Third quarter 2025 results

Roy Jakobs, Chief Executive Officer
Charlotte Hanneman, Chief Financial Officer

November 4, 2025

PHILIPS

Table of contents

Third quarter 2025 performance	4
2025 outlook	19
Financial appendix	23

© Koninklijke Philips N.V.

PHILIPS

Important information

Forward-looking statements and other important information
This document and the related oral presentation, including responses to questions following the presentation, contain certain forward-looking statements with respect to the financial condition, results of operations and business of Philips and certain of the plans and objectives of Philips with respect to these items. Examples of forward-looking statements include statements made about our strategy, estimates of sales growth, future Adjusted EBITA*, future restructuring and acquisition-related charges and other costs, future developments in Philips' organic business and the completion of acquisitions and divestments. Forward-looking statements can be identified generally as those containing words such as "anticipates", "assumes", "believes", "estimates", "expects", "should", "will", "will likely result", "forecast", "outlook", "projects", "may" or similar expressions. By their nature, these statements involve risk and uncertainty because they relate to future events and circumstances and there are many factors that could cause actual results and developments to differ materially from those expressed or implied by these statements.

These factors include, but are not limited to, macro-economic and geopolitical changes – including the war in Ukraine and ongoing tensions in the Middle East – as well as measures such as announced and proposed tariffs and trade actions introduced in response to rising global tensions; Philips' ability to keep pace with the changing health technology environment; Philips' ability to gain leadership in health informatics and artificial intelligence in response to developments in the health technology industry; integration of acquisitions and their delivery on business plans and value creation expectations; ability to meet expectations with respect to ESG-related matters; securing and maintaining Philips' intellectual property rights, and unauthorized use of third-party intellectual property rights; failure of products and services to meet quality or security standards, adversely affecting patient safety and customer operations; the resilience of our supply chain; challenges in simplifying our organization and our ways of working; attracting and retaining personnel; breach of cybersecurity; challenges in driving operational excellence and speed in bringing innovations to market; treasury and financing risks; tax risks; reliability of internal controls; compliance with regulations and standards involving quality, product safety, (cyber) security and artificial intelligence; and compliance with business conduct rules and regulations including privacy, existing and upcoming ESG disclosure and due diligence requirements. As a result, Philips' actual future results may differ materially from the plans, goals and expectations set forth in such forward-looking statements. For a discussion of factors that could cause future results to differ from such forward-looking statements, see also the Further information chapter included in the Annual Report 2024.

Third-party market share data
Statements regarding market share contained in this document, including those regarding Philips' competitive position, are based on outside sources such as specialized research institutes, as well as industry and dealer panels, in combination with management estimates. Where information is not yet available to Philips, market share statements may also be based on estimates and projections prepared by management and/or based on outside sources of information. Management's estimates of rankings are based on order intake or sales, depending on the business.

Market Abuse Regulation
This document contains inside information within the meaning of Article 7(1) of the EU Market Abuse Regulation.

Use of non-IFRS Information
In presenting and discussing the Philips Group's financial position, operating results and cash flows, management uses certain non-IFRS financial measures. These non-IFRS financial measures should not be viewed in isolation as alternatives to the equivalent IFRS measure and should be used in conjunction with the most directly comparable IFRS measures. Non-IFRS financial measures do not have standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other issuers. A reconciliation of these non-IFRS measures to the most directly comparable IFRS measures is contained in this document. Further information on non-IFRS measures can be found in the Annual Report 2024.

Presentation
All amounts are in millions of euros unless otherwise stated. Due to rounding, amounts may not add up precisely to totals provided. All reported data is unaudited. Financial reporting is in accordance with the accounting policies as stated in the Annual Report 2024. Certain prior-year balances have been reclassified to conform to the current period presentation. As of September 30, 2025, uncertain tax liabilities were reclassified from non-current tax liabilities to current income tax liabilities. Per share calculations for all periods presented have been retrospectively adjusted to reflect the issuance of shares in 2025 with respect to the share dividend for 2024.

