

Teleflex Investor Presentation

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Forward Looking Statements

This presentation and our discussion contain forward-looking information and statements, which inherently involve risks and uncertainties that could cause actual results to differ from those projected or implied in the forward–looking statements. These statements involve known and unknown risks, uncertainties and other factors that may cause actual results or events to differ materially from those anticipated in such forward-looking statements, including those risks and uncertainties discussed in our SEC filings, including our most recent Annual Report on Form 10-K. The forward-looking statements included in this presentation should not be unduly relied upon. These statements speak only as of the date made. Other than as required by applicable law, we do not intend, and do not assume any obligation, to update these forward-looking statements.

This presentation reflects continuing operations.

Making a Difference

Teleflex products are used everyday:

31,000
In 31,000 surgical procedures in the United States





1,600
To help more than 1,600 patients who require vascular access intervention globally

6,000
To care for more than 6,000 patients globally in the Intensive Care Unit





3,200
By emergency responders to treat 3,200 patients in the field globally

Statistics included in the graphic above were calculated based on 2016 sales data, and management assumptions and estimates

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Demographics and Industry Trends in Our Favor



10,000

People turn 65 in the U.S. everyday[1]



Lower acuity patients moving to lower cost sites of service



1.1B

People 50+ in Asia by 2025[2]

1. Pew Research Center: http://www.pewresearch.org/fact-tank/2010/12/29/baby-boomers-retire/
2. APACMed: http://www.apacmed.org/content/uploads/2017/02/APACMed-Annual-Report-2016-online.pdf

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Teleflex Investment Thesis

Global Leadership	• **Leading positions** in growing markets (vascular, interventional access, interventional urology) • Established and **respected global brands**
Unique Size	• **Global scale to succeed** in today's healthcare marketplace • **More nimble** than larger device companies
Track Record of Execution	• **Constant currency revenue growth accelerates to 8.1% in FY19** • **580 basis point adjusted operating margin expansion 2015 – 2019** • **Adjusted earnings per share CAGR 15.2% 2015 – 2019**

Note: See appendicies for reconciliations of non-GAAP financial measures to the most comparable GAAP financial measures.

Segment Revenue Review

Dollars in Millions	FY'19 Revenue	FY'18 Revenue	As-Reported Revenue Growth	Currency Impact	Constant Currency Growth
Americas	$1,492.3	$1,351.7	10.4%	(0.2%)	10.6%
EMEA	$588.1	$603.8	(2.6%)	(5.3%)	2.7%
Asia	$294.3	$286.9	2.6%	(4.2%)	6.8%
OEM	$220.7	$206.0	7.2%	(1.0%)	8.2%
TOTAL	$2,595.4	$2,448.4	6.0%	(2.1%)	8.1%

Global Product Category Revenue Review

Dollars in Millions	FY'19 Revenue	FY'18 Revenue	As-Reported Revenue Growth	Currency Impact	Constant Currency Growth
Vascular Access	$600.9	$575.3	4.4%	(1.9%)	6.3%
Interventional	$427.6	$395.4	8.1%	(1.7%)	9.8%
Anesthesia	$338.4	$349.4	(3.1%)	(2.6%)	(0.5%)
Surgical	$370.1	$358.7	3.2%	(2.5%)	5.7%
Interventional Urology	$290.5	$196.7	47.6%	(0.2%)	47.8%
OEM	$220.7	$206.0	7.2%	(1.0%)	8.2%
Other[1]	$347.3	$366.9	(5.3%)	(2.9%)	(2.4%)
TOTAL	$2,595.4	$2,448.4	6.0%	(2.1%)	8.1%

1. Includes revenues generated from sales of the Company's respiratory and urology products (other than interventional urology products).

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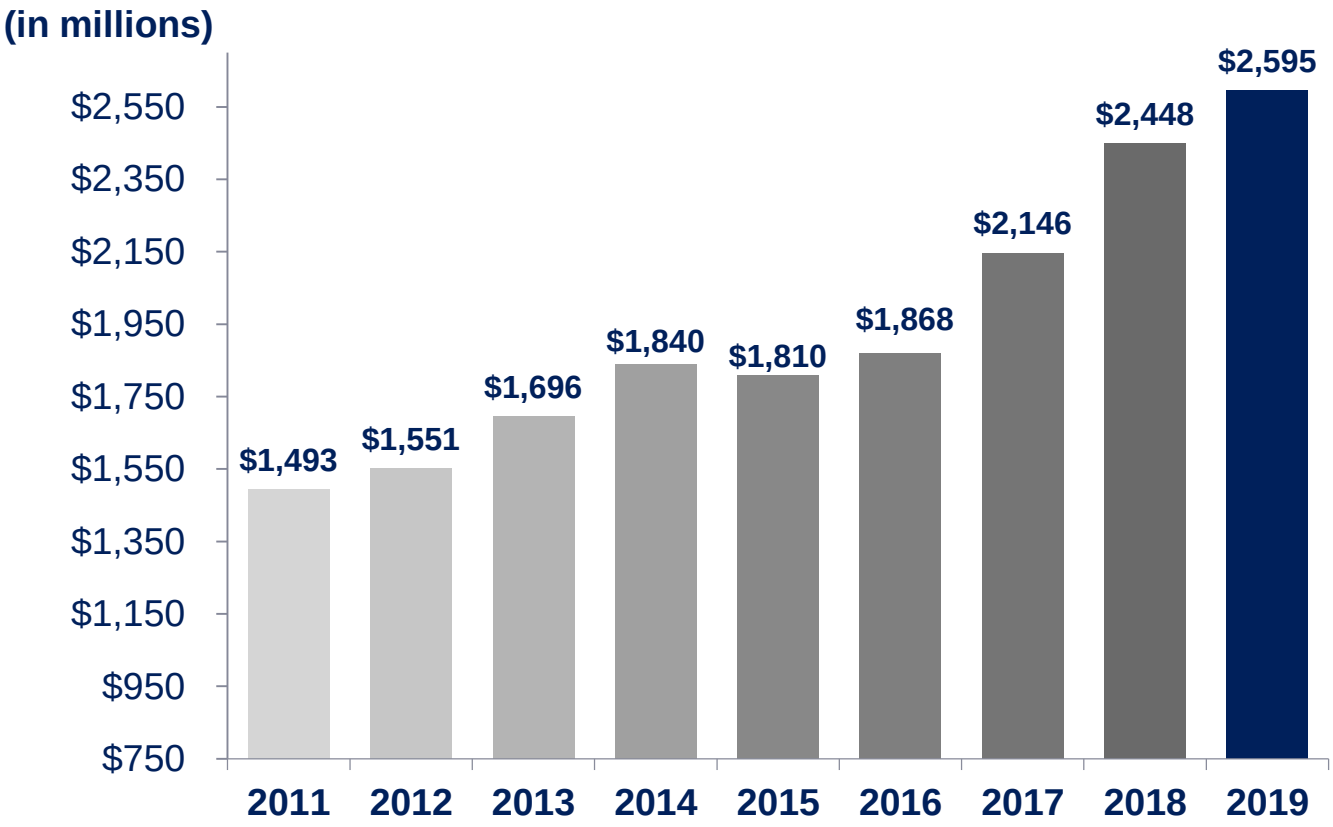
Constant Currency Revenue Growth



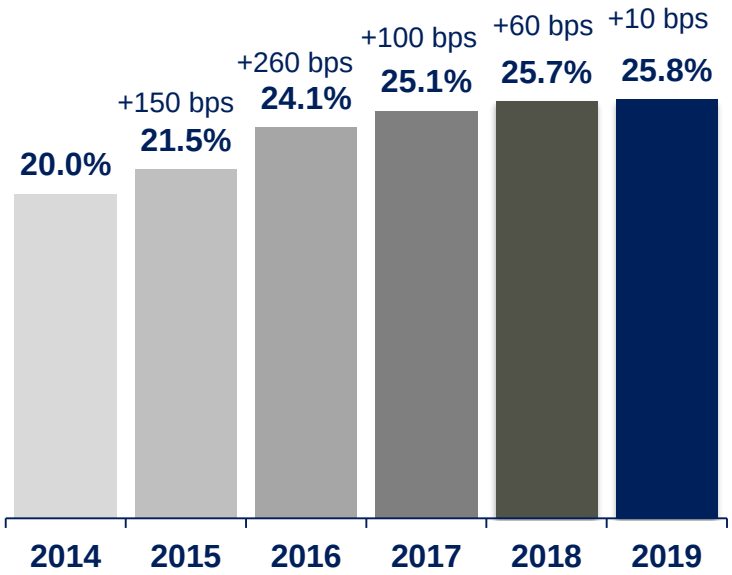
8.1%

Constant currency revenue growth in 2019

Bar chart depicts as reported total annual Teleflex revenues

Track Record of Adjusted Operating Margin Expansion

Adjusted Operating Margin



Note: Figures represent adjusted operating margin. See Appendices for reconciliation of non-GAAP financial measures to the most comparable GAAP financial measures.

Q3'20 Segment Revenue Review

Dollars in Millions	Q3'20 Revenue	Q3'19 Revenue	Reported Revenue Growth	Currency Impact	Constant Currency Growth	Estimated COVID-19 Impact
Americas	$375.0	$374.5	0.1%	(0.3)%	0.4%	(~9%)
EMEA	$135.7	$140.5	(3.5)%	3.5%	(7.0)%	(~4%)
Asia	$68.2	$77.9	(12.4)%	1.8%	(14.2)%	(~21%)
OEM	$49.4	$55.4	(10.9)%	0.9%	(11.8)%	(~40%)
TOTAL	$628.3	$648.3	(3.1)%	1.0%	(4.1)%	(~12%)

Q3'20 Global Product Category Revenue Review

Dollars in Millions	Q3'20 Revenue	Q3'19 Revenue	Reported Revenue Growth	Currency Impact	Constant Currency Growth	Estimated COVID-19 Impact
Vascular Access	$160.0	$148.7	7.6%	0.8%	6.8%	~1%
Interventional	$93.2	$106.9	(12.8)%	0.7%	(13.5)%	(~16%)
Anesthesia	$75.7	$87.1	(13.2)%	1.2%	(14.4)%	(~10%)
Surgical	$82.2	$92.6	(11.2)%	1.1%	(12.3)%	(~13%)
Interventional Urology	$81.8	$73.6	11.1%	0.1%	11.0%	(~29%)
OEM	$49.4	$55.4	(10.9)%	0.9%	(11.8)%	(~40%)
Other	$86.0	$83.9	2.5%	2.0%	0.5%	~1%
TOTAL	$628.3	$648.3	(3.1)%	1.0%	(4.1)%	(~12%)

1. Includes revenues generated from sales of the Company's respiratory and urology products (other than interventional urology products).

