



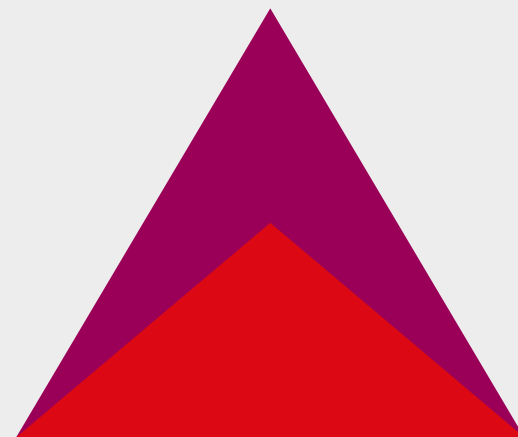
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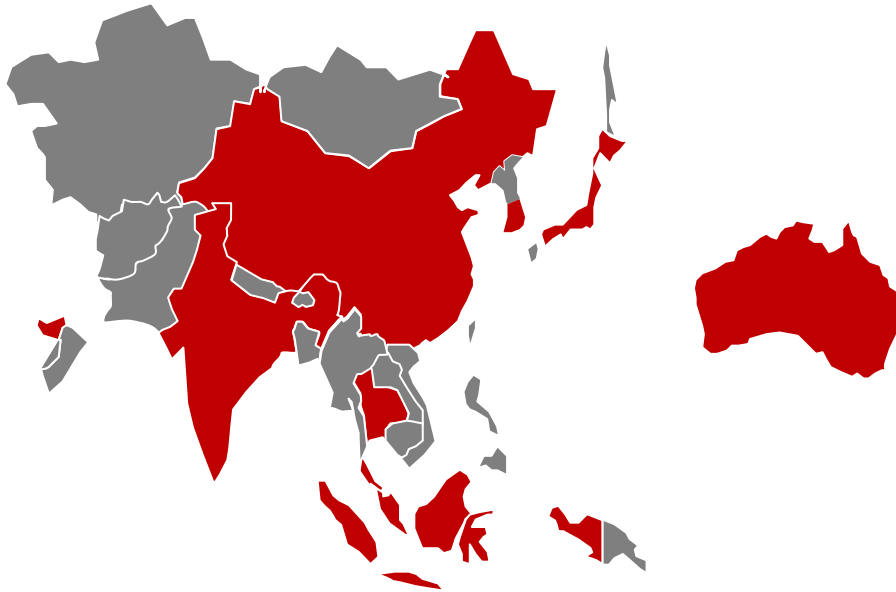
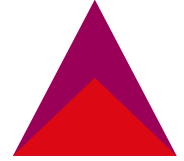
ASIA

