2018 Interim Results

Solid performance in line with expectations and guidance confirmed

2 August 2018

ConvaTec

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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 the slide 'Reconciliation: 2018 adjustments' in the Appendix.

Solid Group Performance in H1

Group revenue growth in line with expectations: +2.6% organic[1], +10.8% reported

Good operational progress

- **Backorders now at normal level**
- **Cost out programmes building momentum**

Franchises

- **Strong performance from AWC growth platforms AQUACEL™ Foam and Silver (Ag+) offset by DuoDERM™ and base AQUACEL™**
- **Ostomy Care recovery ahead of plan in Q2**
- **Strong growth in Continence & Critical Care and Infusion Devices**

EBIT[2] margin 22.1% in line with expectations

Continued strong cash generation, dividend paid, reduction in leverage

Guidance for the full year confirmed:

- **Organic revenue growth 2.5% - 3.0% and adjusted EBIT margin 24% - 25%**

1 Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities
2 Results are adjusted unless otherwise stated. A reconciliation of reported to adjusted results is provided on slides 25 & 26

H1 2018: Group Key Financial Metrics

	H1 2018 ($m)	Reported growth	CER growth
Revenues	921.3	+10.8%	+6.4% total +2.6%[1] organic
Gross Margin[2]	59.3%	-100 bps	-70 bps
Adj. EBIT margin[2]	22.1%	-120 bps	

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H1 2018: Franchise Summary

	H1 2018 Revenue ($m)	H1 Organic Growth[1]
Advanced Wound Care	290.0	+1.0%
Ostomy Care	266.0	-1.0%
Continence & Critical Care	220.1	+5.7%
Infusion Devices	145.2	+9.2%
Total Revenue	**921.3**	**+2.6%**

1 Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities. M&A contributed $33 million of revenue in H1 2018, all in CCC. In addition, H1 2017 included $2.0 million of revenue for the Symbius respiratory business in the period 1 March to 30 June, which was divested on 1 March 2018.

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Advanced Wound Care

Mixed results but strong performance in Silver and Foam

Q1 18
+2.2%[1]

Q2 18
-0.2%[1]

H1 +1.0%[1]

- Strong demand for AQUACEL™ Silver driven by Ag+ Anti-biofilm platform
- Strong growth in AQUACEL™ Foam portfolio
- AQUACEL™ Surgical Cover Dressing momentum returning
- AQUACEL™ Ag Advantage[2] 510k approved
- DuoDERM™ recovery ongoing
- Base AQUACEL™ impacted by competition
- US – acceleration plan launched

Priorities for H2:

Drive growth platforms: AQUACEL™ Ag+, Foam line extensions, Avelle™ rollout

Account win back in AQUACEL™ Surgical Cover Dressing in US and rollout of acceleration plan

Further stabilise base AQUACEL™ and consolidate recovery in DuoDERM™

1 Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities
2 AQUACEL™ Ag Advantage is the US brand name for AQUACEL™ Ag+

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Ostomy Care

Recovering momentum ahead of plan

Q1 18
-2.5%[1]

Q2 18
+0.3%[1]

H1 -1.0%[1]

- Backorders now at normal level, as expected
- Good performance in Latin America, Asia Pacific and positive trends in some European markets
- me+™ momentum continues
- Strong performance from new products: Esteem™+ Flex Convex, Accordion Flange and EuroTec's Varimate strips
- Stephan Bonnelycke started as new President of Ostomy Care

Priorities for H2:

Continue to drive new product momentum and me+™

Build on positive trends in NPC in key markets

Leverage key contracts and partnerships

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

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Continence & Critical Care

Strong momentum continues, driven by HDG[3]

Q1 18
+5.6%[1]

Q2 18
+5.9%[1]

H1 +5.7%[1]

- Strong performance from US Home Distribution Group[3]
- H1 growth negatively impacted c. $1m from product rationalisation[2]
- GentleCath™ Glide performing well in US
- Increasing momentum from recent acquisitions, expands US customer choice and relationships
- Ongoing packaging replacement for hospital products