Core Strategic Building Blocks

Teleflex is a Differentiated Med Tech Asset



Drive Constant Currency Revenue Growth

- Address major healthcare challenges
- Improve outcomes with less invasive, evidence-based procedures
- Accelerate long term revenue growth through scale M&A



Deliver Non-Revenue Dependent Margin Expansion

- Execute restructuring and footprint realignment initiatives
- Take more of our business direct
- Leverage M&A across global infrastructure



Continue to be a Serial Acquirer

- Acquire high-growth, high-margin businesses with differentiated assets
- Focus on scale and late stage technologies
- Improve process with each transaction



Align Portfolio with Favorable Demographics

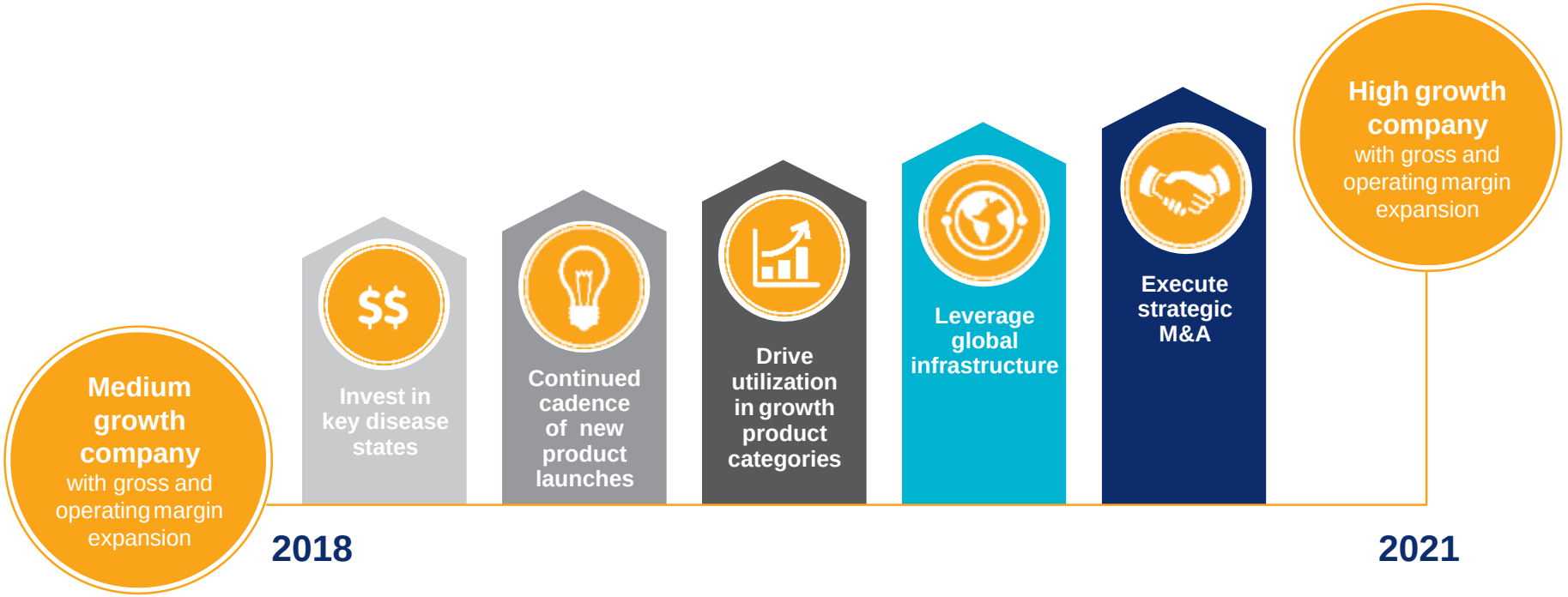
- Focus product suite on procedures that cannot be postponed
- Focus commercial efforts in geographies with improving demographics



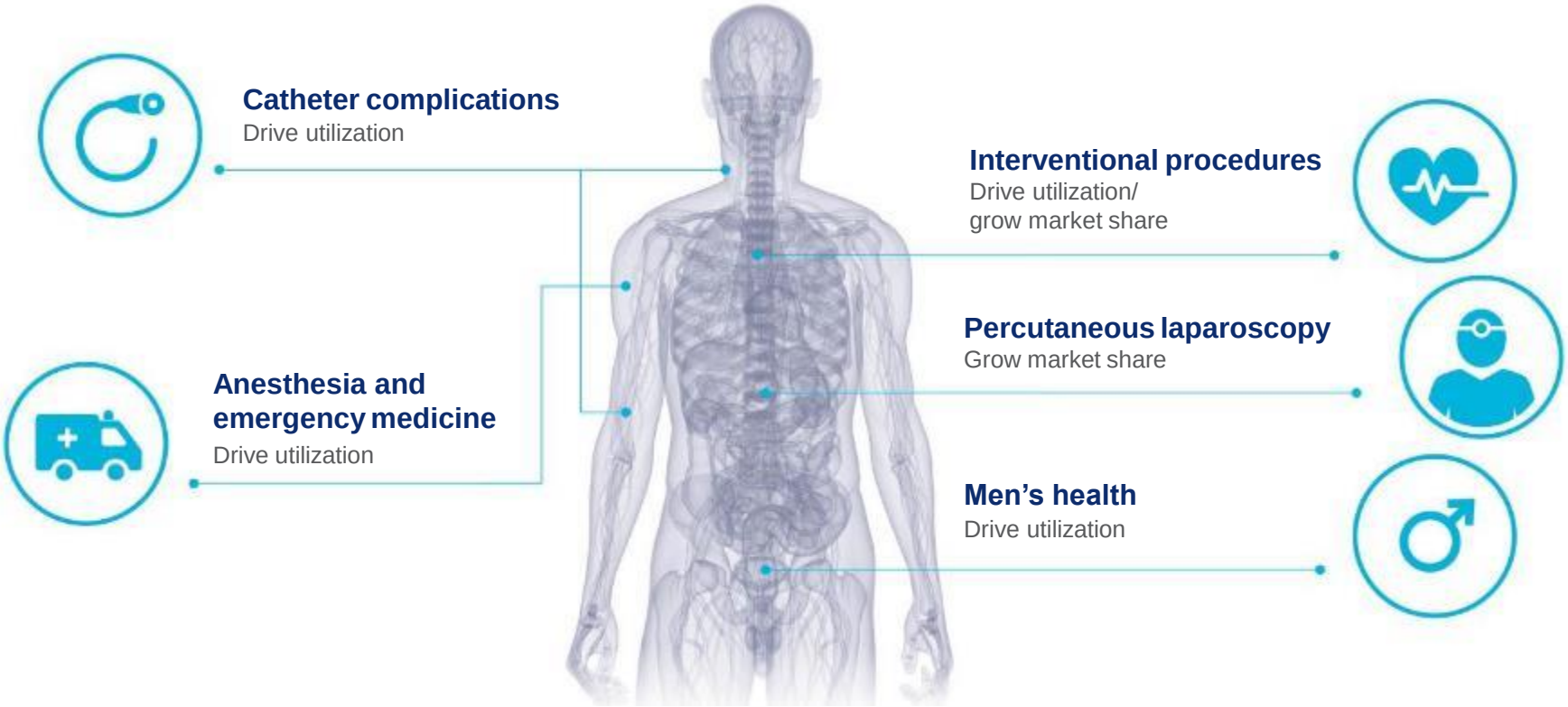
Continue to Attract Key Talent

- Focus on culture
- Live our core values
- Keep people at the center of all we do

Teleflex 2021: 3 Year Growth Drivers



Invest in Key Disease States and Markets



Drive Utilization in Growth Product Categories

Current Portfolio

Interventional Urology

The UroLift® System



Intraosseous Access

EZ-IO®
Intraosseous Vascular Access Device

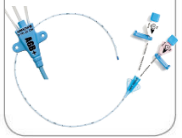


OnControl®
Powered Bone Access System



Vascular Access

PICCS



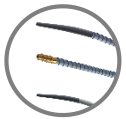
Airway Management

Rüsch® Polaris™ Fiber Optic Single-Use Laryngoscope Blade

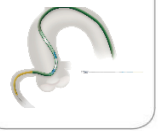


Interventional Cardiology

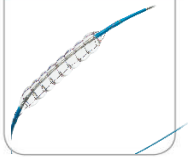
Turnpike®
Catheters



TrapLiner®
Catheter



Chocolate®
PTCA Balloon Catheter



MANTA™
Vascular Closure Device



Pipeline^

EZ-PLAZ®
Freeze-dried Plasma



The UroLift® 2 System



^EZ-PLAZ is not yet approved for sale or distribution.

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Leverage Global Infrastructure



ORANGE: Americas
BLUE: Europe, Middle East and Africa
GREEN: Asia Pacific

Strategies

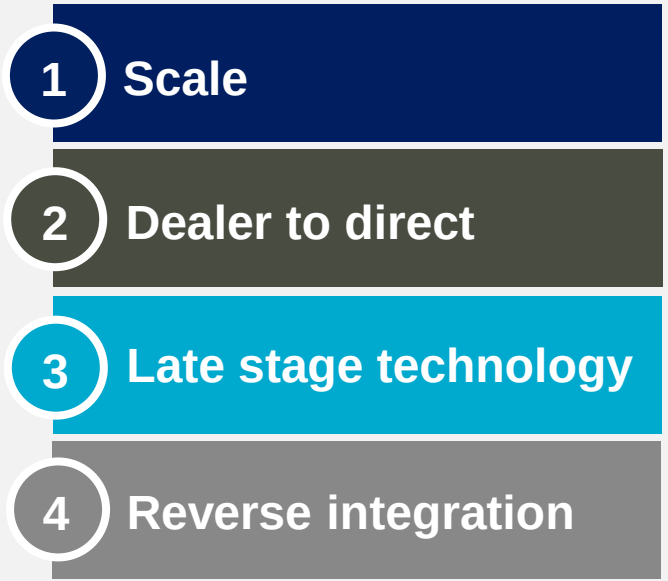
- Realize margin expansion through ongoing restructuring initiatives
- Leverage recent go-directs to strengthen control of commercial channels in Europe and Asia
- Drive adoption of high margin products in new markets