* Non-IFRS financial measure. Refer to reconciliation of non-IFRS information
© Koninklijke Philips N.V.

Key takeaways

Q3 highlights

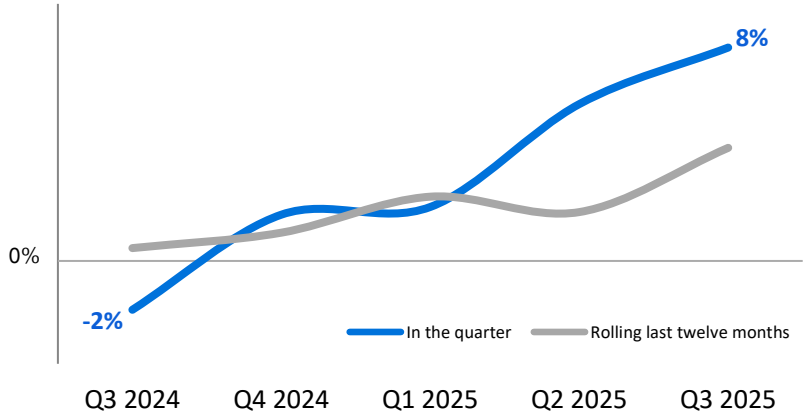
- Comparable Order Intake up 8%, driven by sustained double-digit growth in North America; order book increased 6% year-on-year
- Comparable Sales Growth up 3%, with growth across all three businesses
- Adjusted EBITA margin increased 50 bps to 12.3% reflecting higher sales and solid gross margin delivery, driven by innovation, productivity and cost management — more than offsetting tariffs

2025 Outlook

- Comparable Sales Growth: reiterated 1% - 3% range
- Adjusted EBITA margin: reiterated 11.3% - 11.8% range, expected toward the upper end of the range
- Free cash flow: reiterated EUR 0.2 billion-0.4 billion, net of the EUR 1 billion Respironics settlement

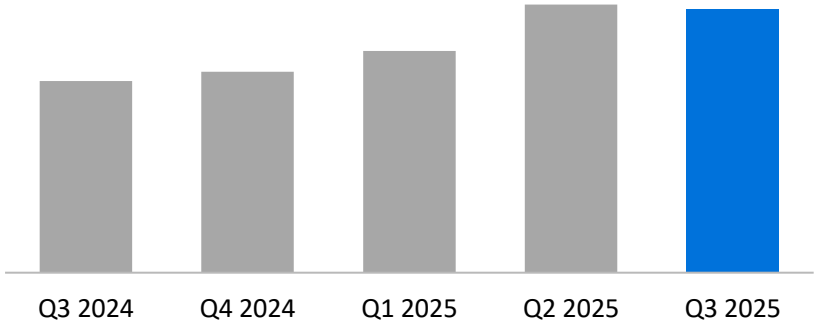
Continued order intake growth, combined with robust order book, positions us well to deliver on full-year sales outlook

Comparable equipment order intake growth[1]



- Connected Care: strong growth in Monitoring and Informatics
- Diagnosis & Treatment: solid growth in Image-Guided Therapy and Ultrasound; decline in Diagnostic Imaging following three consecutive quarters of growth
- Sustained double-digit growth in North America

Indexed equipment order book[1] development



- Order book up 6% year-on-year, with inherent quarterly uneveness; improved gross margin profile driven by recently launched innovations
- Order book accounts for ~40% of revenue

1. Mainly composed of equipment orders in Diagnosis & Treatment and Connected Care businesses

© Koninklijke Philips N.V.
PHILIPS

Connected Care: Ecosystem platform of choice for patient monitoring, trusted by major hospitals and industry partners

Key partnerships signed in Q3 2025

10-year partnership with Hoag, Orange County, US

- Adopting EMaaS model and latest innovation: IntelliVue MX 750 and X3 monitors and PIC iX platform across Hoag's network
- Creating a seamless monitoring environment that travels with the patient, enhancing both the quality and comfort of care

Long-term partnerships with US and European hospitals

Rady Children's Hospital, San Diego adopting EMaaS to enhance efficiency with advanced monitoring, cybersecurity, and scalable digital capabilities

US partnership to migrate imaging to the cloud with IntelliSpace Radiology on AWS; PACS services delivered to 50+ institutions in France

Renewed Masimo partnership; launched new partnership with Getinge

Complementing our longstanding partnerships with Edwards Lifesciences and Medtronic

Accelerating the development and delivery of next-generation patient monitoring solutions

1. Enterprise Monitoring as a Service

© Koninklijke Philips N.V.

