

William Demant



Closing remarks

Søren Nielsen
President & CEO



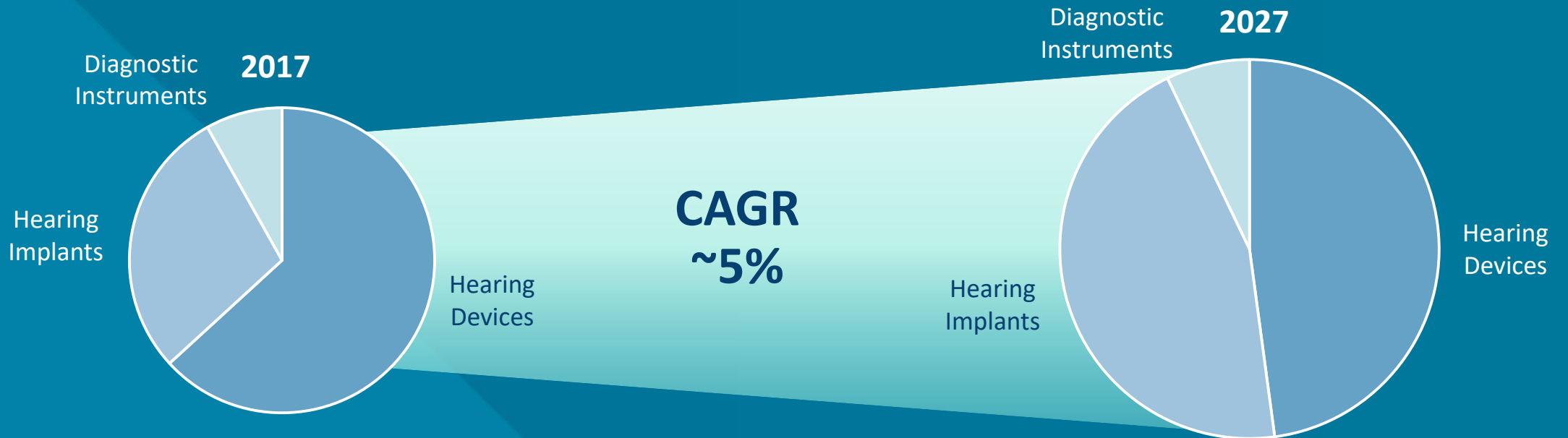
Attractive structural growth in hearing healthcare

Structural growth drivers behind solid value growth rates in hearing healthcare market, particularly in hearing implants

Hearing Devices
2-4%

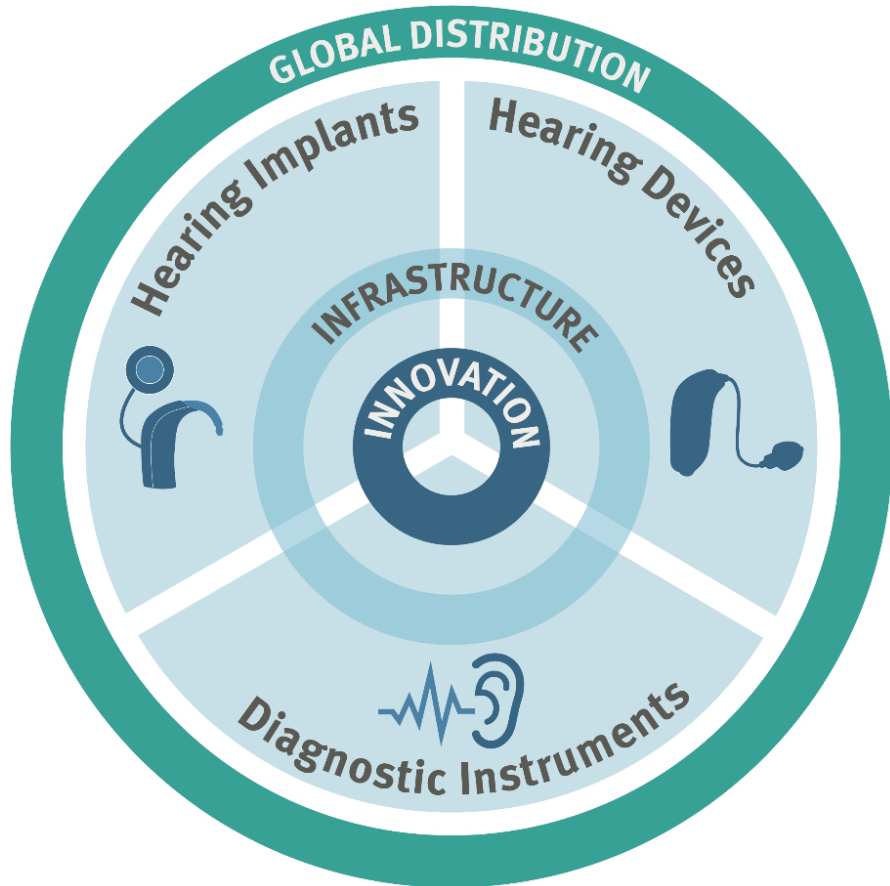
Hearing Implants
10-15%

Diagnostic Instruments
3-5%



Note: Wholesale values

Short- to mid-term focus areas



Hearing Devices Wholesale	Expanding position in markets and channels where we see potential to grow, including the US, selected European markets, Asia as well as with some of the large retail chains
Hearing Devices Retail	Driving operational excellence by implementing the same operating model across all markets combined with acquisitive growth on a selected basis
Hearing Implants	Continuing to roll out innovative products, ensure strong support capabilities and establish long-lasting relationships with key customers in both existing and new markets – fuelled by high market growth
Diagnostic Instruments	Building on strong market position to launch new products and services and exploit opportunities in emerging markets, particularly China

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Q&A