Execute Disciplined M&A Strategy

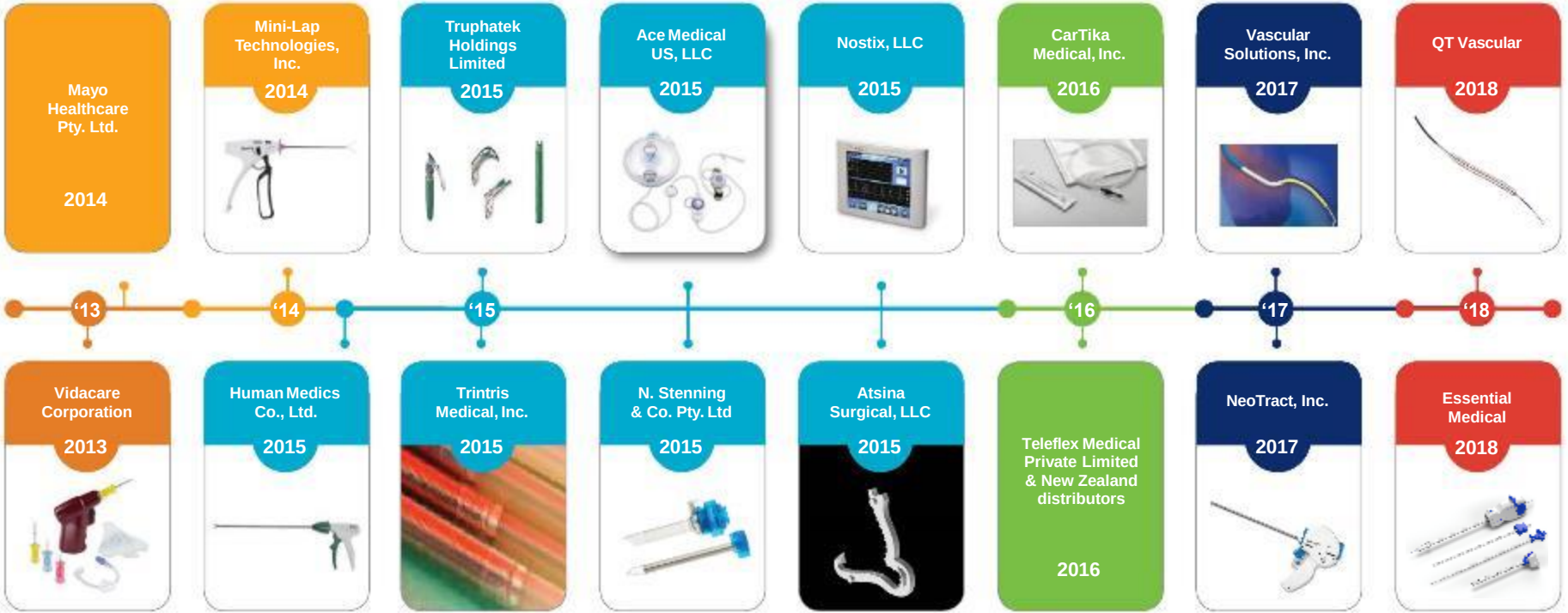
Acquisition Criteria

- Fits existing business units and call points
- Provides superior clinical benefit to existing alternatives
- Provides cost-benefit to the hospital
- Strong IP and patent protection
- Long product life cycles

M&A Focus



Track Record of Value Creating Acquisitions



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Acquisition Update

Signs Agreement to Acquire Z-Medica, LLC

KEY TAKEAWAYS

Market Leader in hemostatic products for the pre-hospital and military markets

- The QuikClot® family of products contain kaolin, which has been shown to accelerate the clotting cascade and stop bleeding fast; portfolio provides highly complementary hemostatic agents in differentiated platforms including:
  - QuikClot® devices for pre-hospital and Emergency Department needs
  - QuikClot Control+®, the first and only hemostatic dressing indicated for temporary control of internal organ space bleeding for patients displaying severe bleeding
  - QuikClot Combat Gauze® the hemostatic dressing of choice on the battlefield for compressible (external) hemorrhage in certain situations
- Leverages hospital, EMS, and military call points with differentiated products that complement EZIO® portfolio and EZPLAZ™[1] Freeze Dried Plasma
- Following closing, acquisition is expected to be immediately accretive to Teleflex's normalized revenue growth, gross margin, and operating margin profile

KEY PRODUCT END MARKETS



1. EZPLAZ has not been approved by the FDA.
2. QuikClot and QuikClot Control+ are registered marks or trademarks of Z-Medica, LLC.

2020 Workforce Reduction Plan Announced

- During the second quarter of 2020, we committed to a workforce reduction designed to improve profitability and reduce cost primarily by **streamlining certain sales and marketing functions in our EMEA segment and certain manufacturing operations in our OEM segment**. The workforce reduction was initiated to further align the business with our high growth strategic objectives.

- We estimate that we will incur aggregate **pre-tax restructuring charges of $10 million to $13 million**, consisting primarily of termination benefits, and will result in future cash outlays. This plan will be substantially complete during 2020 and as a result most of these charges are expected to be incurred prior to the end of 2020.

- We expect to begin realizing plan-related savings in 2020 and expect to achieve **annual pre-tax savings of $11 million to $13 million once the plans are fully implemented**.

Key Investment Highlights

- Diversified, global medical technology company
- Well-positioned to take advantage of favorable industry dynamics
- Leading market positions with established global brands
- Diversified customer and supplier base
- Strong cash flow generation and proven history of deleveraging and margin expansion
- Experienced management team

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THANK YOU

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Appendix A:

Key Products

NeoTract: A Compelling Growth Asset

UROLIFT® BPH Relief. In Sight.™

Significant Market Opportunity	• Initial target market 8.5M U.S. BPH drug or drug drop out patients; >$30B total addressable market
Exceptional Clinical Data	• 2 randomized controlled trials; 7 single arm studies • >25 peer-reviewed publications • 5 year follow-up data published
Established Reimbursement	• CPT1 code January 2015 • 100% covered by Medicare administrative contractors; broad commercial payor coverage
Strong Commercial Infrastructure	• High quality commercial sales force & management team • Strong IP position and scalable manufacturing

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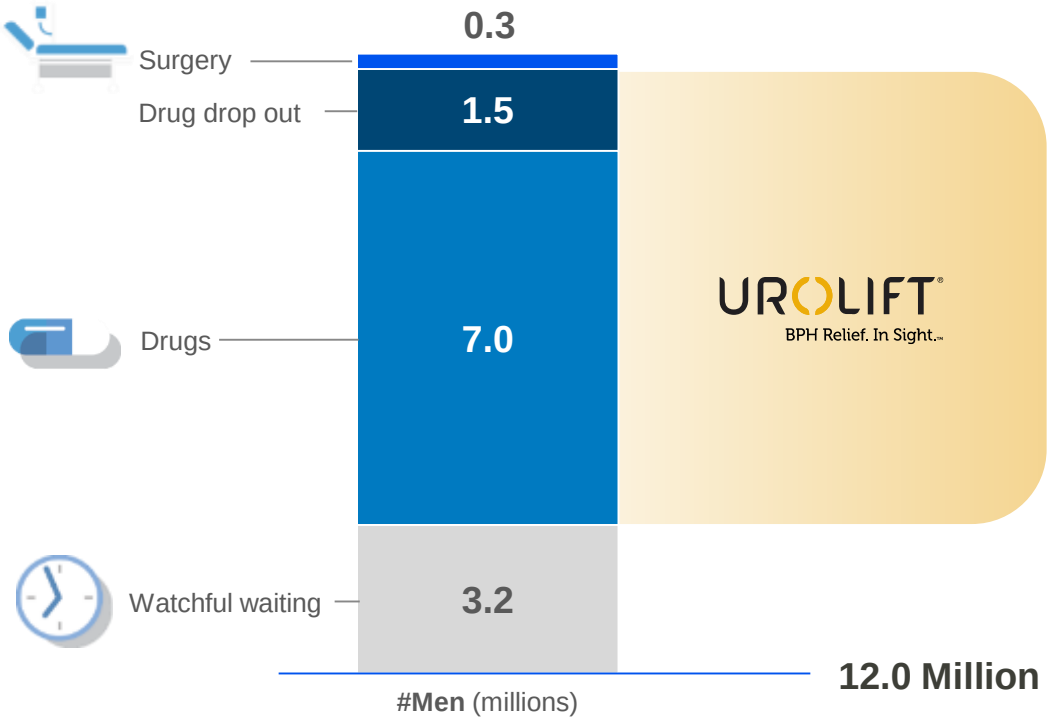
Very Large Clinical Need and Market Opportunity



8.5 Million

Men on drugs or drug drop out

UroLift® System target market

$30B TAM

12.0 Million U.S. men treated for BPH[1]

1. NeoTract internal market estimates for 2016

Simple, Straightforward Procedure

UROLIFT®
BPH Relief. In Sight.™



Apply Lidocaine jelly/oral sedative^

Insert delivery system



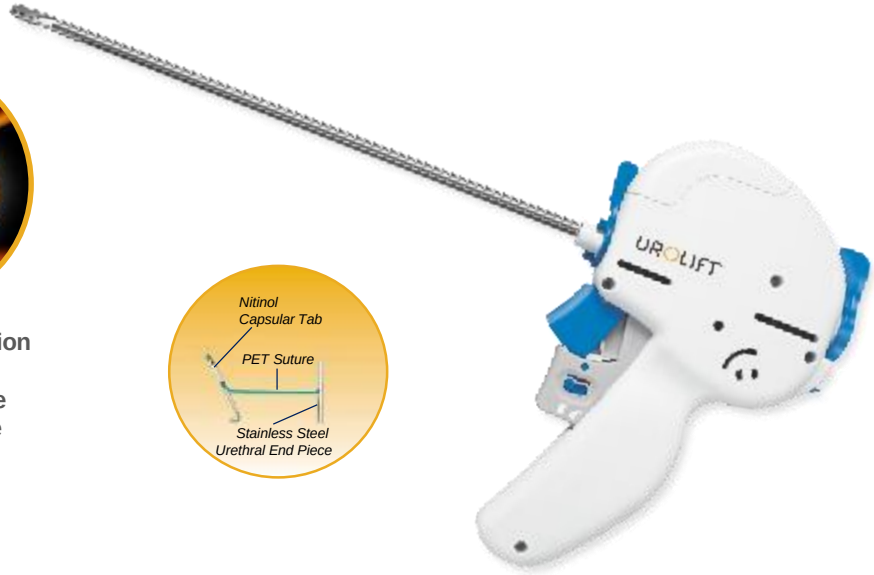
Gently push tissue aside

Deploy customized implants (4-6 Avg)



Relieve obstruction

Typically same day discharge



^ This does not account for the physician's preferred anesthesia protocol.

