

G^{EN}CN

GETINGE CORPORATE NEWS



SYSTEMATIC IMPROVEMENTS IN PROFITABILITY

In July, Getinge communicated the Group's half-year results.

How is the company doing financially?

I am glad to say that our topline growth is steadily improving although the recovery has been slow since the financial crisis in 2008. During the quarter, orders grew organically a little over 3%, which is consistent with our ambition of growth in this year of 3-5%. Our earnings dropped a little compared to last year in the second quarter. The reason behind this drop is two-fold. Firstly we shipped a significant order to Brazil in the second quarter of last year that we have not been able to compensate for this year. Secondly, we have a lot of headwind from the new currency situation since the end of last year with a Swedish krona that has strengthened considerably. In summary we are on plan to improve earnings for the full year in line with our projections and the expectations from our shareholders, and we will also continue to see improvement in our operating margin, which has risen systematically over the last couple of years.

Getinge recently raised its operating margin targets. What was the reason?

That's a good question. Getinge has systematically improved its profitability over recent years despite, challenging economic circumstances. In 2009, we communicated to the financial community that we believed we could achieve an EBITA margin (EBITA as a percentage of revenues) of 20% by the year 2012. In 2009, our EBITA margin was 17% so 20% seemed like an ambitious target at that time. Through a lot of hard work Getinge as a group managed to achieve the EBITA margin target already in 2010, well ahead of the time plan. Since we believe that we still have a lot of improvement potential to unleash in all of our business areas, we felt the time had come to present a new and even more ambitious EBITA margin target. The new EBITA margin target aims towards a level of 22%, a level we should be capable of meeting in 2013 if things develop according to our plans. Most of the margin improvement is expected to come from a more efficient manufacturing environment and a better balanced supply chain. We also believe that a number of our recent product launches will support improving operating margins.

Many developed economies are battling with huge deficits in their public finances. Is this something that worries you?

The cost of providing healthcare makes up a very significant part of public spending in any developed country today. The cost of healthcare typically accounts for 8-16% of GDP (Gross Domestic Products) in the western world, with the US at the top of the scale. So when a country needs to reduce deficits in the public finances, healthcare is always an area that gets scrutinised. Against this background there is cause for concern in



economies that have particularly big deficits like in Southern Europe and the UK and potentially USA. The most common effect that we experience is that investments in medical capital equipment get deferred. However, there are also opportunities that arise out of the difficult situation. Most of the equipment we sell forms part of an entire solution where our aim is to help our customers to produce more with less resources or to deliver better quality of care, which is an essential component of reducing cost. My firm belief is that companies in our sector who can translate the challenges into new business proposals stand a very good chance of benefitting from the difficulties and positioning their businesses for success once the economies return to a more normalised state.

Reporting period January – June 2011

- **Orders received** declined by 7.2% to SEK 10,395 M (11,204) but increased organically by 2.2%
- **Net sales** declined by 8.4% to SEK 9,634 M (10,512) but increased organically by 1.1%
- **Profit before tax** declined by 0.3% to SEK 1,223 M (1,227)
- **Net profit** increased by 1.7% to SEK 905 M (890)
- **Earnings per share** increased by 1.5% to SEK 3.78 (3.72)
- Favourable **EBITA margin** growth during the period
- The Group is raising the objective for the EBITA margin from 20% to 22%
- New credit agreement totalling EUR 1,200 M
- Continued favourable earnings outlook for 2011

Outlook

Despite the uncertainty characterising demand in some of the Group's principal markets, demand and growth are still expected to improve in 2011, compared with 2010.

In the North American market, which has reported weaker growth in recent quarters, the underlying demand trend is expected to improve in terms of consumables and medical-technical capital goods. In Western European markets, the demand scenario is more varied, with growth expected in Northern and Central Europe, stability in the UK, but declining demand in Southern Europe. In markets outside Western Europe and North America, overall growth is expected to remain robust. Deliveries of the Flow-i anaesthesia product and Cardiohelp heart and lung support product are expected to contribute to a combined invoicing volume of about SEK 250 M in 2011.

For the Group as a whole, organic invoicing growth is anticipated to be 3-5% in 2011. The Group's profit before tax is expected to continue to show favourable growth. Restructuring costs will decline at the same time as efficiency-enhancement gains from activities and acquisitions in recent years will contribute to profit growth.

GETINGE GROUP	2011 6 months	2010 6 months	+ / -%
Order intake, SEK million	10 395	11 204	-7.2%
Organic growth order intake	-	-	2.2%
Net sales, SEK million	9 634	10 512	-8.4
Profit before tax, SEK million	1 223	1 227	-0.3
Medical Systems			+ / -%
Order intake, SEK million	5 138	5 632	1.2 *
Net sales, SEK million	4 810	5 347	-0.2 *
EBITA**, SEK million	885	1 057	-16.3
Extended Care			+ / -%
Order intake, SEK million	2 709	2 997	-0.5 *
Net sales, SEK million	2 726	3 011	-0.2 *
EBITA**, SEK million	588	574	2.4
Infection Control			+ / -%
Order intake, SEK million	2 547	2 575	7.6 *
Net sales, SEK million	2 099	2 154	6.2 *
EBITA**, SEK million	257	188	36.7

* Adjusted for currency and acquisitions

** Before restructuring and integration expenses

The complete report is available at: www.getingegroup.com.

