





WELCOME

Rutger Helbing



AGENDA

| 14:00 | Arrival | |
|----------------|---|---|
| 14:15 | Welcome | Rutger Helbing |
| 14:20 | Introduction to Devro and markets | Rutger Helbing |
| 14:40 | Win with the winning customers | Peter Whitmore |
| 15:00 | Product innovation to drive growth | Michael Lauesgaard |
| 15:20 | Product demonstrations – break-out stations | Katrina Greenock John McAughtrie Peter Skytte |
| 15:50 | Coffee break | |
| 16:05 | Global supply footprint to drive core profitability | Kevin Shoemaker |
| 16:25 | Strengthening competencies | Michael Lauesgaard |
| 16:35 | Concluding comments and Q&A | Rutger Helbing |
| 17:00 | Drinks and canapes | |
| 17:45 | Finish | |
| 17:00 17:45 | <u> </u> | |







INTRODUCTION
TO DEVRO
AND MARKETS

Rutger Helbing



TODAY'S PRESENTATION

DEVRO PLATFORM

01

Casings is a growing market driven by global mega trends

Devro has an established leadership position in the market

A well-invested and modern global asset base

WHAT'S CHANGED?

02

New management team

Globally integrated platform

3Cs strategy (Customer, Core profitability and Competencies)

POSITIONED FOR FUTURE GROWTH

03

Collagen displacing gut and inedible casing

Innovation / new product development

Enhanced customer intimacy



EXECUTIVE MANAGEMENT TEAM



RUTGER HELBING Chief Executive Officer



JACKIE
CALLAWAY
Chief Financial
Officer



MICHAEL LAUESGAARD Business Development Director



BEVERLEY
MUNRO
Business Excellence
Director



KEVIN SHOEMAKER Supply Chain Director



SARAH VOADEN Human Resources Director



PETER
WHITMORE
Commercial
Director



DEVRO TODAY

A world leading global supplier of collagen casings and gels for the food industry

Strong customer relationships with major meat processors throughout the world

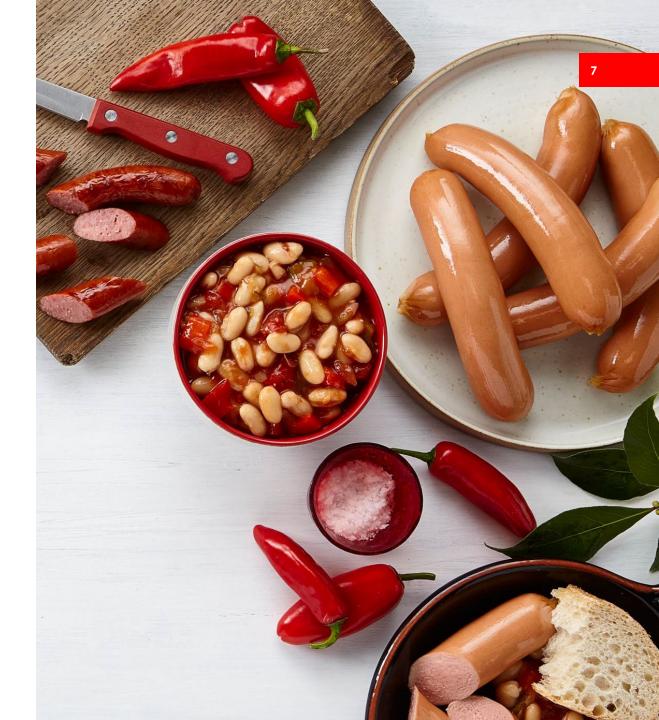
Selling to over 1,000 customers and distributors in over 100 countries

Over 85 years in operation with main focus on collagen-based products

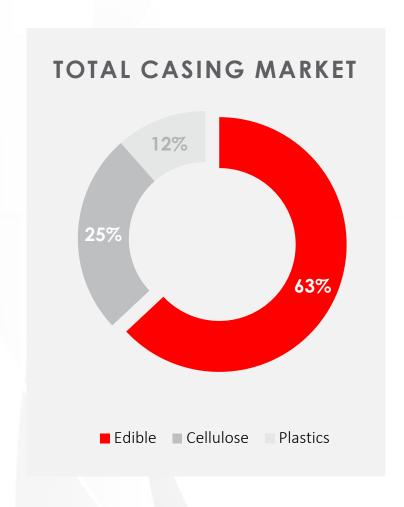
A wide product portfolio to fit local customer and consumer needs

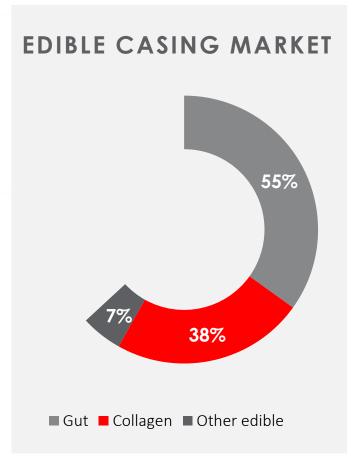
More than 2,100 employees across the globe

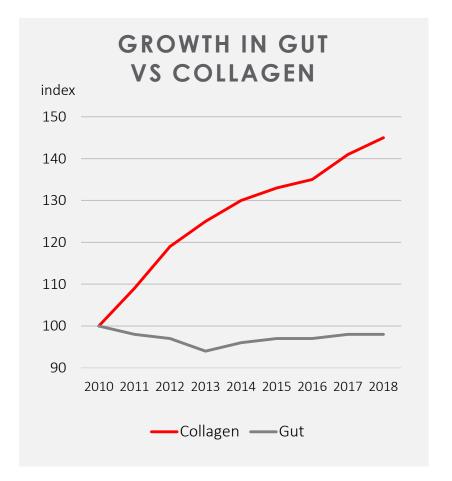
A modern manufacturing footprint with operations in six countries across four continents



