

Strive25: Sustainable Growth Leadership

Coloplast Meet the Management

31 August 2022

Bjarne,
Denmark

Agenda

- 1. Q3 Results & Full Year Outlook** (page 3)
- 2. Group Strategy Update** (page 9)
- 3. Innovating Towards Personalized Care** (page 22)
- 4. Voice & Respiratory Care** (page 39)
- 5. Clinical Performance Program** (page 54)
- 6. Market Development** (page 69)
- 7. Global Operations** (page 72)
- 8. Financial Update** (page 80)
- 9. Growth** (page 91)
- 10. US Chronic Care** (page 98)
- 11. Emerging Markets** (page 105)
- 12. Interventional Urology** (page 111)

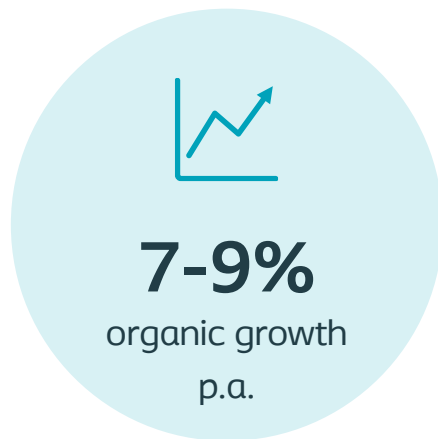
Raghad,
Saudi Arabia

Financial update

Kristian Villumsen, President & CEO

Anders Lonning-Skovgaard, EVP & CFO

We are committed to our Strive25 ambition of 7-9% organic growth and more than 30% EBIT margin

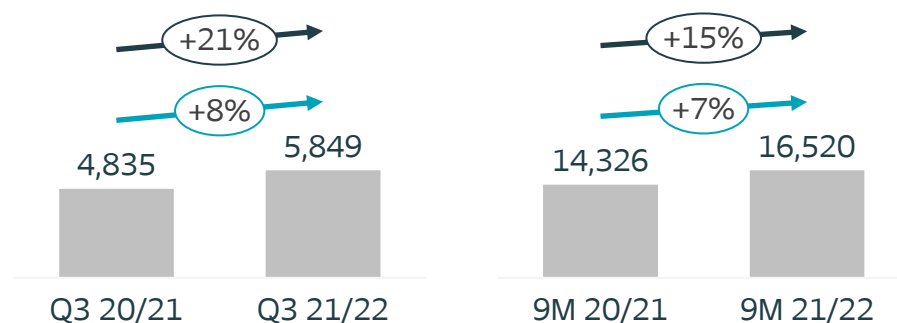


¹ Constant currencies, based on FX rate as of September 29, 2020

Solid Q3 with 8% organic growth and an EBIT margin¹ of 30%

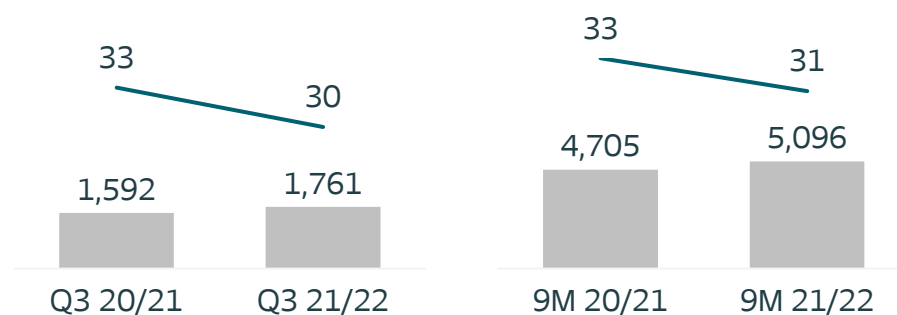
REVENUE GROWTH

■ Reported revenue (mDKK) — Organic growth — Reported growth



EBIT

■ EBIT (DKKm)¹ — Reported EBIT margin¹



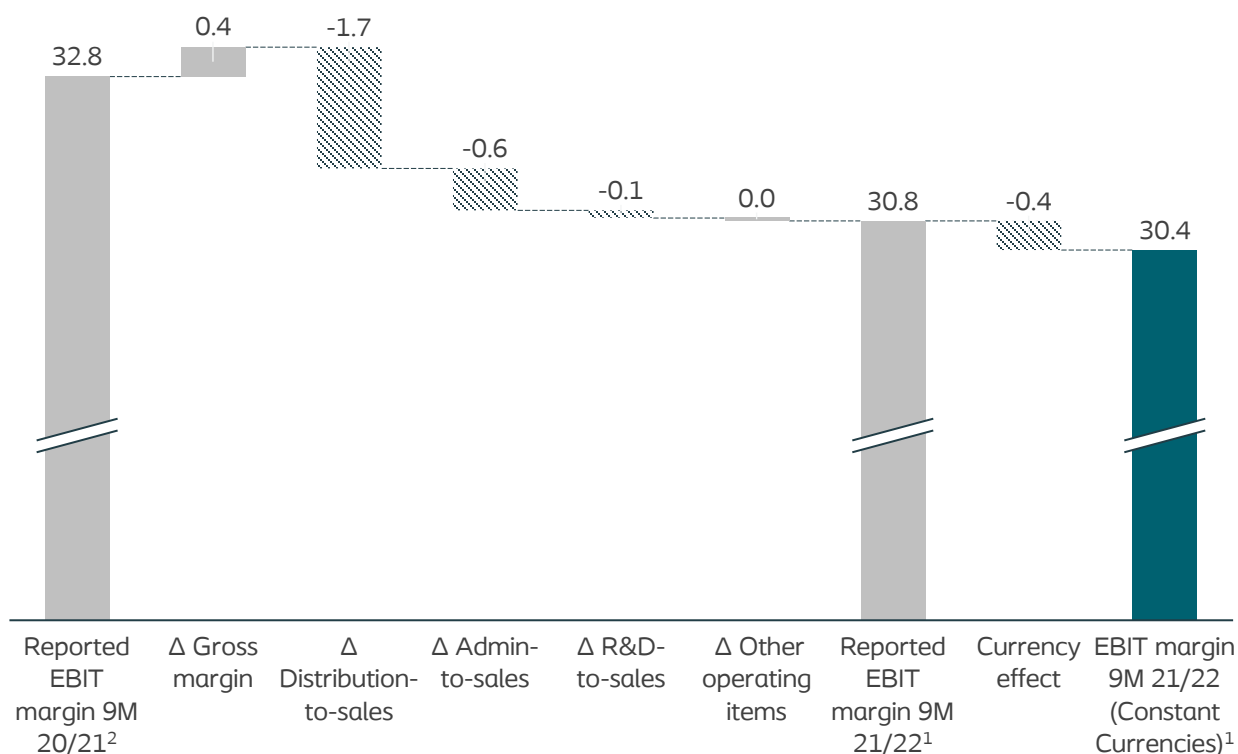
Q3 2021/22 highlights

- Organic growth of 8% and reported growth in DKK of 21%. Atos Medical contributed 9%-points to reported growth, with a double-digit underlying growth
- Organic growth by business area: Ostomy Care 10%, Continence Care 5%, Interventional Urology 11%, Wound & Skin Care 5% (Wound Care 4%)
- Q3 growth was driven by Chronic Care, and especially Ostomy Care, with solid contribution from all regions, excluding China, which remains impacted by COVID-19. In Continence Care, growth was negatively impacted by backorders in Collecting Devices
- Interventional Urology had a solid quarter with broad-based growth
- Wound & Skin Care growth was driven by Contract manufacturing and continued solid momentum in the European Wound Care business
- EBIT before special items increased by 11%, to DKK 1,761 million, corresponding to a reported EBIT margin before special items of 30%, against 33% last year
- ROIC after tax before special items of 26%, against 43% last year, impacted by Atos Medical

¹ Before special items of DKK 300m and 200m related to Mesh in 9M 21/22 and 9M 20/21, respectively. Special items related to the Atos Medical acquisition of DKK 135m in 9M 21/22.

Reported EBIT margin¹ of 31% in 9M reflecting increased level of commercial activity, input costs and the Atos Medical acquisition

EBIT margin development before special items (%)



¹ Before special items of DKK 435 million in 9M 21/22, of which DKK 300 million related to Mesh litigation provisions and the remaining DKK 135 million related to the Atos Medical acquisition (one-off transaction costs, legal and advisory fees)

² Before special items of DKK 200 million related to Mesh litigation provisions in 9M 20/21

9M 2021/22 highlights

- 9M gross margin was 69%, against 68% in 9M last year
 - Positive impact from operating leverage and the Atos Medical acquisition. Negative impact from double-digit wage inflation in Hungary, increasing raw materials, energy and transportation prices, and ramp-up costs in Costa Rica
 - Positive impact of 30 bps from FX on gross margin
- 9M operating expenses were DKK 6,263 million incl. Atos Medical, up 23% from last year. Excl. Atos Medical operating expenses were DKK 5,798 million, a 14% increase from last year. Atos Medical operating expenses were DKK 465 million, impacting distribution, admin and R&D costs, with amortisation costs of DKK 96 million under distribution costs
- Distribution-to-sales at 30%, compared to 28% in 9M last year
 - Distribution costs were up 22% or DKK 894 million against last year, reflecting the inclusion of Atos Medical, increased sales & marketing and travel expenses, higher logistics costs, and continued commercial investments (US, Interventional Urology, consumer and digital)
- Admin-to-sales costs and R&D-to-sales costs were 4%, on par with last year
- EBIT before special items was DKK 5,096 million, an 8% increase, with a reported margin before special items of 31% vs. 33% in 9M last year (positive impact of 40 bps from FX)

FY 2021/22 guidance is unchanged, with organic growth at 6-7%, and EBIT margin of ~31%

**Sales
Growth**

6-7%
Organic growth

~15%
Reported growth

**EBIT
Margin**

~31%
Before special items

28-29%
After special items

**CAPEX &
Tax rate**

~1.2bn
CAPEX

~23%
Tax rate

FY 2022/23 – China COVID-19 situation and energy price development in Hungary are key uncertainties

Key drivers of FY 2022/23 **organic growth**



- Europe Chronic Care on track to deliver growth above the market
- US Chronic Care expected to further improve and deliver growth in line with Strive25
- Emerging Markets, excluding China, on track to deliver double-digit growth in line with Strive25
- Wound & Skin Care expected to grow above the market, however, negative impact of COVID-19 in China expected to persist
- Interventional Urology expected to deliver high-single digit growth in line with Strive25
- Voice & Respiratory Care on track to deliver growth in the 8-10% range
- No current knowledge of significant healthcare reforms; positive pricing impact expected



- China – high level of uncertainty in the Chronic Care and Wound Care businesses due to COVID-19
- Russia – continued geopolitical uncertainty

Key drivers of FY 2022/23 **EBIT margin**



- Pricing initiatives to offset part of the inflationary pressure
- Prudent cost management and prioritization of investments
- Efficiency and scale on global functions
- Efficiency gains from the Automation program as part of Global Operations Plan 5
- Return on existing investments (US, Interventional Urology, Innovation)



- Energy prices – high uncertainty related to price development, majority of Q1 22/23 hedged, rest of FY 22/23 currently unhedged
- Inflationary pressure on raw materials and freight
- Wage inflation on blue-collar salaries in Hungary
- Wage inflation elsewhere

Coloplast Meet the Management
31 August 2022

Brenda,
Argentina

Group strategy update

Kristian Villumsen, President & CEO

Solid progress across the Strive25 strategy in an increasingly more complex environment



The Clinical Performance Program is on track with first major launch in 2023. New direction for our innovation and market development ambition



Added a new chronic care growth segment with the Atos Medical acquisition



Outperforming the market in Chronic Care across geographies; COVID-19 continues to challenge performance in China



Wound & Skin Care growing above the market, despite negative impact from COVID-19 in China



Interventional Urology has largely recovered from COVID-19; new product launches starting end of FY 2021/22



Performance across our key growth enablers - Efficiency, Sustainability and People & Culture is largely on track



Increasing input costs have resulted in a higher degree of short-term uncertainty



*Making life easier for
people with intimate
healthcare needs_*

We are building the consumer healthcare company of the future

Macro Trends



Ageing population



Healthcare consumerism



Digital transformation



Price pressure

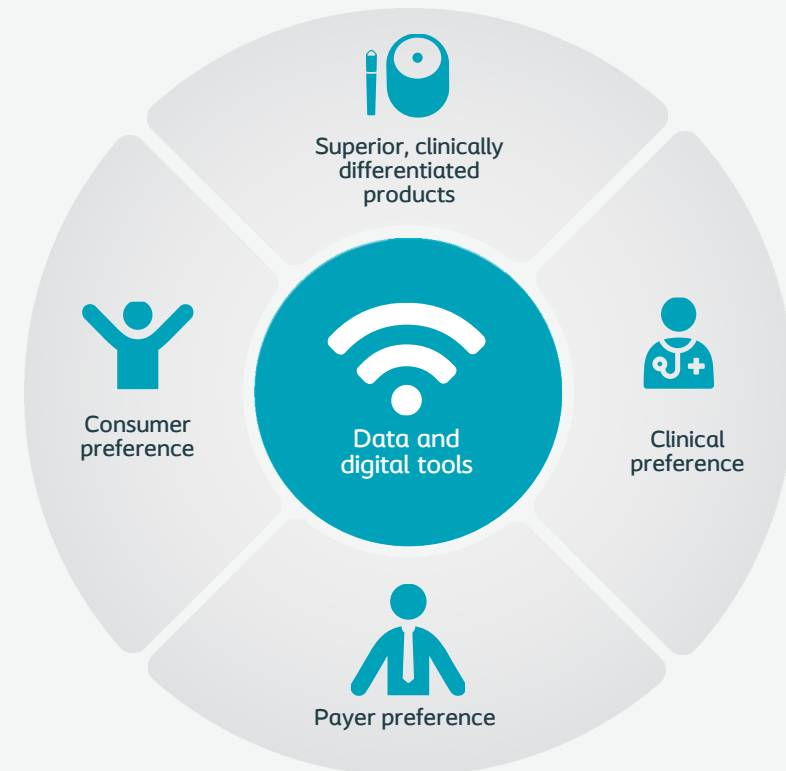


Channel consolidation

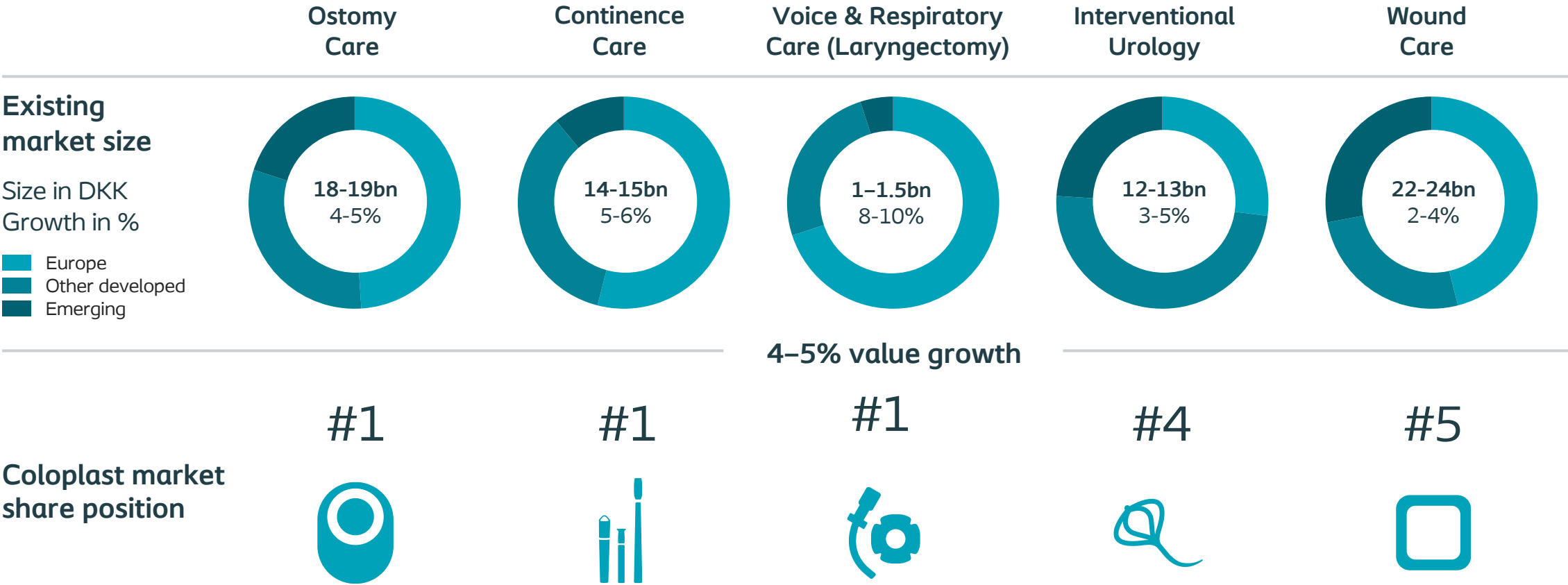


Impact

Commercial model



Coloplast operates in an attractive market, with underlying growth of 4-5%, driven by demographics and Emerging markets



We remain committed to our Strive25 strategy and continuing our long-term value creation



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

Innovation - enable growth and deliver superior products



Clinical Performance Program

- New catheter platform launching in 2023
- Heylo™ pilots in the UK and DE
- Positive clinical outcome on the new ostomy platform



New products within existing technologies

- SpeediCath® Flex Set
- Peristeen® Plus



Build more options into the pipeline

- Intibia™
- Thulium Fiber Laser



Market Development

- Reimbursement expansion – Intermittent Catheters in China
- Enter new segments – Multiple Sclerosis in Europe



Growth – contribution from all business areas



Chronic Care

- Outgrowing the market across regions
- Solid progress on the GPO contract wins in US Ostomy Care



Wound Care

- Solid momentum in Europe, driven by Biatain® Silicone and Biatain® Fiber



Interventional Urology

- Entered the Overactive Bladder and Lasers categories



Voice & Respiratory Care

- New chronic care growth segment, expected to grow 8-10% p.a.



Key growth enablers



Efficiency

- Automation program on track
- Opened two new production sites in Costa Rica
- Scalability



Talent, Leadership & Culture

- Strong organizational health with an engagement score of 8.2



Sustainability

- 70%+ of production waste is recycled
- Phasing out natural gas by installing electric heating pumps



COVID-19 in China and macroeconomic trends pose short-term challenges to performance, mitigating activities underway

Macro trends



COVID-19 impact on market growth – most markets are back except for China



High inflationary environment, impacting costs of raw materials, energy, logistics and wages



Disrupted supply chains



Labour market – fierce competition for talent

Mitigation



'Wait & see' – strong **market leadership** position and well-established and growing online channel in China



Price optimization across business areas and prudent management of **operating expenses**

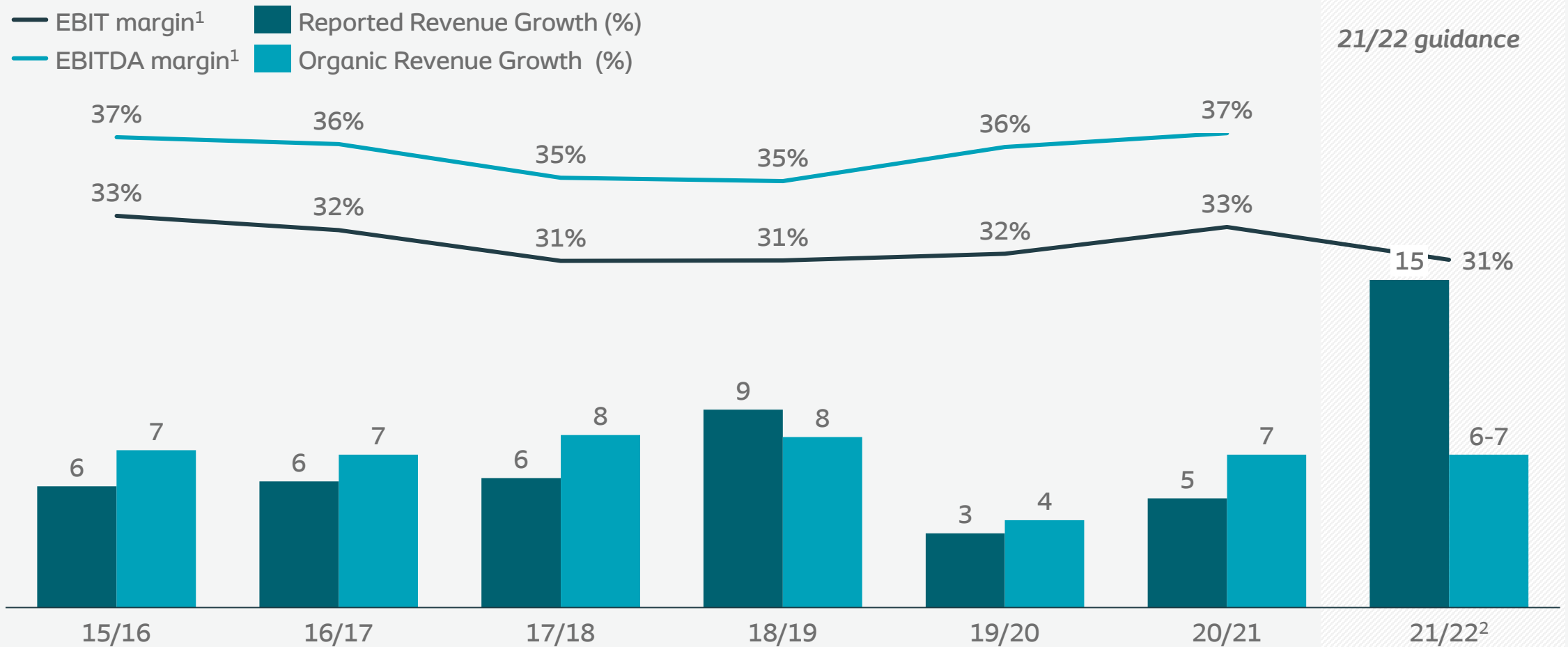


Robust supply chain setup with limited sales impact; increased safety stock on raw materials