PT Sreekumar – Managing Director

20 NOVEMBER 2014

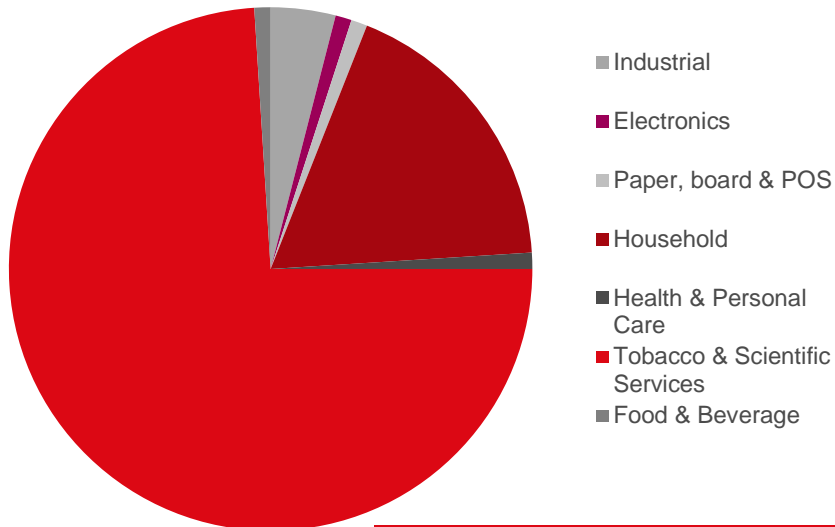


ASIA AT A GLANCE



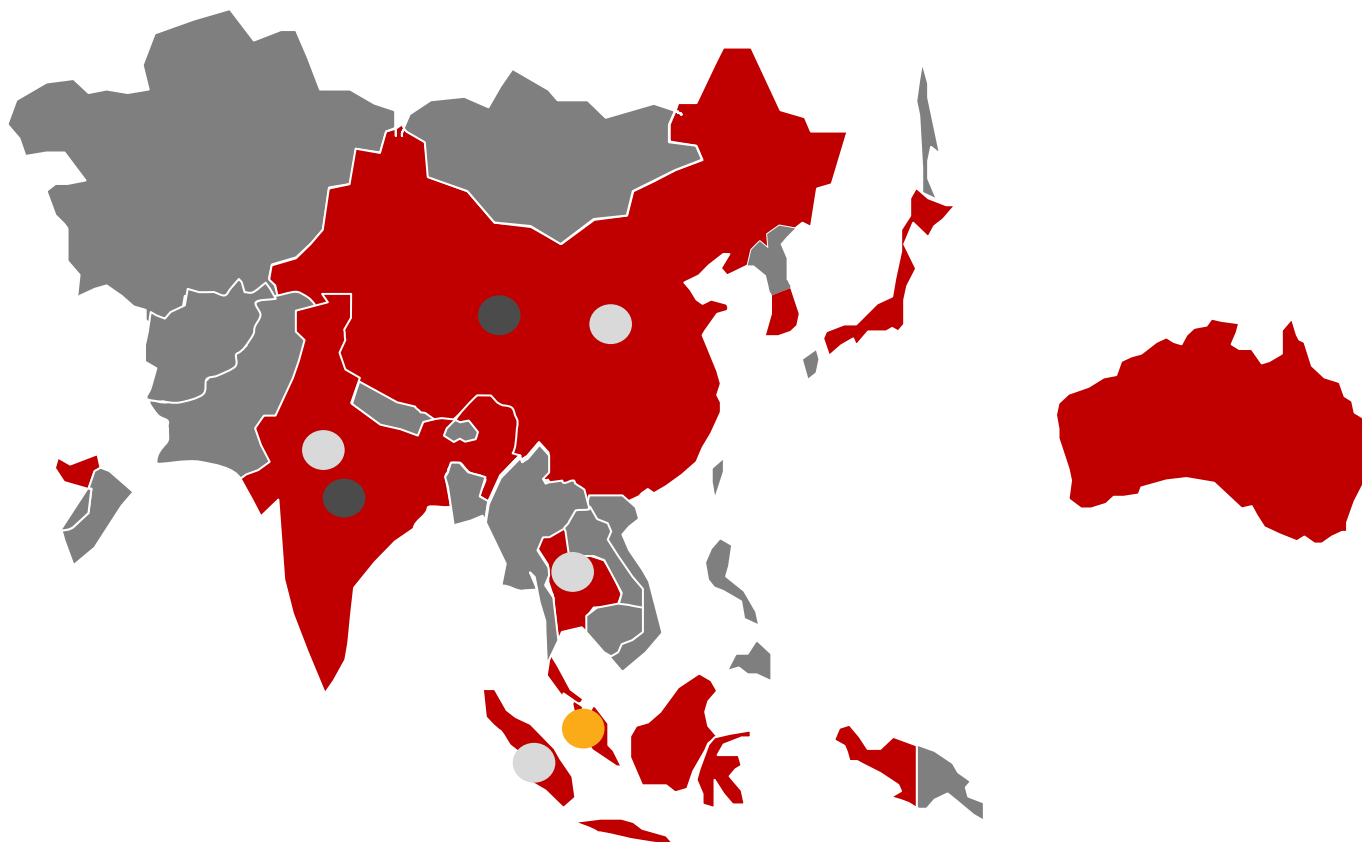
Key statistics:

