

ANSELL LTD  
Form 6-K  
September 21, 2006

---

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

**Washington, D.C. 20549**

**FORM 6-K**

**Report of Foreign Issuer**

**Pursuant to Rule 13a-16 or 15d-16 of  
the Securities Exchange Act of 1934**

For the month of September 2006 (September 20, 2006)

Commission File Number: 0-15850

**ANSELL LIMITED**

**(Translation of registrant's name into English)**

**Level 3, 678 Victoria Street, Richmond, Victoria 3121, Australia**

**(Address of principal executive offices)**

Indicate by check mark whether the registrant files or will file annual reports under cover Form 20-F or Form 40-F.

Form 20-F  Form 40-F

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulations S-T Rule 101(b)(1):

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(7):

Indicate by check mark whether by furnishing the information contained in this Form, the registrant is also thereby furnishing the information to the Commission pursuant to Rule 12g3-2(b) under the Securities Exchange Act of 1934.

Yes  No

This Form 6-K contains forward-looking statements within the meaning of the Securities Exchange Act of 1934 as amended, and information that is based on management's beliefs as well as assumptions made by and information currently available to management. When used in this Form 6-K, the words anticipate, approach, begin, believe, continue, expect, forecast, going forward, improved, likely, look forward, outlook, plans, potential, proposal, should and would and similar expressions are intended to identify forward-looking statements. These forward-looking statements necessarily make assumptions, some of which are inherently subject to uncertainties and contingencies that are beyond the Company's control. Should one or more of these uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those anticipated, expected, estimated or projected. Specifically, the ability of the Company to realize its ongoing commitment to increasing shareholder value through its ongoing restructuring, asset dispositions, strategic review and implementation, and cost cutting initiatives, may be affected by many factors including: uncertainties and contingencies such as economic conditions both in the world and in those areas where the Company has or will have substantial operations; foreign currency exchange rates; pricing pressures on

## Edgar Filing: ANSELL LTD - Form 6-K

products produced by its subsidiaries; growth prospects; positioning of its business segments; future productions output capacity; and the success of the Company's business strategies, including further structural and operational changes, business dispositions, internal reorganizations, cost cutting, and consolidations.

---

1  
Ansell Limited  
Ansell Limited  
Business Overview -  
Business Overview -  
September 2006  
September 2006

Doug Tough  
Doug Tough  
Chief Executive Officer  
Chief Executive Officer  
Rustom Jilla  
Rustom Jilla  
Chief Financial Officer  
Chief Financial Officer

2  
Agenda  
Agenda  
1.  
1.  
Overview  
Overview

-

-

Doug Tough

Doug Tough

2.

2.

Results

Results

-

-

Rustom Jilla

Rustom Jilla

3.

3.

Strategic Focus

Strategic Focus

-

-

Doug Tough

Doug Tough

#### FORWARD-LOOKING STATEMENTS

This

presentation

contains forward-looking statements within the meaning of the Securities Exchange Act of 1934 as amended, and information that is based on management's beliefs as well as assumptions made by and information currently available to management.

When used in this

presentation, the words anticipate,

approach,

begin,

believe,

continue,

expect,

forecast,

going forward,

improved,

likely,

look forward,

opportunity,

outlook,

plans,

potential,

proposal,

should

and would

and similar expressions are intended to identify forward-looking statements.

These forward-looking statements necessarily make assumptions, some of which are inherently subject to uncertainties and contingencies that are beyond the Company's control.

Should one or more of these uncertainties

materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those anticipated, expected, estimated or projected.

3  
Overview  
Overview  
Doug Tough  
Doug Tough  
3



4

Who is Ansell?

Who is Ansell?

A 101+ year old company

A world leader in healthcare barrier protection products and services

An Australian (ASX) listed Company (ANN), with market capitalization ~US\$1.1 billion  
(~GBP590 million)

## Edgar Filing: ANSELL LTD - Form 6-K

Sales of ~US\$850 million (~GBP450 million) and over 11,000 employees in 26 countries  
Statutory HQ in Australia, Operating HQ in the US, European Regional HQ in Brussels  
85% of sales in Europe and N. America and most plants in Asia & Mexico.

