



Region Emerging Markets - Growth through focus

Coloplast Capital Market Day 2014

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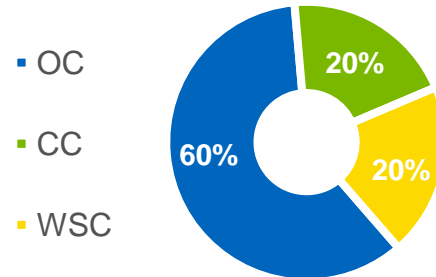
Introducing Region Emerging Markets

Region Emerging Markets

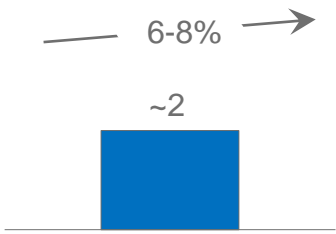
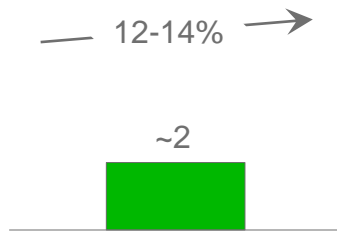
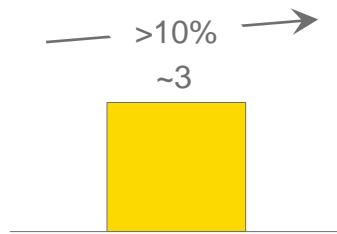


Region Emerging Markets at a glance

- 85% of world population across 5 continents
- # countries: 198 – we do business in 102 countries
- # Coloplast employees: ~1,100
- Sales split by Business Area products:



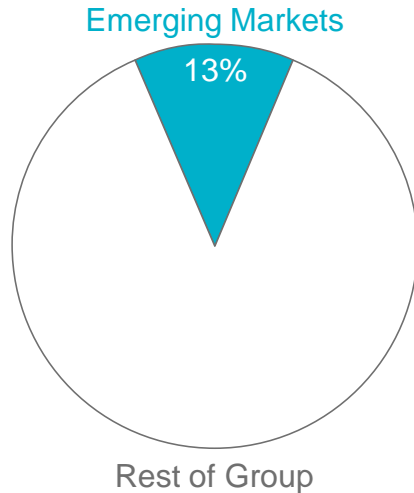
The market of ~7bn DKK is fundamentally attractive - but it must be developed

	Ostomy Care	Continence Care	Wound & Skin Care
Addressable market In billion DKK	 <p>6-8% → ~2</p>	 <p>12-14% → ~2</p>	 <p>>10% → ~3</p>
Drivers	<ul style="list-style-type: none">Historical focus on Ostomy Care firstGrowth correlated with demographics and health care standards primarily cancer screening programs	<ul style="list-style-type: none">Limited historical focus as reimbursement needs to be builtGrowth correlated with urology treatment guidelines and practise for bladder management	<ul style="list-style-type: none">Increased shift from traditional to advanced wound careSpecific diseases in chronic wound segment grow significantly

Source: Coloplast estimates
Ostomy Care
Urology & Continence Care
Wound & Skin Care

