

Group Strategy

Sustainable growth leadership

Coloplast Capital Markets Day 2020
September 29th 2020
Kristian Villumsen, President & CEO

Coloplast Group - Ostomy Care / Continence Care / Wound & Skin Care / Interventional Urology

Making life easier



Stina

Coloplast Capital Markets Day 2020

Agenda

14:05	Sustainable growth leadership
14:40	Value creation through profitable growth
15:00	Talent, Leadership & Culture
15:10	Q&A Session
15:30	Value creation through innovation
15:40	Raising the standard of care through innovation
16:10	Q&A Session
16:30	Sustaining category leadership
16:45	Q&A Session
16:50	GOP5: Making Coloplast fit for sustainable growth
17:00	Q&A Session
17:05	Wrap-up

Kristian Villumsen
President & CEO

Anders Lonning-Skovgaard
EVP & CFO

Camilla G. Møhl
SVP People & Culture

Nicolai Buhl Andersen
EVP Innovation

Oliver Johansen
SVP Global R&D

Paul Marcun
EVP Growth

Allan Rasmussen
EVP Global Operations

Kristian Villumsen
President & CEO

Deep Dive Calls

October 7th:

Chronic Care
(China & US)

Wound & Skin Care

Interventional Urology

October 9th:

Sustainability

What we would like to share with you today



LEAD20 strategy successfully accelerated growth and value creation



We are building the consumer healthcare company of the future



Our new strategy will drive value creation through Sustainable Growth Leadership with an emphasis on innovation (Clinical Performance Programme), US and China



We are fully committed to investing in and scaling our Interventional Urology and Wound & Skin Care businesses



Our new strategy will be supported by key growth enablers including Efficiency, People and Sustainability