UK operations at Redditch, Tamworth and Solihull

Operating currency is the USD (which is used in this presentation unless otherwise noted)

Filings -

Australian Statutory Report and US SEC 20F

Corporate website

[www.ansell.com](http://www.ansell.com)

Ratings

Long Term

Short Term

Outlook

Standard & Poor's

BB+

B

Stable

Moody's

Baa3

P3

Stable

5

A Global Leader

A Global Leader

Occupational Gloves (Synthetics)

Occupational Gloves (Synthetics)

Market: ~US\$2.1B

Market: ~US\$2.1B

2006

2006

#1 Ansell

#1 Ansell

~20%

~20%

Consumer (Condoms)

Consumer (Condoms)

Market: ~US\$0.9B

Market: ~US\$0.9B

2006

2006

#3 Ansell

#3 Ansell

~11%

~11%

Estimated global market size and positions

Estimated global market size and positions

Surgical Gloves

Market:

~US\$0.6B

2006

#2 Ansell

~ 24%

Exam Gloves (Excluding

Exam Gloves (Excluding

Occupational)

Occupational)

Market: ~US\$1.0B

Market: ~US\$1.0B

2006

2006

#2 Ansell

#2 Ansell

~ 8%

~ 8%

Source: Nielsen, IMS, and internal estimates

~

~

~

~

~

~

~

~

~

6  
Our Products  
Our Products

7

Diversified Key Customers

Diversified Key Customers

Companies: industrial, auto,

Companies: industrial, auto,

chemicals, food etc.

chemicals, food etc.

Hospitals/Medical Centres;  
Hospitals/Medical Centres;  
acute and alternate care, first  
acute and alternate care, first  
responders etc  
responders etc

Retail: food stores, drug  
Retail: food stores, drug  
stores, convenience stores,  
stores, convenience stores,  
mass merchandisers  
mass merchandisers

8

Ansell Regions

Ansell Regions

F 06

F 06

SEGMENT EBIT (\$M) = 107.6

SEGMENT EBIT (\$M) = 107.6



SALES (\$M) = 849.1

SALES (\$M) = 849.1

16%

16%

37%

37%

47%

47%

43%

43%

25%

25%

32%

32%

Asia Pacific

133.2

Europe

313.7

Americas

402.2

Asia Pacific

27.3

Americas

46.4

Europe

33.9

9

Manufacturing Facilities

Manufacturing Facilities

84% in Asia

84% in Asia

12% in Mexico

12% in Mexico

3% in North America  
3% in North America  
1% in Europe  
1% in Europe  
Employees (11,000 approx.)  
Americas & UK  
Americas & UK  
Chemical Resistant  
Chemical Resistant  
General Purpose  
General Purpose  
Specialty  
Specialty  
High spec knitted  
High spec knitted  
Outsource ~US\$150 M  
Outsource ~US\$150 M  
Exam gloves  
Exam gloves  
Occupational gloves  
Occupational gloves  
Malaysia  
Malaysia  
Premium Surgical  
Premium Surgical  
Powder Free Exam  
Powder Free Exam  
Powdered Exam  
Powdered Exam  
Household gloves  
Household gloves  
Primary R&D facility near KL  
Primary R&D facility near KL  
Thailand  
Thailand  
Condoms  
Condoms  
Powder Free Exam  
Powder Free Exam  
Household gloves  
Household gloves  
Synthetic Exam  
Synthetic Exam  
India & Sri Lanka  
India & Sri Lanka  
Standard & Premium Surgical  
Standard & Premium Surgical  
Condoms  
Condoms  
Powder Free Exam

Powder Free Exam  
General Purpose  
General Purpose  
Chemical Resistant  
Chemical Resistant  
Critical Environment  
Critical Environment

10  
Results  
Results  
Rustom Jilla  
Rustom Jilla

11  
AUD +64%  
USD  
AUD  
\$10.04  
\$7.65  
USD +80%

ASX200 +67%  
30 June 05  
30 June 04  
31 Dec 04  
F 04  
TSR 34%  
F 05  
TSR 32%  
1 July 03  
2.5  
3  
3.5  
4  
4.5  
5  
5.5  
6  
6.5  
7  
7.5  
8  
8.5  
9  
9.5  
10  
10.5  
11  
11.5  
12  
2.5  
3  
3.5  
4  
4.5  
5  
5.5  
6  
6.5  
7  
7.5  
8  
8.5  
9  
9.5  
10  
10.5  
11  
11.5  
12  
31 Dec 03

