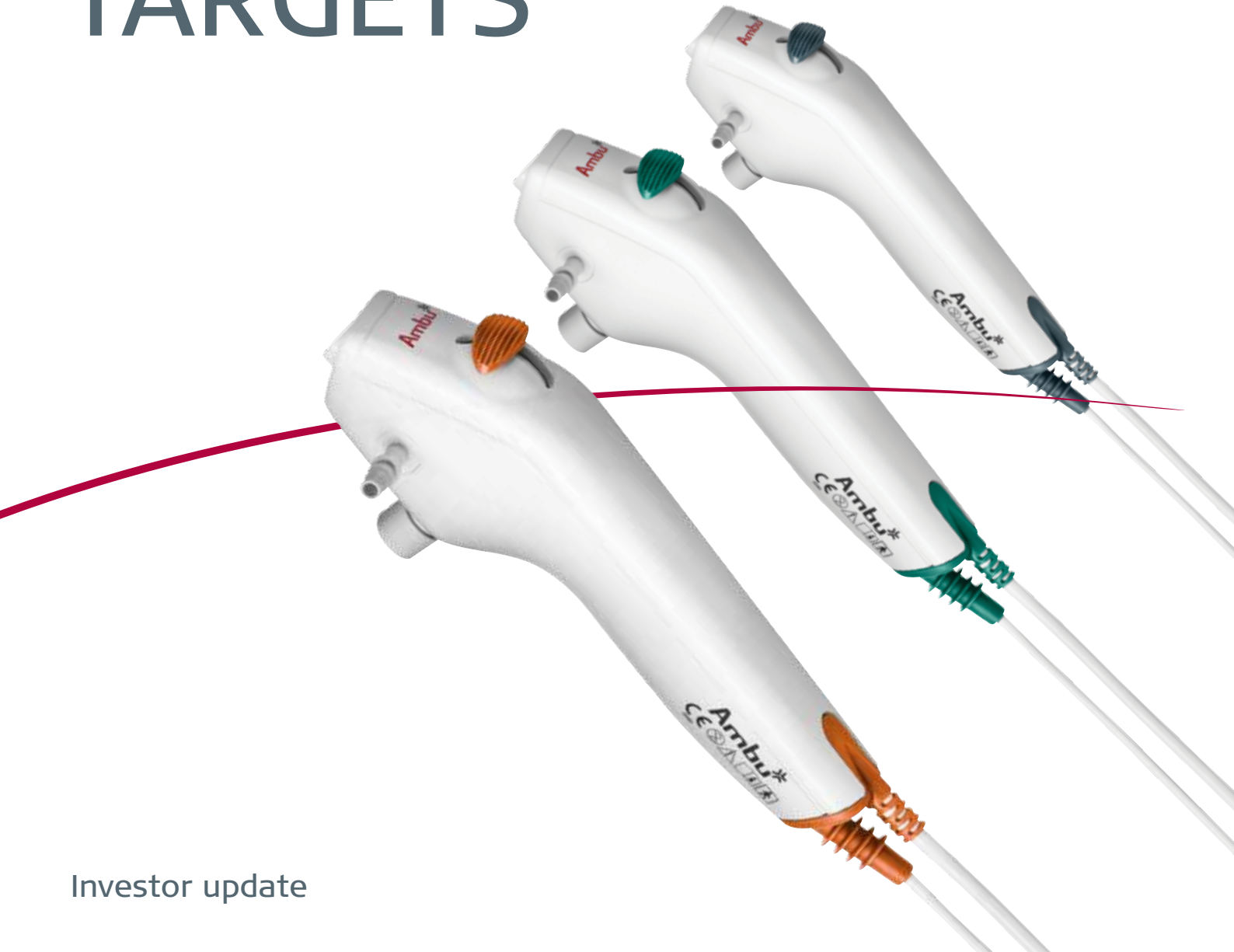


AMBU 2015/16



AHEAD OF TARGETS

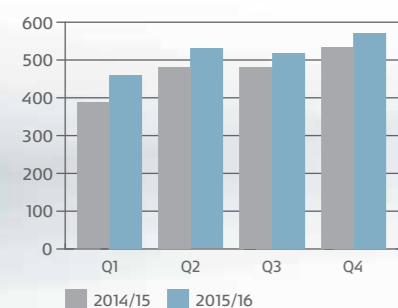


Investor update

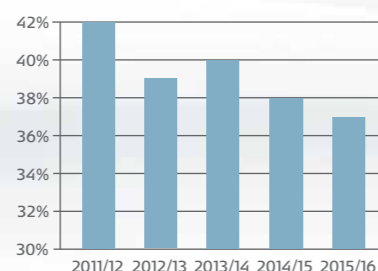
Financial highlights

DKKm	2015/16	2014/15	2013/14	2012/13	2011/12
Key figures					
Revenue	2,084	1,889	1,584	1,383	1,045
EBITDA before special items	458	332	286	235	204
EBIT before special items	356	236	198	161	151
EBIT	356	236	198	100	145
Net financials	-30	-21	10	-30	-1
Profit before tax	326	215	208	70	144
Net profit for the year	250	152	151	48	110
Assets					
Assets	2,366	2,254	2,047	1,852	949
Equity	992	1,036	854	651	665
Net interest-bearing debt	955	731	739	721	57
Free cash flows before acquisitions of enterprises					
Free cash flows before acquisitions of enterprises	285	107	103	68	111
Acquisitions of enterprises and technology					
Acquisitions of enterprises and technology	155	17	112	704	31
Average no. of employees					
Average no. of employees	2,337	2,270	2,333	1,984	1,683
Ratios					
Organic growth, %	9	9	7	6	2
Gross margin, %	53.9	50.9	52.4	51.1	56.5
Rate of cost, %	37	38	40	39	42
EBITDA margin before special items, %	22.0	17.6	18.1	17.0	19.5
EBIT margin before special items, %	17.1	12.5	12.5	11.6	14.4
Return on equity, %	25	16	20	7	18
NIBD/EBITDA before special items	2.1	2.2	2.6	3.1	0.3
Working capital, % of revenue	25	29	29	28	34
Return on invested capital (ROIC), %	19	12	12	11	14
Share-related ratios					
Market price per share, DKK	356	181	106	56	37
Earnings per share (EPS) (DKK)	5.27	3.16	3.19	1.01	2.37
Pay-out ratio, %	30	30	30	31	33

Revenue per. quarter (DKKm)



Expense ratio - five-year summary



EBIT (DKKm) and EBIT margin - before special items



Strategic decisions and committed efforts



In 2013, Ambu launched its 'Climbing New Heights 2017' strategy. With this strategy plan, Ambu was to achieve marked growth – in the space of a few years reaching DKK 2bn in revenue, while at the same time increasing its EBIT margin. Also, the new strategy plan was intended to turn Ambu into a leading global player within the fields of anaesthesia and patient monitoring.

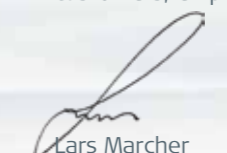