Strong employer brand

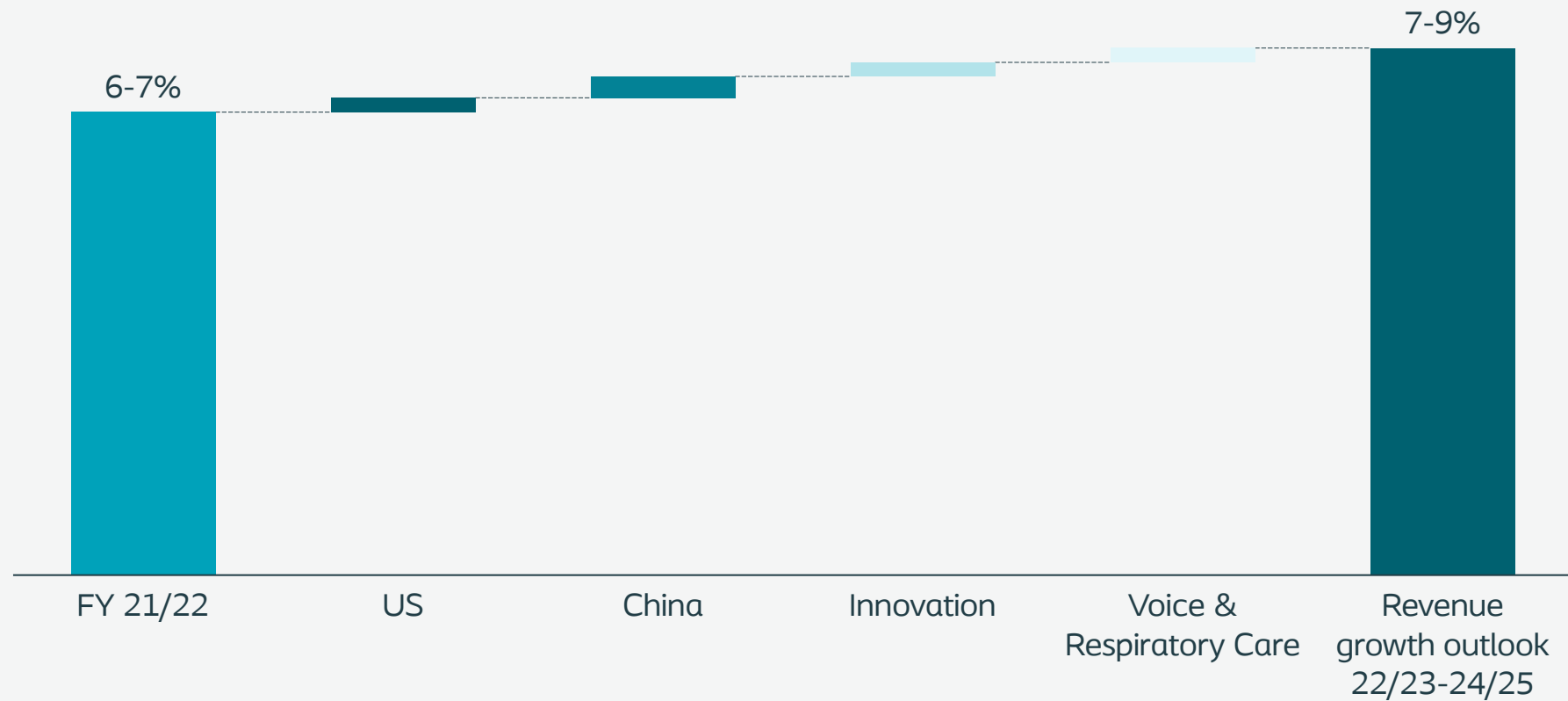
For FY 2021/22 we expect 6-7% organic revenue growth and 31% EBIT margin – long-term guidance remains intact



¹ Before special items

² Reported growth guidance includes around 6%-p impact from the Atos Medical acquisition

Clear path to organic growth in the upper end of the 7-9% range in the outer part of Strive25



In summary, we are making solid progress on our Strive25 strategy and remain confident about the long-term potential



Innovation – deliver on the Clinical Performance Program and continue developing our innovation eco-system; market development remains a long-term growth enabler



The attractiveness of the Atos Medical business case is confirmed, performance and integration are on track



Our Chronic Care business is competitive, and Europe and Emerging Markets, excluding China, are on track. Strong performance in US Ostomy Care; US Continence Care is recovering from COVID-19



Wound & Skin Care outperforming the market, driven by solid momentum in Europe, Biatain® Silicone and Biatain® Fiber. China challenged by COVID-19



Interventional Urology is on track to deliver high-single digit growth; building new options into the portfolio and entering adjacent segments



GOP5 challenged by increasing input costs; the automation program and Costa Rica are largely on track, and our supply chain is robust



Increased level of short-term uncertainty due to COVID-19 in China and inflation; long-term potential remain intact

Mike,
US

Innovating Towards Personalized Care

Nicolai Buhl, EVP, Innovation

Flow of today

Session 1:

Overall **update on Innovation** incl. how we **see Innovation going forward** as well as highlights on our current **Innovation pipeline**

Session 2 (break-out):

A **deep-dive on our Clinical Performance Program** and **Market Development** where I am joined by *SVP Anders Nørby, R&D* and *Christian Bo Petersen, SVP Payers & Evidence*



A man with short dark hair, wearing a dark blue blazer over a grey t-shirt and black pants, is sitting on a pink stool at a small wooden table. He is holding a metal bowl with chopsticks. On the table, there is a metal container with many chopsticks, a small glass jar, and a white napkin. A black suitcase is on the floor next to him. The background is a dark, out-of-focus interior.

We are here to

**Make life easier for
people with intimate
healthcare needs**

We know, we still have many unmet needs to solve for....

91%

of people with a stoma worry about leakage¹

80%

have experienced leakage over the last 6 months²

2.7

urinary tract infections on average per year³

40%

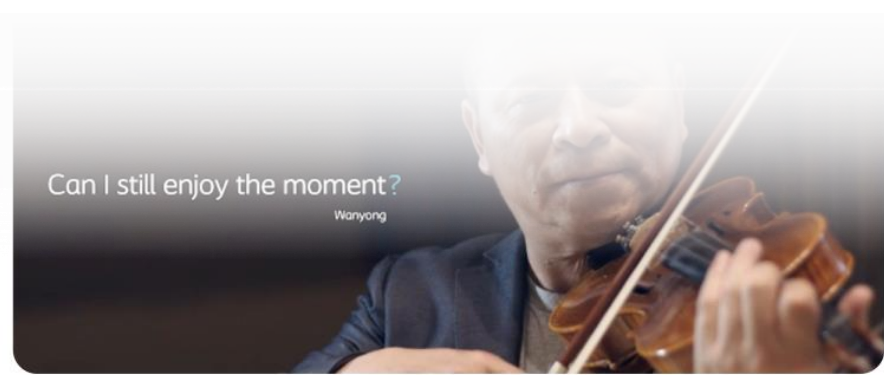
of patients with bowel dysfunction say they have experienced anxiety in the past year⁴

(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, Market Study, Ostomy Life Study, 2016, data-on-file (PM-05068)

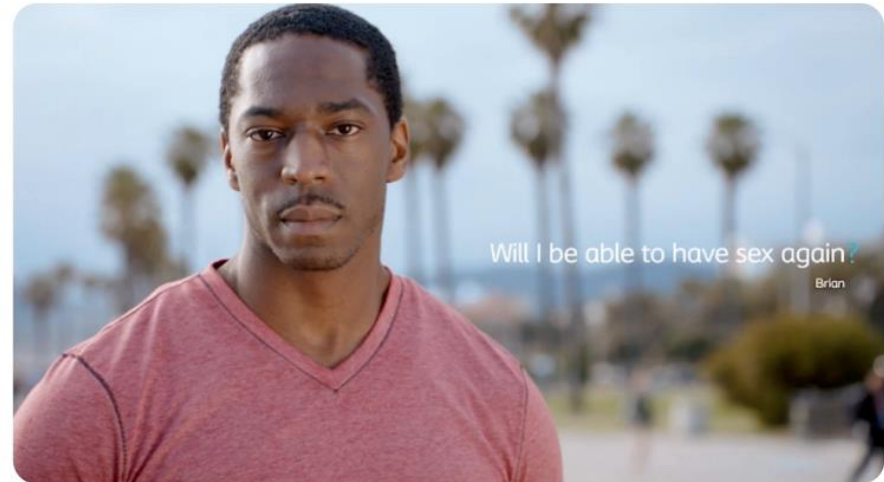
(3) Coloplast Intermittent Catheter User Study 2015, data-on-file (PM-03238)

(4) Coloplast, Market Study, The impact of bowel dysfunction of patients and HCPs, 2017, Data-on-file (VV-019644)



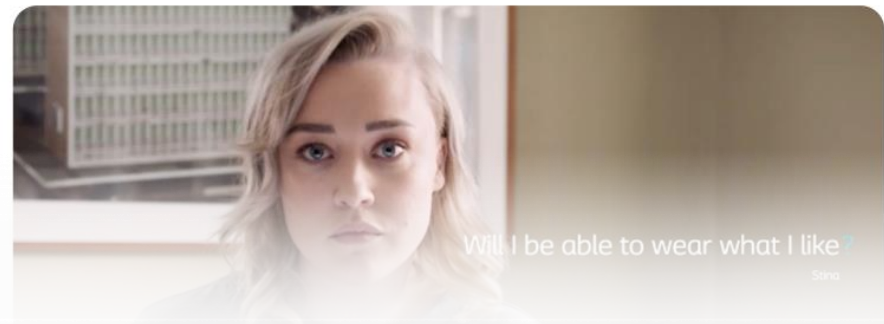
Can I still enjoy the moment?

Wanyang



Will I be able to have sex again?

Brian



Will I be able to wear what I like?

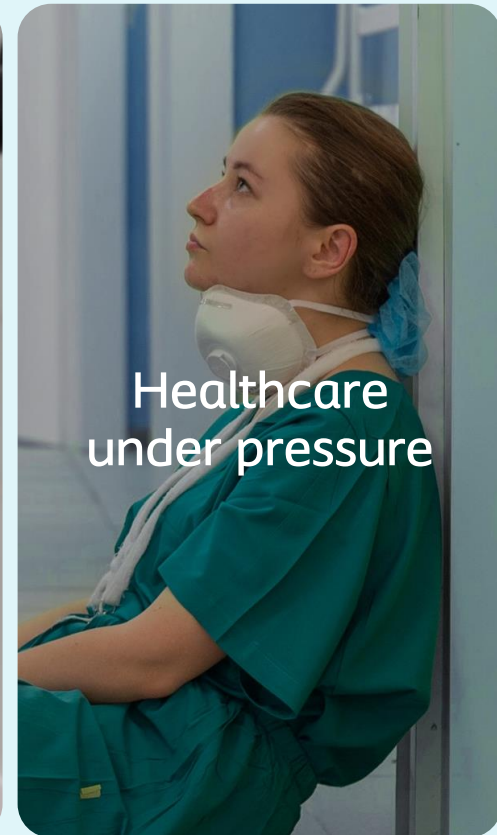
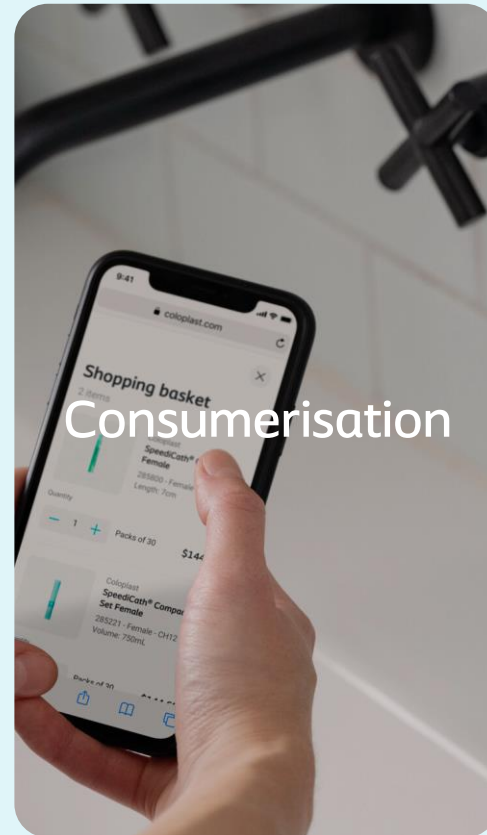
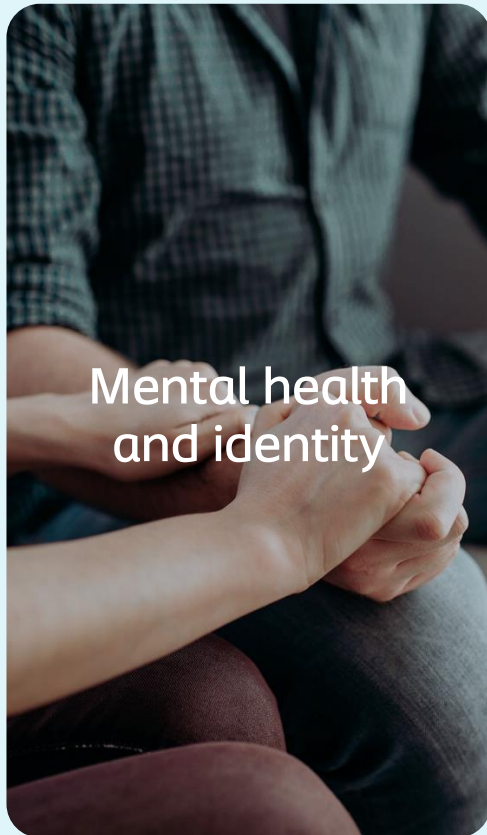
Sina



We know

Healthcare is
changing

We need to consider the shifts that are shaping the future of healthcare



To address these unmet needs and shifts in healthcare we need to...

01.

Embrace the whole person

02.

Enable self-care

03.

Provide personalised support

A photograph of a young man with dark, curly hair sitting in a wheelchair. He is shirtless and looking towards the left. He is in a locker room, with a wooden locker door in front of him and a speckled wall with hanging white towels in the background. The text "We call this..." is overlaid in a teal color.

We call this...

Personalized Care

Personalized Care through an ecosystem of innovation



Core products



Extended solutions



Services

We are well positioned to deliver on this Innovation vision

Strong foundation...

We continue to invest in Innovation

With clear KPI ambitions –
R&D spend to sales (~4%),
CAPEX to sales (4-6%) & NPV

Focused and capable
organization with +600 FTEs

...in a united setup...

All key functions responsible
for defining and delivering
our Innovation offerings
aligned in 1 unit

...with strong core competences...

Adhesives

Coating

Device design

User centric design

...and investments in new capabilities.

Clinical affairs

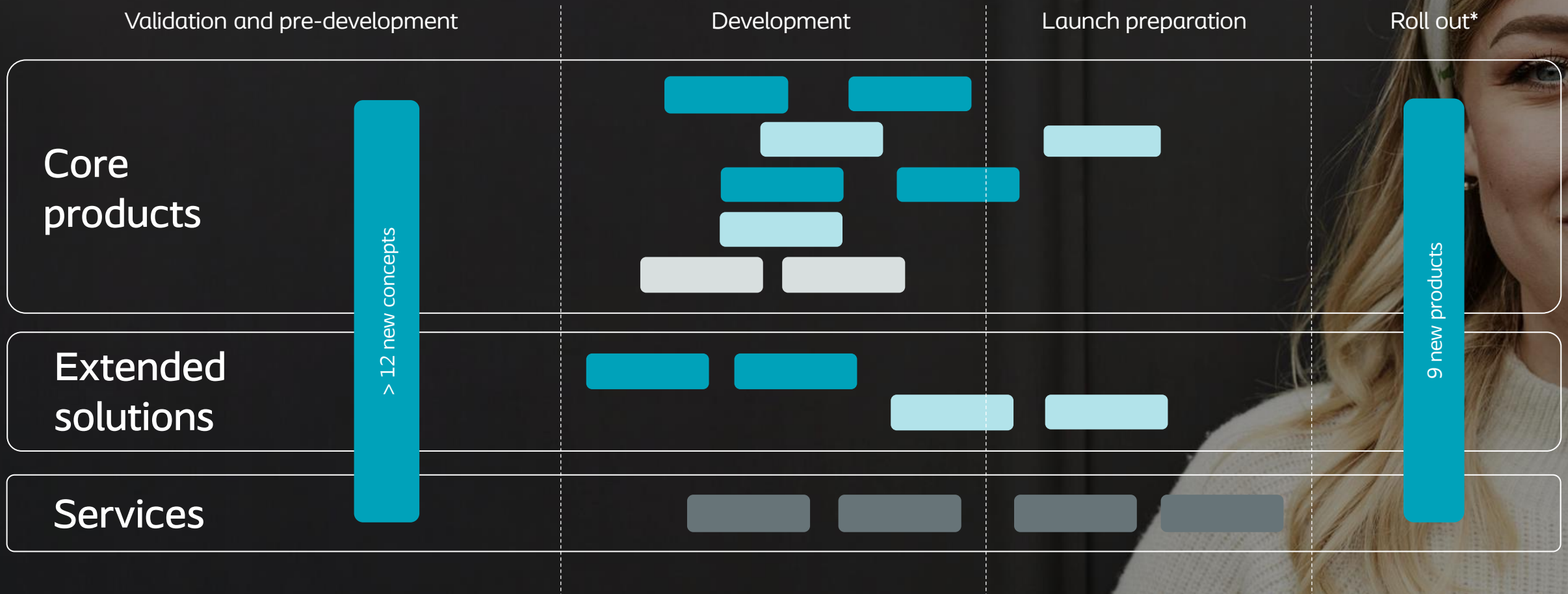
Digital solutions

Embedded technologies

Service offerings

Market expansion

... and this is also expressed in a solid pipeline of Innovation projects



Launched Core products

Peristeen® Plus



SpeediCath® Flex Set



New core products

*Luja*TM

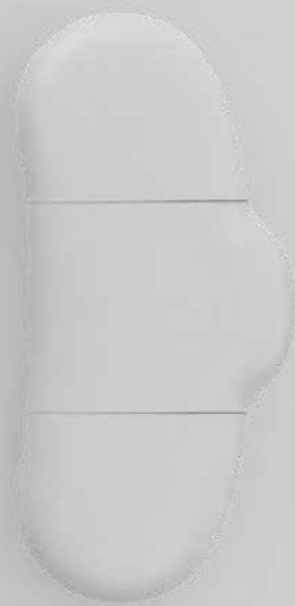
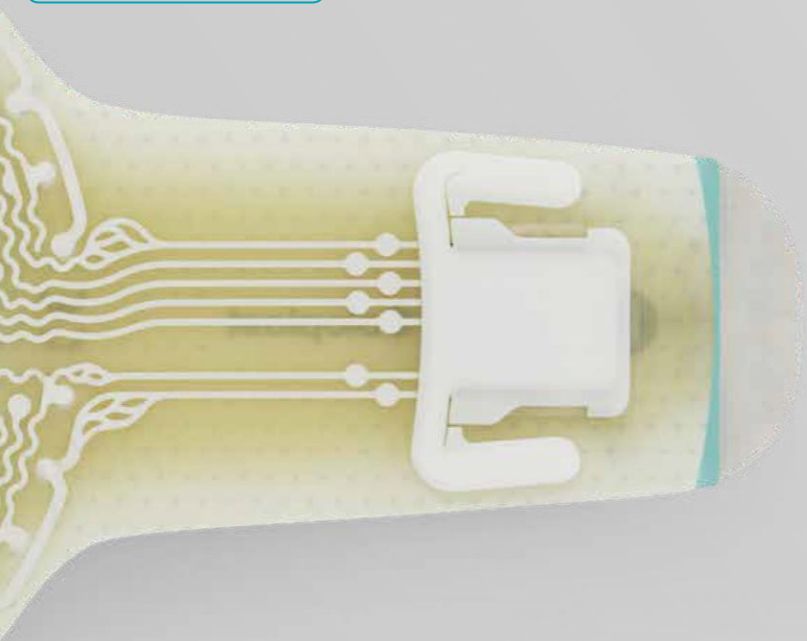


Address the key
UTI risk factors

Comprehensive clinical
program and comprehensive
publication strategy – one of
the biggest for Coloplast

Pleased with the
clinical results from
pilot studies

Launch expected in
2nd half of 22/23



Heylo™

Digital leakage notification system, designed to give users confidence in daily life.

