



## How to make HealthTech in the Nordics succeed?

---

### „HEALTH TECH IN THE NORDICS“

Conference during INNOVATION WEEK in Iceland  
in collaboration with Nordic Innovation

---

**Kristleifur Kristjánsson MD,**  
Executive Vice President of  
Research and Development at Össur

# THE PRESUMPTIONS



Healthcare vision of the  
Nordic Innovation Project

*“In 2030, the Nordics will be  
the most sustainable and  
integrated health region in the  
world, **providing the best  
possible personalized  
health care** for all its citizens.”*



- 36 Grips
- 10 Joints / Hand
- Pull Resistance
- Push Resistance





# A Global Leader in Non-Invasive Orthopaedics



## Global Medical Device Company

- #2 in both prosthetics and bracing & supports globally
- Operations in more than 25 countries
- Over 3,700 full-time employees across the globe



## Innovation Driven

- ~5% of sales invested in R&D with ~1,600 granted patents
- New product launches every year
- Top tier brand recognition based on quality and high reliability



## Profitable Growth

- Organic and acquisitive sales growth
- 20% sales growth CAGR since listing in 1999
- 22% EBITDA margin in 2019



## Shareholders

- Listed on Nasdaq in Copenhagen (Ticker: OSSR)
- Dividends and share buybacks
- International shareholder base

# ÖSSUR LOCATIONS



AMERICAS

EMEA

APAC



**48%**

as % of sales  
~1,300 FTES

**44%**

as % of sales  
~2,000 FTES

**8%**

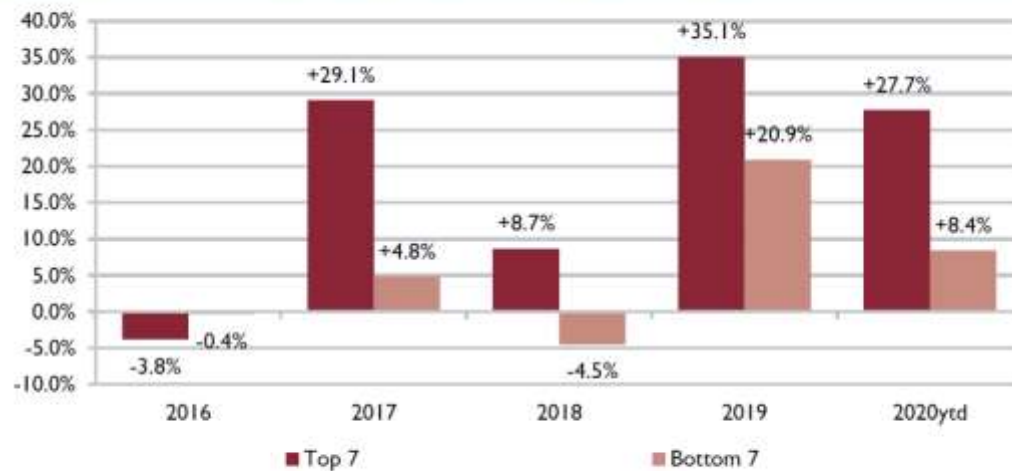
as % of sales  
~200 FTES

Note: Percentage split  
indicates sales split  
between regions in 2019

# ÖSSUR AT A GLANCE

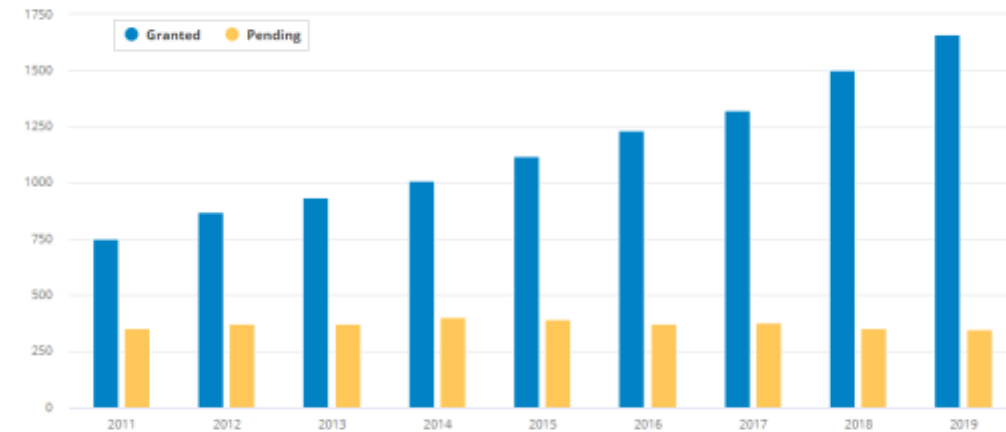
Product Portfolio consisting of ~1,500 granted patents