Effective logistics solutions pivotal in fluctuating global economy

Last year, a project was initiated in the Getinge Group aimed at improving the Group's capital efficiency. In conjunction with this, Anders Alftenius was recruited as Senior Manager Asset Productivity.

In partnership with the business areas, Anders was tasked with formulating ideas and implementing actions aimed at strengthening capital efficiency at the Group by such means as expediting payment flows from our customers. The Group achieves this by ensuring an optimal order to cash process, which encompasses the steps from order to contract, delivery and payment. Other examples of actions include enhanced reporting and follow-ups.

During the past year, Anders has focused on conveying the message of capital efficiency and why it comprises such a key component of a successful company. Among other events this year, a conference was held for about 100 managers and financial officers on the topic of capital efficiency.

During the autumn, the level of activity in the business areas will remain high. The message has been established and all business areas have commenced activities focused on achieving the targets, which include such measures as improving forecasting to thus avoid under- or over-dimensioning inventories. Another example is the identification of effective logistical solutions to avoid high transport or transit inventories. Ultimately, it is important to create a more efficient production platform using improved product and production development.

Anders believes that the initiatives are more important now than ever. Alluding to the debt crisis that is beleaguering much of the world, he says "in a frail global economy, it is important that we act wisely to retain our financial capacity."

JOURNEY TO THE TOP

4
All employees focused on customer solutions

3
Customer Insight & Timely Launches

2
Commercial Excellence
"The Science of Selling"

1
Operational Excellence
Get the basics right

CAMP 4
QUALITY CULTURE & PEOPLE

CAMP 3
NEW MARKETS & INNOVATION

CAMP 2
CUSTOMER VALUE

CAMP 1
THINK SMARTER

After restoring the profitability of the company in 2010, **ArjoHuntleigh** is now ready to take the next step in its development: getting back to growth. The new Go4Growth strategy covers the period from 2011 to 2013 and was launched at a conference in Iceland in June.



Growth is normally not associated with whales and Vikings, at least not in the medical technical industry. In this respect, the ArjoHuntleigh conference in Iceland was an exception. It was also an exceptionally good conference with a clear growth focus, which boosted the moral and confidence throughout the whole company. And the sun was up.

Background

ArjoHuntleigh was established through the merger of Arjo and Huntleigh back in 2007. The new company, ArjoHuntleigh, immediately emerged as a stronger global player with an expanded product portfolio. Sales companies were integrated into the new structure and production synergies were delivered between 2007 and 2009. However, the expected sales synergies were not delivered and sales as well as margins declined in the period. The mission for 2010 was crystal clear: to restore the company's profitability. This target was met with flying colours with the EBITA margin rising from 15.5% to 19.5%. At the end of 2010, ArjoHuntleigh was ready to take the next important step: to move into a growth mindset and start growing the top line sales again.

Conference focus: growth

Growth (but not sleep) was the clear focus for the conference in Iceland. The growth strategy for 2011-2013 covers four areas: customer value, new markets & innovation, think smarter, and quality culture and people. Within each area, there are a number of projects and activities ongoing, one of which you can read about in this issue of GCN: the Commercial Excellence project (page 14). It looks like the growth initiatives now are beginning to get some traction. Many regions are showing solid growth and ArjoHuntleigh as a whole is slightly ahead of 2010 at the beginning of the second half of 2011.

There are conferences and there are conferences. Some are good and some not so good. The expedition to Iceland, however, ranks as a clear success. Alex Myers, President of ArjoHuntleigh and Executive Vice President of Extended Care, says:

"After spending three intensive days with 100 managers from around the world, I feel both proud and confident that we have a solid strategy, exciting activities and a very engaged and dedicated team to carry them out. We still have many challenges, but there is an openness and willingness throughout the organisation to tackle the issues and continuously improve. We have also had successes and have seen positive progress in developing ArjoHuntleigh into a healthy, customer-focused company, dedicated to improving lives, working conditions and outcomes."

Back to the whales

The conference was not centred only on PowerPoint presentations, although the participants were exposed to a number of them in the mornings, which were dedicated to speakers (with, that's right, their PowerPoints), but the afternoons were filled with interactive workshops to make sure that all good ideas among the some 110 participants were discussed and documented.

In the evenings, the time was dedicated to whale watching, Viking dinners, and – the sun. Which, to the amazement of many of the participants, never seemed to set. Many, if not all, took this as a positive sign: with hard professional work, the sun will continue to shine its light on the ArjoHuntleigh business.



A CHINESE CHALLENGE

It is no secret that China is an economic powerhouse that is a key driver of the world economy. It is also well accepted that China has the potential of becoming the world's biggest market for medical products. For historical and lifestyle reasons, a huge proportion of the Chinese population is suffering from all kinds and severity stages of vascular and cardiac disease.

