



Taking the next step

Accelerating growth, productivity
and structural improvements

GETINGE 

Executive summary

Since the CMD in 2018, **Getinge has delivered**

- ▶ Growth of >4% CAGR
- ▶ EBITA margin improvement of approx. 8 pp to 19.0%
- Customer and employee satisfaction have increased significantly during the period
- Product offering has been strengthened within high growth areas
- Remediation measures have been finalized – enabling forward looking activities e.g. intensified innovation
- Getinge has launched an ambitious sustainability agenda for the coming years

New financial targets for 2022–2025

- ▶ Organic net sales: 4-6% annual growth on average for the period
- ▶ Adj EPS: >10% annual growth on average for the period

Adj EBITA margin 2025 as an outcome of the two targets: >21%

In addition, further growth and margin improvement will come from selective M&As for which Getinge has significant capacity

Content

1 | What has happened since the CMD in 2018 and the plan going forward

2 | Getinge's position amongst customers

3 | This is how Getinge creates value for society (ESG)

4 | Business Areas' priorities to capture the opportunities

5 | Finance supporting profitable growth

What has happened since the **CMD** in 2018?

Getinge 2018-2021

Getinge today

Leading positions in well defined segments

200 BSEK

Addressable market

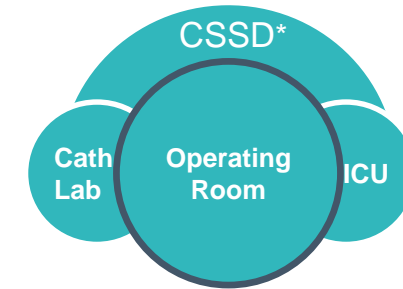
4-6%

Organic growth in addressable market



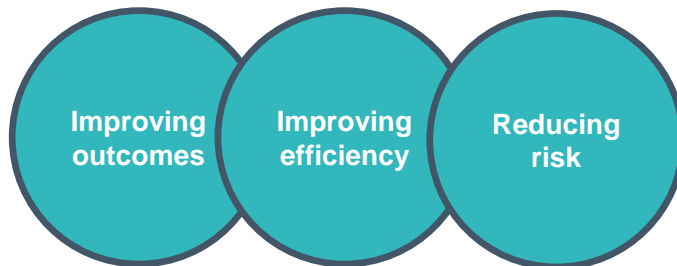
90%

Hospitals represent 90% of sales,
10% goes to Pharma, Lab & Medtech



Enabling advanced health care
where it matters the most

The value we contribute with



Sales in **130** countries
to **25,000** customers



29.8 BSEK

Net sales 2020

*Central Sterile Supply Department.



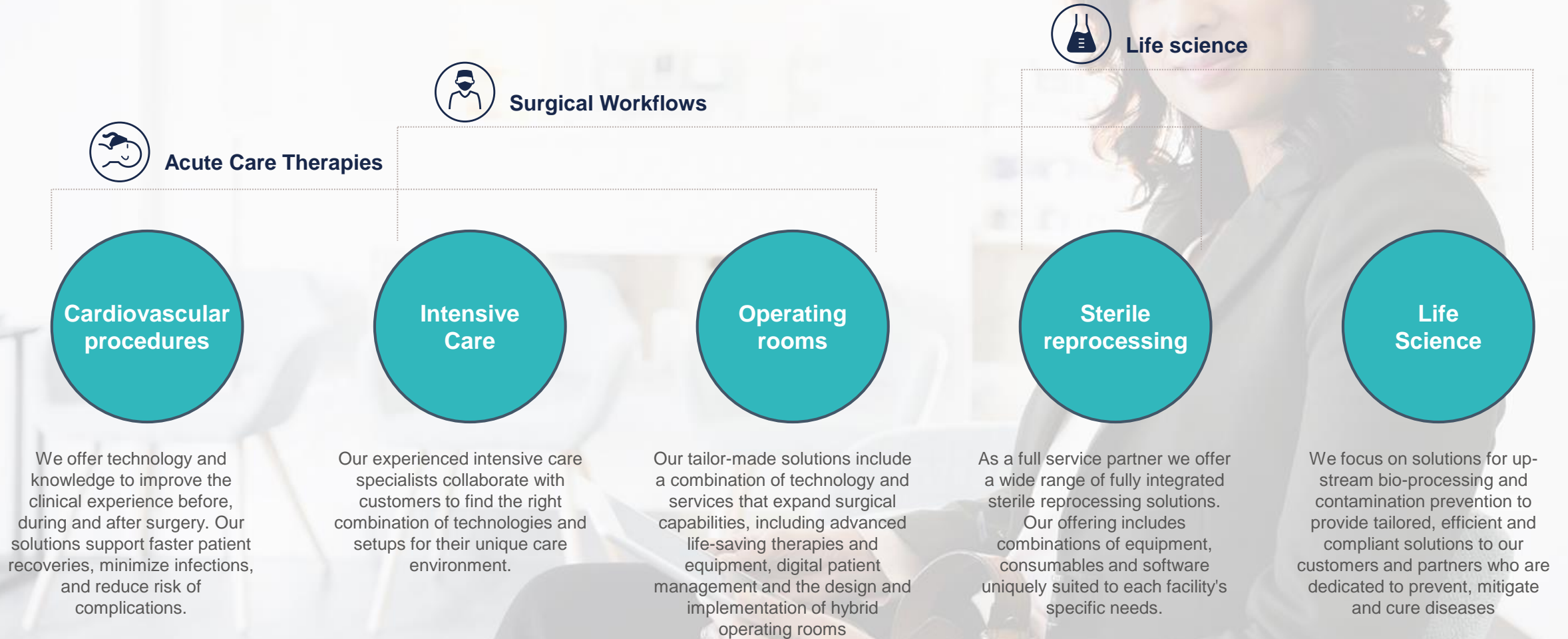
Getinge provides innovative products and solutions that enable better patient outcomes while enhancing health economics



Our vision:



To become the world's most respected and trusted Medtech company

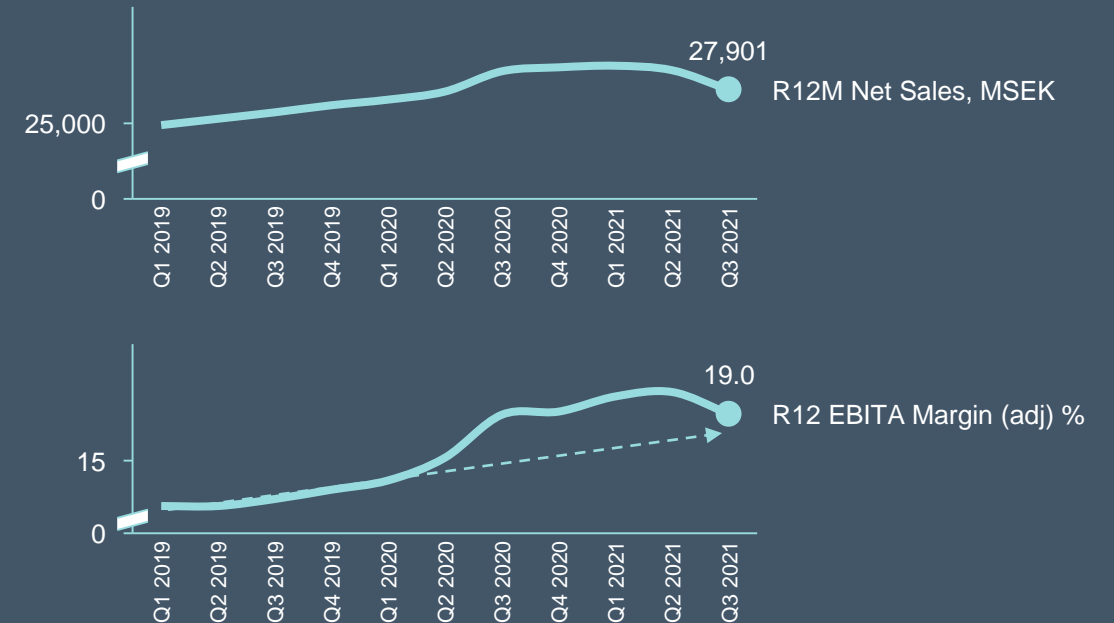
We work together with our customers to set up the most efficient structures to save lives, with improved clinical outcomes – within five categories



Recap and results

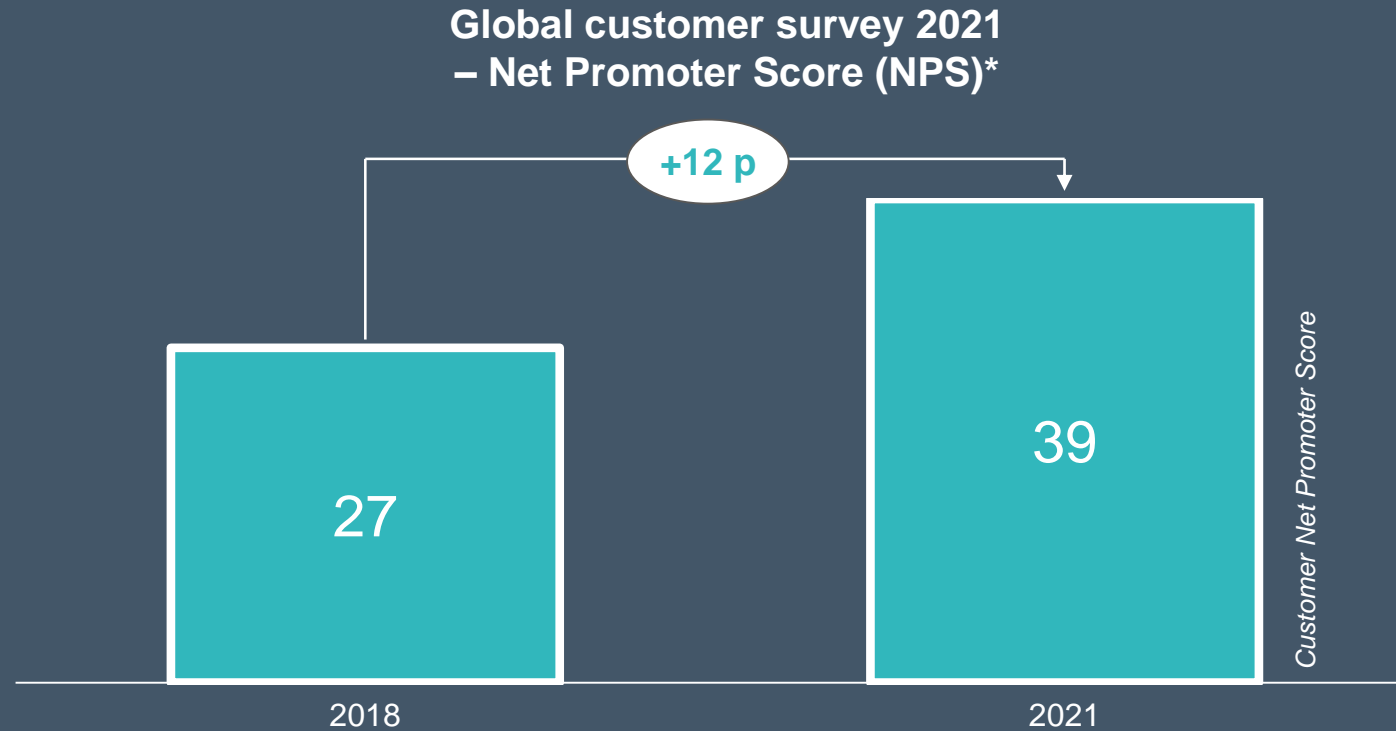
Ambitions presented at the CMD in November 2018

Aim	Outcome 2019-2021	Comments
Get back to market growth (2-4% org)	 Outgrown the addressable market	>4% org CAGR 2019-2021 (YTD)
Move closer to peers' EBITA margin (gap 7%, Nov 2018)	 Closed the gap in 2020	Underlying improvement taking Getinge to 19.0% EBITA margin in 2021 Q3 LTM



Customer centricity: Continuous improvement of customer satisfaction

“How likely are you to recommend Getinge’s products and services to a friend or colleague?”

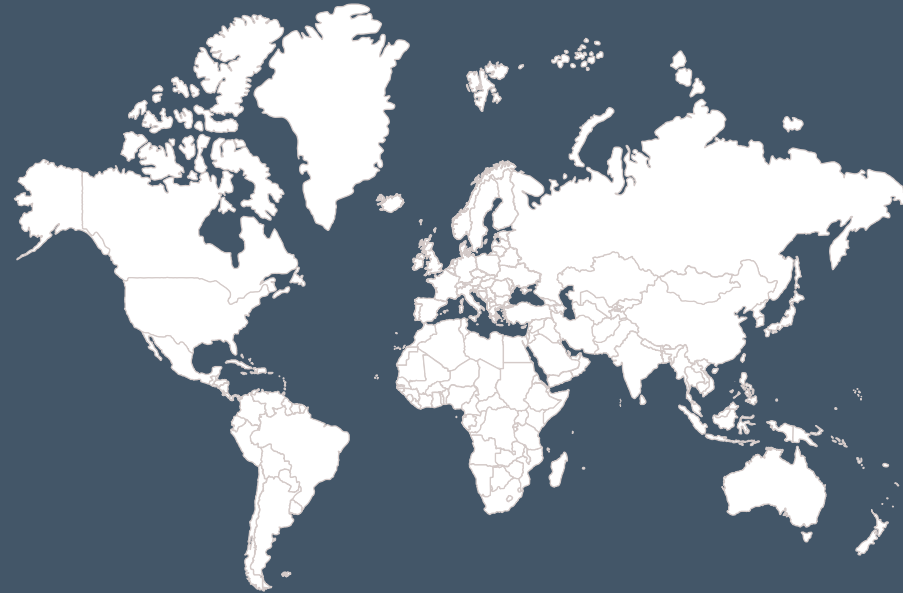


*NPS = Net Promoter Score = # of Promoters (score 9-10) – # of Detractors (score 0-6)

Our solutions are needed more than ever

Getinge is well equipped to address global health care challenges – from leading positions

17.9 million people die each year from **Cardiovascular diseases**, making it the number 1 cause of death globally.*



It's predicted that around **28 million elective surgeries*** around the globe have been **cancelled or postponed** as a result of COVID-19**

Hundreds of millions of people are affected by health care acquired infections (HAI) each year.***

* www.who.int

** The CovidSurg Collaborative Research Study

*** https://www.who.int/gpsc/country_work/burden_hcai/en/

Global Trends supporting our business

Significant opportunities ahead



Changing demographics

More people, older and sicker



Macroeconomics

"More-for-less"



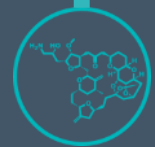
Health care systems

Knowledge & value conscious healthcare



Innovation

Broader definition of innovation and new competitors



Biotechnology

Rapid development in customized drugs



- Value based health care
- New business and payment models
- Digitalization & Connectivity
- AI, automation and digital surgery
- Co-development of integrated eco-systems
- Shift in drug manufacturing processes

Strong fundamentals in our business

Long-term opportunities

	Market growth per segment 2018*	Share of Net Sales 2018	Market growth per segment 2022-2025*	Share of Net Sales Q1-Q3 2021
Acute Care Therapies	2-4%	54%	4-6%	59%
Surgical Workflows	2-4%	37%	4-6%	28%
Life Science	3-5%	9%	8-10%	13%

* Annual growth average. Outlook for 2022-2025.

Leading positions and high barriers of entry

Since 2018, Getinge has become even more preferred among customers

Strengthened market position



Increased market penetration from strong position

GETINGE 

..has **more than 25,000 customers** globally..

..and supply **all top 10 hospitals** in each market.

Getinge still has **major opportunities** to expand the business..

..by capitalizing on its position as **#1-2 in the growing segments**

What is in the plan for the coming years?