AN ATTRACTIVE GLOBAL MARKET







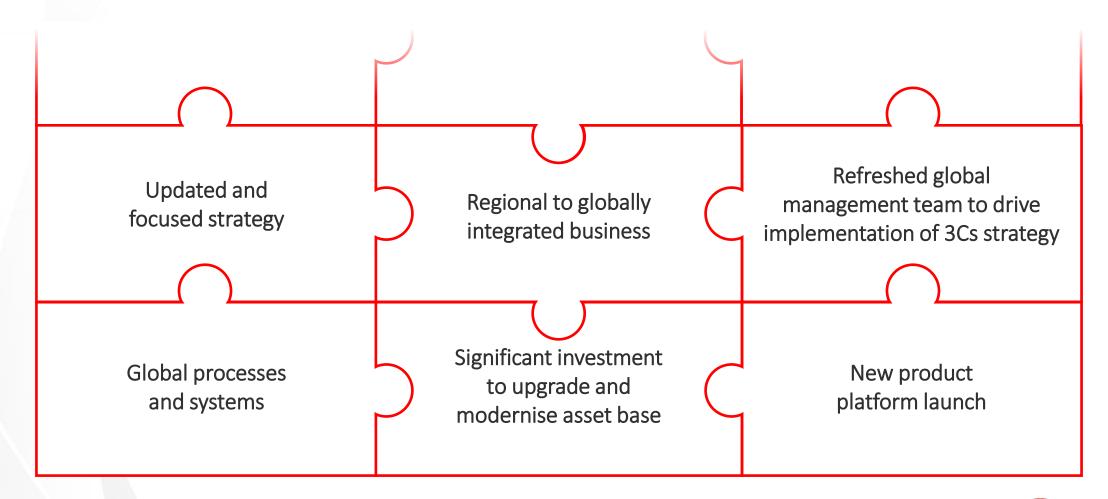


THE DEVRO DIFFERENCE

- Over 85 years focusing exclusively on collagen casings
- Innovation: tailoring products to bespoke local customer needs
- Strong and longstanding customer relationships
- Expert technical support network on site and off site
- Fully integrated global business



REPOSITIONING FOR FUTURE GROWTH – DEVELOPMENTS SINCE 2016





THREE DRIVERS OF GROWTH

UNDERLYING MARKET GROWTH

01

GDP per capita

Urbanisation

Food trends

INCREASING SAUSAGE CONSUMPTION

COLLAGEN
MARKET GROWTH

02

Cost savings

Consistency

Labour shortage

GUT TO COLLAGEN CONVERSION

DEVRO GROWTH

03

Customer intimacy

Product innovation

Efficiency improvements

MARKET SHARE GAINS



COLLAGEN CASING -A POSITIVE MARKET OUTLOOK

Long-term market growth outlook for edible collagen casings 2-4% pa. global growth