Chinese hospitals even in rural areas are well equipped, mostly with state-of-the-art western technology. In contrast to most American and European countries, there are no formal guidelines with regard to hospital management, hygiene standards and managed care concepts. Chinese surgeons do not have to undergo formal training, neither in general surgery nor in cardiovascular subspecialties. There is no continuous medical education (CME) and there are no oral or written examinations. Although with regard to hardware and medical equipment, Chinese hospitals and Chinese surgeons are working with state-of-the-art equipment, there is clearly a gap regarding formal surgical education and hospital management.

The goal is to close the current training gap, which will in turn create new opportunities for Maquet's cardiovascular products.

Turning the challenge into new opportunities

The situation described above represents a large challenge for Maquet China, but the organization is working to meet this challenge in partnership with leading Chinese and European surgeons. The goal is to close the current training gap, which will in

turn create new opportunities for Maquet's cardiovascular products. Towards this objective, Maquet China is working to establish a Maquet Training Academy whose primary task will be to assist Chinese surgeons with formal training. This training academy program will be developed in cooperation with a well-known Chinese university department to establish CME certification. Every surgeon who successfully completes a course testified by a written or oral exam will receive a certificate to establish completion of a state-of-the-art advanced surgical training. As part of the training courses participants will be introduced to Maquet medical products. A clear focus will be on practical hands-on training, theoretical background, indications and contraindications, complication management and awareness. The theoretical and practical training will enable each participant, on return to their hospital, to use Maquet devices in his/her daily practice to optimise medical treatment and improved outcomes for their patients.

Professor **Ralf Kolvenbach**, Augusta Hospital, Dusseldorf, Germany comments: "The Maquet Academy will be an important step forward to help Chinese surgeons with proper training very quickly closing the gap between Chinese surgical education and American / European surgical standards."

Professor **Li Zhong Sun** – Chief of Service, Cardiovascular Division – Anzhen Hospital, "My team and I have been partnering with Maquet on training courses for Aortic Arch Repair, and training the Cardiac Surgery Team (Cardiac surgeons, OT nurse, Perfusionist, Anaesthetist and CCU nurse). Since 2004 when the first training class was held in FuWei Hospital, we have run a training course every quarter. Through these training courses, the number of active surgeons performing Aortic Arch repairs has increased from less than 20 to now more than 120. This is a good move, but definitely not enough. Establishment of the Maquet Academy could be a great asset in generating more training classes, from basic to very advanced. With the Maquet Academy, more cardiac surgery teams can be trained. This is still missing in China. I am

enthusiastic to see Maquet Academy coming true, and more than happy to contribute my knowledge and thoughts to the Academy."

Professor **Liu Peng** – Chief of Service, Cardiovascular Division – China Japan Hospital also commented; "Carotid artery stenosis-induced stroke has been of major concern to the Chinese government for the past two years. Today the Health Bureau considers general carotid artery screening for all people over 40 years of age to be essential. With the Health Bureau promoting screening, I foresee this as a large area of potential for vascular surgeons. However, unlike the western world, China has been very slow in developing carotid aneurysm repair skills. I will lean on the Maquet Academy to help train more surgeons in the future. A training program of basic knowledge including: decisions on open surgery and stenting of carotid stenosis; abdominal aortic aneurysm repair as well as techniques of basic endovascular procedure; anaesthetist training, etc. is required. Cardiovascular disease is and will be the highest morbidity disease in China, and with the continuously improving economy in China, it will be a shame if we cannot gain enough skillful surgeons to cure our patients. Currently we can only treat maybe less than 10% of the total patients with cardiovascular disease requiring surgical treatment. I will devote my time and experience to making this happen."

Academy operational in 2012

The Maquet Training Academy initiative is being directed by Minny Lau, Director of MCV Marketing Greater China. Her goal is to have the Maquet Training Academy established and operational in early 2012.

Great opportunities are born of great challenges. Maquet, in partnership with the surgeon community, is poised to meet this challenge for the benefit of all.

Brad Cilley

VP Marketing
Maquet Cardiovascular

Newborn baby receives first artificial lung as bridge to lung transplant

This article is based on a press release from St. Louis Children's Hospital



A newborn baby from Michigan is being kept alive at St. Louis Children's Hospital with an artificial lung, the first time such a device has been used as a bridge to a lung transplant for a child this small. Four-week-old Ronan Bush has a rare congenital disease that prevents his blood from flowing properly through his lungs and returning oxygenated blood to his heart and the rest of his vital organs. Ronan needs a lung transplant to survive. But he must be supported long enough to receive donor organs.

Currently, most children with severe heart and lung failure are supported with a heart-lung bypass machine called ECMO that uses a pump and oxygenator to deliver oxygen to the vital organs. While ECMO can be successful for this purpose, it is a temporary solution. Extended use can pose serious health risks, including permanent organ damage.