Top and bottom IP accumulators: Share price return (per cent)



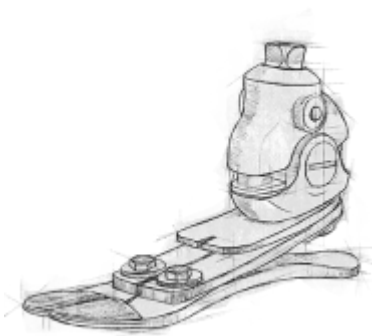
Source: Carnegie Research

PATENT PORTFOLIO





# Össur is divided into two synergistic business segments

## PROSTHETICS



**55%**  
of total sales

Sub-segment	User profile	Improving mobility
<b>Mechanical products</b> 	People living with lower extremity amputation	Broad product offering for lower extremity prosthetics
<b>Bionic products</b> 	People living with lower and upper extremity amputation	Advanced microprocessor-controlled feet, knees, hands and fingers

## BRACING & SUPPORTS



**45%**  
of total sales

Sub-segment	User profile	Improving mobility
<b>Injury solutions</b> 	People recovering from fractures, ligament injuries or need a post operative treatment	Products stabilizing joints and improving healing
<b>OA solutions</b> 	People living with Osteoarthritis (OA)	Non-surgical treatment by unloading affected joint with braces

## FROM INNOVATION TO THE PATIENT

**3** CRITICAL  
STEPS

**1**

Effective  
Innovation



**2**

Corporate Engineering  
Knowledge and  
Experience for  
Effective Design



**3**

Marketing & Sale  
Getting the  
Innovation to the  
Patient





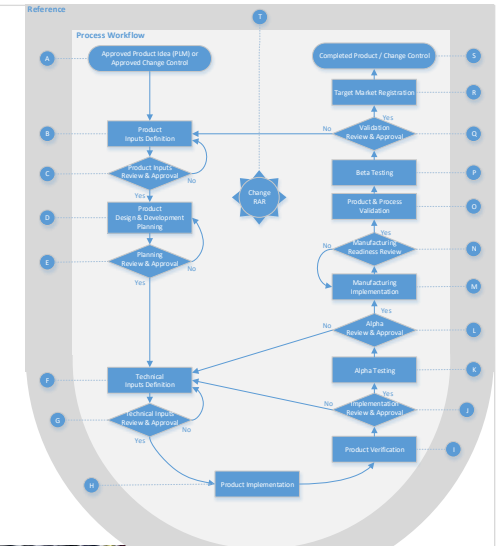
# FROM INNOVATION TO THE PATIENT – THREE CRITICAL STEPS

## 1 Effective Innovation

### INNOVATIVE PEOPLE



## INVESTMENTS





# 1

## Effective Innovation of Medical Devices Indication Based Innovation

### Innovative Design Aimed At The User's Need Addressing Symptoms & Signs

- Focus on **practical** functional and performance requirements
- Avoiding letting the technology take over
- Avoid letting your emotions take over
- Education of future inventors and engineers on the importance of patients needs - educational institutions responsibility
- Collaborative effort between designers, medical professionals and engineers
  - Early engagement for successful validation



# FROM INNOVATION TO THE PATIENT – THREE CRITICAL STEPS

1

Effective Innovation for Medical Devices  
Good intentions – wrong emphasis?



### 2

## Corporate Engineering Knowledge and Experience for Effective Design

### Ensuring:

- Clinical efficacy
- Usability
- Manufacturability
- Safety & Reliability
- Pricing & Competitiveness



