

A man in a bright green jacket is riding a mountain bike. He is smiling broadly and has his right fist raised in a celebratory gesture. The background is a plain, light gray.

Value creation through profitable growth

Goldman Sachs European Medtech and Healthcare Services Conference 2016

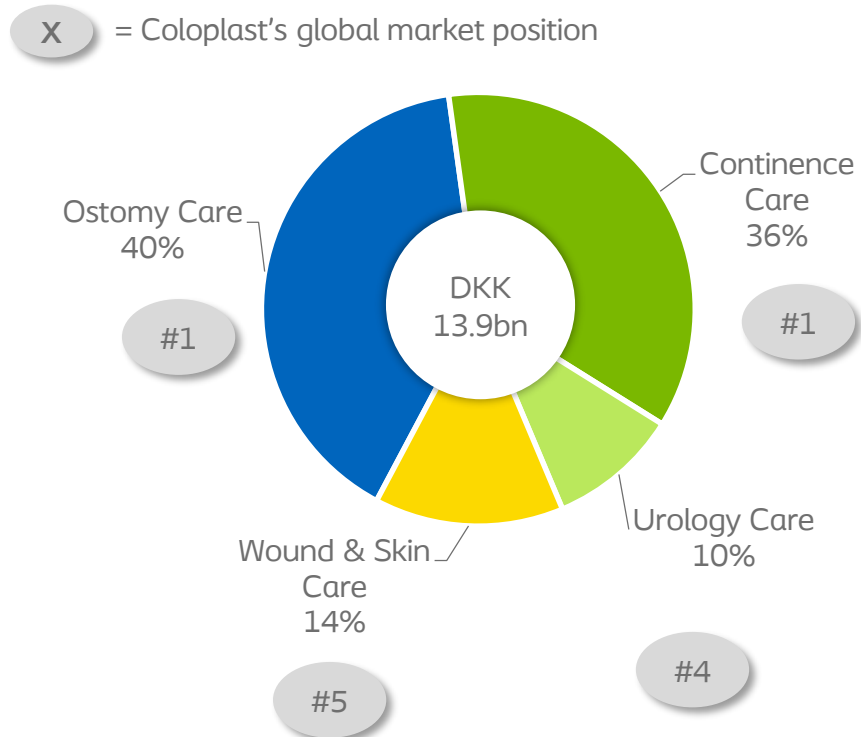
Lars Rasmussen, President & CEO

Coloplast A/S - Ostomy Care / Continence Care / Wound & Skin Care / Urology Care

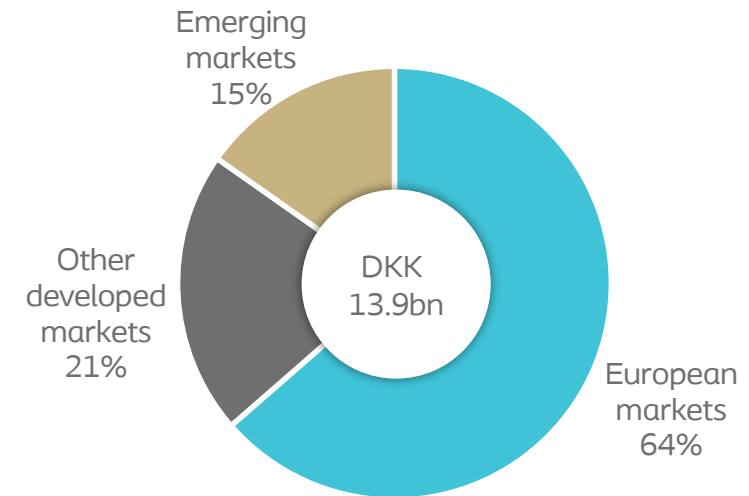


Coloplast has four business areas all with global sales presence

Group revenue FY 2014/15 by segment



Group revenue FY 2014/15 by geography



Coloplast specializes in intimate healthcare needs

Who are our typical users

How do we help them?

