2017 Full Year Results

15 February 2018



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Unless otherwise stated all stated financial metrics in this presentation are adjusted; for a full definition of the adjustments made please see slide 35 & 36 in the Appendix.

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2017 Full year results

- Revised guidance¹ met for both revenue and gross margin %
- 2017 organic revenue growth 2.3%
- Gross margin increased 10 bps to 61.0%
- Supply constraints recovering to plan
- MIP² benefits in 2017 were more than offset by headwinds and cost increases
- Cash flow generation remains highly attractive
- Full year dividend 5.7 cents³, 35% payout ratio⁴

^{1.} Revised guidance provided in October 2017

^{2.} Margin Improvement Programme

^{3.} Interim dividend of 1.4 cents per share declared 2 August 2017, final dividend 4.3 cents per share proposed 13 February 2018

^{4.} Payout ratio based on adjusted net income

Operations update

What went wrong?

- Death of EVP Operations in March 2017
- Some lines took longer than planned to achieve full output
- Unexpected and severe hardware failures on moldable line
- Insufficient safety stock coverage

Current Situation

- Wound supply issues resolved now at normal level
- Convex ostomy backorder addressed now at normal level
- Moldable production meeting current customer demand

Objectives for 2018

- Fulfil backorders on Moldable products, complete by end H1 2018
- Focus on increasing Haina yields to Greensboro levels
- Re-launch productivity initiatives and commence new programmes



Revenue growth

- 2017 organic revenue growth 2.3%¹, 4.1% growth CER²
 - momentum returning through 2018
- Good performance from Continence & Critical Care, Infusion Devices and EMEA Wound
- Ostomy strategy delivering underlying momentum in US, Latam, Japan and China
- 2017 performance impacted by:
 - Planned SKU rationalisation³ in Continence & Critical Care
 - Backorder impact and lost orders, ongoing effect in 2018
 - Performance in US Wound
 - Slower than expected penetration of new products; delayed regulatory approvals
- Organic¹ growth guidance 2.5% to 3.0% for 2018
- Targeting market growth in medium-term: 4% 5%

1 Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities 2 CER is constant exchange rate 3 \$13 million product rationalisation impact in Continence & Critical Care



Margin evolution

- 2017 gross margin increased 10 bps to 61.0%
 - 70 bps performance loss; productivity, pricing and mix
 - 80 bps foreign exchange gain
- Adjusted gross margin goals remain vs. best in class
- Five areas where we see clear opportunities
- We are already taking action, building detailed execution plans
- Modest productivity gains expected in 2018, more significant in medium to long-term
- 2017 Adjusted EBIT margin 25.9%, 210 bps lower on higher investment
- Future productivity benefits will be guided and delivered within adjusted EBIT margin, approach in line with peers
- Material opportunity for adjusted EBIT margin expansion over the medium to long-term
- Expect 24% 25% EBIT margin in 2018

Five areas of opportunity



- Material opportunity for EBIT margin expansion in medium to long-term
- \$ cost-out opportunities similar in size to previous target, over medium to long-term
- Validating opportunities and building plans



Franchise Summaries



Franchise summary

	FY 2017 Revenue (\$m)	CER ¹ Growth
Advanced Wound Care	578	2.6% organic
Ostomy Care	529	+3.0% total +0.8% organic ²
Continence & Critical Care	383	+7.0% total +1.7% organic ²
Infusion Devices	275	5.2% organic
Total Revenue	1,765	+4.1% total +2.3% organic ²

^{1.}

Growth at constant exchange rates ("CER") Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities. M&A contributed \$30.2 million of revenue in 2017, \$11.3 million in Ostomy Care and \$18.9 million in CCC 2.

