



# **SCAPA GROUP PLC**

**2005/2006**

**PRELIMINARY RESULTS**

**PRESENTATION TO ANALYSTS**

**8 June 2006**



# Highlights



- **Trading Profit\* of £5.5m - £2.2m up on last year's poor result including £0.9m benefit from currency**
- **Cash inflow of £2.8m after £5.7m receipt from Waycross deposit - ongoing legacy costs of £4.4m for asbestos litigation and pensions top-up**
- **Strategic review completed - future Group focus to be on speciality tapes business.**
- **Sale of Megolon compounding business proposed for £16.75m, subject to due diligence and shareholder approval**
- **Substantial cost reduction involving reorganisation costs of £2.8m in 2005/06 with anticipated annual savings of £2.6m. Further stage now announced - cost £1.0m with additional annual savings in a full year of £1.2m**

\*Operating Profit before exceptional costs and impairments



# Strategic Review



- **Business Spread**
  - Focus on core speciality tapes
  - Proposed disposal of our Megolon compounding business for £16.75m, subject to due diligence and shareholder approval
  - Disposal of our small loss-making Irish distribution business for £1m
- **Operations**
  - More rapid turnaround of loss-making operations
  - Further substantial reorganisation programme post Megolon disposal. Expenditure £1.0m, annual savings £1.2m in a full year
  - Emphasis on relentless cost reduction

# Strategic Review (cont'd)



- **Legacy Issues**
  - **Substantial cash drain on the Group of £4.4m in 2005/06. Detailed discussions to come on asbestos litigation and pensions to find a more equitable balance in order for Scapa to become a healthier business**
- **Finances**
  - **Disposal proceeds to be used to repay secured borrowings prior to expiry of medium-term bank facilities in September 2007**
- **Listing**
  - **Proposed move to AIM given the reduced size of the Group and lower costs particularly for disposals**



# Proposed Sale of Megolon



## Deal:

- Sales £20m - EBITDA circa £2.0m
- Price £16.75m payable in cash at completion
- Estimated net assets at completion £7.1m
- Proceeds to be used to repay secured borrowings - committed facilities expire in 2007

## Process:

- Heads of Agreement signed end May
- Normal due diligence process now under way
- Class 1 transaction - shareholder circular targeted for the end of June
- Current timing is for shareholder approval on same date as AGM - 25 July

# Summary P/L Account



£m	Year Ended	
	31.3.06	31.3.05
Sales	191.5	188.2
Trading Profit*	5.5	3.3
Exceptional Costs	(3.4)	(0.9)
Impairments	(13.7)	(3.6)
Operating Loss	(11.6)	(1.2)
Bank interest and finance costs	(2.9)	(2.4)
Loss before tax	(14.5)	(3.6)
Taxation	(0.8)	5.8
(Loss)/Profit after tax	(15.3)	2.2
Trading Profit EPS*	(0.1)p	(0.1)p

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# Summary P/L Account



- Underlying sales decline of 1% - shedding low margin business
- Sales price increases
- Cost saving initiatives
- £0.9m benefit from stronger US\$ - translation effect plus gain on currency swaps
- Interest up by £0.3m due to rate increases
- Taxation
  - deferred tax credit on US goodwill and asset impairments
  - release of tax provisions no longer required
  - no recognition of UK tax losses

# Reorganisation Costs



	£m	
	Cost	Annual Savings
H1 - 2005/06	1.7	1.8
H2 - 2005/06	1.1	0.8
H1 - 2006/07	1.0	1.2
<b>Total</b>	<b>3.8</b>	<b>3.8</b>

- **2005/06**
  - European & N American redundancies
  - Ashton shift pattern changes
  - Further consolidation at Ashton
  - Closure of Corporate HQ
- **2006/07**
  - European restructuring following Megolon sale



# Geographic - North America



£m	Year Ended	
	31.3.06	31.3.05
Sales	66.7	64.1
Trading Profit*	7.7	7.1
ROS	11.5%	11.1%

- Overall underlying sales flat
- Industrial sales increased - new product launches
- Automotive sales down due to loss of low margin contract
- Raw material/energy cost increases partly offset by selling prices
- Tight operating control and savings initiatives leading to margin improvement
- £0.4m benefit from stronger US\$

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# Geographic - Europe



£m	Year Ended	
	31.3.06	31.3.05
Sales	117.1	115.3
Trading Profit/(Loss)*	0.7	(0.4)
ROS	0.6%	(0.3)%

- Strengthening of management team - clearer accountability
- Shedding of low margin business
- Improved customer service - 4-5% sales growth in H2
- Increase in raw material costs offset by sales price increases
- Substantial utility cost increases - £0.5m in H2
- Reorganisation costs of £1.6m - annual savings in a full year £2.0m

