Forward looking statements and non-IFRS measures

This document may contain forward-looking statements that may or may not prove accurate. For example, statements regarding expected revenue growth and trading margins, market trends and our product pipeline are forward-looking statements. Phrases such as "aim", "plan", "intend", "anticipate", "well-placed", "believe", "estimate", "expect", "target", "consider" and similar expressions are generally intended to identify forward-looking statements. Forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause actual results to differ materially from what is expressed or implied by the statements. For Smith & Nephew, these factors include: economic and financial conditions in the markets we serve, especially those affecting health care providers, payers and customers; price levels for established and innovative medical devices; developments in medical technology; regulatory approvals, reimbursement decisions or other government actions; product defects or recalls or other problems with quality management systems or failure to comply with related regulations; litigation relating to patent or other claims; legal compliance risks and related investigative, remedial or enforcement actions; disruption to our supply chain or operations or those of our suppliers; competition for qualified personnel; strategic actions, including acquisitions and dispositions, our success in performing due diligence, valuing and integrating acquired businesses; disruption that may result from transactions or other changes we make in our business plans or organisation to adapt to market developments; and numerous other matters that affect us or our markets, including those of a political, economic, business, competitive or reputational nature. Please refer to the documents that Smith & Nephew has filed with the U.S. Securities and Exchange Commission under the U.S. Securities Exchange Act of 1934, as amended, including Smith & Nephew's most recent annual report on Form 20-F, for a discussion of certain of these factors. Any forward-looking statement is based on information available to Smith & Nephew as of the date of the statement. All written or oral forward-looking statements attributable to Smith & Nephew are qualified by this caution. Smith & Nephew does not undertake any obligation to update or revise any forward-looking statement to reflect any change in circumstances or in Smith & Nephew's expectations.

Certain items included in ‘trading results’, such as trading profit, trading profit margin, tax rate on trading results, trading cash flow, trading profit to cash conversion ratio, EPSA and underlying growth are non-IFRS financial measures. The non-IFRS financial measures in this announcement are explained and reconciled to the most directly comparable financial measure prepared in accordance with IFRS in our Second Quarter and First Half 2018 Results announcement dated 26 July 2018.
Smith & Nephew is a diversified advanced medical technology business that supports healthcare professionals in more than 100 countries to improve the quality of life for their patients.

Smith & Nephew is a constituent of the UK’s FTSE100, our shares are traded in London and New York.

S&N has paid a dividend to shareholders on its ordinary shares every year since 1937.

Annual sales in 2017 were $4.8 billion.

We have more than 15,000 employees around the world.
Smith & Nephew is a company of pioneers, extending access to advanced medical technologies and enabling better outcomes for patients globally. We’ve been doing this for over 150 years.

1856 - Open
- Thomas James Smith opened a chemist shop in Hull, UK and develops a new method for refining cod liver oil.

1896 - Handshake
- Horatio Nelson Smith enters into partnership with his uncle forming TJ Smith & Nephew.

1914 - Balloon
- Days after the outbreak of WW1, we received an order to provide surgical and field dressing supplies to the French army within 5 months.

1928 - Bandage
- We produced an experimental bandage – Elastoplast™.

1937 - Flag
- We were listed on the London stock exchange.

1953 - Mountain
- We developed a special low-temperature plaster for the Everest climbers on the 1953 expedition. It enabled them to send back their camera films, sealed and airtight! This same research led to the development of important industrial products.

1986 - Camera
- Key acquisitions of Richards Medical Company in Memphis, specialists in orthopaedic products and Dyonics, an arthroscopy specialist based in Andover.

1995 - Dollar Sign
- Acquired Acufex Microsurgical Inc, making us a market leader in arthroscopic surgical devices.

1999 - Dollar Sign
- We were listed on the New York Stock Exchange and in 2001 became a constituent member of the UK FTSE-100 Index.

2001 - Phone
- Oxinium®, a new material that improves performance and increases the service life of total joint replacement systems, first introduced.

