Hear now. And always



FY20 Result Presentation

18 August 2020

Dig Howitt CEO & President

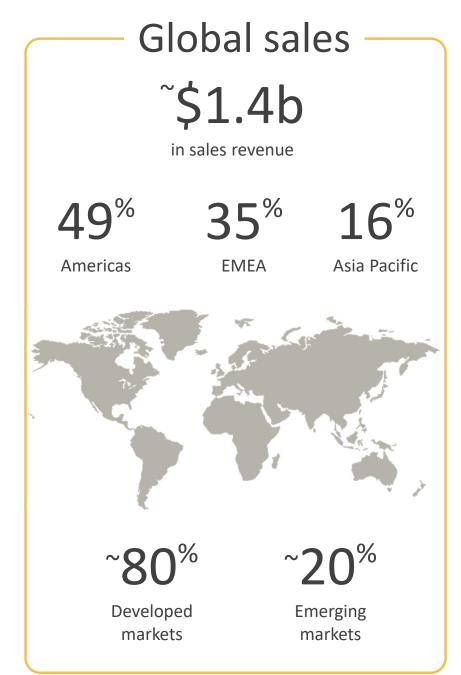
Brent Cubis CFO

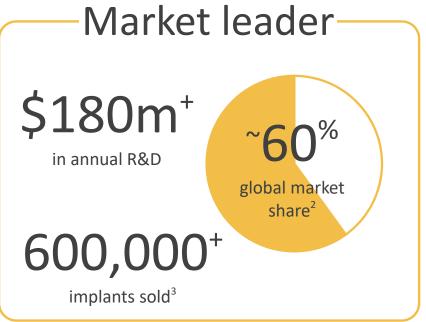


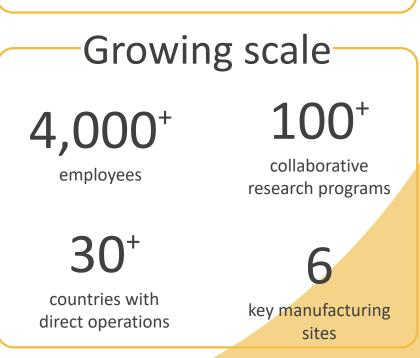
Cochlear at a glance











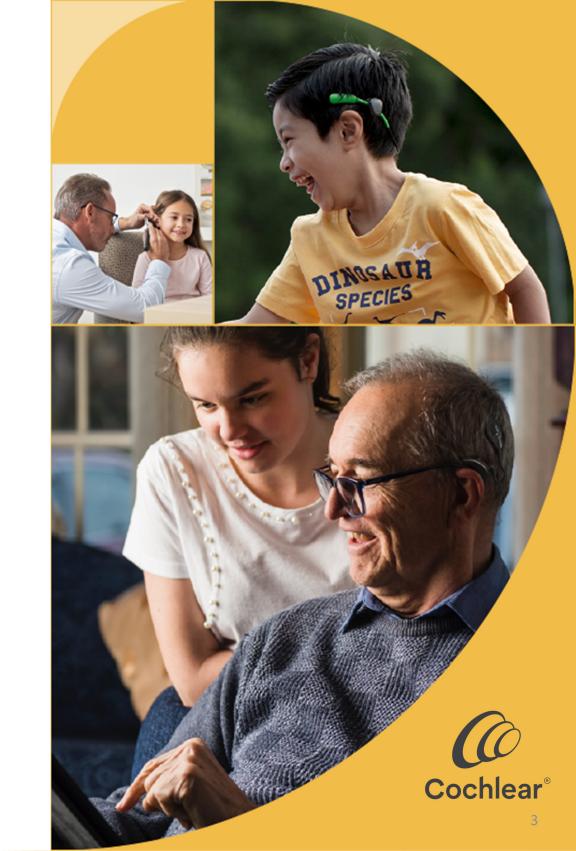
Cochlear's mission

We help people hear and be heard.

We empower people to connect with others and live a full life.

We transform the way people understand and treat hearing loss.

We innovate and bring to market a range of implantable hearing solutions that deliver a lifetime of hearing outcomes.



FY20 – Result review



Impact of patent litigation expenses and COVID-19 on sales revenue during H2 resulted in a net loss of \$238.3 million

- Sales revenue \downarrow 6% (11% in CC¹) to \$1.4bn \rightarrow H1 \uparrow 9% + H2 \downarrow 22%
- Cochlear implant units $\sqrt{7\%} \rightarrow \text{H1} \uparrow 13\% + \text{H2} \downarrow 26\%$
- Underlying net profit 2 \downarrow 42% to \$154m due to the rapid fall in sales in H2 due to COVID-19-related surgery deferrals
- Reported net loss of \$238.3m includes \$416m in patent litigation expenses + \$24m in innovation fund gains after-tax
- Patent litigation expenses includes US\$75m provision for pre-judgment interest and attorneys' fees resulting from Aug20 settlement agreement

