



Finance and Global Operations

Coloplast Meet the Management London 2017

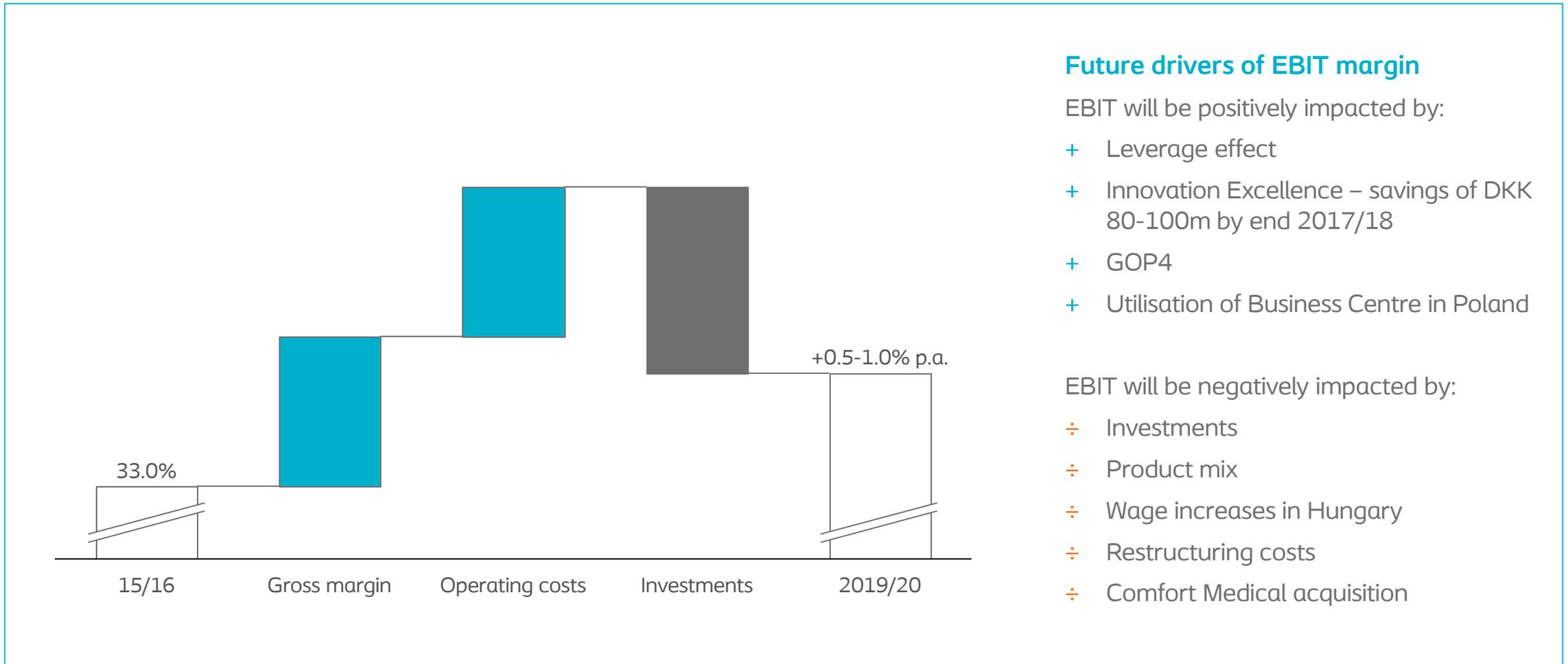
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Coloplast Group – Ostomy Care / Continence Care / Wound & Skin Care / Urology Care



EBIT margin improvement is a function of scalability and continued cost discipline



Future drivers of EBIT margin

EBIT will be positively impacted by:

- + Leverage effect
- + Innovation Excellence – savings of DKK 80-100m by end 2017/18
- + GOP4
- + Utilisation of Business Centre in Poland

EBIT will be negatively impacted by:

- ÷ Investments
- ÷ Product mix
- ÷ Wage increases in Hungary
- ÷ Restructuring costs
- ÷ Comfort Medical acquisition

We continue to invest in solid investment cases in order to lift our growth and leverage effect

LEAD20 strategy has an investment capacity of up to DKK 2bn



Innovation
R&D 3-4% of sales



Consumer



GOP plans have driven margin improvement and a key programme in our GOP3 plan was Innovation Excellence

GOP plans have been successfully implemented



GOP 3 finalized at the end of this year



1. Reduce risk of supply disruption



3. Develop footprint



5. Optimise supply chain and distribution



2. Improve quality of daily material supply

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4. Innovation Excellence



6. Retain cost focus

Through Innovation Excellence we have strengthened our pilot, ramp-up and R&D capabilities