Overall

Pilots in UK and DE progressing according to plans

Ambition is to establish a **new standard** in Ostomy Care for monitoring stomas

Studies

4 Clinical studies conducted or ongoing covering approx. **450** subjects

We are testing for: **Leakage incidents, emotional leakage impact, healthcare utilization & system stability**

Results

High **attractiveness** for **users** with a fear of leakage

Stable embedded **system**

Product **positioning** confirmed



Brava® Protective Seal Convex

Used in combination with SenSura Mio Concave for patients with outward body shape and stoma at/below skin level

Coloplast® Care

Selected touchpoints in FY 2021/22



250,000+ new users
were welcomed

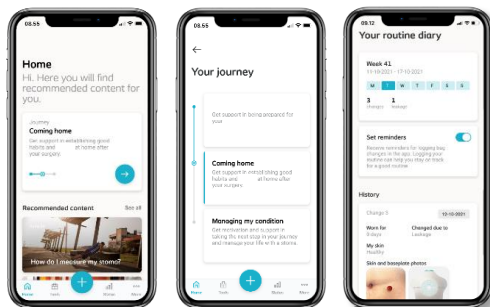


250 advisors had
685,000 conversations



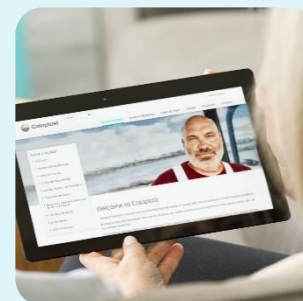
200,000 users supported
to find a better product

MyOstomy
– a new consumer
companion app



Coloplast® Professional

Selected touchpoints in FY 2021/22



Our Digital Offering



Education events



Advisory boards

150,000 visitors to our
CP Professional website

12,000 HCPs attended
one of our **larger events**
worldwide


40 advisory boards with
850 local opinion
leaders

Our key stakeholders have a strong focus on innovation within Personalized Care

HEALTHCARE DENMARK INFORMS - INSPIRES - INVITES

How personalised patient support in public-private partnerships can help us ...

- 1 Realise the full value of treatment
- 2 Care for more with less
- 3 Ensure patient needs are met

 Healthcare DENMARK

COLOPLAST CARE

Coloplast Care means fewer hospital readmissions and emergency room visits for ostomy patients

The challenge

More than two million people worldwide live with an ostomy – a surgery that allows faeces to be diverted out of the body through the abdomen – either permanently or temporarily. People with cancer or inflammatory bowel diseases may face a situation where ostomy surgery is necessary. Living with an ostomy often implies continuous healthcare support throughout the patient's life to balance the demands of the condition with those of everyday life.

The solution

At Coloplast, a full patient support solution is offered that combines innovative products, personalised support and direct-to-consumer delivery. These initiatives help patients better manage their condition to live normally without placing demands on resources in the healthcare system.

The patient gets help with choosing the right product for his or her personal needs, which ensures the best possible outcome for the individual patients while also reducing overall healthcare utilisation costs.

The result

The Coloplast Care programme has been documented as reducing healthcare complications for people living with an ostomy as well as costs to society. A study compared enrollees in the care programme with patients outside a patient support programme. A month after discharge, the following results were obtained:

- 55% fewer hospital readmissions
- 63% fewer emergency room visits when patients were enrolled in the programme¹

Coloplast engages in partnerships with Danish municipalities to optimise product choice and usage through close support for patients enrolled in the care programme.

HEALTHCARE DENMARK INFORMS - INSPIRES - INVITES

[Healthcare Denmark | Case Study - July 2020](#)



01.

Personalized Care
is how we see
innovation going
forward

02.

We will respond with:
Core products,
Extended solutions
and Services

03.

We continue to invest
to expand the value
of our innovation
pipeline

04.

We see solid progress is
being made with our
Clinical Performance
Program – 2 out of 3
projects are entering the
commercialization
phase

Coloplast Meet the Management
31 August 2022

Voice & Respiratory Care

Joakim,
Sweden

Caroline Vagner Rosenstand, SVP, Voice & Respiratory Care

Key takeaways seven months post-closing of the acquisition



Strategic rationale
confirmed

A **chronic business**, centred around category leadership through innovation, strong relationships with healthcare professionals and a direct-to-consumer setup



Growth ambition
confirmed & track

Growth potential of 8-10% confirmed, with high-single to double digit growth in the Laryngectomy segment and mid-single digit growth in the Tracheostomy segment

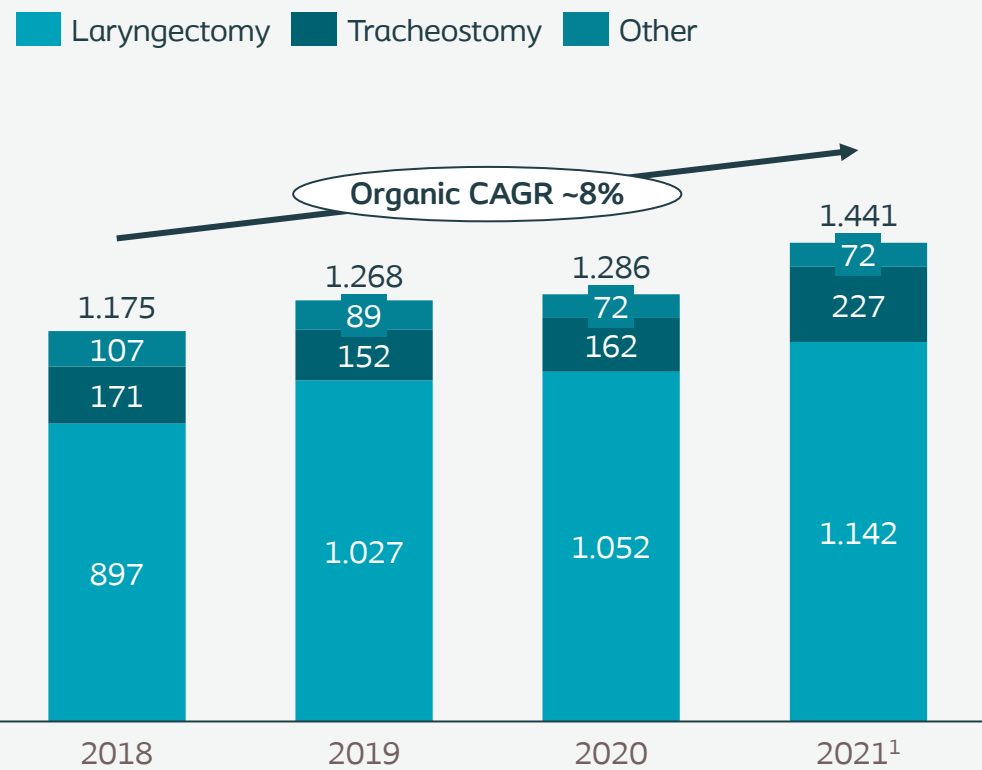


Integration
progressing as planned

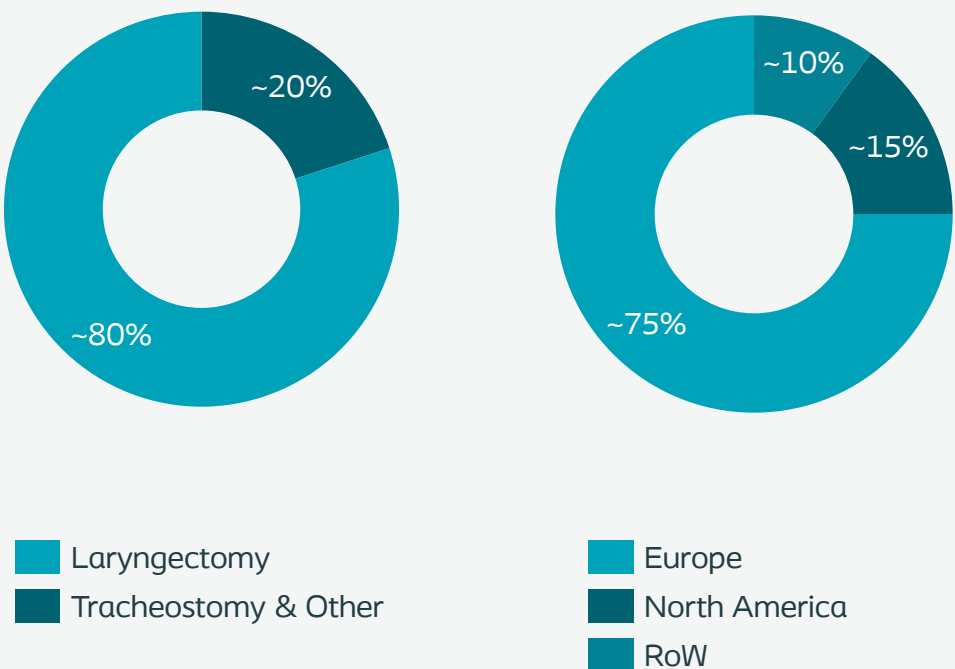
The integration process is on track to deliver synergies from utilizing Coloplast infrastructure and footprint; key people retained

Organic CAGR of 8%, driven by laryngectomy; plenty of potential outside of Europe

Reported revenue, mDKK



Revenue by segment and geography



Our strategic lighthouses steer our long-term thinking and support our growth ambition



Eliminate white space



Design our future user ecosystem



Build the tracheostomy business



Protect and evolve a strong growth culture





Introducing Laryngectomy

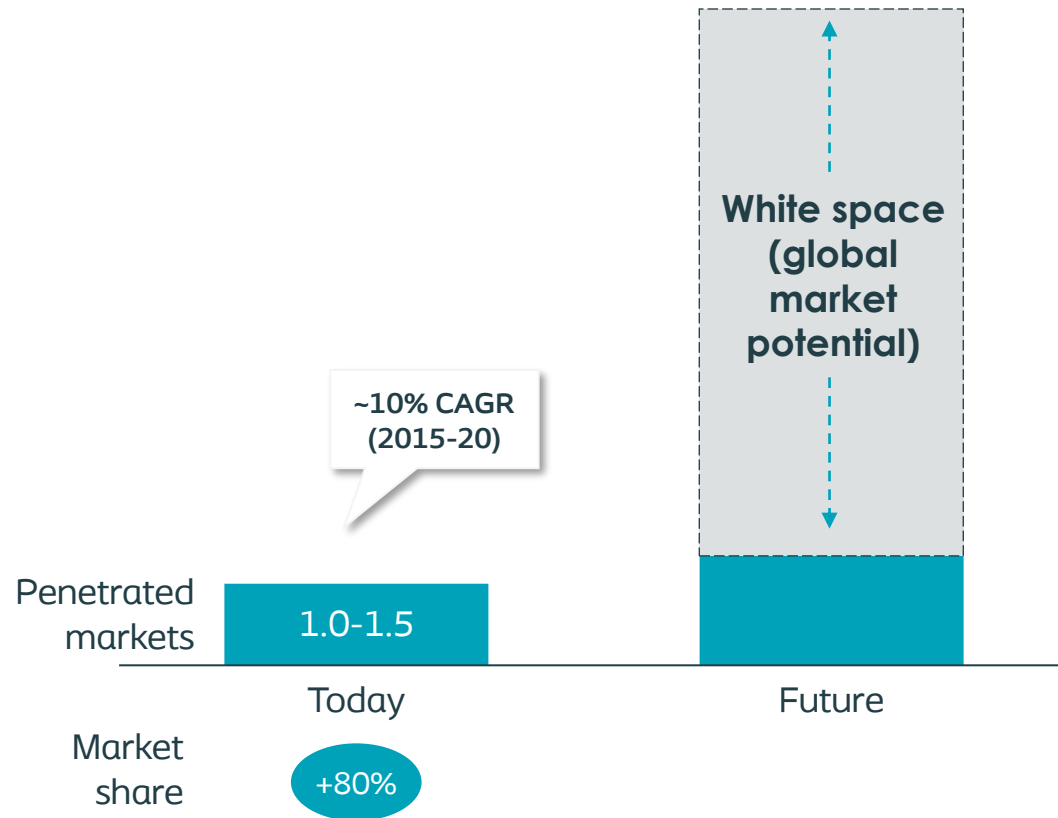
~50,000 new total laryngectomies per year.
Serving chronic patients for an average of 8-10 years.

Product categories, share of sales %



There is significant untapped potential in the laryngectomy market today

The laryngectomy market, DKKbn



Low level of market penetration due to:

- 01 Lack of clinical standards in existing markets outside of Northern Europe
- 02 Patients are not compliant in their use
- 03 Lack of reimbursement in most of emerging markets

We will eliminate the 'white space' in the laryngectomy market by:

Setting the clinical standards and increasing penetration in existing markets, such as the US



Increasing compliance in existing markets



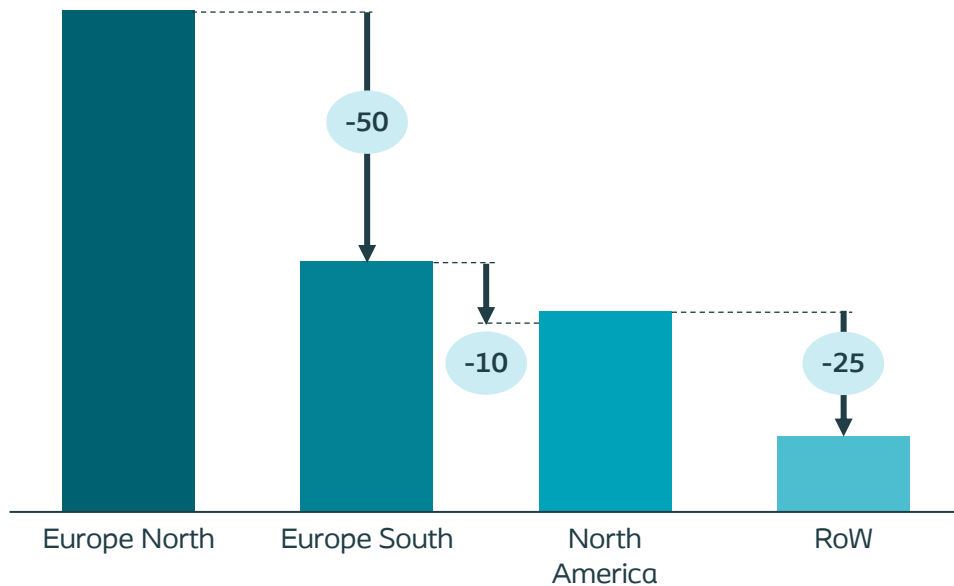
Opening and developing new markets, such as Brazil, South Korea and China



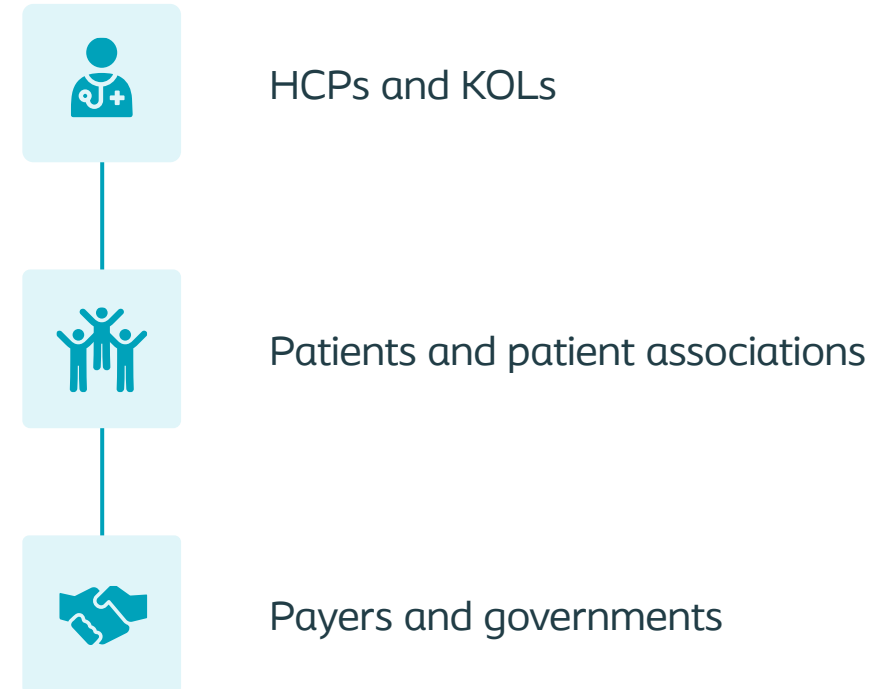
Increasing treatment penetration in existing markets by setting the clinical standard and market access work

A large unserved patient population remains in existing markets

Share of patients with total laryngectomy using products
Europe North = index 100



To be addressed by setting the clinical standard by engaging all relevant stakeholders



Addressing consumption compliance with Provox® Life

Opening up significant value pools with the Provox Life launch

- Significant clinical results showing¹:
 - 36% reduction in forced coughing
 - 26% reduction in number of days the HME had to be removed to catch their breath
 - 39% reduction in average number of days with skin irritation
- Launched in **14 markets**, at a price premium
- Significant increase in **patient value**, driven by increase in the average HME consumption

1) Longobardi Y, Galli J, Di Cesare T, et al. Optimizing Pulmonary Outcomes After Total Laryngectomy: Crossover Study on New Heat and Moisture Exchangers. *Otolaryngology-Head and Neck Surgery*. March 2022



Provox® Life™ Heat and Moisture Exchangers (HMEs)



Provox® Life™ Adhesive



Untapped potential in new markets, especially China

Recent successes in South Korea, Brazil and Japan.
Work ongoing to establish the category in China.



Reimbursement of HMEs/Adhesives in 2021 and increase in VPs/year from 2 to 4



Improved reimbursement price for VPs in 2021



Approval for national reimbursement in 2020



HMEs and Adhesives received registration in H1 2022. VP registration in progress

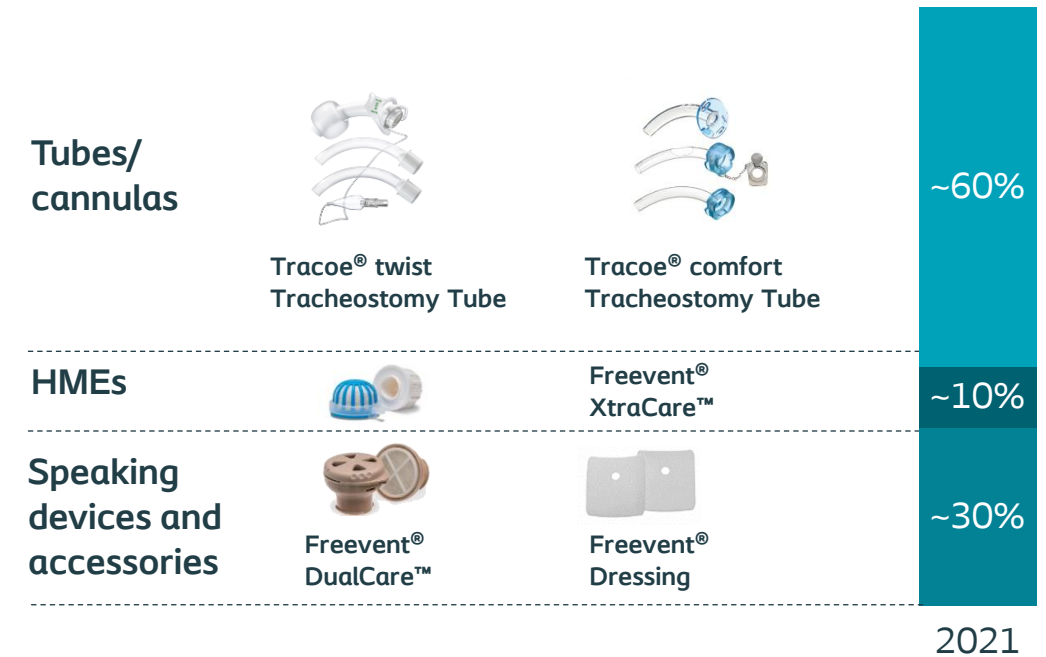




Introducing Tracheostomy

~1m procedures p.a., patient pool a mix of chronic and temporary patients (1/3 use products for 6+ months)

Product categories, share of sales %



Significant potential to capture the chronic segment in the tracheostomy market

Work ongoing on two fronts:



Integration of Tracoe

- Integration of Tracoe/Kapitex/MC Europe
- Forward integration initiated and on track



Develop a new tracheostomy business model

- Understanding the tracheostomy dynamics – some similarities to laryngectomy, but also significant differences
- Development of a new go-to-market model, including community and direct-to-consumer focus
- Adapt product offering & services to the needs of tracheostomy patients

We are well positioned to execute on our strategic priorities, unlock untapped value pools and deliver on our financial ambition



