





Scapa Group plc

Interim Results - September 2016 Investor Presentation

Scapa Group

Scapa is a global supplier of bonding solutions and manufacturer of adhesive-based products for the Healthcare and Industrial markets

- Sales and manufacturing facilities throughout Europe, North and South America and Asia
- 1,400+ employees in 11 countries and 19 locations
- Established in 1927



FY16 Interim Highlights

FINANCIAL HIGHLIGHTS

- Revenue grew 13.5% to £135.4m (2015: £119.3m); 3.7% at constant fx
- Trading profit* increased 27.0% to £12.7m (2015: £10.0m); 12.4% at constant fx
- Trading profit* margins further improved to 9.4% (2015: 8.4%)
- Adjusted profit before tax** improved 24.7% to £12.1m (2015: £9.7m)
- Adjusted earnings per share*** increased 28.0% to 6.4p (2015: 5.0p)
- Basic earnings per share of 4.5p (2015: 1.4p)
- Net debt of £29.0m (March 2016: £2.6m) reflecting the acquisition of EuroMed for £28.3m

OPERATIONAL HIGHLIGHTS

- Healthcare revenue increased 23.3% to £53.5m (2015: £43.4m); 11.9% at constant fx
- Healthcare trading profit increased 16.9% to £7.6m; 5.6% growth at constant fx
- Margins at 14.2% (2015: 15.0%) reflecting significant investment to support growth and integration costs related to EuroMed
- Healthcare acquisition of EuroMed on 23 May 2016; integrating well
- EuroMed and First Water significantly strengthen our innovation and development capabilities
- Industrial trading profit grew 49.0% to £7.6m; 33.3% at constant fx
- Margins increased to 9.3% (2015: 6.7%), further improving the quality of the business and closer to double digit margin target
- Swiss facility ceased production during October and will close by the end of the calendar year, on time and on budget
- · Sale of Swiss land and building progressing well and proceeds should exceed initial estimates

^{*} Before amortisation of intangible assets, exceptional items, pension administration costs and finance charges

^{**} Trading profit less interest payable on bank loans and overdrafts

^{***} Adjusted earnings per share is calculated by dividing the trading profit less cash interest less tax on operating activities by the weighted average number of ordinary shares in issue during the year

Income Statement

Revenue	2016 Sept £m 135.4	2015 Sept £m 119.3	• Revenue increased 13.5% (3.7% at constant fx)
Trading profit	12.7	10.0	Trading profit increased 27.0% (12.4% at constant fx)
Margin %	9.4%	8.4%	 Trading profit margins increased to 9.4%
Amortisation of intangibles	(1.9)	(1.2)	 Amortisation includes EuroMed intangible assets from May 2016 (annual increase circa \$2.4m)
Exceptional items	(1.0)	(4.3)	 £0.6m of exceptional items related to EuroMed acquisition
Pension administration costs	(0.3)	(0.4)	
Interest payable - cash Interest payable - non cash	(0.6) (0.4)	(0.3) (0.5)	 Non-cash interest (IAS 19R) decreased – lower discount rate
Taxation	(1.8)	(1.2)	
Profit for the period	6.7	2.1	
Basic EPS (p)	4.5p	1.4p	
Adjusted EPS (p)	6.4p	5.0p	Adjusted EPS increased 28.0%



Balance Sheet and Cash Flow

BALANCE SHEET

- Trade working capital slightly increased due to inventory build for the closure of Swiss facility, acquisition of EuroMed and foreign exchange translation
- Pension deficit well controlled significant decrease in the discount rate used to value the liabilities was mitigated by asset performance
- Period closed with net debt of £29.0m (<1x EBITDA)

	2016	2015	
	£m	£m	
Trade working capital	47.4	38.6	
Net debt	(29.0)	(6.8)	
Net pension deficit	(34.2)	(27.3)	
Goodwill & Intangibles	62.8	37.9	
Other assets	33.9	23.3	
Net assets	80.9	65.7	

CASH FLOW

- Group remains highly cash generative; net cash from operations 105.5% of trading profit
- Pension payments UK asset-backed arrangement providing certainty over future payments
- Interest payments up owing to increased drawings following the acquisition of EuroMed
- Capital expenditure £4.6m v £5.6m in H1 2015