Getinge 2022-2025

Our strategic priorities

Step 1

Focus in 2017:
Re-ignite growth

Step 2

Focus in 2018 and on:
Productivity and continued growth



Step 3

Focus in 2022-2025

Accelerating growth, productivity and structural improvements



Quality and Sustainability

- Proactive and patient centric quality – a learning organization
- Sustainability as a customer value – integral part of business model



Drive productivity and efficiency enhancement

- Footprint rationalization effects
- Quality Value Engineering
- Platforming
- Continuous improvement mode



Secure leadership by strengthening our offerings

- Digital:
 - Predictive maintenance – proactive service
 - Remote monitoring and decision support
 - Clinical outcome improvements
- Next level Innovation impact:
 - Technology investments
 - More effective R&D process and resource allocation



Capture global growth

- Continue therapy expansion journey
- Channel and geographic market choices
- Enhance service performance
- Enable improved hospital productivity to enhance customer ROI



One truly global brand

- Patient and customer centricity
- Getinge brand gravitation
- Build on brand awareness momentum



Continue to build a proud global organization with engaged and performance driven people

- Passion for Life – purpose and engagement
- Smart Workplaces
- Leadership development
- Talent management

Gravitation towards products and markets with high growth and margins

- High growth and margin
- Other



Decision to allocate resources to high growth and margin products.



Higher productivity throughout the value chain, supporting high growth and margins categories such as ECMO and Sterile Transfer. A tail of temporary ventilator effects due to COVID-19.



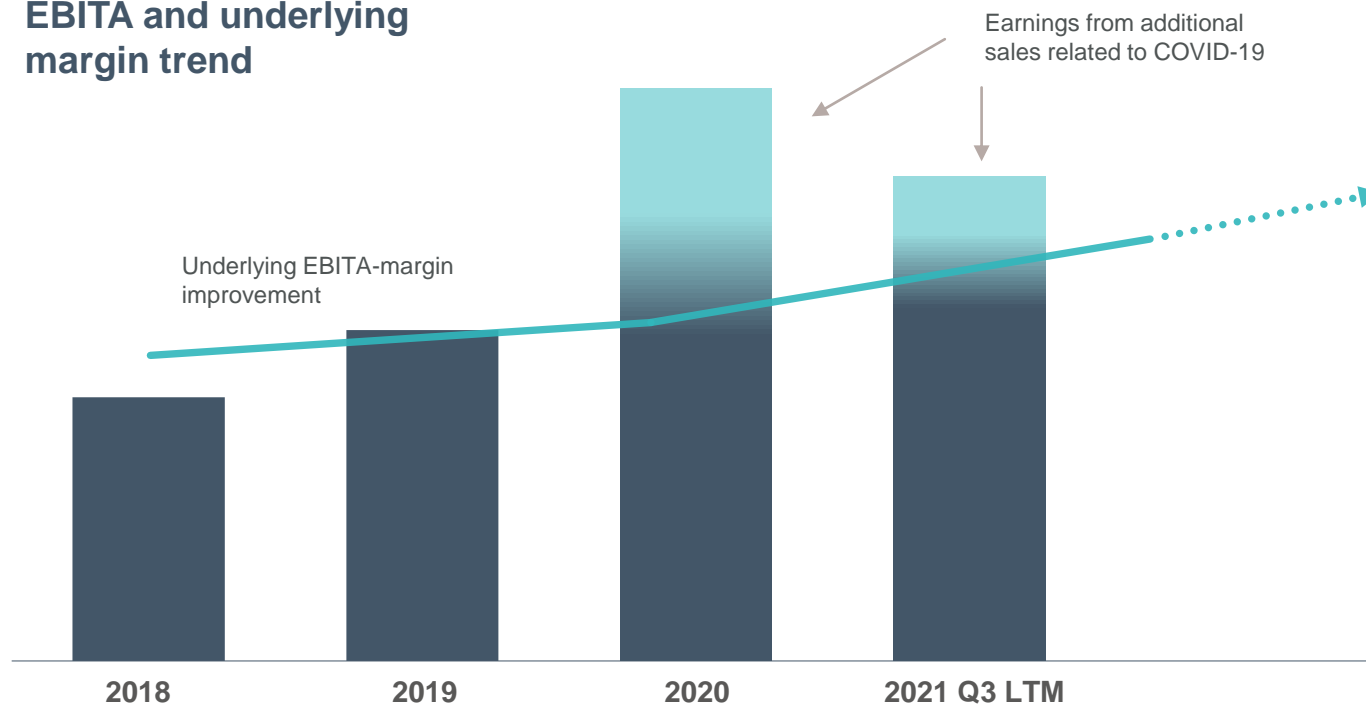
Product launches and capacity increase in growth areas together with selective M&A and continued productivity improvement.

Definition: The highlighted share in the pie charts represents product categories with growth and margins above average for that year

Underlying EBITA-margin improvement

Significant improvement 2020-2021 adjusted for COVID-19

EBITA and underlying margin trend



Continued underlying margin expansion
Gravitation towards high growth and high margins + activities for continued productivity improvement in all Business Areas



Underlying adj EBITA, margin
Adj EBITA MSEK

Getinge's new financial targets 2022-2025 and dividend policy

Organic net sales growth

4-6%

On average during the period

Adj EPS Growth

>10%

On average during the period

Dividend policy

30-50%

Of net profit each year

EBITA margin 2025 as an outcome of the targets

Organic net sales growth

4-6%

On average during the period
2022-2025

+

Adj EPS Growth

>10%

On average during the period
2022-2025

=

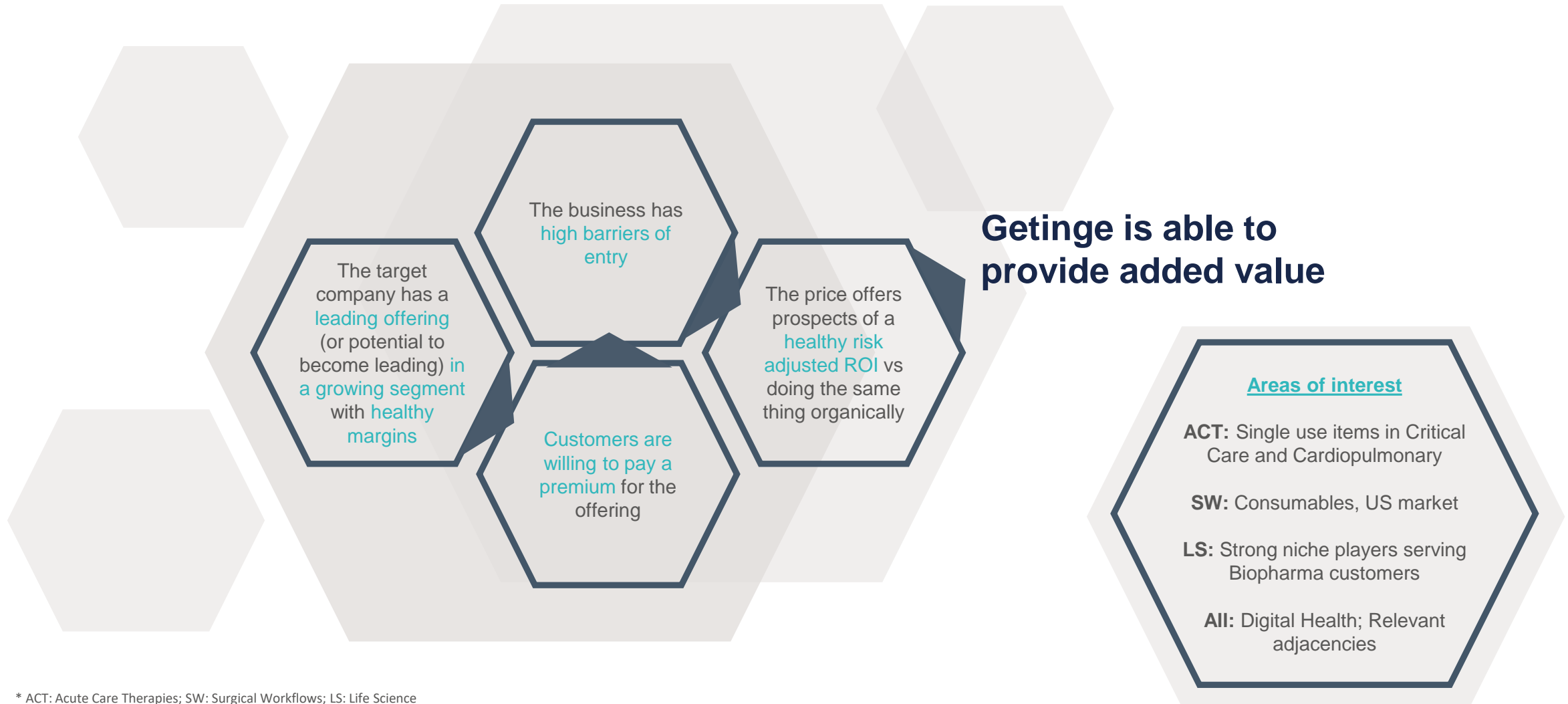
Adj EBITA margin (adj) 2025

>21%

Gradual improvement in the period,
taking adjusted EBITA margin
to above 21% by 2025

In addition: Creating added value through M&A

Increasing customer value, growth and margins by leveraging both operational and structural opportunities

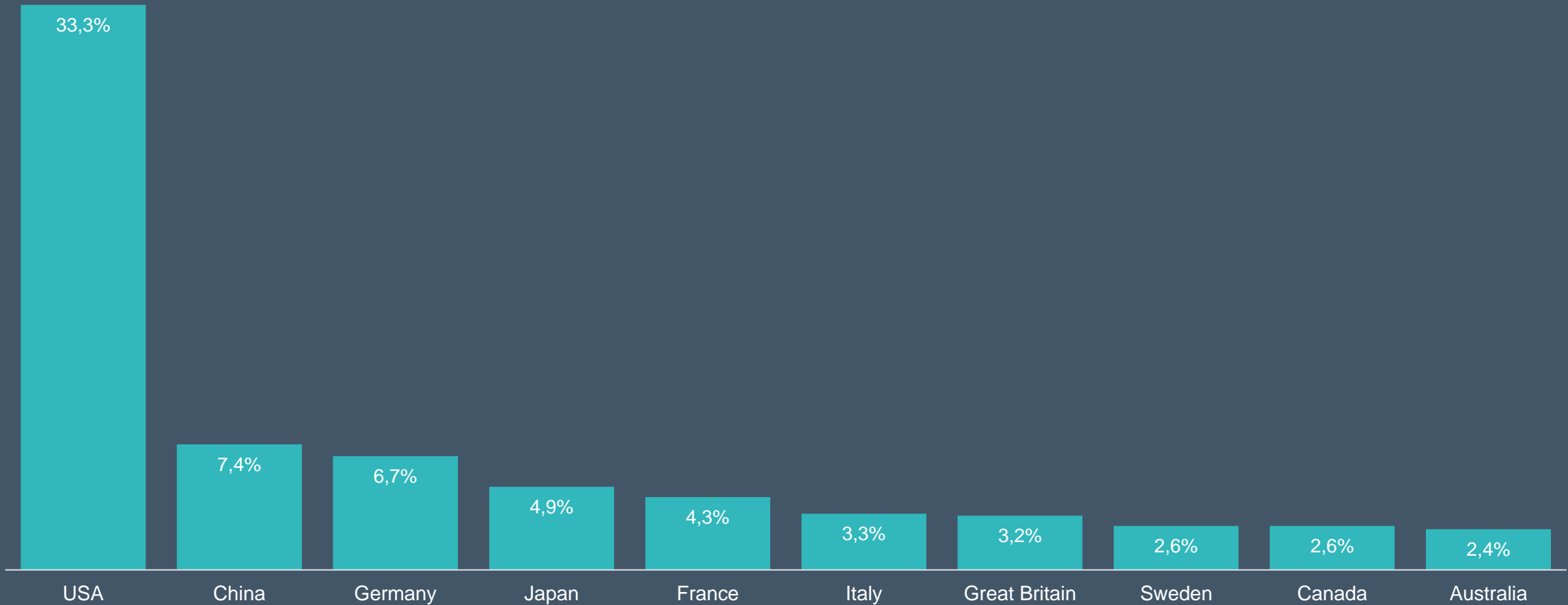


* ACT: Acute Care Therapies; SW: Surgical Workflows; LS: Life Science

Getinge's position amongst customers







Our top 10 markets make up >70% of net sales

China is fast growing and US still represents high potential



Medtech market growth and trends

Macro regions and key countries

Global: 4-6%			
Market Growth* 2022-2025	 EMEA 3-5%	 AMERICAS 4-6%	 APAC 6-8%
	 Germany ~6%	 United States ~5%	 China ~8%
Key Markets Trends	<ul style="list-style-type: none">• Price pressure (bigger GPOs, consolidation of Hospitals, growth of import from Asia)• High regulatory requirements• Increase of digitalization resulting in less funds for capital equipment	<ul style="list-style-type: none">• Rising prevalence of chronic diseases in growing older patient populations will boost demand for medical devices• Shift towards homecare and less acute care settings will drive demand of portable devices• Increasing costs of medical devices will restrict demand growth in certain areas	<ul style="list-style-type: none">• Recently initiated regulations in favor of local products (Lights, Pendants, IC capital and Vents)• Centralized procurement to increase price pressure (primary in consumables, now starting with some capital equipment such as Vents and Anaesthesia)• Growth opportunity in private hospital investments

* Annual growth average

Sources: Statista, markets&market.com, grandviewresearch.com, marketdataforecast.com, fortunebusinessinsights.com, mpo-mag.com

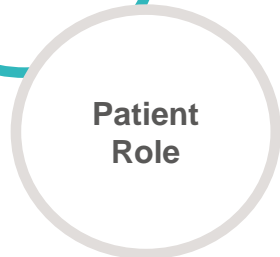
Health care market trends

Impact on hospitals



Trends* and results

- Aging Population
- Improved access
- Personalized Care
- Technology Innovation



- Lack of clinical staff

- Increasing importance of patient experience



Effect



Demand Increase:

More equipment and staff needed to support chronic care, rising middle class and health care access in developing economies



Financial / Staff Challenge:

Increase of financial and workforce scarcity pressure



Hospital response

①

Consolidation

Mergers and GPOs

②

Shift to Out of Hospital

Telecare, Homecare, Ambulatory Surgery Centers

③

Value for Patient

Measurement of PROMS**, Value Payment

④

Workflows Optimization

Efficiency gains and staff satisfaction

⑤

Digitalization

Increasing use of AI in clinical decision and Robotics

⑥

New Role of the Industry

New WoW**, Partnerships, New Business Models

* Examples of implications of the trends presented on slide

** PROMS = Patient Reported Outcome Measurement, WoW = Way of Working

Commercial strategy

Continues to deliver value

Hospital response

- ① **Consolidation**
Mergers and GPOs
- ② **Shift to Out of Hospital**
Telecare, Homecare, Ambulatory Surgery Centres
- ③ **Value for Patient**
Measurement of PROMS, Value Payment
- ④ **Workflows Optimization**
Efficiency gains and staff satisfaction
- ⑤ **Digitalization**
Increasing use of AI in clinical decision and Robotics
- ⑥ **New Role of the Industry**
New WoW, Partnerships, New Business Models



Differentiation through Value Creation

- ① Outcome based operational and clinical efficiency models leveraging digital solutions and value creation consultancy
- ② Leverage AI solutions to address customer, patient and commercial opportunities
- ③ Increased customer centric R&D input from Global Sales

- ①
- ②
- ③
- ④
- ⑤
- ⑥

Service as a Growth Engine

- ① State of the art profitability measurement and management
- ② Online training and certification as well as piloting of VR glasses for remote assistance
- ③ Leverage e-ordering and online connectivity to improve value proposition and cost efficiencies

- ①
- ②
- ③
- ④
- ⑤
- ⑥

High Ambition Sales & Service Culture

- ① Smooth and ongoing adjustment and remodeling of G2M; GPO, ASC and Inside Sales focus
- ② Well aligned simplified cross functional management bonuses and optimized sales target definition process
- ③ Global virtual Commercial Development program

- ①
- ②
- ③
- ④
- ⑤
- ⑥

Leverage Full Potential of High Growth Markets

- ① “Double down” on China, set up subsidiaries in Vietnam and Indonesia as well as branch in KSA and expanded G2M in Russia
- ② US SWF “all hands on deck”: performance management; project capabilities, service excellence, back office coordination
- ③ Focus on growing ASC segment, especially in US and DE