- 2014 PF* revenue = £185m
 - 16% Group total
- Physical presence in 10 countries
 - 12 manufacturing facilities
 - 1 R&D centre
 - c. 1,800 employees
- Regional strength in Filters ...
- ... BUT substantially underweight in most other businesses
- 2 acquisitions in 2014:
 - Kelvindale (Australia)
 - Abric (Malaysia)



A key opportunity region for future growth

REGIONAL STRATEGIC FRAMEWORK



End market

Sourcing

Manufacturing

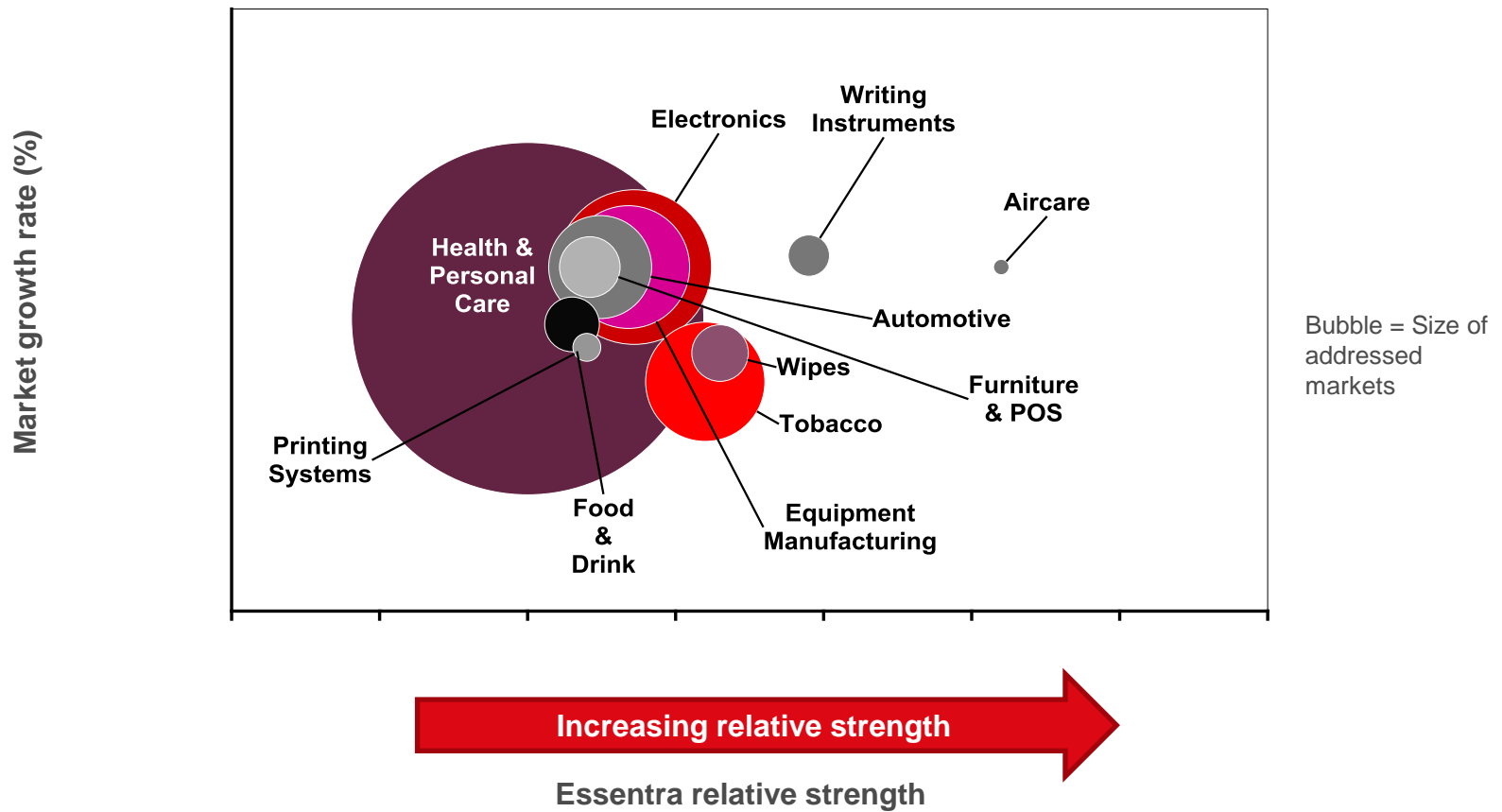
● China / India

● China / India / Indonesia / Thailand

Three models of growth

END-MARKET EXPOSURE

ASIA: MARKET GROWTH VS ESSENTRA RELATIVE STRENGTH



KEY COMMERCIAL OPPORTUNITIES



HOUSEHOLD FOOD & DRINK

POROUS

Air care / air freshener wicks
Writing instruments
Printing systems

PACKAGING

Open: Tear tapes
Close: Re:Close tape & labels, string & tag
Inform: Tapes & labels
Protect: Tamper & brand protection, AquaSense

SPECIALITY TAPES
Double-sided tapes



HEALTHCARE PERSONAL CARE

POROUS

Pregnancy test wicks
Diagnostic media
Surgical canister vent
Woundcare
Wipes
Insecticide

PACKAGING

Cartons
Leaflets
Labels
Foil & cold form
Tear tape
Security

SPECIALITY TAPES



TOBACCO

FILTERS

Cigarette filters
Testing services
RYO, SND

POROUS

E-cigarette vapour handling

PACKAGING

AquaSense, tear tape
labels, security cartons