PHILIPS

New innovation: Driving long-term momentum in hospitals through sustained innovation investment

Ultrasound

Transcend Plus
Delivering breakthrough image quality with 26 FDA-cleared cardiovascular AI applications

Magnetic Resonance

BlueSeal MR RT[1] launched in North America
Expanding our leadership in sustainable MR for radiation therapy planning

Computed Tomography

Rembra RT[1] and Areta RT[1]
Breakthrough in radiation therapy planning, delivering clearer and more consistent images

Image-Guided Therapy

UroNav image-guided navigation system
FDA-cleared to enhance precision in minimally invasive prostate cancer therapy

1. Radiation therapy

© Koninklijke Philips N.V.

PHILIPS

New innovation: Reinforcing leadership in Personal Health through consumer-winning innovation and retail partnerships

i9000 Prestige Ultra

Recognized by TIME as one of the Best Inventions of 2025

Featuring our next-generation SenseIQ Pro AI technology and new Triple Action Lift & Cut system

Walmart exclusive Sonicare 6000 and 6400 electric toothbrushes

Latest step in Philips Sonicare's mission to improve access to better oral care for millions of Americans

Lumea IPL launched in North America – exclusively through Amazon U.S.

Bringing the world's No. 1 Intense Pulsed Light hair removal brand[1] to the US. Used by over 6 million users and delivers up to 90% hair reduction[2]

Norelco Head Shaver Pro Series

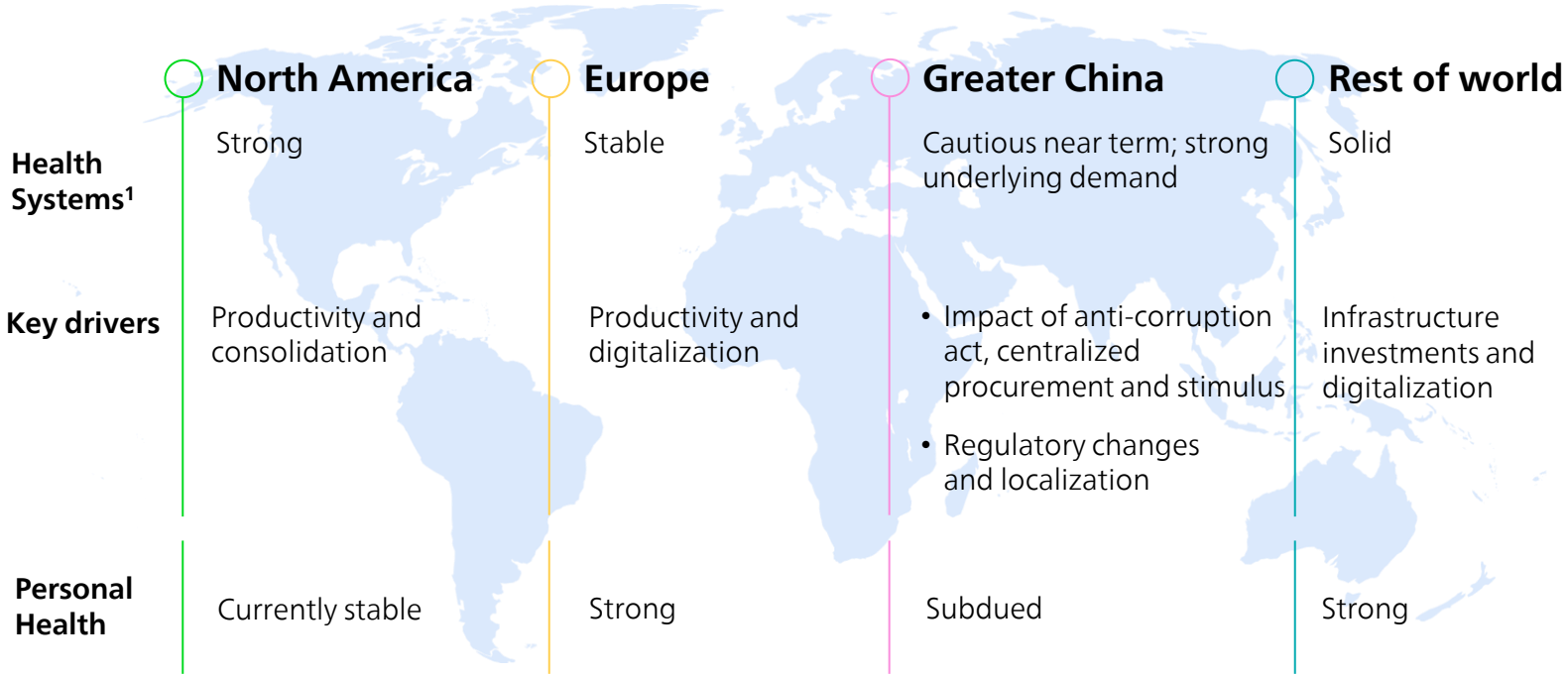
Powered by PowerAdapt Sensor technology, the shaver reads and responds to hair thickness in real time, ensuring a smooth, comfortable shave from start to finish