2011 - Flag
- PICO™ - the first pocket-sized, single-use system, revolutionizes the negative pressure wound therapy market.

2013 - Light Bulb
- Journey™ II BCS sets a new standard in knee implant performance, designed to restore more normal motion.

We are proud of what we do and value our 15,000 employees who make this possible.

Smith & Nephew supports healthcare professionals in their daily efforts to improve the lives of their patients.

15,000+
- Present Day

Over 100
- Present Day

Trademark of Smith & Nephew
©2017 Smith & Nephew
Our performance

Revenue
$4,765m +3%*

Trading Profit
$1,048m 22.0% margin

Trading cash conversion
90%

Adjusted earnings per share (EPSA)
94.5¢ +5% CAGR

Dividend per share
35.0¢ +6% CAGR

Net Debt
$1,281m

* Underlying growth percentage after adjusting for the effect of currency translation, acquisitions and disposals.
Our leading position

**Hip & Knee Implant**
- Stryker: 20%
- Zimmer Biomet: 33%
- DePuy Synthes**: 21%
- Smith & Nephew: 11%
- Other: 16%

**Market Size:** $14.5bn
**Market growth:** 2%

**Sports Medicine**
- Stryker: 22%
- Arthrex: 32%
- Other: 14%
- Smith & Nephew: 11%
- DePuy Mitek**: 21%

**Market Size:** $5.5bn
**Market growth:** 6%

**Advanced Wound Management**
- Convatec: 51%
- Molnlycke: 17%
- Acelity: 15%
- Other: 10%
- Smith & Nephew: 7%

**Market Size:** $8.5bn
**Market growth:** 5%

Data: 2017 Estimates generated by Smith & Nephew based upon public sources and internal analysis
** A division of Johnson & Johnson
Our business: A portfolio medical device company

- Advanced wound care
  - ALLEVYN® LIFE: Advanced Foam Wound Dressings
  - Collagenase SANTYL® Ointment: Enzymatic debrider
  - NAVIO®: Surgical System
  - COBLATION®: Wand
  - SUTUREFIX® ULTRA: Suture Anchor

- Advanced wound devices
  - PICO®: Negative Pressure Wound Therapy
  - JOURNEY® II BCS: Bi-Cruciate Stabilised Knee System
  - POLAR3®: Total Hip Solution
  - TRIGEN® INTERTAN®: Intertrochanteric Antegrade Nail

- Advanced wound bioactives
  - SANTYL® Ointment

- Other surgical businesses
  - Arthroscopic enabling technologies
  - Sports Medicine Joint Repair
  - Other surgical businesses

- $4.8bn Revenues (2017)
Our leading medical technologies

- REGENETEN®
- NAVIO®
- REDAPT®
- WEREWOLF®
- JOURNEY® II BCS
- ALLEVYN® LIFE
- INTERTAN®
- POLARSTEM®
- NAVIO®
- PICO® 7
Improving how we do business

<table>
<thead>
<tr>
<th>Commercial model</th>
<th>Operating model</th>
</tr>
</thead>
</table>
| • Focus more on lead products  
  • Provide leadership in each category  
  • A more customer centric approach | • Faster, more streamlined decision making  
  • First steps taken to new leadership structure  
  • Take complexity and costs out – deliver on APEX |

Creating a purpose-driven culture
Q2 revenue of $1,245m; 4% reported growth, 2% underlying growth.

Geographical growth:
- US: 1%
- Other Est: 1%
- Emerging: 6%

Revenue split:
- Sports Medicine Joint Repair: 8%
- Arthroscopic Enabling Tech: -1%
- Trauma & Extremities: 3%
- Other surgical: 2%
- Hips: 9%
- AWC: -6%
- AWB: -5%
- AWD: 0%

Product franchise growth:
- Emerging: 9%
- US: 8%
- Other Est: 8%

Notes:
- 'Other Est' is Australia, Canada, Europe, Japan and New Zealand
- 'Other Surgical' includes ENT and robotics sales (excluding implant sales)