of King Systems in 2013. Our appetite for acquisitions which create value continues, most recently with the acquisition of ETView Medical. The acquisition complements our product portfolio, and adds a number of exciting single-use products that will strengthen Ambu's position as a supplier of state-of-the-art visualisation equipment to hospitals.

These are important initiatives which strengthen Ambu's business, and which contribute to Ambu's further development. They are initiatives which are whetting Ambu's appetite for more, and which are helping us every day to develop our relations with hospitals and rescue services all over the world.

Global investments

So what is the next step now that our financial targets have been met? We are setting new goals for 2016/17 of course, and we are making sure to implement the last of the activities which are part of our Climbing New Heights strategy, before presenting our ambitious new 2020 plan in about a year's time. We are aiming higher because we believe that we can do even better. That we can become an even more relevant partner for doctors, nurses and paramedics all over the world. We believe that the introduction of advanced medical equipment for single-use is only in its infancy.

We are in a stronger position than ever before in Ambu's 79-year history, and we are looking forward to continuing our exciting journey – one which is adding value for our customers, employees and shareholders.


Lars Marcher
President & CEO

Ahead of targets

It is therefore only natural that we should feel pleased with the fact that our financial targets have now been met, one year ahead of schedule. In three years, we have met the financial targets set out in our four-year strategy. We have reached DKK 2bn in revenue. We have increased our EBIT margin to 17.1%. And we have realised free cash flows of DKK 285m, a working capital ratio of 25% and a declining rate of cost.

Strengthen business

The past year has obviously been a busy one, in which Ambu has undertaken large-scale projects involving both our global supply chain and our sales function. We have launched several new and exciting products. A single-use videoscope for urology in partnership with Coloplast, a new aScope as well as a number of products within our core areas.