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Advanced wound care Weakness from supply disruptions

Q4 17 2.3% ¹	H2 17 1.9% ¹	 Continuing strong demand for AQUACEL®, foam, silver and surgical cover dressing Supply constraints impacted FY17 growth by c. 1 ppt
FY 17	2.6% ¹	 French re-imbursement cuts impacted growth by c. 1 ppt Underperformance in US post-acute channel Avelle now selling in 20 markets

Priorities for 2018:

US post-acute action plan

Continue to drive growth in AQUACEL® Foam, Silver and Surgical Cover Dressing

Continue Avelle[™] rollout and drive account penetration

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Ostomy care Supply constraints impact growth

Q4 17 0.3% ¹	H2 17 -0.7% ¹	 Good underlying momentum impacted by supply constraints in H2 FY 17 growth impacted by c.2 ppts Backorder fulfilment across H1 2018, lost orders FX 17 includes a 0.5 ppt impact from CPO contract renound.
FY 17	0.8% ¹	 FY 17 includes c. 0.5 ppt impact from GPO contract renewal Good performance in China, Japan, US, Latam Integration and performance of EuroTec on track Performance in EMEA Ostomy

Priorities for 2018:

Continue to work through backorders

Leverage GPO's, continue to invest in and extend me+[™] platform

Leverage extended GHD² contract

1 Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities 2 GHD is a homecare provider delivering medical products, advice and services in Germany



Continence & critical care

Good underlying momentum - Woodbury acquisition strengthens US position

Q4 17 4.6% ¹	H2 17 4.5% ¹	 Successful US launch of GentleCath[™] Glide Expansion of me+[™] platform for continence patients
FY 17	1.7% ¹	 FY17 growth impacted c.3.5 ppts or \$13m from product rationalisation² Woodbury acquisition consolidates Home Distribution Group's³ #1 position in US

Priorities for 2018:

Continue to innovate and expand GentleCath[™] portfolio and me+[™] platform

Leverage reach of new Home Distribution Group

Expand GentleCath[™] into new markets

- 1. Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities
- 2. FY 2017 MIP product rationalisation impact of \$13.1 million
- 3. Home Distribution Group, a new business unit formed in 2017 for catheter and incontinence related products, encapsulating the US distribution companies of 180 Medical, Symbius Medical, South Shore Medical Supply, Wilmington Medical Supply and Woodbury Health Products



Infusion devices

Customer product launches driving timing of demand

Q4 17 6.3% ¹	H2 17 11.3% ¹	 Strong performance driven by market growth and partner product launches Neria[™] guard ('Ulysses')
FY 17	5.2% ¹	 Diabetes version launched by Medtronic in selected markets In clinical trials for non-diabetes conditions

Priorities for 2018:

Expand our strong and long-term partnership with insulin pump manufacturers

Continue to develop innovative products for both insulin and other drug delivery therapies

Developing new partnerships outside diabetes



Continued focus on R&D and innovation

- R&D now reporting directly to franchise presidents
- Launched 16 new products¹ in 2017, including:
 - Advanced Wound Care Foam Lite[™]
 - Ostomy Care Esteem Flex Convex, EuroTec's Varimate strips
 - Continence & Critical Care GentleCath[™] for European markets
 - Infusion Devices Ulysses infusion set
- Strong pipeline of new products ahead:
 - Next generation NPWT
 - Next generation GentleCath[™]



Financial Overview

Frank Schulkes



My initial observations.....

Fundamental strengths

- Attractive markets
- Franchise positioning
- Cash generative
- Strong executive team

- **Improvement areas**
- Project management
- Business intelligence



Financial highlights

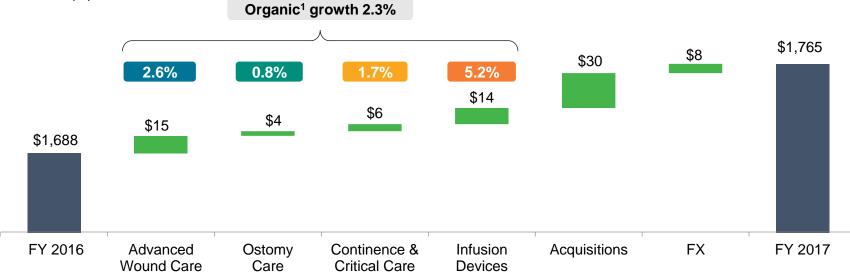
	FY 2017	FY 2016	Growth	Comments
Revenues	\$1,765m	\$1,688m	+4.1% ¹ +2.3% ²	• Organic growth ² Q4 2.8%, H2 3.0%
Gross margin ³	61.0%	60.9%	+10 bps	 -70 bps performance, +80 bps FX
Opex ³ % revenue	35.1%	32.9%	+220 bps	 H1 37%, H2 33% Plc cost +90bps
EBIT ³ EBIT margin ³	\$457m 25.9%	\$472m 28.0%	(7.6)% ¹ (210) bps	 Investment in go-to-market, R&D, infrastructure and acquisitions
EPS ³	\$0.16	\$0.13	+23.1%	 Reflects lower finance costs offset by EBIT decrease and FX losses
Dividend	5.7 cents	-		• 35% payout of adjusted net income, \$111.6 million
Cash conversion	77%	80%		Continued strong cash conversion
Net Debt / EBITDA ³	3 .0 ⁴	3.0x		Impacted by M&A activities