Actions to strengthen the business

- \$1.1bn capital raising + \$225m increase in debt facilities in Mar/Apr
- Maintained our investment throughout the year in longer-term market growth initiatives

Outlook is improving

- Recent recommencement of surgeries is positive
- No net profit guidance provided due to uncertainty in forecasting revenues for FY21
- Dividend suspended in March until trading conditions improve

FY20 – Operational review



Strong start to the year with cochlear implant units up 13% in H1

- Market share gains from the launch of the Cochlear ™ Nucleus® Profile™ Plus Series cochlear implant
- Emerging markets benefiting from investment in capability over many years

COVID-19 disruption with significant deferral of elective surgeries from March to May

- Significant decline in surgeries across developed markets from mid-March
- Volumes recovering relatively quickly in China, the US and Germany
- Services revenue materially impacted by clinic closures

Investment in R&D and market growth initiatives continued throughout the year

- Approval of seven important new products spanning all components of the product portfolio
- COVID-19 sees rapid innovation of direct-to-consumer marketing and hearing aid channel education
- Limited ability to reduce cost base with people accounting for ~¾ of operating expenses → decision to maintain the employee base, our most valuable asset
- Reductions in non-essential spending and capital expenditure in Q4 → will continue to do so until there is a sustained increase in surgeries

Cochlear implants – 61% of revenue



Strong H1 offset by COVID-19 deferral of elective surgeries in H2

Developed markets

- Cochlear™ Nucleus® Profile™ Plus series implant driving share gains in many markets throughout FY20
- Cochlear implant volumes in line with expectations from Jan to mid-Mar
- Substantial, short-term negative impact on surgeries from mid-March to early May due to COVID-19 surgery deferrals
- High level of variability across markets by the end of June with volumes recovering relatively quickly in US, Germany, Benelux and Australia. UK, Spain and Italy surgery activity remains low but improving

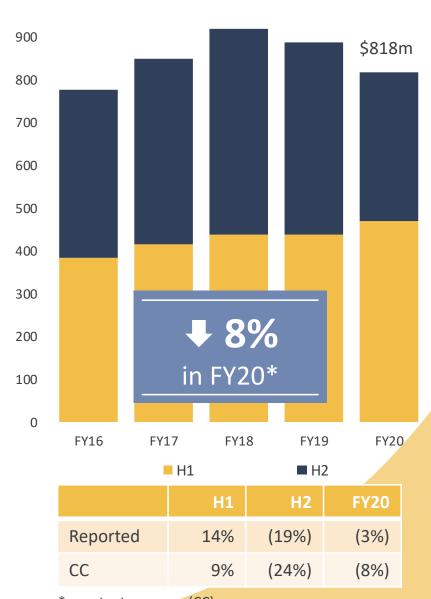
Emerging markets

- Strong start to the year with volumes up over 20% in the first half
- Surgeries recommenced in China in late February and growing quickly
- Surgeries across most other markets, including India and Latin America, have remained very low as COVID-19 cases continue to grow

Cochlear implant sales revenue

\$m in CC*

1000



^{*} constant currency (CC)

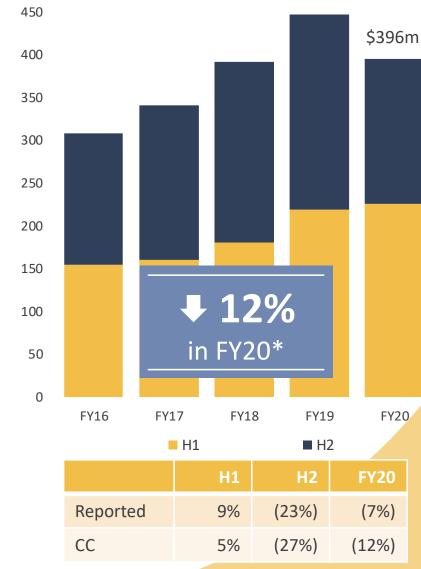
Services – 29% of revenue



COVID-19 clinic closures restrict access to sound processor upgrades

- Penetration rates high for Cochlear™ Nucleus® 7 Sound Processor at this point in the upgrade cycle
- Services materially impacted by COVID-19 in Q4 with clinic closures delaying access to sound processor upgrades for many people
- Good uptake of remote servicing tools Cochlear Link, Remote Check,
 Remote programming (in markets where they are approved) assisting clinicians and recipients with performance, mapping and troubleshooting
- Many countries and clinics have been rapidly adapting, enabling greater levels of remote access and programming to assist recipients unable to visit clinics as a result of COVID-19
- FDA fast-tracked approval of Remote Check in April

Services sales revenue \$m in CC*



^{*} constant currency (CC)

