



Macquarie Australia Conference

Malcolm Deane, CEO and Managing Director

May 2024

Important notice and disclaimer



This presentation has been prepared by ALS Limited, (ALS or the Company). It contains general information about the Company's activities as at the date of the presentation. It is information given in summary form and does not purport to be complete. The distribution of this presentation in jurisdictions outside Australia may be restricted by law, and you should observe any such restrictions.

This presentation is not, and nothing in it should be construed as, an offer, invitation or recommendation in respect of securities, or an offer, invitation or recommendation to sell, or a solicitation of an offer to buy, securities in any jurisdiction. Neither this document nor anything in it shall form the basis of any contract or commitment. This presentation is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any individual. All individuals should consider such factors in consultation with a professional advisor of their choosing when deciding if an investment is appropriate.

The Company has prepared this presentation based on information available to it, including information derived from public sources that have not been independently verified. No representation or warranty, express or implied, is provided in relation to the fairness, accuracy, correctness, completeness or reliability of the information, opinions or conclusions expressed herein.

This presentation includes forward-looking statements within the meaning of securities laws. Any forward-looking statements involve known and unknown risks and uncertainties, many of which are outside the control of the Company and its representatives. Forward-looking statements may also be based on estimates and assumptions with respect to future business decisions, which are subject to change. Any statements, assumptions, opinions or conclusions as to future matters may prove to be incorrect, and actual results, performance or achievement may vary materially from any projections and forward-looking statements.

Due care and attention should be undertaken when considering and analysing the financial performance of the Company.

All references to dollars are to Australian currency unless otherwise stated.

The Company is currently in blackout with FY24 results to be released on Tuesday 21 May 2024. Discussions in relation to FY24 results are not permitted.

Refocused and strengthened ALS



Developing a resilient business for today and the future

1

Attractive industry

Operate in an attractive and enduring industry, with the TIC industry being uniquely exposed to many attractive end markets.



2

Unique portfolio

Exposed to diversified and high-growth end markets:

- Leadership position in Minerals and Environmental
- Regional strength in Food and Pharma



3

New management

Refreshed the strategy and sharpened the capital allocation to provide strategic focus for all businesses.



4

Delivering on objectives

Disciplined capital allocation framework to support FY27 vision.