All revenue growth rates in the presentation are on an underlying basis and without adjustment for number of selling days, unless otherwise stated.
H1 revenue of $2,440m; 4% reported growth, 1% underlying

Geographical growth:
- US: 8%
- Other Est: 0%
- Emerging: 8%
- -1%

Revenue split:
- US
- Other Est
- Emerging
- Hips
- AWC
- AWB
- Sports Medicine Joint Repair
- Arthroscopic Enabling Tech
- Trauma & Extremities
- Other Surgical

Product franchise growth:
- US: 7%
- Other Est: 9%
- Emerging: 6%

"Other Est" is Australia, Canada, Europe, Japan and New Zealand
"Other Surgical" includes ENT and robotics sales (excluding implant sales)

All revenue growth rates in the presentation are on an underlying basis and without adjustment for number of selling days, unless otherwise stated.
Increase efficiency through sales force effectiveness while maintaining customer focus with dedicated sales teams:
- enhance segmentation and targeting
- increase customer facing time by reducing/simplifying non-selling tasks
- optimize resource allocation

Leverage investments in systems and functions to improve efficiency:
- expansion of our Global Business Services platform to accommodate relocations and insourcing of services
- further consolidation, relocation and standardisation of Global Functions
- rationalisation of legacy IT systems and ‘cloud-first’ strategy

Simplify and streamline, while meeting future volume demand and maintaining focus on quality:
- rationalisation of manufacturing footprint
- multiple initiatives to simplify and optimise Supply Chain

Manufacturing, Warehousing & Distribution

General & Administration expenses

Commercial effectiveness
Summary of APEX financial guidance

• Benefits of $160m p.a. by 2022

• Total one-off costs (mainly cash) up to $240m (c.150% of annualised run-rate benefits)

• Period: 2018 – 2022, with around 75% of benefits and >75% of costs by 2020

• Benefits underpin medium-term margin guidance

• CAPEX ratio around 8-9% of sales expected during the first two years
2018 Guidance

- **Sales growth**
  - Underlying: 2% to 3%
  - Reported\(^{(1)}\): around 3% to 4%

- **Trading profit margin**
  - At or above 2017 levels

- **Tax rate\(^{(2)}\):**
  - 20-21%

\(^{(1)}\) Based on exchange rates prevailing on 20th July 2018
\(^{(2)}\) Tax rate on trading result
Appendices
## 2018 technical guidance

<table>
<thead>
<tr>
<th>Foreign exchange and other revenue impact</th>
<th>July 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact of translational FX* on revenue</td>
<td>+1.1%</td>
</tr>
<tr>
<td>Acquisition impact on revenue</td>
<td>+0.3%</td>
</tr>
</tbody>
</table>

### Exceptional items

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restructuring costs</td>
<td>c. $100m</td>
</tr>
<tr>
<td>Acquisition and integration costs</td>
<td>c. $5m</td>
</tr>
<tr>
<td>European Medical Device Regulation (MDR) compliance costs</td>
<td>$20m-$30m</td>
</tr>
</tbody>
</table>

### Other

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortisation of acquisition intangibles</td>
<td>c. $110m</td>
</tr>
<tr>
<td>Income from associates</td>
<td>c. $5m</td>
</tr>
<tr>
<td>Net interest</td>
<td>$51m - $55m</td>
</tr>
<tr>
<td>Other finance costs</td>
<td>c. $15m</td>
</tr>
<tr>
<td>Tax rate on trading result</td>
<td>20-21%</td>
</tr>
</tbody>
</table>