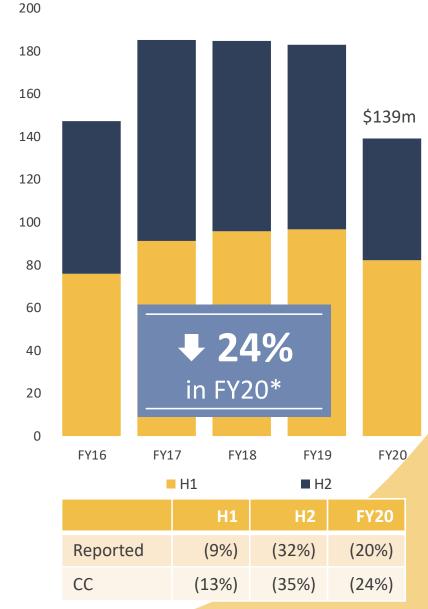
Acoustics – 10% of revenue



COVID-19 deferral of elective surgeries in H2

- In H1, some share loss in Cochlear™ Baha® 5 implants from competitor product launch as well as market slow down in anticipation of the launch of the Cochlear™ Osia® 2 System which received FDA clearance in November
- H2 materially impacted by COVID-19 due to the delay of elective surgeries
- Surgery volumes have improved in the US since May, with strong uptake of the Osia 2 System
- Acoustic implant surgeries in the UK have not yet restarted following the COVID-19 shutdowns

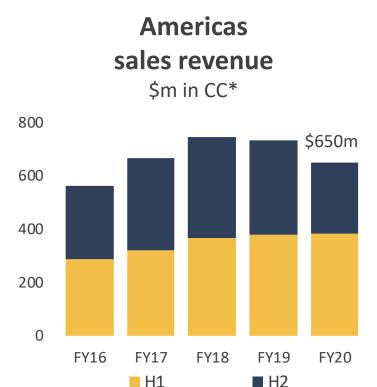
Acoustics sales revenue \$\text{\$\text{\$m in CC*}}\$



^{*} constant currency (CC)

FY20 – Regional review

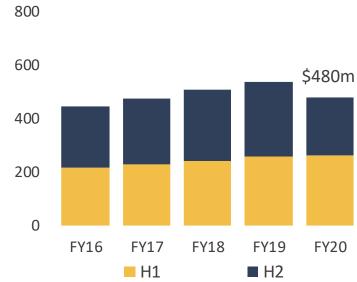




Sales revenue **₹** 11% in CC

- Strong return to surgeries in the US in June
- Latin America surgeries very low in Q4 as COVID-19 cases continue to grow

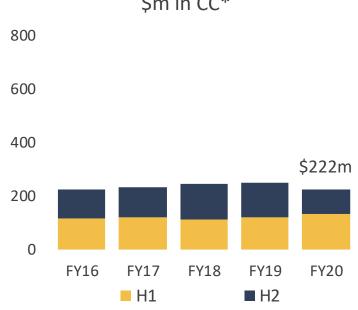
EMEA sales revenue \$m in CC*



Sales revenue **₹** 11% in CC

- Strong return to surgeries in Germany and Benelux since May with slower surgery rates in the UK, Spain and Italy
- Low but growing rates of surgeries in EMEA emerging markets since May

APAC sales revenue \$m in CC*



Sales revenue **■** 10% in CC

- Strong return to surgeries in China, Australia and Japan
- Strong YoY growth in Korea with no surgery deferrals
- Low surgery rates in India and many other APAC markets since COVID-19

^{*} constant currency (CC)

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FY20 Result Presentation

18 August 2020

Brent Cubis CFO



Profit & loss



						Cocnlear
\$m	FY20	FY19	Change (reported)	Change (CC)		Key points:
Sales revenue	1,352.3	1,446.1	(6%)	(11%)		Decline driven by COVID-19 deferral of elective surgeries
% GM	75%	76%	(1) pt	0 pts		Benefit of lower warranty costs offset by lower prodn since May
Selling, marketing and general expenses	470.0	450.9	4%	0%		Continued investment in market growth initiatives
						H2 down 8% in CC driven by COVID-19 driven cost reductions including \$24m saving from suspension of ST incentives
						\$10m increase in doubtful debt provision – higher collections risk associated with COVID-19
R&D expenses	185.1	184.4	0%	(1%)		R&D investment maintained to advance pipeline during COVID-19
% of sales revenue	14%	13%	1 pt	(1) pt		
Administration expenses	93.8	94.8	(1%)	(1%)		
Operating expenses	748.9	730.1	3%	0%		
Other income / (expenses)	(20.4)	13.8				Details on next slide
FX contract losses	(31.7)	(19.4)				Lower average AUD against major hedged currencies
EBIT (underlying)*	206.9	359.3	(42%)	(42%)		
% EBIT margin*	15%	25%				
Net finance costs	8.9	4.5	98%			Includes \$6m lease-related expense from adoption of AASB16
Effective tax rate %*	22%	25%				
Net profit (underlying)*	153.8	265.9	(42%)	(42%)		
% net profit margin (underlying)*	11%	18%				
Innovation fund gains after-tax	24.2	10.8			•	Non-cash revaluation of Nyxoah shareholding
Patent litigation expense after-tax	(416.3)	-			•	Costs associated with an adverse litigation judgment relating to the long-running AMF patent infringement case. \$420m paid in June and provision made for US\$75m prejudgment interest and attorneys' fees
Net profit (reported)	(238.3)	276.7	(186%)	(187%)		
						1