Buying time to wait for donor lungs

Once stabilised with ECMO, Ronan's surgical team – including director of cardiothoracic surgery Dr. Pirooz Eghtesady, lung transplant program director Dr. Stuart Sweet, and critical care specialist Dr. Avihu Gazit – made the decision to use the Maquet Quadrox-iD Pediatric Oxygenator (typically used in neonatal ECMO) in a configuration that does not require a pump. In this way, the Quadrox-iD serves as an artificial lung to “bridge” Ronan from ECMO to a lung transplant – in other words, buy him time to wait for donor lungs to become available.

“This device is new enough that it wouldn't have been available for Ronan's older sister when she was born last year,” says Kim Anderson, Ronan's mother, “this has changed from a situation where essentially there was no hope for long-term treatment to where we now have that hope.”

The only chance at survival

The long-term prognosis for baby Ronan is unclear. While the surgical team believes this is his best – and only – chance at survival, there is no existing data or research to light the way. “What we've done here is show that this is feasible, that this technology can work,” says Dr. Eghtesady. “Whether that translates into altering outcomes in the future, only time will tell.”

NEW CARDIOVASCULAR PRODUCTS

CARDIOROOT



CARDIOROOT, released in May 2011, is a uniquely designed PET woven graft designed to be used by vascular and cardiovascular surgeons to repair and replace diseased and damaged aortae. At the base of the aorta, positioned close to the aortic valve, is a natural bulge in the aorta known as the “Sinuses of Valsalva.” This creates “eddy currents” in the blood flow that are generally thought to cause more blood to enter the coronary arteries and slow the closing cycle of the aortic valve. The unique design of CARDIOROOT mimics the anatomy of the patient's native aortic root, including the clinically important natural sinuses of Valsalva. CARDIOROOT's anatomically correct shape allows easy sewing of valve remnants or a prosthetic valve within the tube, thereby avoiding potential bleeding while shortening surgical procedure time.

FUSION BIOLINE



CE Mark was received for FUSION BIOLINE in March and sales have begun in Europe. FUSION BIOLINE is a two-layer synthetic graft with an inner layer that is comprised of extruded and expanded polytetrafluoroethylene (ePTFE) and an outer layer which consists of a knitted polyester textile. The two layers are fused together with a proprietary polycarbonate – urethane adhesive. This unique two-layer construction delivers patient benefits both during and after surgery, including axial compliance for better handling compared with standard ePTFE grafts; high suture retention strength and durability for long-term performance; and minimal suture hole bleeding for improved haemostasis.

GETINGE FOOTBALL



On Saturday, 23 May, Getinge Disinfection arranged the Getinge Football Championship in Växjö, Sweden. It was the third tournament of the series, with more teams than ever participating this year: three from Sweden, two from Germany and one each from the United Kingdom and France.

The day's program commenced at Getinge Disinfection's plant in Växjö. Marketing Manager Henrik Florentzon gave a presentation of the company, after which guests observed the manufacture of washer disinfectors. The players were then transported by bus to the Råppevallen football field outside Växjö, where Roland Karlsson, President of Getinge Disinfection welcomed the team and expressed his joy over the extensive interest in the year's tournament.

Roland was once a football player himself, but is mostly spectator-side nowadays. "I took my football boots with me in case of a cancellation," he said. "If that happens, I'll jump in and give everything for the team."

Tournament inaugurated by Carl Bennet

The tournament was inaugurated by the Getinge Group's Chairman of the Board, Carl Bennet, who is also a major football enthusiast himself. In his inauguration speech, Bennet talked about solidarity, about meeting, having fun and establishing bonds. Bennet then followed all the matches from the stand with the rest of the spectators, consisting of friends, family and colleagues.

The teams played a total of four or five matches each, and the two best teams moved on into the final. In the final game, Maquet KG of Germany was matched against Maquet Critical Care of Sweden. Following a very even and intense battle, **Maquet KG of Germany** emerged as the clear victor of the tournament, with a score of 2-0. Throughout the entire day's matches, a notable opinion developed quickly among participating players and spectators that **Maquet KG** would be the undisputed winner of the title.

The exhausted but happy players of the German team Maquet received the trophy from former tennis pro Stefan Edberg, presen-

L CHAMPIONSHIP



**In the spectator stands:
Carl Bennet, Getinge's Chairman of the Board**

Hello Carl, what do you think of the first few matches you've watched so far?

There's been some really good playing and it's been quite entertaining. The first game between ArjoHuntleigh, UK and Getinge Infection Control, Germany was a little tough. It was a dizzying struggle. I also saw some really good play by the Swedish title-holders Maquet Critical Care. I think both German teams have a really high standard and that the host team Getinge Disinfection gave us a few pleasant surprises. To sum it up, what I've seen so far are some really good games, immense motivation, and a lot of prestige.

What did you think when Arild Karlsson from Getinge Disinfection called and invited you to the tournament?

I was very pleased to be invited. Meeting and having fun together helps us to get to know each other and creates bonds. It's a great idea and I hope that there will be many more tournaments and similar activities in the future.

What is your relationship to football?

I've watched all the World Cup finals since 1990 and didn't want to miss this tournament either! Football is not just a sport, it's about social cohesion and tradition, and almost everyone can participate! This is the third tournament and I hope there will be many more. I can see that it means a lot to those who are here; there is a fine solidarity that I consider to be vital to the wellbeing of the entire company.