AMERICAS 1-3% PA

ASIA PACIFIC 3-5% PA

Strong continued growth in emerging markets

EMEA 0-2% PA

Mature markets with conversion and snacking opportunities

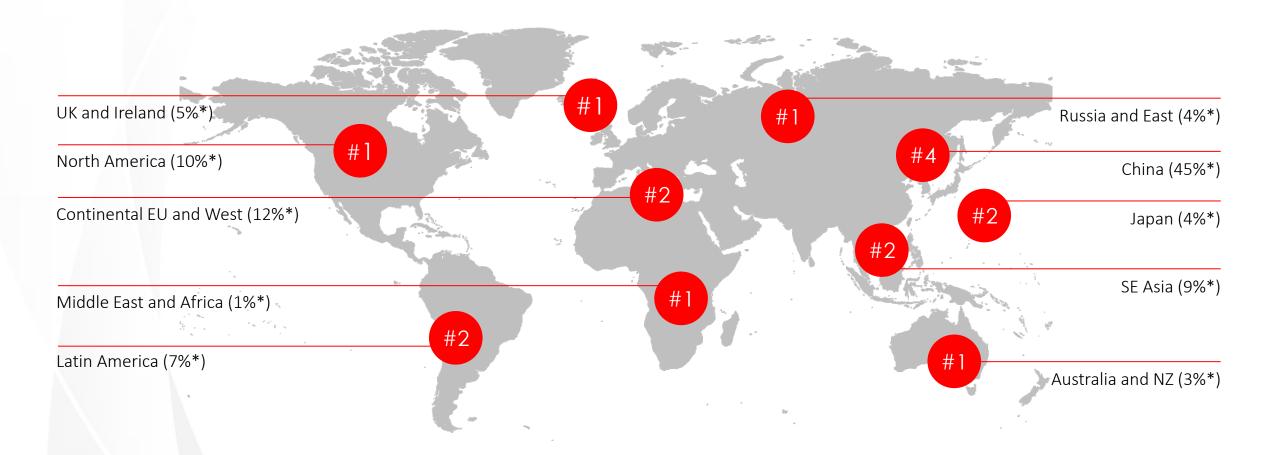
DEVRO IS WELL PLACED TO CAPTURE GROWTH



Snacking and

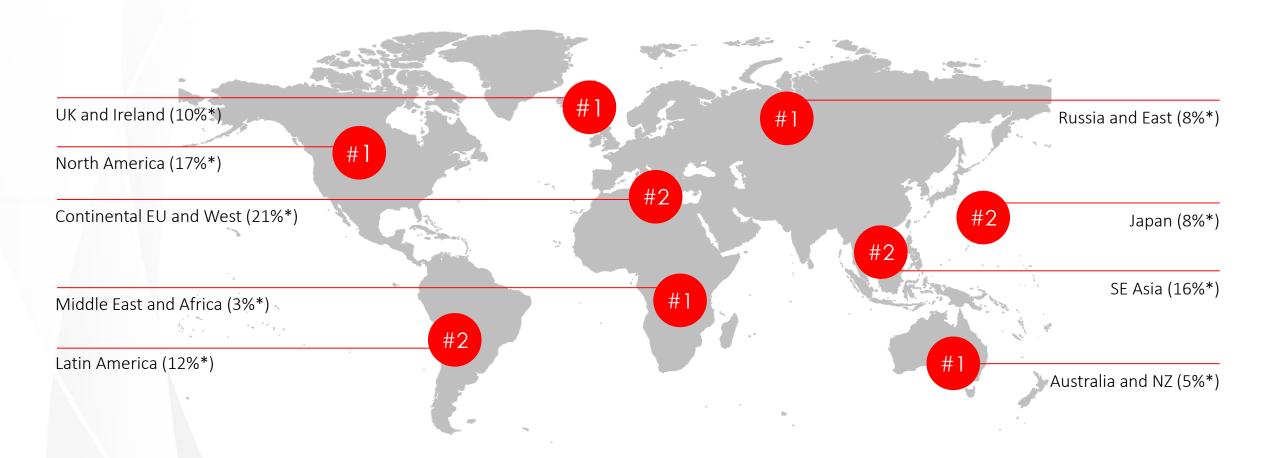
market growth

DEVRO MARKET POSITION - WELL POSITIONED FOR FURTHER GROWTH (INCLUDING CHINA)





DEVRO MARKET POSITION - WELL POSITIONED FOR FURTHER GROWTH (EXCLUDING CHINA)





CHINA

TWO ELEMENTS

China commercial strategy

Reviewed in 2018 with the aim to reflect commercial realities

Key conclusions:

- Collagen casings for existing sausage applications continues to be a significant market
- Opportunities remain for Devro's value proposition in this market but at a lower average selling price than originally assumed
- Emerging opportunities in new categories at more attractive price levels

Focus 2019 and beyond:

- Pursue opportunities in existing sausage applications but only at acceptable price levels
- Develop emerging categories building on Devro's strengths
- Improve pricing over time through product mix

Nantong Plant

Now integrated part of global manufacturing base (in 2018, 40% manufactured volume for sales areas outside China)

Focus 2019 and beyond:

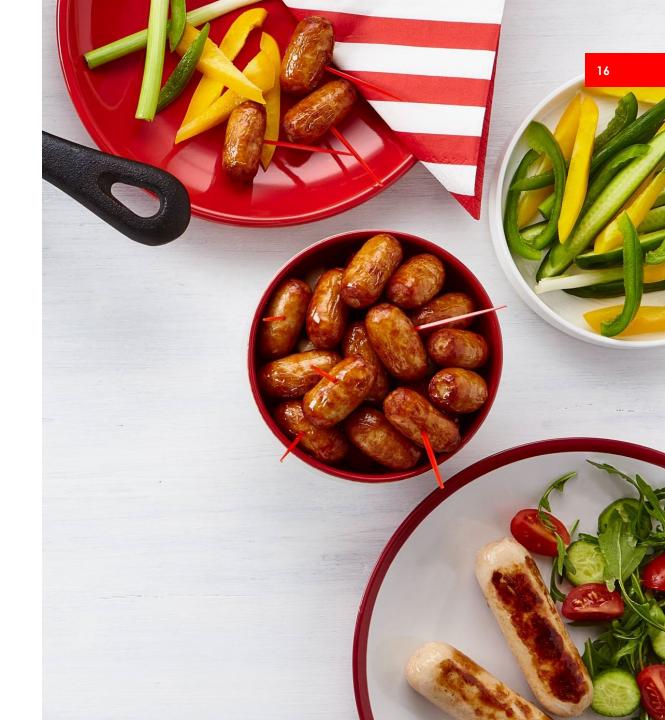
- Continued improvement in yields and speeds
- Support SEA growth ambition through production of Fine Ultra
- Support China commercial strategy with supply of products for emerging categories – leveraging existing Devro products
- Develop capacity extension options



WELL DEFINED MID-TERM AMBITION



OUR CUSTOMERS'
PREFERRED PARTNER
FOR COLLAGEN
CASINGS AND GELS



3CS STRATEGY AND KEY AREAS OF FOCUS TO ENSURE DELIVERY



DRIVING OUR AMBITION AND VISION





WIN WITH THE WINNING CUSTOMERS

Peter Whitmore



01

Going to market – customer focus

02

Team strength and depth

03

New global structure elevating our capabilities

04

Case studies



Over 1,000 customers in over 100 countries

~100 commercial people and our distribution partners

Contact via Sales, Technical Service and Marketing

Customers segmented to prioritise key accounts

50% of our business is with the top 50 customers





DEVRO DIRECT (60%)

Focused relationship management at larger customers

Driving developments through technical support

CUSTOMER VALUE

Innovation

Efficient processing and cost savings

Helping our customers deliver products with great consumer appeal

DISTRIBUTION (40%)