^{*} Excluding innovation fund gains and patent litigation expense

Other expenses



\$m	FY20	FY19	Change	Key points:
Government assistance (COVID-19-related)	23.6	-	23.6	Includes US (CARES Act), Australia's JobKeeper Program and other assistance programs offered in Europe and Asia
Release in the contingent consideration (Sycle)	13.2	10.8	2.4	Final release in the contingent consideration value of Sycle
Ineffective forward exchange contracts	(26.1)	-	(26.1)	Hedges closed due to the effect of COVID-19 and the adverse litigation judgment on the probable foreign currency cash flows
Carina write-down	(17.3)	-	(17.3)	Ceasing production of the Carina acoustic implant
Otoconsult NV write-down	(12.5)	-	(12.5)	Pursuing the development of different Al-assisted mapping in-house
Other	(1.3)	3.0	(4.3)	
Other income / (expenses)	(20.4)	13.8	(34.2)	

Cash flow



\$m	FY20	FY19	\$ change		Key points:
EBIT (underlying)	206.9	359.3	(152.4)	•	Impact of significant decline in sales revenue in Q4
Depreciation and amortisation (excl AASB16 impact)	49.1	38.5	10.6		
Depreciation and amortisation (AASB16-related)	28.4	-	28.4	•	AASB16 lease-related cash flows reflected in financing cash flows from FY20 (operating leases in operating cash flow in FY19)
Changes in working capital and other	66.9	(6.6)	73.5	•	Driven by the \$54m reduction in working capital (primarily trade receivables) due to lower sales revenue in Q4
Cash impact of patent litigation expense	(420.1)	-	(420.1)	•	Payment of US\$280m in patent litigation expenses
Net interest paid	(8.9)	(4.5)	(4.4)		Includes \$6m lease-related expense from adoption of AASB16
Income taxes paid	(80.1)	(90.7)	10.6	•	Overpayment of cash tax due to patent litigation expense – tax credit to benefit FY21 cash flow
Operating cash flow	(157.8)	296.0	(453.8)		
Capital expenditure	(111.4)	(86.6)	(24.8)	•	Primarily China manufacturing facility + fitout of the new, larger Denver office + IT platform development
Acquisition of other intangible assets	(19.1)	(28.0)	8.9	•	Licencing of R&D-related assets
Other net investments	(14.2)	(23.2)	9.0	•	Up-weighted investment in Nyxoah
Free cash flow	(302.5)	158.2	(460.7)		
Proceeds from issue of shares	1,081.9	7.4	1,074.5	•	\$1.1bn capital raising
Dividends paid	(193.7)	(181.8)	(11.9)	•	Dividend suspended after payment of interim dividend in April
Payment of lease liability & other	(25.7)	(0.6)	(25.1)		
Change in net debt – decrease / (increase)	560.0	(16.8)	576.8	•	Capital raising resulted in net debt declining by \$560m, more than offsetting the decline in free cash flow

Net debt & financial position



\$m	FY20	FY19	\$ change	Key points:	
Loans & borrowings:					
Current	393.1	3.3	389.8		
Non-current	79.9	178.3	(98.4)		
Total loans and borrowings	473.0	181.6	291.4		
Less: Cash, cash equivalents and term deposits	(930.0)	(78.6)	(851.4)	Cash and term deposits increase driven by the \$1.1bn capital raising	
Net debt / (cash)	(457.0)	103.0	(560.0)		
Facility limit	1,003.8	414.5	589.3	Increase in debt facilities driven by COVID-19 and adverse litigation outcome	ion
Debt drawn	473.9	182.4	291.5	Increase in debt drawn reflects US debt to fund adverse litigation outcome	n
Balance remaining	529.9	232.1	297.8	> \$987m in net cash + unutilised bank facilities as at 30 June	

Capital employed



				Control
\$m	FY20	FY19	\$ change	Key points:
Trade receivables	211.4	299.5	(88.1)	► Reduction driven by lower sales in Q4 (COVID-19 related)
Inventories	223.8	195.4	28.4	Inventory build during sales downturn in anticipation of resumption of surgeries + building of safety stock
Less: Trade payables	(155.3)	(160.8)	5.5	
Working capital	279.9	334.1	(54.2)	
Working capital / sales revenue	21%	23%		
Property, plant and equipment	230.5	166.5	64.0	Reflects China manufacturing facility + Denver office fitout
Intangible assets	410.3	424.4	(14.1)	
Investments (including equity accounted)	94.9	47.8	47.1	► Increase driven by revaluation of Nyxoah investment
Other net liabilities	(71.1)	(143.9)	72.8	Includes net tax assets up \$104m refundable FY20 tax payments + provisions up \$86m, primarily the US\$75m for AMF prejudgment interest and attorneys' fees + \$26m reduction in mark-to-market value of all FX hedging contracts
Capital employed	944.5	828.9	115.6	