Phil John, ArjoHuntleigh, UK

Hello Phil, what do you think about the tournament? It's a really fun way of hanging out with each other. Football is after all a major sport in the UK and we think it's exciting to be able to come over here to play.

How do you plan to win? We'll play to win, but in a friendly manner.

What are your strategies? I'm a defender, so I'll be trying to stop the opponents from shooting the ball into our goal.



Anna Linnér, Getinge Disinfection, Växjö, Sweden

Hello Anna, what's the best thing about this tournament? I like football and the team spirit. This is the first time I'm participating, but I've played a little football before, even if it was a long time ago.

How do you think you will fair? We've played three training matches together to prepare ourselves, so we're confident about playing as a team and are ready to meet the opponents!

Getinge football championship 2011 - Results

Group A		Group B	
Maquet DE – Getinge, GE	2 – 1	Getinge DE – Arjo UK	3 – 0
Getinge, VXO – Maquet FR	1 – 0	Getinge DE – Maquet SE	0 – 0
Maquet DE – Getinge, VXO	2 – 0	Arjo UK – Maquet SE	0 – 4
Getinge, GE – Maquet FR	4 – 2	Getinge DE – Arjo UK	4 – 3
Maquet DE – Maquet FR	2 – 1	Getinge DE – Maquet SE	1 – 2
Getinge, GE – Getinge, VXO	3 – 1	Arjo UK – Maquet SE	1 – 2
Winner Group A: Maquet DE		Winner Group B: Maquet SE	
Final game			
Maquet DE – Maquet SE	2 – 0		

ted the prizes on this special day. The day was concluded with a banquet of good food and a celebratory atmosphere.

How it began – history of the Getinge Football Championship

This year's football tournament is the third one in its history. The first competition was held in Getinge, Sweden. Anders Häggström of Maquet Critical Care, Sweden, was along with Jörgen Larsson of Getinge Infection Control, Sweden, the initiator and has contributed to all tournaments, both as an arranger and player.

The year was 2007, and Anders usually spent his summer in the vicinity of Getinge. One day, he came up with the idea of contacting his colleagues at Getinge Sterilization and asking if they would like to meet up for a football match. The colleagues rose to the challenge and together, they began planning activities. They soon realised that it would be far more fun to have more teams participating. They contacted the Swedish companies and both Getinge Disinfection in Växjö and ArjoHuntleigh in Eslöv agreed to participate. The tournament in Getinge was much appreciated. At the

same time, the tradition of showing the company's production to the participants was introduced. Two years later, a decision was made to hold another similar tournament. This time, it was Maquet Critical Care's turn to arrange the competition in Stockholm.

Anders Häggström is pleased that the tournament has become so international. "This year, seven teams from four different countries participated. It's not just a sporting event, but also a way to get to know colleagues and share experiences. Many contacts are established here and we discover areas where we can assist each other. We are also very pleased that Carl Bennet joined us for this event, and through his passion supported both the bravely fighting players as well as helped create the unique Getinge spirit."

The next football championship will take place in Rastatt, Germany in 2013.

FULL SPEED IN BRAZIL



The GET-theme worked very well as a communication tool at Hospitalar.

Getinge is becoming increasingly well-known in Brazil. That was apparent at Hospitalar in May. With twice as many leads as last year and a prestigious presentation in the official program, Getinge's participation was no less than a success.

The installation at Institute Central in São Paulo last year has been a great door opener. It was also the reason Getinge was invited to participate in the official program at Hospitalar.

Prestigious presentation

Sales Manager Carlos Wolff held a presentation together with two representatives from the Institute Central to talk about infection control equipment in general and the new CSSD at Institute Central in particular.

His speech attracted a lot of attention and even more visitors to the Getinge booth. "The fact that it was part of the official program and not a commercial presentation added extra weight," says Esbjörn Larsson, President of Getinge Brazil.

"This year we positioned ourselves even more as a complete solutions provider," says Exhibition Manager Anna Persson.

Added extra expertise

According to Esbjörn Larsson, complete solutions are also what the customers are asking for.

Thus, Getinge Brazil is an increasingly frequent visitor to Getinge's architectural design department.

Getinge, ArjoHuntleigh and Maquet partici-

pated for the second time as a group in this fair, which ensured a very powerful exhibit. In addition, the three business areas could benefit from each other's customer contacts.

"We also had our MIP event the weekend before the exhibition so we had some of our international experts and the global marketing department here to add extra expertise," says Esbjörn Larsson.

HOSPITALAR

Hospitalar is the biggest and most important healthcare fair for the Latin American market. It's held in São Paulo, Brazil. This year it had 91,000 visitors.

This article was originally published in the Wall Street Journal
Swedish technology producing major efficiencies, cost savings for Canadian hospitals, states Sweden’s ambassador to Canada

Swedish technology is playing a major role in helping Canadian hospitals operate more efficiently and realise significant cost savings, said Teppo Tauriainen, Sweden’s Ambassador to Canada, during a visit to Sunnybrook Health Sciences Centre today.