We have acquired the patents related to an important product line, namely breathing circuits. This acquisition cements our position within the breathing circuits segment, which we first started targeting following the acquisition

Highlights and outlook

Comparative figures for 2014/15 are stated in brackets

Developments in 2015/16

- Revenue for the financial year was DKK 2,084m based on organic growth in local currencies of 9% (9%).
- EBIT increased 50% to DKK 356m (DKK 236m), with an EBIT margin of 17.1% (12.5%).
- Total tax on profit for the year was recognised at 23% (29%).
- Profit for the year increased 64% to DKK 250m (DKK 152m), and the Board of Directors proposes that dividend of DKK 1.55 (DKK 0.95) be paid per share, corresponding to an unchanged pay-out ratio of 30%.
- Working capital at the end of the year was DKK 521m (DKK 551m), corresponding to 25% (29%) of revenue for the year.
- Free cash flows totalled DKK 285m (DKK 107m), with a gearing of 2.1 (2.2).
- The positive developments for Ambu aScope 3 continued, with 200,000 single-use videoscopes sold in 2015/16, which is twice as many as in the previous financial year. A new variant of aScope 3 called aScope 3 Large was launched in May 2016.
- The acquisition of the patent rights to the breathing circuits product line as well as the acquisition of ETView Medical Ltd. have been finalised at a total investment of DKK 155m.

Outlook 2016/17

- Organic growth in local currencies of approx. 8-10%.
- EBIT margin before special items of approx. 18%.
- Free cash flows of approx. DKK 175m taking account of investments in buildings, including a new factory in Malaysia, of approx. DKK 100m. but before special items.
- Gearing of approx. 1.75.

97% return

In 2015/16, the price of the Ambu share went up from 181 to 356. The return was thus 97% plus dividend. By comparison, the MidCap index rose 8%, while the Health Care index fell by 9%.

Product launch: Urology product in collaboration with Coloplast
October 2015



Establishment of direct sales in Japan and Norway
November 2015

Ambu aScope 3 approved for sale in China
January 2016

Acquisition: Patent rights to breathing circuits
April 2016

Product launch: Ambu aScope 3 Large
May 2016

Acquisition: ETView Medical Ltd.
September 2016

Product launch: New generation of wireless training manikins
September 2016

Our business model

Ambu develops, manufactures and sells equipment for hospitals and rescue services all over the world. We develop our products in close cooperation with doctors, nurses and paramedics to ensure that our solutions are of the greatest possible relevance to the working lives of users – in operating rooms and when called out to accidents.