1. Based on full year 2024 data. Outside US only | 2. In as few as three treatments; median results on lower legs

© Koninklijke Philips N.V.

PHILIPS

Global hospital demand and consumer sentiment



Closely monitoring hospital demand and consumer sentiment

1. Diagnosis & Treatment and Connected Care businesses

© Koninklijke Philips N.V.

PHILIPS

Diagnosis & Treatment: AI-powered imaging and interventional platforms with intuitive workflows

Image-Guided Therapy

Azurion 7
High-end platform designed for complex clinical areas such as cardiology, vascular, and neuro interventions

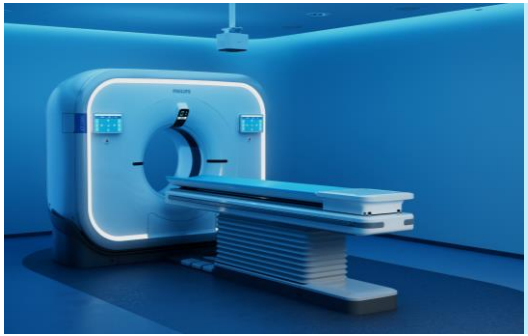
Ultrasound

EPIQ CVx
Premium cardiovascular ultrasound system with powerful AI-based capabilities and advanced diagnostic solutions

Magnetic Resonance

BlueSeal MR 5300
First and only commercially available wide-bore 1.5T helium-free MR

Computed Tomography



CT 5300
80% lower radiation dose and 85% lower image noise

Tube for Life guarantee: USD 400K lower operating costs

© Koninklijke Philips N.V.
PHILIPS

Diagnosis & Treatment

Financial performance

In millions of EUR unless otherwise stated	Q3 2024	Q3 2025
Sales	2,150	2,080
Comparable sales growth	-1%	1%
Adj. EBITA margin	12.6%	11.8%
Income from operations	232	200

Q3 2025 highlights

- 1% sales growth driven by solid Image-Guided Therapy; stable Precision Diagnosis, with strong Ultrasound and modest decline in Diagnostic Imaging due to order timing
- Adj. EBITA decreased mainly due to cost inflation and tariffs, partly offset by gross margin from innovations and productivity