Eliminate white space



Design our future user ecosystem



Build the tracheostomy business



Protect and evolve a strong growth culture



8-10%

*Organic revenue
growth p.a.*



Mid-30s

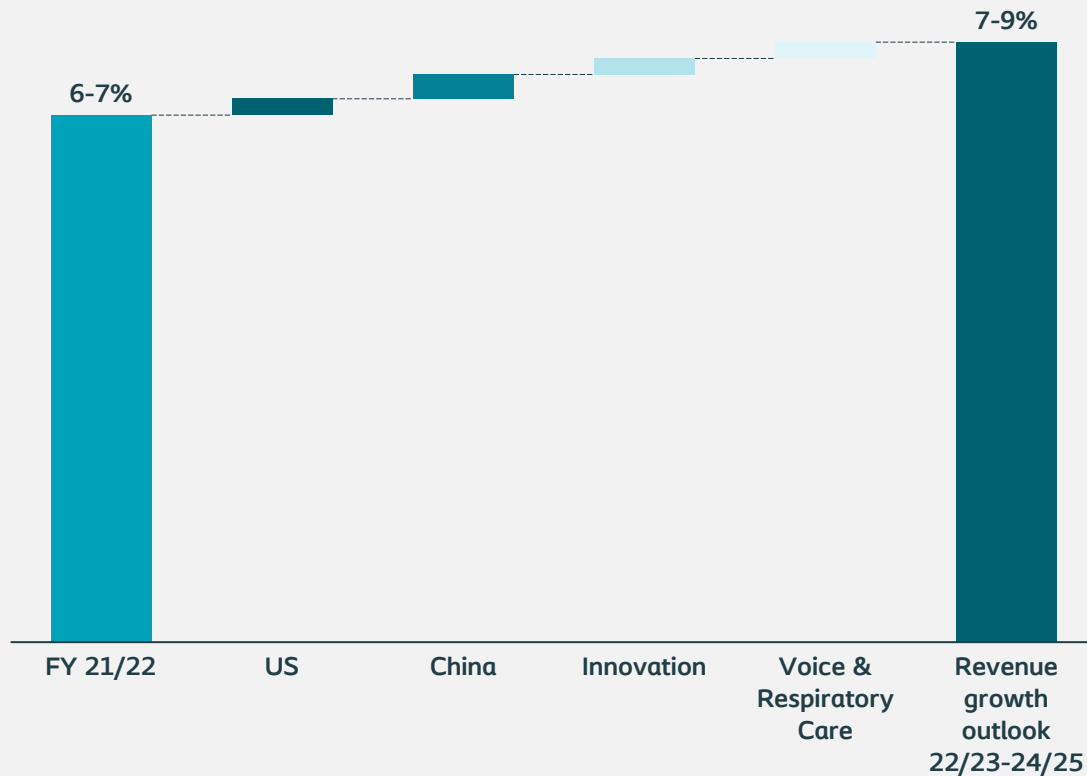
EBITDA

Update on Innovation

Nicolai Buhl, EVP Innovation
Anders Nørby, SVP Research & Development
Christian Bo Petersen, SVP Payers & Evidence

Mike,
US

Innovation will contribute to organic growth in the upper end of the 7-9% range in the outer part of Strive25



Coloplast Meet the Management
31 August 2022

Clinical Performance Program

Anders Nørby, SVP Research & Development

Katryna,
UK



Focusing on our clinical performance programs

LujaTM



HeyloTM



New OC technology platform



Preventing UTIs
remains one of the
biggest unmet
needs we need to
solve for in IC

45%

of users consider
UTIs to be their
greatest challenge¹



48%

of users are
worried whether
they have emptied
their bladder⁴



IC users have

2-3 UTIs on average per year...²

...over a lifetime users will have

70-105 UTIs³



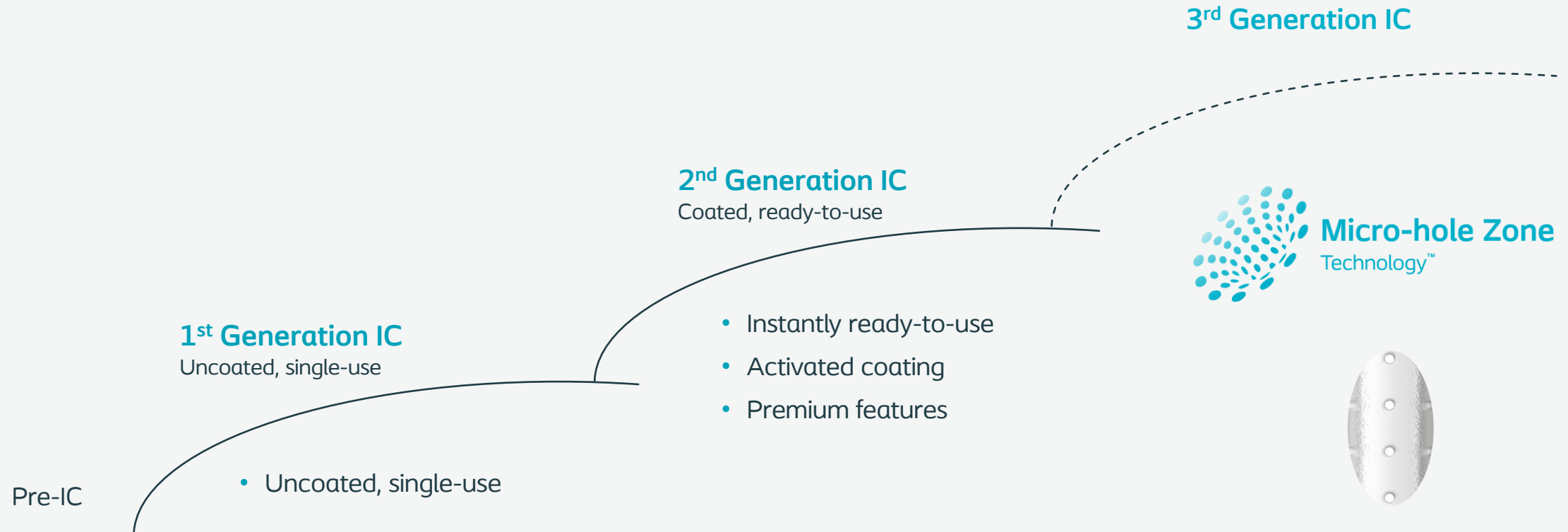
¹ IC Value Proposition user questionnaire (n=2,942). Data-on-file. 2016

² Kennelly et al. 2019, Fischer 2018, Vahr et al. EAUN guidelines 2013

³ Middleton et al. 2012

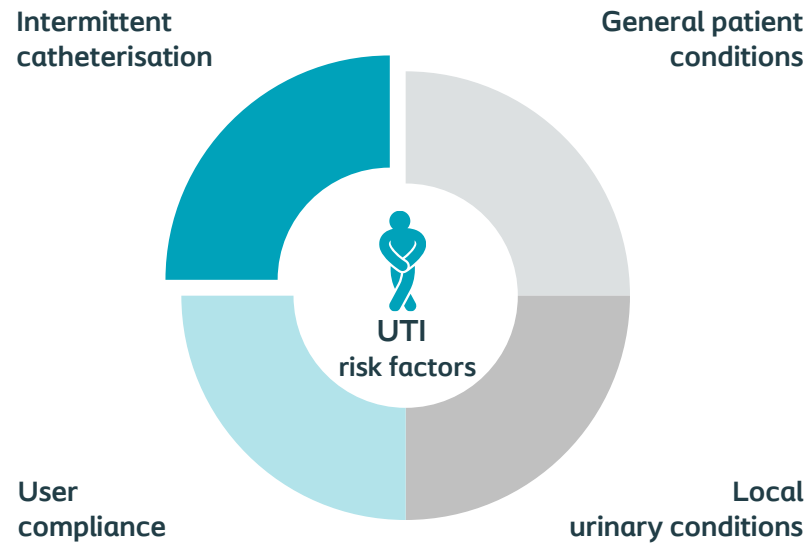
⁴ Extended CORE survey 2022. Data on file

We want to set a new standard in IC with Luja™ and the Micro-hole Zone technology™



Luja™ with Micro-hole Zone Technology™ addresses the key UTI risk factors

UTI Risk Factor Model¹



UTI risk factors addressed by Luja™



UTI risk factor:
Non-hygienic technique



UTI risk factor:
Urethral trauma



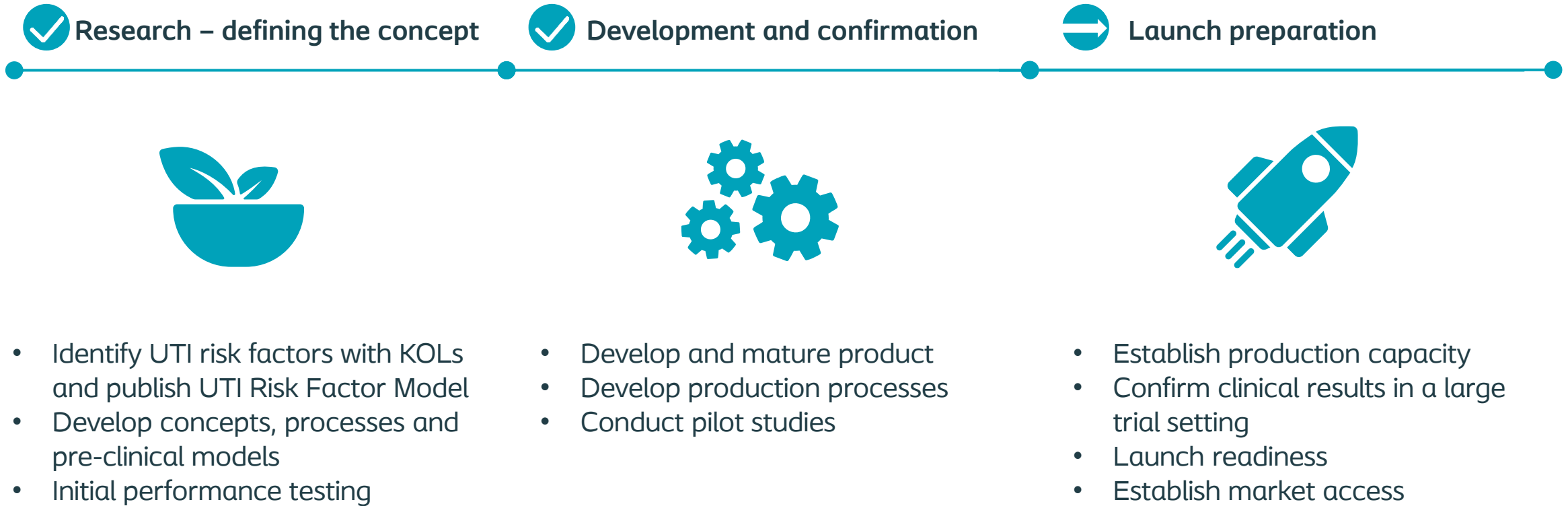
UTI risk factor:
Residual urine



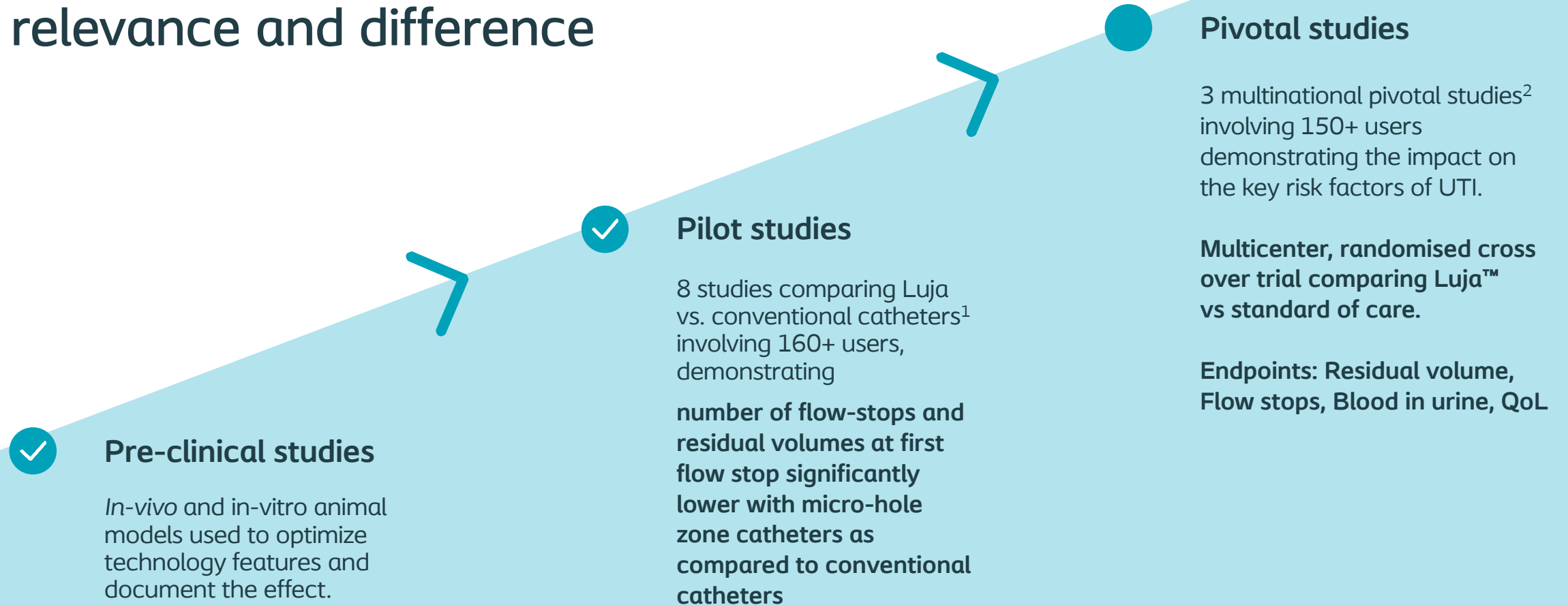
UTI risk factor:
Bladder micro trauma

Adapted from ¹Kennelly et al 2019: Adult Neurogenic Lower Urinary Tract Dysfunction and Intermittent Catheterisation in a Community Setting: Risk Factors Model for Urinary Tract Infections.

Luja™ has gone through an extensive research & development program and is now in its final preparation for launch



Comprehensive clinical program behind Luja™ to demonstrate the clinical relevance and difference



¹ Clinicaltrials.gov references: NCT03337048, NCT04633291, NCT04231149, NCT04250987, NCT04445051, NCT04543136, NCT04557787, NCT05224544.

² Clinicaltrials.gov references: NCT05485935, NCT05485922. One study not yet registered.

Focusing on our clinical performance programs

LujaTM



HeyloTM



New OC technology platform





Leakage remains the biggest challenge for our users

91% of people with a stoma worry about leakage¹

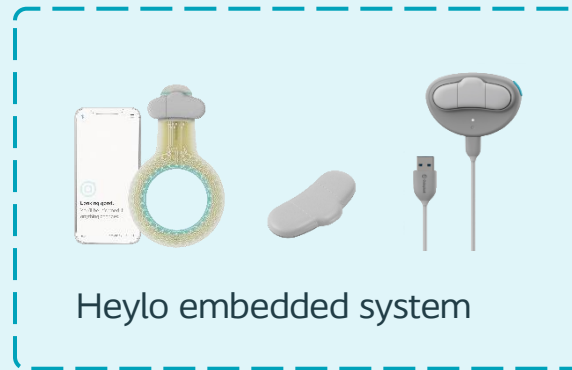
40% of users experience leakage onto their clothes every month²

Heylo addresses the mental burden caused by fear of leakage

Control and peace of mind

Heylo™ is an extended OC solution with integrated service offerings

Enablers



User insights



Support services



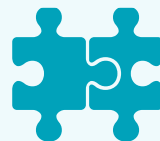
Benefits



Fewer leakages



Peace of mind



Seamless user experience



Payer relevant outcomes

Data is promising. Pre-pilot study with Heylo™ shows high product performance and user preference

Product performance & user experience¹

reduction in worry of leakage

92%*



less leakage episodes

85%**

would recommend to others

87%



Quality of life and future use¹

+9%

significant improvement to emotional impact of leakage

96%

report higher feeling of security

35%

report improved sleep



¹ CP321 study, 3W use of full system by n=25

* Reduction from 48% to 4% with high/very high worry of leakage (p-value<0.001)

** Reduction from 2.7 to 0.4 episodes of leakage onto clothes per 3 weeks (p-value=0.009)

The clinical program supports national launches, reimbursement applications and generates user insights

Single-arm confirmatory study, n=100

Show benefit to support Drug Tariff application:

- Leakage onto clothes
- Quality of Life
- Healthcare utilisation



Cross-over RCT confirmatory study, n=145

Document quality of life improvements:

- Emotional leakage impact
- Leakage onto clothes
- User behaviour and use patterns



User insights data collection, n=~150

Insights into user behaviour and product performance:

- Confirm unmet need
- User behavior and use patterns
- Willingness-to-pay



- Support reimbursement in DE & UK
- Document Heylo™ performance
- Understand user behaviour and use patterns
- Document value to payers

Focusing on our clinical performance programs

LujaTM

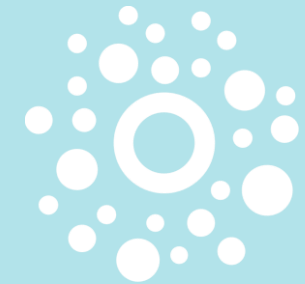


Micro-hole Zone
Technology™

HeyloTM



New OC technology platform



Peristomal skin complications is a significant challenge and it is primarily the enzymes that damage the skin

88%

of all users have experienced skin issues since their last change



54%

report skin issues as one of the primary reasons to see a nurse¹



Underlying causes for skin issues are primarily irritant contact dermatitis caused by leakage



Digestive enzymes damage the skin

¹Fellows et al. 2021. Multinational survey on living with an ostomy: prevalence and impact of peristomal skin complication. BJN, 2021

²Voegeli et al. Gastrointestinal Nursing, 2020

Performance of technology confirmed in clinical trial and project now re-initiated to conclude on development and initiate launch preparation

Core technology
is unchanged

Device has been
redesigned

Randomized
control trial

10 weeks period
82 experienced users
12 years since surgery

Significant reduction
of peristomal skin complications
compared to standard of care
17% reduction on non-visible symptoms



Significant improvement
of QoL compared to standard
of care



Coloplast Meet the Management
31 August 2022

Market Development

Christian Bo Petersen, SVP Payers & Evidence

Ildefonso,
Spain



Our new Market Development ambition – long term commitment to open new categories and segments for >1 million new users

Strategic direction:



User potential in our 3 core Market Development tracks:

500.000 Reimbursement expansion projects

750.000 IC breakthrough in China

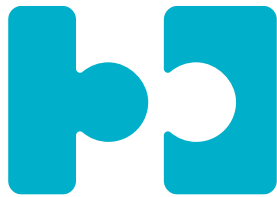


150.000 Winning in Multiple Sclerosis in EU

We are running 20+ reimbursement expansion projects in our pipeline across business units and within all our sales regions

Key levers:

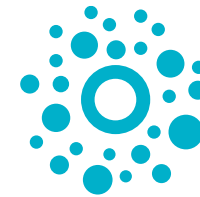
Find the pathway and criteria for changing reimbursement




Generate and use evidence/data on unmet need + outcomes




Mobilize stakeholders, e.g. medical KOLs and disability/patient organisations




 **Japan case:**
New reimbursement of HCIC to be on par with EU standards

*Project start 2014
Effective 2020*

 **Poland case:**
From limited and insufficient funding to full HCIC reimbursement

*Project start 2012
Effective 2021*

 **Canada case:**
Increased number of IC catheters per day reimbursed in Alberta

*Project start 2019
Effective 2022*

On average, we aim for 1-2 reimbursement expansion breakthroughs per year

Coloplast Meet the Management
31 August 2022

Global Operations

Allan Rasmussen, EVP Global Operations

Our operating model needs to accommodate increasingly more external challenges, in addition to complexity and volume growth

Main challenges ...



Inflationary pressure on raw materials, freight and energy prices



Disrupted supply chains



Extraordinary wage inflation in Hungary



Limited benefits from further **offshoring**



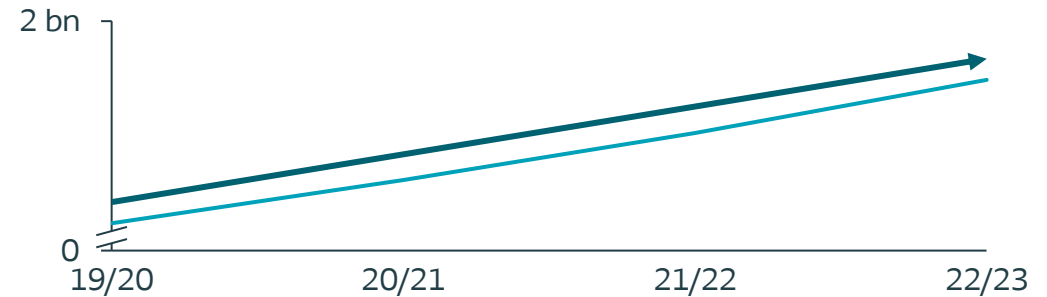
Strengthened **regulatory requirements** (MDR)



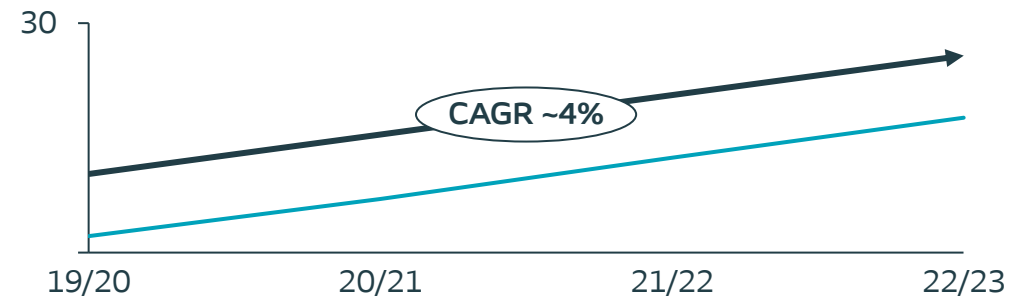
Product **innovation** adding cost and complexity

... together with volume and complexity increase

Volume increase

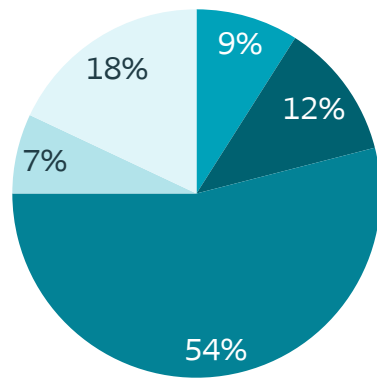


Complexity increase # of SKUs in 000s



We continue to see inflationary pressure across all cost categories, and especially energy prices continue to increase

**Cost of goods sold by cost type
FY 2020/21 DKK 6,113 million**

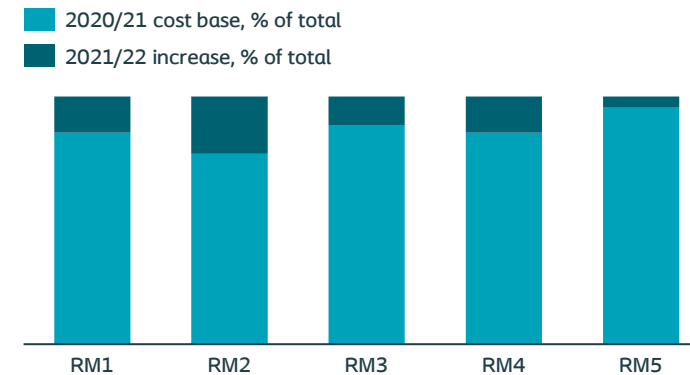


- Salary - Direct
- Salary - Indirect
- Materials (RM & SFG)
- Depreciations & amortisations
- Other¹

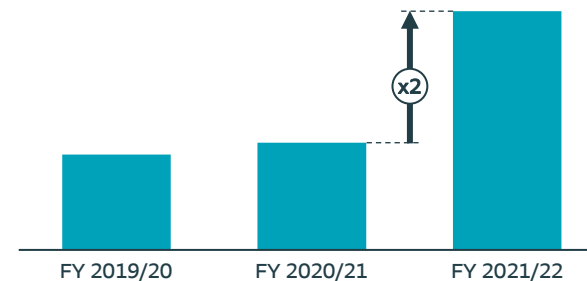
¹ Other includes transport, utility, IT, repair & maintenance costs, etc. Energy is around 2% of COGS. Freight is around 4% of COGS.