Emerging Markets has been a cornerstone in the new growth strategy since 2012

Emerging Markets share of Coloplast revenue 12/13

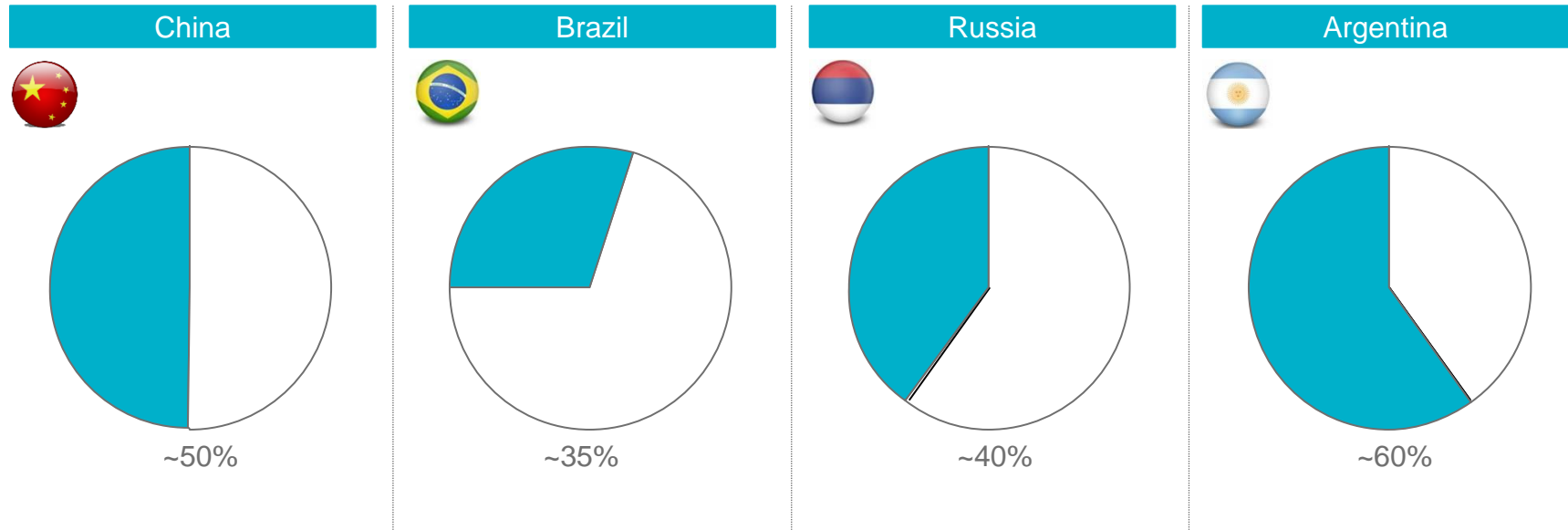


Emerging Markets growth ambition

+25%

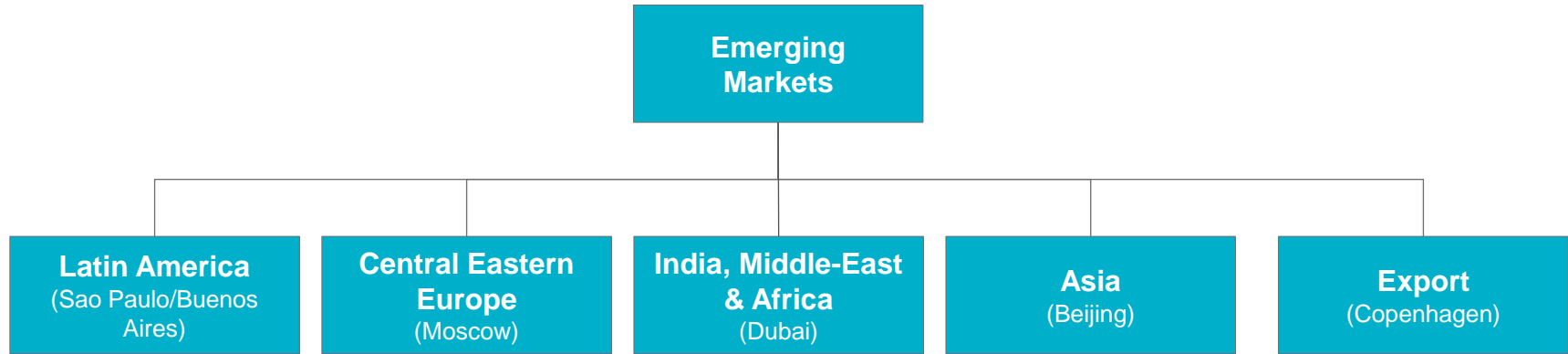
We have a strong position in the most important markets in all regions and thus a good starting point

- Coloplast market shares in key Emerging Markets (12/13) -



Source: Coloplast estimates
Ostomy Care
Urology & Continence Care
Wound & Skin Care

We have organized ourselves in five regions



We believe focus is a prerequisite for growth

We have **selected core** growth markets

Core growth markets	▪ China	▪ Argentina
	▪ Brazil	▪ Greece
	▪ Russia	▪ Poland
New growth markets	▪ MENA	▪ South Africa
	▪ Turkey	▪ Mexico
	▪ India	▪ Korea
Rest of EM	▪ Taiwan	▪ Distributor markets
	▪ Israel	
	▪ CZ/SK	

We create **clear roles** for countries in the portfolio

		Current performance				
		Foundation	Growth Platforms	Investment Areas	Continuous Improvement	Bleeders
Market attractiveness	High	Defend	Invest to grow	Invest to grow	Gain scale	Fix
	Medium	Defend	Invest to grow	Optimize	Gain scale	Fix
	Low	Optimize	Optimize	Optimize	Optimize	Fix/Exit