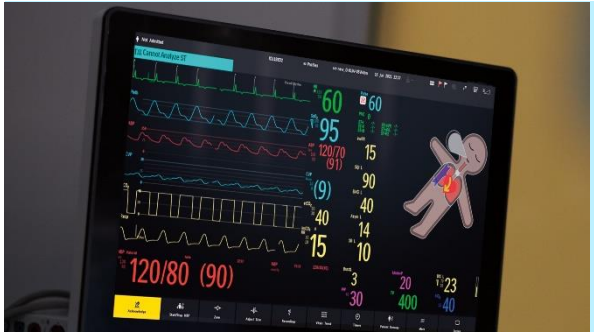
Connected Care: Efficient, interoperable monitoring and a real-time data platform spanning different care settings

Hospital Patient Monitoring

IntelliVue MX monitors
Modular, scalable and empowers clinicians with accurate, real-time insights for faster, better patient care

PIC iX central monitoring platform
Seamlessly connecting data across care settings to streamline workflows and support scalable operations

IntelliVue X3 transport patient monitor
Allows continuous monitoring of the patient across the entire patient care journey with unmatched cybersecurity



Visual Patient Avatar
Vital signs translated into an avatar using color, shape and animation to help improve clinical decision support

© Koninklijke Philips N.V.
PHILIPS

Connected Care

Financial performance

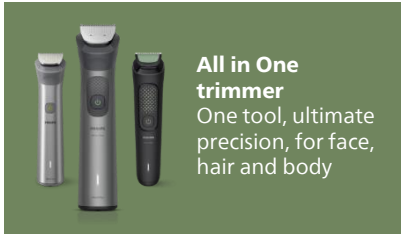
In millions of EUR unless otherwise stated	Q3 2024	Q3 2025
Sales	1,211	1,200
Comparable sales growth	0%	5%
Adj. EBITA margin	7.3%	11.4%
Income from operations	-17	12

Q3 2025 highlights

- 5% sales growth driven by double-digit growth in Monitoring partly offset by lower Sleep & Respiratory Care sales; stable Enterprise Informatics
- Adj. EBITA increased driven by higher sales, favorable mix, and productivity partly offset by cost inflation and tariffs; includes 150 bps gain from minority investment remeasurement

Personal Health: Innovation-led momentum fueled by premium products, sell-out trends, and marketing investments

Personal Care



All in One trimmer
One tool, ultimate precision, for face, hair and body

OneBlade 360
New hybrid shaving category; 100+ million blades & 50+ million handles sold

Shaver i9000
Intelligent personalization, premium technology

Lumea IPL
The world's No. 1 Intense Pulsed Light hair removal brand[1] Lumea delivers up to 90% hair reduction[2]

Oral Health Care

Next-gen Diamond Clean Series
No.1 dental professional recommended with upgraded plaque removal technology

Mother and Child Care

Natural Response Bottles
Leading trusted bottle brand, with advanced natural feeding technology that mimics breast function

1. Based on full year 2024 data. Outside the US | 2. In as few as three treatments; median results on lower legs

© Koninklijke Philips N.V.

PHILIPS

Personal Health

Financial performance

In millions of EUR unless otherwise stated	Q3 2024	Q3 2025
Sales	835	883
Comparable sales growth	-5%	11%
Adj. EBITA margin	16.5%	17.1%
Income from operations	132	143

Q3 2025 highlights

- 11% sales growth driven by all three businesses – Grooming & Beauty, Oral Healthcare and Mother & Child Care
- Strong growth across most geographies, including North America and growth in China on a low comparison base
- Adj. EBITA margin expanded, driven by higher sales and productivity gains, partly offset by higher tariffs and Advertising & Promotion to support demand and product launches

Delivered a step up in sales growth, margin expansion and solid free cash flow generation