Priorities for H2:

Continue to expand and innovate GentleCath™ portfolio

Leverage reach of HDG and recent acquisitions

Drive consumer engagement through me+™ and HDG referrals

1 Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities. CER growth of 23.4% in H1 18 included $29.5 million revenue from Woodbury Holdings and $3.5 million from J&R Medical. Revenue in H1 2017 included $2.0 million from the Symbius respiratory business for the period 1 March to 30 June, which was divested on 1 March 2018.
2 FY 2018 product rationalisation impact expected to be c.$3.6 million, $1.0 million in H1, expected $2.6 million in H2
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, Woodbury Holdings and J&R Medical.

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Infusion Devices
Performance boosted by significant tailwinds

Q1 18
+16.3%[1]

Q2 18
+2.7%[1]

H1 +9.2%[1]

- Successful launch of MiniMed™ Mio™ Advance*
- Good underlying demand in insulin pump market
- Good traction with new sub-cutaneous indications and new partners

Priorities for H2:

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

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

1 Organic growth is growth at constant exchange rates ("CER"), excluding M&A activities
* Trademarks of Medtronic MiniMed, Inc.

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Positive Response to New Products

AQUACEL™ Ag+	Esteem™ Flex Convex & Natura™ Accordion Flange	Avelle™	MiniMed™ Mio™ Advance*
"Remarkable results..."[1] "I have never seen his leg look as good as this since I first started here 3 years ago.."[1] "It's very clear that nurses see the value in Ag+ already.."[1]	"Esteem Flex Convex has changed my life!"[2] "I never experienced any leakage"[2] "….Natura™ Accordion is the answer…."[3]	"Fantastic – wounds looking great – cleaner and smaller"[4] "…the moist wound contact layer is a key differentiator"[4] "Better than other disposable devices"[4]	"It was quicker and easier to use…the retractable needle made it easier to dispose of"[5] "My 7 year old son says they hardly sting on insertion compared to the previous set"[5]

1. Clinician feedback on AQUACEL™ Ag+
2. Patient testimonials gathered during Esteem Flex Convex product testing
3. Nurse feedback, France
4. Clinician feedback on Avelle™
5. Patient quotes regarding use of MiniMed™ Mio™ Advance

* Trademarks of Medtronic MiniMed Inc.

Patient feedback

Clinician feedback

Financial Overview

Frank Schulkes

Progress Update

Fundamental strengths

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

Improvement areas - good progress

- **Project management**
  - ✓ Operations
- **Business intelligence**
  - ✓ Data warehouse delivered
- **Cost out culture**
  - ✓ Project funnel management
  - ✓ Output benefitting bottom line

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Financial Highlights

Performance in line with expectations

	H1 2018	H1 2017	Growth[1]	Comments
Revenues	$921m	$831m	+6.4%[1] +2.6%[2]	• Organic growth[2] Q1 3.7%, Q2 1.7%
Gross margin[3]	59.3%	60.3%	-70 bps[1]	• 59.6% exc. FX, -70 bps performance
Opex[3] % revenue	37.2%	37.0%	+10 bps	• Investment in go-to-market and R&D, offset by reductions in indirect costs and tight cost management
EBIT[3] **EBIT margin[3]**	$204m 22.1%	$194m 23.3%	+5.2%[1] -120 bps	• Volume driven growth partially offset by lower GM[3]% • EBIT% -70bps exc. FX
EPS[3]	$0.07	$0.06		• Net earnings +22%
Dividend per share (cents)	1.717	1.400		• Interim dividend declared, 35% of adjusted net income
Cash conversion	75%	75%		• Continued strong cash conversion
Net Debt / EBITDA[3]	2.8x[4]	3.0x[4]		• Leverage down, dividend paid

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 25 & 26
4 EBITDA is last 12 months $518 million (2017: $498 million)