Ostomy Care

People who have had their intestine redirected to an opening in the abdominal wall

SenSura® Mio
Ostomy bag



Continence Care

People in need of bladder or bowel management

SpeediCath®
Compact male
urinary catheter



Urology Care

People with dysfunctional urinary and reproductive systems

Titan® OTR
Penile implant



Wound Care

People with difficult-to-heal wounds

Biatain® Silicone
Foam wound dressing



Intimate health care is characterized by stable industry trends

Drivers

1

Demographics

Growing **elderly population** increases customer base for Coloplast products

2

Emerging markets

Expanding healthcare coverage for populations in emerging markets **increases addressable market**

Limiters

1

Surgical and medical trends

Earlier detection and cure, eventually reduces addressable market for Coloplast treatment products

2

Healthcare reforms

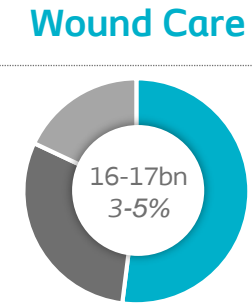
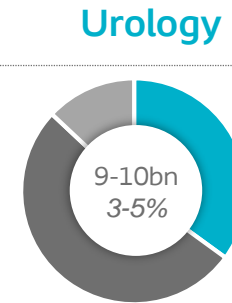
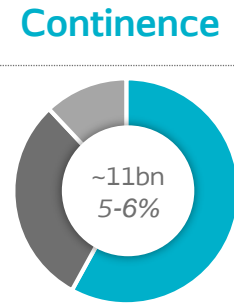
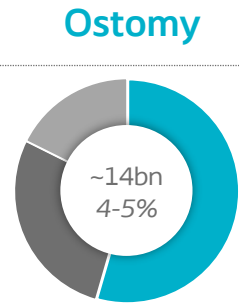
Economic restraints drive reimbursement reforms, **introduction of tenders**, and lower treatment cost

Coloplast has strong market positions in Europe and great commercial potential outside Europe



Addressable market

Size in DKK
Growth in %



Coloplast regional market shares

40 - 50%
15 - 25%
35 - 45%

45 - 55%
20 - 30%
20 - 30%

10 - 20%
5 - 15%
5 - 15%

5 - 15%
0 - 10%
10 - 20%

Coloplast total market share

35-40%

~40%

10-15%

5-10%

Key competitors



Key drivers and limiters

- Ageing population
- Increasing access to healthcare
- Health care reforms
- Re-use of products outside Europe

- Ageing population
- IC penetration potential
- Up-selling
- Health care reforms
- Commoditization

- Ageing, obesity
- Underpenetration
- Cost consciousness
- Clinical requirements
- Less invasive/office procedures

- Ageing, obesity, diabetes
- New technologies
- Healthcare reforms
- Competition
- Community treatment

Coloplast's new strategy will drive revenue and earnings growth across 4 major themes

1

Superior products & innovation

2

Unique user focused market approach

3

Unparalleled efficiency

4

Strong leadership development



We have launched innovative products across business areas and invested heavily in Consumer activities

Continance Care



Ostomy Care



Consumer Care



Consumer
focus

Wound Care



Urology Care



We will continue to push for efficiency gains across Global Operations and Business Support

Global operations



1. Reduce risk of supply disruption



2. Improve quality of daily material supply



3. Develop footprint



4. Innovation Excellence



5. Optimise supply chain and distribution



6. Retain cost focus

Business support

- Efficiency improvement in the subsidiaries, HQ and business support centre
- Subsidiaries to focus on commercial priorities
- Add new tasks performed by our Business Centre on an ongoing basis



Expansion relies on our organisation and strong leadership development is key to support growth

Our organisation will grow ...