- ①
- ②
- ③
- ④
- ⑤
- ⑥

Geographical Portfolio Mix Optimization

- ① Improved mix, ASP and OPEX in below average profitability geographies
- ② Made in China and India as well as COGS down projects
- ③ Reduce offering where target profitability can not be achieved

- ①
- ②
- ③
- ④
- ⑤
- ⑥

Operational Excellence

- ① Pricing Excellence
- ② Sales & Service Process Harmonization
- ③ New ways of working (post-COVID pandemic)

- ①
- ②
- ③
- ④
- ⑤
- ⑥

Successful tactical implementation

Examples of differentiation through value creation



Implementation of INSIGHT in the Emergency Ward of the Norrland's University Hospital

- Interactive touch screens, “anywhere” mobile devices and integration with Patient ID
- Process reengineering and change management
- Support for 6 months after go live
- Monthly measurement of efficiency outcomes

Results achieved:



Cost per Patient



Length of Stay



Patients discharged



Performance improvement program in the CSSDs of Solna and Huddinge



- Processes redesign, workflow transparency and improvement of the coordination with the OR department
- Tasks prioritization, workload balance and reduction of heavy lifting
- Implementation of advance functionality of T-DOC
- Redesign of trolleys and installation of new equipment

Results achieved:



Trays per hour and FTE



Cost per Tray



On time deliveries



Staff Turnover



Overtime

Successful tactical implementation

Examples of service and pricing



State of the art profitability measurement and management

- Diligent and tight Service management needed
- Upgraded service management in key countries
- Implementation of Service Governance supported by financial and operational dashboards

- Continuous focus on country resource optimization to improve profitability
- Increase of connectivity contracts

Results achieved 2018-2021:



Net Sales CAGR



GP yearly improvement



Contracts growth

Pricing Excellence

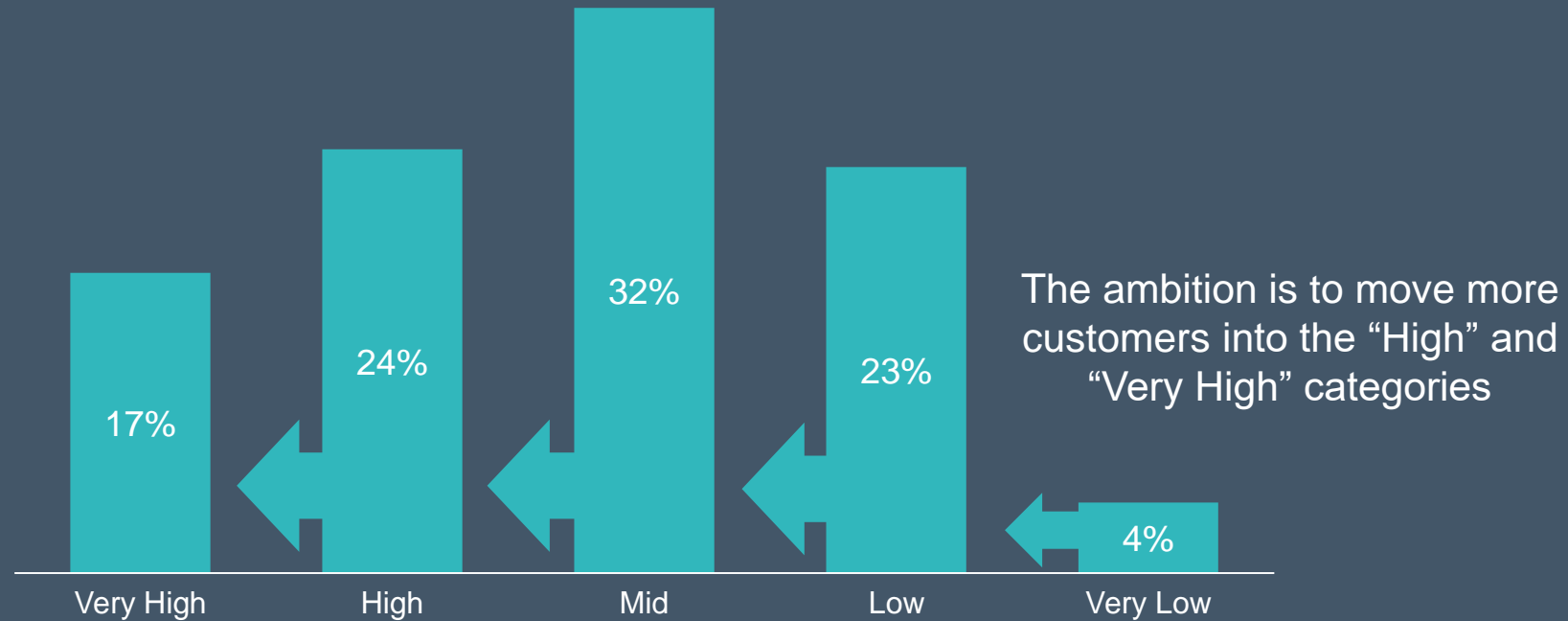
- Implementation of Pricing Governance
- Launch of Statistical Pricing Tool
- Monthly diligent pricing review with countries
- CPQ deployment to ensure price execution
- Value Based Pricing for new and key products



Resulted in a positive pricing contribution to margins since 2019

Getinge's presence at top 100 hospitals globally*

Large potential for continued growth



*Getinge's assessment

Three reasons for why Getinge's Sales will continue to improve

Culture: Further strengthening of high ambition culture, which is customer and patient focused, and enabled through exemplary team and cross functional collaboration

Efficiency: Ongoing efficiency gains related to pricing, service and Go-To-Market through optimized business intelligence, business process harmonization, digitization and "smart workplaces"

Offering: Wide offering of high quality equipment, disposables, service and overall turn key solutions with special focus on areas which multiply average Medtech market growth by factor 4 or more



This is how **Getinge** creates value for society (ESG)



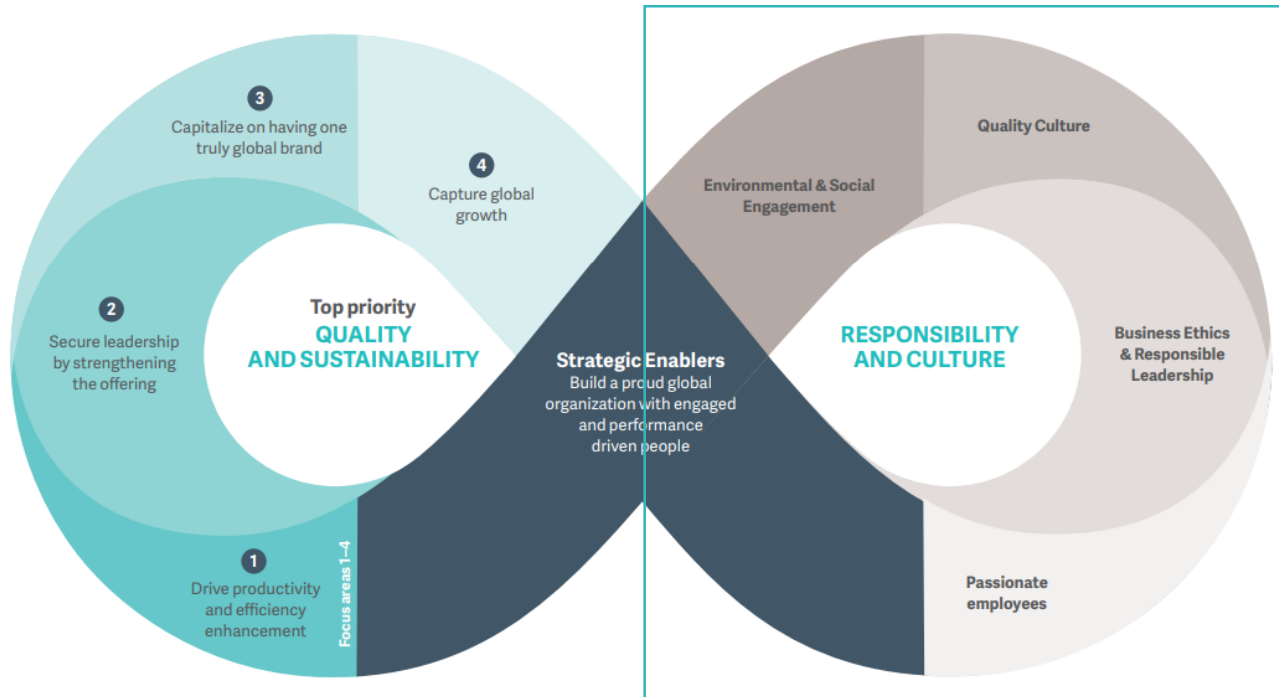
Building a long-term sustainable company

Sustainability

GETINGE 

How Getinge structurally addresses the challenges and opportunities

...and create long term value for customers and other stakeholders



Environmental & Social Engagement

Contribution to a sustainable health care market through environmental and social responsibility and making a positive impact in society.

Quality Culture

Securing a quality mindset throughout the organization and continuously improve the company's products, services and processes.

Business Ethics & Responsible Leadership

Ensuring business is conducted in an ethical and responsible manner, in all internal and external contexts.

Passionate Employees

Teamwork and collaboration define how Getinge works to help its customers to save and improve lives.

Reporting standards and control functions

Governance Model incl. Sustainability Board formed by Getinge Executive Team (GET)
– complemented by Sustainability Committee of organizational stakeholders
(top-down and bottom-up approach to anchor Sustainability Program Initiatives)

International Reporting Standard acc. GRI

- Sustainability Reports following GRI Standards
- Annual Report including GRI since 2019

Science Based Targets (SBTi)

- Commitment to Science Based Target Initiative signed 2020
- Supporting the Paris Agreement

UN Sustainability Development Goals (SDGs)

- Supporting UN Global Compact
- Focus areas of the SDGs #3, #4, #5, #6, #8, #12, #13, #17

Sustainability / ESG Rating Institutions

- Increased ESG rating
- Focus on major rating institutions, s.a. MSCI, Sustainalytics, ISS

Auditor Review

- Annual Report auditing process for non-financial reporting started
- Seeking limited assurance by PwC in 2022

Sustainability Targets

Sustainability area	Target
Quality culture	Customer Quality Improvement Index >70%
Passionate employees	Employee engagement >70%
Environmental & Social engagement	CO ₂ neutral by 2025
Business ethics & responsible leadership	All employees are appropriately trained

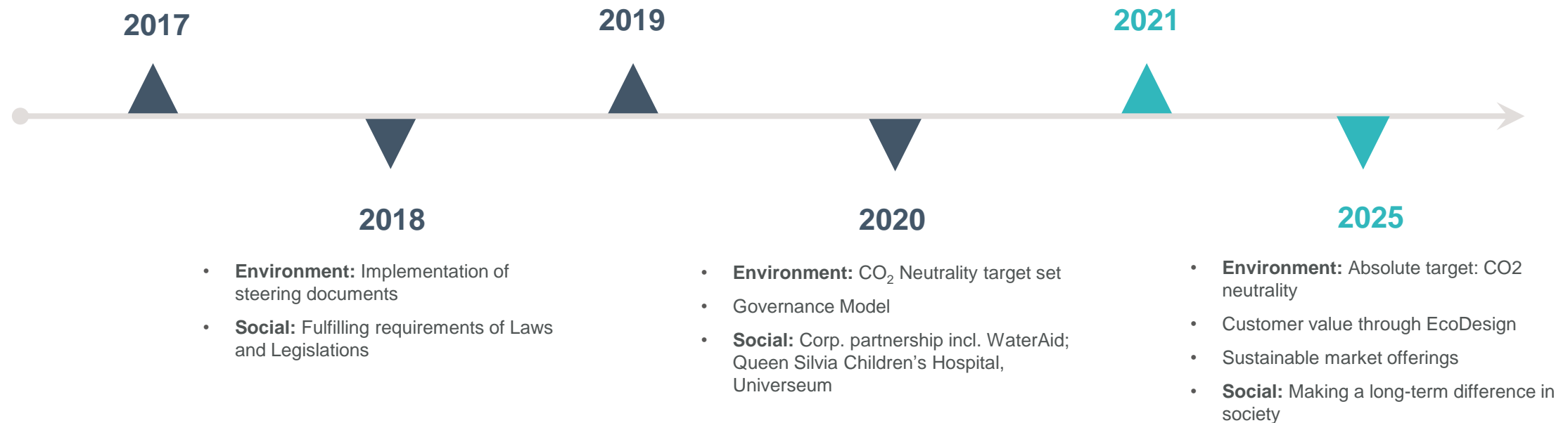
Environmental & Social Engagement

Raising the ambitious level

- **Environment:** Initial activities of environmental scoping
- **Social:** Initial activities on Corporate and local level

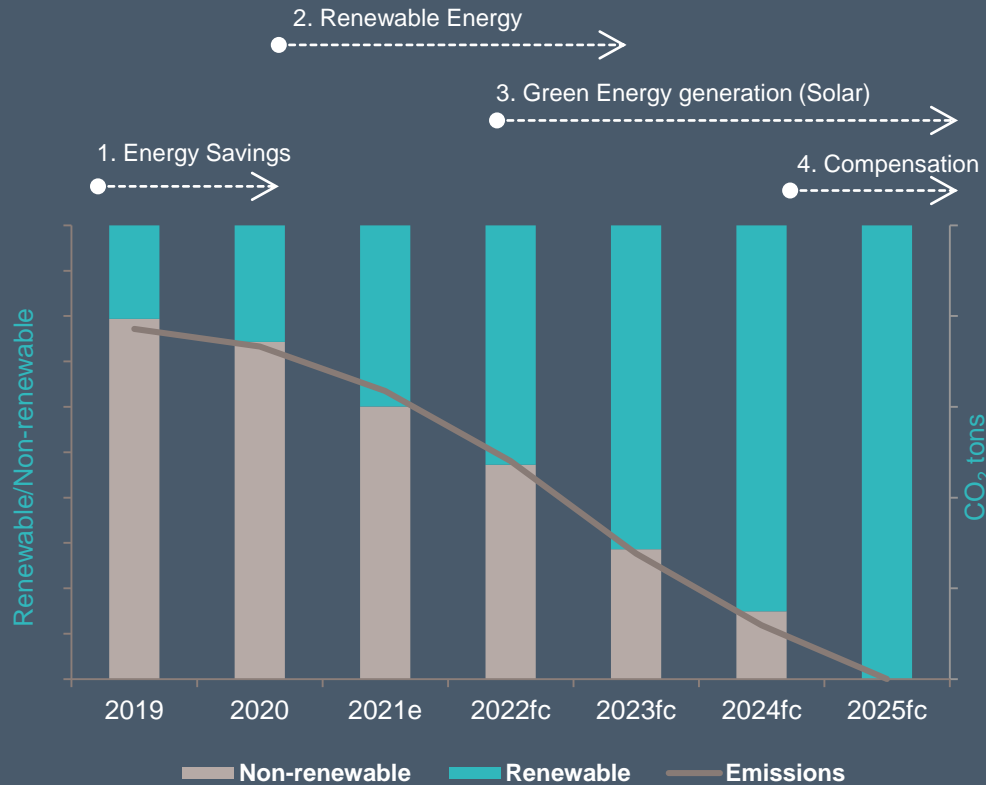
- **Environment:** Materiality Analysis
- Sustainability GRI Reporting
- Sustainability Program
- **Social:** Partnership with Pratham India; expanded

- **Environment:** Science Based target Initiative
- Fleet transfer
- New travel pattern
- **Social:** Intensifying activities with partners



Carbon Neutral Company by 2025

CO₂ Emission Reduction Plan for Scopes 1 and 2*:



4 Programs driving the change at Getinge sites:

- Energy savings / energy efficiency gains (e.g. machinery and LED lighting)
- Transition to renewable energy sources
- Green energy generation at Getinge sites (e.g. solar panels)
- CO₂ emission green certificates / compensation of remaining part if needed

*Definition: CO₂ emissions from production for Scope 1 (Oil, Gas) and Scope 2 (Electricity, Heating), in tons

How environmental priorities add value going forward

Sustainable health care offering

Creating customer and employee engagement through sustainability activities towards a future-oriented circular economy:

- EcoDesign for an advanced sustainable market offering
- Reducing energy and water consumption of products
- Product environmental profiling and Life Cycle assessments
- Fulfilling international tender requirements on Eco-standards of customers
- Compliance with EU Medical Device Regulation (EU MDR)



**Shared value
for stakeholders**

Social Engagement

Corporate Partnerships



One of the largest international non-governmental organizations and innovative learning organization created to improve the quality of education to underprivileged children in India.