	2016	2015
	£m	£m
EBITDA	15.6	12.5
Working capital	(1.9)	(3.8)
Pensions, Tax & Interest	(4.6)	(4.3)
Dividends	(2.6)	(2.2)
Capex & Acquisitions	(32.9)	(5.6)
Cash flow	(26.4)	(3.4)

PENSIONS

- Gross deficit increased to £38.0m as a direct result of discount rate decreasing from 3.5% to 2.2%
- Liability increased £28.3m owing to reduction of discount rate
- Benefitting from early adoption of Liability Driven Investment (LDI) strategy, resulting in a gain of £17.2m
- Ongoing liability management remains a priority

	2016	2015
	£m	£m
Gross deficit	38.0	31.7
Contributions	2.2	2.1
Administration expenses	0.3	0.4

TAXATION

- Underlying ETR continues to decline as a result of delivery of group tax strategy
- The period also benefitted from a greater utilisation of the UK losses
- Strategy in place to minimise cash tax as tax losses are utilised
- Tax planning remains conservative with no use of hybrid entities or tax havens

2016	2015
£m	£m
2.5	2.3
20.7%	23.7%
1.9	1.9
15.0%	19.0%
	£m 2.5 20.7% 1.9

Potential Impact of Currency and Brexit

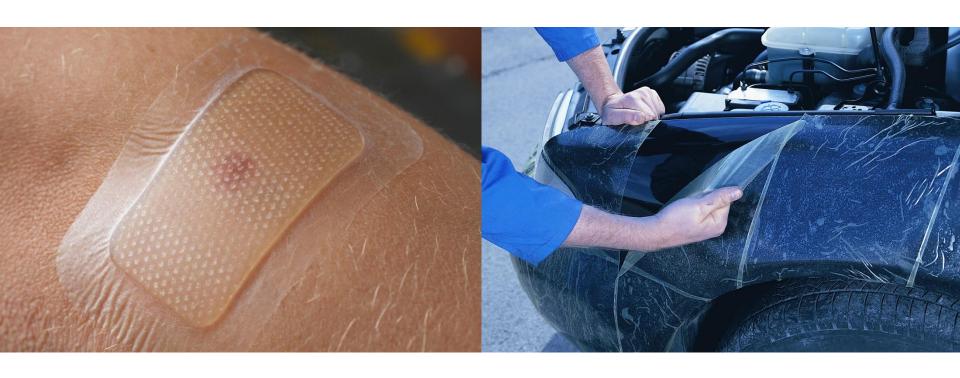
CURRENCY TAILWINDS

- Scapa benefitted from the weaker GBP in H1 due to the translation of results from overseas operations
- The effect of translation was a c.£10m increase in revenue and £1m increase in profit
- · Limited profit exposure from transactional fx as the operating businesses are largely naturally hedged
- Exact impact of currency in H2 will be dependent on mix and prevailing fx rates but will continue to be beneficial

BREXIT

• Impact from Brexit expected to be low; cross border trading minimal and 90% of Group sales made outside of UK



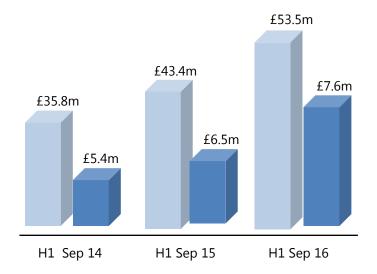


Market Review



Market Review

HEALTHCARE



Revenue split 39.5% (2015: 36.4%) Margin 14.2% (2015: 15.0%)

- Revenue growth of 23.3%; constant fx 11.9%
- Revenue increased to 39.5% of Group
- Trading profit increased 16.9%; constant fx 5.6%
- Margins at 14.2%; reflecting significant investment to support growth and integration costs related to EuroMed
- Accounts for 59.8% of trading profits
- Acquisition of EuroMed integrating well