Customer intimacy through wider sector exposure and expertise

Devro partners with its distributors on technical and development support



COMMERCIAL MANAGEMENT TEAM DEPTH:

- Over 120 combined years in Devro*
- Over 250 combined years in the Food Industry*
- Functional experts from related industries recruited to complement skill sets

THE BACKGROUNDS OF OUR TEAM MEMBERS INCLUDE:

- Food products company commercial leadership
- Meat processing company leadership
- Higher degrees in meat science
- Comprehensive sales skills training
- Strong local technical capability





Easy to deal with, good at trouble shooting and servicing and deliver on time – better than competitors

Senior Exec at SEA sausage customer

We have never had as many projects with a partner supplier [Devro] as we do now

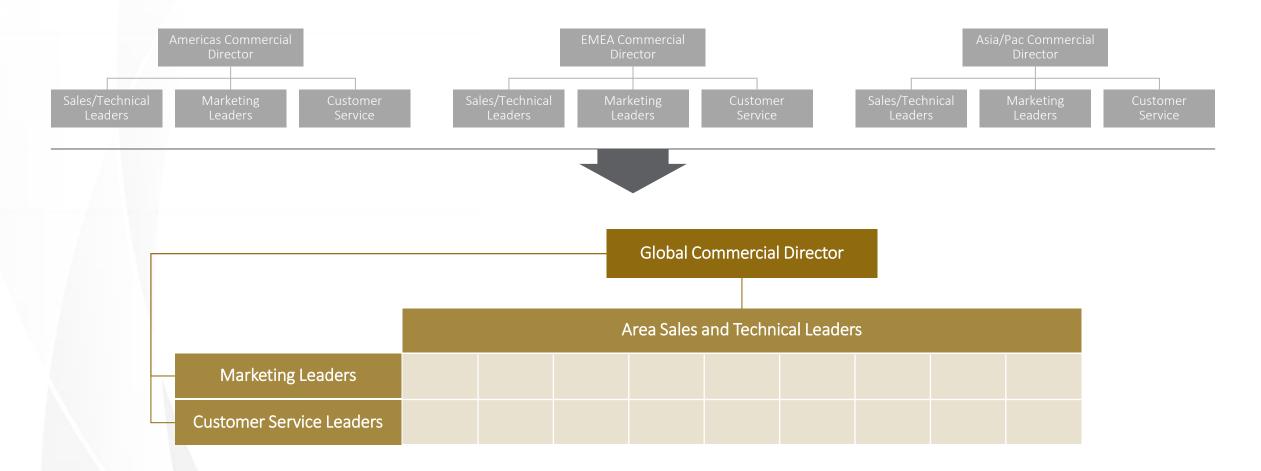
President of NA sausage manufacturer

I wish my other suppliers performed as well as you do

Procurement director at leading European sausage manufacturer



TRANSITION TO A GLOBAL COMMERCIAL MATRIX ORGANISATION



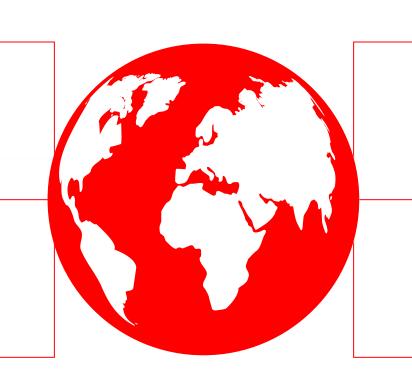


...AND SOME OF THE BENEFITS IT BRINGS

Rapid transfer of successful customer offerings

Agile adoption of best working practices

Faster trouble shooting



Fast reactions to market changes

Response to global trends

Cooperation with multiregional customers





EXAMPLE: MEAT STICKS

Partnership with a leading NA snack manufacturer



Devro is a leading global supplier of collagen casings to companies producing meat sticks

Global growth of new product introductions for the meat snacks sector is outpacing total snacks category growth

| NPD Activity | 3 Yr. CAGR 2015-2018 |
|-----------------|-------------------------|
| Meat Snacks | +18.9% |
| Total Snacks | +15.2% |

Innova Market Insights – Meat Snacks

In the well developed US market, retail growth of meat sticks has been consistent and strong

| Year | US Meat Sticks Volume Growth (vs PY) |
|------|--|
| 2018 | +7.1% |
| 2017 | +3.7% |
| 2016 | +5.3% |
| 2015 | +5.6% |

Nielsen ScanTrack Database



CONNECTING WITH THE CUSTOMER

A leading meat sticks company in North America was targeting rapid growth and needed not only good performing casing, but development and processing knowledge to support that growth

BACKGROUND

Devro had developed great relationships with the company – supplying best in class casings, technical support and service

We discussed how we could help to support the customer by enhancing their casing and productivity knowledge

WHAT WE DID

Devro took the partnership to the next level

We had an intimate knowledge of the customer's facilities and, leveraging our expertise, provided tailor-made training and on-going support to the customer's staff

GREAT CUSTOMER EXPERIENCE

That support and focus on excellence was greatly appreciated by the customer

This has been reinforced by further development discussion for the future



PARTNERSHIP AND RECOGNITION

Devro has continued to deliver high quality casing and is praised for excellent account management and technical support

In addition to the sales growth in recent years, Devro consistently performs at the upper end of the customer's strategic suppliers scorecard and is engaged in strategic discussions on future products