Global product development

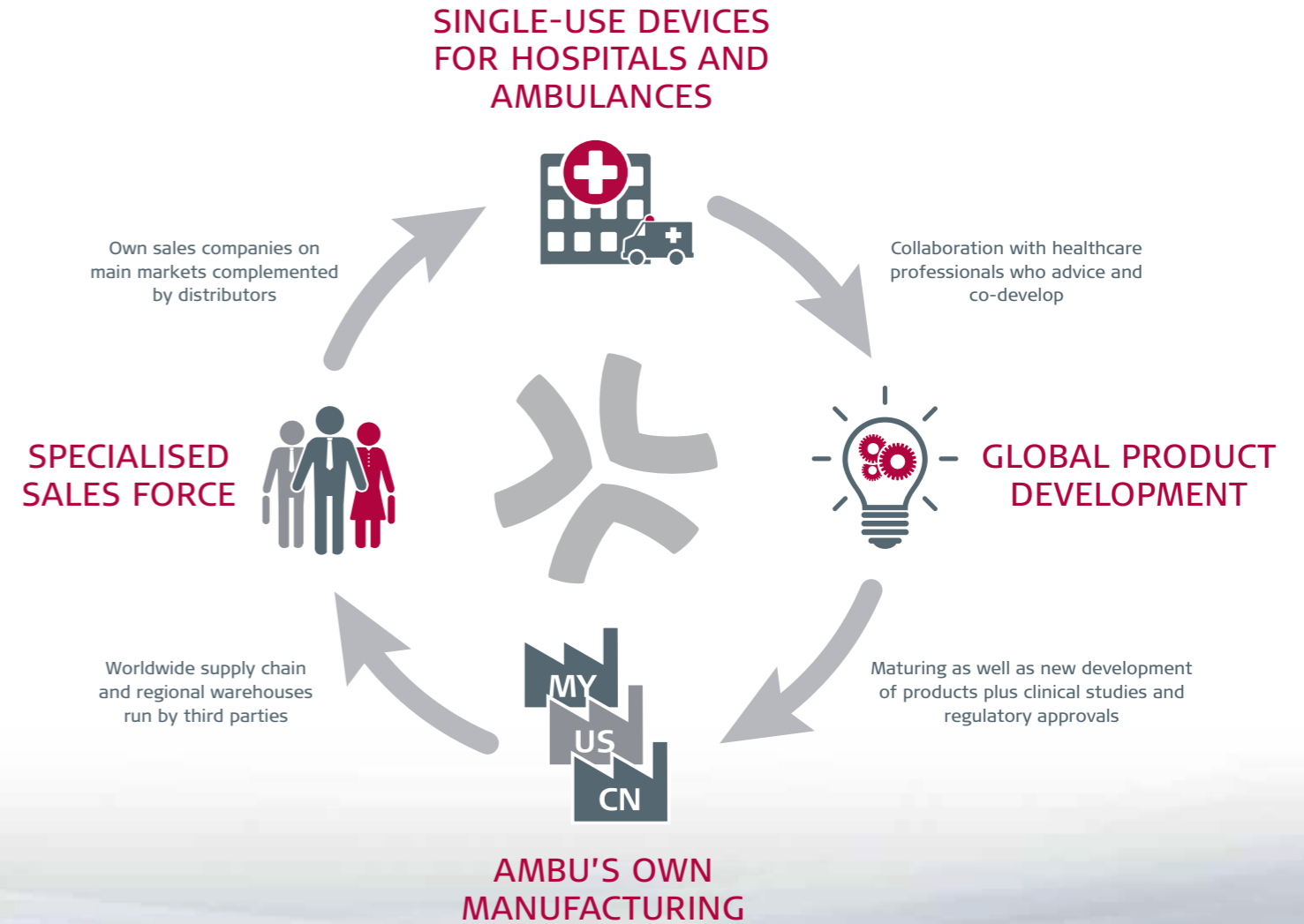
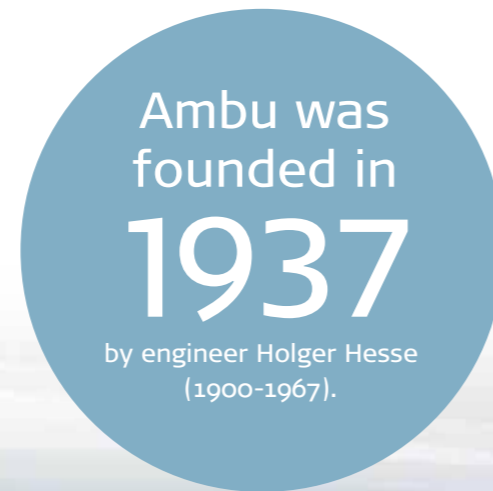
Ambu's product development is global. Our innovation centre is located in Denmark, where we focus on developing completely new products, but we also have local development departments at each of our factories – in China, Malaysia and the USA. The local development departments are primarily engaged in updating and improving existing products and production methods.

Our own factories

We own and operate our factories, which produce most of the products we sell. Moreover, we have been working with a number of subsuppliers for many years.

Specialised sales force

Most of our revenue is generated through our own direct sales. Ambu has sales representatives in 19 countries, and over the past few years, our sales force has become specialised within our various business areas. Also, we have taken on a number of so-called clinical consultants to help customers use our visualisation products as expediently as possible.





Strong geographical platform

Ambu is continuously strengthening its position in all three regions, while at the same time having fulfilled – one year ahead of schedule – its strategic target for 2016/17 of revenue of DKK 2bn.

North America

In North America, growth in local currencies totalled 7% (8%). Ambu's growth in sales in the USA has been negatively affected by a price reduction on breathing circuits; a three-year agreement has been made with a US GPO concerning a price reduction of close to 10% in return for exclusivity. The effect of aScope 3 is significant, but sales of face masks, ventilation bags, needle electrodes and breathing circuits have also contributed significantly to the growth realised.