Pilot and ramp-up capabilities



Pilot organization strengthened



Enables reduced transfer time to volume production

Enables faster ramp-up at volume sites



Danish innovation factories scaled down to 400 FTEs by 2017/18 – on track

R&D capabilities

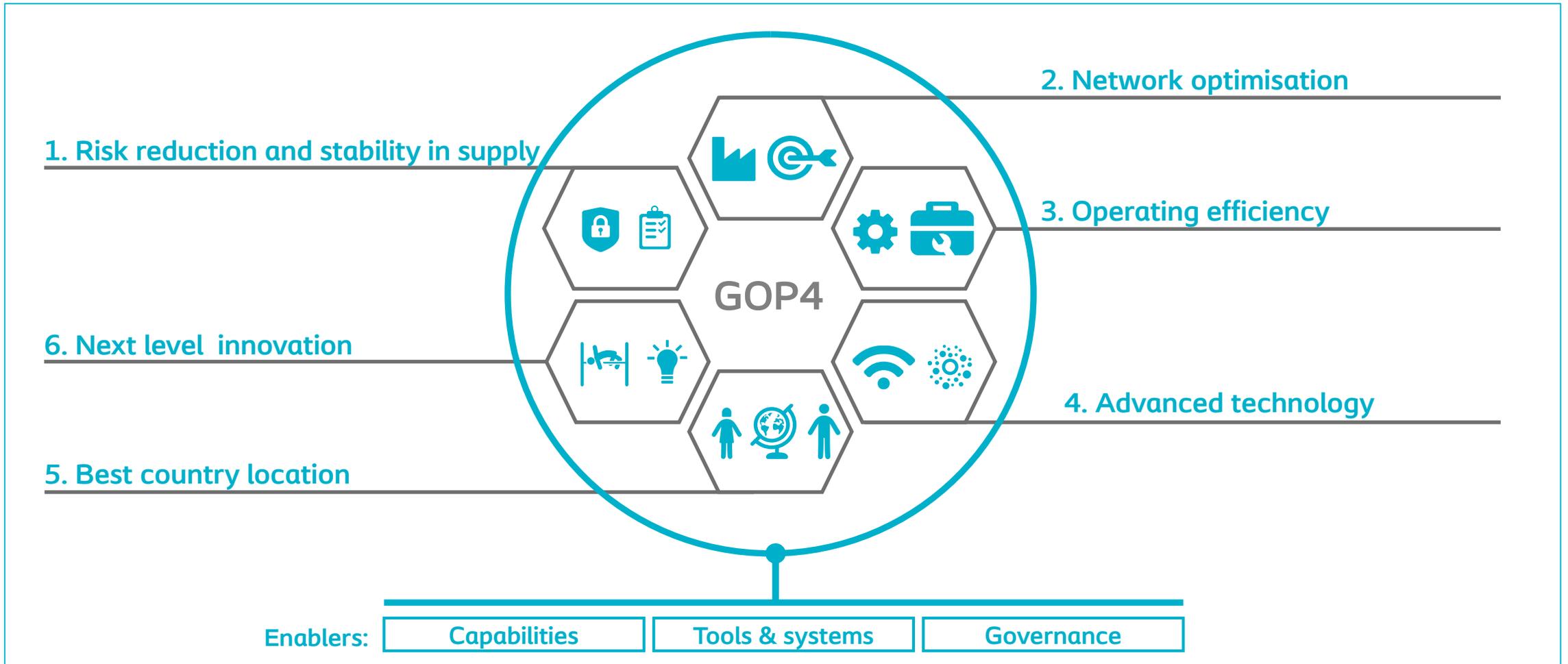


Core R&D organization strengthened



R&D organization prepared to deliver clinically differentiated next level innovation

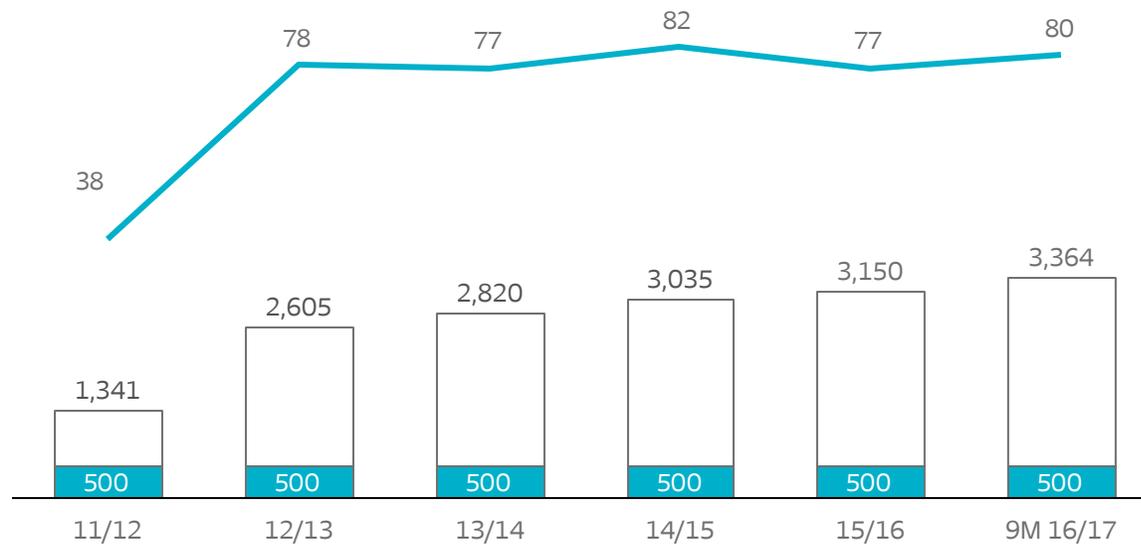
GOP4 plan will be launched next year and support our innovation agenda and margin improvement ambition



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

Coloplast cash distribution to investors

Dividends paid out in the year (DKKm)*
 Share buy-back (DKKm)
 Pay-out ratio (%)**



| Period | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 9M 16/17 |
|-----------------------------|-------|-------|-------|-------|-------|----------|
| Dividend per share (DKK)*** | 4.0 | 10.0 | 11.5 | 12.5 | 13.5 | 4.5 |

We will continue to return excess cash to shareholders

Targeted pay-out ratio of 80-100%

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

** Pay-out ratio calculated as dividend proposed in the financial year/Net profit for the financial year. Pay-out ratio for 2013/14, 2014/15 and 2015/16 is before special items related to Mesh litigation

***The 2012/13 figure has been restated to reflect the a 1-to-5 split of the company's A and B shares in the 2012/13 financial year

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