We will actively pursue M&A opportunities to build growth options



Our Mission

Making life easier for people with intimate healthcare needs_



Stina

We are building the consumer healthcare company of the future

Macro Trends



Ageing population



Healthcare consumerism



Digital transformation

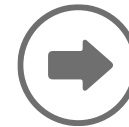


Price pressure



Channel consolidation

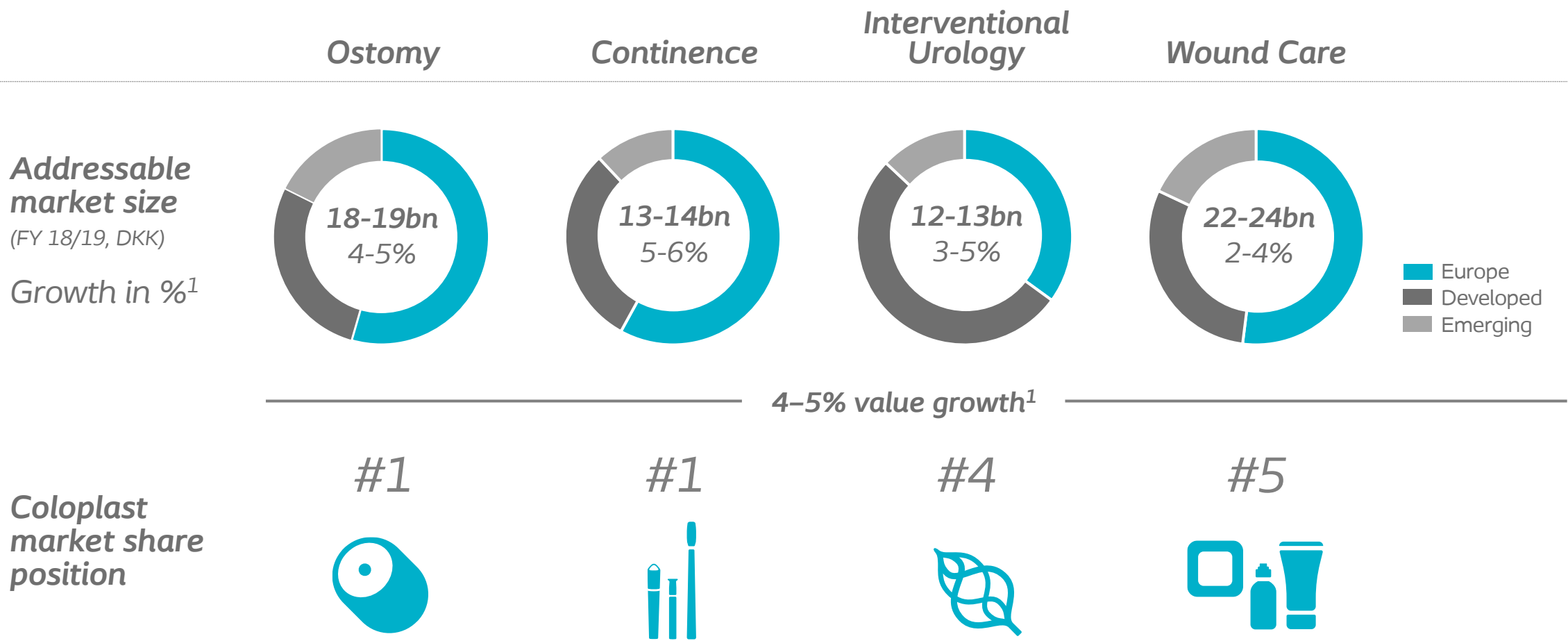
Impact



Commercial model



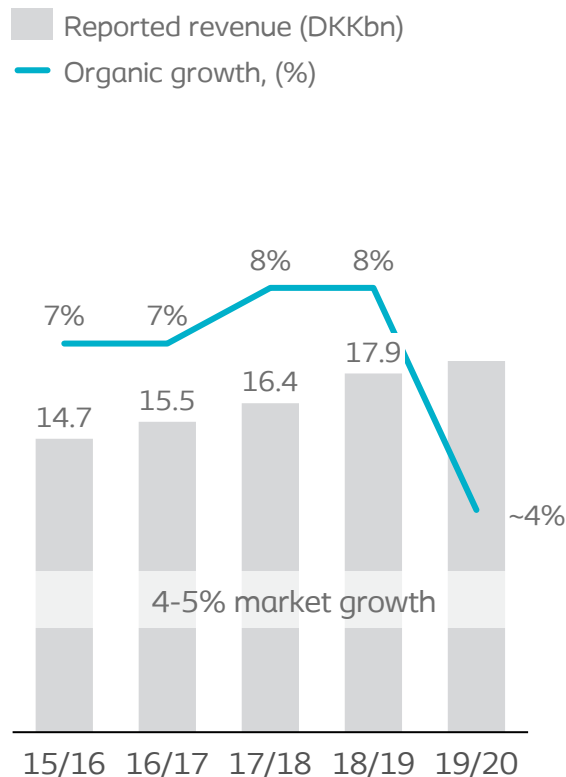
Attractive underlying market growth of 4-5% driven by demographics and Emerging markets



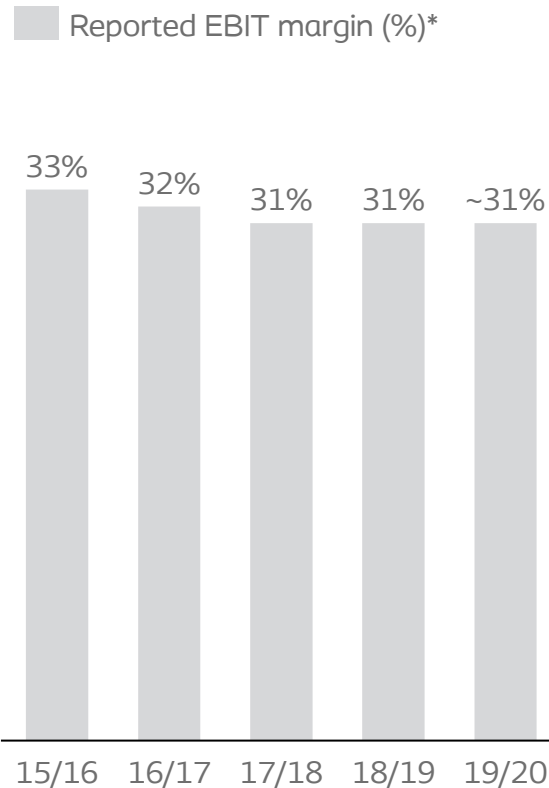
1) Market growth rates do not include the impact of COVID-19

