.1	1,655.1	1,619.3	2,003.3
EBIT[2,3,4,5,6]		175.5	210.9	188.2	178.4	193.43	200.9	216.7	338.0	245.1	206.3	195.5	282.1
% Margin[3,4,5,6]		12.7%	14.8%	13.9%	13.0%	13.0%	13.4%	13.4%	16.7%	12.6%	12.5%	12.1%	14.1%
Segments													
Industrial	Sales	716.5	668.5	654.8	655.9	715.5	703.7	719.1	790.7	762.5	750.9	785.1	898.6
	EBIT[2,3,4,5,6]	90.5	89.0	82.8	79.8	86.9	98.7	92.4	112.4	107.0	103.9	129.3	155.5
	% Margin[3,4,5,6]	12.6%	13.3%	12.6%	12.2%	12.1%	14.0%	12.8%	14.2%	14.0%	13.8%	16.5%	17.3%
Healthcare	Sales	661.0	759.6	698.0	718.6	774.3	795.3	894.6	1,236.2	1,189.6	904.2	834.2	1,104.7
	EBIT[2,3,4,5,6]	88.0	130.7	116.5	110.1	120.1	115.3	141.8	248.8	150.7	113.4	81.1	141.9
	% Margin[3,4,5,6]	13.3%	17.2%	16.7%	15.3%	15.5%	14.5%	15.9%	20.1%	12.7%	12.5%	9.7%	12.8%
Corporate Costs		(3.0)	(8.8)	(11.1)	(11.5)	(13.6)	(13.1)	(17.5)	(23.2)	(12.6)	(11.0)	(14.9)	(15.3)

1. FY14-FY21 have been adjusted or restated retrospectively to apply the accounting policy change upon adoption of the April 2021 IFRIC Agenda Decision 'Configuration or Customisation Costs in a Cloud Computing Arrangement (IAS 38 Intangible Assets)'. Please note adjustments are included in Corporate Costs
2. FY14-FY16 Segment EBIT adjusted to include overhead costs previously allocated to Sexual Wellness and revised allocation methodology appropriate to new segments
3. EBIT and % Margin for FY18 and FY19 adjusted to exclude transformation costs and non-recurring items
4. EBIT and % Margin for FY22 and FY23 adjusted to exclude Russia exit costs
5. EBIT and % Margin for FY24 adjusted to exclude one-off costs associated with the Accelerated Productivity Investment Program, the KBU acquisition and integration, and legal costs associated with the shareholder class action
6. EBIT and % Margin for FY25 adjusted to exclude one-off costs associated with the Accelerated Productivity Investment Program, the KBU acquisition and integration, a non-cash charge against the value of retired brands, and legal costs associated with the shareholder class action

Ansell Fact Sheet

Key Figures

- Booked Tax Losses at 30 June 2025: $24.0m (Australia $16.4m)
- Unbooked Tax Losses at 30 June 2025: $13.8m (Tax-Effected) (Australia $5.6m)
- Unbooked Capital Losses at 30 June 2025: $75.1m
- Interest Rate on Borrowings at 30 June 2025: 5.0% p.a.
- FY25 Dividend US50.20¢ per share (FY24 Dividend US38.40¢ per share)
- Ordinary Shares Issued at 30 June 2025: 145.9m shares (145.9m at 30 June 2024)
- Weighted Average No. of Shares for FY25 Adjusted EPS[1] calculation 145.3m (124.7m for FY24)

Key FY26 Assumptions

- Foreign exchange exposures by currency:
  Revenue currencies: USD 56%, EUR 25%, CAD 4%, GBP 4%, CNY 3%, AUD 3%
  Cost currencies: USD 65%, EUR 11%, MYR 10%, THB 5%, CNY 2%
- Net interest cost of ~$45m
- Tax rates, excluding one-off costs:
  Book tax rate: 23.5% to 24.5%
  Cash tax rate: 20% to 21%
- One-off pre-tax costs (Significant Items) of ~$15m[2], primarily in relation to ERP system upgrades within the scope of APIP
- Capex of $60m to $70m

1. Before Significant Items
2. Guidance does not assume any one-off inventory revaluations resulting from changes to tariff rates, if these occur they will be reported in Significant Items

Glossary

AI – Artificial Intelligence

APIP – Accelerated Productivity Investment Program

AUD – Australian Dollar

BRL – Brazilian Real

CAD – Canadian Dollar

Capex – Capital Expenditure

CC – Constant Currency

CNY – Chinese Yuan

COGS – Cost of Goods Sold

DPS – Dividend Per Share

EBIT[1] – Earnings Before Interest & Tax

EBITDA[1] – Earnings Before Interest, Tax, Depreciation and Amortisation

EHS – Environment, Health and Safety

EPS – Earnings Per Share

ERP – Enterprise Resource Planning

EUR – Euro

FX – Foreign Exchange

FY – Financial Year (July – June)

GBP – Great British Pound

GPADE – Gross Profit After Distribution Expenses

H1 – First Half (July – December)

H2 – Second Half (January – June)

IFRIC – IFRS Interpretations Committee

KBU – Ansell's Kimtech™ and KleenGuard™ Business Unit (formerly Kimberly-Clark Corporation's Personal Protective Equipment Business)

LTM – Last 12 Months

MYR – Malaysian Ringgit

NBR – Nitrile Butadiene Rubber

NIBD – Net Interest-Bearing Debt

NRL – Natural Rubber Latex

ROCE – Return On Capital Employed

ROE – Return On Equity

SBTi – Science Based Targets initiative

Significant Items[2] – income or expense items that are unusual or infrequent, also known as non-recurring

SBU – Strategic Business Unit

SG&A – Selling, General and Administrative Expenses

SEA – South East Asia

SU – Single Use

THB – Thai Baht

TRIFR – Total Recordable Injury Frequency Rate

USD – United States Dollar

1. EBITDA and EBIT exclude Significant Items
2. Includes one-off costs associated with the Accelerated Productivity Investment Program and the KBU transaction and integration, a one-off non-cash charge against the value of retired brands, and legal costs associated with the shareholder class action in FY25. Includes one-off costs associated with the Accelerated Productivity Investment Program and the KBU transaction, and legal costs associated with the shareholder class action in FY24

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