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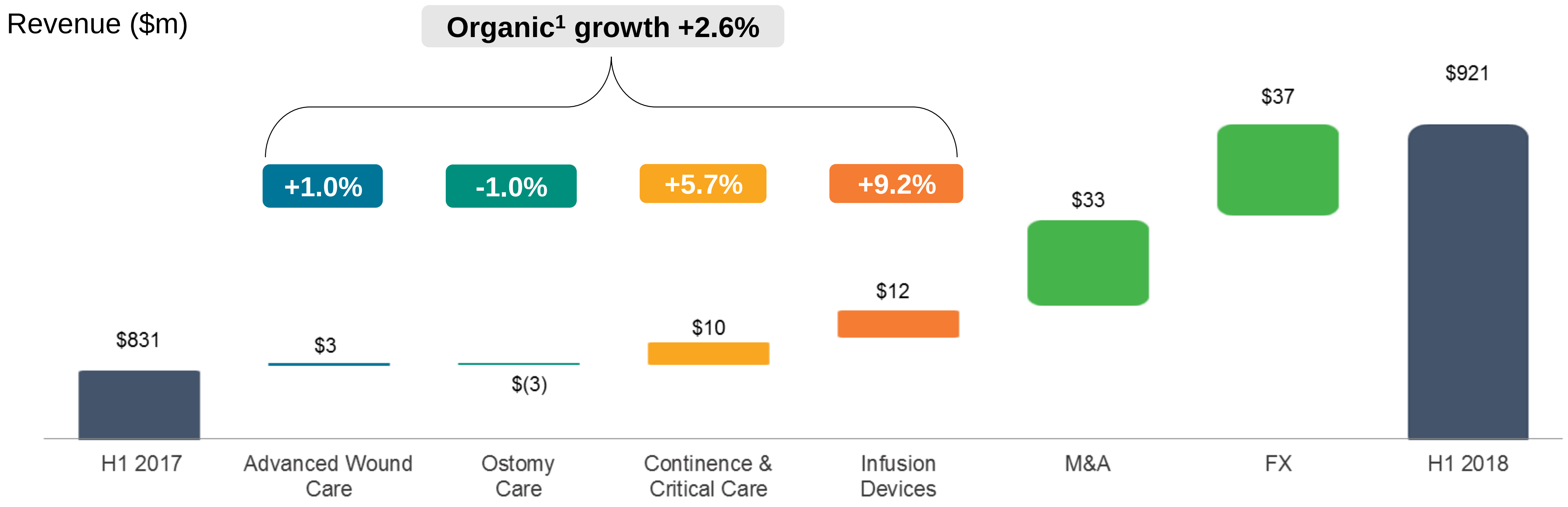
H1 2017 – H1 2018 Revenue Bridge



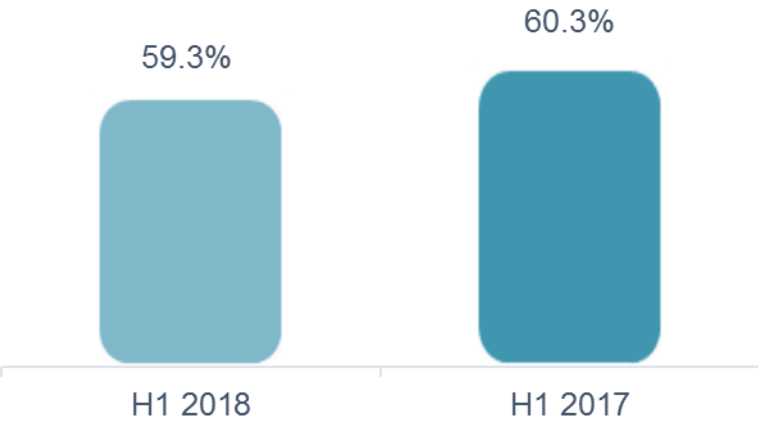
- Reported revenue grew 10.8%, or 6.3% at CER
- $37m currency tailwind, principally Euro and GBP
- M&A contribution of $33.0m, Woodbury $29.5m, J&R $3.5m. Respiratory disposal $2.0m in H1 prior year[2]

Re-iterate 2.5% - 3.0% organic growth for FY18

1 Organic growth is growth at constant exchange rates (“CER”), excluding M&A activities
2 Symbius respiratory business contributed $2.0 million revenue in the period 1 March to 30 June 2017. This business was disposed on 1 March 2018.