Key cost categories development

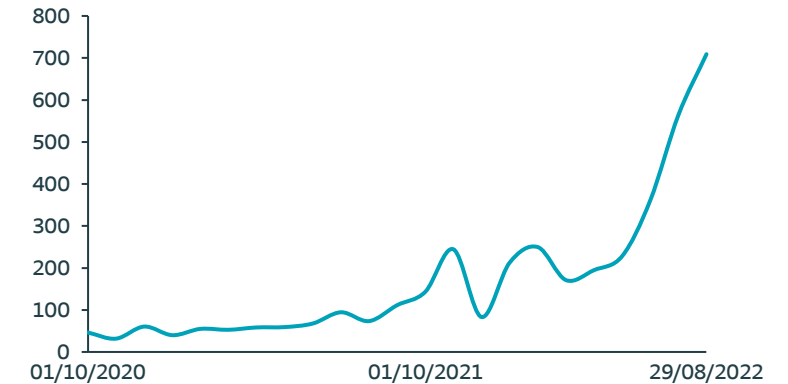
Raw materials, top 5 categories



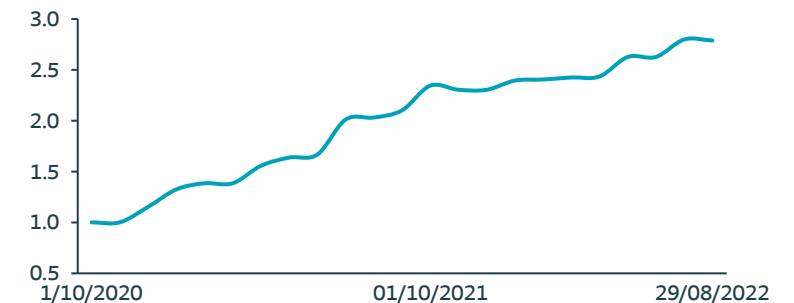
Hungary blue-collar wage increases p.a.



Hungary electricity prices in EUR/MWh



**Sea freight price development
Oct 2020 = index 100**



We are working on both short- and long-term initiatives to offset some of the pressure impacting input costs

Raw materials



- Increased market intelligence and close dialogue with key suppliers
- Implementation of dual sourcing of materials where possible
- Building strategic stock
- Crisis management projects

Energy



- Hedging electricity prices in Hungary
 - Q4 21/22 70% hedged
 - Q1 22/23 70% hedged
- Investigating alternative sources of energy from wind and solar

Wage inflation in Hungary



- Automation program ongoing
- Ramp up in Costa Rica, where salary levels are index 60 to Hungary and wage inflation is low-single digit
- Offsetting impact from FX

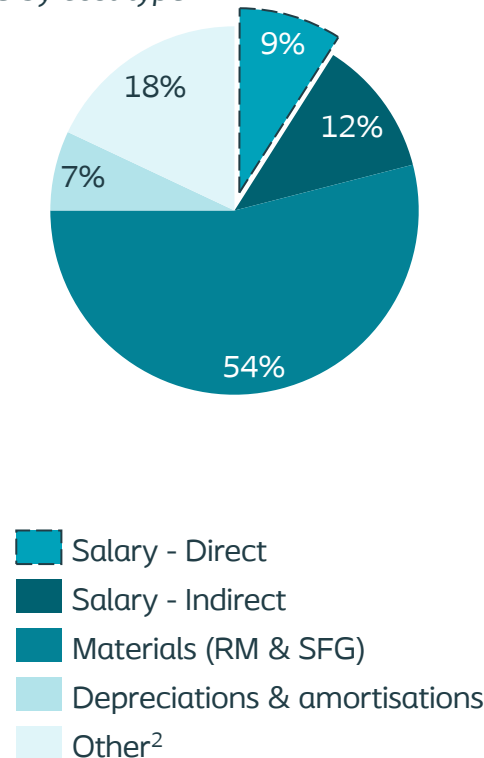
Five themes are setting the direction for Global Operations in the first half of Strive25



Solid progress on our automation plan, on track to be FTE neutral at the end of the GOP5 period in 2022/23

Wage inflation in Hungary remains one of our key challenges...

COGS by cost type¹



¹ FY 20/21 DKK 6,113 million

² Other includes transport, utility, IT, repair & maintenance costs, etc.

... and it is being mitigated through simple automation processes

More than **30 programs** and more than **300 machines** at the sites



Examples of operations being automated:

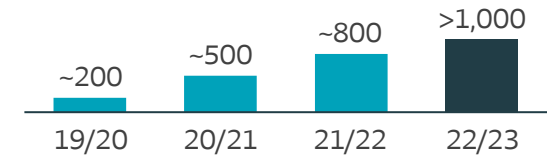
- Loading of raw materials
- Quality control
- Packing finished goods



9 FTEs released
3 FTE x 3 shifts

Progress on the automation program is largely on track

of FTE release through automation



DKK ~450m

CAPEX investment over four years (19/20 – 22/23)



Longer lead time of components

Two factories opened in Costa Rica, ramp up ongoing

- The factories in Costa Rica support **a wider geographical spread of risk** and a more **robust set-up**
- First production site opened in **Q2 2020/21** and second production site opened in **Q3 2021/22**
- Stable labour market, with a solid supply of **skilled labour force**
- Blue collar wage **index ~60** compared to the Hungarian sites, but contribution from lower salary levels is **offset by transportation costs**
- The factories run fully on **renewable energy** from the grid
- Costa Rica is expected to account for around **25% of volumes** by the end of Strive25¹
- Between **700-800 blue-collar workers** to be hired in Costa Rica by the end of GOP5

¹ From 2% of volumes as of end of FY 2020/21



Our Global Operations Plan 6 will be announced in 2023, key themes will be resilience and optimizing the footprint

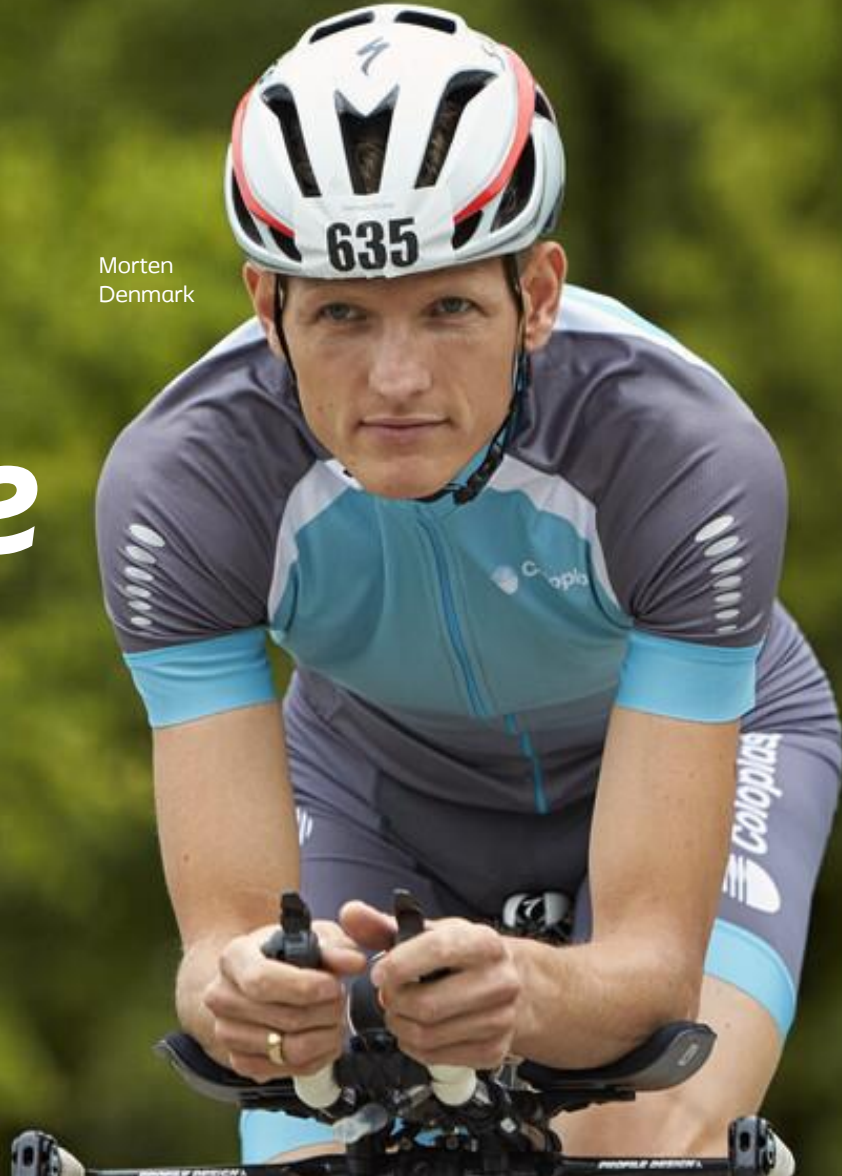
Moving focus of **GOP6** to further **strengthening our model**



Morten
Denmark

Financial Update

Anders Lonning-Skovgaard, CFO & EVP



Our long-term guidance for the Strive25 strategy period is aimed at continued long-term value creation



FY 2021/22 guidance is unchanged, with organic growth at 6-7%, and EBIT margin of ~31%

**Sales
Growth**

6-7%
Organic growth

~15%
Reported growth

**EBIT
Margin**

~31%
Before special items

28-29%
After special items

**CAPEX &
Tax rate**

~1.2bn
CAPEX

~23%
Tax rate

FY 2022/23 – China COVID-19 situation and energy price development in Hungary are key uncertainties

Key drivers of FY 2022/23 **organic growth**



- Europe Chronic Care on track to deliver growth above the market
- US Chronic Care expected to further improve and deliver growth in line with Strive25
- Emerging Markets, excluding China, on track to deliver double-digit growth in line with Strive25
- Wound & Skin Care expected to grow above the market, however, negative impact of COVID-19 in China expected to persist
- Interventional Urology expected to deliver high-single digit growth in line with Strive25
- Voice & Respiratory Care on track to deliver growth in the 8-10% range
- No current knowledge of significant healthcare reforms; positive pricing impact expected



- China – high level of uncertainty in the Chronic Care and Wound Care businesses due to COVID-19
- Russia – continued geopolitical uncertainty

Key drivers of FY 2022/23 **EBIT margin**



- Pricing initiatives to offset part of the inflationary pressure
- Prudent cost management and prioritization of investments
- Efficiency and scale on global functions
- Efficiency gains from the Automation program as part of Global Operations Plan 5
- Return on existing investments (US, Interventional Urology, Innovation)



- Energy prices – high uncertainty related to price development, majority of Q1 22/23 hedged, rest of FY 22/23 currently unhedged
- Inflationary pressure on raw materials and freight
- Wage inflation on blue-collar salaries in Hungary
- Wage inflation elsewhere

We are working actively with pricing to offset part of the headwinds from inflation on raw materials, energy and freight



No significant
healthcare reforms
for FY 2022/23



Yearly inflationary
adjustments in some key
markets, such as the UK
and the US

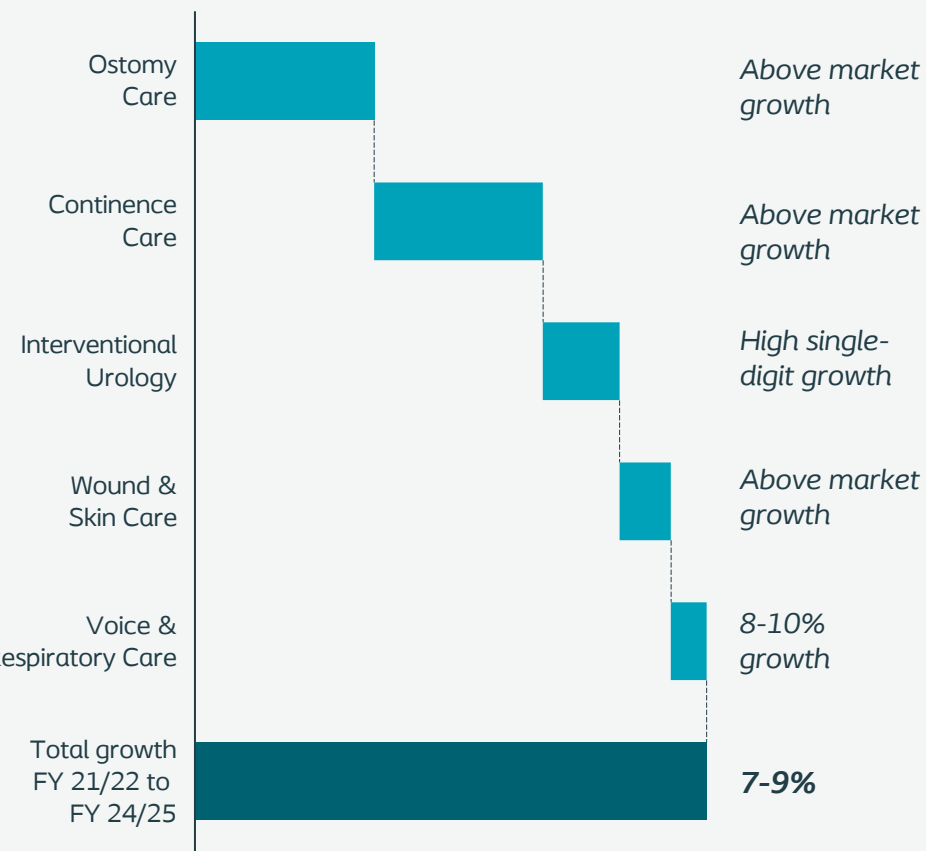


80+ projects running
globally, across all
business areas

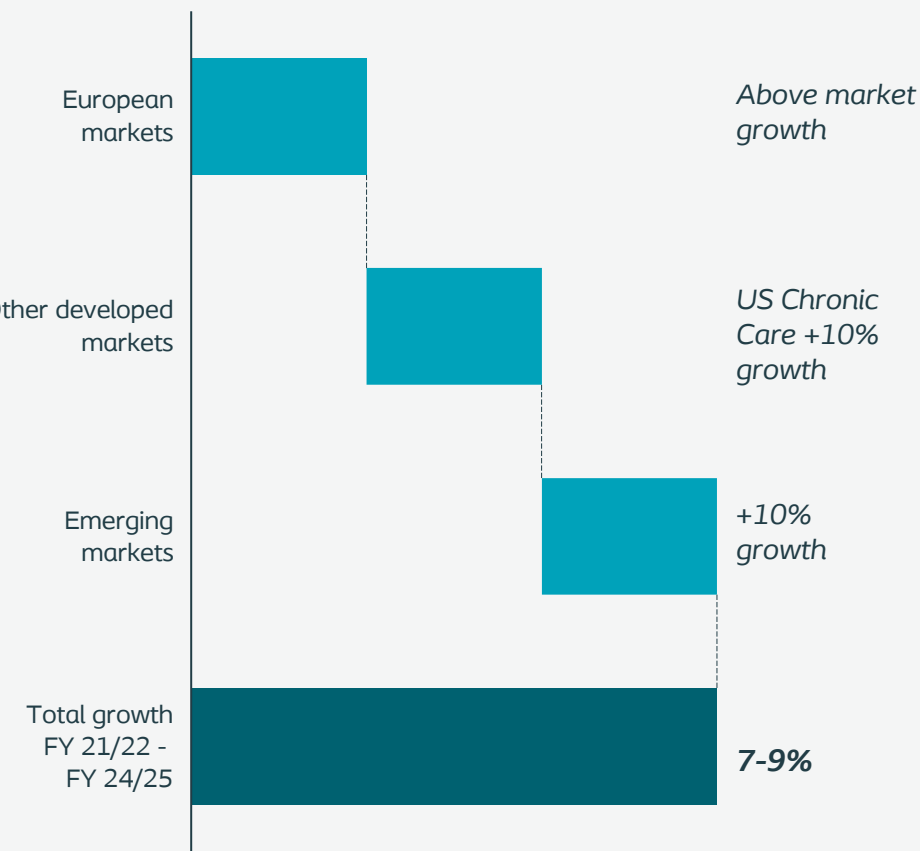
Clear path to growth in the upper end of the 7-9% range in the outer part of Strive25, pending US CC and China recovery

Illustrative organic growth contribution Strive25 period

Revenue growth contribution by business area
FY 20/21 to 24/25 (DKKm)



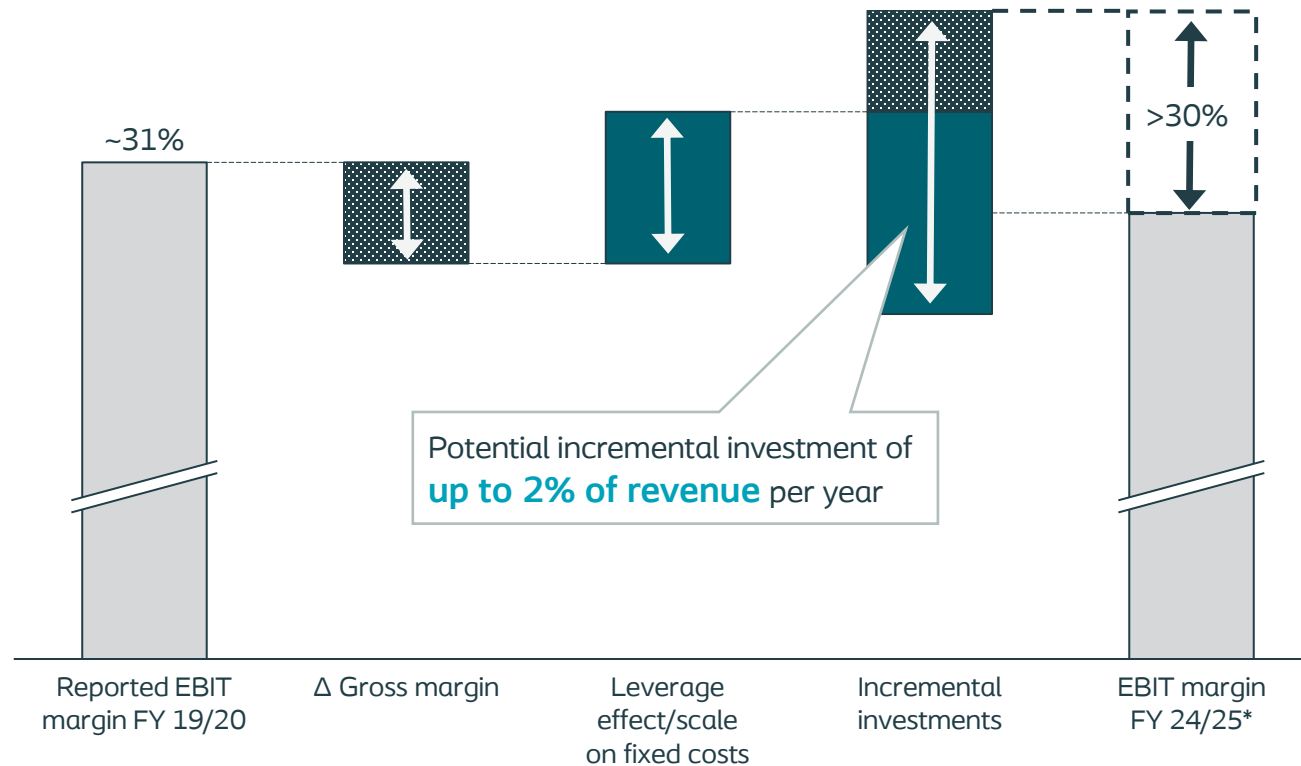
Revenue growth contribution by geography
FY 20/21 to 24/25 (DKKm)



EBIT margin is a function of growth, scalability, discipline and investment activity; inflation increases short-term uncertainty

EBIT margin (%)

