

BUSINESS MODEL

DEVRO SELLS PREMIUM COLLAGEN PRODUCTS BOTH DIRECTLY TO FOOD MANUFACTURERS AND, IN SOME MARKETS, THROUGH LOCAL DISTRIBUTORS. WE SUPPLY COLLAGEN CASING, GEL AND FILM TO OVER 1,000 CUSTOMERS IN MORE THAN 100 COUNTRIES

OUR MARKET POSITION

Devro is one of a few significant producers of collagen casing with a global footprint/reach. Approximately one-third of Devro's sales are in emerging markets and two-thirds are in developed markets. Devro has a No.1 market position in many countries.

OUR COMPETITIVE ADVANTAGE

Devro differentiates itself from competitors by developing innovative new products, by working closely with customers to enhance manufacturing efficiencies and by providing high quality technical support to customers. We can also offer support to our customers to innovate.

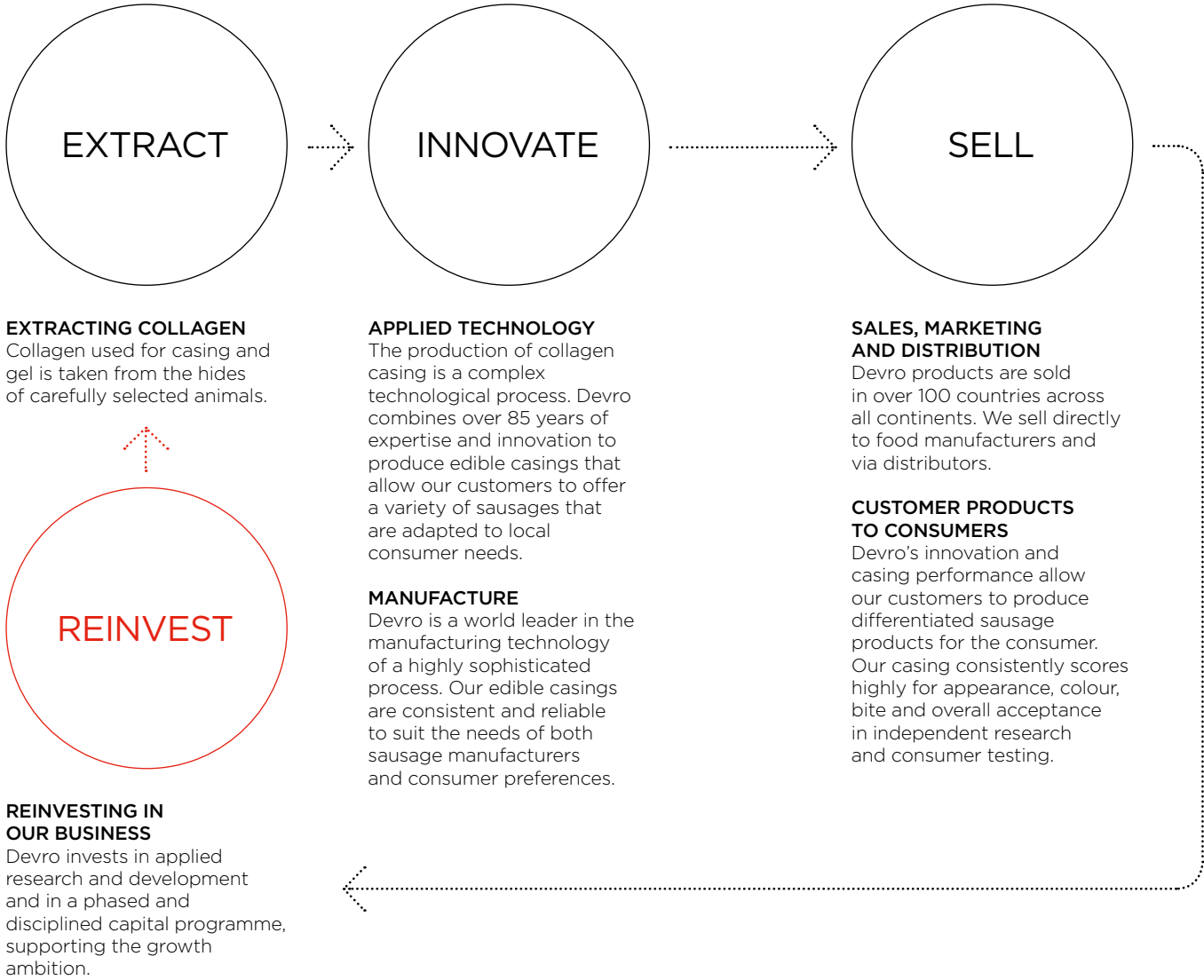
KEY DIFFERENTIATORS

CUSTOMER INTIMACY
Having pioneered the conversion from gut to edible collagen casing, Devro has established intimate customer relationships both directly and through our global distributor network.

OUR PEOPLE
Devro employs nearly 2,000 people, with skills and knowledge ranging from chemical and electrical engineering to food technology, meat science and environmental health. Over 100 Devro employees work in customer-facing operations as sales and technical advisers.

GLOBAL REACH
Devro has plants on four continents. This enables us to provide class-leading service to our global customer base.

TECHNOLOGY
Over the past 10 years we have made significant investments to upgrade our manufacturing facilities.



ADDING VALUE

INVESTORS
Devro is well placed to benefit from underlying market growth potential of 2-4% globally. We are highly cash generative which allows us to offer investors an attractive dividend.

CUSTOMERS
We deliver value to our customers by offering them innovation, efficient processing and cost savings and by helping them to supply products with great consumer appeal.

SUPPLIERS
The long-term relationships we have built with many of our key suppliers is underpinned by the commitment in our business conduct policy to act professionally, fairly and with integrity in all our business dealings wherever we operate.

COMMUNITIES
We employ almost 2,000 people globally and we do our best to make Devro a safe and fulfilling place to work. We have a long-standing presence in many of the communities in which our employees are located, where we aim to maintain the trust of all those affected by what we do, mindful, in particular, of the importance of reducing our environmental impact.