Gross Margin[1] Overview – In Line With Plan

Adjusted gross margin rate



YoY change

Reported	-100 bps
FX	-30 bps
Operational	-70 bps

Gross margin[1] rate performance drivers

	H1 2018 v H1 2017
Price	= / (-)
Mix	(-)
Programmes	+ +
Cost/headwinds	(-) (-)
Operational	-70bps

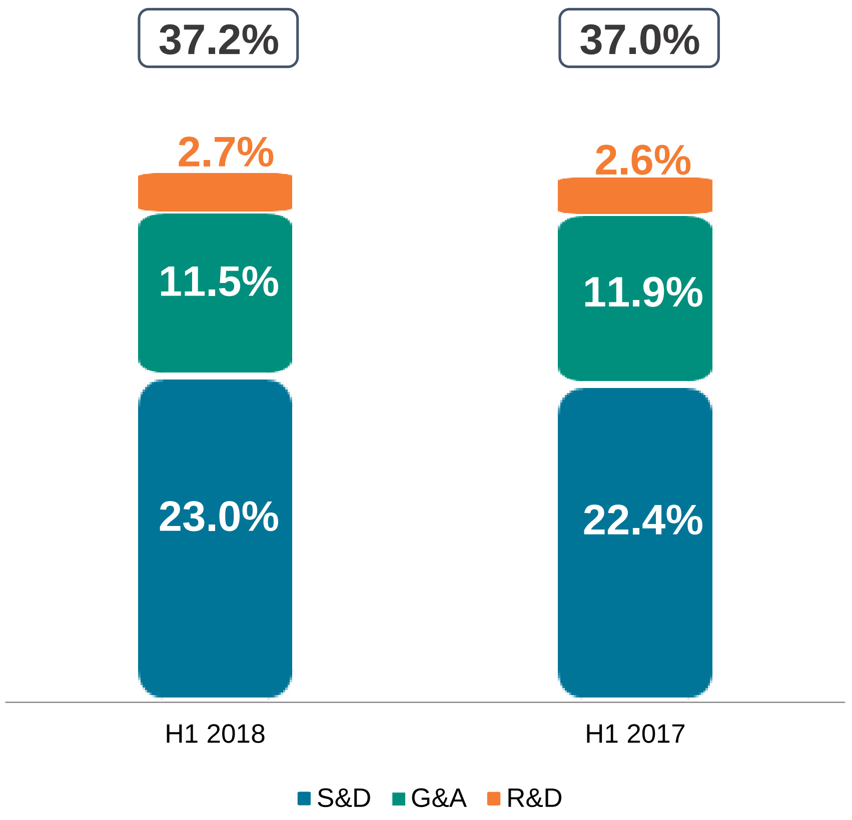
- Price / mix … In line with expectations
- Programmes … Driving execution of programme funnel
- Cost / Headwinds …Q4 '17 inventory, freight, depreciation, inflation

1 Results are adjusted unless otherwise stated. A reconciliation of reported to adjusted results is provided on slides 25 & 26

Opex Overview

Increases reflect planned business investments and M&A

Opex[1] % of revenue



Planned investments to support

- Regional growth
- Recent acquisitions
- R&D

Tightly managing costs

11.5% increase reported

- FX accounts for $16m

6.4% increase CER – majority related to recent acquisitions

1 Results are adjusted unless otherwise stated. A reconciliation of reported to adjusted results is provided on slides 25 & 26