5

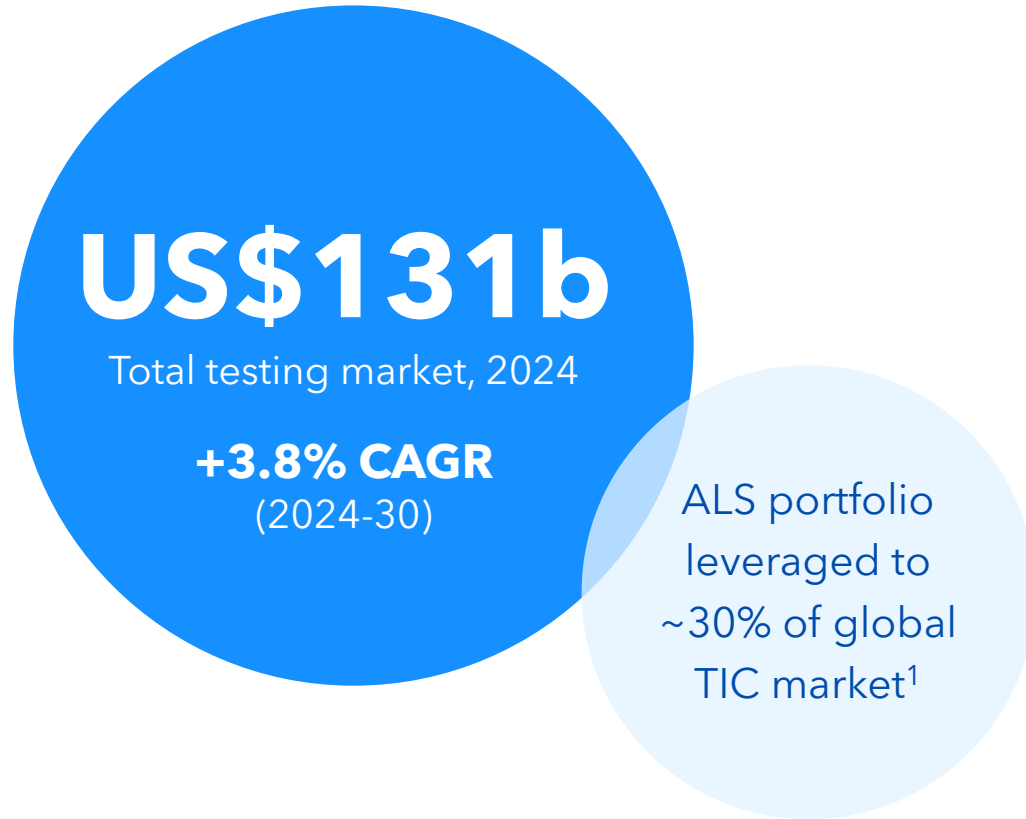
Growth and shareholder returns

Delivered strong growth and shareholder returns, with additional opportunities for improvement identified.








Large and evolving testing market

Supported by industry megatrends and consolidation opportunities



Megatrends

-  Increasing regulation, enforcement and outsourcing
-  Focus on health, nutrition and sustainability
-  Demand for energy transition and electrification
-  Increasing supply chain and business complexity
-  Digitisation and data analytics demand

Source: Markets and Markets: Testing, Inspection, and Certification Market.

¹ Based on Company estimates

A global leader in testing



Our vision

To be the global leader in the discipline of scientific analysis in the pursuit of a better world for all.



right solutions.
right partner.