Q3 2025 vs. Q3 2024

In millions of EUR unless otherwise stated

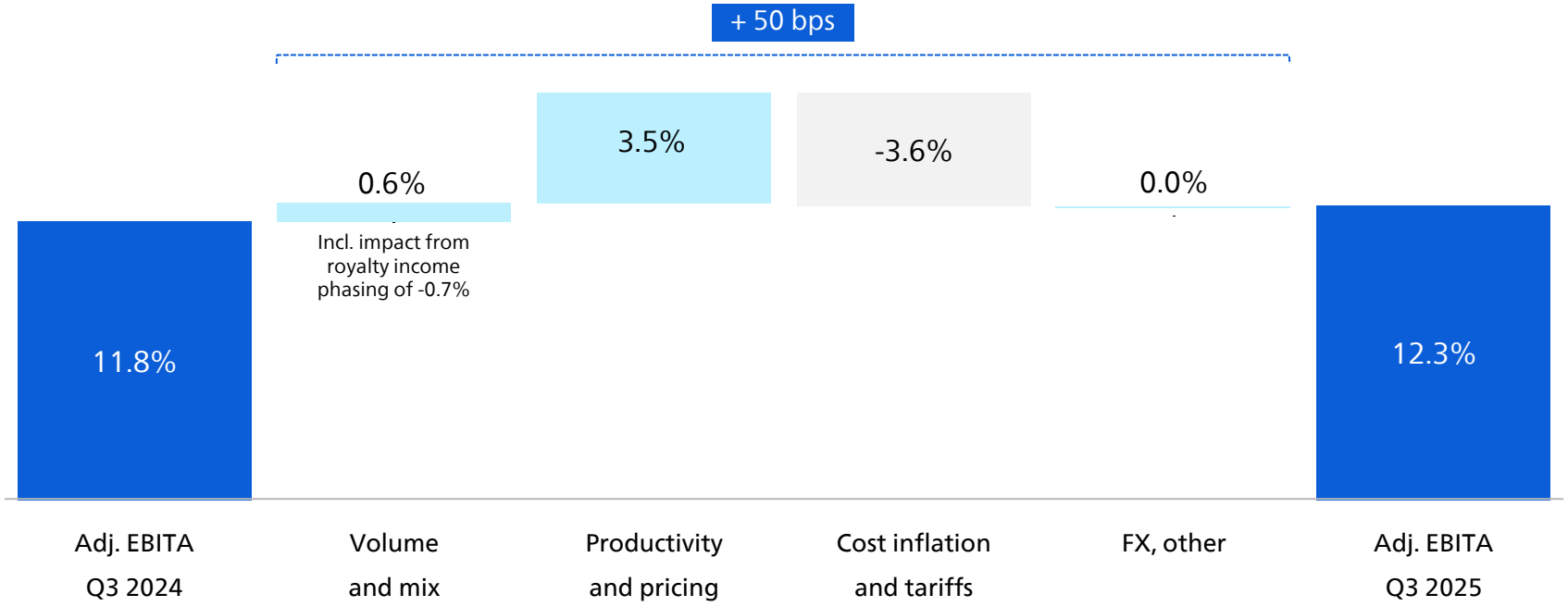
Sales	Adjusted EBITA	Free Cash Flow
4,302	531	172
Comparable Sales Growth 3.3%	Adjusted EBITA margin 12.3%, +50 bps	Year-on-year improvement +150

- All three business segments grew, partly offset by royalty income phasing
- Higher sales, mix improvement and productivity measures, more than offset the impact of increased tariffs and royalty income phasing
- Year-on-year improvement reflects higher earnings

© Koninklijke Philips N.V.
PHILIPS

Adjusted EBITA margin driven by sales growth and productivity measures more than offsetting cost inflation and tariffs

Group Adj. EBITA margin[1]



1. Excluding restructuring costs, acquisition-related charges and other items
Note: Amounts may not add up due to rounding

© Koninklijke Philips N.V.
PHILIPS

Productivity initiatives delivered EUR 566 million year-to-date; on track to deliver EUR 800 million in 2025

Productivity initiatives savings[1] *In millions of EUR*		**Q3 2025**	**To date Q1 2023-Q3 2025**
Operating model	• Simplified operating model • R&D prioritization, reduction of corporate research projects • End-to-end supply chain, simplifying planning, eliminating duplications	46	894
Procurement	• Bill-of-material savings via redesign, value analysis, engineering • Reductions in warehousing, transportation and consulting	47	588
Other productivity	• Manufacturing footprint optimization and service productivity • R&D platform simplification and footprint optimization • GBS and hyper-automation • Sleep & Respiratory Care rightsizing	129	792
		EUR 222 million	**EUR 2,274 million**

1. Gross productivity initiatives and re-investments, before inflation

© Koninklijke Philips N.V.