Scapa Healthcare

Strategic Markets for Growth

- Gained strategic and meaningful engagement with 5 market leading Global Wound Care companies
- Launched proprietary and validated CE marked turn-key dressing with Tier 2 Wound Care company
- Expanded portfolio and contents with key partners – delivering larger portion of the value chain
- Longstanding relationships with brand leaders dominating shelf space
- Expanded into Health & Beauty category via EuroMed
- Launched 25 SKU's in the last 12 months
- Leveraging expertise in advanced wound care into consumer market





Consumer Wellness

Medical Device





Drug Delivery

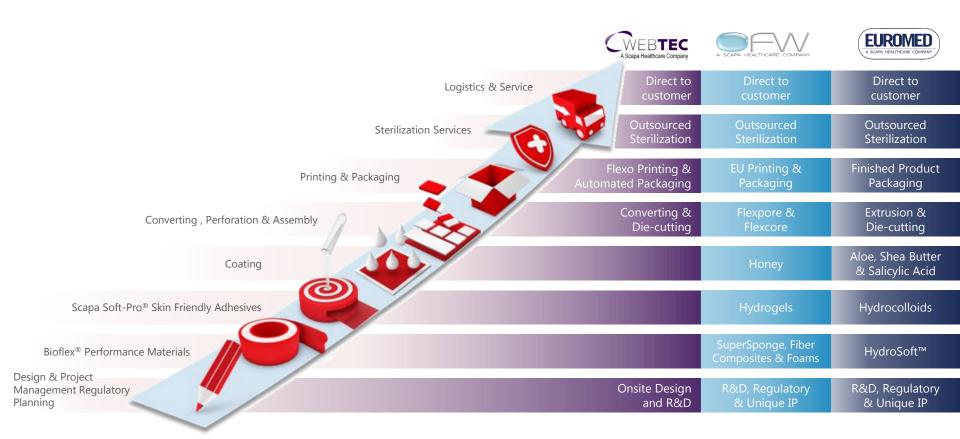
- Signed 3 year agreement with long standing partner
- Launched Regulatory Services offering to support increased speed to market for customers
- Specified silicone gel adhesive for new neonatal sensor
- MEDIFIX Solution™ gaining momentum
- Developed adhesive patch for closed loop insulin delivery system approved by FDA
- Advanced bolus injector program with market launch planned for mid-2018

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Strengthening our Value Proposition

Acquisitions Expand Turn-Key



Building Platform for Profitable Growth

Increase Strategic Engagement

- Expanded Global Commercial Team to enhance engagement across key customers in core markets
- · Finalised strategic direction in core market sectors

Product Development and Innovation

- Invested in Technology Leader
- · Created global product development centers of excellence
- Reinforced capability to deliver outsourced innovation for clients
- Implemented FDA compliant global design control procedures

World Class Quality & Regulatory System

- All FDA registered sites are compliant with CGMP Pharma standards
- Rollout of computerised SAP QMS Validation meeting CGMP Pharma standards
- Launched regulatory services offering

Operational Efficiency

- Significant investments in automation
- Lean Six Sigma initiatives relentlessly driving down cost and waste
- Multi-site program to improve efficiency

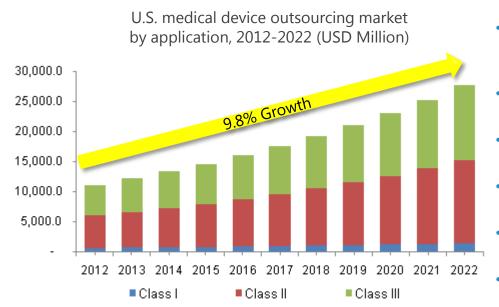
Investment in People

- Leadership team with more than 100 years combined experience in the Healthcare industry
- Recruiting and integrating industry expertise from core markets
- Experiences with leading companies such as Reckitt Benckiser, Abbott, Spacelabs, Boston Scientific, Pfizer, Merck, & Siemens



Macro Trends

Healthcare Product Outsourcing



Class II accounts for 48.4% of Med Device share and is the largest growing sector in outsourcing at 9.8% CAGR

