

## Business Model

**DEVRO SELLS PREMIUM COLLAGEN PRODUCTS BOTH DIRECTLY TO FOOD MANUFACTURERS AND, IN SOME MARKETS, THROUGH LOCAL DISTRIBUTORS.**

**+1,000**

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 mature markets. Devro has a No.1 market position in many countries.

#### 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

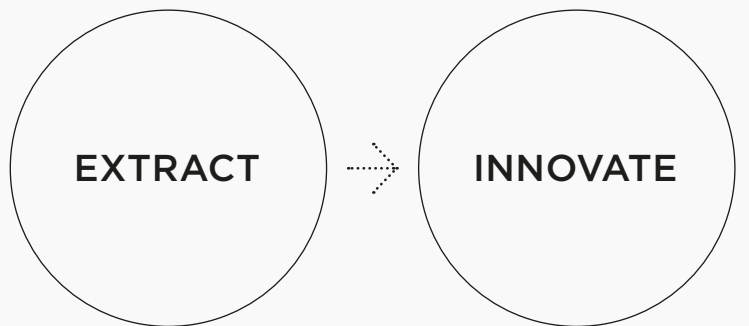
Devro employs nearly 2,000 people, with skills and knowledge ranging from chemical and electrical engineering to food technology, meat science and environmental health. Over 100 Devro employees work in customer-facing operations as sales and technical advisers.

##### 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.



##### EXTRACTING COLLAGEN

Collagen used for casing and gel is taken from the hides of carefully selected animals.

##### APPLIED TECHNOLOGY

The production of collagen casing is a complex technological process. Devro combines over 85 years of expertise and innovation to produce edible casings that allow our customers to offer a variety of sausages that are adapted to local consumer needs.



##### REINVESTING IN OUR BUSINESS

Devro invests in applied research and development and in a phased and disciplined capital programme, supporting the growth ambition.

##### MANUFACTURE

Devro is a world leader in the manufacturing technology of a highly sophisticated process. Our edible casings are consistent and reliable to suit the needs of both sausage manufacturers and consumer preferences.

## 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.

For more information on our competitive advantage, please refer to our [Investor Presentation](#).



**SELL**

### SALES, MARKETING AND DISTRIBUTION

Devro products are sold in over 100 countries across all continents. We sell directly to food manufacturers and via distributors.

### CUSTOMER PRODUCTS TO CONSUMERS

Devro's innovation and casing performance allow our customers to produce differentiated sausage products for the consumer. Our casing consistently scores highly for appearance, colour, bite and overall acceptance in independent research and consumer testing.

## 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 are 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.