Europe

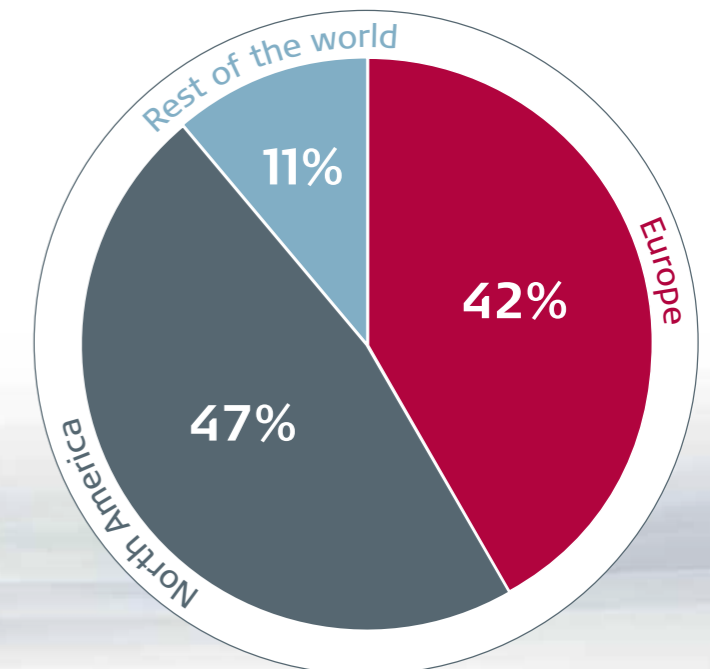
In Europe, growth in local currencies totalled 11% (11%). This is significantly higher than market growth, and shows that we are capable of winning market share. In addition, we can see that our new products are helping to boost sales of the rest of the product portfolio. Growth in Europe is broadly distributed on the underlying markets.

Rest of the world

In the rest of the world, growth of 8% (7%) was reported in local currencies. As can be seen, this represents a modest increase relative to the year before. The modest growth rate is primarily due to the Middle East and Latin America, where the economic situation remains difficult.

In the markets in Asia and Oceania, Ambu is posting significantly higher growth of 22% (24%) for 2015/16.

We have developed our sales regions so that almost 50% of our revenue is now generated in the world's largest market for healthcare, the USA. Almost 42% of our revenue comes from Europe, and the rest from Asia and emerging markets. A strong platform for further expansion.



Revenue by geographical regions

Revenue by business areas

Ambu has two business areas. Anaesthesia, which is aimed specifically at doctors and nurses in hospital operating rooms and intensive care units. And Patient Monitoring & Diagnostics, which consists of electrodes for hospitals and clinics as well as equipment for ambulances and for first-aid training.

Anaesthesia

Total Anaesthesia sales now account for 61% of Ambu's revenue. Growth was 13% this year, driven by an increase in sales of videoscopes, i.e. the product line we refer to as visualisation. In 2015/16, we launched a new variant of Ambu aScope, namely aScope 3 Large, which is targeted at procedures in intensive care units.

Growth for the other Anaesthesia products – taken together – has been low. However, this is partly explained by timing differences in that sales of breathing circuits were affected by a contract in the USA, under which Ambu accepted to reduce prices by close to 10% with effect from Q1 2015/16.

The other top five Anaesthesia products, on the other hand, saw satisfactory growth somewhat above market growth. The products are resuscitation bags, laryngeal masks and face masks, which posted average growth of 4%.

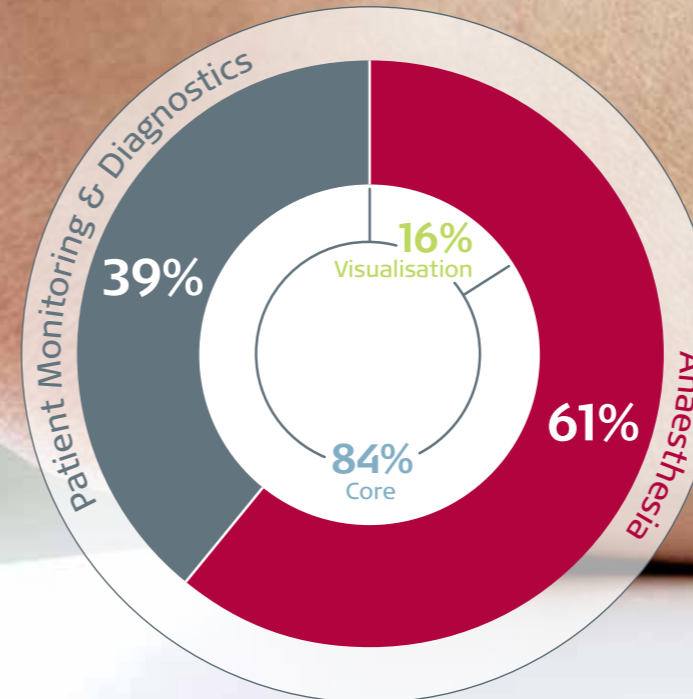
Patient Monitoring & Diagnostics (PMD)