Our LEAD20 strategy has successfully delivered strong revenue growth, margins and cash returns

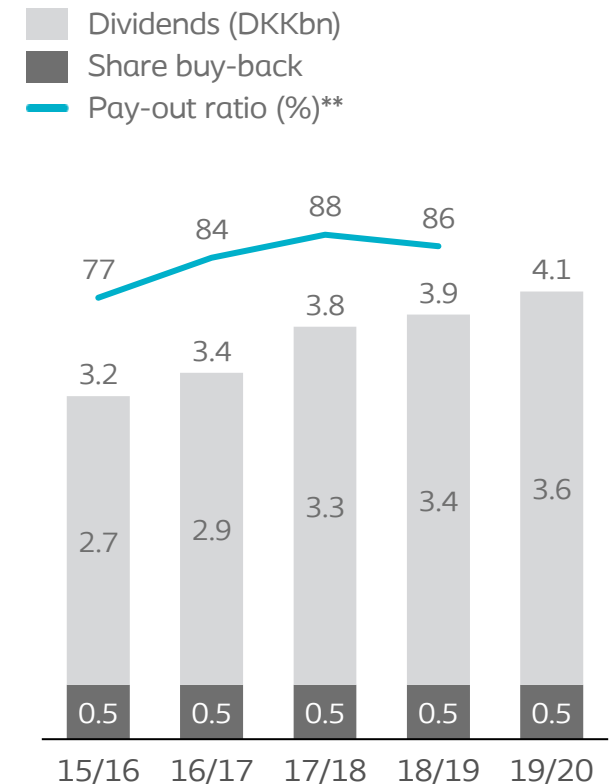
Revenue growth



EBIT margin



Cash return



*14/15, 15/16 and 18/19 is before special items

** Dividends paid out in the year are the actual cash payments of which the majority relates to dividend proposed in the previous financial year.

19/20 based on guidance

With user needs at the centre we have launched innovative products

Ostomy Care

SenSura[®] Mio



Continence Care

SpeediCath[®]