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# Geographic - Asia



£m

Year Ended

31.3.06    31.3.05

Sales

7.7

8.8

Trading (Loss)/Profit\*

(0.1)

0.5

ROS

(1.3)%

5.7%

- Disappointing performance
- Loss of key contract
- Negative impact of movement in Korean Won and new product development costs
- Commercial infrastructure in place to support growth
- Significant opportunities in region - greater value focus

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# Corporate



£m

Central costs

Gain of currency swaps

Net costs

	Year Ended	
	31.3.06	31.3.05
Central costs	3.3	3.9
Gain of currency swaps	(0.5)	NIL
Net costs	<u>2.8</u>	<u>3.9</u>

- Change in senior management team
- Closure of Blackburn HQ and move to the Ashton site - cost £0.7m, annual savings £0.4m
- Intense focus on costs including reduction in the number of support staff and rationalisation of workload with European team
- £0.5m profit on currency swaps used to partially hedge the Balance Sheet

# Cash Flow Summary



£m	Year Ended	
	31.3.06	31.3.05
Trading Profit*	5.5	3.3
Depreciation	6.4	6.9
Change in total working capital	(2.8)	(3.9)
Capital expenditure	(2.7)	(4.6)
Interest/Tax/Dividends	(2.1)	(0.9)
Reorganisation costs	(2.4)	(0.9)
Forward contracts	(0.3)	1.8
Other	(0.1)	0.5
	<hr/>	<hr/>
	1.5	2.2
Asbestos litigation	(1.4)	(1.1)
Pensions top-up	(3.0)	(3.0)
	<hr/>	<hr/>
	(2.9)	(1.9)
Waycross deposit release	5.7	-
Net cash inflow/(outflow)	<hr/>	<hr/>
	2.8	(1.9)

\*Operating Profit before exceptional costs and impairments



# Cash Summary



- Working capital - Q4 outflow
- Capital expenditure - tight control continues
- Reorganisation costs - major programme in place
- Forward contract receipts/(payments)
- Pensions - additional £3m legacy top-up continues
- Asbestos litigation - higher legal defence activity
- Waycross deposit further release
- Covenant - full compliance



# Pensions



- Major increase in pension deficit of £17.8m to £63.4m
- Impact of 7% fall in discount rate
- New mortality assumptions
- Increase in the value of pension scheme assets
- Fund revaluation in 2006
- Key discussions to come with pension trustees and Regulator



# Asbestos Litigation



- **Provision for anticipated legal costs over the next 10+ years at 31 March was £8.8m**
- **56 cases (1,300 plaintiffs) dismissed in last 12 months - 3.5% of outstanding claims**
- **Appeal court reversal of \$3m Maryland verdict**
- **Appeal process continues in Louisiana - \$162,500 verdict**
- **Important case won in Philadelphia**
- **Robust defence continuing**
- **Discussions commenced with insurers for a reduction in our share of legal costs**



# Balance Sheet



£m

Year Ended

31.3.06      31.3.05

**Goodwill**

**11.2      21.0**

**Fixed assets**

**46.9      52.3**

**Operating working capital**

**32.5      28.3**

**Provision for asbestos litigation**

**(8.8)      (9.0)**

**Other provisions**

**(3.8)      (3.2)**

**Waycross deposit**

**5.7      10.7**

**Tax**

**1.1      0.9**

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**84.8      101.0**

**Pension deficit**

**(63.4)      (45.6)**

**Net (borrowings)/cash**

**(13.2)      (15.2)**

**Net assets**

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**8.2      40.2**

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# Balance Sheet



	Acquired	£m
<b>• IAS 36 annual impairment review</b>		
• Lusa cable wrapping tapes	(2001)	2.6
• CCL cable tapes	(2001)	1.6
• Medifix/Boldscope medical tapes	(2000)	6.7
		-----
		10.9
		-----
<b>• Fixed asset carrying values</b>		
• Loss-making UK sites		2.0
• Korean operations	(1998)	0.7
• Lusa cable wrapping tapes	(2001)	0.1
		-----
		2.8
		-----
<b>• Working capital higher due to increased trading level in Q4, tighter supplier credit and currency movements of £1.1m</b>		



# Outlook



- **Markets**
  - Impact of US\$ weakness on confidence levels
  - Increased volatility
  - Subdued demand in certain areas
- **Growth**
  - European growth starting to come through
- **Margins**
  - Ongoing high oil price
  - Pressure on input costs
  - Sales pricing approach
- **Current Trading**
  - In line with expectations
  - Internal initiatives in place to improve performance



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