“Sweden is pleased with the contribution we’ve made to Canada’s health care system,” said Mr. Tauriainen, during a tour of Sunnybrook’s Medical Device Reprocessing Department – and its innovative system for cleaning, disinfecting and sterilizing medical devices.

The advanced system was developed by the Getinge Group, a leading global medical company, headquartered in Getinge, Sweden. The company (pronounced Get-in-a) [sic] has operations in the areas of surgery, intensive care, infection control, care ergonomics and wound care.

In 2008, Sunnybrook became the first hospital in North America (and the third in the world) to install a bank of state-of-the-art Getinge 88 Turbo washer/disinfectors. Since the installation, the hospital has

saved more than \$340,000 annually. The savings have come from reduced consumption of water, electricity, detergent and steam, as well as increased efficiencies. The automation of the washing and disinfection system has also resulted in significant productivity gains.

“The results have been outstanding,” says **Abdool Karim**, Manager of Sunnybrook’s Regional Processing Centre. “They prove that innovative technology can go a long way toward reducing costs, conserving resources and improving patient care in our hospitals.”

Getinge technology is delivering significant cost savings and productivity increases at many Canadian health care institutions, including Sunnybrook, St. Joseph’s Hospital in Hamilton and Markham Stouffville Hospital.

“We’re committed to developing and implementing health care technology that will benefit all Canadians,” said **Doug Friesen**, President of Canadian Operations for Getinge.



Matthew Palmer, Swedish Trade Commission Consultant
Cynthia Holm, Director Sunnybrook Health Science Centre
Mr. Teppo Tauriainen, Swedish Ambassador to Canada
Abdool Karim, Manager of CSSD, Sunnybrook Health Science Centre

INAUGURATION OF SUPER CSSD IN KUWAIT

The order for a super CSSD in Kuwait is not only one of the biggest CSSD installations ever for Getinge, but also enhances Getinge’s status as a partner to the Ministry of Health.

The Central Sterilization Department serves seven hospitals and some smaller clinics with a nearly 3,000 beds altogether.

“Our distributor in Kuwait, Advanced Technology Company, has worked diligently for many years to secure this project,” says Wilhelm Tham, President Getinge Middle-East and Africa.

The Ministry of Health has its office for infection control in this newly constructed building. The building also houses excellent conference facilities where Getinge Academy arranged training sessions in cooperation with the Ministry and will continue to do so on a regular basis.

The order comprised 15 Getinge HS6613 sterilizers with automatic loading and unloading; 12 Getinge 8666 washer-disinfectors with 2 AGS systems; 1 trolley washer; 4 ultrasonic machines; 48 sealers; 48 packing tables; 3 ETO sterilizers; 2 plasma sterilizers; Complete T-DOC 2000; and accessories.



NEW WEB FOR PEOPLE MANAGEMENT



A new tool for people development in the Getinge Group has been launched; an intranet portal named “People Management - Leadership the Getinge Way”. The portal can be found at peoplemanagement.getinge.net and replaces the previous Compass Human Resources section. The new portal is designed to help HR professionals, managers and employees find useful tools for people development.

On this new website you will find information about Getinge’s development programmes, skills development advice, career opportunities, tools for different talent management processes, checklists, templates, guidelines and much more.

The portal also contains a film entitled “Leadership the Getinge Way”. The film describes how we look at talent in the Getinge Group and how you can enhance your talent, or help others to excel professionally.

Many employees are already using the website and below you can read comments about how they think it adds value to their daily work.

Visit the website at peoplemanagement.getinge.net



Getinge Shanghai is a company with strong growth. We are constantly hiring new employees and a great help in the recruitment process are the tools that are available on the new portal. Here you can find templates, guidelines, processes and methods that help managers and recruiters on how to best match candidates to positions. From a competitive standpoint, it is also a strength for us to show that we work in a structured and deliberate way when recruiting and developing our people.

Niclas Mottus Olsson
President Getinge Infection Control East Asia Region



I strongly believe that investing in knowledge is our key to growth. Our people are our main competitive advantage and we need to manage competence just as strategically as we manage our products and services. I have taken on the exciting challenge to set up a global ArjoHuntleigh Academy and I work closely with global HR to ensure we all work in the same direction. The People Management site provides excellent tools and guidelines for anyone who wants to develop themselves or others within the Getinge Group.

Linn Steer
Sales Development Manager
ArjoHuntleigh



A lot has been achieved by the global HR organisation in the last years; the leadership competency framework “Leadership the Getinge way”, common tools for recruitment, assessment, a common succession planning process, and outstanding training courses for leaders. One of my challenges as a leader is to communicate a shared philosophy and values within the organisation. I was therefore very pleased when I discovered the new People Management website where I could find all the tools available.

François Pointurier
President & Area General Manager South Europe
Getinge Healthcare SAS



The video entitled Leadership the Getinge Way, which can be found on the People Management website, provides excellent insights into the many tools available for managers which can be used to drive performance and to develop direct reports. The film clip has great photography and a sound track of key top Getinge Group leaders explaining the value of the various processes of talent management and the tools to support the growth of employees. Brilliantly, the video goes beyond product and focuses on real people as well as leaders throughout the organisation.