PMD accounted for 39% of Ambu's revenue in 2015/16, with growth for the year standing at 3%. The PMD business area consists of three product lines: cardiology, neurophysiology and first aid. Cardiology accounts for approx. 50% of PMD sales, while the other two areas each account for around 25%.

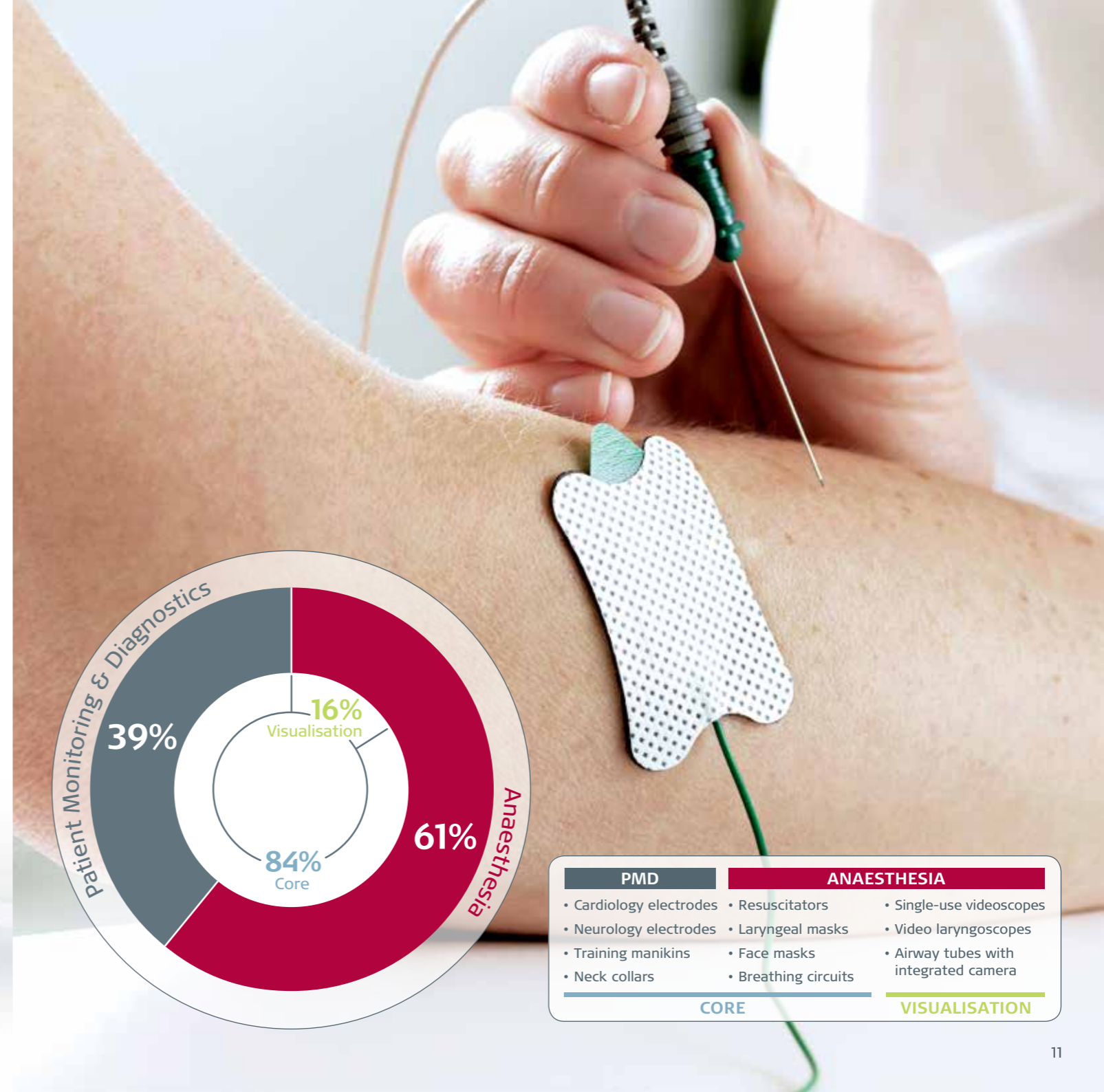
Within PMD, neurophysiology is posting the strongest growth and has the highest margin of all Ambu's product areas, with an average earnings margin of more than 80%.