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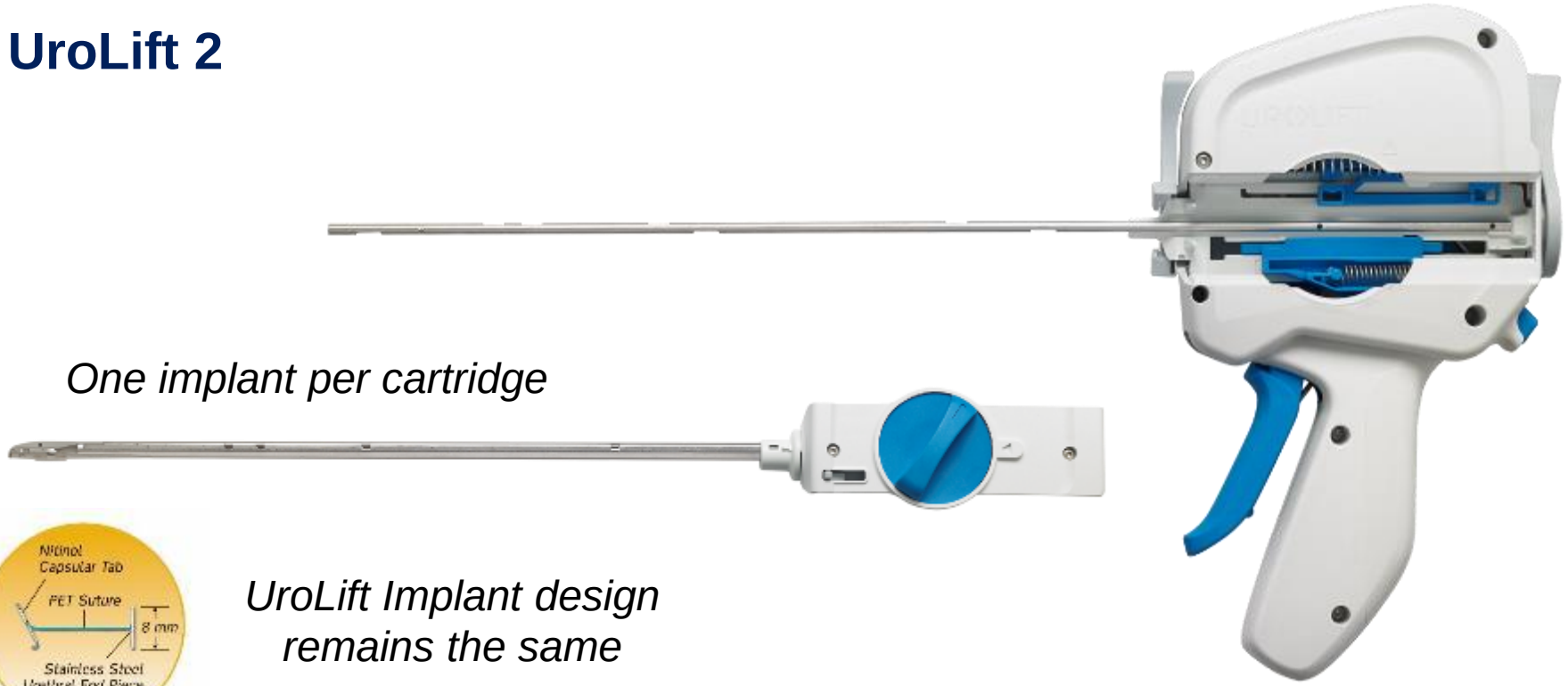
UroLift 2



One implant per cartridge

UroLift Implant design remains the same

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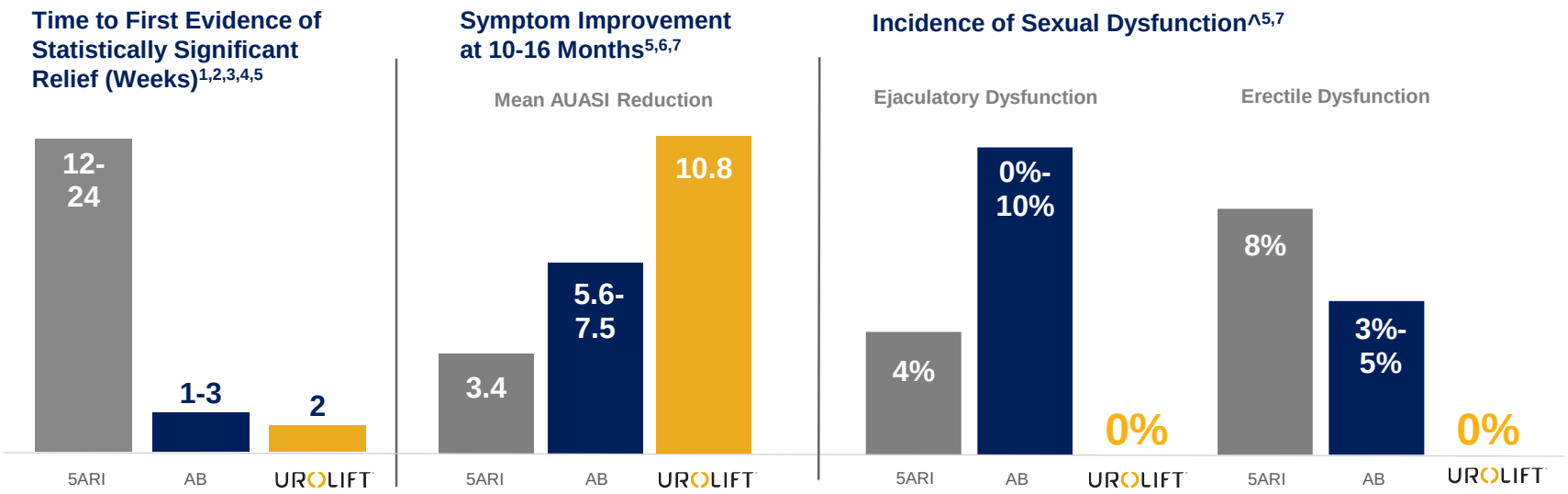
Reducing Tradeoffs Between Effectiveness and Risk Compared to Drugs



DRUGS: 5ARI = 5 alpha reductase inhibitors **AB** = alpha blockers

Symptoms measured by AUASI (American Urological Association Symptom Index)

^ Sexual Dysfunction defined as new, onset sustained erectile or ejaculatory dysfunction.

1. Roehrborn, Rev Urol 2009; 11(suppl 1): S1-S8; 2. Rossi, Drug Des, Dev and Therap 2010; 4: 291-297 3. Pearson, Am Fam Phys 2014; 90 (11): 769-774; 4. Cindolo, Eur Urol 2015 Sep; 68(3): 418-25; 5. Roehrborn, J Urol 2013; 190: 2161-2167; 6. Sonksen, Eur Urol 2015; 68: 643-652; 7. AUA Guidelines 2003, 2010, 2014, which address a range of outcomes across alfuzosin, doxazosin, tamsulosin, and terazosin for ABs and only finasteride for 5ARIs

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Clinical and Commercial Updates

Interventional Urology - UroLift® System

KEY TAKEAWAYS

Pilot National DTC Campaign Building Momentum

- Began in early July 2020; in September advertising ramped to 100%
- On pace to generate 6x the number of impressions of regional DTC campaigns over same time period
- Web traffic has increased well over 100% since the campaign began

UroLift® 2 System Commercial Progress

- Market Acceptance Test underway, positive preliminary feedback
- Increasing manufacturing levels for launch in 2021

UroLift® ATC™ System Commercial Progress

- Market Acceptance Test underway, positive preliminary feedback



UroLift® 2 System

Anesthesia and Emergency Medicine: Arrow® EZ-IO® Intraosseous Vascular Access Device

Top Market Trends

- >137 million visits to the emergency room in the U.S. annually[1]
- There are >500,000 adult occurrences of cardiac arrest yearly in the US with an estimated 10% survival rate[2]
- Sepsis kills a patient in the U.S. every 2.3 Minutes.[3] As many as 80% of sepsis deaths could be prevented with rapid diagnosis and treatment[4]

Growth Strategy

- Continued leadership in professional, clinical and product training
- Methodical training on protocol for optimal outcomes
- Expand IP position in mechanical intraosseous access segment



1. CDC: National Hospital Ambulatory Medical Care Survey: 2015 Emergency Department Summary Tables
2. Mozaffarian D, Benjamin EJ, Go AS, et al: on behalf of the American Heart Association Statistics Committee and Stroke Statistics Subcommittee. Heart disease and stroke statistics—2015 update: a report from the American Heart Association. Circulation. 2015;131:e29–e322. DOI: 10.1161/CIR.0000000000000152.
3. Marik PE. Surviving sepsis: going beyond the guidelines. Ann Intensive Care. 2011. doi:10.1186/2110-5820-1-17.
4. Kumar et al. Duration of hypotension before initiation of effective antimicrobial therapy is the critical determinant of survival in human septic shock. CritCare Med. June 2006;34(6)1589-96.

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Anesthesia/Emergency Medicine: EZ-PLAZ® FreezeDried Plasma

Top Market Trends

- >137 million visits to the emergency room in the U.S. annually[1]
- Minimal plasma availability in challenging environments (e.g. prehospital, remote/rural, battlefield settings), despite demand and opportunity to save many lives
- Traumatic injuries with hemorrhage require plasma transfusion to stop life-threatening bleeding
- FDA and DoD launched joint program to expedite medical products intended to save lives of US military; including freezedried plasma

Growth Strategy

- Partner with military through accelerated BLA regulatory pathway; conduct confirmatory efficacy study post licensure
- Establish battlefield (medic) or prehospital/remote settings (EMS paramedic)

EZ-PLAZ® FreezeDried Plasma





EZ-PLAZ® FDP unit *(equivalent to one FFP unit)*

Sterile Water for Injection (SWFI) 250ml

Fluid transfer set

Blood set for transfusion

1. CDC: National Hospital Ambulatory Medical Care Survey: 2015 Emergency Department Summary Tables
EZ-PLAZ is not approved for sale or distribution

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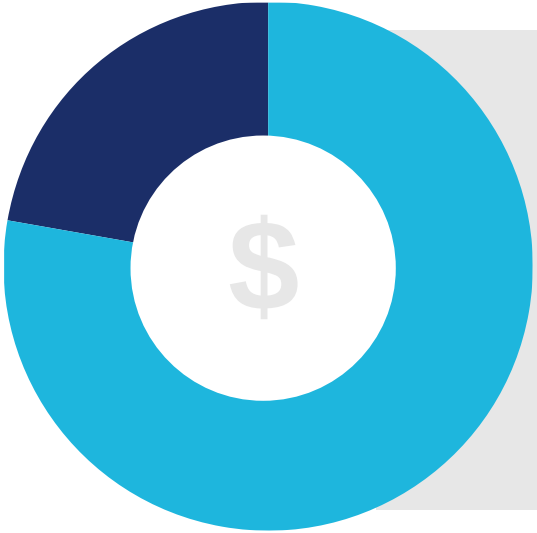
EZ-PLAZ® FreezeDried Plasma Market