Dividends



	FY20	FY19	% change
Interim ordinary dividend (per share)	\$1.60	\$1.55	3%
Final ordinary dividend (per share)	-	\$1.75	(100%)
Total ordinary dividends (per share)	\$1.60	\$3.30	(52%)
% payout ratio (underlying)	60%	72%	
% franking	100%	100%	

Key points:

Dividend suspended in March until trading conditions sustainably
 improve and cash flow generation is sufficient to support its resumption

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Strategic priorities





Retain market leadership

Market-leading technology I World-class customer experience



Grow the hearing implant market

Awareness I Market access I Clinical evidence



Deliver consistent revenue and earnings growth

Invest to grow I Operational improvement I Strong financial position

Market-leading product portfolio



Cochlear™ Nucleus® Profile™ Plus Series implant

Benchmark in size, implant reliability and neural interface

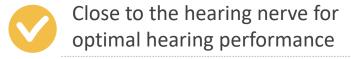
Slim Modiolar Electrode

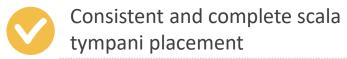
Proven perimodiolar advantage



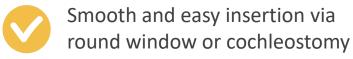
Cochlear™ Nucleus® Profile™ Plus with Slim Modiolar Electrode (Cl632)













BTE & OTE Sound Processors

Benchmark in size, smartphone connectivity and hearing performance





ForwardFocus



Direct streaming

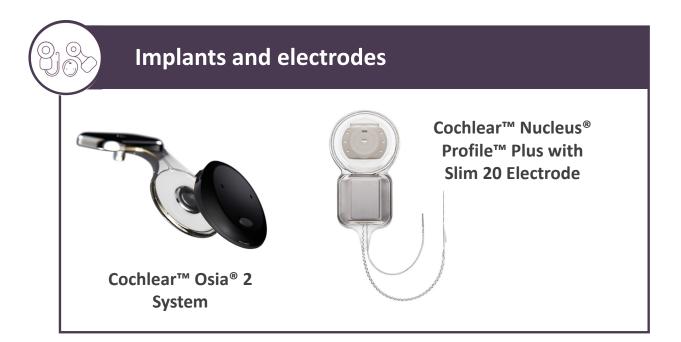
Nucleus® Smart App

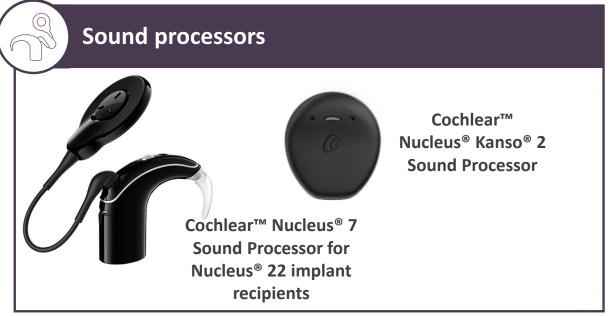


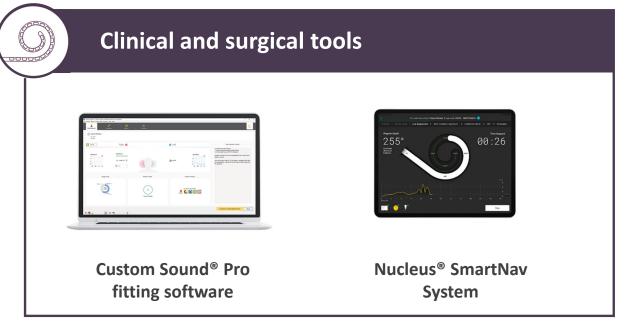
Smartsound® iQ with SCAN technologies

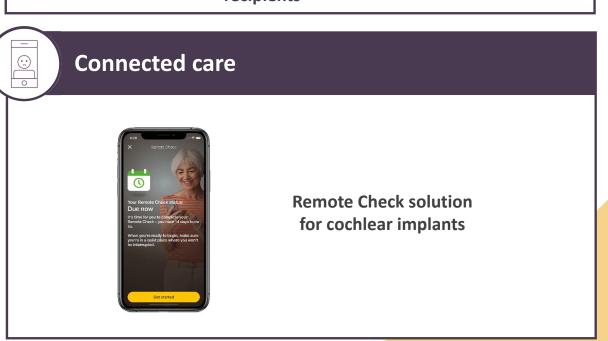
Record number of important new product approvals broadening the breadth and depth of the portfolio











