

ANSELL LTD  
Form 6-K  
October 11, 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 October 2006 (October 10, 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 -  
October 2006  
October 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



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

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

Sales of ~US\$850 million and over 11,000 employees in 26 countries

Statutory HQ in Australia, Operating HQ in the US, Asian Regional HQ in Melbourne,  
with manufacturing headquarters in Shah Alam, Malaysia

85% of sales in Europe and N. America and most plants in Asia & Mexico

Asian Plants in Malaysia (3), Thailand (2), Sri Lanka (1) and India (3)

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

Positive

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

Surgical Gloves

Market: ~US\$0.6B

Market: ~US\$0.6B

2006

2006

#2 Ansell

#2 Ansell

~ 24%

~ 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,  
acute and alternate care,  
first responders etc  
first 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

80% in Asia

80% in Asia

12% in Mexico

12% in Mexico

5% in North America  
5% in North America  
3% in Europe  
3% in Europe  
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  
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  
Condoms  
Powder Free Exam  
General Purpose  
Chemical Resistant  
Critical Environment  
80% in Asia

80% in Asia  
12% in Mexico  
12% in Mexico  
5% in North America  
5% in North America  
3% in Europe  
3% in Europe  
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  
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  
80% in Asia  
12% in Mexico  
5% in North America  
3% in Europe  
Americas & UK  
Chemical Resistant

General Purpose  
Specialty  
High spec knitted  
Outsource ~US\$150 M  
Exam gloves  
Occupational gloves  
Premium Surgical  
Powder Free Exam  
Powdered Exam  
Household gloves  
Primary R&D facility near KL  
Thailand  
Condoms  
Powder Free Exam  
Household gloves  
Synthetic Exam  
Employees (11,000 approx.)

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

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 29 Sept 06

30 June 06

F 06

TSR -1%

\$9.67

\$7.18

5,074

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

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  
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 Oct 9  
was MYR 4.53  
down 1/3rd from  
July 1 price  
Early  
latex  
price  
decline  
in  
F 07  
a  
positive.  
However,  
given  
initial  
inventories  
(at  
higher  
F 06  
prices)  
and  
previous  
forward  
purchases  
of  
20%  
of  
F 07  
demand

Ansell s  
YTD  
average  
is  
~  
5.5  
MYR/wet  
kg  
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

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

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

36.8

30.8  
Synthetic  
VOL +10% (EMEA up), ASP flat  
13.5  
12.3  
Powdered  
VOL +19%, ASP -6%  
77.2  
68.7  
Exam: PF  
9.3  
10.8  
Other  
10.0%  
11.8%  
EBIT/Sales  
Latex costs / Exam Mix  
29.0  
32.7  
Segment EBIT  
+4.6%  
289.0  
276.3  
Sales  
Strong volume growth; all regions  
16.2  
4.1  
14.7  
3.6  
Synthetic  
Other  
EMEA up, AM and AP down  
60.2  
65.3  
Powdered  
EMEA and AP growth  
71.7  
70.1  
Surgeons: Branded PF  
F 06  
F 05  
\$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%

13.2%

17.4%  
17.4%  
EBIT/Sales  
EBIT/Sales  
US Retail Market Promotions  
US Retail Market Promotions  
17.9  
17.9  
22.0  
22.0  
Segment EBIT  
Segment EBIT  
+7.5%  
+7.5%  
135.5  
135.5  
126.0  
126.0  
Sales  
Sales  
4Play & Supplements  
4Play & Supplements  
12.9  
12.9  
9.8  
9.8  
Other  
Other  
19.0  
19.0  
19.2  
19.2  
HHG  
HHG  
Tenders up, AM Public Sector Down  
Tenders up, AM Public Sector Down  
31.5  
31.5  
26.7  
26.7  
Bid  
Bid  
/  
/  
Public  
Public  
Jissbon \$3.1M, EU +8%, AM -14%  
72.1  
72.1  
70.3

70.3

Condoms: Branded

Condoms: Branded

Retail

Retail

F 06

F 06

F 05

F 05

\$M

\$M

Strategy:

Strategy:

Recover USA Retail condoms

Recover USA Retail condoms

New products, new packaging, brand & line extensions

New products, new packaging, brand & line extensions

Use capacity through public sector and OEM supply

Use capacity through public sector and OEM supply

Expand geographic footprint and leverage global strength

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

From meeting multi-year Segment EBIT commitments to

advancing Ansell Growth Strategy for F 07 and Beyond

advancing Ansell Growth Strategy for F 07 and Beyond

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

Strong financial position with investment and share buy-back

capability

capability

F 07 has started with good sales growth in all major areas

F 07 has started with good sales growth in all major areas

Despite this good sales start, and lower latex

Despite this good sales start, and lower latex

prices (July

prices (July

early

early

October), we are not revising F 07 EPS guidance, at this time, from

October), we are not revising F 07 EPS guidance, at this time, from

the US46¢

the US46¢

-

-

US50¢

US50¢

range, due to latex cost volatility.

range, due to latex cost volatility.

22  
ANSELL  
ANSELL  
LIMITED  
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: October 10, 2006