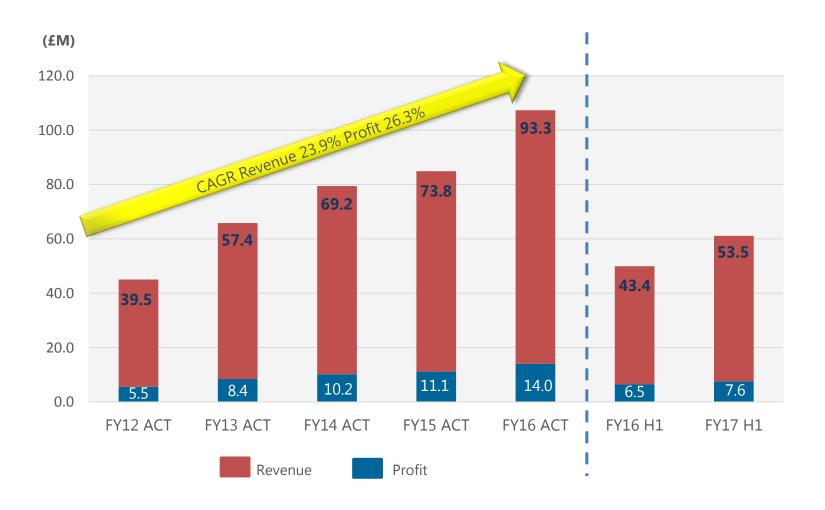
U.S. Medical Device Outsourcing Market Analysis. November 2015. Grand View Research.

- Healthcare reform putting pressure on providers to lower cost of care through innovation and lower operating cost
- Suppliers seeking differentiating technologies and lower cost manufacturing footprint
- Suppliers focusing more on core competencies (brand, IP and sales channels)
- Suppliers leveraging CMOs for capital investment avoidance and to offset lack of in-house capabilities
 - CMOs providing shortened development and launch timelines
 - CMOs' quality and regulatory expertise increasing in importance
 - Trusted strategic outsource partners with scale and unique abilities are driving CMOs consolidation

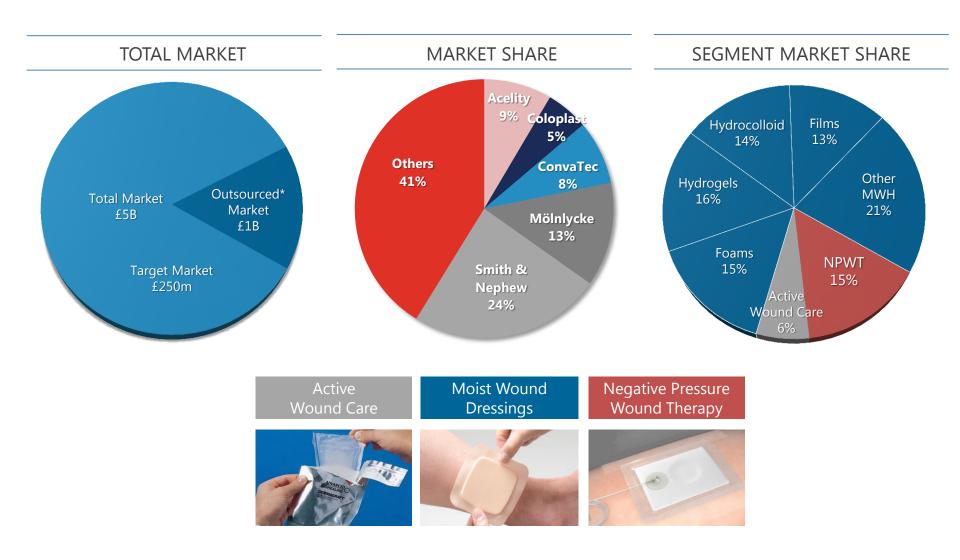


Global Healthcare

Delivering Sustainable, Profitable Growth



Advanced Wound Care



Advanced Wound Care

MARKET DRIVERS / TRENDS

- Better solutions for treating chronic and non-healing wounds
- Ageing population, and increasing incidences of obesity and diabetes
- Growing outpatient surgery and post-op care
- Composite dressings are overtaking the market
- Consolidation acquiring technology and expanding portfolio
- Hospital sourcing increasing purchasing power