We received an award recognising the valued partnership

Devro continues to outperform and support our business at the highest level

Procurement director





EXAMPLE: 'TOP SHELF' GUT CONVERSION

Partnering with a leading premium brand



INTRODUCING AN INNOVATIVE MARKET LEADER



- The UK fresh premium reduced and low fat sausage market is growing at 3.9%*
- Heck is a leading premium UK brand providing delicious 'butchers quality' sausages using only the best quality ingredients
- Growth has been driven by focusing on what the customer wants:
 - 97% meat content
 - flavoursome, juicy sausages
 - quality assurance

and supporting this with strong marketing to grab consumer attention



CONNECTING WITH THE CUSTOMER

Heck was looking to grow by providing a premium product with great flavours and winning marketing. In order to focus on this, it was seeking efficient and reliable production

BACKGROUND

Historically a gut user, after initial discussions, Heck were attracted by the potential benefits of moving to Devro Select:

- improved productivity
- simplicity of use in the factory
- lower costs with tender bite
- excellent frying performance

WHAT WE DID

Heck wished to test this value proposition on its new chicken sausage range

To help achieve this, Devro provided:

- technical capability to introduce the new product on Heck lines
- support to realise productivity improvements

GREAT CUSTOMER EXPERIENCE

The transition of chicken sausages to Select proved to be a great success

The casing provided:

- a sausage with a great 'bite'
- a product that can be reliably oven cooked, grilled and fried



PARTNERSHIP AND RECOGNITION

After consolidating the benefits of using Devro Select with chicken sausages, Heck decided to leverage these advantages and switched its sizeable pork sausage range over to Devro Select

Heck is now a leading premium sausage producer in the UK in a growing market segment

Devro casing has been an absolute revelation in our business, for years we have seen natural casing as the only way to produce a premium sausage ...when we did our first trial on Devro's new casing, I took them to one of our customers the same afternoon, they too were staggered at the quality, they are now on the retailers shelves and outperforming our expectations. I just can't believe how good they look!

Andrew Keeble, founder of Heck



01

We are focused on winning with our customers

02

Customers
receive the right
level of intimacy direct contact
or through our
distributor partners

03

We understand
their needs
and support them
to implement
innovative solutions
and cost savings

04

Our transition to a global structure elevates our capability to deliver





PRODUCT INNOVATION TO DRIVE GROWTH

Michael Lauesgaard

01

Trends and drivers for our innovation

02

A new approach to innovation

03

Innovation challenges

04

Update on new products







ENABLER OF FUTURE GROWTH PLATFORMS



Category management and product portfolio



Product development



Research, IP and regulatory





Snacking and on-the-go



Quality and premiumisation



Cleaner labels and transparency



STRONG CATEGORY MANAGEMENT



GLOBAL FOOTPRINT



TRUSTED PARTNER



85 YEARS OF BIOMATERIALS SCIENCE



FORMULATION AND CONVERSION EXPERTISE



LOCAL TECHNICAL APPLICATIONS EXPERTS





FIVE NEW TECHNOLOGY PLATFORMS TO DELIVER ON OPPORTUNITIES

FRESH



Trend:

Improved quality in Fresh category

Opportunity:

Cleaner labels and gut-like capabilities

SNACKING



Trend:

Increased demand for snacks on-the-go

Opportunity:

Casing range that caters for different market needs

CHINA



Trend:

Premiumisation in sausage consumption

Opportunity:

Higher quality casings to fit future needs

PROCESSED



Trend:

Improved requirement for frying benefits

Opportunity:

Casings that survive harsh primary AND secondary process

RESEARCH



Trend:

Market needs for new casing properties

Opportunity:

Launch products with improved functionality

Supported by application labs, pilot plants and technicians

Qualified to Degree, PhD and Post Doc level Chemistry, Chemical Engineering, Food Science Experience ranging from 1 – 35 years





WORKING IN TIERS TO DELIVER PROJECTS

Tiered project management

Significant change from 2016 to 2019

Tier 1

Global long term business projects, new technology

Tier 2

Regional projects with technology new to Devro

Tier 3

Customer specific projects, existing technology

2016

- Sole focus on Tier 3 projects
- Lack of dedicated R&D pipeline
- No official Devro process for product development
- Locally managed projects

2019

- New processes and tools to manage product development
- Increased focus on Tier 1 + 2
- More targeted Tier 3 projects for key customers
- Global R&D organisation
- Upgraded competences to deliver on larger projects
- Focused global pipeline







01

Sausage characteristics

02

Manufacturer: strong and consistent

03

Consumers: thin and tender

THE CHALLENGE:

ULTRA THIN EDIBLE BARRIER, MULTIPLES OF PROCESS VARIATIONS, DURABILITY UNDER HARSH MANUFACTURING CONDITIONS, FROM NATURAL SOURCES



CASING INNOVATION: SELECTED CHALLENGES AND OPPORTUNITIES

CLEANER LABELS: NATURAL COLOURS

0.7g 0.1g 5.2g 1.7g

FRYING:
OVERCOMING THE
COLLAGEN CHALLENGE



CUSTOMER YIELDS:
IMPROVING CONSISTENCY
AND PROCESSING SPEEDS









Fine Ultra is a technology platform used for casings in applications where pan frying or deep fat frying is prevalent

- Overall improved economics
- Better bite and mouthfeel
- Improved deep fat frying
- Improved sausage shape
- Fast filling speeds

Asia: two sub brands launched

Europe: one sub brand launched

Americas: two sub brands to trial in H1 2019



NEW INNOVATION: POULTRY COLLAGEN GEL

Trend 1: demand for cleaner labels

Trend 2: increasing demand for white protein

Challenge: developing a strong but thin edible barrier for cleaner labels on white protein sausages