Cochlear™ Nucleus® Kanso® 2 Sound Processor



What's new

- Latest connectivity features and proven hearing performance technology
- Built-in rechargeable battery and improved dust and water resistance
- Smallest and lightest rechargeable off-the-ear (OTE) sound processor



Why this is important for our customers

- Access to the latest technology in an OTE format
- No trade off between form factor and feature set

Cochlear™ Nucleus® 7 Sound Processor for N22 Recipients



What's new

 Delivering the latest sound processor technology to our earliest cochlear implant recipients

Why this is important for our customers

- Recipients with N22 implants can now enjoy industry leading features like
 - Direct Audio Streaming*
 - ForwardFocus
- Provides confidence in Cochlear's commitment to all implant recipients

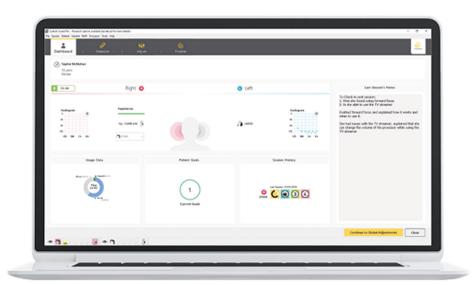


Custom Sound® Pro Fitting Software



What's new

- Latest generation of CI fitting software
- New Dashboard screen giving instant visibility to allimportant patient information at a glance
- New Patient Goals feature to optimise patient outcomes and engagement



Why this is important for our customers

 Created by clinicians for clinicians, Custom Sound Pro has been designed to enhance the fitting process Provides confidence in Cochlear's commitment to all implant recipients

Nucleus® SmartNav System



What's new

- New intraoperative tool to support surgeons placing cochlear implant electrode
- Innovative algorithm to check the electrode placement and enable real-time monitoring of electrode insertion
- Wireless and intuitive design for easy setup in surgery

Why this is important for our customers

- Electrode position is one of the important factors related to outcome
- Added assurance in surgical outcome
- Support surgeons in optimising the start of the recipient hearing journey

Remote Check



What's new

- Convenient, at-home testing tool that allows patients with a Nucleus® 7 Sound Processor or Nucleus® Kanso® 2 Sound Processor to complete hearing tests using the Nucleus® Smart App
- Clinicians can review the results by logging into the myCochlear.com Professional Portal – there they can access a comprehensive overview of each patient's hearing health

Questionnaire: part 2

Why this is important for our customers

- Allows patients to complete checks from the comfort of their home and at a time of their choosing.
- Time saved and cost reduced by not travelling to clinic for routine care
- Reduces unnecessary visits for patients who are on track, freeing up more clinic time

Major capex projects progressing to plan



Cochlear's new US head office in Denver, Colorado opened in May



Construction of Cochlear's
China manufacturing
facility to be completed by
the end of 2020

FY21 outlook



Aim to continue to strengthen our competitive position and invest in growth

- Continue to grow investment in R&D to extend product portfolio leadership
- Investment in awareness and referral channels in developed markets and awareness and presence in emerging markets

CI surgery recovery continues to build momentum in developed markets & China

- Developed market CI units for Jun/Jul in line with last year and China growing quickly → reflecting a return to surgery + market share gains
- Segment mix has quickly recovered to pre-COVID-19 mix → good sign that adults and seniors are willing to proceed to surgery
- Second wave shutdown a risk as infection rates rise again \rightarrow Victoria has just re-instated elective surgery deferrals
- Emerging market surgeries (excl China) have remained very low → COVID-19 cases continue to grow

Insight into new candidate pipeline expected to take a few months

- Expect some disruption to the new candidate pipeline as a result of clinic closures and lower current capacity → expect it to take a
 few months to quantify the impact as backlog of deferred surgeries clears
- DTC activities providing additional support to candidates → potential to assist in more quickly rebuilding the candidate pipeline with current lead generation metrics back to pre-COVID-19 levels across most developed countries

FY21 outlook



Services continues to be impacted by lower clinic capacity

- June/July revenue at ~70% of last year
- The launch of the Kanso 2 Sound Processor, the growing recipient base and the adoption of remote care tools are expected to underpin demand for upgrades over the longer term
- Near term clinic capacity for upgrades expected to be lower than normal → social distancing

Acoustics – US strength moderated by continuing surgery delays in the UK

- June/July revenue at ~70% of last year
- Surgery volumes recovering in the US since May → strong demand for the Osia 2 System
- Acoustic implant surgeries in the UK have not restarted

Strong financial position

- Strong liquidity position following the capital raising and increase in debt facilities
- Currently operating cash flow breakeven
- No earnings guidance provided with FY21 revenues difficult to forecast
- Dividend suspended until a clear and sustained improvement in sales revenue has been established and cash flow generation is sufficient to support its resumption



Appendix



Financial history



Cochlear has a long track record of delivering growing sales revenue, profits* and dividends, disrupted in FY20 by the impact of COVID-19