Partnership since: 2018



An international not-for-profit organization working to make clean water, decent toilets and good hygiene normal for everyone, everywhere within a generation.

Partnership since: 2020



The Foundation for Queen Silvia Children's Hospital fundraise money to improve life quality and wellbeing for children and families at Sweden's largest children's hospital.

Partnership since: 2020



Science experience center, using playful methods to teach kids and adults about science, nature and sustainable development.

Partnership since: 2020



Quality Culture

Strengthened quality system and compliance processes

Enabling stability and productivity improvements going forward

- Entering Consent Decree with FDA
- Commitment to implement global complaint management system

2015

- Intense remediation
- All quality systems at the remediation sites completed
- Remediation of product documentation in the US sites completed

2018

- Implemented program to bring Quality closer to Operations
- First phase of global QMS certificate done

2022

- Intense remediation Program
- Ring-fencing sites under Consent Decree

2017

- Agreed FDA remediation plans completed
- Work ongoing to shift the focus to Quality as integral part of the organization

2021

- Getinge Quality Strategy 2.0 implemented
- Ambition is to by end of 2023 have reduced quality cost by -10%

2023 –

Getinge Quality Strategy 2.0

Implementation of Quality as an integral part of the organization

Examples of activities to integrate quality in the organization

- Move Quality closer to Operations
- Strengthen Medical and Clinical organization
- Focus Quality on Compliance and audits
- Harmonize digital tools and systems used for Quality related purposes
- Strengthen automation and use of artificial intelligence

Achievements to date

- Quality in Operations implemented in almost all sites, project will be completed Q1/2022.
- New global Medical and Clinical organization in place
- One global complaint intake system in place
- Established three Centers of Excellence for product registrations to improve processes and resource utilization
- Complaint automation system implemented in countries representing 20% of total number of complaints

Quality Regulatory Compliance Development

KPI	2018	2021	2024
Number of notified bodies	9	4*	2
Sites EU-MDR certified**	0/12	5/12	12/12
Simplification of complaint handling by harmonizing systems (nr. of systems)	9	1	1

* Including the notifying body for Quadralene that was acquired in 2020

** 42% (5 out of 12) Getinge sites EU-MDR certified in 2021. Data estimate in July 2021:: average rate in the medical device industry is less than 5%. Medical Device Directive (MDD) effective until end of transition, May 26, 2024

How Quality adds value going forward

Value-add of quality

- Customer satisfaction
- Patient and user safety
- Business risk reduction
- Productivity and structural effectiveness
- Learning organization



**Shared value
for stakeholders**

Business **ethics** & responsible **leadership**

To enable and inspire all employees to make the right decisions and to foster an open and transparent culture

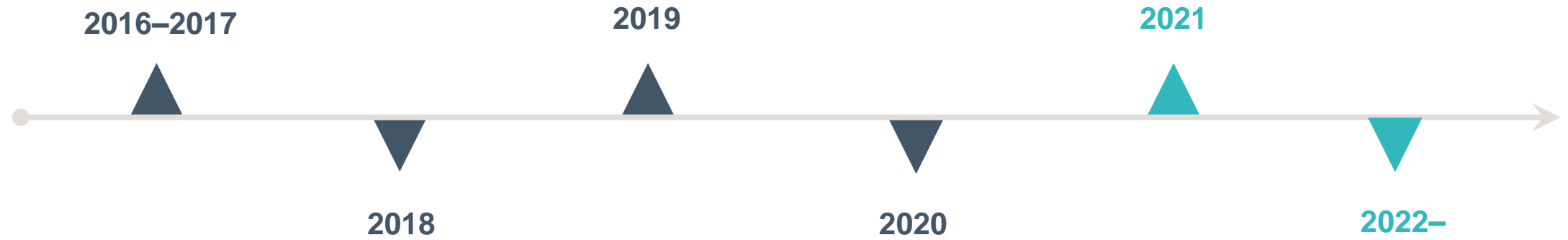
Business Ethics & Responsible Leadership – the journey

Responsible business in all relations

- A global organization for Ethics & Compliance was established
- Externally hosted whistleblowing hotline

- E&C Organization strengthened 10+ professionals in 10 countries
- New Global Policy framework consisting of 14 global policies and related directives
- Third Party Risk Management Office established in Shared Service Center in Krakow

- Getting Ethics & Compliance Report
- HIPAA* related risk assessments launched fall of 2021
- Trade compliance risk assessment conducted for Sales & Services Units
- Global Sales short term incentive structure revised to include Ethics & Compliance aspects
- Ethics & Compliance Requirements for Sales Compensation
- Implementation of a framework for how to operate (GetBasic)



- Chief Compliance Officer appointed, reporting to the President & CEO
- Initial Risk Assessment conducted
- E&C E& C Programs for Bribery and Corruption, Antitrust, Data Privacy and Trade Compliance were designed

- New EVP, Legal, Compliance & Governance reporting to the CEO and BoD
- New Code of Conduct
- 85.3% completed Dilemma Game E-learning
- New mandatory third party engagement process
- Business Ethics Awareness Survey
- Ethics & Compliance Ambassador in Global Sales

- Responsible Leadership program #ItStartsWithMe
- Ethics Ambassador program
- Enhanced program -Interaction with HCP and HCO
- E&C Strategy
- GetBasics site Audit

* Health Insurance Portability and Accountability Act

Update on Brazilian investigations of anti-competitive practices in Medtech

Since 2017 Getinge has cooperated extensively with regulators to resolve allegations of misconduct in Brazil.

In addition to cooperation with the regulators, actions have been taken to secure that the misconduct will be prevented from occurring again.

Lessons incorporated into ethics and compliance work.

April 2017

- Launch of Operation Compound Invoice by the Brazilian Federal Police

May 2017

- Getinge hires outside counsel for conducting the investigation

May/June 2017

- Beginning of internal investigation

May 2018

- Getinge signs a Leniency Agreement with the Brazilian Federal Prosecution Office

September-November 2019

- Getinge signs two Cease and Desist Agreements and one Leniency Agreement with the Administrative Council for Economic Defense

2020-

- Continued dialogue with the Office of the Comptroller General (CGU) to resolve outstanding penalties and disgorgement amounts.

Business Ethics & Responsible Leadership Development

KPI	2020	2021	2022
All employees should receive Business Ethics related training at least once a year	85%	87%	89%
Total number and % of sites assessed annually for risks related to corruption	3	7	7
Percentage of governance body members (Board of Directors, GET) to whom organization’s anti-corruption policies and procedures have been communicated to	100%	100%	100%

How Business ethics and responsible leadership's priorities add value going forward

Value-add of:

- Improved risk mitigation
- Responsible use of public funds
- Meeting stakeholder expectations
- Leading the way in the industry



**Shared value
for stakeholders**

Passionate employees

Structured journey towards even higher engagement

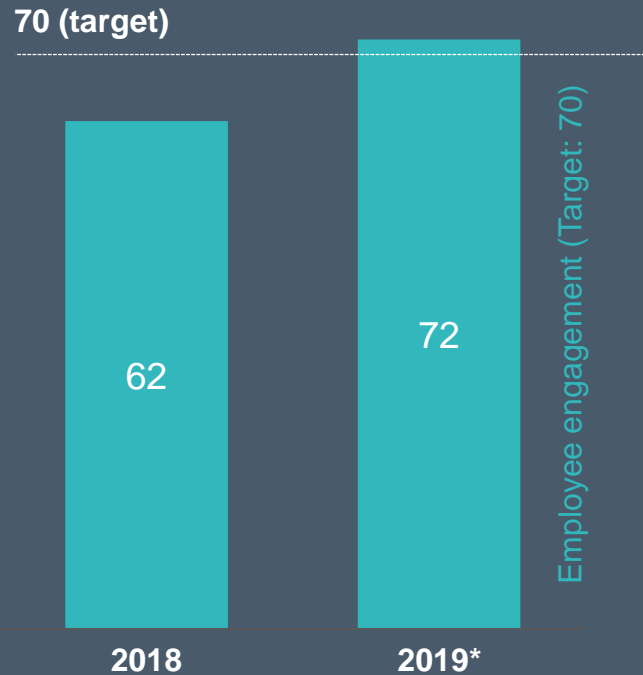
- Identification of competence and leadership needs
- Design of people plan to address business challenges

- Launch of HBS executive program
- Digitalization of people plan processes initiated
- Key focus areas launched: diversity & inclusion, employee engagement and succession planning

- Smart Workplaces concept launched globally
- 650 employees identified as emerging leaders
- Successors identified for all key positions
- University research collaboration now also covering strategy, sustainability and innovation



Above target for Passionate Employees

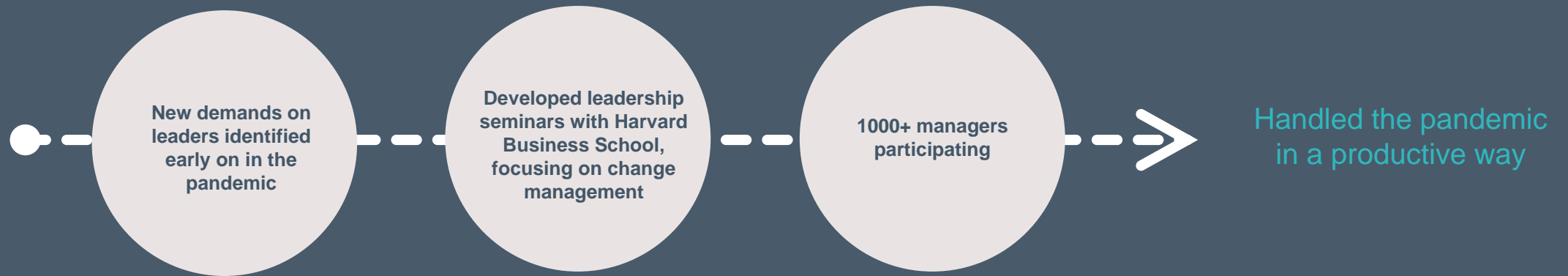


Other key improvements and events in recent years

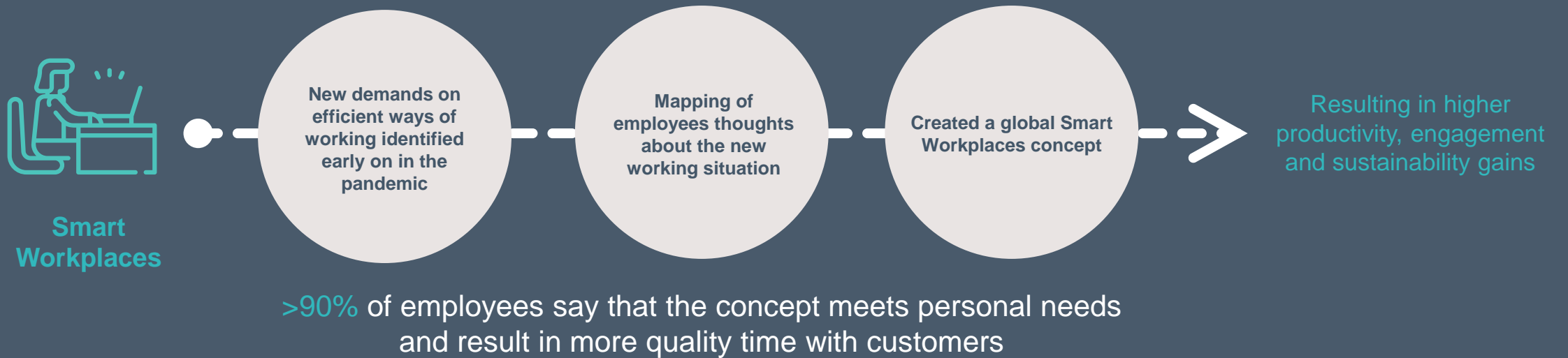
- 74% successors in place for grade 8+ positions (63% 2020)
- 100% of senior positions have a successor identified
- The Smart Workplaces concept has been a global success
- Gender diversity is improving (female top executives increasing by 10% p.a.)
- Asian talent program initiated during the year – aiming for global cultural diversity

*The latest global company survey being made was in 2019. There has been no global company surveys in 2020-2021 due to COVID-19.

Case on leadership during COVID-19



Case on new, smarter ways of working



How Employee priorities add value going forward

- Having a higher purpose (to save lives) is the best starting point when building a successful company in a sustainable way
- Having a culture where philosophy and priorities are fully understood creates a positive momentum across the organization
- Creating a modern workplace will attract and retain more talents
- High levels of engagement among employees drives productivity, innovation and customer value



**Shared value
for stakeholders**

Business Areas' priorities to capture the **opportunities**



Acute Care Therapies

GETINGE 

Acute Care Therapies

The Business Area in Brief

Therapies and life support that enable clinicians to save lives, improve outcomes and reduce cost within:

- Intensive Care
- Cardiovascular Surgery
- Cardiovascular Interventions

The addressable market

- SEK 100 billion with expected organic growth of 4-6% per year 2022-2025

Financial summary of BA performance



Net Sales and EBITA margin development, 2019-2021 Q3 LTM

Strong growth during the period

- Advanced ICU ventilators at record levels due to COVID-19
- Strong growth in Cardiopulmonary (ECMO), set to continue due to structural demand
- Cardiac surgery and vascular interventions negatively impacted during the pandemic but gradual improvements in the latter parts of the period

EBITA margin growth due to volumes and productivity

- High volumes
- Productivity improvements throughout the value chain
- Pruning of the portfolio
- Productivity improvements in OPEX

Acute Care Therapies' offering, market position and competitors

Intensive Care Unit (ICU)

Getinge portfolio



ICU ventilation
Market share: ~25%



Advanced monitoring
Market share: ~55%



Extracorporeal life support
Market share: ~70%



Thoracic drainage
Market share: ~65%

48% share of Acute Care Therapies' net sales*

Main activities

- Launch new ventilators and ECMO devices with improved clinical outcomes, hospital cost efficiencies and lower COGS for Getinge
- Expansion of high-end ECMO disposable capacity
- Complete advanced monitoring portfolio with innovative non-invasive device
- Significant investments in connectivity and digital solutions
- Developing research pipeline with new ICU combination products

Main competitors

- Medtronic
- Hamilton
- Dräger

*2019 (i.e. before COVID-19)

Acute Care Therapies' offering, market position and competitors

Cardiovascular surgery

Getinge portfolio



32% share of Acute Care Therapies' net sales*

Main activities

- Launch new EVH device with improved ease-of-use to a significantly lower COGS
- Launch new high-end heart-lung machine with superior usability
- Continue to build US anesthesia business
- Factory footprint and product moves to increase productivity
- Increased capacity expansion for graft products to Asia
- Invest in new graft innovation and SKU reductions

Main competitors

- Terumo
- W L Gore
- LivaNova
- Medtronic

*2019 (i.e. before COVID-19)

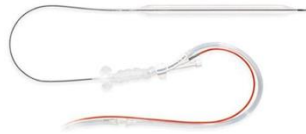
Acute Care Therapies' offering, market position and competitors

Cardiovascular interventions

Getinge portfolio



Intra-Aortic Counterpulsation
Market share: ~76%



Covered Stents
Market share: ~30%

20% share of Acute Care Therapies' net sales*

Main activities

- Covered stents towards Premarket Approval and developing next generation products
- New indications and partnerships for covered stents
- Launch of an innovative axial access intra-aortic balloon catheter
- Launch a new intra-aortic balloon pump platform serving two market tiers
- External/internal innovation of advanced mechanical circulation products (capitalizing leading installed base of IABC)