INDUSTRIAL

POROUS

Wipes

COMPONENTS

Access hardware, electrical, caps & plugs, security

PIPE PROTECTION

Thread protectors

PACKAGING & SPECIALITY TAPES

Foam tape, components

Focus on key growth areas

KEY OPERATIONAL OPPORTUNITIES



Bangalore, India



Ningbo, China

Sourcing

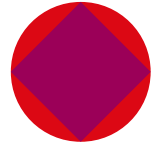
- Asia presents a key opportunity to source non-manufactured products across the Essentra Group
 - Predominantly India and China
 - Dedicated sourcing teams to be created in Bangalore, India and Ningbo, China
- Significant increase in group sourcing from Asia by 2020

Manufacturing

- Build on current technical capability to create regional centres of excellence
 - Establish regional capacity for all product lines to serve local and export markets
- Support Group in reducing manufacturing cost by 2020

Asia to become Essentra's #1 source of products

CASE STUDY – DISTRIBUTION



Benefits of regionalisation

- Enabled 2 acquisitions in Asia within 6 months (Kelvindale, Abric)
- Allowed appointments of more senior country managers to support business (Australia, Japan)
- Allows faster geographical expansion into new markets, by leveraging existing infrastructure from other areas of the business
- Shared back office services across region has driven efficiencies