STRATEGY

- Expand strategic engagement with major AWC providers who account for 59% of the total market
- Leverage full range of adhesive technology
- Benefit from additional outsourcing new products or non core products
- Expand Scapa content and services
- Support customers' increasing need for speed to market through leveraging PLM and stage gate process
- Sell additional services NPD / regulatory
- Address Tier II customers' need to fill portfolio gap through Scapa proprietary turn-key solutions
- Purchase of customers' manufacturing assets



Consumer Wellness

ADDRESSABLE MARKET* **Total Market** Serviced Market £3.5B £718M**



First Aid

Cotton, synthetic, gauze. Typically dry, but can include topical liquids & semi-solid formulations



Respiratory Aid

Nasal dilators



Scar Care

Gel sheets for reducing scarring



Acne Care

Spot treatments



Foot Care

Pads for bunions, corns, warts & blisters

Consumer Wellness

MARKET DRIVERS / TRENDS

- Branded vs private label products
- Push for innovation to gain shelf space
- Receptive to new concepts
- Growing outpatient surgery trend is driving consumer demand for advanced wound care products
- Consumers paying for higher value products
- Price point on shelf moving up
- Greater acceptance of adhesive products for healing

STRATEGY

- Leverage strategic relationships with top brand leaders dominating shelf space
- Supporting brand owners product differentiation and product expansion
- Become the defacto product development arm to drive innovation and speed up time to market
- Working with Tier II consumer companies to deliver validated turn-key solutions
- Expand beyond First Aid aisle



Consumer Wellness

Expanding our Store Footprint



First Aid

Historical shelf placement across the category



Pain Management

Growing sector on store shelf Leveraging medical Device experience





Scar Therapy

Developed new technology for launch planned in Q4 FY17



Post Surgical Care

Expanding category on store shelves



Foot Care

Successful new product launch changing the category





Nasal Dilators

Working with global brand leader



Acne Care

New product launched in the US, expanding footprint beyond Asia and Europe



Medical Devices and Drug Delivery

Current and Expanding Segments

CURRENT SEGMENT

 Medical device market is organically growing at a rate of 5-7%

Infusion Sets



Pulse Oximetry



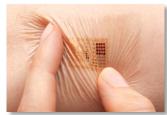
EXPANDING SEGMENT

- Expanding into Clinical Wearables
 - Emerging technology
 - Diverse applications
 - Similar device functionality and end-user needs
- Development revenue
 - Establishes commitment









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Medical Device and Drug Delivery Market

MARKET DRIVERS / TRENDS

- Ageing population, treatment of chronic conditions
- Shift from reactive medicine to proactive and compliance
- Patient care moving outside of the hospital to in-home
- Data driven diagnostics (personalised medicine)
- Reimbursement for homecare more prevalent
- Focus on end-user non-compliance to achieve improved efficacy of existing treatment regimes
- Wearable development spanning many industries
- Increased patient engagement
- Convergence of clinical wearables into consumer market
- Reaching inaccessible patients
- Predictive analytics allow for preventive care

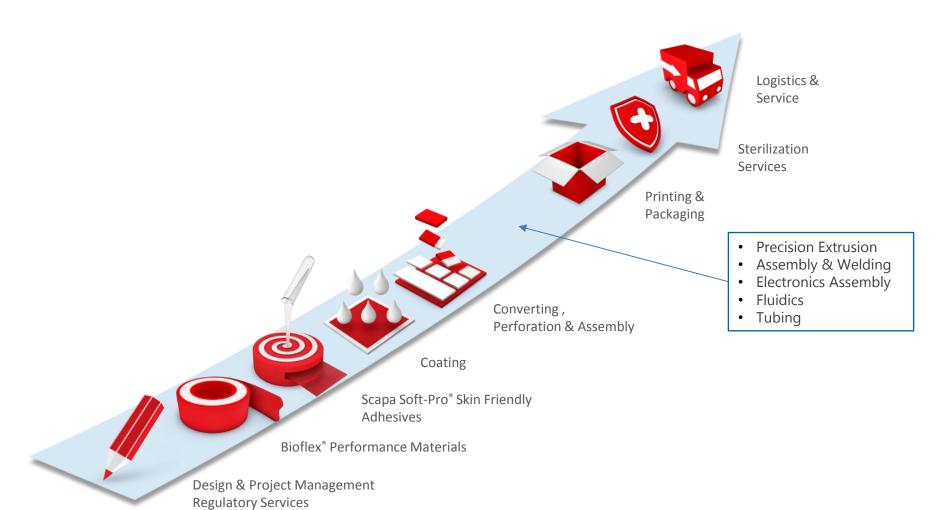
STRATEGY

- Continue to leverage Medifix Solutions™ product design and user interface
- Establish and manage relationships with both IT and Medtech companies developing new products
- Development revenue model monetizes cash flow and lowers technology risks
- Expand capabilities to deliver beyond materials and components