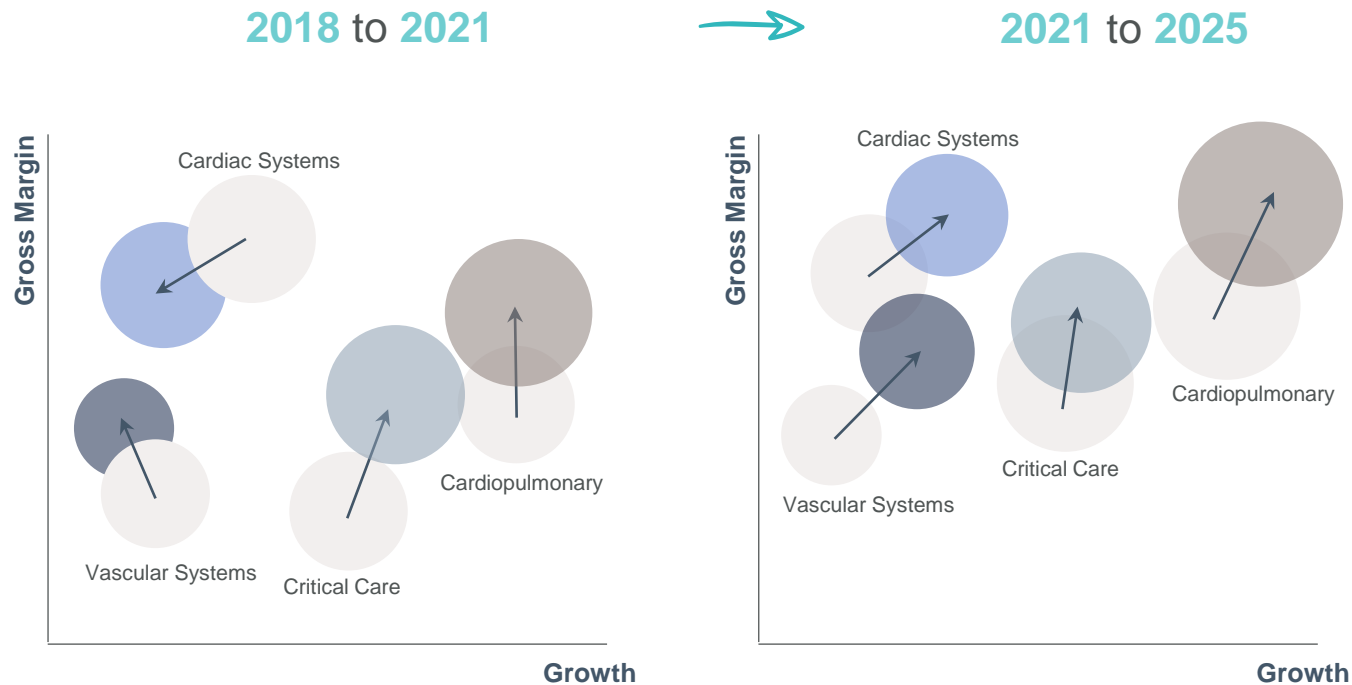
Main competitors

- Teleflex
- Becton Dickinson
- W L Gore

*2019 (i.e. before COVID-19)

High profitability and growth are expected to continue in Cardiopulmonary

Rationale behind forecast



Cardiopulmonary

- **Growth:** Capacity expansion, new products and tail wind from segment growth factors
- **Margin:** Factory absorption with higher volumes, COGS reduction and completion of remediation

Critical Care

- **Growth:** New ventilators, digital products and increased aftermarket business
- **Margin:** Utilization of new platform technologies and increased aftermarket business

Cardiac Systems

- **Growth:** Therapy adoption EVH, New generation IABP
- **Margin:** NJ consolidation synergies, lower cogs, utilization of new platform technologies and remediation completed

Vascular Systems

- **Growth:** Covered stent PMA, new stent technology and increased capacity for aortic grafts
- **Margin:** Factory absorption from higher stent and aortic graft volumes, remediation completed

COVID-19 has accelerated the need to improve intensive care

Getinge positioned to become the leading eco-system partner of choice

1 in ICU ventilation

1 in ECMO

1 in hemodynamic monitoring for the ICU

Challenges in the ICU

- Clinical complexity: An aging population, increased patient complexity and new disease patterns
- Technical complexity: multiple devices from different suppliers
- Information overload: not always helping decision making
- All to be managed by a limited number of skilled health care workers
- Pandemic has highlighted the need for remote solutions



Recent innovations addressing the needs

- **Complexity reduction**
 - Semi-automatic therapy tools (e.g. Automatic Lung Recruitment)
 - User interface development (e.g. the Guide platform)
- **Connectivity and interoperability**
 - Connectivity solutions
 - Connected Services
 - Promoting open standards: Quiet ICU



Internal development

- Connectivity roadmap
- Robust digitalization infrastructure
- Remote capabilities
- AI-based decision support solutions

External development

- Acquisitions, channel and technologies
- Partnerships with leading medical research institutions

Next generation

Most advanced mid range ventilator on the market

New Servo-c

- Clinical tools and therapy guidance – made easy
- Equipped with Guide and prepared for Getinge Online
- Significantly reduced COGS
- Filling the gap between high end and value ventilators – replacing legacy products



Guide

- Full HD Display with reusable Graphical User Interface (GUI)
- To be implemented on all ACT hardware
- Decrease hospital training costs and lower risk for user errors
- Modular hardware platform with connectivity: WiFi, Bluetooth and LTE/4G
- Compliant to applicable Medtech standards
- Up to 70% lower COGS than current panels

Getinge online

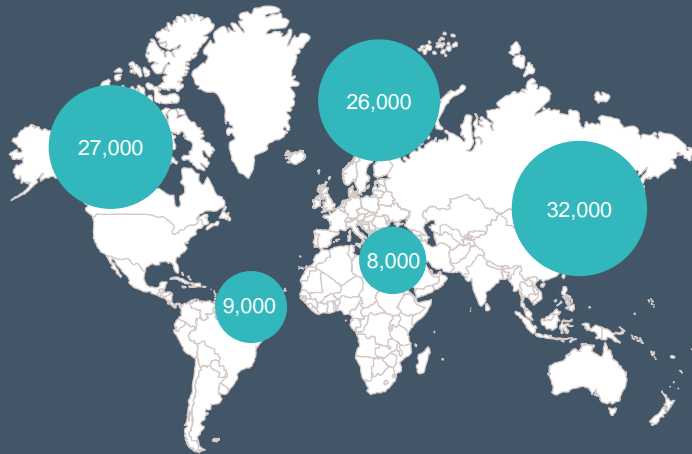
- Data from anesthesia or ventilation is securely transferred to a server/database
- A web portal enables hospital personnel to view and analyze service and equipment data
- Drives hospital productivity by addressing critical **equipment uptime** and increased **patient outcomes** through protocol adherence

ICU ventilator aftermarket potential

Installed base development

COVID-19 boosted our installed base

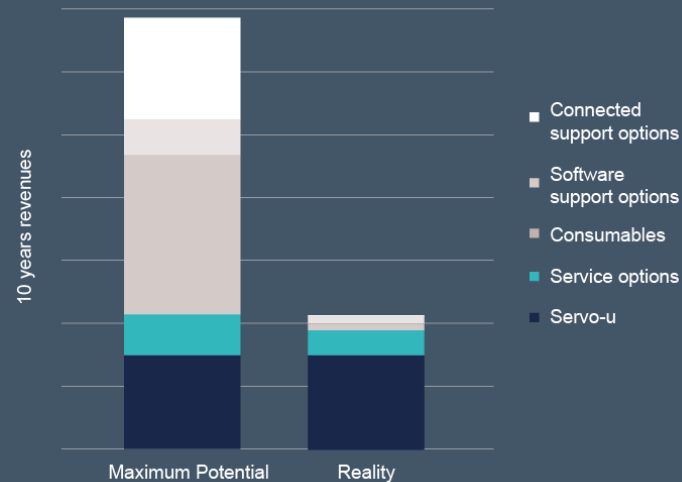
- Currently more than 100,000 ICU ventilators across the globe – increased with close to 20% during the pandemic



Aftermarket potential

Large potential for aftermarket sales

- Limited focus historically
- Hardware selling cycle ~10 years



Digitalization impact

Connectivity – a game changer

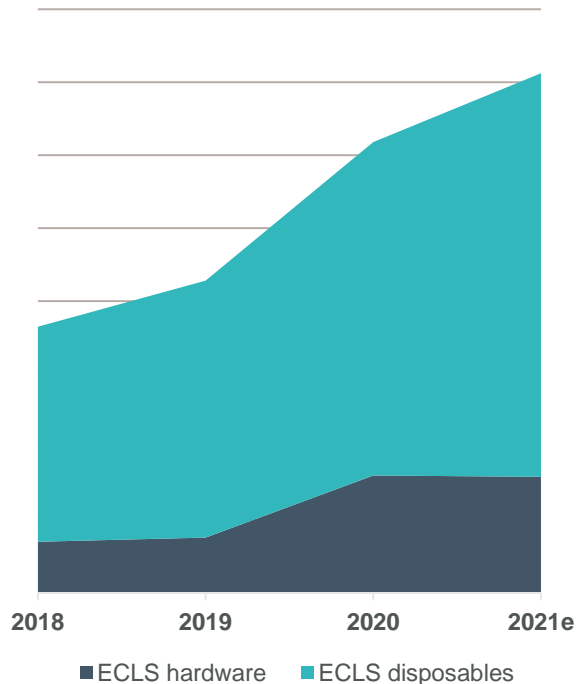
- Increased computing power
- Remote downloads
- Sticky e-commerce
- Machine data and clinical data

Changing customer offerings

- Proactive service notifications
- Treatment protocol adherence
- Online ordering
 - Consumables and spare parts
 - Clinical software
 - Training
- Advanced clinical decision support

High potential in Extracorporeal Life Support (ECLS)

Historic sales development



Growth Factors

Increased adoption for ARDS patients

- COVID-19 boosted the use of ECMO worldwide

Therapy expansion

- eCPR (ECMO + Cardiopulmonary Resuscitation)
- Acute Myocardial Infarction, Cardiogenic shock
- ECCO2R
- Bridge to heart and lung transplants
- Septic shock

Treatment capability expansion

- ECMO-centers
- Conferences
- Training programs

How capture the growth

Capacity expansion

- Disposables
 - HLS sets tripled since 2018
- Hardware
 - more than doubled since 2019

New Products & Innovation

- Rotaflow II (2021)
- Cardiohelp II - under development
- Organic innovation projects
- Collaboration with leading KOLs
- M&A

Regulatory approval

- US ECMO 510k

Activities to improve productivity

Innovation

- Increased inorganic and organic technology investments
- Strong focus on digital and connectivity
- R&D productivity – New ways of working (e.g. GUIDE, India innovation center, other process improvements)

Sales, distribution and consumables

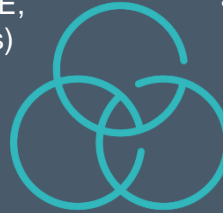
- Improved sales training through new digital tools in Getinge
- Increased stickiness of consumables enabled by clinical software functionality on Getinge devices
- Continued consolidation of freight partners

Sourcing & Production

- Product line moves and COGS reduction programs
- COVID-19 learnings employed: Development of supply chain redundancy and partnerships (industrial and government)
- Sourcing control tower/war room methodology for early detection and forceful action

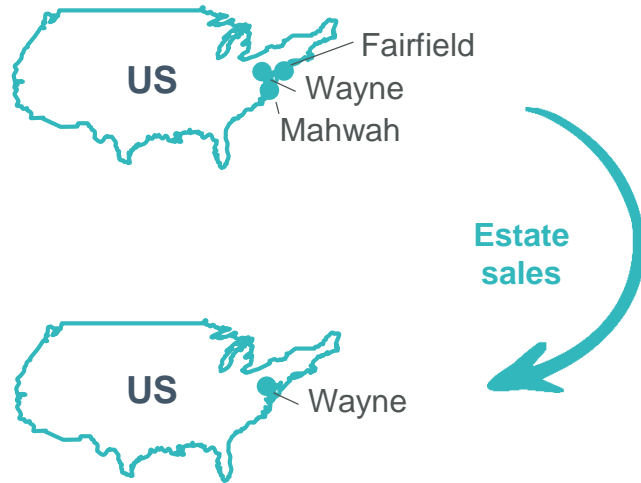
Service & Spare parts

- Connected Services – enhancing service efficiency through remote oversight and easy spare parts ordering
- Predictive maintenance – increasing customer up-time



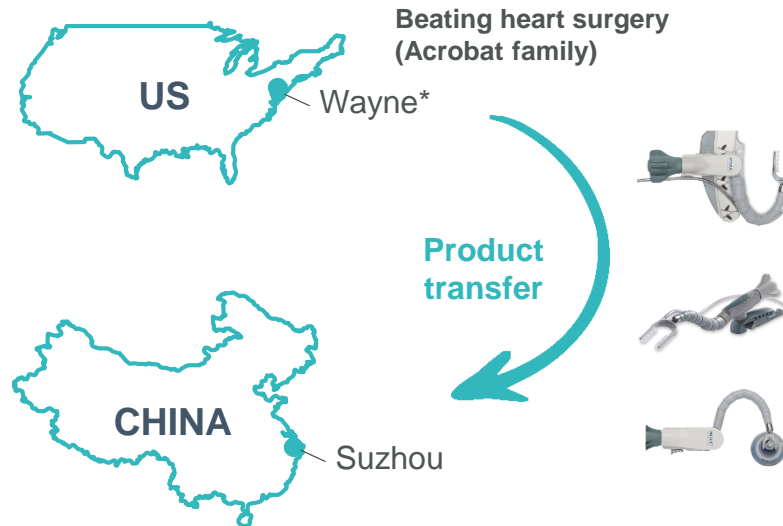
Examples of productivity improvements

Footprint consolidation



+150 MSEK cash flow
+70 MSEK capital gain
+60 MSEK yearly savings

Production cost reduction



39.5%
 lower COGS

*small capacity remains, safeguarding supply chain flexibility

Portfolio pruning

36%
 Reduction of
 Technical Files

91.9 MSEK
 Cost avoidance
 In EU MDR
 uplift program

0.8%
 Loss of
 Net Sales
 ACT

Acute Care Therapies' scenario 2022-2025

Net sales

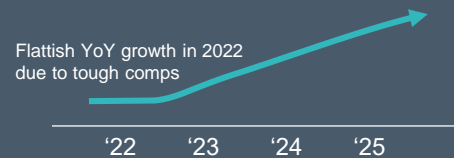
4-6%

Organic Growth on average during the period

EBITA margin (adj) 2025

>26%

Gradual improvement throughout the period



Net sales trajectory through the period

Main success factors for Acute Care Therapies

- Well positioned in several life-saving product segments – and several new and important products are moving through our development pipeline
- Strong focus on accelerating growth through innovation, internally and with external partners – special attention paid to Digital
- Continued focus on productivity in everything we do to create leverage from increasing margins – strong positive momentum from the last three years of productivity focus – our teams have learned a lot





Surgical Workflows

Surgical Workflows

The Business Area in Brief

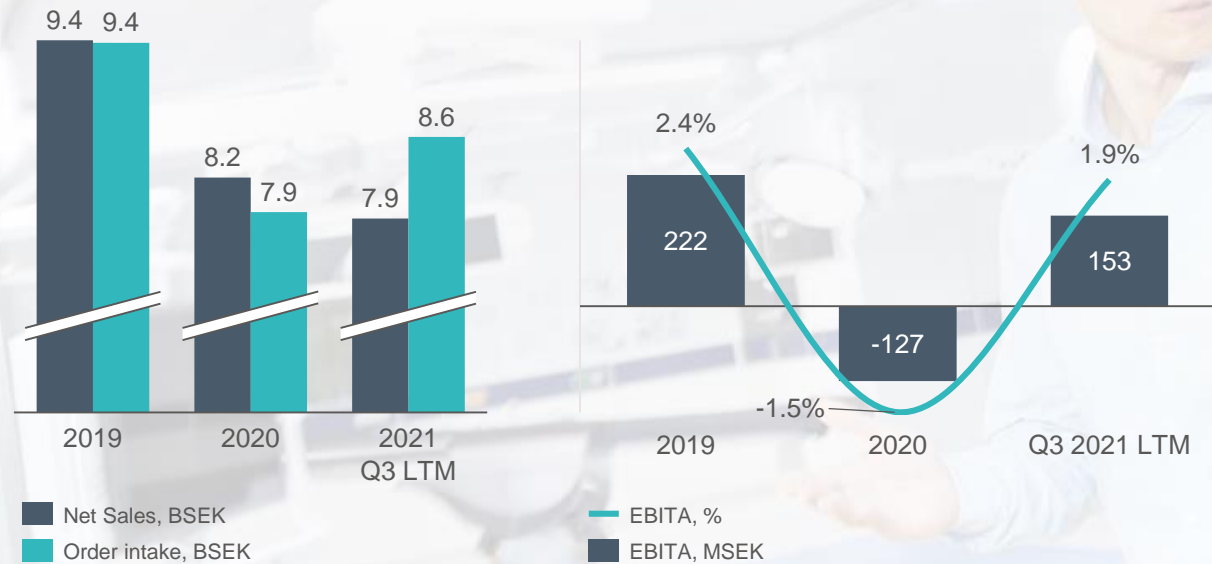
Surgical Workflows offering

- Infection control: Equipment and consumables for safe and efficient reprocessing of surgical instruments and endoscopes
- Surgical Workplaces: Tables, lights, booms and advanced Operating Rooms design
- Digital Health Solutions: Connected Equipment and Hospital Efficiency software within Operating Rooms and Sterile Reprocessing Departments
- Product life-long service activity on installed base, and turnkey project management