Our plan has six main strategic themes

- 1 Expand China
- 2 Expand Brazil
- 3 Turn around and then expand Russia
- 4 Deliver MENA
- 5 Sustain Greece
- 6 Build strong teams and commercial processes in all core and new growth markets

Since 2012 we have invested DKK >150 mio and added more than 250 people

China



Sales force expansion

Brazil



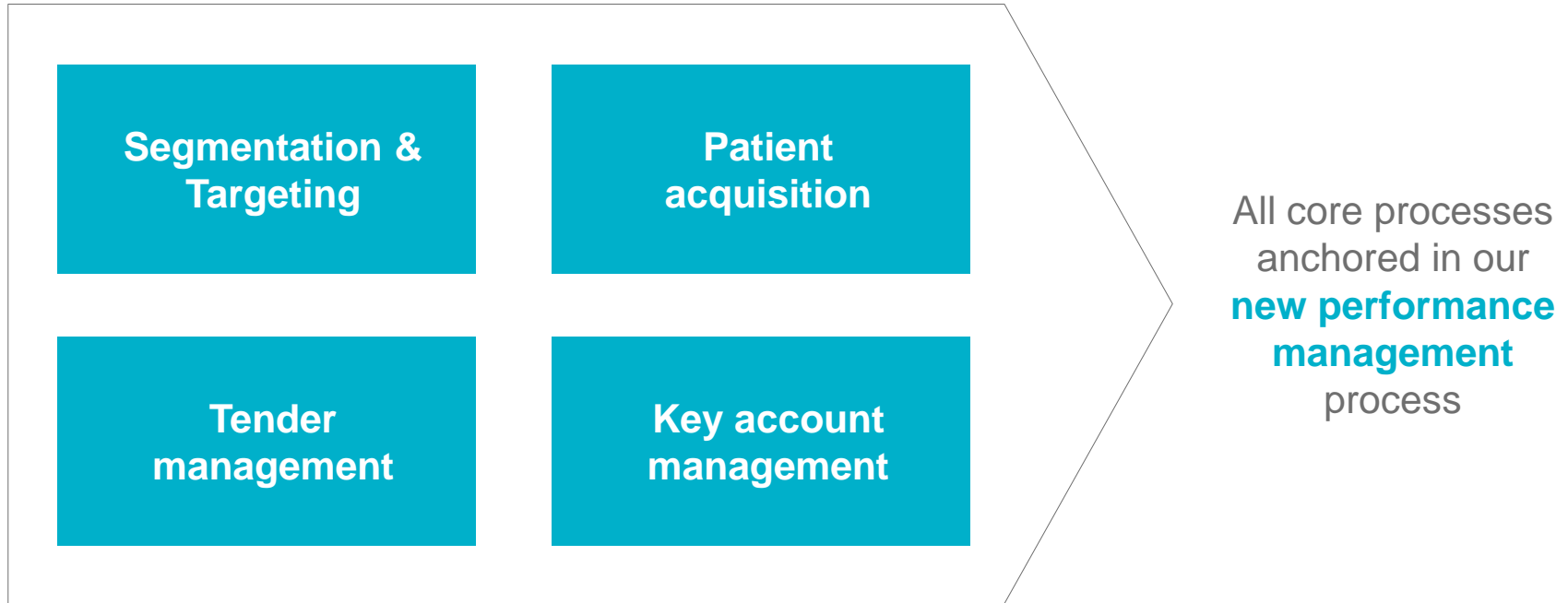
Sales force expansion

MENA



Subsidiary

We work hard to build quality into our commercial model



We are learning a lot in the process...