Revenue contribution¹

Commodities

Minerals

45%

Industrial Materials

Life Sciences

Environmental

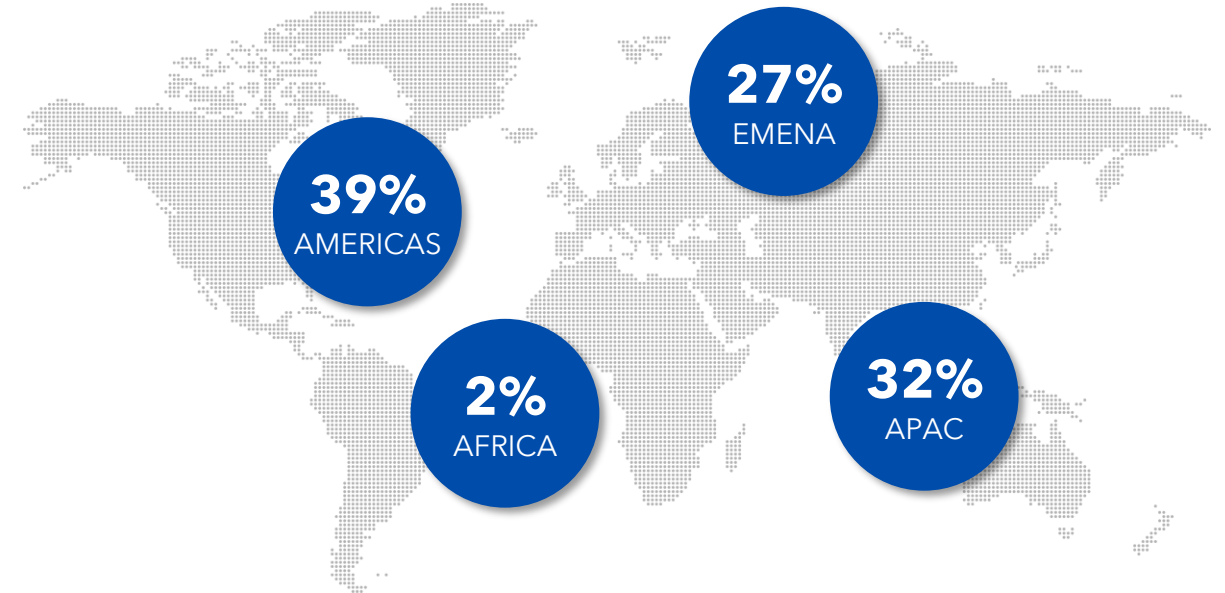
31%

Food

24%

Pharmaceutical

Revenue by region¹



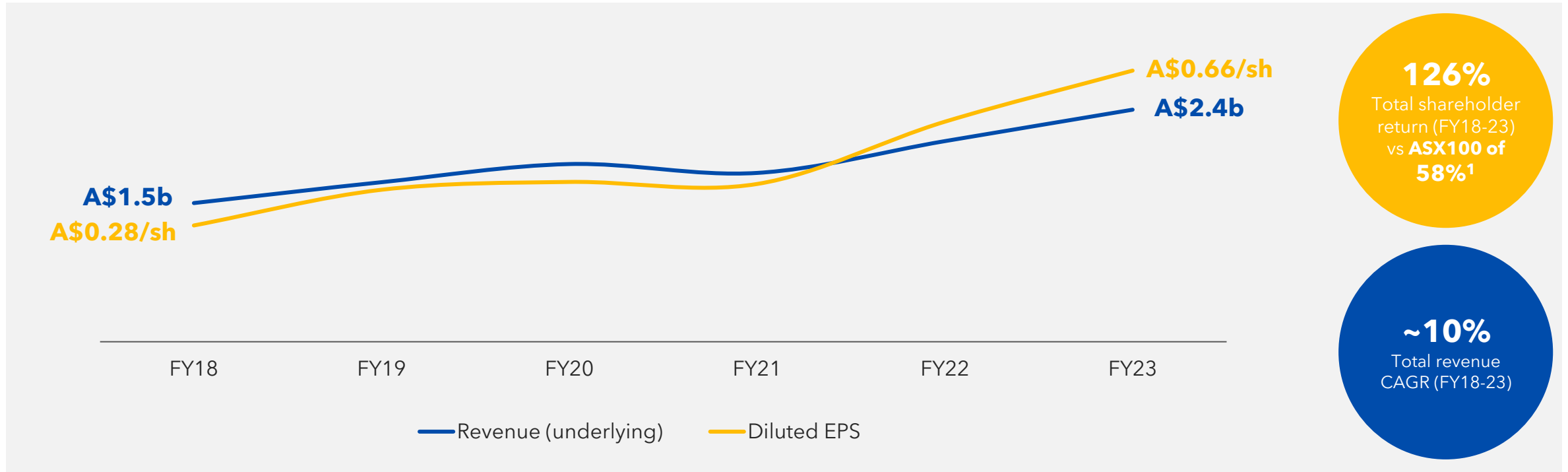
**FY23 underlying revenue:
A\$2,421m**

¹ Based on FY23 contribution. Oil and Lubricants (previously Tribology) included in Industrial Materials. Excluding Asset Care (divested)

Consistently delivered strong revenue and EPS growth



FY18-22 strategic plan FY23-27 strategic plan



**Growth underpinned by "ALS Operating Way":
operational excellence, strategic investments and innovation**

1 ALS total shareholder return calculated as: ((closing share price - opening share price) + total dividends per share paid in period) / (opening share price). ASX100 Total Return sourced from S&P Global.

FY27 strategy on track

Delivered solid revenue growth with additional opportunities for profit improvement identified



Our innovative and data driven approach continues to provide additional growth opportunity

Investing and shaping the business for the future

1

Testing capabilities

Disrupting mineral testing industry through innovation and launching high value methods, e.g. HPM testing.