The addressable market

- SEK 67 billion with expected organic growth of 4-6% per year 2022-2025

Financial summary of BA performance



Top line and EBITA margin development, 2019-2021 Q3 LTM

Growth interrupted by COVID-19 – but orders picking up rapidly

- Product launches and M&A to increase the consumables share of the portfolio
- Pruning the portfolio to enable productivity improvements - while covering premium and value segments

Set for EBITA growth as order growth transforms to net sales

- EBITA margin increased 3.4 pp or 280 MSEK during the LTM despite volume decline
- Productivity improvements in service, material costs and assembly
- Productivity improvements in OPEX

Surgical Workflows' offering, market position and competitors

The Business Area in Brief

Infection Control Capital equipment



Washers



Sterilizers



Low Temp
Sterilization



AER (Endoscope
Reprocessing)

Market Growth: 4-6%
Getinge position: #1 #2
Estimated market share*: 22%



Main players

Steris, Belimed, Steelco, Shinva

% Business Area
revenue

20%

Operating Room Capital equipment



Tables



Hybrid
Rooms



Lights
& Booms



Modular
Walls

Market Growth: 4-6%
Getinge position: #1
Estimated market share*: 19%



Main players

Steris, Hill-Rom, Stryker, Mindray

% Business Area
revenue

40%

* Market Shares and positions vary between geographical regions and offerings.

Surgical Workflows' offering, market position and competitors

The Business Area in Brief

Service



Getinge offers a complete range of installation services, and technical support designed to maximize the useful life and long-term value of our customer's capital equipment investments.

% Business Area revenue

25%

Infection Control Consumables



Getinge Chemistry & Sterility Assurance

Market Growth: 5-8%
Getinge position: >#5
Estimated market share*: 2%



Main players

Steris, 3M, Ecolab

% Business Area revenue

10%

Digital Health Solutions



OR Management & OR Integration



Sterile Supply Management



Patient Flow Management

Market Growth: 7-15%
Getinge position: #1>#5
Estimated market share*: 7%



Main players

Censis, Storz, Olympus, Stryker, Cerner, Chipsoft

% Business Area revenue

5%

* Market Shares and positions vary between geographical regions and offerings.

Trends

Segment dynamics



Economic pressure on health care systems, consolidation of hospitals, staff and fund shortage



Enhanced Regulatory Requirements



Environment sustainability and CO₂ impact



COVID-19 economic recovery and implications for business



Operating rooms



Robotic surgery revolution



Ambulatory care and minimal invasive surgery



Digitalization of Operating Rooms
Integrated and connected



Infection Control



Battle against **Hospital Acquired Infections**
Surgery and endoscopy



New business models
Outsourcing | Instrument fleet management



Robotization of Central Sterile Supply Departments
Automated and digital logistic flows



SWift – SW Strategic transformation plan

Towards 10% EBITA performance



Differentiate our legacy businesses

Gain share and outperform market



Deliver on higher productivity standards

Increase margins

Priorities

- Premium technology leadership
- Value segment coverage



Accelerate shift to new segments

Transform portfolio mix

Priorities

- Sourcing and value engineering
- Platform simplification strategy
- Manufacturing excellence
- Product and service quality

Priorities

- Low temperature program
- IC Consumables
- Endoscopy reprocessing
- Digital Health Efficiency Software
- Focused M&A strategy

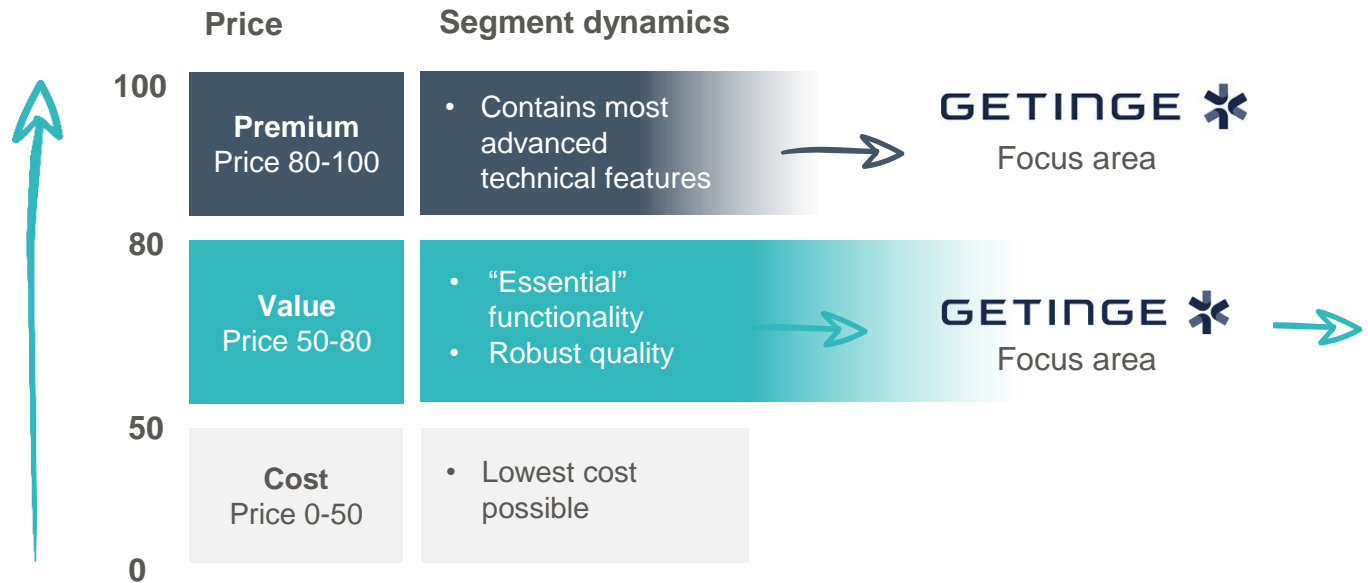
Surgical Workflows

2 growth cases



We continue to build up the value segment offering

As a complement to premium



Solsus 66

Value segment sterilizer from Suzhou
>100 units expected in 2021 for Year 1



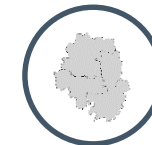
Made in China

Growing footprint in Suzhou, China for excellence, efficiency and trade barriers



MAQUET Lyra Value mobile table

+27% YoY units in 2021 in targeted segment



Bangalore

New range of Modular OR walls
out of Getinge's India Innovation Center

Quadralene and technology from Verrix

2 recent acquisitions strengthening our position in IC consumables

Getinge Chemistry



- Quadralene is a global manufacturer and expert in decontamination products for the health care, dental, and laboratory sector offering detergent, disinfectants, intelligent decontamination solutions
- Quadralene established as a global Center of Excellence for Getinge Chemistry, leveraging strong connections with the Center of Excellence for washer disinfectors in Växjö, Sweden
- Scalable acquisition for future expansion (e.g. Life Sciences chemistry portfolio)

1930

Foundation

#1

Dentistry
Infection Control
brand in UK Dentisan

72 MSEK

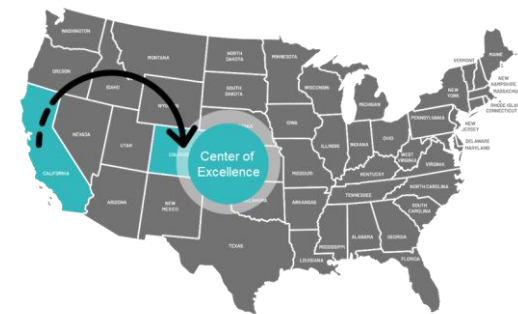
Revenues
(2019)

Getinge Sterility Assurance

Technology from



- Ramping-up Getinge Denver as a global Center of Excellence for sterility assurance, with R&D and manufacturing of both Chemical and Biological Indicators
- The product is not commercially available yet



Accelerating digital health care transformation

Workflow optimization for efficiency gains and staff satisfaction



Connected Equipment – Getinge Online

- Getinge Online portal for all connected machines to maximize medical device uptime and gain insights
- More than 4,500 machines connected
- **Recent and future innovation**
 - New generation Getinge Online
 - Connected anesthesia & ventilation
 - Increase value from data



Torin – OR Management

- OR Management solution for optimized scheduling, real time status reports and simplified reporting to increase OR utilization and hospital staff satisfaction
- More than 60 sites, mainly in DACH
- **Recent and future innovation**
 - Prediction of surgery times with machine learning AI
 - Manage and prioritize surgical waiting list



TDOC – Sterile supply Management

- Sterile supply management solution that ensures complete traceability, optimized instrument and device utilization, and just-in-time delivery for surgeries
- More than 2,700 installations in 23 languages
- **Recent and future innovation**
 - Integrations for optimized data utilization
 - Expansion of mobile device conflict checking
 - Improved user interface
 - Updated functionality for loaner instruments



Surgical Workflows

2 productivity improvement cases



Value engineering QVE Projects dashboard 2021

Surgical Workplaces

Project	Completion
QVE Mobile Table	2020
QVE Mid Segment Light	2021
QVE System Table	2021
QVE Premium sterilizer	2021
QVE Accessories	2021
QVE ceiling unit	2022

Example with Sterilizer



- “Design to cost” and frugal engineering mindset
- Focus on process, electric, chamber, material design changes
- Collaboration with suppliers for easier manufacturing
- Consolidation into key preferred group suppliers (hoses, gaskets, heat exchanger)



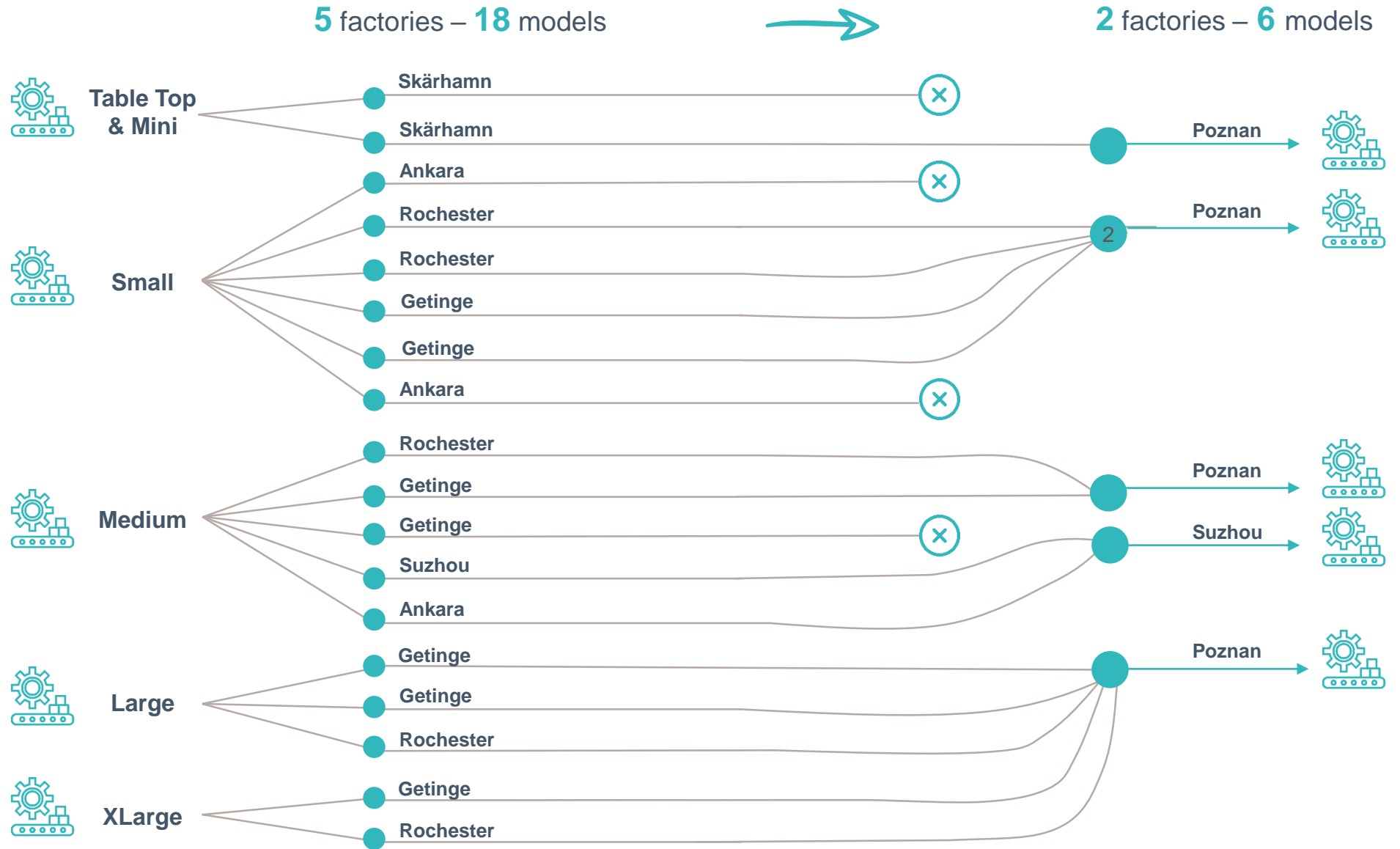
-12%

savings on unit cost

Contributes to improve **+3%pts** GP on Sterilizer segment

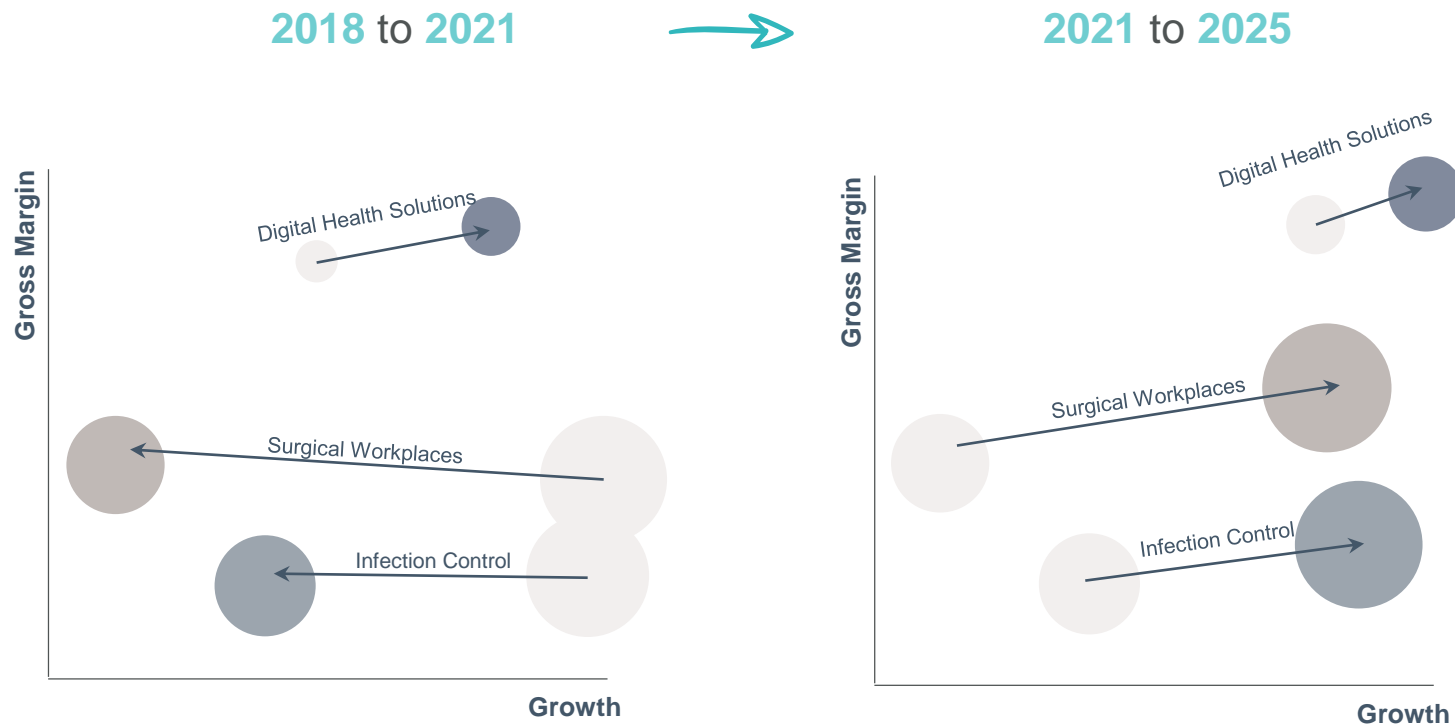
Industrial simplification enabled by Portfolio platform simplification