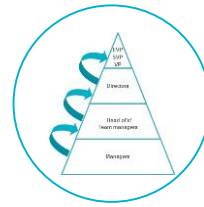


new positions
by 19/20

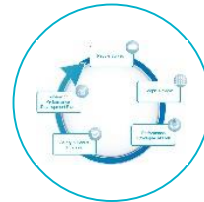


new leaders
by 19/20

... and it will be even more important to hire for a career and not a job



Build our internal
leadership pipeline



Secure performance
and people
development

Internal



Hire externally for
key leadership
competencies



Continue to recruit
young talent straight
out of school

External

The strategy will commit up to DKK 2bn in new investments towards 2020

Key strategic initiatives



Innovation



Wound care



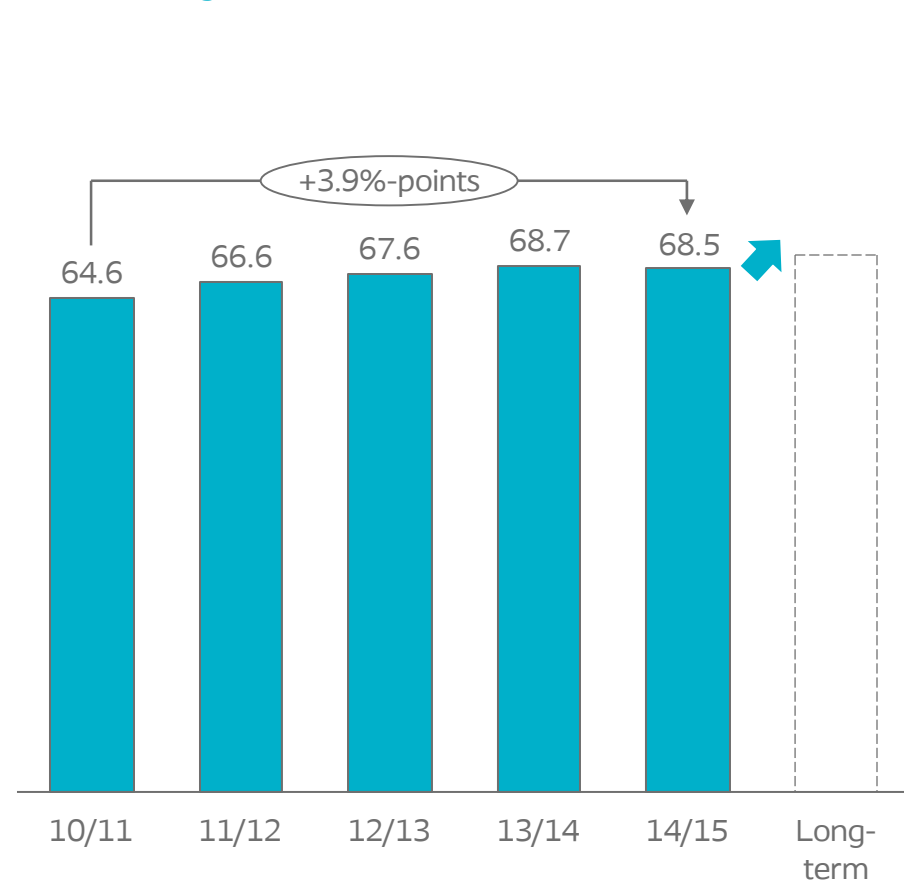
Consumer

Geographical focus areas



Profitability uplift to be driven by scalability and efficiency improvements

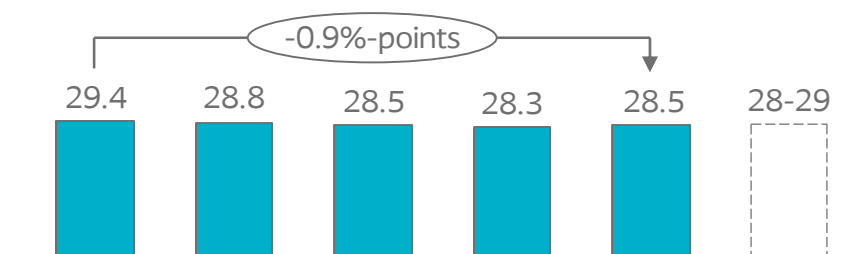
Gross margin development, in % of revenue