Material and Components Supplier to Med Device

Delivering a Turn-Key Solution



Strategic Engagement

Top Healthcare Projects

DESCRIPTION	CUSTOMER SEGMENT	STATUS
Single Injectable Device	Global Pharma	Pending European approval from notified bodies
Infusion Plasters	Global Pharma	Negotiating supply agreement
Wound Care Dressing ✓	Global Wound Care Company	Product launched
Blister Care ✓	Global Wound Care Company	Product Launched
Wound Care Dressing ✓	Global Consumer Company	Scheduled to launch in Q4
		·
Blister Care √	Global Consumer Company	Product launched
Dilator Materials	Global Consumer Company	On hold
Dilator Design X	Global Consumer Company	Project cancelled
Wound Closure	Global Wound Care	Product launched
Neonatal Sensor On tra	ck Global Medical Device	Development work



Strategic Engagement

Top Healthcare Projects

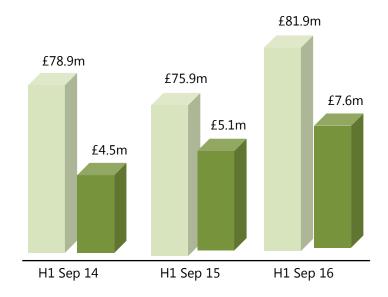
DESCRIPTION	CUSTOMER SEGMENT	STATUS
Wound Dressing	Global Wound Care Company	Scheduled to launch in Q4
Wound Contact Layer	Global Wound Care Company	Scheduled to launch in Q3
Pain Therapy Patch	Global Consumer Company	Scheduled to launch in Q4
Diabetes Monitoring	Global Medical Device Company	Development revenue
NPWT Line Extension	Global Wound Care Company	Scheduled to launch in Q3
Wound Contact Layer	Global Wound Care Company	Scheduled to launch in Q2
HMVTR Film Dressing	Global Wound Care Company	Scheduled to launch in Q3
NPWT Line Extension	Global Wound Care Company	Scheduled to launch in Q1
Acne Patch	Global Consumer Company	Scheduled to launch in Q1
Anti Wrinkle Patch	Global Consumer Company	Development revenue
Foot Care Patch	Global Consumer Company	Development revenue
Therapy Patch	Global Medical Device Company	Development revenue
Wearable Bolus Injector	Global Medical Device Company	Development revenue
Wearable Injector	Global Medical Device Company	Development revenue



Market Review

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INDUSTRIAL



Revenue split 60.5% (2015: 63.6%) Margin 9.3% (2015: 6.7%)

- Revenue increased 7.9%; constant fx (1.1%)
- Trading profit increased 49.0%; constant fx 33.3%
- Margins improved to 9.3%; closer to double digit margin target
- Improvement in profit driven by operational efficiency and lower input costs
- Closure of Swiss facility on time and on budget
- Proceeds from sale of land should exceed initial estimates



Scapa Industrial

- New slitting and packaging equipment to increase capacity and efficiency to support growing European demand
- Focus on localisation
- Continued expansion of new car model qualifications
- Won 'Top Supplier' Award for fourth consecutive year from leading distributor, Aramsco
- Investment in Canada to meet growing demand
- Developing new products to meet new building regulations













- Pipeline of new products to expand presence within our global customer base
- Global growth through new project awards
- Target expansion into submarine markets
- Closure and transfer of Switzerland to France
- 100th Barnier Anniversary
- NHL and Hockey Canada License (as seen in Olympics) product launch

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Footprint Consolidation: Switzerland