Sterilizers:
from 18 models
to 6 models in
4 years



Profitability improvements expected in all segments

Portfolio gravitation evolving towards higher gross margin segments



Comments

- Continued GP improvements via current and upcoming supply chain and service productivity actions
- Mid single digit growth on legacy businesses via differentiation with innovation on premium and value segments
- Continue transforming portfolio mix towards digital, infection control consumables and new applications

Surgical Workflows' scenario 2022-2025

Net sales 2022 - 2025

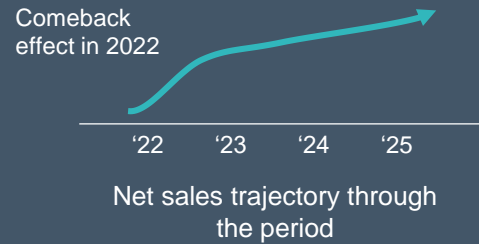
4-6%

Organic Growth on average during the period

EBITA margin (adj.) 2025

>10%

Gradual improvement throughout the period



Main success factors for Surgical Workflows

- Continued ability to execute on supply chain and service productivity improvements
- Differentiation of legacy businesses with continued innovation leadership and competitive moat on key customer mega-trends
- Accelerated portfolio shift towards attractive faster growing segments: digital, consumables
- Excellent customer reach and relevance in key hospital call-points (OR, ICU, CSSD) and hospital GPOs





Life Science

GETINGE 

Life Science

Offers equipment and services for efficient and compliant Life Science research and manufacturing processes

“By leveraging our deep **application know-how** and **global footprint**, Getinge **partners** with scientists and engineers to develop and manufacture **better pharmaceuticals**. We focus on **up-stream bio processing** and **contamination prevention** to provide **tailored, efficient and compliant solutions** to our customers and partners who are dedicated to **prevent, mitigate and cure diseases – saving lives.**”



Core customers

Research labs

- Pharma
- Universities
- CRO

Drug production

- Pharma
- CMO

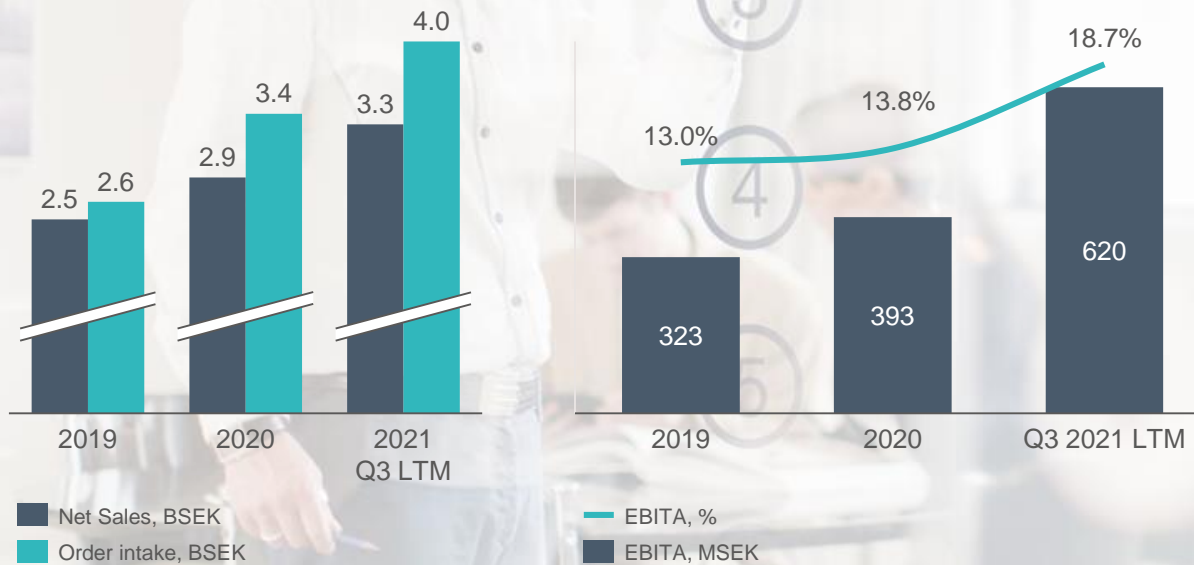
Channels

- Direct Sales
- Distributors
- OEMs
- Engineering companies

Customer needs

- Robust and tailored solutions
- Professional supply and support
- Ease of validation
- Prevent contamination
- Data integrity
- Process efficiency
- Flexibility and scalability
- Optimized footprint

Financial summary of BA performance



Top line and EBITA margin development, 2019-2021 Q3 LTM

High growth since establishing Life Science as a Business Area

- Alignment of sales and supply chain processes
- Clear growth strategy – focus on recurring revenue
- DPTE-BetaBag® net sales growth 18-21 CAGR 40%

EBITA margin improvement due to

- Volume increase
- Product Mix – higher share of single use items
- Factory utilization
- OPEX efficiency

Life Science market, position and priorities



Lab Washer & Sterilizers

Research labs

Market Size*

Market Growth

Market Share

Main Competitors

Key activities

5.4 BSEK

8-10%

14%

- Sartorius
- Steris
- Eppendorf
- Miele/Steelco

- Expand SU Bioreactors
- Expand lab sterilizer portfolio
- Strengthen distributor set-up
- Enhanced digitalization offering



Bioreactor Systems

*Total addressable market 2020 including all Life Science product categories is 33 BSEK when including isolators and Medtech sterilizing solutions (8 BSEK).

Life Science market, position and priorities

Production



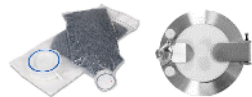
Washers & Sterilizers



Bioreactor Systems



Sterility Testing Isolators



DPTE BetaBag®



Market Size*	Market Growth	Market Share	Main Competitors	Key activities
10.4 BSEK	10-12%	12%	<ul style="list-style-type: none"> • Cytiva • Thermo Fisher • Sartorius • Steris • Steelco • Fedegari 	<ul style="list-style-type: none"> • Grow DPTE® portfolio • Develop SU Bioreactors • Adjacent bioprocess segments • Improved efficiency in project business

Consumables and maintenance service

Market Size*	Market Growth	Market Share	Main Competitors	Key activities
9.0 BSEK	5-6%	9%	<ul style="list-style-type: none"> • OEM suppliers 	<ul style="list-style-type: none"> • Digitalized training of field technicians • Enhance the on-line concept • Capitalize on the group's acquisitions in consumables

*Total addressable market 2020 including all Life Science product categories is 33 BSEK when including isolators and Medtech sterilizing solutions (8 BSEK)

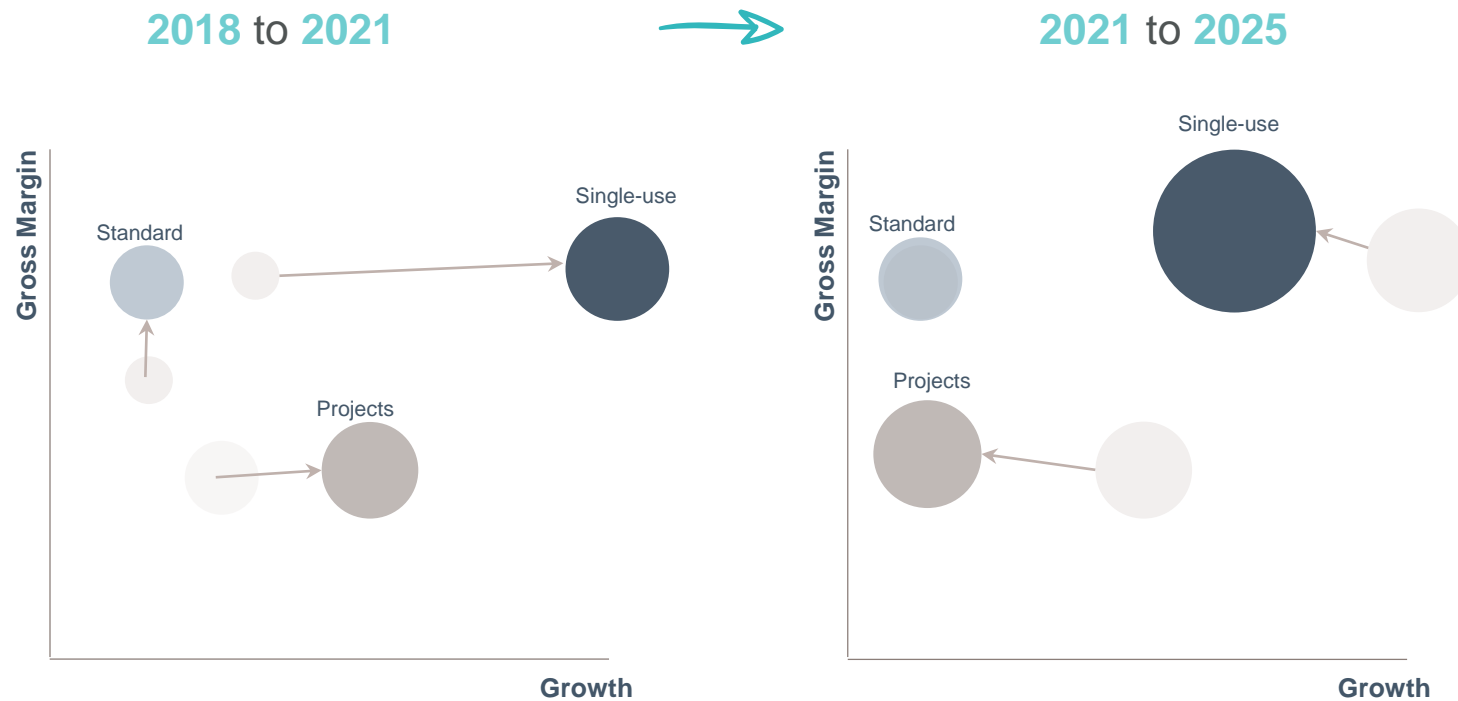
Partnering with major pharma companies, CDMOs* and research institutes world wide



*CDMOs: Contract Development and Manufacturing Organizations

Accelerated profitability and growth

Overall improved margin as single-use portion increase



Comments

2018–2021: Total growth 20% CAGR

- Accelerated growth of high margin single-use solutions
- Improved margins in projects and standard solution driven by efficiency improvements

2021–2025: Total growth 10-12% CAGR (org)

- Single-use going from 30% to 50% of sales, stabilizing at fair growth post-COVID. Improved margins by manufacturing efficiency
- Strategic decision to reduce relative size of Project business

Sterile Transfer ECO SYSTEM

DPTE Alpha port is the gateway to the aseptic core of barrier filling lines. Ports are used for several applications:

- Component transfer (core driver for DPTE-BetaBags®)
- Liquid transfer
- Quality assurance products
- Transfer of machine parts
- Waste



Transfer into the filling line barrier is made by docking a single use bag to the port.

An Alpha port installed for component transfer will in average generate consumption of 3,000 DPTE-BetaBags® per year.

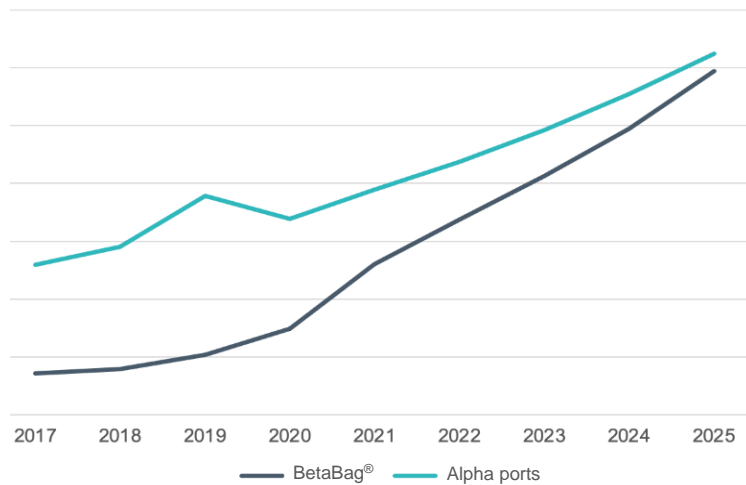
Large installed base of DPTE Alpha ports with 25% Year over Year growth. Significant growth in China.

Single-use sterile transfer solutions

Solid #1 player in a fast growing market

Market trends continue to support growth of single-use solutions for sterile and aseptic transfer:

- Faster design and construction of new production facilities
- Reduced capital investment (CAPEX)
- Reduced operational cost (OPEX)
- Higher flexibility and reduced time-to-market
- Reduced carbon footprint by higher equipment utilization and less energy consuming cleaning and sterilization
- Getinge DPTE-BetaBag® used in 11 of 21 current manufactures of COVID-19 vaccines



Strong correlation between Alpha ports and BetaBag® sales

An Alpha port installed for component transfer generates an average consumption of 3,000 BetaBag® per year and accelerating. Large installed base of DPTE® Alpha ports with 25% Y-o-Y growth. Significant growth in China.