1 Growth at constant exchange rates ("CER") 2 Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities 3 Results are adjusted unless otherwise stated. A reconciliation of adjusted to reported results is provided on slides 35 & 36

4 EBITDA FY 2017 \$505m, FY 2016 \$508m

FY 2016 – FY 2017 revenue bridge

Revenue (m)

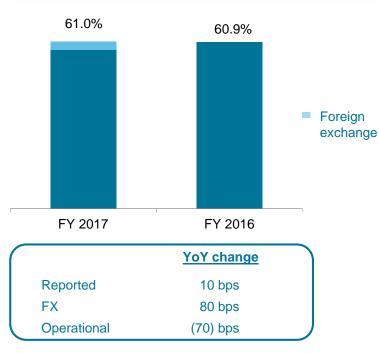


- Reported revenue grew 4.5%, or 4.1% at CER
- \$7.9 million currency benefit, Euro benefit offset by GBP
- \$18.9 million revenue from Woodbury and \$11.3 million revenue from EuroTec

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Gross margin overview

Adjusted gross margin



Performance vs. Guidance

	Guidance ¹ Actual		<u>Change</u>	
	Year-on-year movement	Year-on-year movement	Actual vs. guidance	
Gross margin	+60 bps	(70)bps	(130)bps	
Price	(-)	(-)	in line	
Mix	+	neutral	(-)	
Productivity	+	(-)	(-)	

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- Negative price impact, in line with expectations
- Mix impact was neutral vs. expectation of positive impact
- Productivity net negative



Project cost-outs were more than offset by headwinds in 2017

Delivered Productivity Initiatives

- Haina labour rate
- Footprint reduction
- Sourcing projects
- Lean projects

2

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Headwinds and cost increases

- Plant efficiency, Haina
- Expediting costs
- Operations team investment
- Wage inflation
- Increased depreciation
- One-off credits in 2016



Headwinds restricting margin growth in 2018

		2018 vs. 2017
	Haina labour rate	=/+
Delivered Productivity	Footprint reduction	=
Initiatives	Sourcing projects	=
	Lean projects	+
	 New and existing projects 	+
	Plant efficiency, Haina	+
Headwinds and	Expediting costs	=/+
cost increases	Operations team investment	=
	Wage inflation	(-)
	Increased depreciation	(-)
	Input pricing	



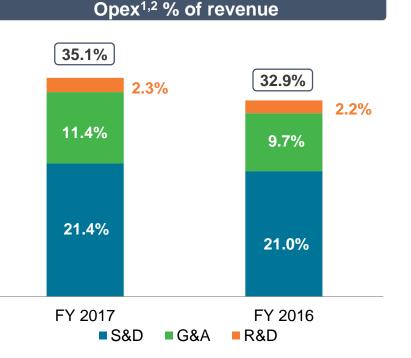
Cost-out initiatives and new programs

Sourcing	Sourcing excellence	 Optimise external spend and build capabilities Design for manufacture and improved life cycle management Review Make vs Buy alternatives
Supply chain	Improve cost efficiency in supply chain and distribution	 Bundling of orders and transportation Reduction of air and express shipments Improve S&OP and forecast accuracy
Manufacturing	Stabilise production and improve LEAN/productivity	 Stabilise processes in Haina and Deeside Continue LEAN journey reducing waste and improving productivity Increased automation
Footprint	Continue footprint optimisation and leverage best cost country	 Move further production to best cost countries Review outsourcing Reduce indirect overhead
Simplicity	Reduce complexity	 Packaging simplification SKU rationalisation Shared services, centres of excellence, consolidations