Wound & Skin Care

Biatain[®] Silicone



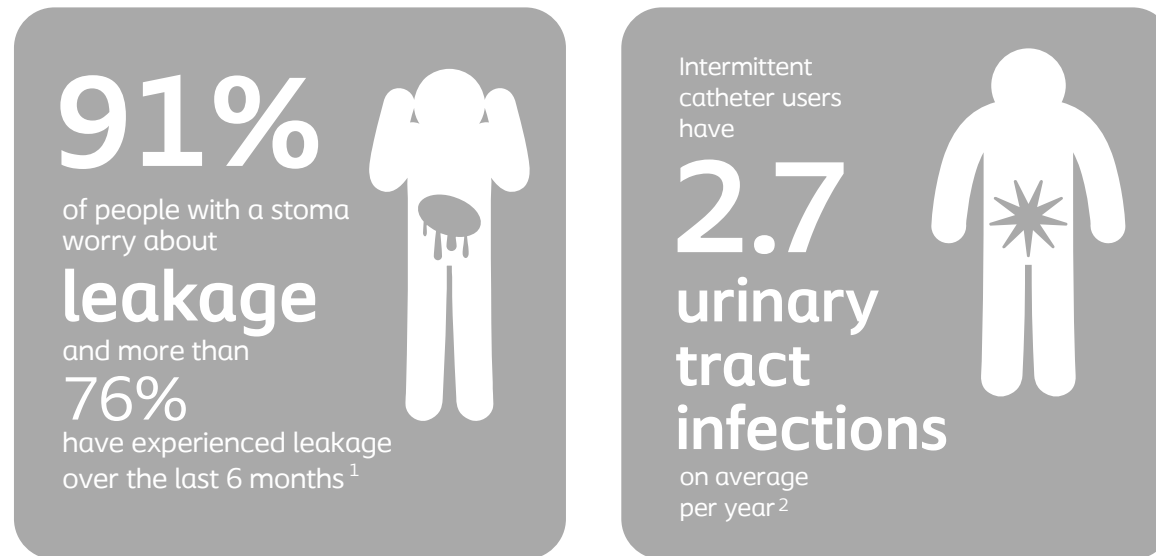
Interventional Urology

Titan[®]

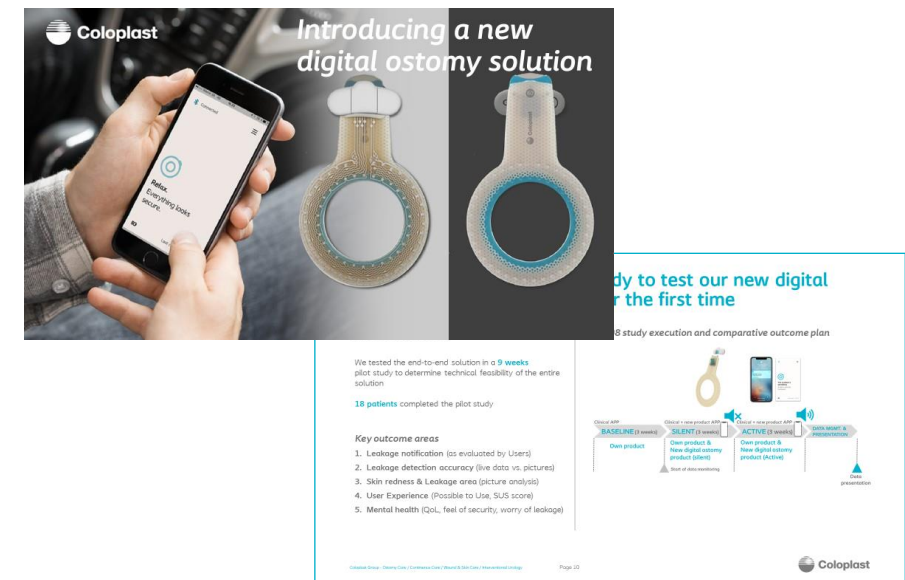
Altis[®]

But users still face challenges which is why we initiated our Clinical Performance Program

Users are challenged by skin irritation and urinary tract infections



We have made progress on key technologies and run clinical studies



(1) Claessens et al., 2015. The Ostomy Life Study: The everyday challenges faced by people living with a stoma in a snapshot, Gastrointestinal Nursing, 13, 18-25.

(2) Coloplast Intermittent Catheter User Study 2016, (data on file).