ILLUSTRATIVE



* Constant exchange rates

Drivers of EBIT margin

Gross profit:

- + Leverage effect on fixed costs e.g. global functions, savings from Global Operations Plans and Atos Medical
- ÷ Inflationary pressure on raw materials, energy and freight, and wage increases in Hungary
- ÷ Increasing depreciations due to increased CAPEX, transfer costs to Costa Rica and sustainability investments

Distribution-to-sales cost expected around 28-30%

- + Leverage effect on distribution costs in Europe and leverage effect due to further global utilization of the Coloplast Business Centre
- ÷ Continued investments in sales and marketing initiatives

Admin-to-sales cost expected around 4%

- + Leverage effect driven by group revenue growth
- ÷ Increasing admin costs driven by IT investments, to follow commercial development

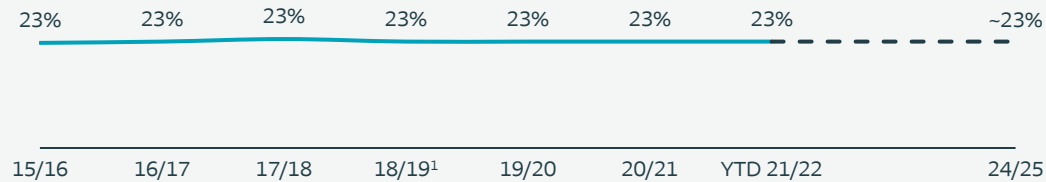
R&D-to-sales cost expected around 4%

- + Leverage effect driven by group revenue growth
- ÷ Continued investments in innovation including increased investments in Interventional Urology

Continued strong development in free cash flow will reduce NIBD leverage to 1-2x in 24/25

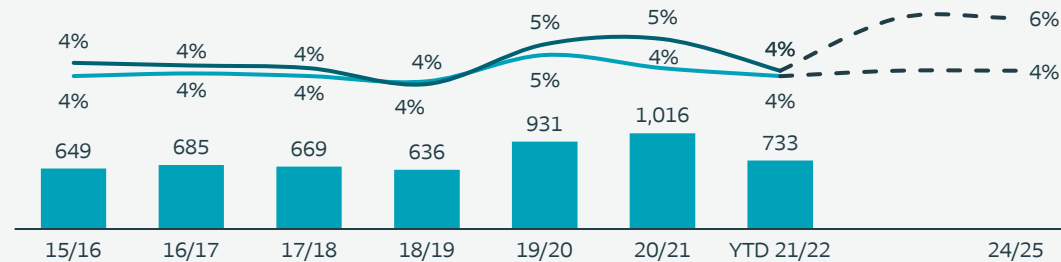
Taxation (Rate)

— Reported tax rate



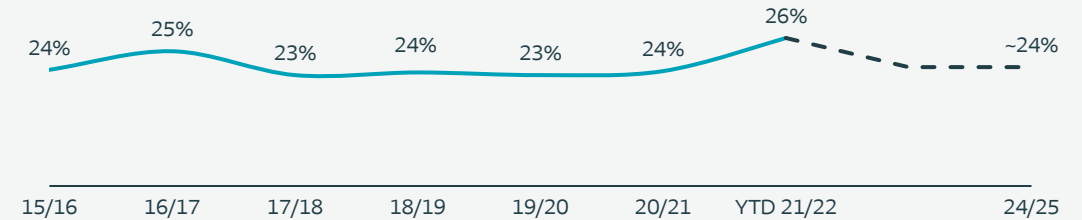
CAPEX² (DKKm)

■ CAPEX DKKm
— D&A, % of revenue
— CAPEX, % of revenue



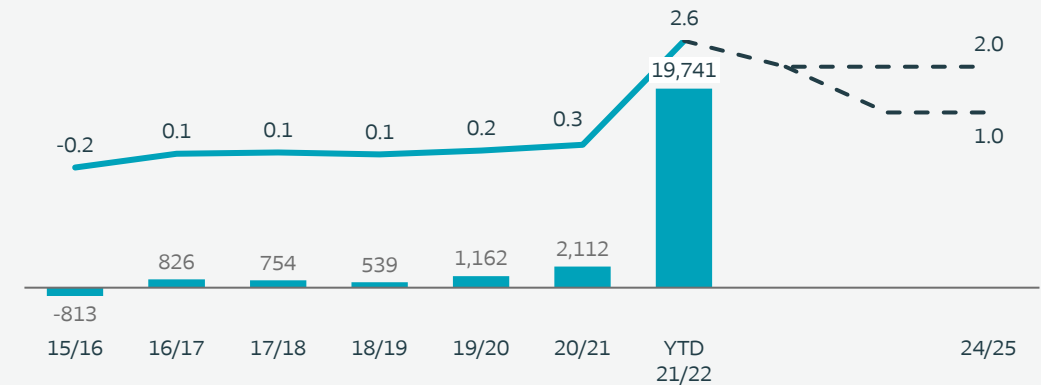
Net Working Capital

— Net working capital, % of revenue



Net Interest Bearing Debt (DKKm)

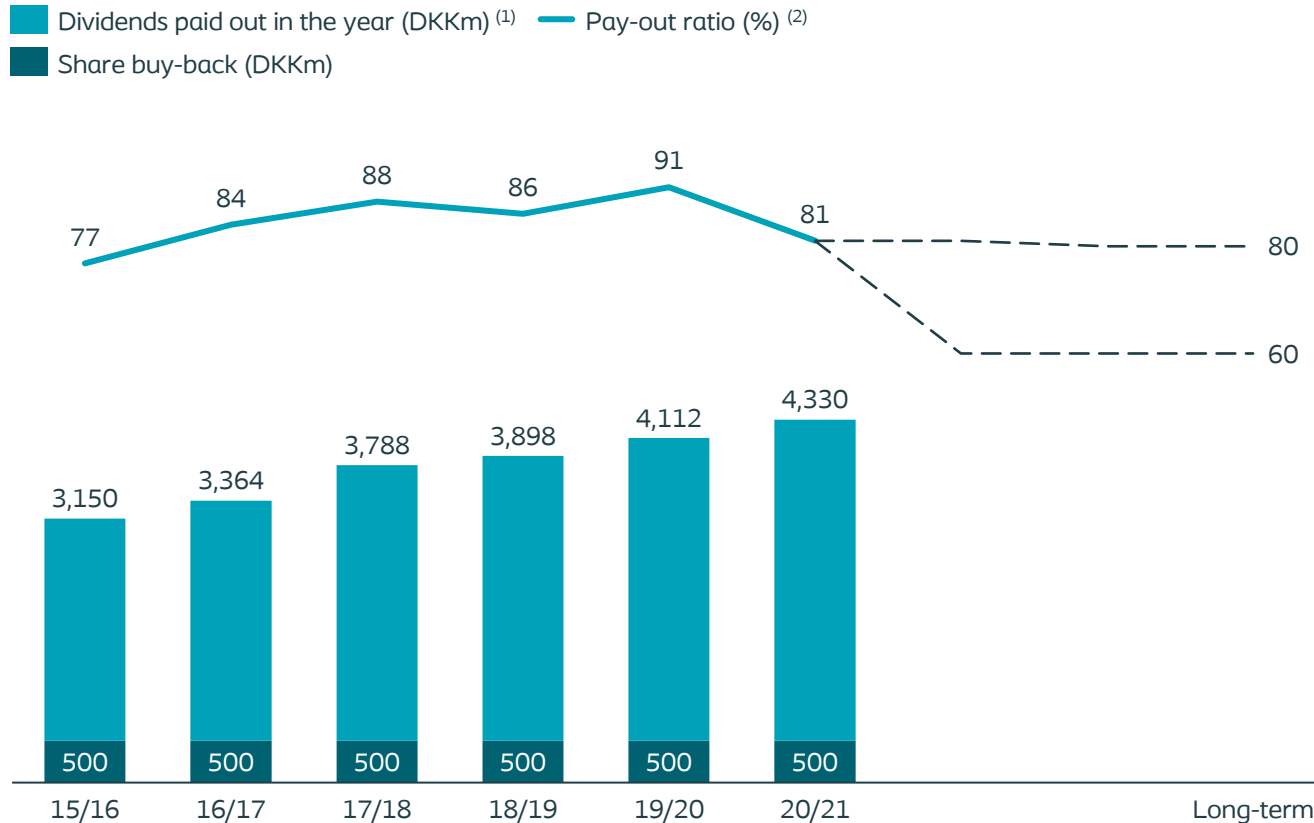
— NIBD/EBITDA^{3,4}
■ NIBD (DKKm)



1 Impacted by provision for Mesh litigation
2 Gross investments in PPE & intangibles, excluding acquisitions
3 Before special items
4 Annualised NIBD/EBITDA for FY 21/22

We will continue to provide attractive cash returns despite commercial investments and the Atos Medical acquisition

Coloplast cash distribution to investors



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

2) Pay-out ratio calculated as dividend proposed in the financial year/Net profit for the financial year. Pay-out ratio for 2020/21, 2018/19 and 2015/16 is before special items related to Mesh litigation. After special items, the pay-out ratio for 20/21 was 84%



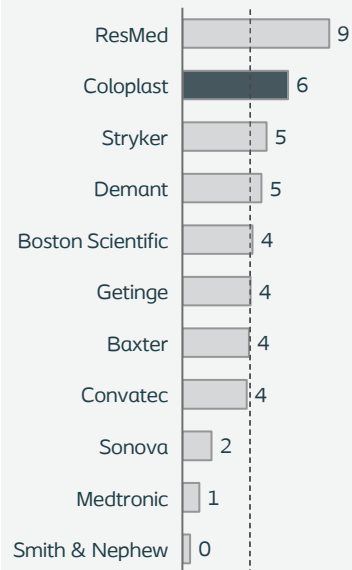
- Continue to return excess cash to shareholders through dividends and share buy-back program
- Target pay-out ratio of 60-80%²

Coloplast has solid organic growth and industry leading profitability and value creation

We have solid organic growth performance and industry leading margin...

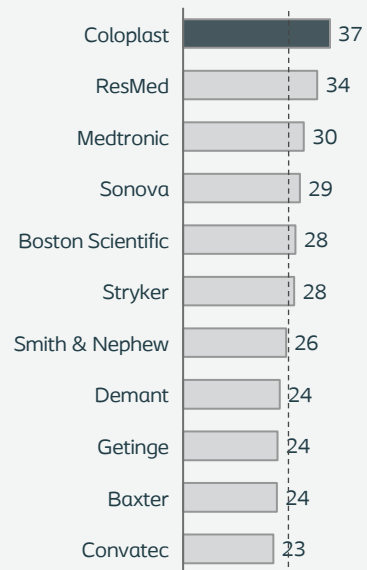
and continue to lead the peer group on value creation

Organic sales CAGR % 2018-2021



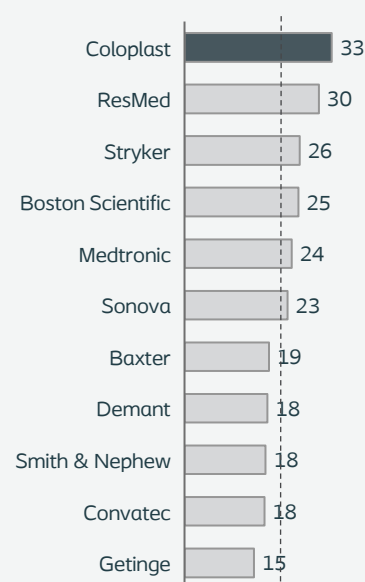
Median: 4

EBITDA margin % 2021



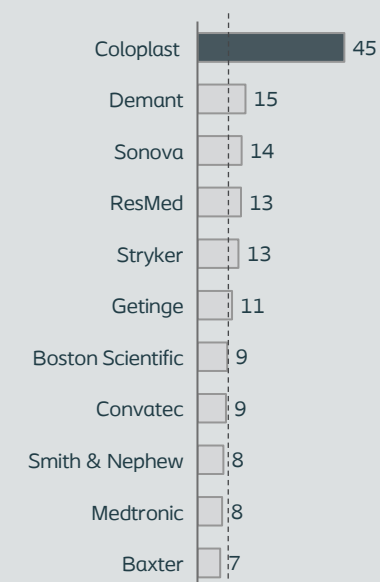
Median: 27

EBIT margin % 2021



Median: 21

ROIC % 2021



Median: 10

Median is excluding Coloplast
Data source: FactSet and companies' FY reports.
EBITDA margin is calculated using adjusted EBITDA margin

Coloplast's long-term investment case of above market organic growth and industry leading margins remains intact

- Long-term guidance of 7-9% organic growth and +30% EBIT margin confirmed
- Category leadership positions in a long-term growth industry
- Strong culture of innovation dedicated to improving patient outcomes through products and services to benefit users, healthcare professionals, and payers
- Operational excellence based on efficiency, scalability and simplicity
- Financial strength characterized by earnings growth, strong cash flow generation, and high return on invested capital
- Experienced management team and a purpose driven organisation



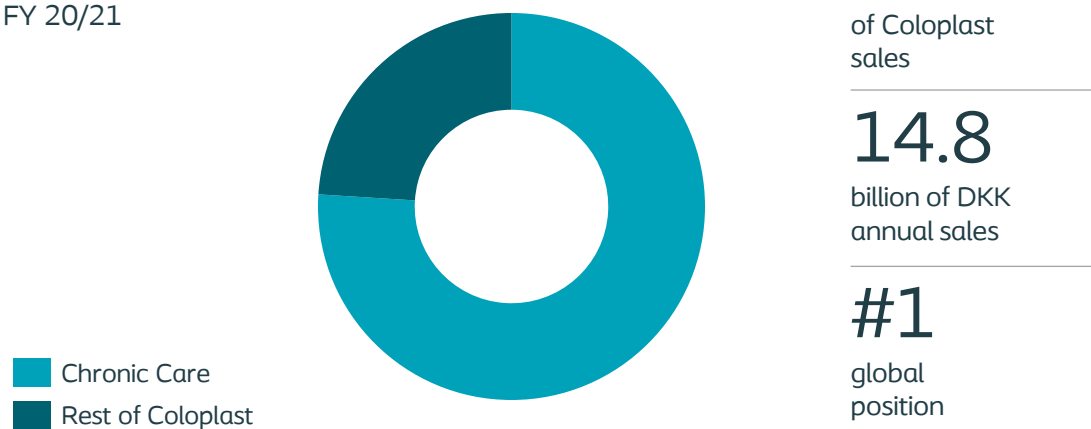
Neil,
UK

Growth

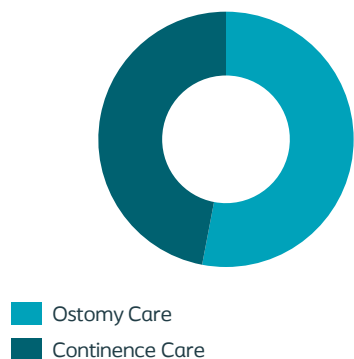
Paul Marcun, EVP Growth

Chronic Care represents more than 75% of Coloplast sales and we continue to outgrow the market

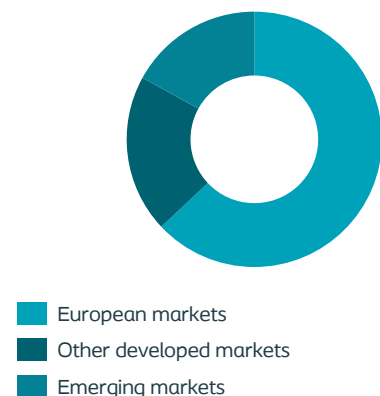
Chronic Care sales, in DKK
FY 20/21



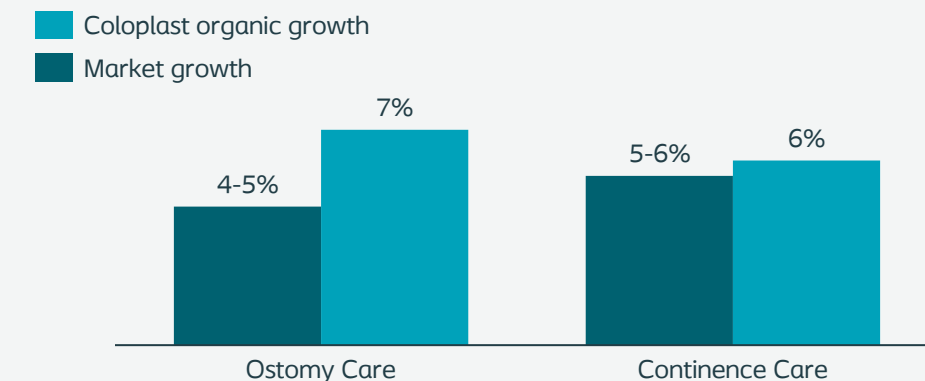
Chronic Care sales in DKK by BA
FY 20/21



Chronic Care sales in DKK by region
FY 20/21



Chronic Care organic sales growth vs. market by BA, %
YTD 21/22



Market growth drivers/trends

- ÷ Short-term negative impact from COVID-19 on healthcare systems
- + Ageing population
- + Consumerism of healthcare
- + Digital and technology transformation
- ÷ Cost pressure and demand for value from payers
- ÷ Earlier detection and cure

Source: Coloplast
* Share of Coloplast sales excluding Atos Medical

Execution of our Strive25 strategy enables us to deliver solid growth above the market

Raising the Standard of Care

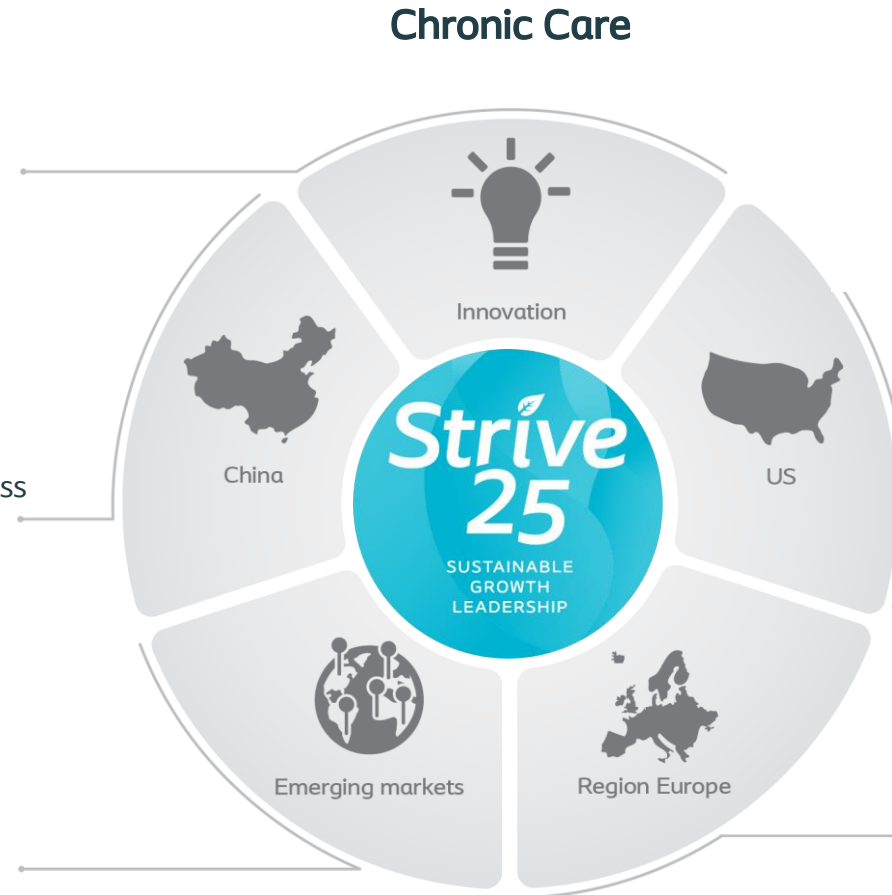
- Win with superior products
- Launch new products within existing technologies
- Clinical Performance Program

Build on market leading position

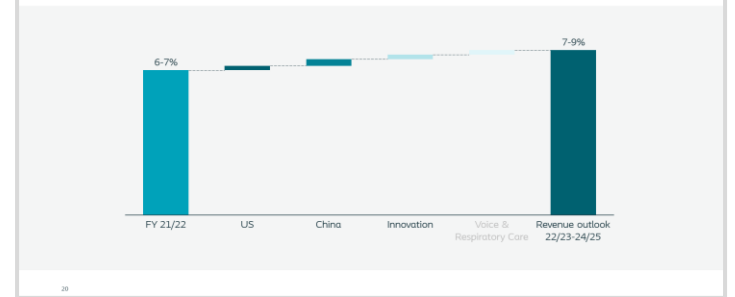
- Maintain momentum in core OC business
- Develop IC business
- Expand and evolve consumer business

Profitable Growth Engine

- Focus on large core markets
- Build e-commerce business
- Secure IC reimbursement in new markets



Clear path to growth in the upper end of the 7-9% range in the outer part of Strive25