Market Size Estimate

- Government **~$20M - $25M**
- Civilian* **~$70M - $75M**



Total market size
~$100M

Source: Management estimates
*Does not include civilian trauma hospitals
EZ-PLAZ is not approved for sale or distribution

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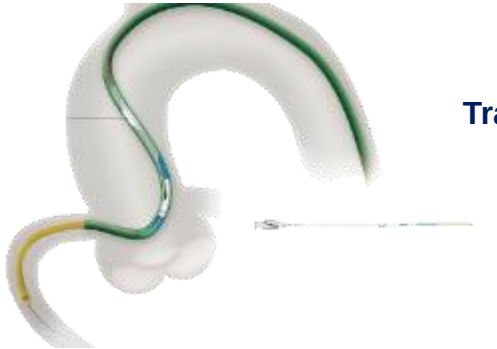
Interventional Procedures

Top Market Trends

- Coronary artery disease is the most common type of heart disease in the US – cause of more than 370,000 deaths annually[1]
- Over 1 million percutaneous coronary interventions (PCI) are performed in the US every year[2]
- Approximately 8.5 million Americans suffer from peripheral arterial disease (PAD)[3]

Growth Strategy

- Expand new product pipeline
- Build brand awareness
- Expand professional education programs
- Deliver growth through M&A



TrapLiner® Catheter



Arrow® AC3 Optimus ® Intra-Aortic Balloon Pump

1. CDC: https://www.cdc.gov/heartdisease/facts.htm
2. Mozaffarian D, et al. (2016). Heart disease and stroke statistics-2016 update: a report from the American Heart Association. Circulation. 133(4):e38-e360.
3. CDC: https://www.cdc.gov/dhdsp/data_statistics/fact_sheets/fs_pad.htm - Roger VL, Go AS, Lloyd-Jones DM, et. al. Heart Disease and Stroke Statistics 2011 Update: A Report From the American Heart Association. Circulation 2011;123:e18-e209..

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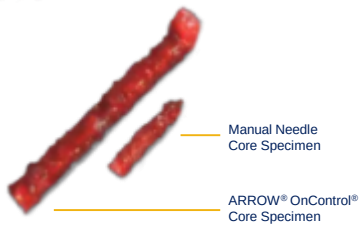
ARROW® OnControl® Powered Bone Access System

~$160M

On-Control® Total Potential Addressable U.S. Market[1]





Powered bone marrow biopsy device vs. manual biopsy devices:

- Consistently larger, high quality core specimens[1-4]
- Demonstrated less patient insertion pain[2] and significantly less post-procedure patient pain[4]
- Fewer second-attempt procedures required[1-3]
- Up to 55% faster procedure time to improve efficiency[1-4]
- Easy to learn, operate, and control[6]
- Demonstrated greater overall patient satisfaction[1]

Representative specimens are shown for illustrative purposes only. Individual results may vary.

1. Reed LJ, Raghupathy R, Strakhan M, et al. The OnControl bone marrow biopsy technique is superior to the standard manual technique for hematologists-in-training: a prospective, randomized comparison. Hematol Rep. 2011;3(e21). doi:10.4081/hr.2011.e21. Research sponsored by Teleflex Incorporated.
2. Swords RT, Anguita J, Higgins RA, et al. A prospective randomized study of a rotary powered device (OnControl) for bone marrow aspiration and biopsy. J Clin Pathol. 2011;64(9):809-13. doi:10.1136/jclinpath-2011-200047. Research sponsored by Teleflex Incorporated.
3. Miller LJ, Philbeck TE, Montez DF, et al. Powered bone marrow biopsy procedures produce larger core specimens, with less pain, in less time than with standard manual devices. Hematol Rep. 2011;3(e8):22-5. doi:10.4081/hr.2011.e8. Research sponsored by Teleflex Incorporated. Philbeck TE and Montez DF are employees of Teleflex Incorporated.
4. Berenson JR, Yellin O, Blumenstein B, et al. Using a powered bone marrow biopsy system results in shorter procedures, causes less residual pain to adult patients, and yields larger specimens. Diagn Pathol. 2011;6:23. Research sponsored by Teleflex Incorporated.
5. Symington K, Martinez F, Miller LJ, Philbeck TE. Examination of 64 consecutive specimens obtained using a powered biopsy device. J Vasc and Interv Radiol. 2014;25(3s):S196. Research sponsored by Teleflex Incorporated. Philbeck TE is an employee of Teleflex Incorporated.
6. Lee RK, Ng AW, Griffith JF. CT-guided bone biopsy with a battery-powered drill system: preliminary results. AJR Am J Roentgenol. 2013;201(5):1093-5. doi:10.2214/AJR.12.10521.
7. Garcia G, Miller LJ, Philbeck TE, Bolleter S, Montez DF. Tactile feedback allows accurate insertion of a powered bone access device for vertebroplasty and bone marrow sampling procedures. J Vasc and Interv Radiol. 2011;22(3):S86. Research sponsored by Teleflex Incorporated. Philbeck TE and Montez DF are employees of Teleflex Incorporated. Dr. Garcia was formerly a paid consultant of Teleflex Incorporated. Simulated model study results may not be indicative of clinical performance.

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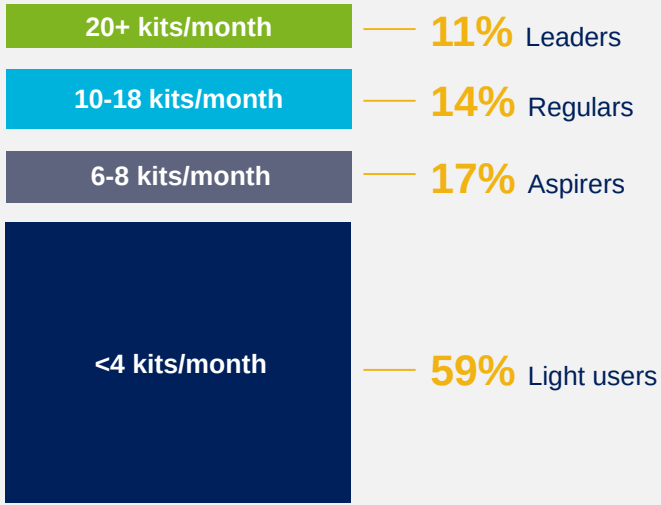
OnControl® System Significant Utilization Opportunity

OnControl® System North America Utilization per Account



Strategies to Drive Utilization:

- Invest in professional education and cadaver training
- Leverage larger interventional sales channel
- Partner with key decision makers:
  - Interventional radiology, pathology, oncology



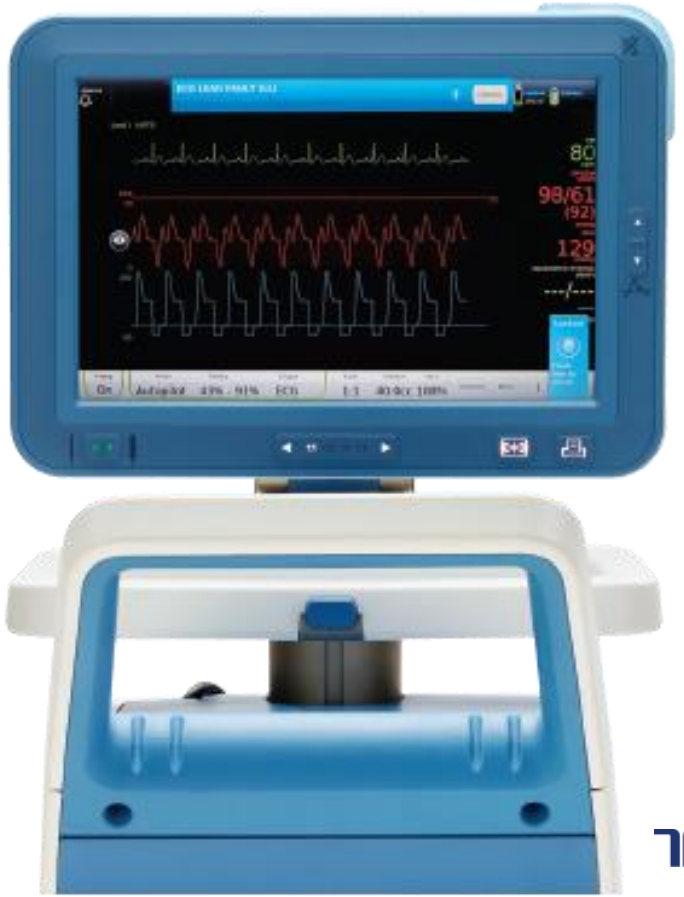
1. Management estimates based on: IMS Quintiles data; state, commercial and national Medicare billing data; On-Control ASP

Teleflex®

Arrow® AC3 Optimus® Intra-Aortic Balloon Pump

Advanced IABP performance even in the most critical conditions

- With the onset of an elevated heart rate or arrhythmia, the patient's survival can suddenly depend on the ability of the IABP to keep pace with the situation
- The AC3 Optimus® intra-aortic balloon pump provides intra-beat inflation timing accuracy across a broad range of patient conditions — including those with severe arrhythmias[1,2]



1. Donelli A, Jansen JRC, Hoeksel B, et al. Performance of a real-time dicrotic notch detection and prediction algorithm in arrhythmic human aortic pressure signals. J Clin Monit. 2002;17(3-4):181-185. Study sponsored by Teleflex.
2. Schreuder J, Castiglioni A, Donelli A, et al. Automatic intra-aortic balloon pump timing using an intra beat dicrotic notch prediction algorithm. Ann Thorac Surg. 2005;79(3):1017-1022. Study sponsored by Teleflex.