*Based on the foreign exchange rates prevailing on 20th July 2018*
<table>
<thead>
<tr>
<th></th>
<th>Half year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018 $m</td>
<td>2017 $m</td>
</tr>
<tr>
<td>Trading profit</td>
<td>507</td>
<td>493</td>
</tr>
<tr>
<td>Trading profit margin</td>
<td>20.8%</td>
<td>21.1%</td>
</tr>
<tr>
<td>Acquisition related costs</td>
<td>(2)</td>
<td>(2)</td>
</tr>
<tr>
<td>Restructuring and rationalisation</td>
<td>(58)</td>
<td>-</td>
</tr>
<tr>
<td>Amortisation of acquisition intangibles</td>
<td>(57)</td>
<td>(65)</td>
</tr>
<tr>
<td>Legal and other items</td>
<td>(18)</td>
<td>(12)</td>
</tr>
<tr>
<td><strong>IFRS Operating profit</strong></td>
<td><strong>372</strong></td>
<td><strong>414</strong></td>
</tr>
<tr>
<td><strong>Operating profit margin</strong></td>
<td><strong>15.3%</strong></td>
<td><strong>17.7%</strong></td>
</tr>
</tbody>
</table>
## Franchise revenue analysis

<table>
<thead>
<tr>
<th></th>
<th>2017 Q1</th>
<th>2017 Q2</th>
<th>2017 Q3</th>
<th>2017 Q4</th>
<th>Full Year</th>
<th>2018 Q1</th>
<th>2018 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Growth</td>
<td>Growth</td>
<td>Growth</td>
<td>Growth</td>
<td>Growth</td>
<td>Growth</td>
<td>Revenue</td>
</tr>
<tr>
<td>Sports Medicine, Trauma &amp; OSB</td>
<td>4%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>1%</td>
<td>$502</td>
</tr>
<tr>
<td>Sports Medicine Joint Repair</td>
<td>7%</td>
<td>5%</td>
<td>8%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
<td>$173</td>
</tr>
<tr>
<td>Arthroscopic Enabling Technologies</td>
<td>(1)%</td>
<td>(4)%</td>
<td>(3)%</td>
<td>(3)%</td>
<td>(3)%</td>
<td>(5)%</td>
<td>$153</td>
</tr>
<tr>
<td>Trauma &amp; Extremities</td>
<td>5%</td>
<td>7%</td>
<td>(2)%</td>
<td>5%</td>
<td>4%</td>
<td>(2)%</td>
<td>$122</td>
</tr>
<tr>
<td>Other Surgical Businesses</td>
<td>7%</td>
<td>11%</td>
<td>6%</td>
<td>4%</td>
<td>7%</td>
<td>9%</td>
<td>$54</td>
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<tr>
<td>Reconstruction</td>
<td>3%</td>
<td>2%</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
<td>0%</td>
<td>$414</td>
</tr>
<tr>
<td>Knee Implants</td>
<td>5%</td>
<td>4%</td>
<td>6%</td>
<td>6%</td>
<td>5%</td>
<td>2%</td>
<td>$258</td>
</tr>
<tr>
<td>Hip Implants</td>
<td>0%</td>
<td>(1)%</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>(2)%</td>
<td>$156</td>
</tr>
<tr>
<td>Advanced Wound Management</td>
<td>1%</td>
<td>3%</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
<td>(2)%</td>
<td>$329</td>
</tr>
<tr>
<td>Advanced Wound Care</td>
<td>1%</td>
<td>2%</td>
<td>(1)%</td>
<td>(3)%</td>
<td>0%</td>
<td>0%</td>
<td>$187</td>
</tr>
<tr>
<td>Advanced Wound Bioactives</td>
<td>(8)%</td>
<td>0%</td>
<td>7%</td>
<td>0%</td>
<td>0%</td>
<td>(12)%</td>
<td>$87</td>
</tr>
<tr>
<td>Advanced Wound Devices</td>
<td>16%</td>
<td>14%</td>
<td>8%</td>
<td>14%</td>
<td>13%</td>
<td>2%</td>
<td>$55</td>
</tr>
<tr>
<td>Group</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
<td>3%</td>
<td>0%</td>
<td>$1,245</td>
</tr>
</tbody>
</table>

*All revenue growth rates are on an underlying basis and without adjustment for number of selling days*
Regional revenue analysis