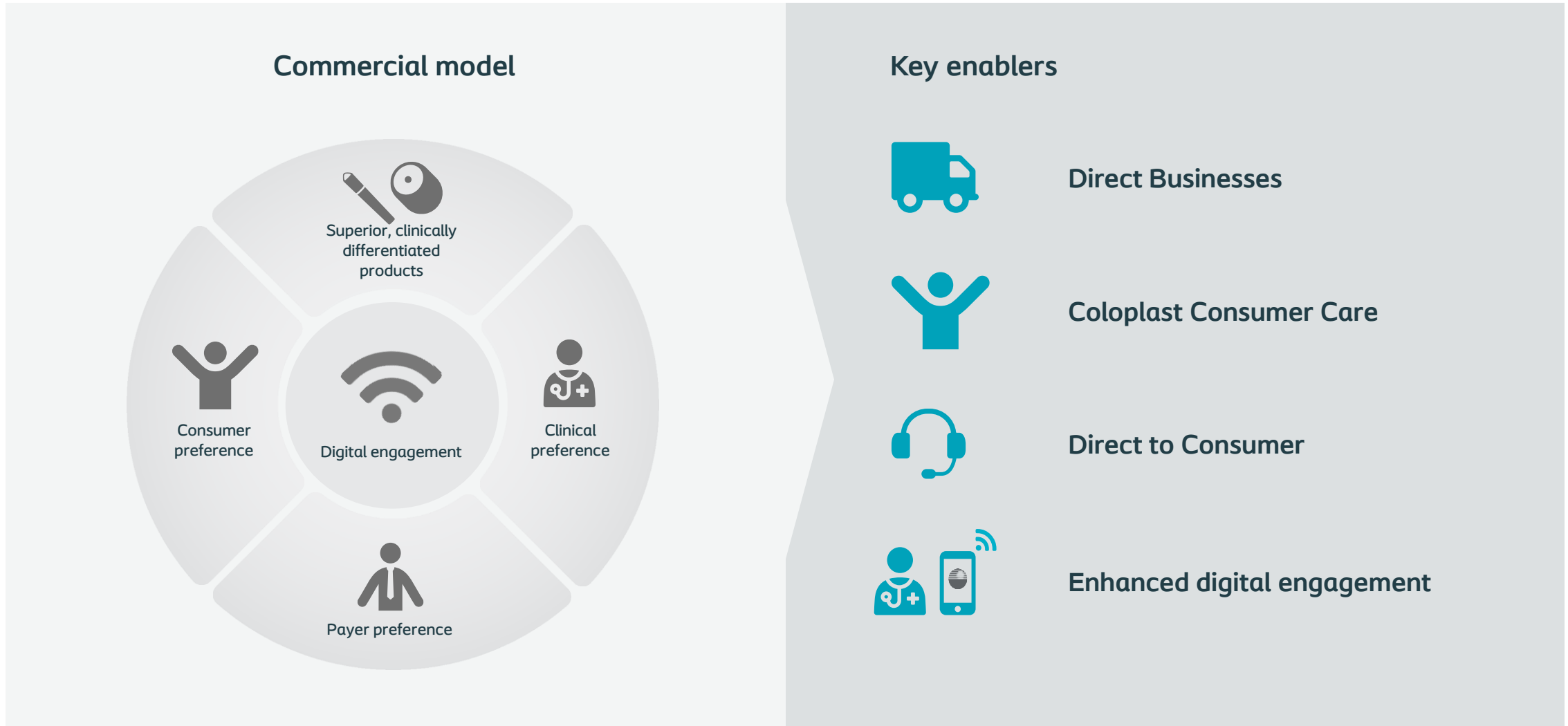
Challenger to Leader

- Win share across OC patient pathway
- Upgrade IC market
- Grow and build our direct business

Maintain Market Leadership

- Leverage OC innovations and services
- Increase IC penetration and compliance
- Drive growth in direct businesses

Our commercial model is robust and adaptable



China was on track until the reemergence of COVID-19

Chronic Care China

Build on market leading position



Maintain momentum in core OC business
Develop IC business
Expand and evolve consumer business

Ongoing impact of COVID-19 restrictions



We continue to lead the market in Ostomy Care and maintain our market share



Undisputed market leadership position in all major online platforms, with 70%+ market share



Ongoing initiatives to develop the IC market with a dedicated sales force and reimbursement roadmap in place



Long-term potential beyond COVID-19 remains intact. We are committed to China.



With Strive25 our ambition is to continue to outgrow the market



Ambition

Continue to outgrow the market

Chronic Care 2025 strategic themes



Wound & Skin Care continues to grow above the market, in line with Strive25

Wound & Skin Care Focused category leadership



3DFit Technology
Scale our Chinese and US businesses
Drive profitability

Strong growth in region Europe and LATAM



Biatain Silicone & Biatain Fiber key growth drivers



China's hospital channel & Skin Care in USA impacted by COVID-19



Outperforming WC competition during COVID-19



Strongest portfolio to date due to focus on main AWC categories, silicone foams and gelling fibers



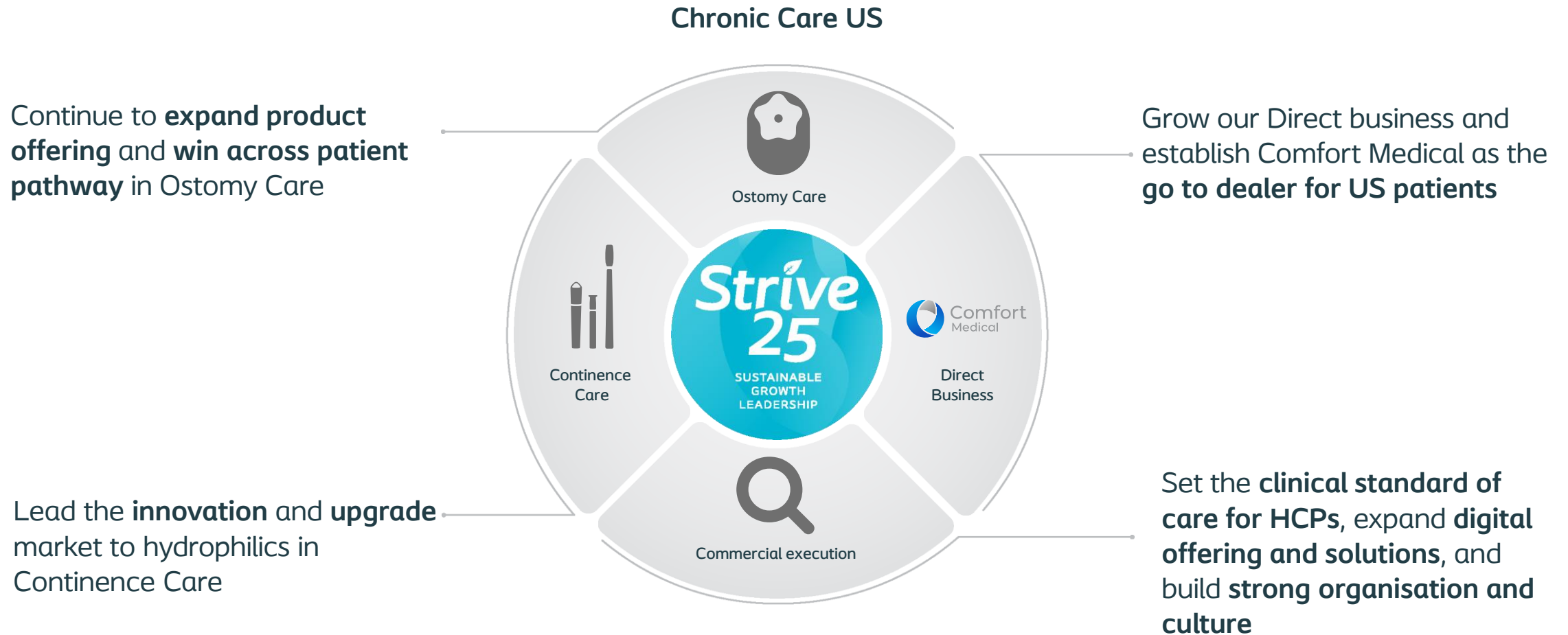
Coloplast Meet the Management
31 August 2022

Sean, US

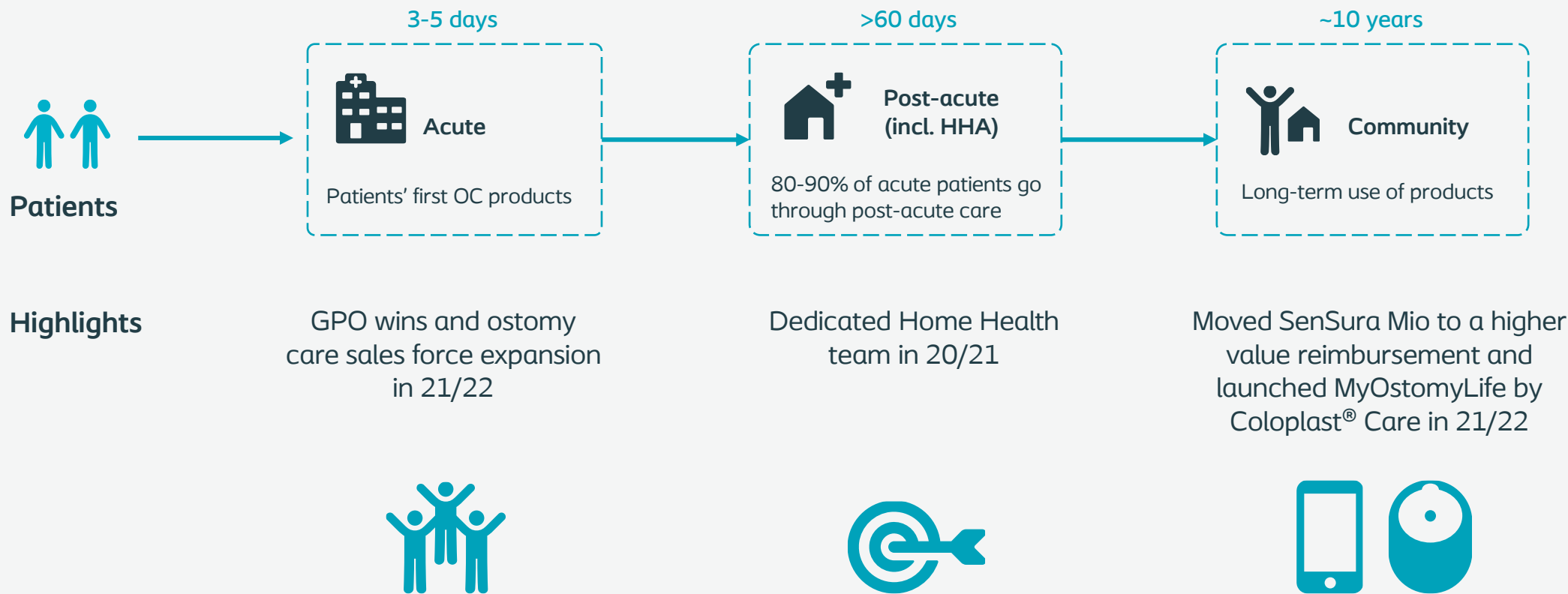
US Chronic Care

Manu Varma, SVP CC North America

Chronic Care US – Challenger to leader



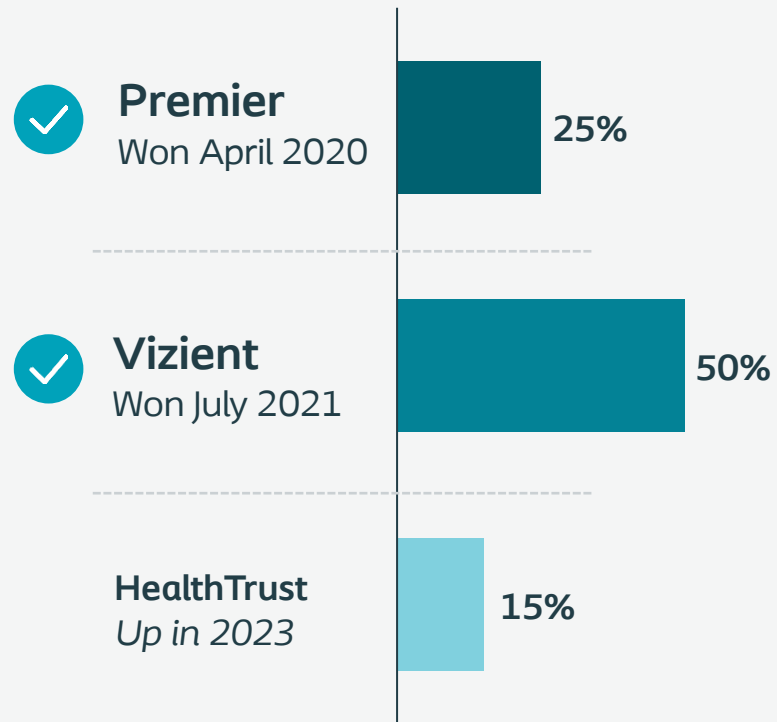
In Ostomy Care, we work on multiple fronts to win across the patient pathway



Source: Coloplast

Meaningful share gains are starting to show from our new GPO contracts

GPOs & their share of US acute market



Source: Coloplast

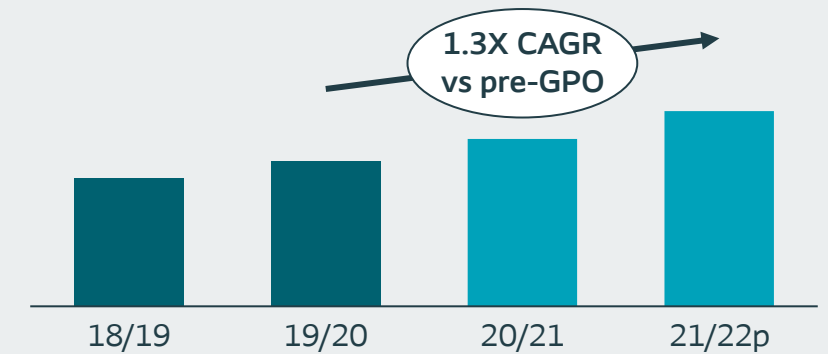
Recent account wins

Premier
ASCENDRIVE



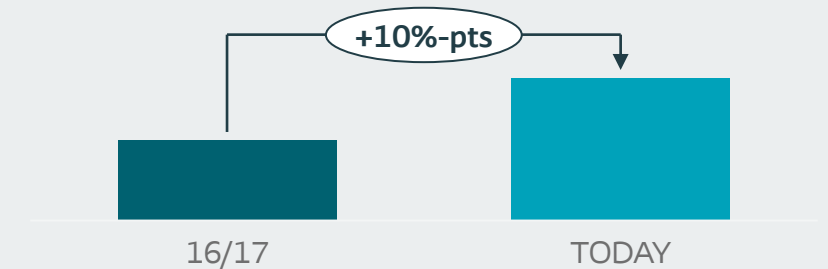
GPO wins led to an up-drift in acute performance

Units sold in Acute



And we have taken significant market share

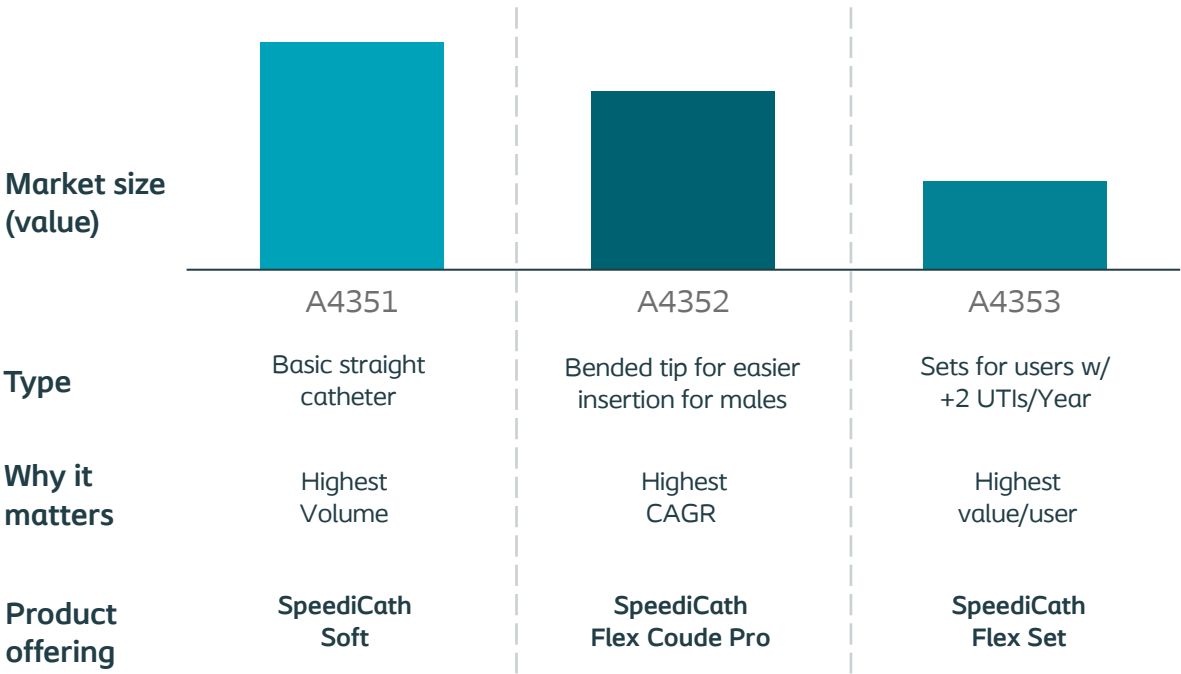
Acute market share*



*Bags & Plates acute share
p=projected

In Continence Care, we upgrade the market through product innovations and focus on hydrophilics

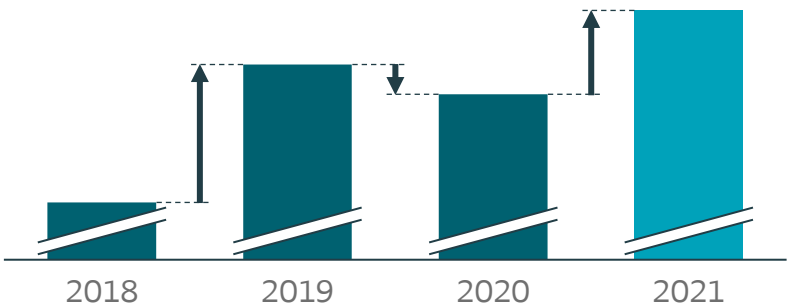
The US market is comprised of three important reimbursement categories, and we have launched innovation to lead across the board



Source: Coloplast

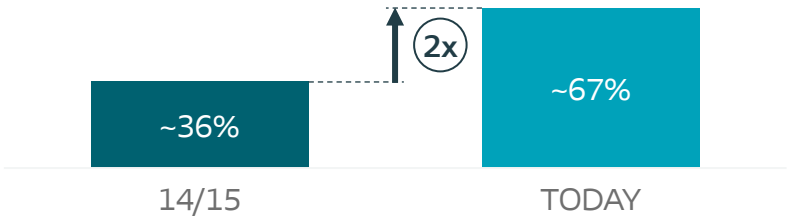
The market slowed down through Covid-19 but growth is normalizing

Adjusted IC patients on commercial plans



And hydrophilics is becoming the standard

Hydrophilics share of Coloplast US IC revenues



Comfort Medical continues to serve more patients in the US market and raise the bar for service

**Expand
insurance access**



~25 %-pts increase in coverage since 2020

**Grow
in accessible base**



>40% orders self-placed by users

**Drive
operational excellence**



Roll-out of Brightree (ERP) initiated in 2022

Highlights

Our US strategy positions us to outpace the market for years to come

Our US 2025 strategic themes



Our ambition for US Chronic Care



Ambition

Double digit profitable growth

+10%

Coloplast Meet the Management
31 August 2022

Joao,
Brazil

Emerging Markets

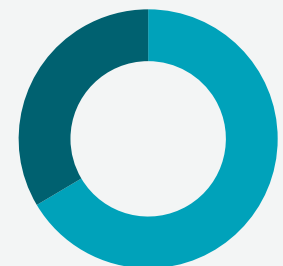
Annemarie Van Neck, SVP Emerging Markets

Emerging Markets ex. Asia is the fastest growing region and represents around 12% of sales



■ Emerging markets region (ex. Asia)

Revenue DKK, FY 20/21



■ Ostomy Care
■ Continence Care



~2x
global market
growth



~12%
of total Coloplast
revenue



~800
people in the
organisation

We continue to grow the region profitably

Emerging Markets ex. Asia 2025 strategic themes



What this means in practice...