Teleflex®

Turnpike® Catheters

Turnpike® Spiral Catheter

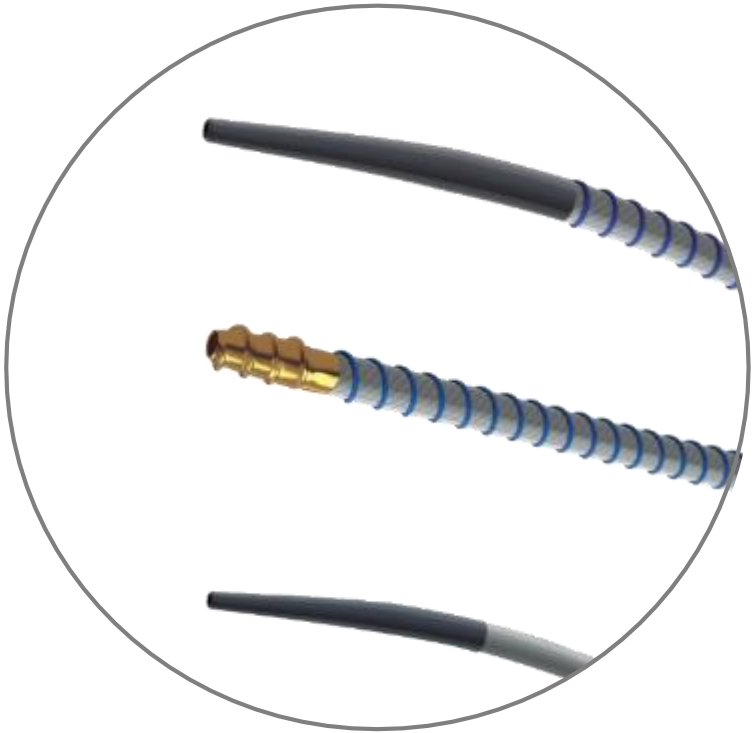
Distal nylon coil provides rotational assistance for enhanced trackability

Turnpike® Gold Catheter

Gold-plated, threaded metallic tip for enhanced advancement

Turnpike® LP Catheter

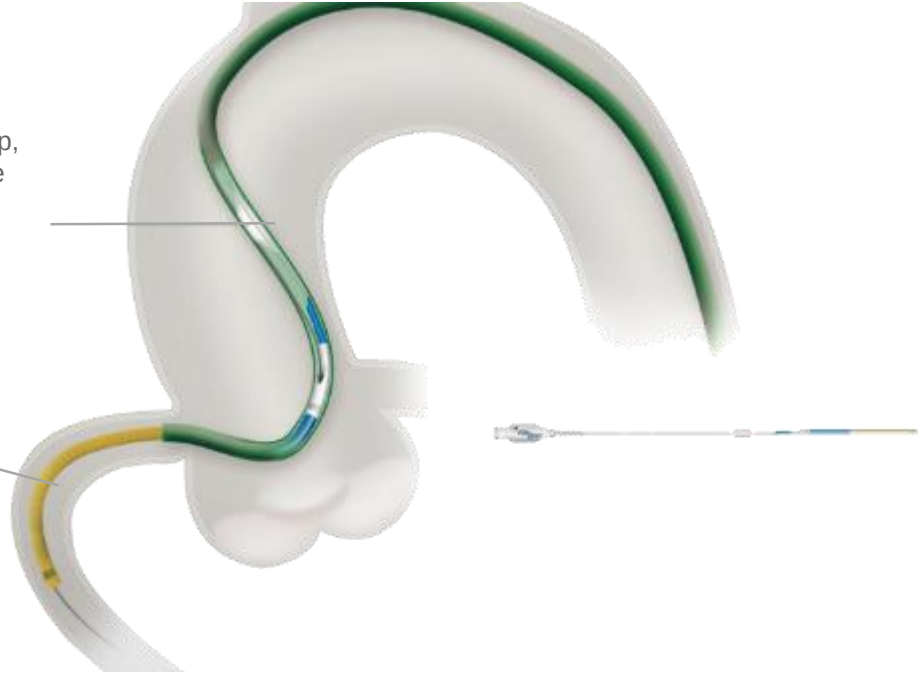
Low-profile version with greater tip and distal shaft flexibility for advancement through extreme tortuosity



TrapLiner® Catheter

Guide Extension Plus Wire Trapping

- Balloon inflates to maintain guidewire position
- Rapid exchange guide extension for backup support and deep-seating
- Gold radiopaque marker identifies trapping balloon location



Teleflex®

Percutaneous Laparoscopy

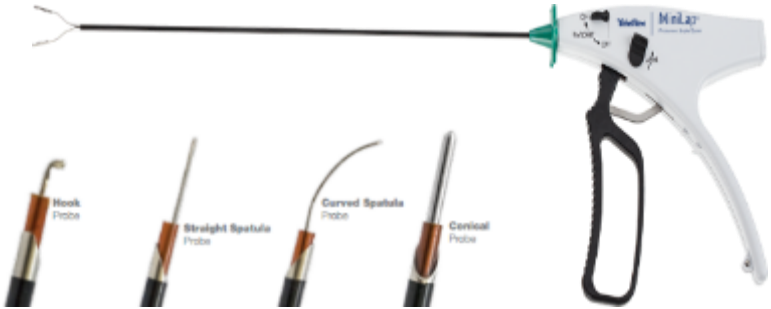
Top Market Trends

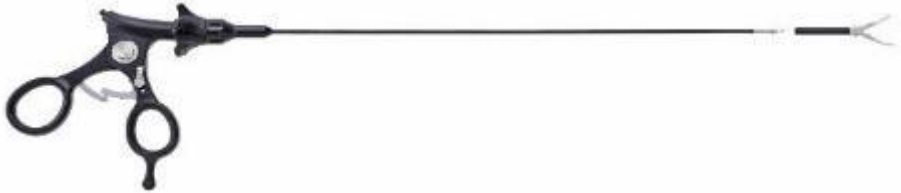
- 3.5 million laparoscopic procedures performed in the US Annually[1]
- Patient and clinician demand for decreased trauma and enhanced safety
- Patient satisfaction influence on reimbursement
- Shifts to outcome based medicine

Growth Strategy

- Broad awareness through market development activities generate demand for targeted elective procedures
- Deepen surgical congress society relationships
- Build clinical evidence with key teaching institutions
- Continued investment in refining and broadening product portfolio

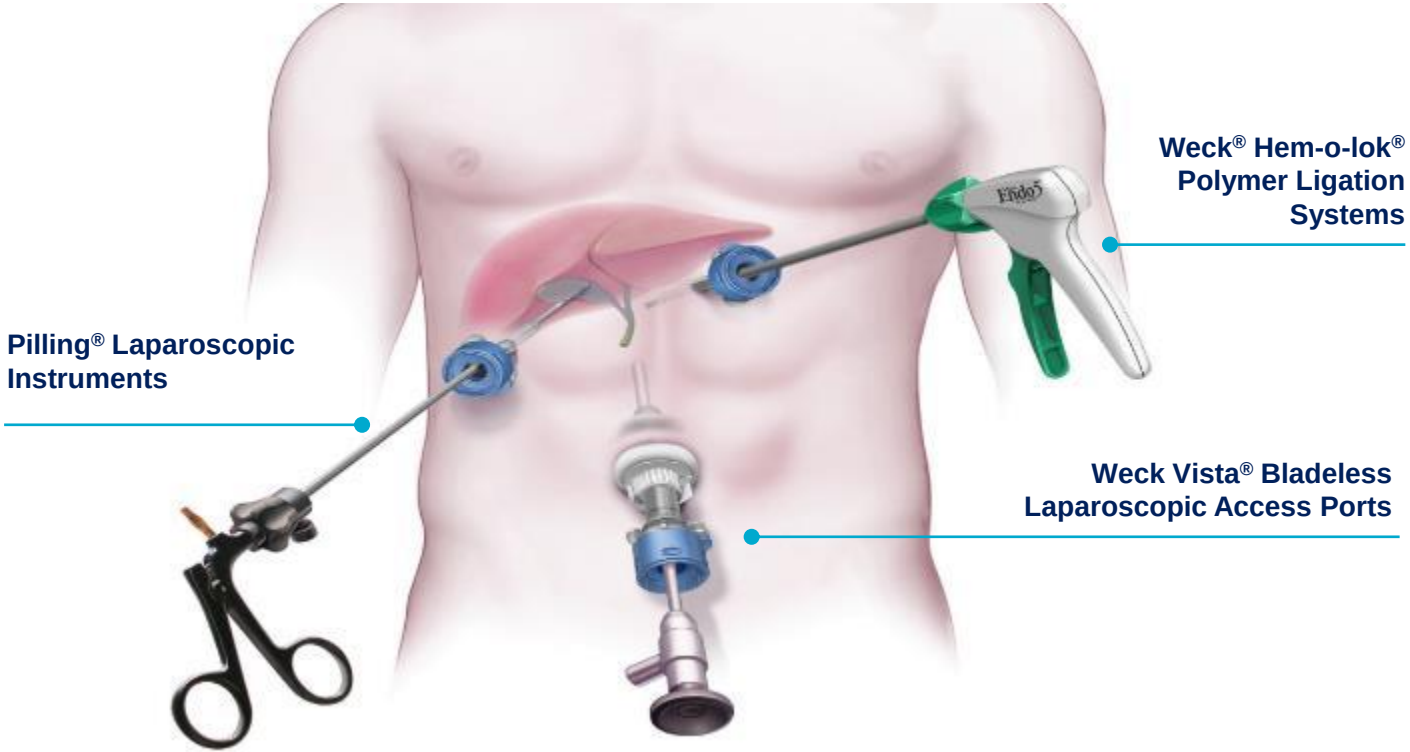
Percutaneous Access Devices





1. Idata research: United States Market Report Suite for Laparoscopic Devices, 2017

Creating a Suite of Minimally Invasive Surgical Products



Teleflex®

Weck® Hem-o-lok® Polymer Ligation Systems





Product Description

Weck Hem-o-lok® polymer ligation clips are designed for cool ligation, lasting security and fast, efficient delivery – secure from the cartridge to the applier and on the vessel. The Weck Hem-o-lok polymer ligation system unique design offers:

- A flexible hinge that keeps the clip firmly seated in the applier jaws
- Tactile feedback that confirms jaw seating and secure vessel placement
- Distal locking clip to signal closure

Catheter Complications: Antimicrobial Technology

Top Market Trends

- Pressures on healthcare funding linked to patient outcomes
- Increasing awareness of infection and thrombosis driving penalties and therapy costs
- Increasing awareness of CLABSI issues with PICC lines

Growth Strategy

- Portfolio enhancement around - Right Line, Right Patient, Right Time™
- Data driven, health economic selling and consultative approaches
- Leverage tip placement navigation technology
- Drive standardization through our coating and kitting strategies
- Investment and launch of several clinical education and professional education programs



Protected Catheters



Catheter Navigation

Teleflex®

Arrowg+ard Blue Advance™ PICC



Product Description

Pressure-injectable Arrowg+ard Blue Advance™ PICCs with Chlorag+ard® Technology are the world's first PICCs in the intravascular catheter marketplace with both broad-spectrum antimicrobial and antithrombogenic protection. Extra- and intraluminal protection helps reduce the colonization of some pathogens responsible for causing central line–associated bloodstream infections (CLABSIs).[1,2] Chlorhexidine helps to reduce thrombus accumulation on the catheter surfaces.[1] The Arrowg+ard Blue Advance PICC is available in a complete portfolio of single-, double- and triple-lumen formats and related kits.

