



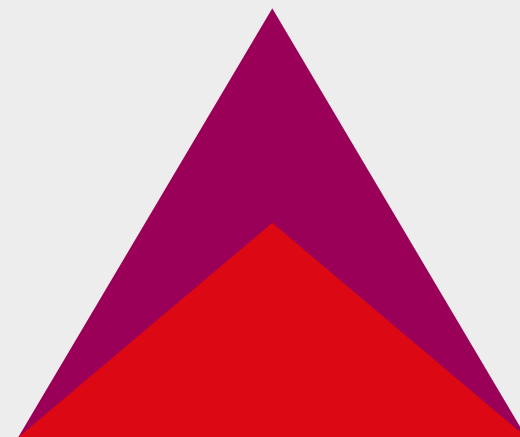
ESSENTRA



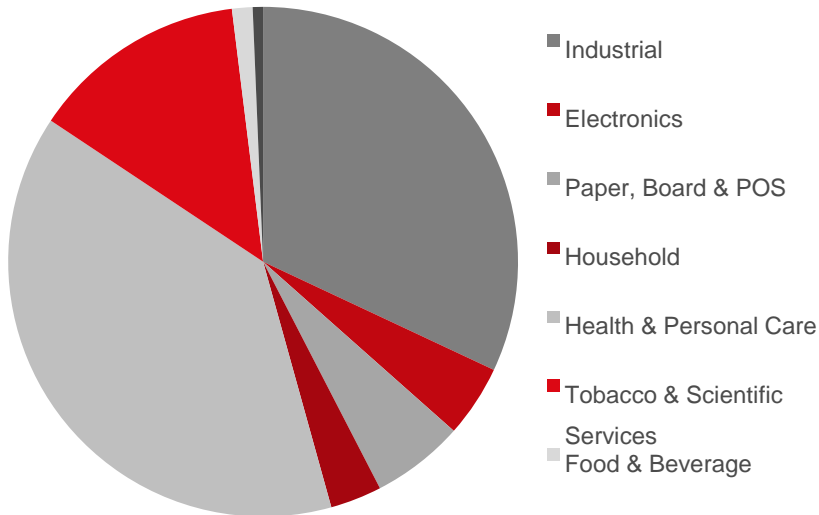
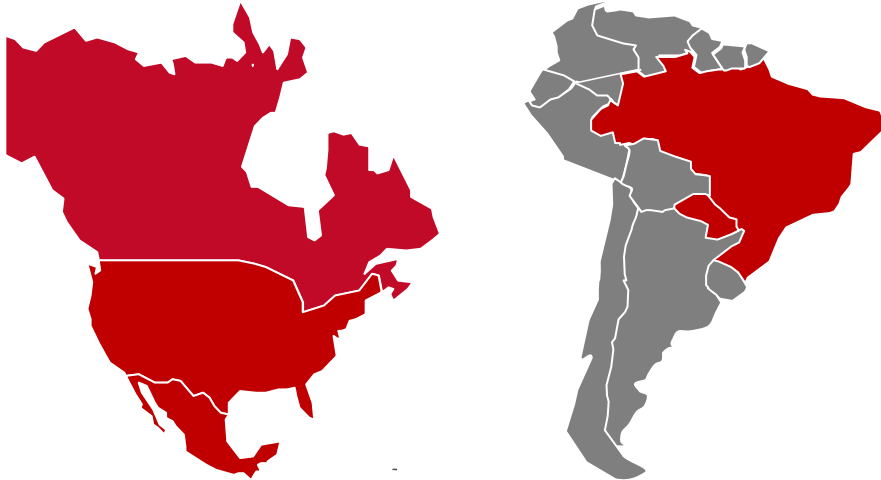
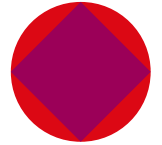
AMERICAS

Brett York - President

20 NOVEMBER 2014



AMERICAS AT A GLANCE



Key statistics:

2014 PF* revenue = £403m

– 35% Group total

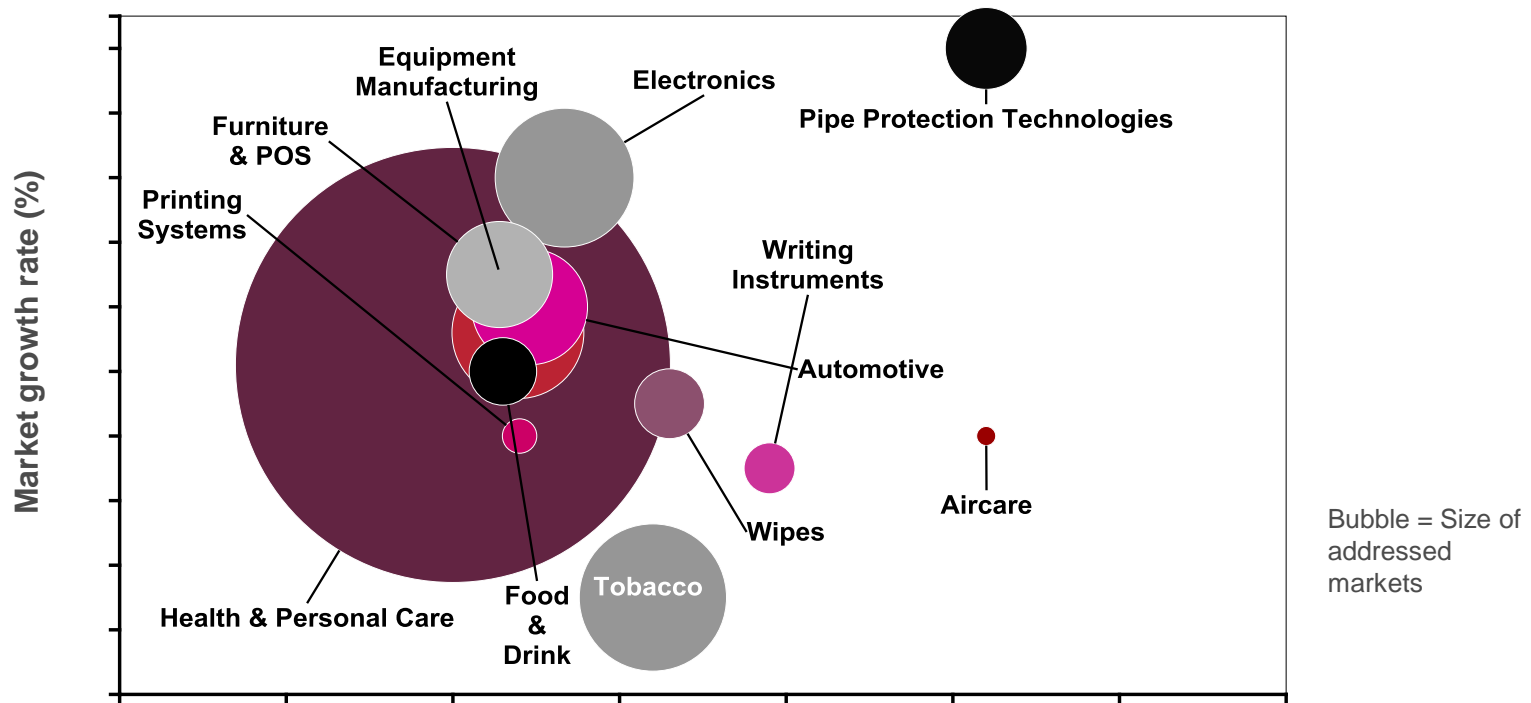
- Physical presence in five countries
 - 20 manufacturing facilities
 - 2 R&D centres
 - c. 2,500 employees
- Historical silo'ed approach → significant under-representation in Latam
 - Canada and Mexico also represent opportunity markets