### 3

## Marketing & Sales Getting the Innovation to the Patient



### Innovation

- Technology trade-up
- High-end products

~7%



### Manufacturing

- Consolidated footprint
- High quality and sustainability



### Sales

- Direct sales
- Distribution

~30%



### Prescribers

- Surgeons
- Physicians
- Doctors



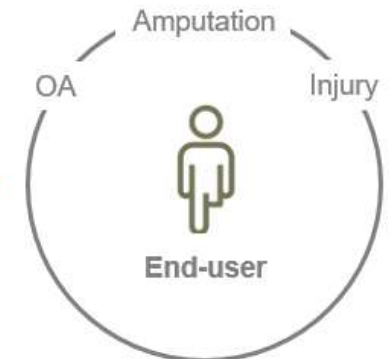
### Providers

- O&P clinics
- Hospitals
- Retail



### Payers

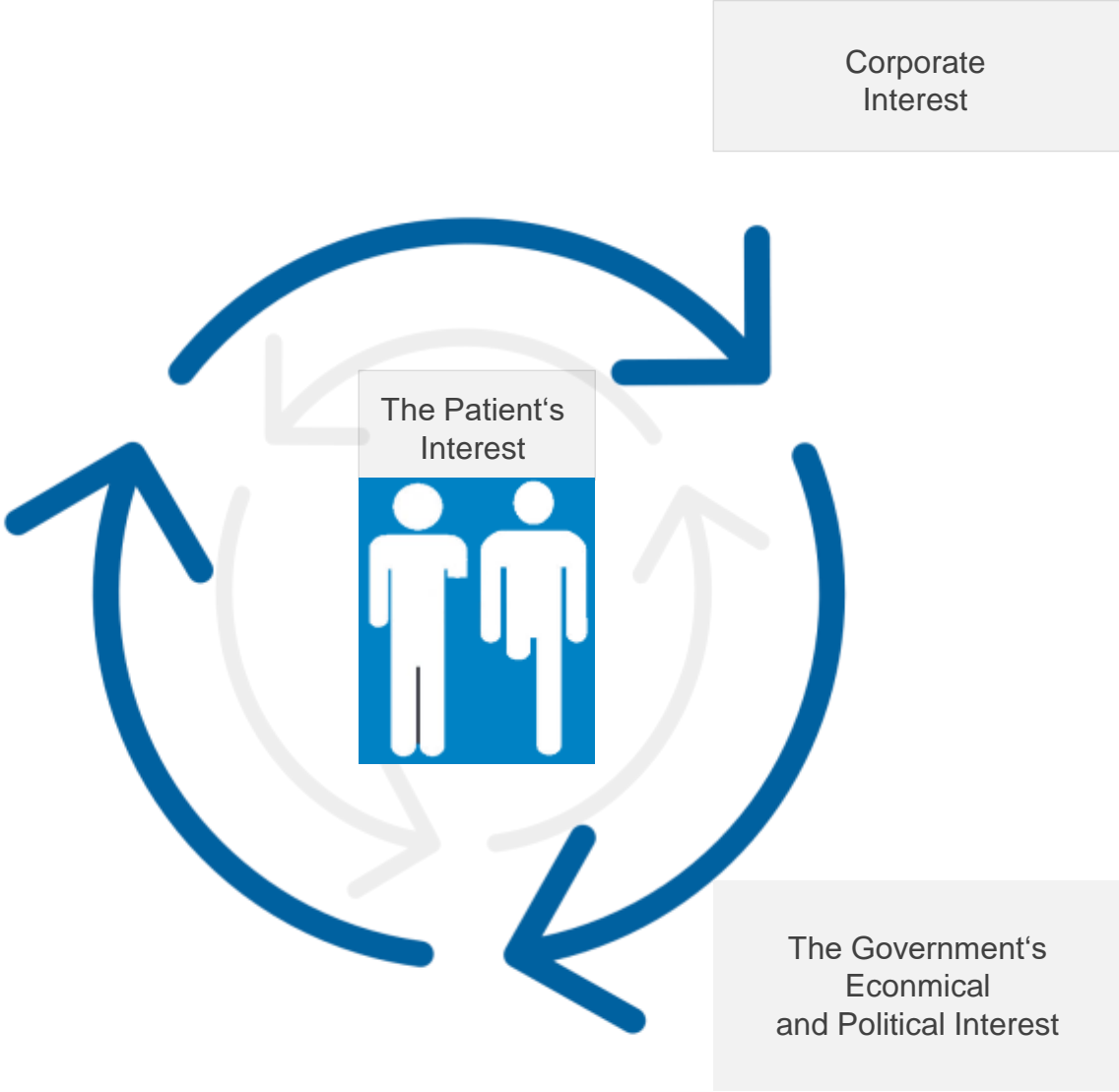
- Healthcare systems
- Insurance companies
- Out-of-pocket





# Making HealthTech in the Nordics Successful and the Nordic Innovation Project

*Whose interest takes priority?*



Back to the future

20-year-old technology providing  
mind control of prosthesis

 ÖSSUR



WE IMPROVE PEOPLE'S MOBILITY