1. As compared to uncoated PICCs, intravascular ovine model inoculated with *Staph aureus*. No correlation between these testing methods and clinical outcome has currently been ascertained.
2. In vitro data on file 2010. No correlation between these testing methods and clinical outcome has currently been ascertained.

Teleflex®

Appendix B:

GAAP to Non-GAAP Reconciliations

Note on Non-GAAP Financial Measures

The presentation to which these appendices are attached and the following appendices include, among other things, tables reconciling the following applicable non-GAAP financial measures to the most comparable GAAP financial measure:

- ***Constant currency revenue growth*.** This measure excludes the impact of translating the results of international subsidiaries at different currency exchange rates from period to period.
- ***Organic constant currency revenue growth*.** This measure excludes (i) the impact of translating the results of international subsidiaries at different currency exchange rates from period to period; and (ii) the results of acquired businesses (other than acquired distributors) for the first 12 months following the acquisition date.
- ***Adjusted gross profit and margin*.** These measures exclude, depending on the period presented, the impact of (i) restructuring, restructuring related and impairment items, (ii) acquisition, integration and divestiture related items and (iii) other items identified in note (C) to the reconciliation tables appearing in Appendix B.
- ***Adjusted operating profit and margin*.** These measures exclude, depending on the period presented, (i) the impact of restructuring, restructuring related and impairment items; (ii) acquisitions, integration and divestiture related items; (iii) other items identified in note (C) to the reconciliation tables appearing in Appendix C.
- ***Adjusted diluted earnings per share*.** This measure excludes, depending on the period presented, the impact of (i) restructuring, restructuring related and impairment items; (ii) acquisition, integration and divestiture related items; (iii) other items identified in note (C) to each of the reconciliation tables appearing in Appendices D and E; (iv) amortization of the debt discount on the Company's previously outstanding convertible notes; (v) intangible amortization expense; (vi) loss on extinguishment of debt; and (vii) tax adjustments identified in note (G) to the reconciliation tables appearing in Appendices D and E. In addition, the calculation of diluted shares within adjusted earnings per share for the 2017 periods gives effect to the anti-dilutive impact of the Company's previously outstanding convertible note hedge agreements, which reduced the potential economic dilution that otherwise would have occurred upon conversion of the Company's senior subordinated convertible notes (under GAAP, the anti-dilutive impact of the convertible note hedge agreements is not reflected in diluted shares).

Non-GAAP Adjustments

The following is an explanation of certain of the adjustments that are applied with respect to one or more of the non-GAAP financial measures that appear in the presentation to which these appendices are attached:

Restructuring, restructuring related and impairment items. Restructuring programs involve discrete initiatives designed to, among other things, consolidate or relocate manufacturing, administrative and other facilities, outsource distribution operations, improve operating efficiencies and integrate acquired businesses. Depending on the specific restructuring program involved, our restructuring charges may include employee termination, contract termination, facility closure, employee relocation, equipment relocation, outplacement and other exit costs associated with the restructuring program. Restructuring related charges are directly related to our restructuring programs and consist of facility consolidation costs, including accelerated depreciation expense related to facility closures, costs to transfer manufacturing operations between locations, and retention bonuses offered to certain employees as an incentive for them to remain with our company after completion of the restructuring program. Impairment charges occur if, as a result of periodic impairment testing or due to events or changes in circumstances, we determine that the carrying value of an asset exceeds its fair value. Impairment charges do not directly affect our liquidity, but could have a material adverse effect on our reported financial results.

Acquisition, integration and divestiture related items. Acquisition and integration expenses are incremental charges, other than restructuring or restructuring related expenses, that are directly related to specific business or asset acquisition transactions. These charges may include, among other things, professional, consulting and other fees; systems integration costs; legal entity restructuring expense; inventory step-up amortization (amortization, through cost of goods sold, of the increase in fair value of inventory resulting from a fair value calculation as of the acquisition date); fair value adjustments to contingent consideration liabilities; and bridge loan facility and backstop financing fees in connection with loan facilities that ultimately were not utilized. Divestiture related activities involve specific business or asset sales. Depending primarily on the terms of the divestiture transaction, the carrying value of the divested business or assets on our financial statements and other costs we incur as a direct result of the divestiture transaction, we may recognize a gain or loss in connection with the divestiture related activities.

Other items. These are discrete items that occur sporadically and can affect period-to-period comparisons.

Amortization of debt discount on convertible notes. When we sold $400 million principal amount of our 3.875% convertible notes (the “convertible notes”) in 2010, we allocated the proceeds between the liability and equity components of the debt, in accordance with GAAP. As a result, the $83.7 million difference between the proceeds of the sale of the convertible notes and the liability component of the debt constituted a debt discount that was to be amortized to interest expense over the approximately seven-year term of the convertible notes, which significantly increased the amount we recorded as interest expense attributable to the convertible notes. The amount of the amortization of the debt discount was reduced as a result of our repurchases of convertible notes in 2016 and 2017 and redemptions of the convertible notes by holders of the notes, although we continued to amortize the remaining portion of the debt discount to interest expense until August 2017, when all remaining convertible notes were either converted or matured.

Intangible amortization expense. Certain intangible assets, including customer relationships, intellectual property, distribution rights, trade names and non-competition agreements, initially are recorded at historical cost and then amortized over their respective estimated useful lives. The amount of such amortization can vary from period to period as a result of, among other things, business or asset acquisitions or dispositions.

Loss on extinguishment of debt. In connection with debt refinancings, debt repayments, repurchases of convertible notes and redemptions of convertible notes, outstanding indebtedness is extinguished. These events, which have occurred from time to time on an irregular basis, have resulted in losses reflecting, among other things, unamortized debt issuance costs, as well as debt prepayment fees and premiums (including conversion premiums resulting from conversion of convertible securities).

Tax adjustments. These adjustments represent the impact of the expiration of applicable statutes of limitations for prior year returns, the resolution of audits, the filing of amended returns with respect to prior tax years and/or tax law changes affecting our deferred tax liability.

Adjusted diluted shares. Adjusted diluted shares are calculated by giving effect to the anti-dilutive impact of the Company’s convertible note hedge agreements, which reduced the potential economic dilution that otherwise would have occurred upon conversion of the Company's convertible notes. Under GAAP, the anti-dilutive impact of the convertible note hedge agreements is not reflected in the weighted average number of diluted shares.

Appendix A – Reconciliation of Adjusted Operating Profit and Margin
Dollars in Thousands

	Twelve Months Ended					
	December 31, 2014	December 31, 2015	December 31, 2016	December 31, 2017	December 31, 2018	December 31, 2019
Income from continuing operations before interest, loss on extinguishment of debt and taxes	**$ 284,862**	**$ 315,891**	**$ 319,453**	**$ 372,279**	**$ 321,704**	**$ 427,254**
Income from continuing operations before interest, loss on extinguishment of debt and taxes margin	**15.5%**	**17.5%**	**17.1%**	**17.3%**	**13.1%**	**16.5%**
Restructuring, restructuring related and impairment items (A)	28,749	17,314	74,559	29,371	93,957	38,490
Acquisition, integration and divestiture related items (B)	(7,549)	(3,498)	(7,399)	38,802	60,321	49,299
Other items (C)	600	(3,040)	572	(551)	2,907	1,814
Medical Device Regulation (MDR) Costs (D)	-	-	-	-	-	3,194
Intangible amortization expense	60,926	62,380	63,491	98,766	149,486	149,974
Adjusted income from continuing operations before interest, loss on extinguishment of debt and taxes	**$ 367,588**	**$ 389,047**	**$ 450,676**	**$ 538,667**	**$ 628,376**	**$ 670,025**
Adjusted income from continuing operations before interest, loss on extinguishment of debt and taxes margin	**20.0%**	**21.5%**	**24.1%**	**25.1%**	**25.7%**	**25.8%**
Revenue as-reported	**$ 1,839,832**	**$ 1,809,690**	**$ 1,868,027**	**$ 2,146,303**	**$ 2,448,383**	**$ 2,595,362**

(A) Restructuring, restructuring related and impairment items - In 2014 and 2015 the majority of these charges were related to facility consolidations. In 2016, these charges include; (i) charges related to facility consolidations, (ii) a pre-tax, non-cash $41.0 million impairment charge in connection with discontinuation of an in-process research and development project; (iii) $2.4 million in pre-tax, non-cash impairment charges related to two properties, one of which was classified as an asset held for sale. In 2017, the majority of these charges were related to facility consolidations. For the twelve months ended December 31, 2017 and December 31, 2018, pre-tax impairment charges were $0 million and $19.1 million, respectively. For the twelve months ended December 31, 2019 pre-tax restructuring charges were $15.2 million, pre-tax restructuring related charges were $16.3 million, and pre-tax impairment charges were $7.0 million.

(B) Acquisition, integration and divestiture related items - In 2014 and 2015, the majority of these charges were related to contingent consideration liabilities, somewhat offset by acquisition costs. In 2016, the majority of these charges included reversals related to contingent consideration liabilities, including $8.3 million related to the discontinuation of an in-process research and development project, and the gain on a sale of assets, somewhat offset by acquisition costs. . For the twelve months ended December 31, 2017, these charges were primarily related to our acquisitions of Vascular Solutions and NeoTract, as well as contingent consideration liabilities. For the twelve months ended December 31, 2018, these charges were primarily related to contingent consideration liabilities and our acquisition of NeoTract. For the twelve months ended December 31, 2019, these charges primarily related to contingent consideration liabilities and our acquisition of Essential Medical, Inc., partially offset by the gain on sale of a business and two assets.

(C) Other items - In 2016, the majority of these charges were related to relabeling costs and costs associated with a facility that was exited. For the twelve months ended December 31, 2017, other items included both gains and losses associated with litigation settlements, the reversal of previously recognized income due to distributor acquisitions related to Vascular Solutions, the reversal of previously recognized income due to our distributor to direct sales conversion in China, and relabeling costs. For the twelve months ended December 31, 2018, other items included the reversal of previously recognized income due to distributor acquisitions related to Vascular Solutions, losses associated with settlement of ligation relating to an intellectual property matter, expenses associated with a franchise tax audit, and relabeling costs. Other items for the twelve months ended December 31, 2018 included a charge we incurred, as a result of the Tax Cuts and Jobs Act ("TCJA"), on our consolidated operations. During the second quarter of 2018, we identified provisions of the TCJA that could have adverse consequences due to our organizational structure. We implemented certain changes in the organizational structure (with, pursuant to tax law, retroactive impact back to 2017), as a result of which, we incurred a $1.9 million net worth tax in a foreign jurisdiction with respect to the 2017 tax year. Because the decision to make the change resulting in the net worth tax occurred in the second quarter of 2018, and as permitted under GAAP, we recorded the net worth tax charge in 2018, and the adjustment eliminating the charge is included in the table for the year ended December 31, 2018. For the twelve months ended December 31, 2019, other items included debt modification and extinguishment expenses, expenses associated with a franchise tax audit, and product relabeling costs, partially offset by a credit associated with an insurance settlement.