Actions to support future growth:

- Ramp-up manufacturing of DPTE-BetaBag® in facility in Merrimack
- Launch new and innovative transfer solutions
 - Sterile Transfer solution supporting higher speed and more compact filling lines
 - Meeting increasing industry requirements for cleanliness and reduced bioburden
 - Accelerated investments in innovation

Capacity increase and time reduction vs stainless steel

Case Study: advantages in fill-and-finish

	Stainless Steel	Single-use
Clean and set-up	14 hr	< 1 hr
Validation time	Extensive	Zero
Operator training	2 weeks	2 days
Equipment utilization	35%	82%

40%

40% capacity increase can be achieved with single-use

Source: Jerness E, Gupta V (2011) Implementing a Single-use Solution for Fill-Finish Manufacturing Operations, BioProcess International Supplement, May 2011: 22-26

Successful acquisition of Applikon

Offering bioreactor systems for effective biopharma research and production



- Market is growing double digit due to high activity in biopharma
- 32% net sales growth Q3 2021 LTM
- Getinge offers unique and attractive features in the bioreactor software enabling easier scalability and higher yield
- R&D Pipeline:
 - Plug-and-play control system
 - User friendly Human-Machine Interface
 - Software with early stage bioprocess optimization
 - Single-use bioreactors in both research and production

Activities to improve productivity

R&D

- Leverage digital solutions and platforms for driving product development efficiency
- Leverage modularization to meet market requirement for short lead time
- Investing in rapid prototyping capabilities and tools to speed up and enhance product development



Sourcing & Production

- Improve productivity by Manufacturing Excellence
- Expansion of DPTE- BetaBag® manufacturing capacity, secure redundancy, reduced lead times and environmental impact

Sales & Service

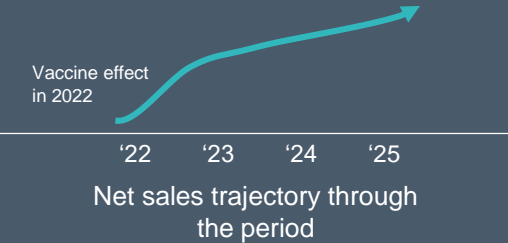
- Grow organizational capabilities/resources in USA and China
- Continue leveraging Applikon sales via Getinge's global sales organization

Life Science's scenario 2022-2025

Net sales

9-11%

Organic Growth on average during the period



EBITA margin (adj) 2025

>22%

Gradual improvement throughout the period

Main success factors for Life Science

- The pandemic is a catalyst for intensified development of biopharma drugs
- Market trends strongly support growth in single-use solutions
- Getinge secured DPTE-BetaBag® capacity to capitalize on market growth
- Strong R&D pipeline to support Getinge's market share growth in Biopharma segment



Finance supporting profitable growth

The financial value creating journey

Two phases: 2018-2021 & 2022-2025 and onwards

Phase 1: Value creation 2018-2021



Leverage from sales growth
Improved Gross Profit margins
(price, mix, productivity)
Cost control
Operational leverage

Improved control of working capital
throughout the business
Improved control over allocation and
capitalization of R&D projects
New investments below
depreciation/amortization

Strengthened cash flow and reduction of net debt

Phase 2: Value creation 2022-2025 and onwards



Deliver on strategic initiatives:

- R&D
- M&A
- Footprint

High quality on business
intelligence and decisions
Business continuity management, E&C
governance, QRC strategy
implementation etc.

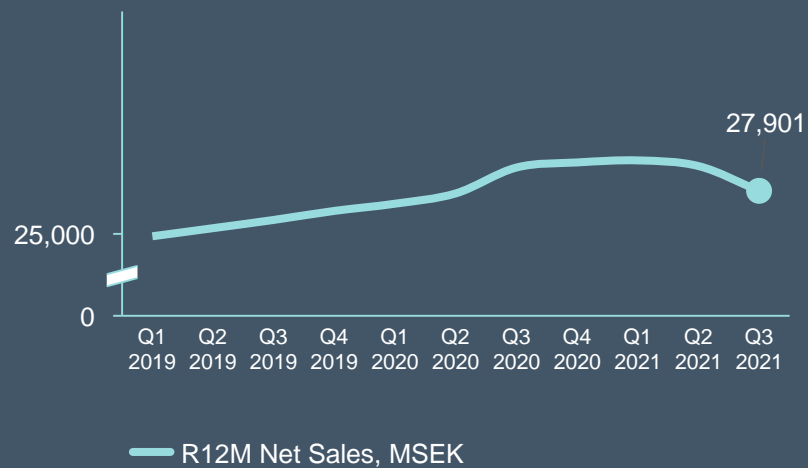
Improve return on Invested Capital

Phase 1: Delivery in all dimensions

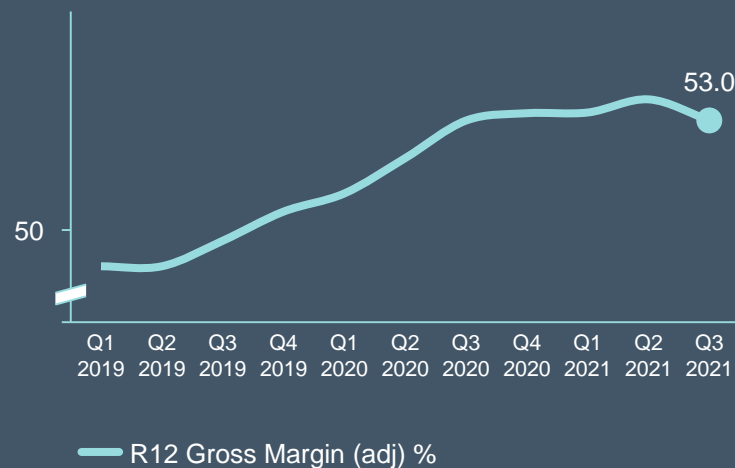
Creating a healthy position for taking on the next step



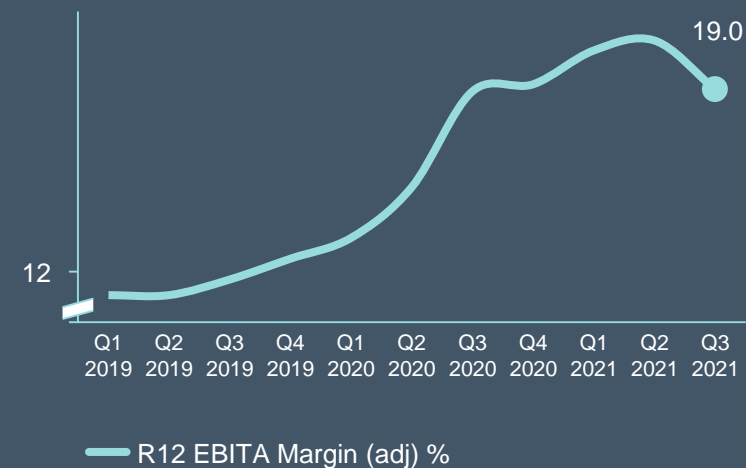
Leverage from sales growth



Improved GP margins



Operational leverage



Phase 1: Delivery in all dimensions

Creating a healthy position for taking on the next step

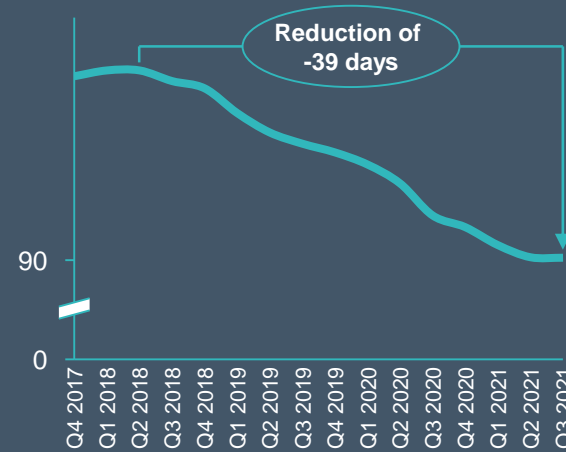


Improved Free Cash Flows



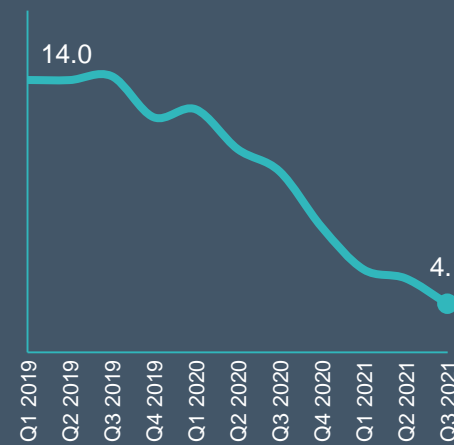
Free Cash Flow, BSEK

Improved Working Capital



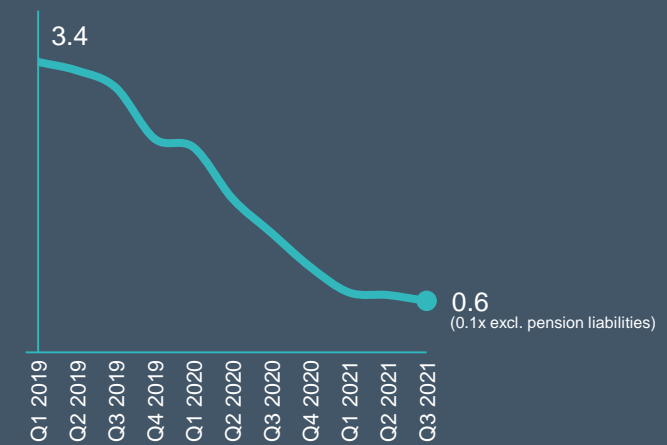
Working Capital Days LTM

Reduced Net Debt



Net debt, BSEK

Reduced Leverage



Net debt/Adj EBITDA R12

Phase 2: Creating added value

Increasing return on ROIC by leveraging operational and structural opportunities



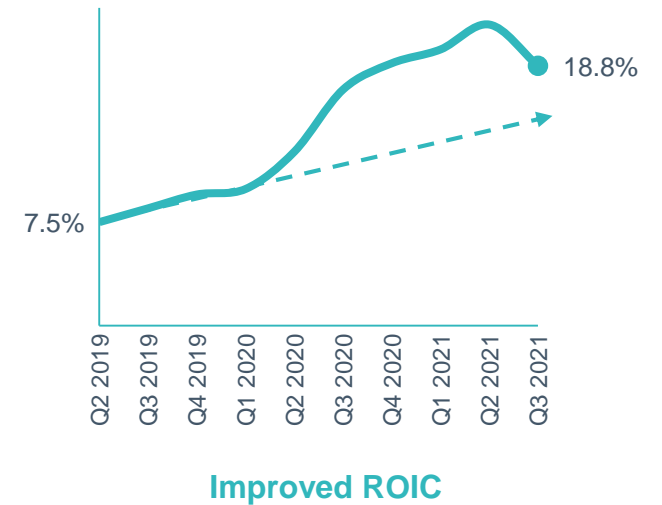
Focus 2018–2021
(continues to be key going forward)



Broadened scope 2022–
(to capture maximum opportunities)

Phase 2: Creating added value

Increasing return on ROIC by leveraging operational and structural opportunities



Effective use of capital

Technicalities I (III)

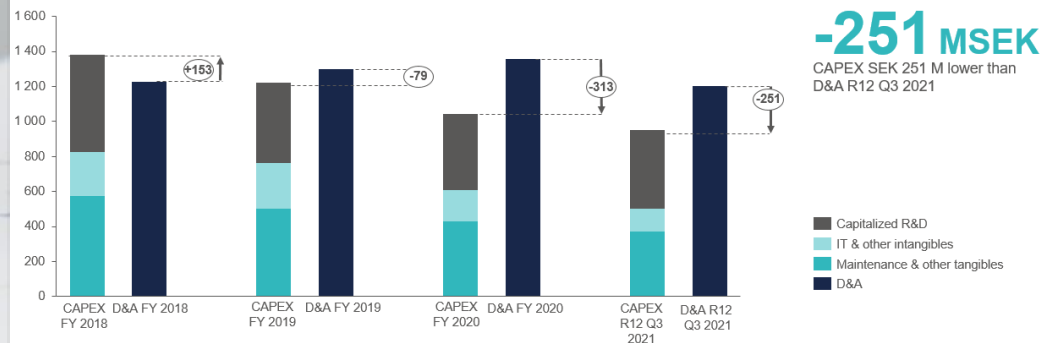
CAPEX

Act as an Investment Graded company

Efficient allocation of CAPEX going forward

Depreciation and Amortization* of non acquired assets versus CAPEX

2018-2021
MSEK



*Excluding IAC write-down

<2.5x

Net Debt/EBITDA
Getinge's ambition on leverage

R&D spend expected at approx. 6% of net sales
whereof slightly more than half will be capitalized

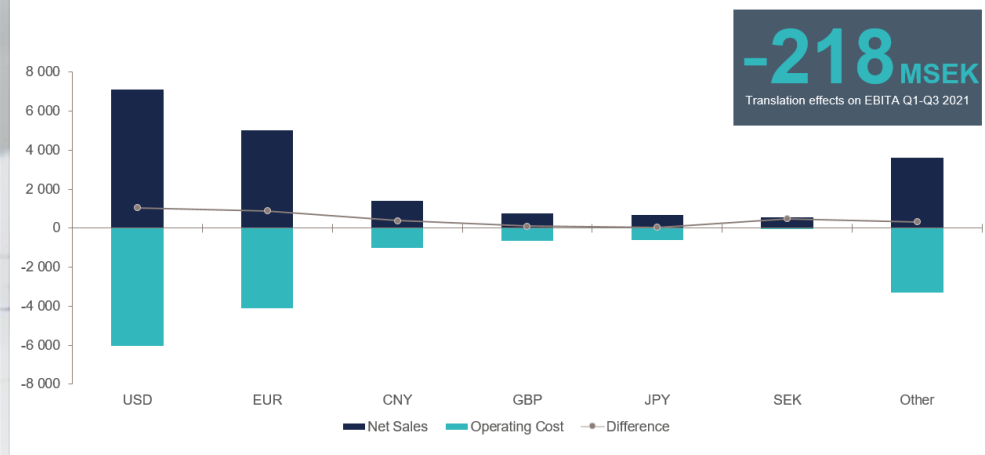
FX flows impacting net sales and EBITA

Technicalities II (III)

Net long in USD

Net Sales and Operating Cost in major currencies

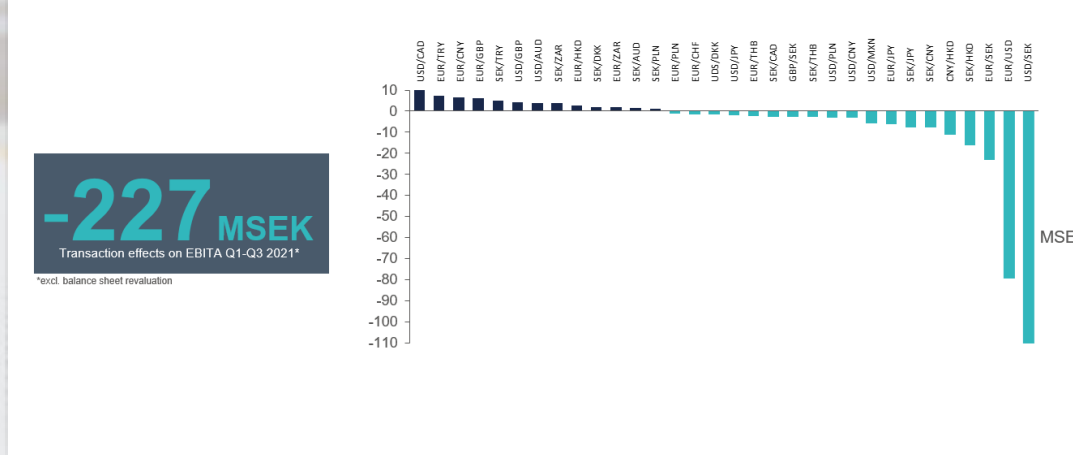
Translation flows Q1-Q3 2021 (reported)



Transaction impact most evident in USD/SEK, EUR/USD and EUR/SEK

Transaction effects Q1-Q3 2021

-227 MSEK on EBITA



Financial Net and Tax Technicalities III (III)

Financial net significantly reduced

-216

MSEK FIN NET Q3 2021 LTM

Reduced cost of capital due to less debt
and a better debt portfolio mix overall

Outlook on tax for 2022-2025 (approx.)

29%

Effective Tax rate

Taxes paid might be lower due to losses
carried forward in the Balance Sheet

Tax rate may vary depending on country mix

As an example Getinge is taking important steps on the corporate
social bond market (and the maturity profile has improved)

The new financial targets on organic growth and adj EPS

Impact on operational Return on Invested Capital (with the base scenario on EBITA-margin)

Organic net sales growth

4-6%

On average during the period
2022-2025

+

Adj EPS growth

>10%

On average during the period
2022-2025

=

Adj EBITA margin (adj) 2025

>21%

Gradual improvement in the period,
taking adjusted EBITA margin
to above 21% by 2025



Operational ROIC

>20%

By the end of 2025



GETINGE

PASSION FOR LIFE

Forward looking information

This document contains forward-looking information based on the current expectations of the Getinge's management. Although management deems that the expectations presented by such forward-looking information are reasonable, no guarantee can be given that these expectations will prove correct. Accordingly, the actual future outcome could vary considerably compared with what is stated in the forward-looking information, due to such factors as changed conditions regarding business cycles, market and competition, changes in legal requirements and other political measures, and fluctuations in exchange rates.