ASX 200

Total Shareholder Return

Total Shareholder Return

\$7.74

\$5.90

\$3.99

\$5.35

3,039

3,533

31 Dec 05

4,278

Dividends

A13¢

A17¢

A21¢

Total Shareholder Return (TSR) = Share Price appreciation plus dividends

Share Price 13 Sept 06

30 June 06

F 06

TSR -1%

\$9.67

\$7.18

5,074



12  
Key Financial Metrics  
Key Financial Metrics  
EPS -  
US\$  
ROE %  
ROA (HC only)%

Gearing %  
 EBIT %  
 Gross Margin %  
 Free Cash Flow  
 Profit Attributable \$M  
 Sales \$M  
 F 05 was 41.1 ¢  
 pre AIFRS  
 57 ¢  
 60 ¢  
 18.2  
 18.7  
 18.0  
 23.2  
 After SPT sale, buybacks, dividends  
 10.8  
 19.1  
 12.1  
 13.5  
 Latex, sales mix  
 37.4  
 40.1  
 Average WC days from 85 to 80  
 76.7  
 94.5  
 DTA  
 90.8  
 101.0  
 +4.6% despite USD headwinds  
 849.1  
 812.1  
 F 06  
 F 05

The impact of write-downs (-\$60.9M in F 05, -\$4.1M in F 06) in the since divested  
 South  
 Pacific  
 Tyres  
 investment  
 are  
 excluded  
 from  
 the  
 metrics  
 above

Taxes were reduced by \$16.2M and \$7.5M in F 05 and F 06 due to Deferred Tax Adjustments.

Excluding SPT and DTA, PA went from \$84.8M to \$83.3M in F 06

13  
Latex Cost Graph  
Latex Cost Graph  
Updated  
Updated  
1.00  
2.00

3.00  
4.00  
5.00  
6.00  
7.00  
'86  
'87  
'88  
'89  
'90  
'91  
'92  
'93  
'94  
'95  
'96  
'97  
'98 '99  
'00  
'01  
'02  
'03  
'04  
'05  
'06

Latex Prices

+7% in F 05

+73% in F 06

Malaysian 00

MYR (per wet kg)

F 07 start price

was MYR 6.81

Price on Sept 12

was MYR 3.85

down 57% from

July 1 price

Seasonal supply driven price decline in early F 07 playing out as expected

Plus/minus .5 off a F 07 full year average cost of ~ 5.5 MYR/wet kg would,

assuming no other changes, have an EPS impact of ~US2¢

Notes: Wet Kg price divided by .6 equals ~ dry kg price. Source: Malaysian Rubber Board Statistics

Source: Malaysian Rubber Board Statistics

14

Occupational Business

Occupational Business

50% of Revenue and 56% of Segment EBIT

50% of Revenue and 56% of Segment EBIT

208.9

208.9

205.8  
205.8  
All Other  
All Other  
14.3%  
14.3%  
14.9%  
14.9%  
EBIT/Sales  
EBIT/Sales  
Margin Erosion / Mix  
Margin Erosion / Mix  
60.7  
60.7  
61.0  
61.0  
Segment EBIT  
Segment EBIT  
+3.6%  
+3.6%  
424.6  
424.6  
409.8  
409.8  
Sales  
Sales  
81.9  
81.9  
81.3  
81.3  
Disposables  
Disposables  
VOL -9%, ASP +9%  
VOL -9%, ASP +9%  
46.8  
46.8  
47.5  
47.5  
Knitted  
Knitted  
VOL +17%  
VOL +17%  
87.0  
87.0  
75.2  
75.2  
HyFlex®  
HyFlex®  
F 06  
F 06

F 05

F 05

\$M

\$M

Natural

Latex

13%

Synthetic

87%

Strategy:

Continued concept of hand injury solutions -

Guardian

SM

Continued emphasis on lower cost plants and outsourcing

New products -

expanding ergonomic technology advantage

New channels and markets

15

Professional Business

Professional Business

34% of Revenue and 27% of Segment EBIT

34% of Revenue and 27% of Segment EBIT

VOL +25%, ASP lower due to mix

VOL +25%, ASP lower due to mix



36.8  
36.8  
30.8  
30.8  
Synthetic  
Synthetic  
VOL +10% (EMEA up), ASP flat  
VOL +10% (EMEA up), ASP flat  
13.5  
13.5  
12.3  
12.3  
Powdered  
Powdered  
VOL +19%, ASP -6%  
VOL +19%, ASP -6%  
77.2  
77.2  
68.7  
68.7  
Exam: PF  
Exam: PF  
9.3  
9.3  
10.8  
10.8  
Other  
Other  
10.0%  
10.0%  
11.8%  
11.8%  
EBIT/Sales  
EBIT/Sales  
Latex costs / Exam Mix  
Latex costs / Exam Mix  
29.0  
29.0  
32.7  
32.7  
Segment EBIT  
Segment EBIT  
+4.6%  
+4.6%  
289.0  
289.0  
276.3  
276.3  
Sales  
Sales