(D) MDR - For the twelve months ended December 31, 2019, these costs were associated with our efforts to comply with the European Medical Device Regulation. The costs associated with the European Medical Device Regulation initiative include $0.3 million that were a component of the "Other items" line item in the reconciliation table for the three months ended March 31, 2019 included in our first quarter 2019 earnings release.

Appendix B – Reconciliation of Adjusted Earnings per Share

	Twelve Months Ended					
	December 31, 2015	December 31, 2016	December 31, 2017	December 31, 2018	December 31, 2019	2015 - 2019 CAGR
GAAP diluted earnings per share available to common shareholders	**$4.91**	**$4.98**	**$3.33**	**$4.20**	**$9.81**	**18.9%**
GAAP year-over-year growth	**19.8%**	**1.4%**	**-33.1%**	**26.1%**	**133.6%**	
Restructuring, restructuring related and impairment items (A)	$0.23	$1.03	$0.44	$1.76	$0.71	
Acquisition, integration and divestiture related items (B)	($0.09)	($0.11)	$0.79	$1.27	$1.11	
Other items (C)	($0.04)	$0.01	$0.01	$0.06	$0.17	
MDR Costs (D)	—	—	—	—	$0.07	
Amortization of debt discount on convertible notes	$0.17	$0.10	$0.01	—	—	
Intangible amortization expense	$0.95	$0.99	$1.52	$2.63	$2.59	
Loss on extinguishment of debt	$0.14	$0.26	$0.08	—	—	
Tax adjustments	($0.39)	($0.23)	$2.17	($0.01)	($3.31)	
Shares due to Teleflex under note hedge	$0.44	$0.31	$0.05	—	—	
Adjusted diluted earnings per share available to common shareholders	**$6.33**	**$7.34**	**$8.40**	**$9.90**	**$11.15**	**15.2%**
Adjusted year-over-year growth	**10.3%**	**16.0%**	**14.4%**	**17.9%**	**12.6%**	

Appendix C Tickmarks

(A) Restructuring, restructuring related and impairment items - In 2015 the majority of these charges were related to facility consolidations. In 2016, these charges include; (i) charges related to facility consolidations, (ii) a pre-tax, non-cash $41.0 million impairment charge and a $14.9 million reduction in related deferred tax liabilities in connection with discontinuation of an in-process research and development project; (iii) $2.4 million in pre-tax, non-cash impairment charges related to two properties, one of which was classified as an asset held for sale and (iv) a $0.7 million reduction in related deferred tax liabilities. For the twelve months ended December 31, 2017 and December 31, 2018, pre-tax restructuring related charges were $14.6 million and $14.7 million, respectively. For the twelve months ended December 31, 2017 and December 31, 2018, pre-tax impairment charges were $0.0 million and $19.1 million, respectively. For the twelve months ended December 31, 2019 pre-tax restructuring charges were $15.2 million, pre-tax restructuring related charges were $16.3 million, and pre-tax impairment charges were $7.0 million.

(B) Acquisition, integration and divestiture related items - In 2014, the majority of these charges were related to contingent consideration liabilities, somewhat offset by acquisition costs. In 2016, the majority of these charges were related to reversals related to contingent consideration liabilities, including $8.3 million related to the discontinuation of an in-process research and development project, and the gain on a sale of assets, somewhat offset by acquisition costs. For the twelve months ended December 31, 2017, these charges were primarily related to our acquisitions of Vascular Solutions and NeoTract, as well as contingent consideration liabilities. For the twelve months ended December 31, 2018, these charges were primarily related to contingent consideration liabilities and our acquisition of NeoTract. For the twelve months ended December 31, 2019, these charges primarily related to contingent consideration liabilities and our acquisition of Essential Medical, Inc., partially offset by the gain on sale of a business and two assets.

(C) Other items - In 2015, the majority of these charges were related to the medical device excise tax and a litigation verdict against the Company with respect to a non-operating joint venture. In 2016, the majority of these charges were related to relabeling costs and costs associated with a facility that was exited. For the twelve months ended December 31, 2017, other items included both gains and losses associated with litigation settlements, the reversal of previously recognized income due to distributor acquisitions related to Vascular Solutions, the reversal of previously recognized income due to our distributor to direct sales conversion in China, and relabeling costs. For the twelve months ended December 31, 2018, other items included the reversal of previously recognized income due to distributor acquisitions related to Vascular Solutions, losses associated with settlement of ligation relating to an intellectual property matter, expenses associated with a franchise tax audit, and relabeling costs. Other items for the twelve months ended December 31, 2018 included a charge we incurred, as a result of the Tax Cuts and Jobs Act (“TCJA”), on our consolidated operations. During the second quarter of 2018, we identified provisions of the TCJA that could have adverse consequences due to our organizational structure. We implemented certain changes in the organizational structure (with, pursuant to tax law, retroactive impact back to 2017), as a result of which, we incurred a $1.9 million net worth tax in a foreign jurisdiction with respect to the 2017 tax year. Because the decision to make the change resulting in the net worth tax occurred in the second quarter of 2018, and as permitted under GAAP, we recorded the net worth tax charge in 2018, and the adjustment eliminating the charge is included in the table for the year ended December 31, 2018. For the twelve months ended December 31, 2019, other items included debt modification and extinguishment expenses, expenses associated with a franchise tax audit, and product relabeling costs, partially offset by a credit associated with an insurance settlement.

(D) MDR - For the twelve months ended December 31, 2019, these costs were associated with our efforts to comply with the European Medical Device Regulation. The costs associated with the European Medical Device Regulation initiative include $0.3 million that were a component of the "Other items" line item in the reconciliation table for the three months ended March 31, 2019 included in our first quarter 2019 earnings release.

Appendix D – Restructuring and Similar Cost Savings Initiatives Summary

During the second quarter of 2020, we committed to a workforce reduction designed to improve profitability and reduce cost primarily by streamlining certain sales and marketing functions in our EMEA segment and certain manufacturing operations in our OEM segment. The workforce reduction was initiated to further align the business with our high growth strategic objectives.

We estimate that we will incur aggregate pre-tax restructuring charges of $10 million to $13 million, consisting primarily of termination benefits, all of which will result in future cash outlays, all of which is reflected in our latest 10-Q filing. This plan will be substantially complete during 2020 and as a result most of these charges are expected to be incurred prior to the end of 2020. We expect to begin realizing plan-related savings in 2020 and expect to achieve annual pre-tax savings of $11 million to $13 million once the plans are fully implemented

In addition to the 2020 Workforce reduction plan, we have ongoing restructuring programs primarily related to the consolidation of our manufacturing operations (referred to as our 2019, 2018 and 2014 Footprint realignment plans).

We also have similar ongoing activities to relocate certain manufacturing operations within our OEM segment (the "OEM initiative") that was initiated in 2018 and does not meet the criteria for a restructuring program under applicable accounting guidance; nevertheless, the activities should result in cost savings (we expect only minimal costs to be incurred in connection with the OEM initiative). With respect to our currently ongoing restructuring programs and the OEM initiative, the table below summarizes charges incurred or estimated to be incurred and estimated annual pre-tax savings to be realized as follows: (1) with respect to charges (a) the estimated total charges that will have been incurred once the restructuring programs and OEM initiative are completed; (b) the charges incurred through December 31, 2019; and (c) the estimated charges to be incurred from January 1, 2020 through the last anticipated completion date of the restructuring programs and OEM initiative, December 31, 2024 and (2) with respect to estimated annual pre-tax savings, (a) the estimated total annual pre-tax savings to be realized once the restructuring programs and OEM initiative are completed; (b) the estimated annual pre-tax savings realized based on the progress of the restructuring programs and OEM initiative through December 31, 2019; and (c) the estimated additional annual pre-tax savings to be realized from January 1, 2020 through the last anticipated completion date of the restructuring programs and the OEM initiative, December 31, 2024.

Estimated charges and pre-tax savings are subject to change based on, among other things, the nature and timing of restructuring activities and similar activities, changes in the scope of restructuring programs and the OEM initiative, unanticipated expenditures and other developments including the uncertainties created by the COVID-19 pandemic, the effect of additional acquisitions or dispositions, the failure to realize anticipated savings associated with the development and qualification of a component included in certain kits sold by our anesthesia business in North America and other factors that were not reflected in the assumptions made by management in previously estimating restructuring and restructuring related charges and estimated pre-tax savings. Moreover, estimated pre-tax savings constituting efficiencies with respect to increased costs that otherwise would have resulted from business acquisitions involve, among other things, assumptions regarding the cost structure and integration of businesses that previously were not administered by our management, which are subject to a particularly high degree of risk and uncertainty. It is likely that estimates of charges and pre-tax savings will change from time to time, and the table below reflects changes from amounts previously estimated. In addition, the table below does not include estimated charges and pre-tax savings related to substantially completed programs. Additional details, including estimated charges expected to be incurred in connection with our restructuring programs, are described in Note 5 to the condensed consolidated financial statements included in our form 10-Q.

Pre-tax savings also can be affected by increases or decreases in sales volumes generated by the businesses subject to the consolidation of manufacturing operations; such variations in revenues can increase or decrease pre-tax savings generated by the consolidation of manufacturing operations. For example, an increase in sales volumes generated by the affected businesses, although likely increasing manufacturing costs, may generate additional savings with respect to costs that otherwise would have been incurred if the manufacturing operations were not consolidated.

Dollars in Millions	Estimated Total	Actual results through December 31, 2019	Estimated remaining from January 1, 2020 through December 31, 2024
Restructuring charges[1]	$103 - $124	83	$20 - $41
Restructuring related charges[2]	$118 - $144	46	$72 - $98
Total charges[3]	**$221 - $268**	**129**	**$92 - $139**
OEM initiative annual pre-tax savings	$6 - $7	1	$5 - $6
Pre-tax savings – 2020 Workforce reduction plan [4]	$11 - $13	–	$11 - $13
Pre-tax savings – ongoing restructuring plans [5,6]	$68 - $78	25	$43 - $53
Total annual pre-tax savings	**$85 - $98**	**26**	**$59 - $72**