Solution: Devro Avem[™] gel

Commercialisation: expected 2019





01

Significant changes made in R&D over past two years to deliver on future growth opportunities from a global organisation

02

Five R&D platforms created for pursuing market – leading innovation 03

Fine Ultra rolling out in key markets

04

Avem™:
a new poultrybased collagen
platform targeting
trends in clean
label and white
meat consumption
growth

05

Devro well positioned to benefit from key market trends





PRODUCT DEMONSTRATION

Rutger Helbing



PRODUCT DEMONSTRATION

SNACK

Katrina Greenock



SNACKING SALAMI
Using Devro Stix casing

SIZZLE

John McAughtrie



GERMAN BRATWURST STYLE SAUSAGEUsing the new Devro Fine-TC Ultra casing

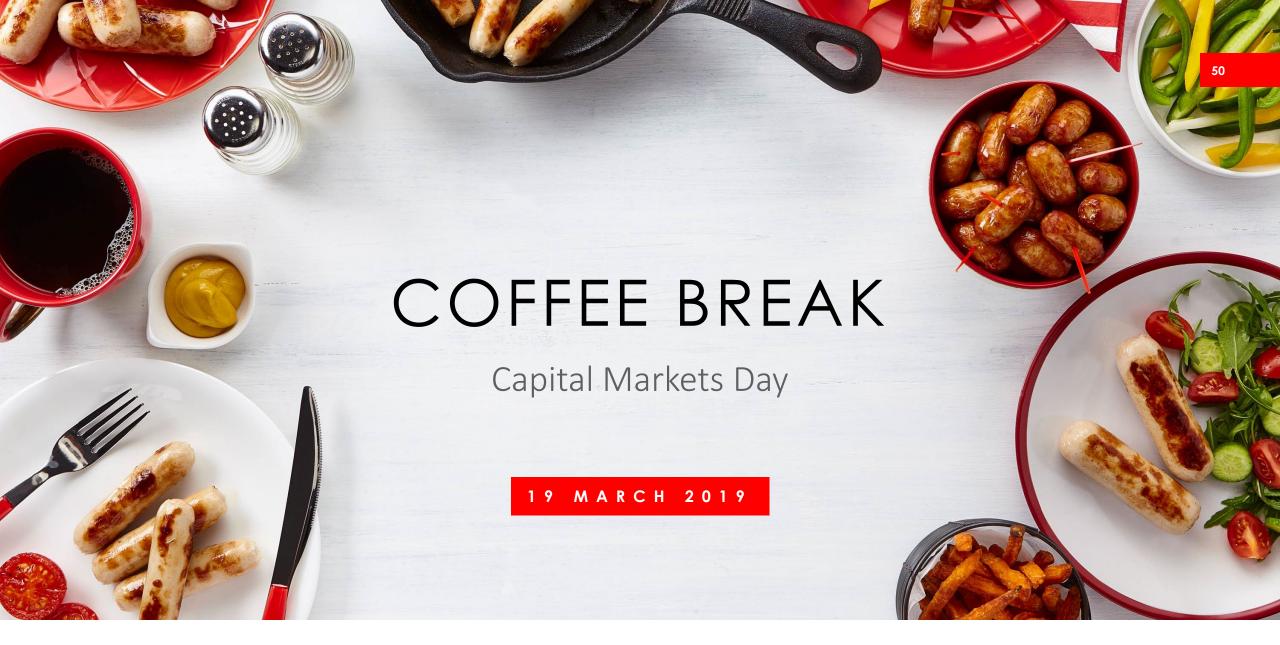
YIELD

Peter Skytte



PREMIUM UK SAUSAGE
Using the Devro Select casing









GLOBAL SUPPLY FOOTPRINT TO DRIVE CORE PROFITABILITY

Kevin Shoemaker



01

Make, source and deliver with excellence

02

Unit cost reduction

03

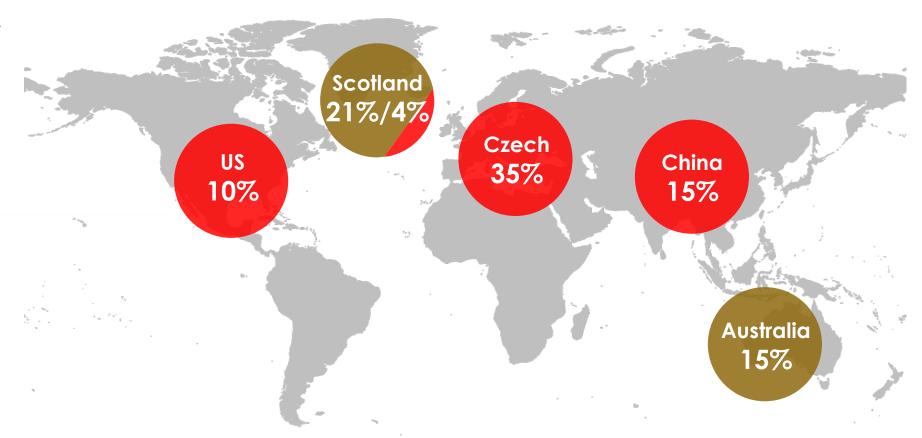
Enable the plans of Business Development and Commercial to be realised