We have built a model that reaches users at scale

Coloplast Care & DtC presence



Over 30 countries
with a consumer setup

3 million calls
with customers a year

1.8 million consumers
in our database

Direct in 5 largest markets



~30% MS



~10% MS



~5% MS



~15% MS

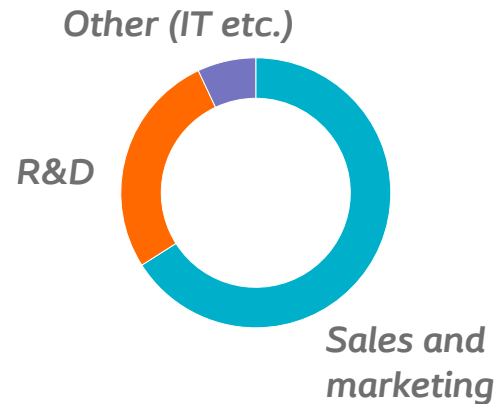


~70%

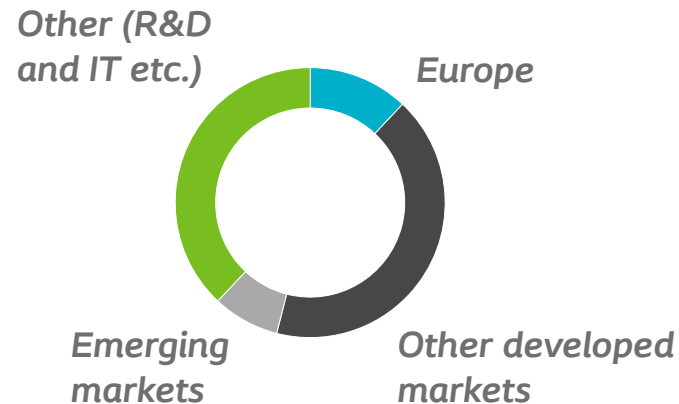
LEAD20 was backed by accelerated investments to fuel growth & sustain long-term competitive advantage

Up to 2% of sales invested annually across ...

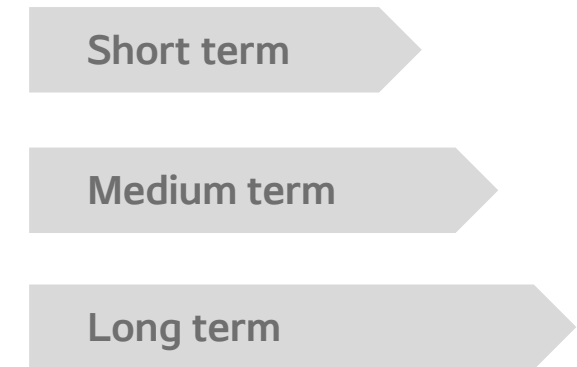
... **functions**
(15/16-18/19, DKKm)



... **geographies**
(15/16-18/19, DKKm)



... **and time horizons**



In summary, we have delivered on our LEAD20 strategy with significant achievements...but there is still more to do



We have launched a number of successful products but we need to deliver the clinical performance program and build more options into the pipeline



EU is a stronghold and we continue to see pockets of growth opportunities



US has seen good growth on the back of investments – but we remain the challenger



China has been a core growth driver – and we will build on our market leading position



Wound & Skin Care performance has improved but we need to drive profitability



Interventional Urology has delivered solid growth but needs a revitalized pipeline



GOP4 has been delivered – GOP5 will focus on automation

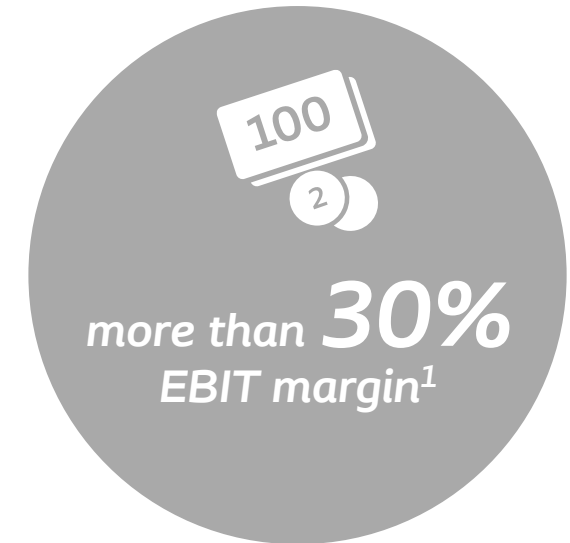
We will now introduce
the new Coloplast
Corporate Strategy

*Strive*25



Flemming

Our new strategy will drive continued long-term value creation through revenue and earnings growth