Paul Fein
Vice President Maquet
Global Learning & Development

Historic MCV Sales Meeting, Phuket Thailand May 2011



During the week of May 22 the first ever combined Maquet Cardiovascular Sales Meeting for Asia Pacific was held in Phuket Thailand. More than 50 MAQUET sales representatives and distributors from Australia, China, India, Japan, Thailand, Malaysia, Singapore, Indonesia, South Korea, The Philippines, Vietnam, and Turkey attended the week long session in Phuket. This event was timed to coincide with the Asian Society for Cardiovascular and Thoracic Surgery congress also being held in Thailand in the later part of the week.

The multi-day MCV meeting program began with focused meetings around the individual product lines within the Maquet Cardiovascular Portfolio. These meetings included:

Cardiac Surgery: EVH training and Clinical Ambassador Program Review

Cardio Pulmonary: Product Training Review

Cardiac Assist: IABP Therapy and Product Training Review

Vascular Interventions: Basic and Qualified training for Vascular and Cardio-Thoracic Grafts.

These product focused meetings were conducted by the MCV Business Unit Sales and Marketing teams and the Vascular Interventions qualified training program also included the invited vascular surgeon speaker Dr. Amid Kumar from the Sheikh Khalifa Medical Center in Abu Dhabi.

The five-day MCV event culminated with a half day forward-looking program revealing the true power of Maquet through review of

our strong product pipeline and presentations of key sales success stories from around the region. These presentations were a joint effort between SSU Sales and MCV Business Unit Sales and Marketing teams.

Philippe Rocher, Managing Director of Maquet South East Asia commented positively, "This training was truly beneficial to our sales network in understanding our new products and advanced clinical techniques. It is certainly instrumental in pursuing our growth in emerging markets where the potential will grow in the future."

Manfred Engler, VP Sales Maquet Cardiopulmonary Business Unit, commented, "The success of our SSU in Hong Kong with CARDIOHELP is a remarkable example. In essence, it is due to a well-structured sales strategy that includes basic training, involvement of KOL's and the support of already experienced Hospitals with CARDIOHELP, press releases, etc."

"This meeting was a truly historic event for Maquet Cardiovascular." commented Brad Cilley, VP Marketing Maquet Cardiovascular. "Through sharing product training, marketing programs and strategies, a strong product pipeline, and demonstrations of how these are being combined to achieve real sales successes, we have begun building a foundation for even greater success in Asia Pacific."

An EMEA/Americas MCV Sales and Marketing meeting is scheduled to take place prior to the EACTS congress this September in Lisbon.



MAQUET INTERVASCULAR CELEBRATES EMPLOYEES

In June, the French Maquet company InterVascular SAS celebrated that 20 of its employees had been working for the company for more than 10 years. One of them, Danielle Arpin-Pont, Quality Assurance Manager, has been with the company for 20 years. All 140 employees were invited to the event that took place in the harbour of La Ciotat in France. Bodo Anders, President of Vascular Interventions and Hervé Lazarz, Managing Director for InterVascular SAS presented the strategy going forward. The programme also included presentations of the different company activities, such as Research & Development. Florence Loiselet, R&D Manager, presented the latest product development, the Cardioroot aortic graft.



This year, Danielle Arpin-Pont celebrates her 20th year as an employee of InterVascular.

Danielle, what is the best thing about working at Maquet InterVascular?

The best thing about my job is the constant challenges. There are constantly new projects to tackle and new teams to support. I never get bored! I see my job as a mission: to secure the safety of patients using our products."

What is your greatest achievement?

"One of my greatest accomplishments was the day we received the ISO9001 certification. That was in January 1997. Two years later we received the approval for our Silver graft products, which was also a significant step for the company. I am proud of being part of the company's development and am looking forward to many more years of working with the same pleasure."

InterVascular is one of the two plants of the Medical Systems Vascular Intervention Division. The company manufactures a full range of polyester, collagen-coated knitted and woven vascular grafts and patches. Since 1987, more than 1 million InterVascular products have been implanted worldwide.

MISSION TOP LINE



Growing top line sales is an absolute priority for ArjoHuntleigh. Product innovation and expansion into new markets are factors in this equation, but the ambition does not stop there. The company also wants to achieve stable profitable growth in its traditional markets in Western Europe and North America. To make this happen, a project called Commercial Excellence (or ComEx to save valuable speaking time) was launched some time ago. In essence, the ComEx project aims to achieve more business, not by adding resources, but by using existing resources more effectively.

Johan Birkfeldt, Director of Commercial and Business Development in ArjoHuntleigh has agreed to walk us through the project.

How would you describe the importance of the ComEx project?

"It is one of the most important projects in ArjoHuntleigh at the moment. What we do now will have a long-term impact on our business. Supporting the implementation of ComEx in our market companies is therefore one of the most important tasks for me and my department."

And what would you say the project is all about?