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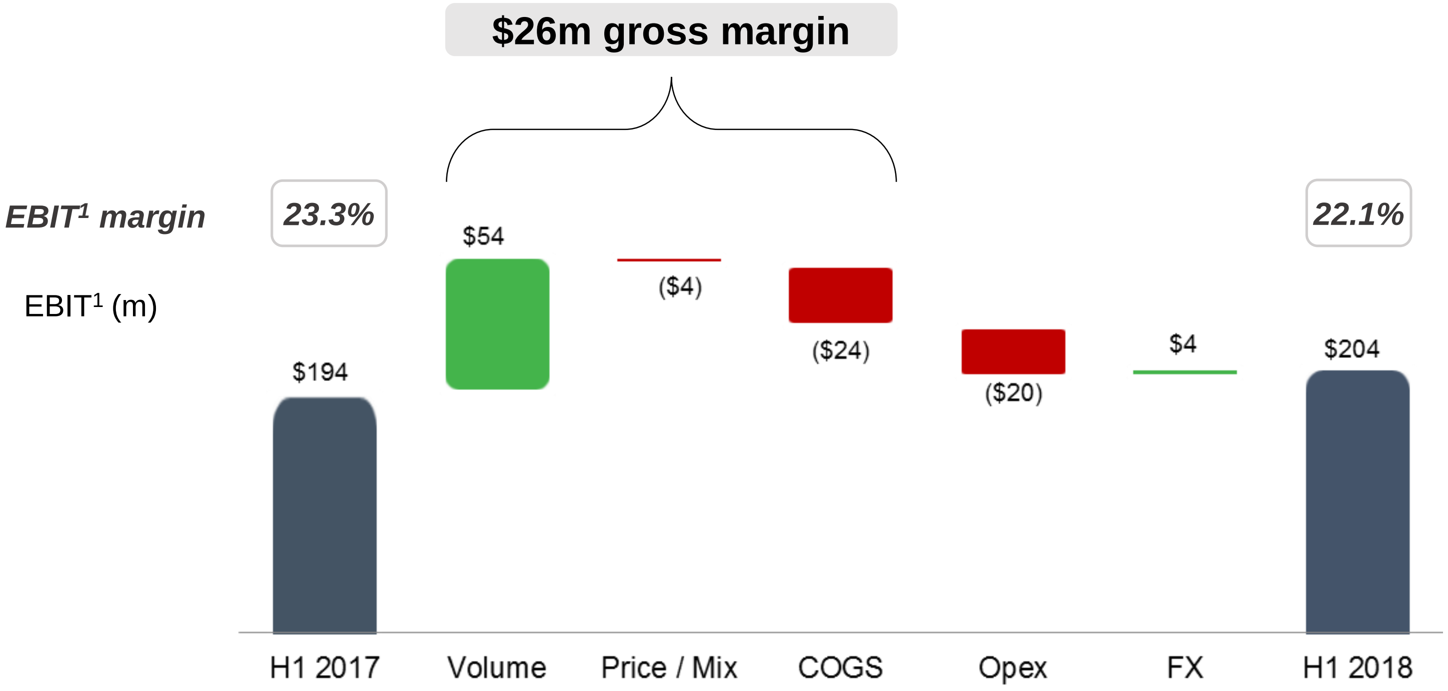
H1 2017 – H1 2018 EBIT[1] Bridge