1) Constant currencies, based on FX rate as of September 29, 2020

To deliver on *Strive25* we have set ourselves up differently



Kristian Villumsen
President & CEO



Nicolai Buhl Andersen
EVP Innovation



Anders Lonning-Skovgaard
EVP & CFO



Paul Marcun
EVP Growth



Allan Rasmussen
EVP Global Operations

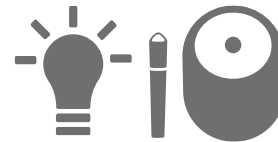


Camilla G. Møhl
SVP People & Culture

Innovation: We will enable growth and deliver superior products



Deliver on the Clinical Performance Program in Chronic Care



Continue to deliver new products within existing technologies



Build more options into the pipeline



All our business areas will contribute to growth

Main strategic themes



Chronic Care

- Innovation
- China – Build on Market Leading Position
- US - Challenger to Leader
- Market development



Wound & Skin Care

- 3DFit Technology
- Scale our Chinese and US businesses
- Drive profitability



Interventional Urology

- Innovation
- Geographical expansion
- Enter adjacent categories through M&A



Supported by growth enablers

Main strategic themes



Efficiency

- Global Operations Plan 5
- Business support



Talent, Leadership & Culture

- Growth leadership
- Inclusion and Diversity
- Simplicity



Sustainability

- Products and packaging
- Reduce emissions
- Responsible operations

Supporting sustainable development with a strong emphasis on improving our environmental performance

Our mission

Making life easier for people with intimate healthcare needs



Our 2025 priority

Reducing emissions



0 emissions from scope 1&2
100% renewable energy

Our 2025 priority

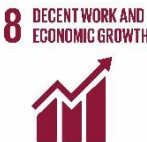
Improving products and packaging



80% packaging made from renewable materials
50% production waste recycled

Our on-going commitment

Responsible operations



Strive25 will commit up to 2% of sales annually in incremental innovation and commercial initiatives

Key strategic initiatives



Innovation



Chronic Care



Interventional Urology



Consumer & Digital



Sustainability

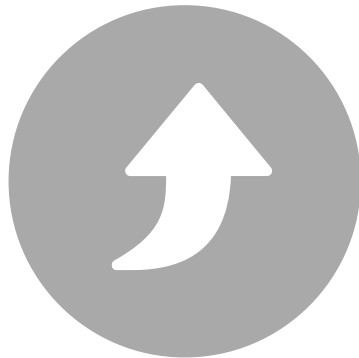
Geographical focus areas



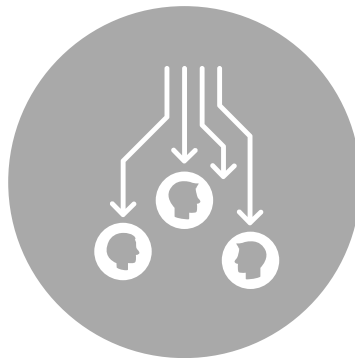
We will actively pursue M&A opportunities as a lever for long-term growth