"It is about targeting the right customers in the right way. What that means is that we must meet with customers with good potential. Spending time and effort with customers that – no matter what we do or say – will not buy anything from us does not make any sense. We also need to become more effective when meeting with our customers."

This does not sound like rocket science.

"It's not, but our ambition is not to fly to the moon, literally speaking. We want to make sure that we grow our business by servicing our customers in the right way, that's our mission. And rocket science or not, the ComEx project is a very structured step-by-step approach to achieve just that."

So which are the steps?

"There are ten steps all in all. The first step

is to map all customers in a market and classify them according to their potential. The next step involves prioritising among the customers. To do this, we are working with four fixed categories of customers. The third step involves our internal organisation – how do we organise and man our sales territories to be as efficient and effective as possible."

Johan looks at me to make sure that I follow, which I think I do, but I am already regretting the remark about rocket science.

"The next three steps involve a systematic approach to selling," he continues.

"Without getting into too many details it covers areas such as formalised account management, improved customer dialogue and effective selling time. The last part can best be described as our sales reps spending more time with customers and less time in their cars."

The interview is interrupted by phone call, which is quickly dealt with. Johan then picks up where he left off.

"In the project we are also looking at ways that can achieve growth quickly. Cross sales, service contract penetration and sales of disposable are examples of the areas we are looking into. We are also making sure that we organise ourselves in such a way that we have a well-informed team that services the customers. Account Managers, Service Technicians, Tender Specialists, Rental Technicians, and Application Specialists must all work together. The left hand should always know what the right hand is doing as it were. The final two steps of the ComEx project cover the development of KPIs and incentive structures that are in line with company objectives."

So when will you start rolling out the ComEx project?

"We are already under way. Implementation has come a long way in Germany, Australia, and Italy, and we are now starting the process in the Netherlands and the UK. Later this year, we will move on to the US and Canada, and at the beginning of 2012, we have France and Belgium lined up," Johan Birkfeldt concludes.



Johan Birkfeldt
Director of Commercial and
Business Development in ArjoHuntleigh

Project overview	
1	Map and classify all relevant market customers according to potential
2	Introduce customer segmentation to prioritise customers in market
3	Reallocate account manager responsibility to match new customer priorities
4	Systemise sales activities by introducing formalised account management
5	Leverage customer insights to improve customer dialogues
6	Adjust internal processes to optimise effective selling time
7	Review short-term collaboration between sales and service to push sales
8	Optimise organisational set-up to increase customer value creation
9	Develop KPIs to match company objectives and measure efforts
10	Align personal incentive structures with company objectives

GETINGE IS ALL ABOUT PEOPLE

More than anything else, the Getinge Group is a company that is about people. We have expertise in many areas – innovation, product design, marketing, service, HR, finance, etc. – but our ultimate objective is to improve life for other people – sometimes even saving lives. We are, in short, a company that makes a difference. In this issue of the GCN, there are two articles that reflect this fact. Newborn baby Ronan Bush is being kept alive by a paediatric oxygenator from Maquet (page 7) and our role in improving Canadian healthcare has attracted the attention of both the Swedish ambassador and the Wall Street Journal (page 11).

People Management Intranet Portal

To be able to provide a paediatric oxygenator or supply innovative and effective infection control equipment to hospitals and all the other things we contribute with, we have to run our company professionally in all respects. One area that is close to my heart and responsibility is of course People Management. Providing good development tools for employees and managers alike is vital for our future development and skill levels. With this in mind, we recently launched a new intranet portal: People Management – Leadership the Getinge Way. In the portal, you will find information on development programmes, skills development advice, and much more. See article on page 12 for further information.

Succession Planning

A couple of years ago, the Corporate HR organisation, together with the Group's management, designed a model for Succession Planning in the Getinge Group. Since then, managers have been trained to use the model. The early adopters have now conducted three succession plans (one each year) for their orga-

nisations, and we are steadily implementing the concept of Succession Planning into an increasing number of companies with the ambition of covering the entire Getinge Group organisation.

The objective of succession planning is two-fold. We want to make sure that we have the right person in the right place at the right time, and that this person has the capability to grow with the company and take on new and more demanding challenges. We also want to provide employees with visible career path possibilities. This is important for all companies, but especially so in fast-growing organisations like Getinge.

Succession Planning is priority for the Getinge Group Management and in November the Business Areas will report the outcome of this year's Succession Plan directly to our CEO Johan Malmquist.

Having fun

Life, however, is not all about plans and schedules and procedures. There must be time for fun as well. One example of this is the growing Getinge Football Championship, which this year took place in Växjö, Sweden, under the supervision of our Chairman Carl Bennet, who is a true football fan.

Want to know which team won the championship? Check out the article on pages 8-9.

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GETINGE GROUP is a leading global provider of products and systems that contribute to quality enhancement and cost efficiency within healthcare and life sciences. We operate under the three brands of ArjoHuntleigh, GETINGE and MAQUET. **ArjoHuntleigh** focuses on patient mobility and wound management solutions. **GETINGE** provides solutions for infection control within healthcare and contamination prevention within life sciences. **MAQUET** specializes in solutions, therapies and products for surgical interventions and intensive care.