Confirm 24% - 25% for FY 2018

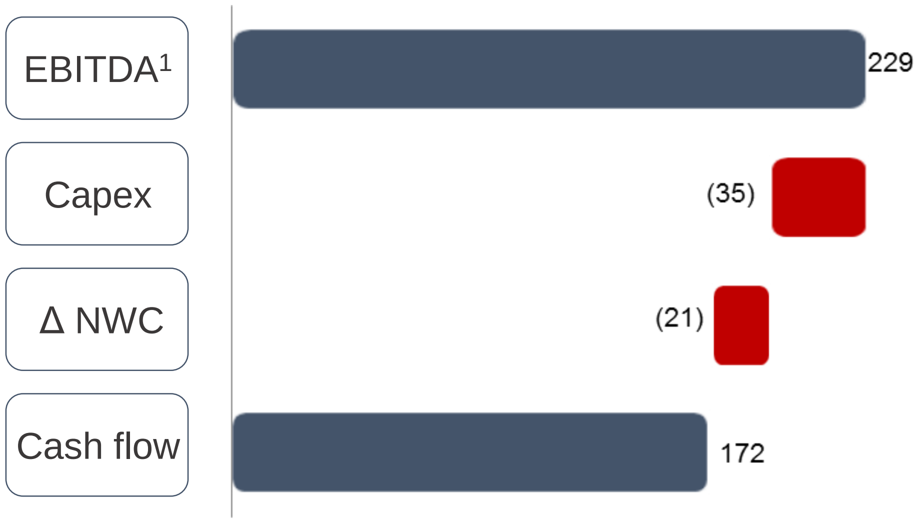
Performance drivers

	FY 2018 v FY 2017
2017 EBIT[1]%	25.9%
Price / Mix	(-)
Programmes	+ +
Infl/Cost	(-)
OPEX	(-)
FX	(-)
2018 EBIT[1]%	24-25%

1 Results are adjusted unless otherwise stated. A reconciliation of reported to adjusted results is provided on slides 25 & 26

Good Cash Conversion and Strong Balance Sheet

H1 2018 Cash Flow ($m)



Net Debt

	30 Jun 2018 ($m)	31 Dec 2017 ($m)
Long-term borrowings	(1,795)	(1,816)
Cash and cash equivalents	339	289
Net Debt	*(1,455)*	*(1,526)*
Net Debt / EBITDA[1] (x)	2.8[2]	3.0

- 75% cash conversion (H1 2017 75%)
- Cash conversion reflects continuing capital investment

1 Results are adjusted unless otherwise stated. A reconciliation of reported to adjusted results is provided on slides 25 & 26
2 Last 12 months EBITDA of $518 million

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2018 Guidance – Confirmed

Organic revenue growth
2.5% - 3.0%

Guidance[2] assumptions

- EMEA wound market softness
- 1% price erosion assumed across business
- Product mix neutral
- Improvement in US AWC, Wound acceleration programme
- Continued impact of lost orders in Ostomy Care, 50 – 100 bps growth headwind
- Modest but growing contribution from new products

EBIT[1] margin
24.0% - 25.0%

Guidance[2] assumptions

- 1% price erosion
- Modest productivity contribution to gross margin[3]
- Dilutive gross margin[3] contribution from new products
- Annualisation of OPEX investments in 2017
- Increased commercial investment in Asia Pacific and US
- Required investment in IT and Infrastructure

1. Results are adjusted unless otherwise stated. A reconciliation of adjusted to reported results is provided on slides 25 & 26
2. FY 2018 guidance assumptions provided in February 2018
3. Adjusted gross margin %

Summary and Outlook

Paul Moraviec

Summary and Outlook

Overall solid performance across the Group

AWC strong growth in Foam and Silver, H2 actions to drive improvement

Continue to drive Ostomy momentum

Leverage HDG and GentleCath™ as growth drivers in CCC; good traction in ID

Operational progress – backorders normal,
cost out programmes momentum building

Full year guidance confirmed

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Q&A

Appendix

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Quarterly Revenue Performance

Quarterly reported revenues by franchise

$m	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2
AWC	133.7	138.4	147.9	157.8	147.1	142.9
Ostomy Care	121.8	132.9	132.1	142.2	128.0	138.0
C&CC	85.5	89.6	96.2	111.6	108.4	111.7
ID	62.1	67.3	69.3	76.2	74.7	70.5
Group	**403.1**	**428.2**	**445.5**	**487.8**	**458.2**	**463.1**

Organic[1] growth rate by franchise (%)