Opportunity based

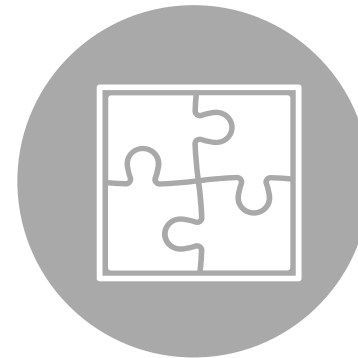
Systematic screening



Large plays



*Channel
expansion*

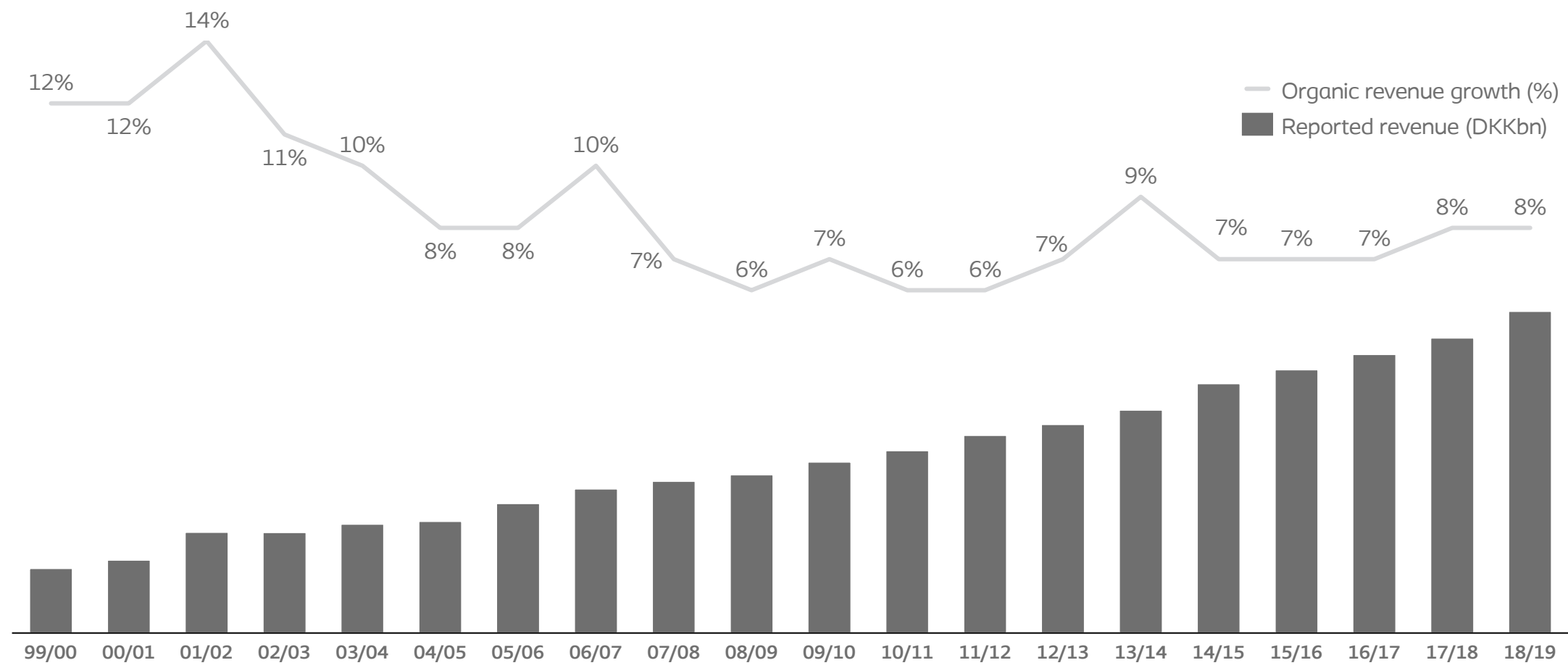


*Portfolio expansion
& adjacencies*



*Early stage
technologies*

In summary, Coloplast has delivered a strong growth track record and is well positioned for future value creation



Short term we have been negatively impacted by Covid19 but we will leverage learnings going forward



Short term implications

- Lower group growth due to cancellation of elective procedures
- Largest uncertainty related to rebound in Interventional Urology and UK situation
- Sales reps unable to connect with customers in person
- Challenges in conducting clinical trials

Prudent cost management throughout crisis to protect earnings



Long term opportunities

1. Clinically differentiated products that reduce total cost for payers
2. Leveraging digital solutions to connect with consumers and healthcare professionals
3. Home delivery and consumer channel increasingly attractive

Our mission

Making life easier for people
with intimate healthcare needs

Our values

Closeness... to better understand
Passion... to make a difference
Respect and responsibility... to guide us

Our vision

Setting the global standard
for listening and responding