GLOBAL MANUFACTURING FOOTPRINT

DEVRO'S FACTORY
CAPACITY
PER LOCATION





ENOUGH CASING TO CIRCLE THE EARTH MORE THAN 80 TIMES



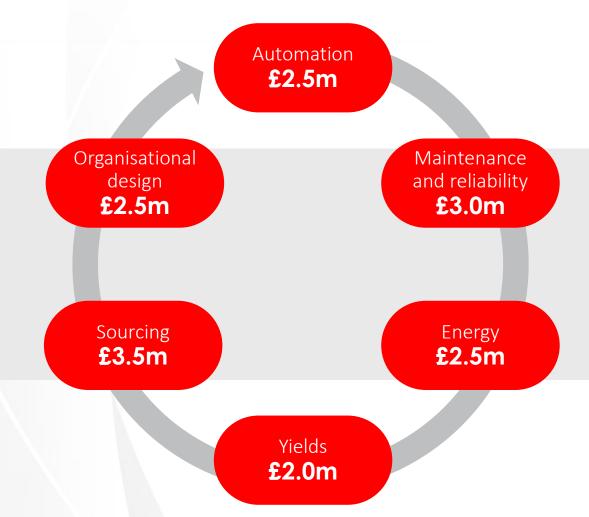


MANUFACTURING EXCELLENCE





DEVRO 100 UNIT COST REDUCTION - TARGET: £16M BY 2019



GOING FORWARD
FULLY EMBEDDED
CULTURE OF COST SAVING









MODERN ASSET BASE

5-10% CAPACITY INCREASE BY DRIVING:

Efficiencies | Speed | Uptime

UP TO 15% INCREASE IN CAPACITY FOCUSING ON UNLOCKING HIDDEN PLANT

Maximising the output of each unit operation with incremental increases in capacity





MAINTENANCE CAPITAL: £10-15M

Safety | Quality | Environmental End of life assets | Unit cost reduction

GROWTH CAPITAL

Tier 1 and 2 support

Reconfiguring existing lines

Incremental disciplined capital spend

Automation | Next generation technology



PEOPLE – TARGETING ZERO ACCIDENTS AND 100% ENGAGEMENT

SAFETY COMMUNITY PLEDGE AND MY ZERO



BLUEPRINT

Delayering | Self-directed teams Role similarity across the sites

BEST PRACTICE TEAMS AND THE DEVRO WAY

Explicit way of working | Synergy 1 + 1 = 3Solid science and technology base

SOFT PEOPLE SKILLS

Personal and interpersonal effectiveness

Problem solving and decision making | Team work





STRENGTHENING COMPETENCIES

Michael Lauesgaard







REMAIN THE INNOVATOR IN COLLAGEN CASINGS AND GELS

How:

- Global competence development
- Partnership building
- Engaged workforce



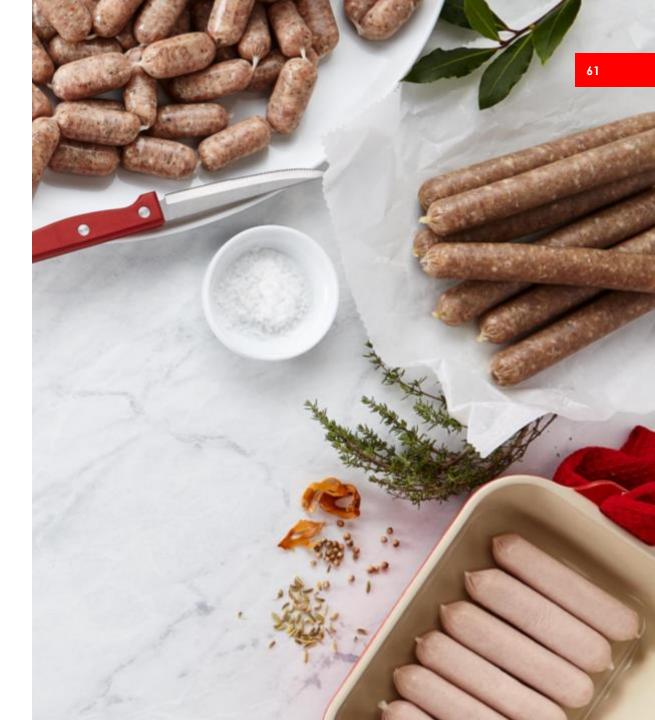


Reorganisation of R&D into a fully integrated global team working on application platforms

Adopted best practise teams across manufacturing sites

Upgrading problem solving skills across technical teams

Added project management competencies and staff have been upskilled





Devro has always worked with industry partners More industry partnerships to be established

New partnerships will be announced as appropriate





Employee engagement is high on our agenda A recent survey across the whole organisation revealed a good level of engagement

More to be done – underpinned by specific action plans



CASE

Improving a new product design in Latin America

CHALLENGE

Getting to a deep understanding of the challenges in manufacturing certain Latin American sausage types under harsh conditions

APPROACH

Regional Technical
Sales and global R&D
team working together
to outline customer
manufacturing processes
prior to starting
development, as well
as implementing the
right recipes in our
test labs for quicker
turnaround

RESULT

Quicker product development process and deeper knowledge of local customer needs and requirements





CONCLUDING COMMENTS

Rutger Helbing



IN CONCLUSION

01

DEVRO PLATFORM

02

SIGNIFICANT CHANGES 03

POSITIONED FOR FUTURE GROWTH









APPENDIX

Capital Markets Day 2019



EXECUTIVE TEAM



RUTGER HELBINGChief Executive Officer

Rutger joined Devro as Group Finance Director in April 2016 and became Chief Executive Officer on 28 February 2018.

Prior to joining the company, he was Group Chief Financial Officer of Element Six, the global leader in manufacturing synthetic diamond supermaterials. Previously, Rutger held senior positions in finance and general management with ICI/Akzo Nobel and Unilever.