Opex overview

Increases reflect organic business investments, Plc Costs and M&A



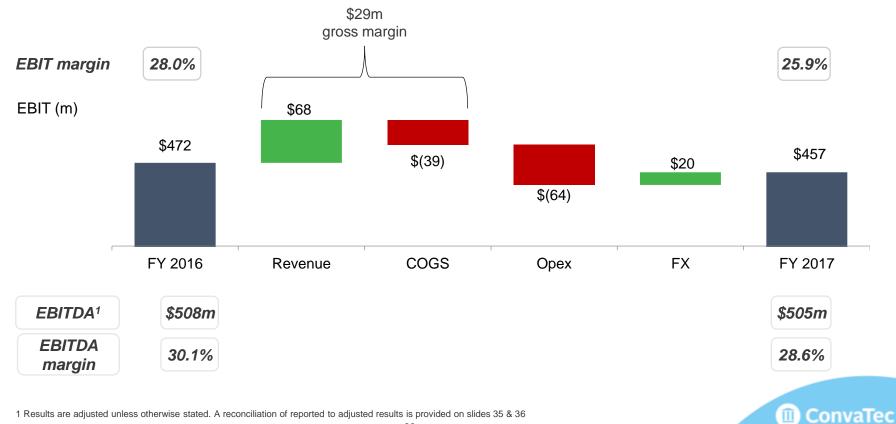
Investments to support:

- Regional growth
- Product launches
- Ostomy patient support

11.6% increase CER³:

- M&A impact c 2 ppts / \$11m
- Plc costs c. 3 ppts / \$15m
- Commercial investment c.4 ppts / \$24m
- Infrastructure and other investment c.1ppt / \$6m
- R&D investment c.1ppt / \$6m
- 1. Results are adjusted unless otherwise stated. A reconciliation of reported to adjusted results is provided on slides 35 & 36
- 2. Adjusted opex FY2016 \$555.9 million, FY2017 \$619.5 million
- 3. Growth at constant exchange rates ("CER")

FY 2016 – FY 2017 EBIT¹ bridge



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Good cash conversion and strong balance sheet

EBITDA1 505 Capex (83) Δ NWC (32) Cash flow 391

FY 2017 Pre-Tax cash flow (\$m)

Net debt

	31 Dec 2017 (\$m)	31 Dec 2016 (\$m)
Long-term borrowings	(1,816)	(1,774)
Cash and cash equivalents	289	264
Net Debt	(1,526)	(1,510)
EBITDA ¹	505	508
Net Debt / EBITDA ¹ (x)	3.0	3.0

- 77% cash conversion (FY 2016 80%)
- Cash conversion reflects increased capex from MIP implementation
- Leverage 3.0x, or 2.8x excluding M&A
- Interim dividend paid \$26m



Revenue guidance and principles

	2018	Medium-term
Organic ¹ revenue growth	2.5% to 3.0%	In line with market

2018 assumptions:

- Markets growing generally in line with 2017:
 - EMEA wound market softness
 - 1% pricing erosion assumed across business
 - Product mix neutral
- Improvement in US Wound post-acute channel performance
- Continued impact of lost orders in Ostomy Care, 50 100 bps revenue growth headwind
- Modest but growing contribution from new products



EBIT margin % guidance and principles

	2018	Medium	to long-term
EBIT margin %	24% - 25%	Materia	l opportunity
2019 accumptions:		EBIT margin	% drivers
2018 assumptions:1% pricing erosion dilutes ma	rgin¹ c. 40 bps		Medium to long-term
 Product mix neutral 		Price	(-)
Modest productivity contribut	ion to margin ¹	Mix	+/(-)
• Dilutive margin ¹ contribution 1	from new products	Cost-out	+/++
 Annualisation of opex investment 	nents in 2017	Opex	=/+
 Increased commercial investm 	nent in Asia Pacific	Inflation	(-)
and US		EBIT %	+
Required investment in IT and	I Infrastructure		

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Technical guidance: 2018 and medium-term

