



Wound Care Update

Coloplast Capital Markets Day 2016

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

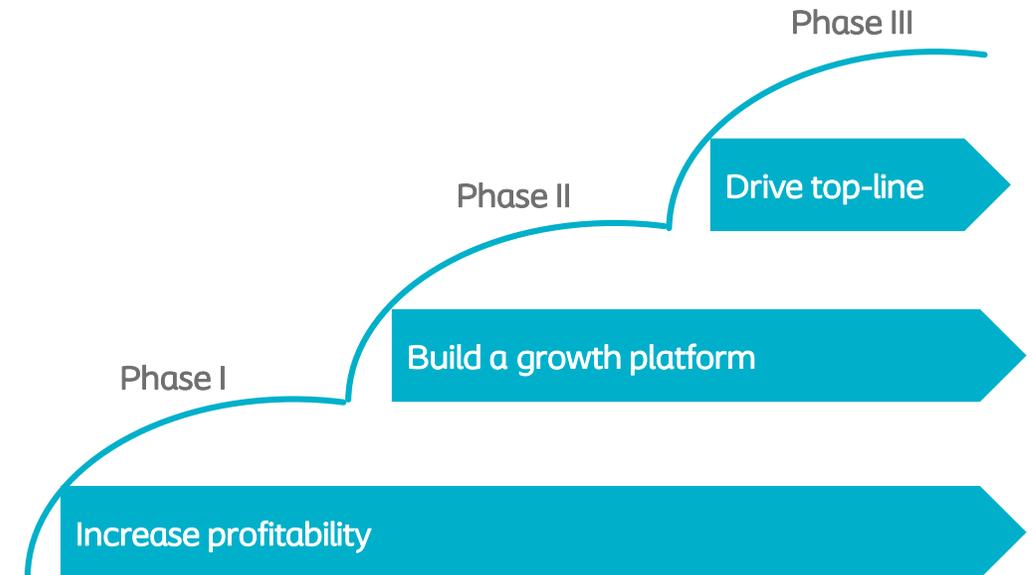


In 2010, we launched a Wound Care strategy to turn the business around ...

Our old strategy

- 1 Build **sustainable leadership** positions in key **Emerging Markets**
- 2 Pursue **pockets of growth** in **mature markets**
- 3 Bring more **innovations** to market
- 4 Attract and develop wound care **talent**

Recap on our WC journey



... and we believe that we have succeeded in turning the business around

Global Wound Care

Revenue growth (MAT index vs. LY)



From 2010 to 2016 we have...

- **Globally**, outgrown the AWC market the last 2 consecutive years ✓
- In **Europe**, taken a business in decline to now outgrowing the market ✓
- In **Other Developed Markets**, lifted momentum to above double digit ✓
- In **Emerging Markets**, increased momentum and consistently taken market share ✓
- Improved **profitability** ✓

It is time to set a new ambition for our business

Shape the
standard of care

Double
our business

Become a truly
global player

...as scaling the business will be the key driver of improved profitability

To deliver on our new ambition, we need to execute on 6 themes

1 Shape the standard of care

- Together with HCPs create a shared standard of care for wound treatment by expanding the awareness and understanding of the Triangle of Wound Assessment framework

2 Build a strong product portfolio

- Build a **focused AWC product portfolio** that builds on our **Biatain® Silicone** success, adding new innovative **product categories**, and expand our **Skin Care** offerings

3 Accelerate in EU

- **Build on our solid infrastructure and Biatain® success** with selected investments in further commercial activities and sales pressure

4 Strengthen position in the US

- **Expand** current **commercial infrastructure** and broaden product **portfolio for skin care** and **wound care**

5 Secure leading position in China

- **Sustain dominant position** through commercialization of **Biatain® Silicone** and strong customer educational service offerings

6 Selectively invest in EM

- Maximise the value of **current market positions** and invest in **selected new markets**

Together with HCPs, we have an aspiration of taking a proactive role in defining the standard of care ...