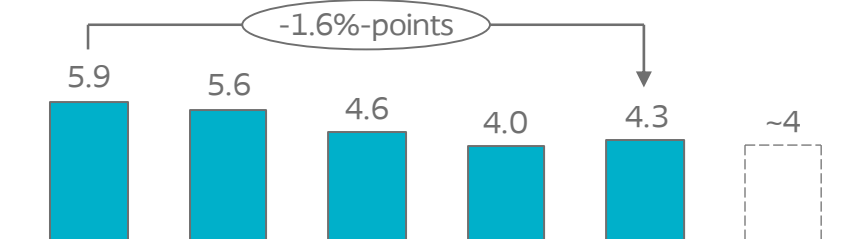
Cost item

Development, in % of revenue

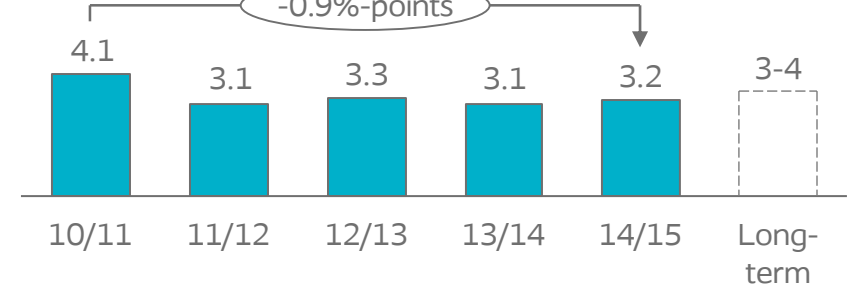
Distribution



Admin

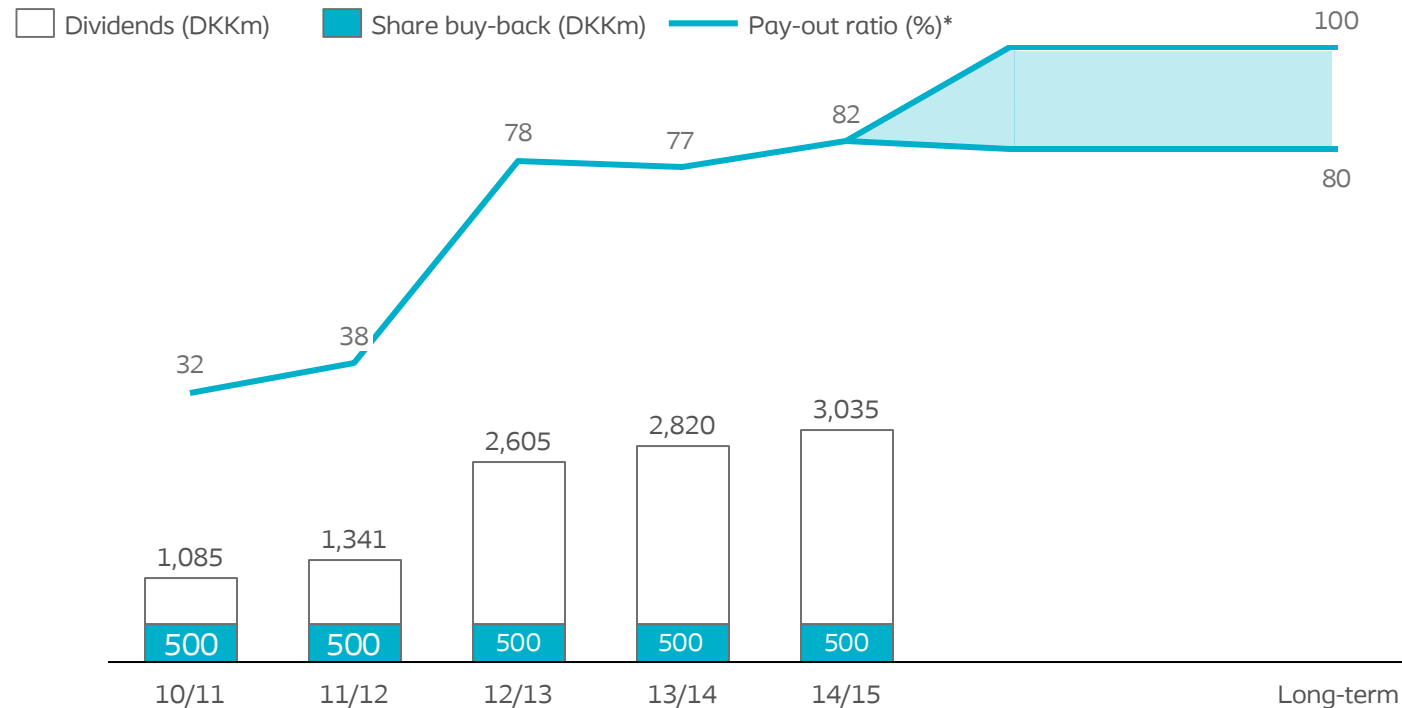


R&D



We will continue to deliver attractive cash returns despite large investments in commercial and expansion activities

Coloplast cash distribution to investors



* Pay-out ratio for 2013/14 and 2014/15 is before special items related to Mesh litigation

Comments

- Coloplast returns excess liquidity to shareholders in the form of dividends and share buy-backs
- Dividend is paid twice a year – after the half-year and full-year financial reporting
- New DKK 1bn share buy-back to be completed before 2016/17 fiscal year end
 - First part of DKK 500m initiated in Q2 15/16 and to be completed by the end of 15/16

Our new long-term guidance will continue to deliver strong value creation

Revenue growth
annual organic

7–9%

EBIT margin
annual improvement

50–100 bps

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