Тах	 Effective tax rate c.15% US tax reform has broadly neutral impact on effective tax rate assumptions 								
Capex	 2018 in line with 2017 spend Investment in growth and productivity								
Foreign exchange impacts	Movement of US doll Currency EUR/DKK GBP	ar on revenue an Revenue ~\$5 million ~\$2 million	d EBIT, \$US weakens 1%: Adjusted EBIT ~\$2 million ~(\$1) million						



Summary and Outlook

Paul Moraviec



Improving structure and execution in 2018

Commercial

Operational execution

- Address US post-acute channel
- Increase momentum with foam and Avelle
- Continue to drive successful Ostomy strategy

- Complete optimisation of Haina
- Develop plans for new projects
- Enhance Project Management
 Office



Fundamentals remain

Well positioned in large, structurally growing chronic care markets

Diversified chronic care business

Strong brands

Differentiated products with proven clinical performance

Opportunity to expand portfolio across products and geographies

Strong and innovative R&D pipeline



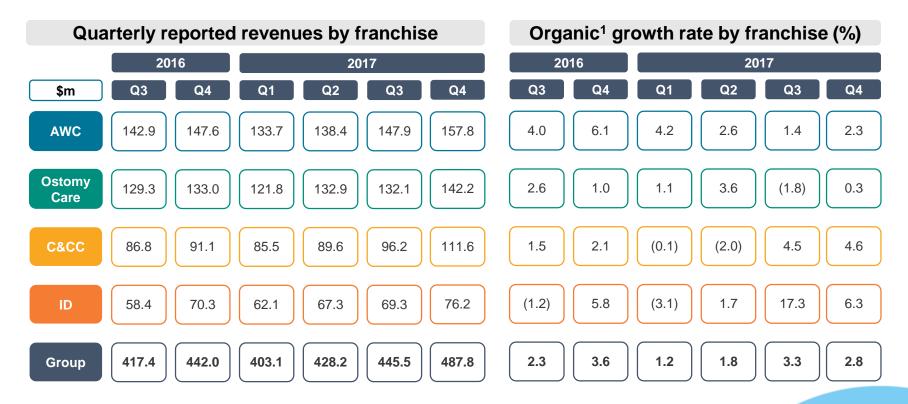


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Appendix



Quarterly revenue performance



¹ Organic growth presents year on year growth at constant exchange rates ("CER"), excluding M&A activities

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Revenues by geography



¹ Organic growth presents year on year growth at constant exchange rates ("CER"), excluding M&A activities

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2017 reported to adjusted EBIT and EPS reconciliation

						_			
2017	Reported	(a)	(b)	(c)	(d)	(e)	(f)	(g)	Adjusted
					\$m				
Revenue	1,764.6	_	_	_	_	_	_	_	1,764.6
Cost of goods sold	(838.3)	126.6	22.7	0.7	_	—	—	—	(688.3)
Gross profit	926.3	126.6	22.7	0.7	_	_	_	_	1,076.3
Gross Margin %	52.5%								61.0%
Selling and distribution expenses	(377.5)	_	0.3	_	_	_	_	_	(377.2)
General and administrative expenses	(259.8)	14.3	6.0	7.0	_	_	29.3	1.2	(202.0)
Research and development expenses	(41.2)	_	0.9	_	_	_	_	—	(40.3)
Operating profit	247.8	140.9	29.9	7.7	—	—	29.3	1.2	456.8
Operating Profit %	14.0%								25.9%
Finance costs	(62.1)	_	_	_	_	_	_	_	(62.1)
Other expense, net	(21.7)	(2.6)	—	_	_	—	—	—	(24.3)
Profit before income taxes	164.0	138.3	29.9	7.7	—	-	29.3	1.2	370.4
Income tax expense ^(h)	(5.6)	_							(54.4)
Net profit	158.4								316.0
Net Profit %	9.0%	-							17.9%
Basic Earnings Per Share (\$ per share)	0.08								0.16
Diluted Earnings Per Share (\$ per share)	0.08								0.16

(a) Represents an adjustment to exclude (i) acquisition-related amortisation expense of \$13.5 million and \$13.6 1 million in 2017 and 2016, respectively, (ii) accelerated depreciation of \$1.3 million and \$11.1 million in 2017 and 2016, respectively, related to the closure of certain manufacturing facilities, (iii) impairment charges and asset write offs related to property, plant and equipment and intangible assets of \$0.5 million and \$7.9 million, in the aggregate, in 2017 and 2016, respectively, (iv) a \$2.6 million gain on the sale of fully depreciated assets in Malaysia in 2017, and (v) an acquisition accounting adjustment of \$1.6 million related to acquired inventories that were sold in 2017.