	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2
AWC	4.2	2.6	1.4	2.3	2.2	(0.2)
Ostomy Care	1.1	3.6	(1.8)	0.3	(2.5)	0.3
C&CC	(0.1)	(2.0)	4.5	4.6	5.6	5.9
ID	(3.1)	1.7	17.3	6.3	16.3	2.7
Group	**1.2**	**1.8**	**3.3**	**2.8**	**3.7**	**1.7**

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

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Revenues By Geography

	H1 2018 reported ($m)	H1 2017 reported ($m)	Reported growth	Organic growth[1]
EMEA	378.3	349.2	+8.3%	(1.5)%
Americas	475.1	417.5	+13.8%	+6.0%
APAC	67.9	64.6	+5.1%	+1.1%
Group	921.3	831.3	+10.8%	+2.6%

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

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Reconciliation To Adjusted Earnings

Six Months Ended 30 June 2018

		Adjustments					
	Reported	(a)	(b)	(c)	(d)	(e)	**Adjusted**
Six months ended 30 June 2018	**$m**	**$m**	**$m**	**$m**	**$m**	**$m**	**$m**
Revenue	921.3	—	—	—	—	—	921.3
Cost of goods sold	(440.9)	63.6	2.6	—	—	—	(374.7)
Gross profit	**480.4**	**63.6**	**2.6**	**—**	**—**	**—**	**546.6**
Gross Margin %	*52.1%*						*59.3%*
Selling and distribution expenses	(212.3)	—	—	—	—	—	(212.3)
General and administrative expenses	(120.9)	8.7	2.4	—	4.2	—	(105.6)
Research and development expenss	(25.2)	—	—	—	—	—	(25.2)
Operating profit	**122.0**	**72.3**	**5.0**	**—**	**4.2**	**—**	**203.5**
Operating Profit %	*13.2%*						*22.1%*
Finance costs	(32.9)	—	—	—	—	—	(32.9)
Other expense, net	(0.6)	(1.9)	—	—	—	—	(2.5)
Profit before income taxes	**88.5**	**70.4**	**5.0**	**—**	**4.2**	**—**	**168.1**
Income tax benefit (expense)[f]	16.1						(23.8)
Net profit	**104.6**						**144.3**
Net Profit %	*11.4%*						*15.7%*
Basic Earnings Per Share *($ per share)*[g]	**0.05**						**0.07**
Diluted Earnings Per Share *($ per share)*[g]	**0.05**						**0.07**

(a) Represents an adjustment to exclude items primarily related to amortisation, asset write offs and accelerated depreciation, including (i) pre-2018 acquisition-related amortisation expense of $71.9 million and $67.2 million for the six months ended 30 June 2018 and 2017, respectively, (ii) accelerated depreciation of $1.3 million for the six months ended 30 June 2017 related to the closure of certain manufacturing facilities, (iii) impairment charges and assets write-offs related to property, plant and equipment of $0.4 million, in the aggregate, for the six months ended 30 June 2018, (iv) net gain on the sales of assets of $1.9 million and $2.6 million during the six months ended 30 June 2018 and 2017, respectively, and (v) an acquisition accounting adjustment of $1.0 million related to acquired inventories that were sold during the six months ended 30 June 2017. Refer to Note 4 - Other Expense, Net for further information.

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

(c) Represents remediation costs, which include regulatory compliance costs related to Food and Drug Administration 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 an adjustment to exclude (i) share-based compensation expense of $4.2 million and $18.0 million for the six months ended 30 June 2018 and 2017, respectively, arising from pre-IPO employee equity grants.

(e) Represents IPO related costs, primarily advisory fees.

(f) Adjusted income tax benefit (expense) is income tax benefit (expense) net of tax adjustments. In addition to the tax impact of items (a) to (e), there were tax benefits resulting from an adjustment for prior years in respect of previously unrecognised deferred tax assets of $30.6 million plus alternative minimum tax credit of $0.6 million resulting from the US Tax Cuts and Jobs Act enacted on 22 December 2017, and hedging interest volatility on external borrowings of $2.3 million. Refer to Note 5 - Income Taxes for further information.