2

Global systems

Leading industry and globally standardized systems (LIMS)¹, providing clients with consistent and unique data insight.



3

Data journey

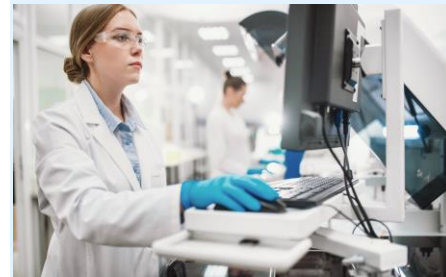
Supporting AI and ML capabilities, both organically and expanded through acquisitions.



4

Reshaping portfolio

Initiated portfolio rationalisation with divestment of Asset Care business.



5

Growth

On track to meet the FY27 financial targets², supported by deployment of growth capital (organic and inorganic) and ongoing implementation of the ALS Way.



1 Laboratory Information Management System
2 FY27 revenue of A\$3.3Bn and EBIT of A\$0.6Bn

...and building upon the framework

with a new executive team, operating model and improved M&A process



Increased focus with strategic additions to existing framework following review

6

New executive team

M&A integration process

Enhanced operating model

Standardised client approach

Scalable businesses (global and regional)

Updated capital allocation approach:
Value creation framework

On track to meet FY27 targets

Revenue
A\$3.3B

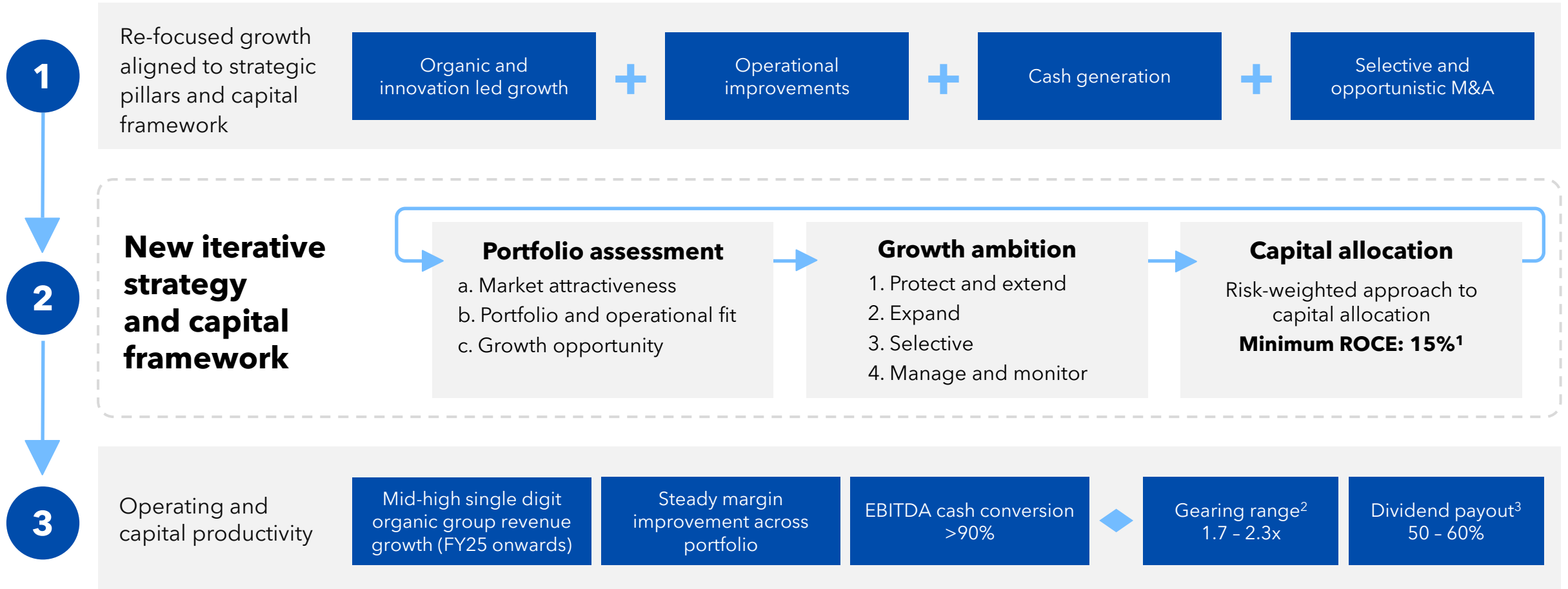
EBIT
A\$0.6B

Company to replace NPAT guidance with annual 'building blocks' framework¹

¹ Subject to final review by the Board

Updated value creation framework

Prioritising risk weighted capital to protect, extend and expand the portfolio



An integrated platform of market leading businesses, highly valued by clients and shareholders

¹ Organic and inorganic growth capital calculated on 3rd or 5th respectively full year contribution after commissioning or acquisition

² Net Debt / EBITDA

³ Based on Underlying NPAT

Refocused portfolio

Defined growth ambition and strategic focus for all businesses



	Commodities		Life Sciences		
	Minerals	Industrial Materials	Environmental	Food	Pharma
Revenue contribution¹	45%		31%	24%	
Positioning²	Global leader	Regional leader	Global leader	Regional leader	Regional leader
Margin³	Above with increased resilience	Par	Above	Below with operational improvements underway	Par with operational improvements underway