On Time and On Budget





- Announced in April 2015; closure and transfer on time and on budget
- Total cost £5.6m; will be funded by proceeds from sale of land and building
- · Majority of production transferred to France
- Will deliver £2m annual profit improvement
- Minimal disruption of customer service
- No labour issues; no Health and Safety issues
- Professionalism and co-operation until closure



PROPERTY SALE

- Engaged with town to agree joint development process
- Maximised development parameters for density and usage
- Ran an auction process
- 7 initial offers received
- 3 final offers under consideration
- Proceeds should exceed initial estimates of £5m-£7m



ROCE Optimisation

FOCUSED COMMERCIAL STRATEGY

SEGREGATE INDUSTRIAL ASSETS

CREATE COATING HUBS

CREATE CONVERTING SPOKES

ACQUISITION STRATEGY

- Market focus
- Customer segmentation
- Pricing optimisation
- Product range

- BU based structure
- Separate operational infrastructure
- Decentralised corporate structure
- Evolve to separate legal entity

- Create coating technology hubs
- Use existing assets and transfer products
- Optimise marginal profit to load existing assets

- Customer centric
- Mobile
- Flexible
- Lower investment
- Improve productivity and cost
- Enable footprint optimisation
- Mitigate capital investment
- Provide on-boarding opportunity

Roadmap to industry average margins



Industrial ROCE Optimisation

PRE SWISS CLOSURE

DOCT	CVA/ICC	CIOCI	DE
$P(\cdot) \setminus I$	SWISS		IKE
		CLOSU	

BASIS	24/5	24/7
UTILISATION	70%	50%

24/5	24/7
79%	57%

	UK	CANADA	ITALY	SWITZERLAND	FRANCE	KOREA
COATING			✓	✓	√	√
UV						✓
STENTER	√					
CALENDER	✓	\checkmark				
CONVERTING	√	√	\checkmark	√	\checkmark	✓

UK	CANADA	ITALY	FRANCE	KOREA
		√	√	\checkmark
				\checkmark
\checkmark				
\checkmark	\checkmark			
\checkmark	\checkmark	\checkmark	\checkmark	\checkmark

MARKETS SERVED Cable Cable
Construction Construction
Automotive
Consumer

Automotive Specialty

Construction Specialty
Automotive
Specialty
Consumer

Focused Commercial Strategy

ENGINEERED PRODUCTS

- Niche end markets with limited competition
- Performance critical components
- High barriers to entry driven by stringent technical specifications and lengthy qualification processes
- Direct strategic engagement with global OEMs
- Small cost relative to overall value

AUTOMOTIVE



- Wire harness
- Seat heating systems
- Electronics

CABLE



- High voltage power transmission
- Submarine cable
- Fibre optics

SPECIALTY



- Aerospace
- Consumer electronics
- Graphics

CONSUMABLE PRODUCTS

- Multiple and established paths to market
 - Direct to OEMs
 - Distributors
 - Retailers
- Recognised brands underpinning a portfolio of products
- · Highly localised
- Consumer-driven

CONSTRUCTION



- Residential and commercial new builds
- Maintenance / remodelling
- Structural glazing

CONSUMER



- Barnier®: 100 year old brand
- Renfrew™
 Hockey Tape:
 Official NHL
 branded
 product line

SPECIALTY



- Smart card chips
- Ski tape



Strategic Goals and Priorities

HEALTHCARE

- Continue to develop and leverage strategic relationships with companies who are global market leaders
- Continue to invest and build platform for growth
- Expand scale and scope through acquisitions
- Build and execute project pipeline

INDUSTRIAL

- Drive ROCE through further optimisation of the asset base
- Continue to focus on efficiency improvement and cost control
- Focus on key markets where we can gain market share
- Focused and strategic acquisitions to expand value proposition and accelerate optimisation of ROCE
- Achieve industry average margin

OUTLOOK

- Maintain a disciplined approach in executing our strategy
- We are excited about the opportunities that exist for the business
- The Board believes the Group will deliver full year results ahead of expectations, benefitting from both improved trading and currency