Strong volume growth; all regions

Strong volume growth; all regions

16.2

16.2

4.1

4.1

14.7

14.7

3.6

3.6

Synthetic

Synthetic

Other

Other

EMEA up, AM and AP down

EMEA up, AM and AP down

60.2

60.2

65.3

65.3

Powdered

Powdered

EMEA and AP growth

EMEA and AP growth

71.7

71.7

70.1

70.1

Surgeons: Branded PF

Surgeons: Branded PF

F 06

F 06

F 05

F 05

\$M

\$M

Strategy:

Pricing to recover latex cost increases

New products to upgrade range (including synthetics)

US surgical market share recovery

Outsourcing commodity products instead of investment in new capacity

Synthetic

21%

Natural

Latex

79%

16

Consumer Business

Consumer Business

16% of Revenue and 17% of Segment EBIT

16% of Revenue and 17% of Segment EBIT

13.2%

17.4%

EBIT/Sales

US Retail Market Promotions

17.9

22.0

Segment EBIT

+7.5%

135.5

126.0

Sales

4Play & Supplements

12.9

9.8

Other

19.0

19.2

HHG

Tenders up, AM Public Sector Down

31.5

26.7

Bid / Public

Jissbon \$3.1M, EU +8%, AM -14%

72.1

70.3

Condoms: Branded

Retail

F 06

F 05

\$M

Strategy:

Recover USA Retail condoms

New products, new packaging, brand & line extensions

Use capacity through public sector and OEM supply

Expand geographic footprint and leverage global strength

Synthetic

10%

Natural

Latex

90%

17

Ansell's Financial Overview

Ansell's Financial Overview

Ansell had mixed results in F 06 after several strong years, but continues to have solid fundamentals:

Operationally:

Sales growth was the highest in 8 years while EBIT was pulled down by latex

Margins of Non-latex

products, which account for 52% of sales, remained strong

The Balance Sheet is healthy with low gearing and high interest coverage

Free Cash Flow generation capability remains good

EPS commitments were met, albeit with tax reduction benefits

Structurally:

The balanced capital management strategy continued to be executed. Surplus cash was distributed via higher dividends (\$22.5M) and another share buy-back (\$76.1M)

A

total

of

\$307.8

M

has

now

been

distributed

to

our

owners

between

F 04

F 06

(80%

via share buybacks)

Ansell also made its first acquisition in 6 years spending \$18.5M for 75% of Jissbon

SPT, the last of the non-healthcare legacy businesses, was sold and \$92M received

18  
Strategic Focus  
Strategic Focus  
Doug Tough  
Doug Tough

19

Strategic Evolution

Strategic Evolution

From meeting multi-year Segment EBIT commitments to advancing

From meeting multi-year Segment EBIT commitments to advancing

Ansell Growth Strategy for F 07 and Beyond

Ansell Growth Strategy for F 07 and Beyond



Methodology:  
Methodology:  
F 06 Base  
Synthetic Surg  
Excite  
AlphaTEC  
Channels  
China  
Mexico  
India  
Russia  
Technical  
Partnerships  
Other  
Jissbon

20

Geographic Expansion

Geographic Expansion

Ansell's growth in Emerging

Ansell's growth in Emerging

markets  
markets  
Jissbon Acquisition  
10% Share of China Retail Condom market  
China Occupational  
New Ansell trading company initiated  
Europe Emerging Markets  
Strong Consumer & Occupational growth  
India  
Occupational distribution set up  
Occupational +50%  
Occupational +50%  
Professional +37%  
Professional +37%  
Consumer +10%  
Consumer +10%  
Consumer +66%  
Consumer +66%  
Occupational +80%  
Occupational +80%  
Occupational +29%  
Occupational +29%  
Professional +60%  
Professional +60%  
China  
Russia  
& CIS  
Central &  
Eastern  
Europe  
Latin  
America  
South Africa  
Occupational +70%  
Occupational +70%  
Consumer +15%  
Consumer +15%

21

Ansell Takeaway

Ansell Takeaway

Solid and steadily growing company:

Solid and steadily growing company:

-

-

Organically

Organically

-

-

Geographically

Geographically

-

-

Acquisitively

Acquisitively

Cost components tightly managed

Cost components tightly managed

Diverse portfolio of brands, businesses, geographies

Diverse portfolio of brands, businesses, geographies

Strong financial position with investment and share buy-

Strong financial position with investment and share buy-

back capability

back capability

22  
ANSELL LIMITED  
ANSELL LIMITED

**SIGNATURE**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

ANSELL LIMITED

(Registrant)

By: /s/ DAVID M. GRAHAM  
Name: DAVID M. GRAHAM  
Title: GENERAL MANAGER FINANCE &  
TREASURY

Date: September 20, 2006