Growth opportunities across the region

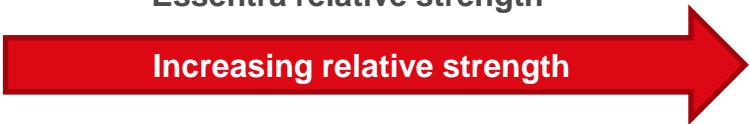
END-MARKET EXPOSURE

AMERICAS: MARKET GROWTH VS ESSENTRA RELATIVE STRENGTH

DISTRIBUTION TO ADD – CHART TO BE RE-SHADED / FORMATTED



PPT = NA, Brazil



KEY COMMERCIAL OPPORTUNITIES



HOUSEHOLD FOOD & DRINK

POROUS

Writing instruments
Printing systems
Wipes

PACKAGING

Tear tapes
Speciality Tapes

**INJECTION MOULDING
TECHNOLOGY**



HEALTHCARE PERSONAL CARE

POROUS

Wicks
Diagnostic media
Surgical canister vent
Wound care
Wipes

PACKAGING

Cartons
Leaflets
Labels
Tear tapes

**INJECTION MOULDING
TECHNOLOGY**



TOBACCO

FILTERS

Cigarette filters
Testing services
RYO, SND
E-cigarettes

POROUS

E-cigarette vapour
handling

PACKAGING

AquaSense, tear tape
labels, security
cartons

**INJECTION MOULDING
TECHNOLOGY**



INDUSTRIAL

POROUS

Wipes

COMPONENTS

Access hardware,
electrical, caps & plugs

PACKAGING

Speciality tapes

PIPE PROTECTION

Thread protectors

**INJECTION MOULDING
TECHNOLOGY**

Synergies already being realised

KEY OPERATIONAL OPPORTUNITIES



Louisville, US

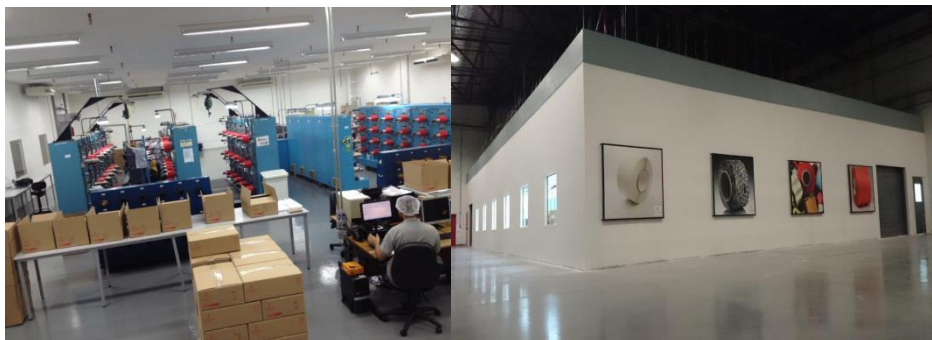
- Initially a US Components-only initiative ...
- ... BUT 70% US GDP within the standard two-day UPS delivery window ...
- ... → Now holding wipes and other porous components for distribution
 - Scope for all other Essentra products over time
- Components' DC in Reno being similarly exploited to better serve the West Coast

- WAS:

- An under-exploited Filters site, to serve the Latam region

- NOW:

- A great facility receiving investment, to grow other Essentra businesses
 - Slitter moves complete
 - Filters capacity being added