Appendix



Definitions

Term Definition

Exceptional items

Items which are both material and non-recurring

Trading margin Trading profit divided by turnover

Trading profit Operating profit before exceptional items, amortisation of intangibles

and pension administration costs

Trading working capital Trade debtors, plus stock, minus trade creditors

Underlying earnings per share Adjusted profit after tax divided by the number of shares in issue

Effective tax rate Tax charge on trading activities divided by trading profit less cash interest

Impact of fx

	% Revenue	Average rate Half year 2016/17	Average rate Half year 2015/16	Currency Effect	
EURO	25%	1.23	1.36	10.6%	
USD\$	50%	1.38	1.50	8.7%	
CAD\$	10%	1.78	1.97	10.7%	
Overall					9.8



Reconciliation of Adjusted EPS

	2016	2015	2016
	Sept	Sept	March
	£m	£m	£m
Trading profit	12.7	10.0	21.3
Cash interest payable	(0.6)	(0.3)	(0.7)
	(0.0)		
Tax on trading activities	(2.5)	(2.3)	(4.9)
Adjusted profit after tax	9.6	7.4	15.7
Shares in issue	150.4	147.3	148.3
Adjusted EPS	6.4p	5.0p	10.6p

Reconciliation of effective tax rate

	2016	2015	2016
	Sept	Sept	March
	£m	£m	£m
Profit before tax	8.5	3.3	9.8
Tax charge	(1.8)	(1.2)	(3.7)
Headline effective tax rate	21.2%	36.4%	37.8%
Trading profit	12.7	10.0	21.3
Cash interest	(0.6)	(0.3)	(0.7)
Adjusted PBT	12.1	9.7	20.6
Tax on operating activities	(2.5)	(2.3)	(4.9)
Underlying effective tax rate	20.7%	23.7%	23.8%

Reconciliation of tax charge

	2016	2015	2016
	Sept	Sept	March
	£m	£m	£m
Profit before tax	8.5	3.3	9.8
Theoretical UK tax on trading			
activities	(1.7)	(0.7)	(2.0)
Effect of overseas tax rates (Includes CVAE, IRAP and US capital tax)	(0.7)	(0.9)	(1.7)
Other items	0.6	0.4	-
Tax charge for the period	(1.8)	(1.2)	(3.7)



Reconciliation of cash from operations

	2016	2015	2016
	Sept	Sept	March
	£m	£m	£m
Operating profit	9.5	4.1	11.7
Depreciation and amortisation	4.8	3.7	7.5
Working capital movement	(0.1)	(1.5)	(1.2)
Other	1.4	2.8	5.4
'Free cash flow'	15.6	9.1	23.4
Pensions	(2.2)	(2.1)	(4.4)
Exceptionals	(2.2)	(0.2)	(2.5)
	11.2	6.8	16.5

Analysis of trading working capital

	2016	2015	2016
	Sept	Sept	March
	£m	£m	£m
Trade debtors	46.8	40.9	43.3
Stock	33.9	27.7	27.1
Trade creditors	(33.3)	(30.0)	(30.0)
	47.4	38.6	40.4
Sales (12mth calendar)	262.8	240.6	246.7
	18.0%*	16.0%	16.4%

^{*} Reduces to 17.4% when EuroMed's pre-acquisition revenue is included



Legacy pension cash flows and funding

	2016	2015	2016
	Sept	Sept	March
	£m	£m	£m
Cash contributions: UK	2.0	1.9	3.7
Cash contributions: Overseas	0.2	0.2	1.0
Pension admin costs	0.3	0.4	0.7
Total cash (deficit, operating and admin)	2.5	2.5	5.4

Disclaimer

This document contains certain forward-looking statements that may or may not prove accurate. For example, statements regarding expected revenue growth and trading margins, market trends and our product pipeline are forward-looking statements. Phrases such as "aim", "plan", "intend", "anticipate", "well-placed", "believe", "estimate", "expect", "target", "consider" and similar expressions are generally intended to identify forward-looking statements. Forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause actual results to differ materially from what is expressed or implied by the statements.

Any forward-looking statement is based on information available to Scapa as of the date of the statement. All written or oral forward-looking statements attributable to Scapa are qualified by this caution. Scapa does not undertake any obligation to update or revise any forward-looking statement to reflect any change in circumstances or in Scapa's expectations.