Capital allocation	\$\$\$	\$\$	\$\$\$	\$	\$\$
Strategic focus	Expand downstream activities globally, e.g. mine-site, and expand new service offerings	Establish regional scale in select geographies and improve/optimize performance	Expand geographic presence in key markets and capabilities to capture emerging contaminants	Selective investments to complement existing footprint, with a focus upstream	Establish leadership role in key geographies and verticals to serve global clients

¹ Based on FY23 contribution. Oil and Lubricants (previously Tribology) included in Industrial Materials. Excluding Asset Care (divested)

² Based on Company estimates

³ Relative to overall Group margin

Strategy implementation

Protecting, extending and expanding the Minerals portfolio



Protect and extend industry-leading traditional upstream exploration testing.
Expand into new service offerings through innovation.

Expand midstream capabilities into attractive new markets or new geographies.

Increased diversification through new service offerings, geographic expansion and capabilities has minimised downside cyclicality to the Minerals portfolio

Strategy implementation

Pursuing selective expansion opportunities in Environmental



Framework



Acquisitions of York Analytical and Wessling

Portfolio assessment

- a. Market attractiveness
- b. Portfolio and operational fit
- c. Growth opportunity

Growth ambition

- 1. Protect and extend
- 2. Expand**
- 3. Selective
- 4. Manage and monitor

Capital allocation

Risk-weighted approach to capital allocation

Portfolio assessment

- Expands market in USA (York) - largest environmental testing market in world, and in Germany (Wessling) - largest in Europe
- Complement and expands Life Sciences portfolio, and aligned with ALS Operating Way
- Substantial earnings growth runway in key markets

Growth ambition

Environmental services in Northwest Europe and US are identified areas to **Expand** within the ALS portfolio