A Dutch national with a postgraduate degree in finance from the Free University, Amsterdam and a degree in economics from Erasmus University, Rutger has been part of management teams both in broad finance roles and as a general manager during periods of significant growth and change at international businesses for over 20 years.

Rutger is Chairman of the Non-Executive Directors' Remuneration Committee.



JACKIE CALLAWAY
Chief Financial Officer

Jackie joined Devro as Chief Financial Officer on 1 May 2018.

Jackie was most recently Group Financial Controller of Brambles Limited, the ASX top 20 supply chain logistics company, where she led Brambles global finance transformation programme. Between 2008 and 2013 she was Chief Financial Officer of Consolidated Minerals Limited, the manganese ore producer, where she led a \$405 million refinancing and was responsible for investor relations. Jackie has also held further senior finance roles at, amongst others, Fonterra Co-operative Group Limited, New Zealand's leading dairy producer. Jackie served on the Australian Financial Reporting Council between May 2016 and June 2018.

Jackie is a fellow of Chartered Accountants Australia and New Zealand. She brings broad financial, business and international experience to the Board.



MICHAEL LAUESGAARD
Business Development
Director

Michael joined the company in February 2016 as Group Business Development Director, assuming overall responsibility for end-to-end product management including innovation, research, product development and business development.

Prior to joining Devro, Michael has spent his career building expertise through marketing, business development and sales functions, latterly in Chr. Hansen and Novozymes.



EXECUTIVE TEAM



BEVERLEY MUNROBusiness Excellence Director

Beverley, a qualified Chartered Account, has worked with Devro for over 20 years and has a wealth of experience through various roles including commercial, general management, finance and supply chain. Until 2016, she ran the Devro Pty business in Bathurst, Australia, overseeing major restructuring and expansion and up to 2018 she led the development of customer relationships in the Asia-Pacific region, leading to significant sales growth. In her new role she will integrate the global business via people, processes and tools as key enablers to deliver on our 3Cs strategy.



SARAH VOADEN Human Resources Director

Sarah joined Devro in December 2014, bringing 30 years of experience across a broad range of technology-based industry sectors. A metallurgist and mechanical engineer holding operational roles for 12 years, she subsequently held responsibility for executive level, global HR management positions. Sarah brings with her a practical understanding of how to develop organisational effectiveness and strong leadership teams. She holds FCIPD, FIMechE, executive coaching and mediation practice qualifications.



KEVIN SHOEMAKERSupply Chain Director

Kevin joined Devro in September 2016 as we transitioned to a Global Supply Chain. He brings 36 years' of international supply chain and manufacturing experience to Devro and is responsible for sourcing, making and delivering products to our customers. Prior to this he was the Senior Vice President of Operations for Purac/Corbion, where he was responsible for ten manufacturing sites and global supply chain activities.

His 15 years in the lactic acid and derivatives industry with Corbion was preceded by 20 years in corn wet milling, the majority of which were spent with Cargill. Kevin is a graduate from Iowa State University with a BS degree in Chemical Engineering.



EXECUTIVE TEAM



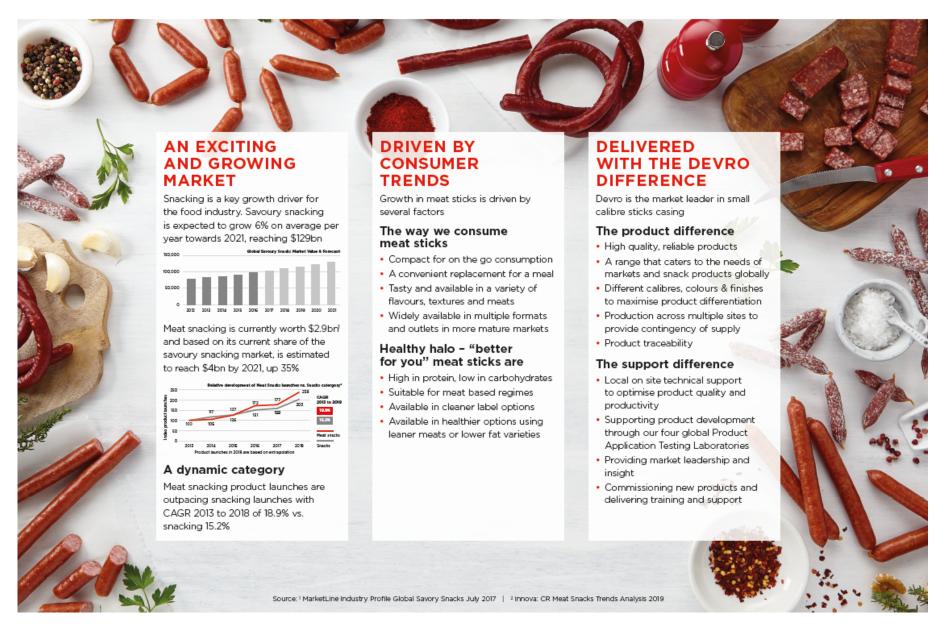
PETER WHITMORE
Commercial Director

Peter joined Devro In November 2018 in the newly created role of Global Commercial Director. He brings with him a wealth of experience in global commercial roles in business-to-business environments, and has worked for companies including Dow, Trinseo and Amcor. Peter's appointment is the final step towards a global commercial structure and a key enabler for achieving our growth ambition as part of our 3Cs strategy.



SNACK





SIZZLE





YIELD