Regional logistics hub

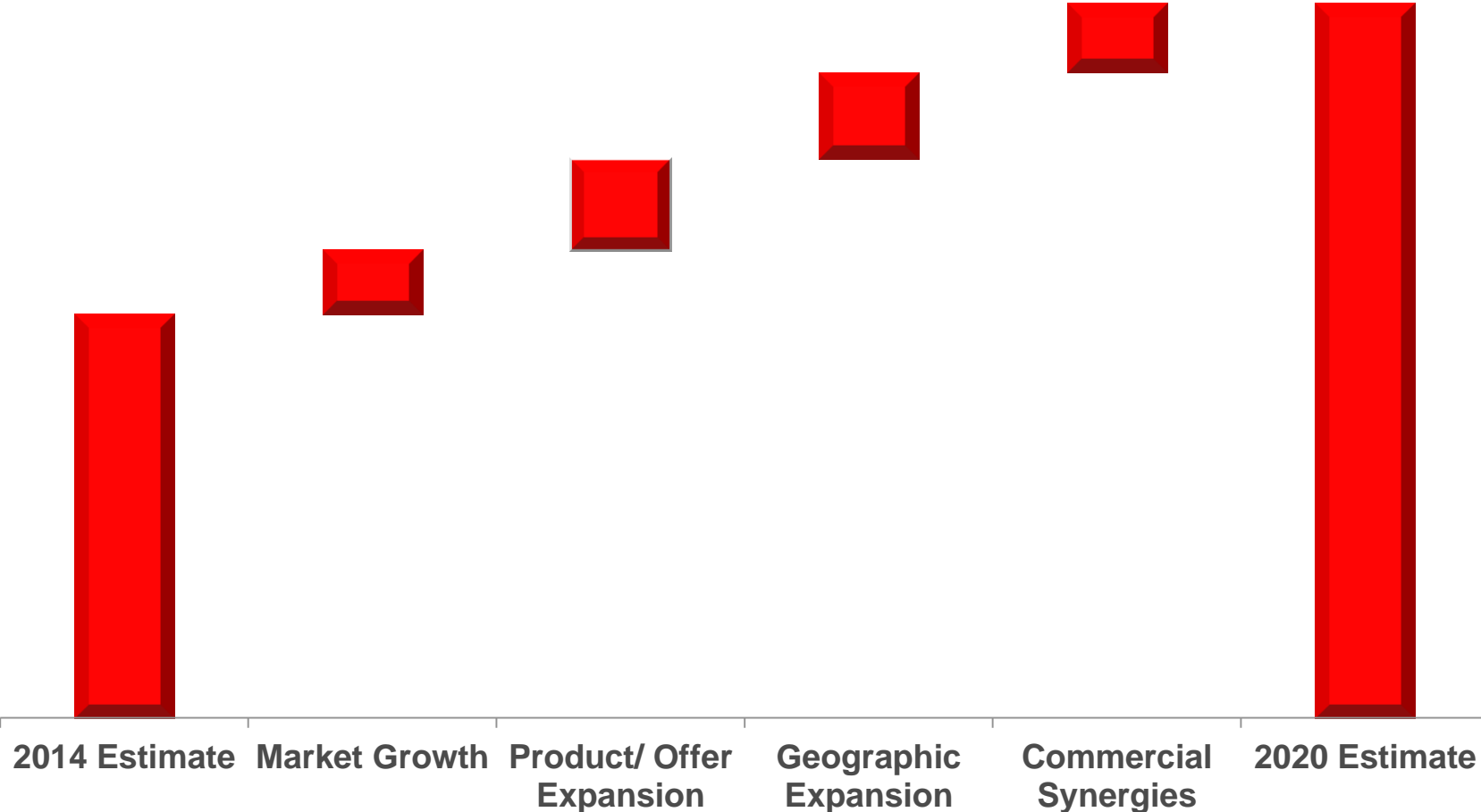
- Strategically located hub in Singapore to feed entire region
- All areas of the business are leveraging this facility
- Service levels to customers have dramatically improved



Changi, Singapore

Increased scale + joined up = faster growth potential

DRIVE FOR 2020 – THE DIRECTION OF TRAVEL - ASIA



High 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

ASIA “DRIVE FOR 2020”

Develop key strategic platforms

- Redress balance between Filters and non-Filters
 - Enter new markets and categories
 - Expand product offering
- Complement organic growth with value-adding regional M&A

Operate as “One Essentra”

- Develop sourcing with global reach and competitive regional operations

Become more relevant to customers

- Adapt products to local application

Driving operational excellence

- Develop high quality and multi-product manufacturing capability

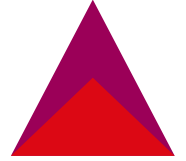
Develop global talent base

- Recruit, train and nurture talent pool

Challenge, performance, added value

Q&A

APPENDIX



PT Sreekumar – Managing Director, Asia

PT Sreekumar joined Essentra in 1995, being initially responsible for the Company's joint venture in India. Before being appointed to his current role in 2005, Sreekumar was Regional Director for Asia Pacific, responsible for the business in Asia and the Middle East. Prior to joining Essentra, Sreekumar worked for the Indian tobacco company Godfrey Philips.



ESSENTRA



ASIA

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