<table>
<thead>
<tr>
<th>Geographic regions</th>
<th>2017 Q1</th>
<th>2017 Q2</th>
<th>2017 Q3</th>
<th>2017 Q4</th>
<th>Full Year</th>
<th>2018 Q1</th>
<th>2018 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Growth</td>
<td>Growth</td>
<td>Growth</td>
<td>Growth</td>
<td>Growth</td>
<td>Growth</td>
<td>Revenue</td>
</tr>
<tr>
<td>US</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>(2)</td>
<td>590</td>
</tr>
<tr>
<td>Other Established Markets</td>
<td>1</td>
<td>(1)</td>
<td>0</td>
<td>(1)</td>
<td>0</td>
<td>(2)</td>
<td>429</td>
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<tr>
<td>Established Markets</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>(2)</td>
<td>1,019</td>
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<tr>
<td>Emerging Markets</td>
<td>12</td>
<td>13</td>
<td>9</td>
<td>14</td>
<td>12</td>
<td>9</td>
<td>226</td>
</tr>
<tr>
<td>Group</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>1,245</td>
</tr>
</tbody>
</table>

‘Other Established Markets’ is Australia, Canada, Europe, Japan and New Zealand.
All revenue growth rates are on an underlying basis and without adjustment for number of selling days.
## H1 trading income statement

<table>
<thead>
<tr>
<th></th>
<th>Half Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018 $m</td>
</tr>
<tr>
<td>Revenue</td>
<td>2,440</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>(651)</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td><strong>1,789</strong></td>
</tr>
<tr>
<td><strong>Gross profit margin</strong></td>
<td>73.3%</td>
</tr>
<tr>
<td>Selling, general and admin</td>
<td>(1,168)</td>
</tr>
<tr>
<td>Research and development</td>
<td>(114)</td>
</tr>
<tr>
<td><strong>Trading profit</strong></td>
<td><strong>507</strong></td>
</tr>
<tr>
<td><strong>Trading profit margin</strong></td>
<td>20.8%</td>
</tr>
</tbody>
</table>

1% underlying growth

30 bps decline
## H1 EPSA and EPS

<table>
<thead>
<tr>
<th></th>
<th>Half Year</th>
<th></th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018 $m</td>
<td>2017 $m</td>
<td></td>
</tr>
<tr>
<td>Trading profit</td>
<td>507</td>
<td>493</td>
<td>3%</td>
</tr>
<tr>
<td>Net interest payable</td>
<td>(25)</td>
<td>(25)</td>
<td></td>
</tr>
<tr>
<td>Other finance costs</td>
<td>(7)</td>
<td>(4)</td>
<td></td>
</tr>
<tr>
<td>Share of results from associate</td>
<td>2</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Adjusted profit before tax</td>
<td>477</td>
<td>464</td>
<td>3%</td>
</tr>
<tr>
<td>Taxation on trading result</td>
<td>(96)</td>
<td>(88)</td>
<td></td>
</tr>
<tr>
<td>Adjusted attributable profit</td>
<td>381</td>
<td>376</td>
<td>1%</td>
</tr>
<tr>
<td>Weighted average number of shares</td>
<td>873</td>
<td>874</td>
<td></td>
</tr>
<tr>
<td>Adjusted earnings per share (&quot;EPSA&quot;)</td>
<td>43.7¢</td>
<td>43.0¢</td>
<td>2%</td>
</tr>
<tr>
<td>Earnings per share (&quot;EPS&quot;)</td>
<td>31.4¢</td>
<td>37.0¢</td>
<td>(15%)</td>
</tr>
</tbody>
</table>