✓ Getting strong, local leaders to drive our business

✓ Setting minimum standards for how to run our business

✓ Working with our portfolio on a granular level

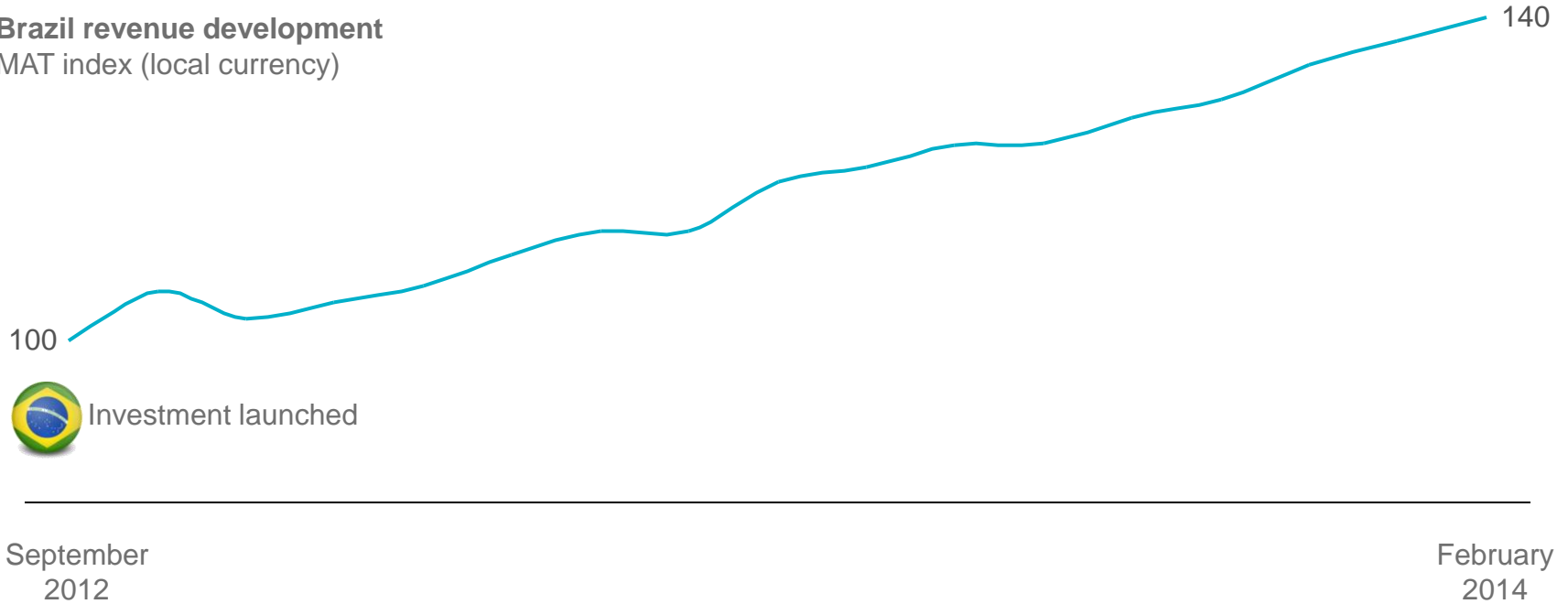
! Volatile and fluctuating markets

! Standard of care is often underdeveloped
- must be built

! Working with local authorities often a slow and laborious process

We have been particularly pleased with the development in Brazil

Brazil revenue development
MAT index (local currency)

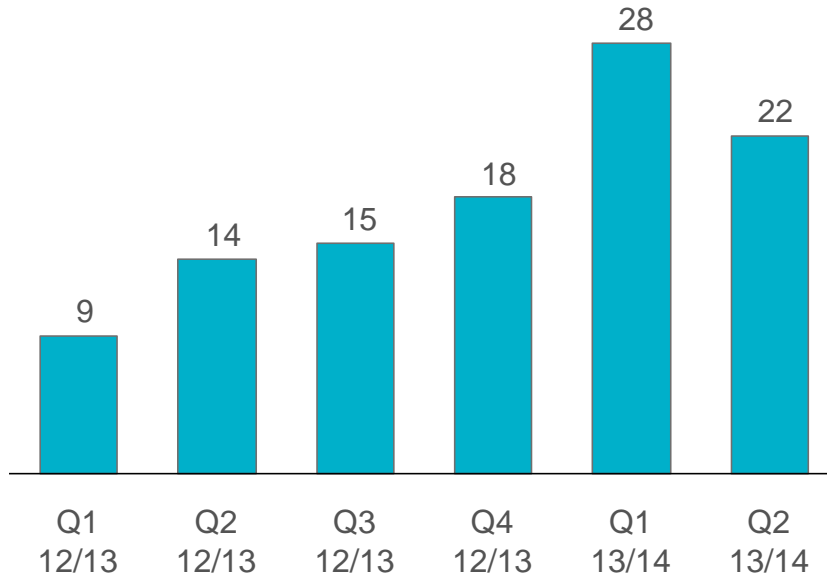


Source: Coloplast data
Ostomy Care
Urology & Continence Care
Wound & Skin Care

We are pleased with the development of the overall momentum and the potential ahead of us

Region Emerging Markets organic revenue growth

In percent (as reported)



Emerging Markets growth ambition

+25%

Source: Coloplast earnings releases
Ostomy Care
Urology & Continence Care
Wound & Skin Care

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