Capital allocation

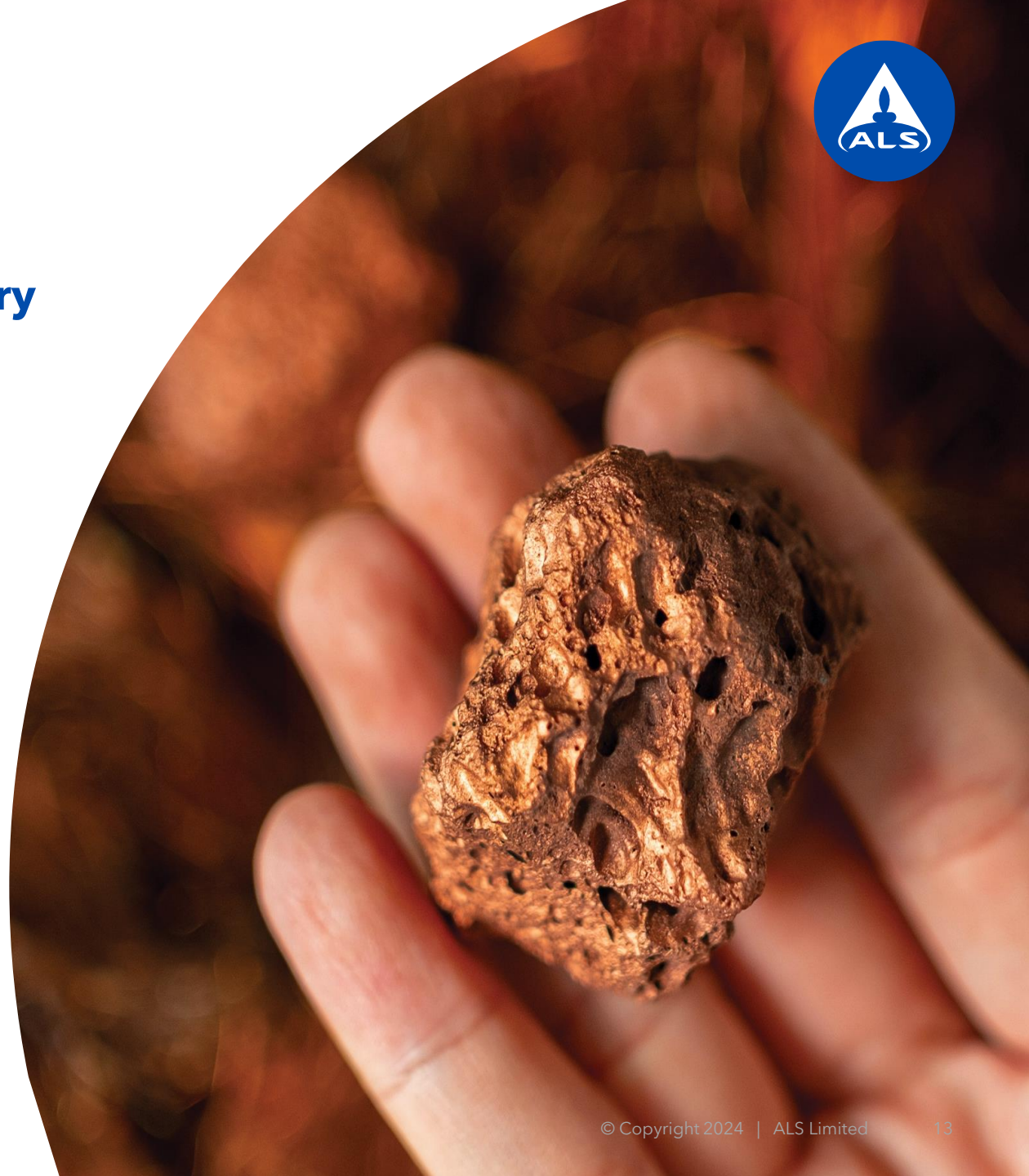
York and Wessling allocated high capital priority.
Acquisitions successfully executed.
Targeting mid teen ROCE in the medium term.



Investment proposition

Global business with diverse end markets, services and customers underpinned by industry mega trends and strong market positions.

- **Strategically positioned** to capture growth opportunities from industry megatrends
- **Leading market-share and margins** in Minerals and Environmental businesses
- **Market growth opportunity** in Food & Pharma
- **Leading the sector** in applied data solutions and digitalisation
- **Diverse** earnings profile
- **Disciplined ROCE driven capital allocation** framework supporting growth
- **Strong cash generation** supporting shareholder returns and balance sheet strength





right solutions.
right partner.