This means we will have a pro-active role when it comes to:

- ... Defining how to treat wounds
- ... Delivering best in class medical education
- ... Delivering new product technologies, which will improve wound healing
- ... Delivering solutions and services that will allow us to partner with our customers
- ... Document and prove the clinical value of our offerings



We will invest in innovation and build a strong product portfolio

Complete Silicone portfolio

New AWC solutions

Stronger Skin Care portfolio



In the EU, we have a strong momentum which we believe we can accelerate

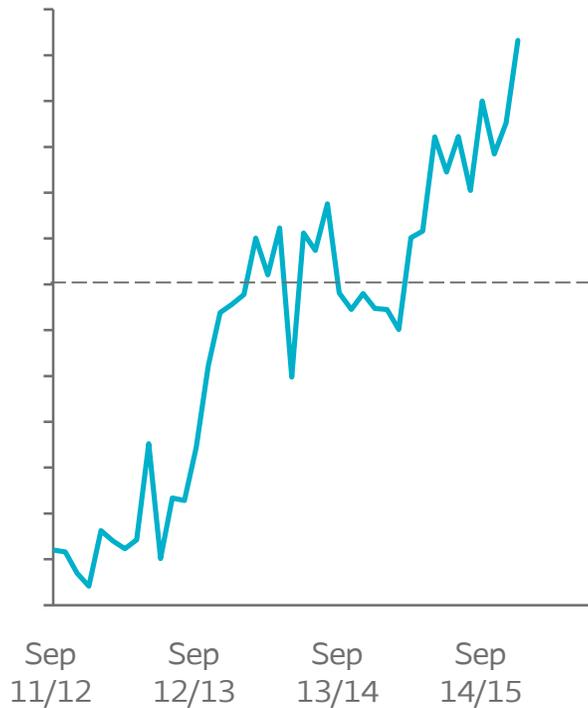
Today, we have the fundamentals in place but we see the opportunity to do more:

- Large opportunity to keep growing within AWC and especially the silicone segment
- Sales organizations in place to be leveraged even further

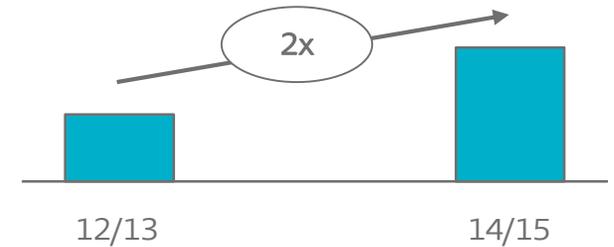
To accelerate our momentum we need to:

- Launch expanded portfolio
- Increase presence in the market with additional sales force pressure and marketing activities
- Expand service offering to our customers

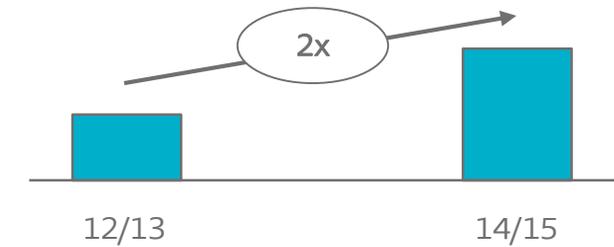
Europe
Revenue growth (MAT index vs. LY)



UK
Silicone market share development



Germany
Silicone market share development



In the US, we believe we can make a real difference

The US is the single largest untapped opportunity for us:

- Largest wound care market in the world
- Today, Coloplast Wound Care has less than 2% market share
- We have a skin care position where customers overlap with wound care

To build a strong position we need to invest:

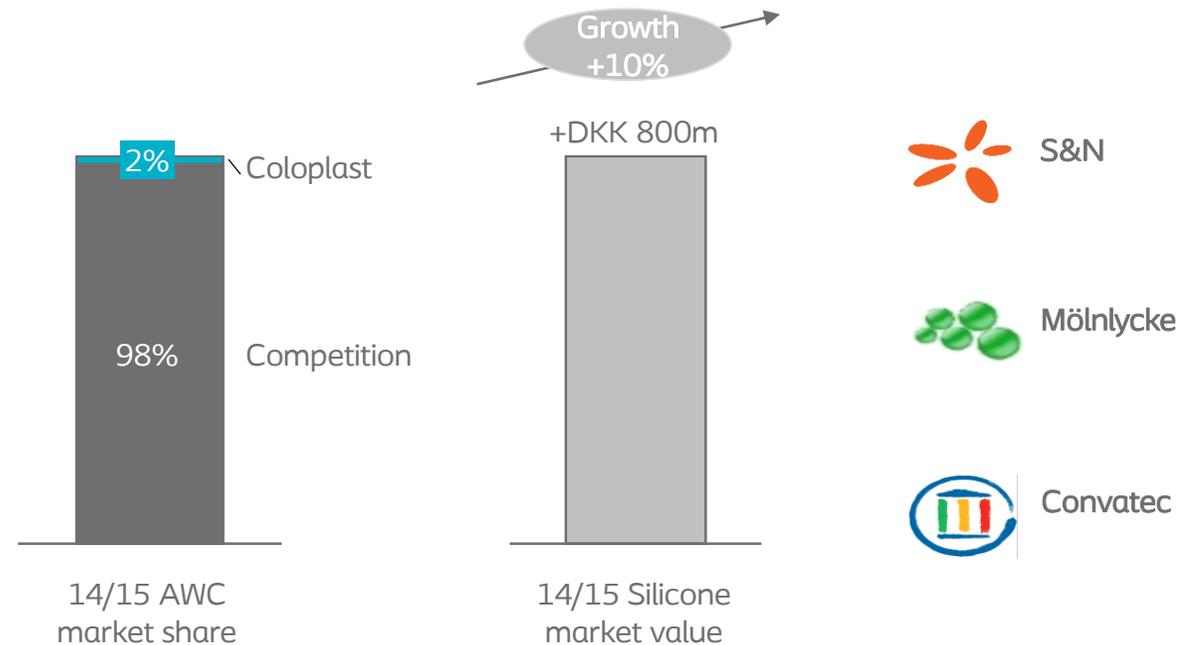
- In a relevant and competitive portfolio
- To have a competitive sales force size with strong geographical presence
- To secure a strong educational service offering
- To prove the value of our products

US market characteristics

A large opportunity..

..with an attractive silicone market..

..against players we know



In China, we want to sustain our leading position

China remains a critical market:

- Market is growing attractively with numerous opportunities
- Today, we have a significant sales force and a leading position

We need to accelerate our growth in China even further by:

- Capitalizing on our large sales force investments
- Remaining a strong educational and service partner for our customers
- Fully leveraging our portfolio including capitalizing on silicone launch

Top players in China



Coloplast



S&N



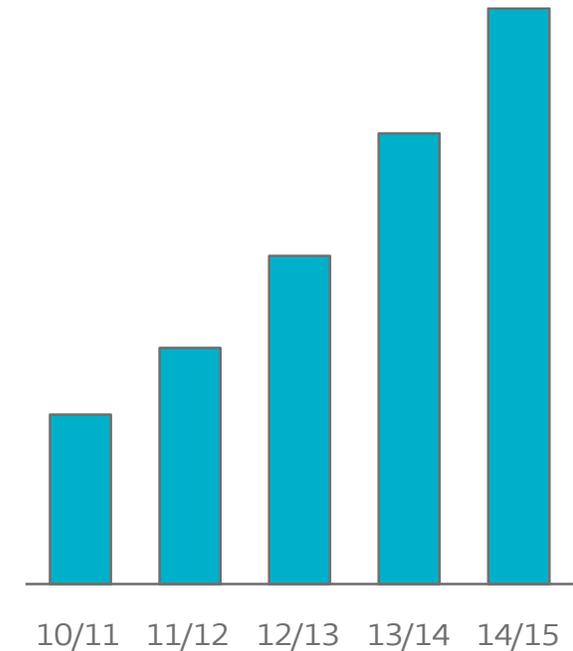
Mölnlycke



Convatec

China

Revenue development



In Emerging Markets, we will selectively invest in next wave markets

The EM region has a lot of opportunity:

- EM region consists of +50 markets in various states of maturity
- We have proven track-record of gaining leadership positions in EM
- But in many markets the size of our business is still low

To strengthen our position across the region we need to:

- Secure execution in existing markets
- Build a pipeline of new opportunities where we will selectively invest

Evaluation criteria

Macroeconomic environment

Political stability

Wound care market development

Coloplast current position

Next wave markets



Our track record tells us it can be done ...

2014/15

2020/21

Shape
the standard

From a follower...

...to shaping the standard of care

Double
our business

Coloplast market share within AWC

7-8%

10-15%

Become a truly
global player

Coloplast expected revenue
distribution

Outside EU 50% 50% EU

Outside EU 60% 40% EU

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