^{*} Excludes the following items after tax: FY12 - product recall costs of \$101m, FY14 - patent dispute provision of \$16m, FY19 - \$11m innovation fund gains and FY20 - \$416m patent litigation expense and \$24m innovation fund gains

Investing to grow



Cochlear takes a long term approach to investing and has invested in growing the market for implantable solutions since listing in 1995

Consistent investment in sales and marketing

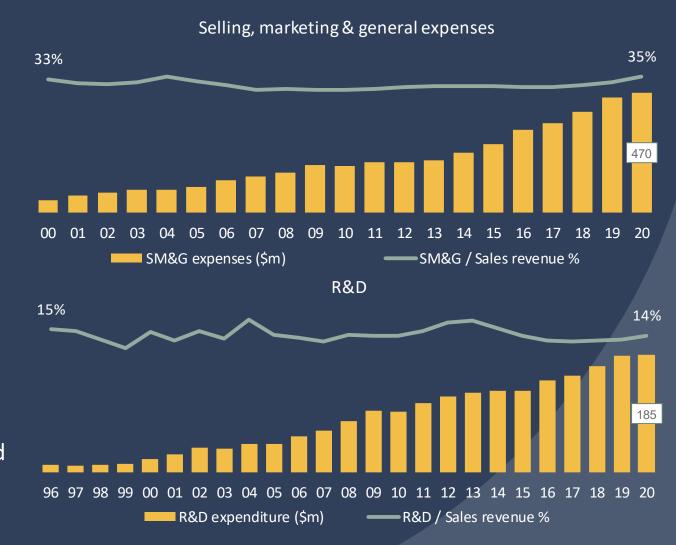
Our investment in sales and marketing activities is building awareness of and access to implantable solutions and driving market growth.

The increase in investment in selling, marketing & general expenses (SM&G) over many years has supported sales force expansion and investment in awareness building activities, particularly direct-to-consumer marketing initiatives, across a growing number of markets.

Growing research & development capability

The investment in R&D continues to strengthen our leadership position through the development of market-leading technology.

Cochlear has a wide range of fully-featured products and a broad patent portfolio that protects the Company's intellectual property. Over \$2bn has been invested in R&D since listing with 14% of sales revenue invested in R&D in FY20.



Operational improvement



Disciplined capital investment and optimising cost of production strengthens our competitive position

Stable gross margin

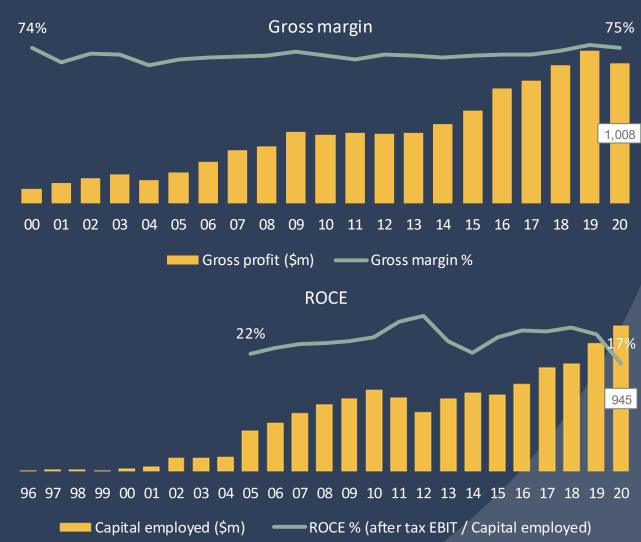
Cochlear's gross margin has been relatively stable since listing.

We use our scale to generate efficiency gains to reinvest back into market growth activities.

High return on capital employed (ROCE)

ROCE measures the cash return for each dollar invested in the business. Cochlear generates a high ROCE reflecting its competitive position in the market and the high barriers to entry to the cochlear implant industry which have proven to be robust over many decades.

The high ROCE is also a function of the relatively low level of tangible assets employed by the business. Cochlear's competitive advantage is driven by its strong product and patent portfolio, a result of investment in R&D over many years. As R&D investment is expensed through the income statement, no value for this important asset is captured on the balance sheet.



Strong financial position



Strong free cash flow generation provides funding for market growth activities and R&D as well as the ability to reward shareholders with a growing dividend stream

Quality operating cash flows

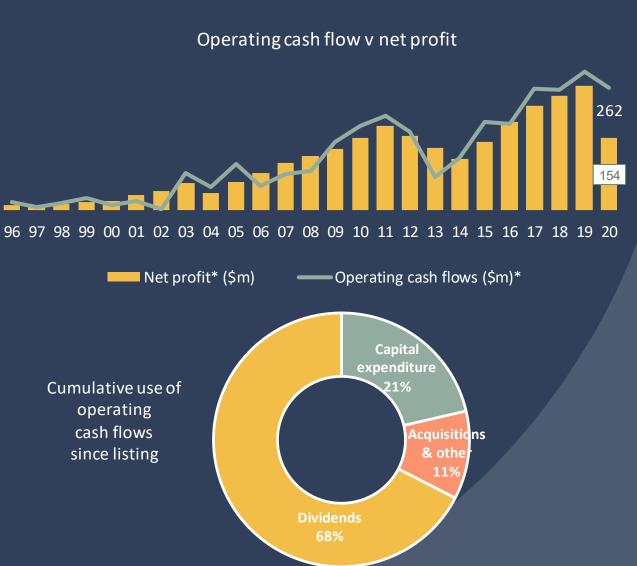
One of the highlights of Cochlear's financial history has been the conversion of reported profits to cash. There is a strong and consistent correlation between reported net profit and the operating cash flows generated by the business.