Improve OC standard of Care



Push IC expansion further in existing and new markets



Take HCP & Consumer engagement to the next level



Optimize G2M models and expand commercial and geographical presence



Drive out-of-pocket segment in high potential markets

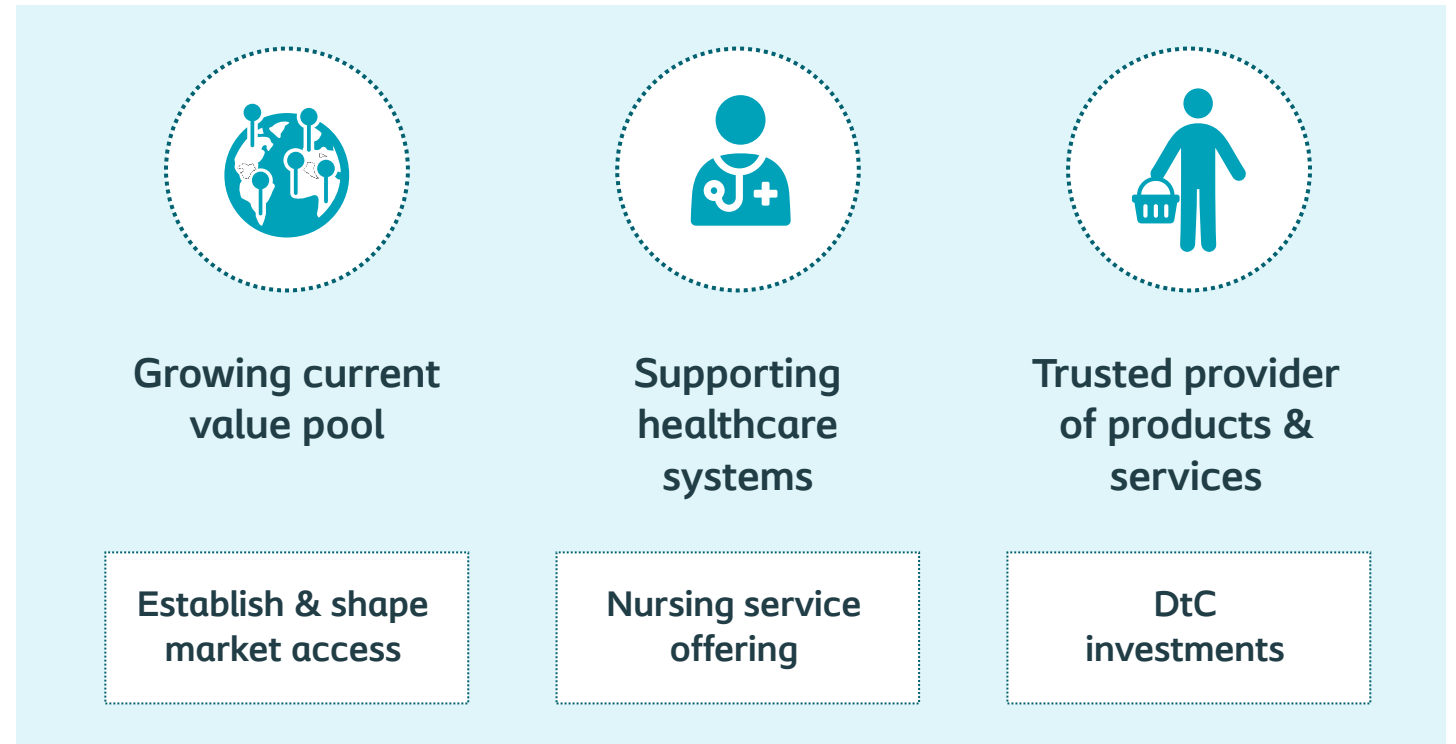
In Ostomy Care, we improve the standard of care

Market today

- + Fastest growing region, above global market growth
- ÷ Bag usage lower than in more mature markets
- ÷ Large share of market still on older, low-cost product platforms and technologies
- ÷ Fewer stoma care nurses than in more mature markets

Future growth levers

- + Grow patient recruitment
- + Increase bag and supporting products usage
- + Upgrade users to premium products
- + Establish new product categories



Premium product launches

SenSura® Mio available in 9 markets



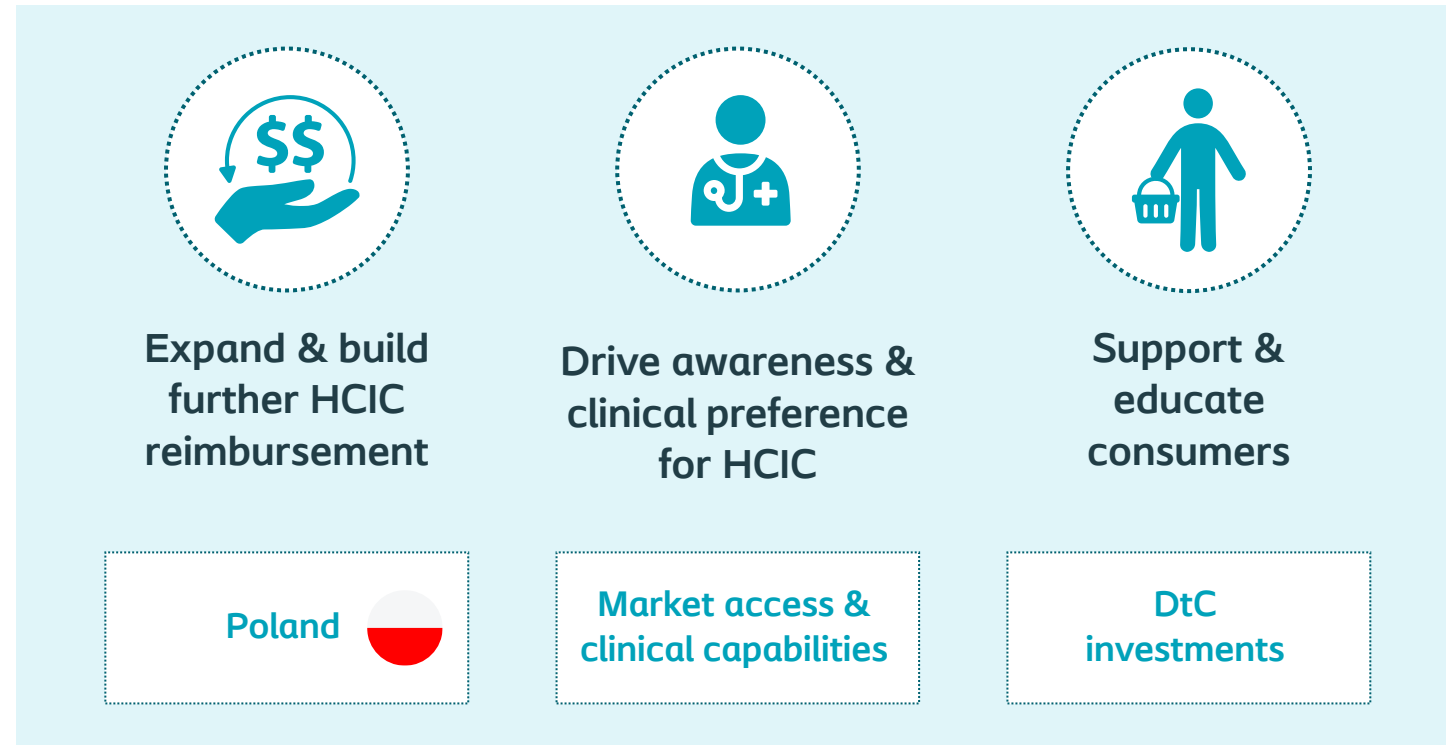
In Continence Care, we build HCIC as the standard of care

Market today

- + Fastest growing business area in region Emerging Markets
- + Strong position in HCIC
- ÷ Standard of Care lower than in Western Europe
- ÷ Lack of funding & clinical understanding
- ÷ Low penetration of IC and HCIC

Future growth levers

- + Increase IC treatment penetration
- + Upgrade the market from uncoated to hydrophilic catheters
- + Increase IC compliance by tackling 'under use'
- + Reduce IC user drop off rate to increase retention



Premium product launches

SpeediCath® Flex and SpeediCath® Navi are available in 13 markets



Emerging Markets will deliver double-digit growth through focused investments and market development

Emerging Markets ex. Asia



Our ambition for Emerging Markets ex. Asia



Coloplast Meet the Management
31 August 2022

Martin,
US

Interventional Urology

Steve Blum, SVP Interventional Urology

We remain on-track to deliver annual, high-single digit revenue growth by 2025 through 4 key initiatives

Innovative solutions

via new product development, partnerships, and acquisitions

Top-line growth

via market development and commercial execution

Operational excellence

via infrastructure and process efficiencies

Invested employees

via inclusion, empowerment, and development



IU transforms life for patients suffering from urological conditions by advancing interventional treatment solutions

Men's Health



- **Inflatable penile prosthesis** to permanently resolve erectile dysfunction
- **25%** of men 40-70 experience moderate to severe Erectile Dysfunction¹

Endourology



- **Ureteral stents** to treat patients suffering with kidney stone disease
- **10%** of the population worldwide affected by kidney stone disease²

Women's Health – Mesh



- **Pelvic Organ Prolapse** treatment
- **50%** of women 50-79 report they have POP symptoms³

Women's Health - Slings



- **Stress urinary incontinence** treatment
- **32%** of women suffer from stress or mixed urinary incontinence⁴

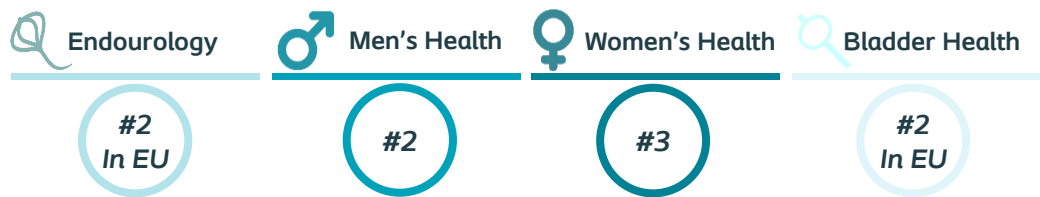
Sources:

1. www.bumc.bu.edu/sexualmedicine/physicianinformation/epidemiology-of-ed/¹
2. www.kidney.org/atoz/content/kidneystones
3. https://www.augs.org/assets/1/6/Pelvic_Floor_Dialogues_Issue_1.pdf
4. [Updated Prevalence of Urinary Incontinence in Women: 2015-20... : Urogynecology \(www.com\)](http://www.com)

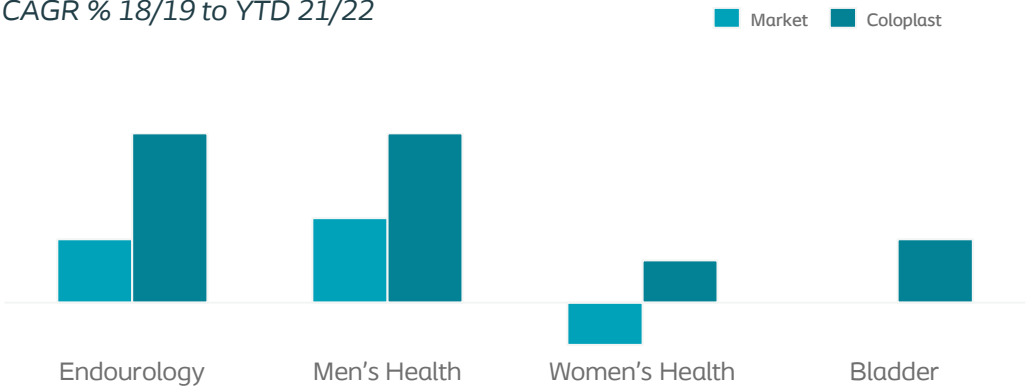
Interventional Urology revenue is balanced and our market share is growing

~15% market share in global market of DKK ~12-13bn market growing ~3-5% annually

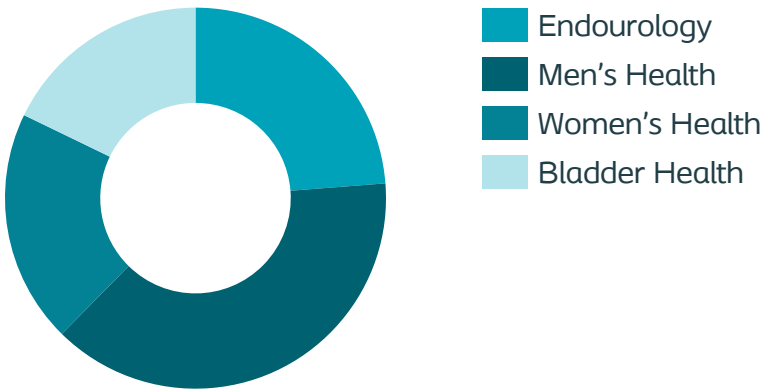
Coloplast position, FY 20/21



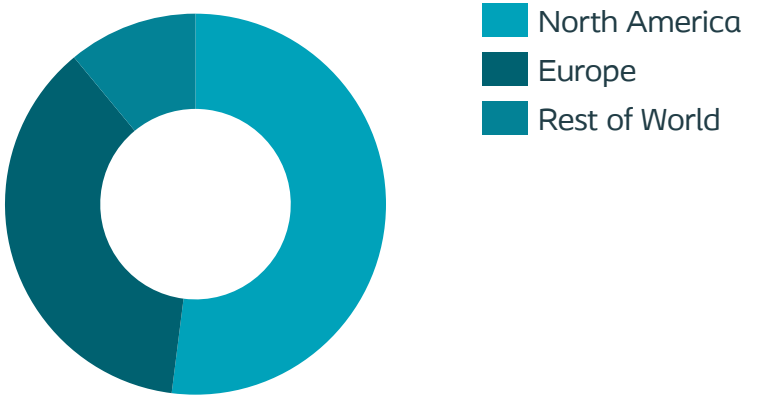
Organic revenue growth vs. market growth by business area
CAGR % 18/19 to YTD 21/22



Revenue by Business Area
DKKm, FY 20/21



Revenue by region
DKKm, FY 20/21



Growth is broad-based with contribution from all regions

North America



- Invest and grow implantables
- Leverage digital platforms to drive patient awareness of therapies
- Deliver meaningful market share for Endo and Laser

Region Europe



- Win in Endo through visualization and laser
- Drive education and awareness programs to grow Men's Health
- Professionalize value proposition of the business to meet changing selling dynamics

Emerging markets



- Employ a 3-tier strategy with focus on investment in select high growth countries
- Prioritize Endo growth and Men's Health awareness and regulatory paths
- Professionalize the business to optimize profitability

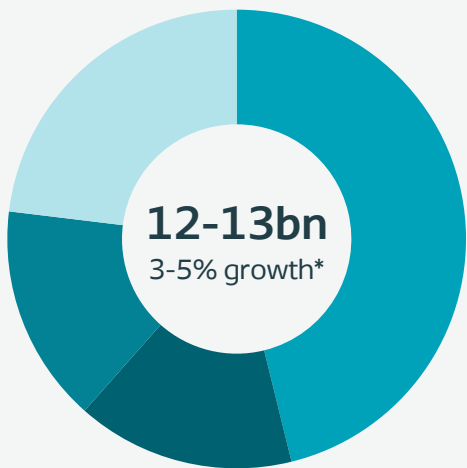
We are executing a refined product roadmap that is aligned to Strive25; progress is tracking to key milestones

Strategy	Description	♂ Men's Health	♀ Women's Health	🔗 Endourology
Strengthen core	Projects that address regulatory requirements, close gaps and maintain competitiveness	IPP Enhancements	Saffron™	Cadence of stone procedure tools
Portfolio expansion	Projects that expand portfolio breadth to increase relevance with economic buyers and to enter new high growth adjacencies	Expanded procedure solutions	Intibia™	TFL Drive
Platform innovation	Projects that provide advanced and differentiated solutions to increase competitiveness and enable IU to become a tier one player	Develop differentiated transformational solutions		

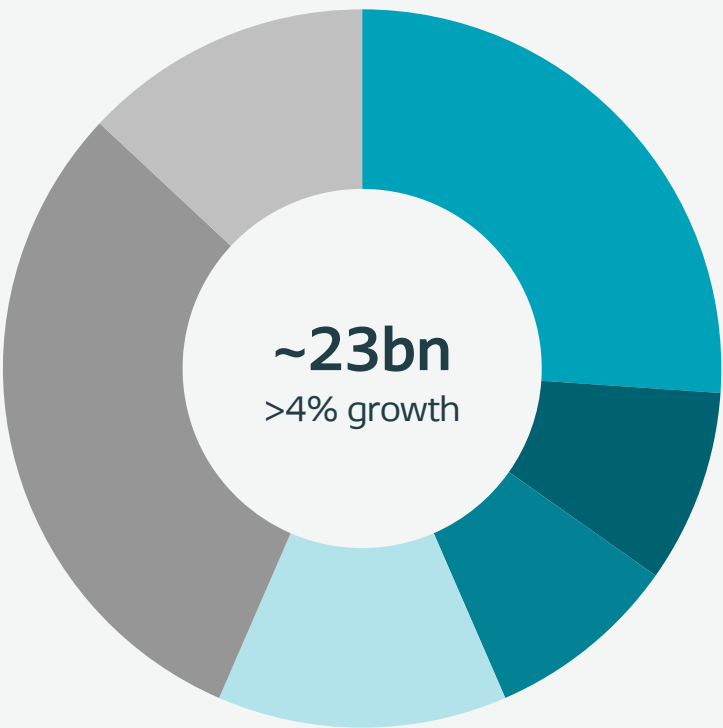
We are investing in target adjacencies, which nearly doubles our future market opportunity

Interventional Urology market size and growth, bnDKK

Current
addressable market



Future
addressable market



Endo BH&S WH MH OAB Lasers

* Market growth excluding impact from Covid-19

We will deliver growth through product and therapy expansion

Saffron™

Tissue Fixation System

Launching 22/23



Intibia™

Implantable Tibial Nerve Stimulator

Launching 25/26



Soprano®

Hybrid Guidewire

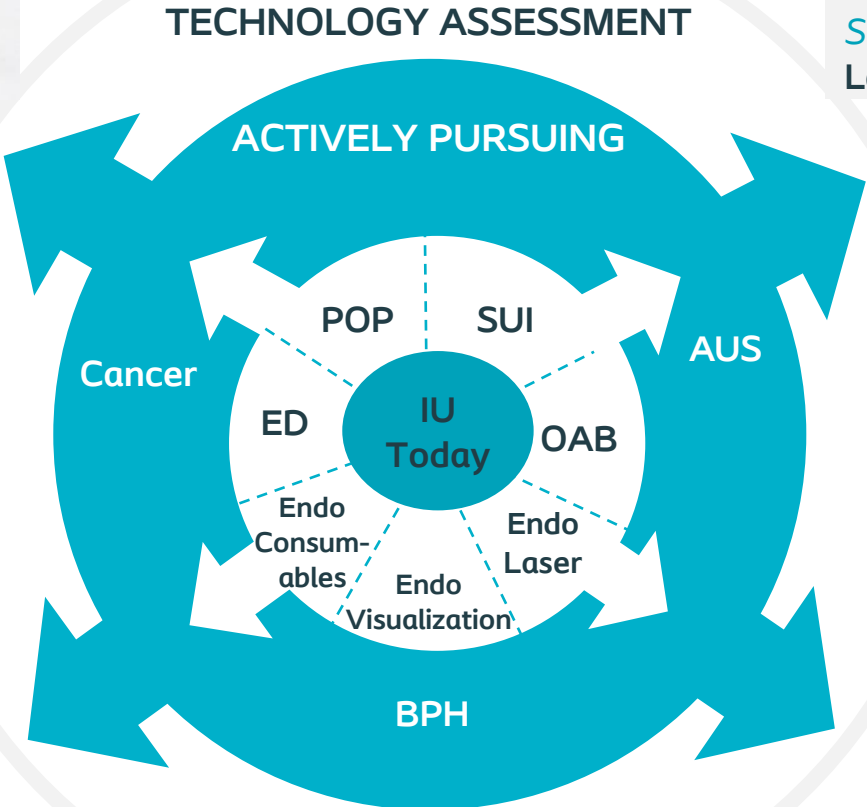
Launching 22/23



TFL Drive

Thulium Fiber Laser

Launching Q4 21/22



BPH- Benign prostatic hyperplasia
ED - Erectile dysfunction
Endo - Endourology

POP – Pelvic organ prolapse
SUI – Stress Urinary Incontinence
OAB – Overactive Bladder

With the acquisition of Nine Continents, we are executing on the option to enter the attractive OAB market with Intibia

Overactive bladder (OAB) market

+80m people globally suffer from OAB symptoms

~40% of the OAB patient population seek treatment

~3m are candidates for 3rd line therapies

1bn USD 3rd line therapies market, growing high-single digits

Existing 3rd line therapies for OAB

Sacral neuromodulation	More invasive surgery , implanted in patient's back in two separate procedures. Requires continuous stimulation of the sacral nerve
Botox	Bladder injections done in the office at regular intervals Risk of urinary retention in some patients
Percutaneous tibial nerve stimulation (PTNS)	Weekly or monthly treatments in the office Patient's tibial nerve stimulated via percutaneously inserted electrode

Why **Implantable Tibial Nerve Stimulation** (ITNS)?

Less invasive procedure than SNS

ITNS complete in **single procedure**
Procedure under **local anesthesia**

Less time-intensive

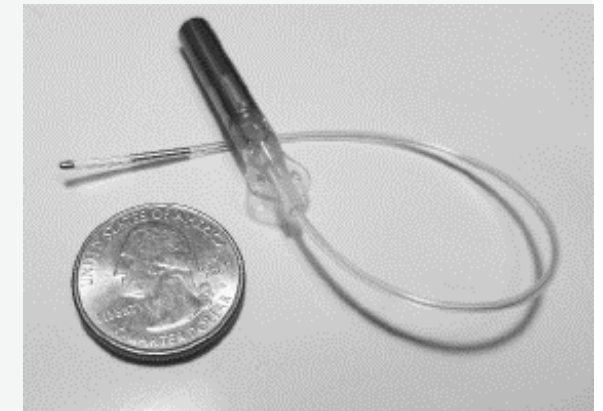
No need for patients to make regular visits
Providers can **treat patients in one session**

Established data on tibial nerve stimulation efficacy

PTNS established **clinical efficacy**
Urologist familiar with PTNS story

Why **Coloplast's ITNS solution**?

- ✓ No need for patient compliance in therapy
- ✓ Long battery life
- ✓ Focused stimulation field near target nerve



We are well positioned to deliver on our Strive25 strategy and grow the business at a high-single digit level



**Driving
revenue**

*High single-digit
annual organic growth*

**Sustaining
high level of
profitability
& ROIC**

Mission

Making life easier for people with intimate healthcare needs

Values

Closeness... to better understand

Passion... to make a difference

Respect and responsibility... to guide us

Vision

Setting the global standard for listening and responding