**Tax rate**: 20.1% (H1 2017: 19.0%)

**Interim dividend**: 14 cents (+14%)
## H1 Free Cash Flow

<table>
<thead>
<tr>
<th>Description</th>
<th>2018 $m</th>
<th>2017 $m</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trading profit</strong></td>
<td>507</td>
<td>493</td>
</tr>
<tr>
<td>Share based payment</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>171</td>
<td>154</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>(178)</td>
<td>(178)</td>
</tr>
<tr>
<td>Movements in working capital and other</td>
<td>(131)</td>
<td>(157)</td>
</tr>
<tr>
<td><strong>Trading cash flow</strong></td>
<td>387</td>
<td>327</td>
</tr>
<tr>
<td><strong>Trading cash conversion</strong></td>
<td>76%</td>
<td>66%</td>
</tr>
<tr>
<td>Restructuring, acquisition, legal &amp; other</td>
<td>(147)</td>
<td>(67)</td>
</tr>
<tr>
<td>Net interest paid</td>
<td>(26)</td>
<td>(25)</td>
</tr>
<tr>
<td>Taxation paid</td>
<td>(95)</td>
<td>(62)</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>119</td>
<td>173</td>
</tr>
</tbody>
</table>
Trading days per quarter

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Full Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>64</td>
<td>64</td>
<td>63</td>
<td>60</td>
<td>251</td>
</tr>
<tr>
<td>2017</td>
<td>64</td>
<td>63</td>
<td>63</td>
<td>60</td>
<td>250</td>
</tr>
<tr>
<td>2018</td>
<td>63</td>
<td>64</td>
<td>63</td>
<td>61</td>
<td>251</td>
</tr>
</tbody>
</table>

- Year-on-year differences in the number of trading days typically impacts our surgical businesses in the Established Markets more than our wholesaler and distributor-supported businesses.
- We define trading days as week days adjusted for significant holidays in our principal countries.
**Namal Nawana**  
Chief Executive Officer

Namal joined the Board and was appointed Chief Executive Officer on 7 May 2018. He is based in Andover, US. Namal holds an Honours degree in mechanical engineering and a Master of Medical Science from the University of Adelaide, South Australia as well as an MBA from Henley Management College. Namal was Chief Executive Officer, President and a member of the Board of Directors of Alere, Inc. from October 2014 until October 2017, when Alere was acquired by Abbott Laboratories. Namal joined Alere as Chief Operating Officer in December 2012 before being named Interim Chief Executive Officer in July 2014. Before joining Alere, Namal spent more than 15 years at Johnson & Johnson in various leadership roles. He served as the Worldwide President of DePuy Synthes Spine, a Johnson & Johnson company, from February 2011 to November 2012. Prior to that he served in roles of increasing responsibility in Europe, Asia and North America. Namal was appointed to the Board of Directors of Hologic, Inc. in January 2018. Namal has a solid, international background in orthopaedics, sports medicine and spine, together with a track record of performance, execution and driving change. He is a truly global executive with wide international experience across a range of geographies and also has the experience as a CEO of a major US listed company in the healthcare sector where he turned the company round prior to its acquisition.

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**Graham Baker**  
Chief Financial Officer

Graham joined the Board as Chief Financial Officer in March 2017. He holds an MA degree in Economics from Cambridge University and qualified as a Chartered Accountant and Chartered Tax Advisor with Arthur Andersen. In 1995, he joined AstraZeneca PLC where he worked for 20 years, holding multiple senior roles, including Vice President, Finance, International (2013-2015) with responsibility for all emerging markets, Vice President, Global Financial Services (2011-2013) and Vice President Finance & Chief Financial Officer, North America (2008-10). Most recently, Graham was Chief Financial Officer of generic pharmaceuticals company Alvogen. Graham has deep sector knowledge and has had extensive exposure to established and emerging markets which is extremely relevant to his role at Smith & Nephew. He has a strong track record of delivering operational excellence and has relevant experience across major finance roles and geographic markets, leading large teams responsible for significant budgets.
Investor Relations Contacts

Andrew Swift
Head of Investor Relations
E: andrew.swift@smith-nephew.com
T: +44 (0) 207 960 2285

Nick Fridberg
Senior Director Strategic Planning & Investor Relations
E: nick.fridberg@smith-nephew.com
T: +44 (0) 192 347 7100

Ghazaleh Mahdizadeh
Investor Relations Manager
E: ghazaleh.mahdizadeh@smith-nephew.com
T: +44 (0) 207 960 2339

Smith & Nephew plc
15 Adam Street
London
WC2N 6LA
Supporting healthcare professionals for over 150 years