(b) Represents restructuring costs and other-related costs (excluding accelerated depreciation described above under (a)) primarily incurred in connection with the Margin Improvement Programme ("MIP"), and also includes other termination and leaver costs relating to organisation structure changes and other costs.

(c) Represents remediation costs which include regulatory compliance costs related to FDA activities, IT enhancement costs, and professional service fees associated with activities that were undertaken in respect of the Group's compliance function and to strengthen its control environment within finance.

(d) Represents costs primarily related to corporate development activities.

(e) Represents adjustment to exclude (i) loss on extinguishment of debt and write-off of deferred financing fees and (ii) foreign exchange related transactions.

(f) Represents an adjustment to exclude (i) share-based compensation expense of \$29.3 million in 2017 and 2016, respectively, arising from pre-IPO employee equity grants and (ii) pre-IPO ownership structure related costs, including management fees to Nordic Capital and Avista (refer to Note 12 - Related Party Transactions for further information).

(g) Represents IPO-related costs, primarily advisory fees.

(h) Adjusted income tax expense/benefit is income tax (expense) benefit net of tax adjustments. In addition to the tax impacts of items (a) to (g), tax benefits resulting from the US Tax Reform and from the acquisition of Woodbury have been adjusted for. See Note 5
– Income Taxes for further details.

(i) Adjusted earnings per share and adjusted diluted earnings per share has been calculated by dividing adjusted net profit by the weighted average ordinary shares in issue and the diluted weighted average ordinary shares in issue respectively, as calculated in Note 7 - Earnings Per Share.

2016 reported to adjusted EBIT and **EPS** reconciliation

		Adjustments							_
2016 (\$MM)	Reported	(a)	(b)	(c)	(d)	(e)	(f)	(g)	Adjusted
Revenue	1,688.3	-	-	-	-	-	-	-	1,688.3
Cost of goods sold	(821.0)	136.8	23.8	-	-	-	-	0.2	(660.2)
Gross profit	867.3	136.8	23.8	-	-	-	-	0.2	1,028.1
Gross margin (%)	51.4								60.9
Selling and distribution expenses	(357.0)	-	0.9	-	-	-	-	0.9	(355.2)
General and administrative expenses	(318.2)	18.1	5.0	11.7	0.8	-	90.2	28.0	(164.4)
Research and development expenses	(38.1)	0.2	1.2	-	-	-	-	0.4	(36.3)
Operating profit	154.0	155.1	30.9	11.7	0.8	-	90.2	29.5	472.2
Operating profit (%)	9.1								28.0
Finance costs	(271.4)	-	-	-	-	29.2	-	-	(242.2)
Other expense, net	(8.4)	_	-	-	-	8.4	-	-	
(Loss) profit before income taxes	(125.8)	155.1	30.9	11.7	0.8	37.6	90.2	29.5	230
Income tax expense ^(h)	(77.0)								(51.2)
Net (loss) profit	(202.8)								178.8
Net (loss) profit (%)	(12.0)								10.6%
Basic earnings per share (\$ per share)	(0.15)								0.13
Diluted earnings per share (\$ per share)	(0.15)								0.13

(a) Represents an adjustment to exclude (i) acquisition-related amortisation expense of \$137.5 million and \$136.1 million in 2017 and 2016, respectively, (ii) accelerated depreciation of \$1.3 million and \$11.1 million in 2017 and 2016, respectively, related to the closure of certain manufacturing facilities, (iii) impairment charges and asset write offs related to property, plant and equipment and intangible assets of \$0.5 million and \$7.9 million, in the aggregate, in 2017 and 2016, respectively, (iv) a \$2.6 million gain on the sale of fully depreciated assets in Malaysia in 2017, and (v) an acquisition accounting adjustment of \$1.6 million related to acquired inventories that were sold in 2017.

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(e) Represents adjustment to exclude (i) loss on extinguishment of debt and write-off of deferred financing fees and (ii) foreign exchange related transactions.

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