(g) Adjusted earnings per share and adjusted diluted earnings per share have 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.

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Reconciliation To Adjusted Earnings

Six Months Ended 30 June 2017

		Adjustments					
Six months ended 30 June 2017	Reported $m	(a) $m	(b) $m	(c) $m	(d) $m	(e) $m	Adjusted $m
Revenue	831.3	—	—	—	—	—	831.3
Cost of goods sold	(402.3)	63.3	8.7	0.2	—	—	(330.1)
Gross profit	**429.0**	**63.3**	**8.7**	**0.2**	**—**	**—**	**501.2**
Gross Margin %	*51.6%*						*60.3%*
Selling and distribution expenses	(186.5)	—	—	—	—	—	(186.5)
General and administrative expenses	(127.3)	6.2	0.8	1.9	18.0	1.1	(99.3)
Research and development expenses	(22.4)	—	0.5	—	—	—	(21.9)
Operating profit	**92.8**	**69.5**	**10.0**	**2.1**	**18.0**	**1.1**	**193.5**
Operating Profit %	*11.2%*						*23.3%*
Finance costs	(29.3)	—	—	—	—	—	(29.3)
Other expense, net	(18.0)	(2.6)	—	—	—	—	(20.6)
Profit before income taxes	**45.5**	**66.9**	**10.0**	**2.1**	**18.0**	**1.1**	**143.6**
Income tax expense[(f)]	(21.3)						(25.0)
Net profit	**24.2**						**118.6**
Net Profit %	*2.9%*						*14.3%*
Basic Earnings Per Share (*$ per share*)[(g)]	**0.01**						**0.06**
Diluted Earnings Per Share (*$ per share*)[(g)]	**0.01**						**0.06**

(a) Represents an adjustment to exclude items primarily related to amortisation, asset write offs and accelerated depreciation, including (i) pre-2018 acquisition-related amortisation expense of $71.9 million and $67.2 million for the six months ended 30 June 2018 and 2017, respectively, (ii) accelerated depreciation of $1.3 million for the six months ended 30 June 2017 related to the closure of certain manufacturing facilities, (iii) impairment charges and assets write-offs related to property, plant and equipment of $0.4 million, in the aggregate, for the six months ended 30 June 2018, (iv) net gain on the sales of assets of $1.9 million and $2.6 million during the six months ended 30 June 2018 and 2017, respectively, and (v) an acquisition accounting adjustment of $1.0 million related to acquired inventories that were sold during the six months ended 30 June 2017. Refer to Note 4 - Other Expense, Net for further information.

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

(c) Represents remediation costs, which include regulatory compliance costs related to Food and Drug Administration 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 an adjustment to exclude (i) share-based compensation expense of $4.2 million and $18.0 million for the six months ended 30 June 2018 and 2017, respectively, arising from pre-IPO employee equity grants.

(e) Represents IPO related costs, primarily advisory fees.

(f) Adjusted income tax benefit (expense) is income tax benefit (expense) net of tax adjustments. In addition to the tax impact of items (a) to (e), there were tax benefits resulting from an adjustment for prior years in respect of previously unrecognised deferred tax assets of $30.6 million plus alternative minimum tax credit of $0.6 million resulting from the US Tax Cuts and Jobs Act enacted on 22 December 2017, and hedging interest volatility on external borrowings of $2.3 million. Refer to Note 5 - Income Taxes for further information.

(g) Adjusted earnings per share and adjusted diluted earnings per share have 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.

ConvaTec

Technical Guidance

Tax

- Effective tax rate c.15%

Capex

- 2018 in line with 2017 spend
- Investment in growth and productivity

Foreign exchange impacts

- Movement of US dollar on revenue and EBIT, $US weakens 1%:

Currency	Revenue	Adjusted EBIT
EUR/DKK	*~$5 million*	*~$2 million*
GBP	*~$2 million*	*~($1) million*