The market for cardiology came under pressure in 2015/16, but the overall growth for the business area was still positive. FY 2014/15 saw the divestment of the electrode factory in the UK, and production is now handled by an Indian partner. This cooperation is progressing according to plan, and is contributing to stabilising earnings within cardiology.

In Q4, we launched a number of new PMD products which will contribute to increased growth in the future. They include a new generation of wireless manikins for training in, for example, cardio-pulmonary resuscitation and the use of defibrillators.



PMD	ANAESTHESIA	
• Cardiology electrodes	• Resuscitators	• Single-use videoscopes
• Neurology electrodes	• Laryngeal masks	• Video laryngoscopes
• Training manikins	• Face masks	• Airway tubes with integrated camera
• Neck collars	• Breathing circuits	
	CORE	VISUALISATION





Videoscopes for single-use

Within the Anaesthesia business area, we have a number of products which, in short, enable doctors to see inside the patient. These are our visualisation products, and this is where we are seeing the highest growth rates. We are working to further strengthen our position by developing new products, acquiring new technology and expanding our production capacity.

New variant of aScope

Following the launch of aScope 3 Large in May 2016, the aScope product portfolio now consists of three variants: Slim, Regular and Large, each designed for different applications in hospital operating theatres and intensive care units. In September 2016, the US health authorities approved aScope 3 Large for sale, allowing sales in the USA to start in Q1 2016/17.

Acquisition of new technology

At the end of 2015/16, Ambu acquired EView Medical Ltd., thereby also acquiring a fully developed single-use airway tube with an integrated camera. So far, the product has mainly been sold via distributors, but it will now be integrated into the Ambu aScope product portfolio. EView enables constant monitoring of the positioning of the airway tube during surgical procedures. This means that EView

complements the existing aScope range by offering additional functionality in the form of continuous monitoring.

New factory in Malaysia

aScope production capacity currently totals 400,000 units, and in the light of the expected growth potential, a decision has been made to build a new factory in Malaysia. Once fully developed, the new factory will have the capacity to produce more than 3.5 million videoscopes. It is expected to be ready for operation in first half of 2017/18.

100%
growth in
videoscope

In 2015/16, we sold a total of 200,000 videoscopes against just under 100,000 in the previous financial year.

Last year of the strategy – and then heading towards 2020

Ambu's current strategy period ends at the end of FY 2016/17, but even now – one year ahead of schedule – we have already delivered on the overarching financial targets defined back in 2013. The targets for 2016/17 were:

- Revenue of DKK 2bn, measured at fixed exchange rates, corresponding to average organic growth of 8-9% since 2013.
- An EBIT margin in the range of 17-18%, having achieved an EBIT margin of 17.1% in FY 2015/16.
- Working capital ratio of 25%, which was achieved by the end of September 2016.

Our strategy, Climbing New Heights, will continue in 2016/17 as planned, after which it is completed. The new strategy process will commence in spring 2017 with a view to being launched in October 2017. The framework for the new strategy for the period up until 2020 will be based on four objectives:

High organic growth rate

Since 2013, Ambu has averaged organic growth of 8-9%. During the period up until 2020, we aim for Ambu to, as a minimum, continue to realise high single-digit organic growth rates. The growth will be generated partly through the continued expansion of the market for single-use videoscopes, and partly by Ambu's core products.

Continued increase in EBIT margin

Ambu has developed a scalable business model based on innovation, growth driven by high-margin single-use products

and the competences required to constantly reduce costs. As a result, since 2012/13 we have been able to increase our EBIT margin by more than 5 percentage points. By maintaining this focus, in the period leading up to 2020, it is our ambition to at least achieve an increase in Ambu's EBIT margin similar to the increase realised since 2013.