Disciplined use of capital

Operating cash flows have been primarily used to fund dividends, capital expenditure and acquisitions. The dividend policy has been to payout 70% of net profit as dividends to shareholders since FY00**. Since listing, Cochlear has cumulatively paid out around 70% of operating cash flows as dividends.

Key acquisitions have been focused on building the core implant business:

- Sycle hearing aid practice management software business (FY17)
- Otologics implantable microphone technology (FY10)
- Brisbane manufacturing facility (FY07)
- Entific bone conduction implant business (FY05)



^{*} Operating cash flow in FY20 excludes the cash impact of patent litigation expense ** Disrupted in FY20 by the impact of an adverse litigation outcome and COVID -19. Dividends were suspended in March 2020 until 33 trading conditions improve

Strong financial position



Strong free cash flow generation provides funding for market growth activities and R&D as well as the ability to reward shareholders with a growing dividend stream

Conservative gearing levels

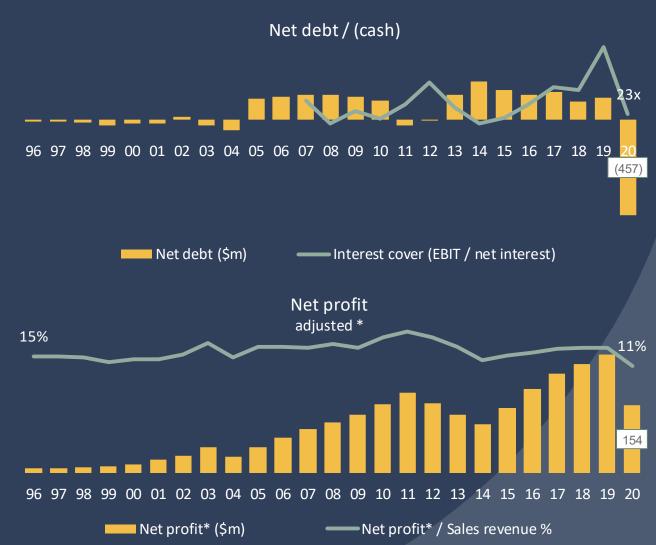
Cochlear has a strong balance sheet. It is a growth company that has, until FY20, been able to fund investing activities, dividends, capital expenditure and acquisitions whilst maintaining conservative gearing levels.

A capital raising in FY20 was made to enhance liquidity in response to the significant impact of an adverse litigation judgement combined with the impact of COVID-19 on sales revenue.

Delivering stable net profit margins

Cochlear will continue to invest operating cash flows in market growth activities with the objective of delivering consistent revenue and earnings growth over the long term.

Through disciplined investment, we are targeting to maintain the net profit margin, reinvesting any efficiency gains, currency or tax benefits into market growth activities.



^{*} Excludes the following items after tax: FY12 - product recall costs of \$101m, FY14 - patent dispute provision of \$16m, FY19 - \$11m innovation fund gains and FY20 - \$416m patent litigation expense and \$24m innovation fund gains

Notes



Forward looking statements

Cochlear advises that this document contains forward looking statements which may be subject to significant uncertainties outside of Cochlear's control. No representation is made as to the accuracy or reliability of forward looking statements or the assumptions on which they are based. Actual future events may vary from these forward looking statements and it is cautioned that undue reliance not be placed on any forward looking statement.

Non-IFRS financial measures

Given the significance of foreign exchange rate movements, the directors believe the presentation of the non-IFRS financial measure, constant currency, is useful for the users of this document as it reflects the underlying financial performance of the business. This non-IFRS financial measure has not been subject to review or audit. However, KPMG has separately undertaken a set of procedures to agree the non-IFRS financial measures disclosed to the books and records of the group.

Constant currency

Constant currency removes the impact of foreign exchange rate movements to facilitate comparability of operational performance for Cochlear. This is done by converting the prior comparable period net profit of entities in the group that use currencies other than Australian dollars at the rates that were applicable to the current period (translation currency effect) and by adjusting for current year foreign currency gains and losses (foreign currency effect). The sum of the translation currency effect and foreign currency effect is the amount by which reported EBIT and net profit is adjusted to calculate the result at constant currency.

Authorised for lodgement to the ASX by the Board of directors of Cochlear Limited