Alto Parana, Paraguay

Co-location provides scope for cost-effective regional expansion

CASE STUDY – PIPE PROTECTION TECHNOLOGIES

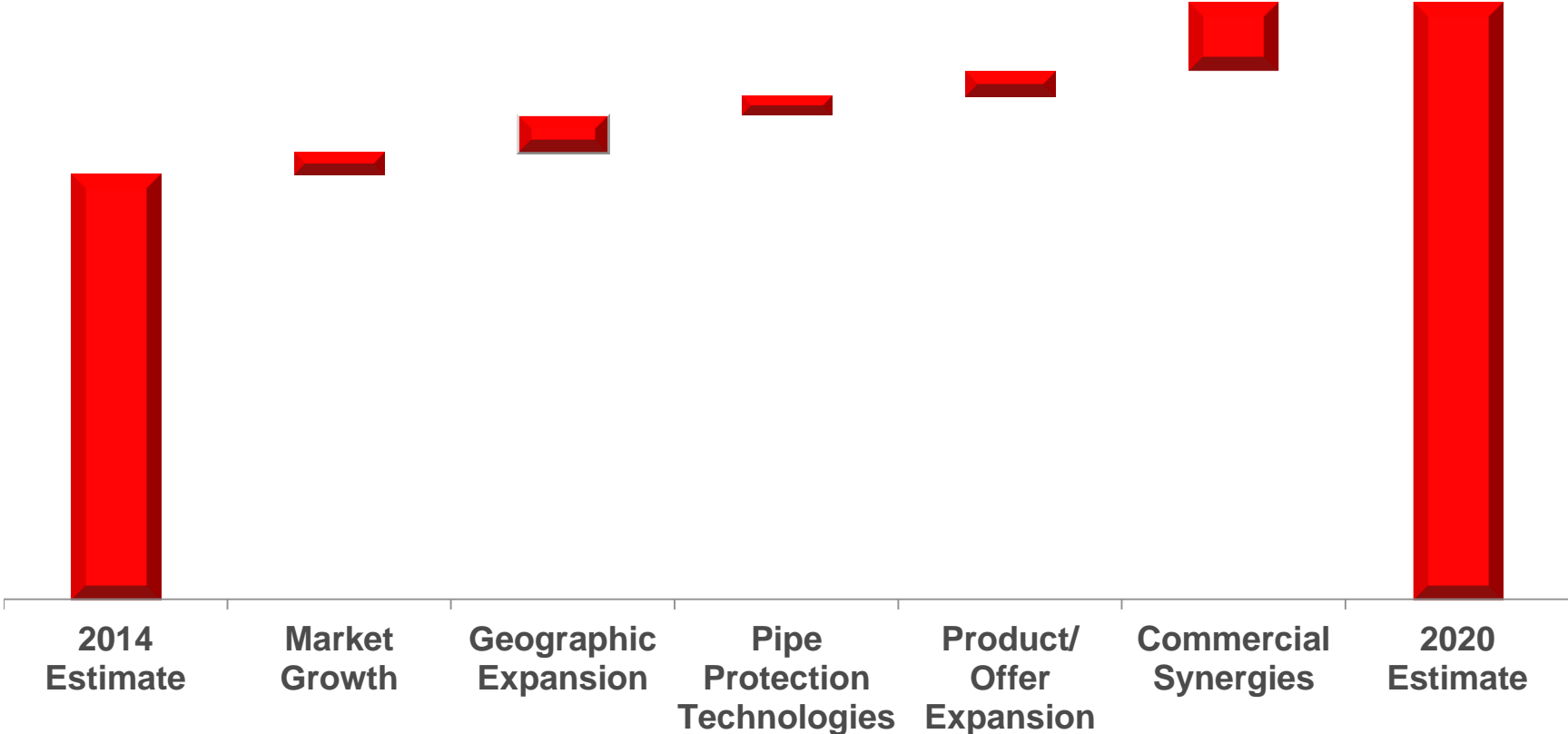


Strategies to capture regional opportunities

- Geographic expansion
 - Leverage site footprint in Brazil and Paraguay to facilitate new market entry
 - Brazil = US\$20m market, +5% growth
- Capacity
 - Combined Operations' talent to innovate manufacturing processes
 - Layout moves and infrastructure improvements
 - New 650T press, with another on order
- New product development
 - Investment in PU riser pipe protector capability to serve growth segment in Brazil
- Regulatory requirements
 - Breadth of range helps to ensure industry compliance in new territories

Regional approach already unlocking potential

DRIVE FOR 2020 – THE DIRECTION OF TRAVEL - AMERICAS



At least mid single digit organic growth

NOTE: Chart for illustrative purposes only, does not represent a financial forecast
2014PF based on latest consensus estimates plus 2014E revenue for Clondalkin SPD and Abric

AMERICAS “DRIVE FOR 2020”

Develop key strategic platforms

- Integrate SBU strategic initiatives
- Improve market focus / direction

Operate as “One Essentra”

- Drive a change in culture
- Standardise processes and policies

Become more relevant to customers

- Leverage commercial synergies
- Key Account Management
- Exploit category selling opportunities

Drive operational excellence

- Leverage regional footprint
- Improve regional scale / site consolidation
- Drive action and decision-making lower down the organisation

Develop global talent base

- Leverage regional talent / scale
- Improve hiring and training techniques

Redefining our priorities for growth

Q&A

APPENDIX



Brett York – President, Americas

Brett York joined Essentra in 2001 as Vice President of Sales & Marketing for Alliance Plastics. Before being appointed to his current role in January 2014, Brett held the position of President of Component Distribution Americas from 2012 and President of the Speciality Tapes business from 2007. Prior to joining Essentra, Brett held a variety of increasingly senior commercial and operational positions at a number of companies, including Industrial Molding Corp., Waddington and PepsiCo.



ESSENTRA



AMERICAS

Brett York - President

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