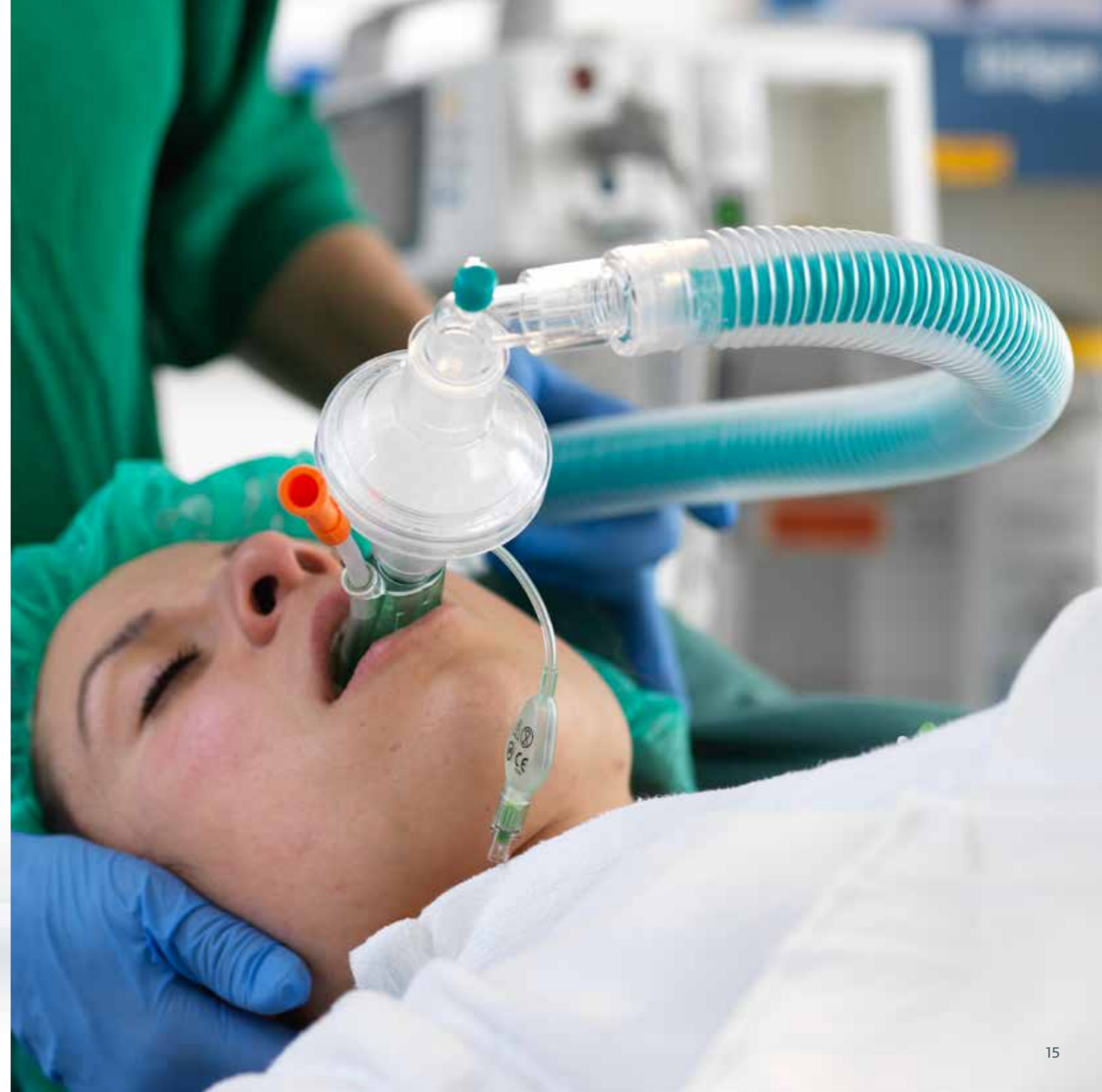
Innovation

Ambu will intensify its focus on innovation with a view to developing and launching more new, value-adding products for hospitals. In the period leading up to 2020, Ambu's development activities will result in new products and new applications, which will strengthen Ambu's position as a leading global supplier of high-quality products that bring economic benefits for hospitals and improve patient safety.

Growth through acquisitions and partnerships

In recent years, we have carried out a number of acquisitions of enterprises as well as technologies. Going forward, we see a number of opportunities for selective acquisitions of technologies and the formation of partnerships that will strengthen our commercial and technological position through being integrated with Ambu.

CLIMBING
2017
NEW HEIGHTS





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