2025 outlook

© Koninklijke Philips N.V.

2025 Outlook reiterated with Adjusted EBITA margin at upper-end of the range, with currently announced tariffs

	Previous 2025 outlook	Updated 2025 outlook
Comparable sales growth	1%-3% Diagnosis & Treatment and Connected Care growing within the range; Personal Health growing above the range	Reiterated: 1%-3% Diagnosis & Treatment slight growth; Connected Care growing within the range Personal Health slightly above the mid-single-digit range
Adjusted EBITA margin	11.3%-11.8% EUR 150-200 million tariff impact net of substantial mitigations	Reiterated: 11.3%-11.8% Upper-end of the range EUR 150-200 million tariff impact net of substantial mitigations
Free cash flow[1]	EUR 0.2 billion-0.4 billion[1]	Reiterated: EUR 0.2 billion-0.4 billion[1]

Note: This outlook reflects currently-announced tariff levels; excludes ongoing Philips Respironics-related proceedings, including the investigation by the US Department of Justice
1. After payment EUR 1,025 million cash-out relating to the US medical monitoring and personal injury settlements in Q1 2025

© Koninklijke Philips N.V.
PHILIPS

Restructuring, acquisition-related charges and other items outlook

Full-year 2025

Restructuring costs
~120 bps
vs 150 bps last year

- Further operating model simplification
- Manufacturing, R&D footprint, and platform optimization

Other items
~180 bps
vs 490 bps last year

- Mainly related to the Consent Decree, other quality action-related charges, and acquisition-related charges

Q4 2025

Restructuring costs, other items

- EUR 170 million: Diagnosis & Treatment EUR 30 million, Connected Care EUR 115 million, Personal Health EUR 5 million, segment Other EUR 20 million

Note: Outlook excludes ongoing Philips Respironics-related proceedings, including the investigation by the US Department of Justice

© Koninklijke Philips N.V.

Latest FX, below the line items and segment Other outlook

	Q4 2025	Full year 2025
FX translation[1]		
Diagnosis & Treatment	~(6.0)%	~(3.5)%
Connected Care	~(7.0)%	~(4.0)%
Personal Health	~(5.0)%	~(3.0)%
Philips Group	~(6.0)%	~(3.5)%
Effective tax rate		24-26%
Financial income and expense (EUR million)		~(240)
Segment Other (EUR million)		
Sales	150-160	550-560
Adj. EBITA	~5	~flat
EBITA	~(15)	~(80)

Note: This outlook excludes ongoing Philips Respironics-related proceedings, including the investigation by the US Department of Justice
1. Including consolidation and deconsolidation impact on sales. Based on latest available balance sheet FX rate. Final impact subject to change based on FX movements and geographic sales mix

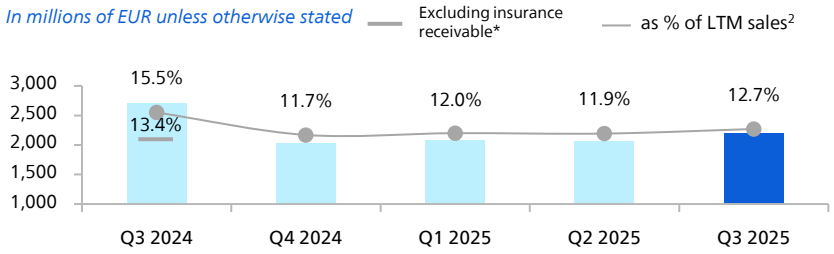
© Koninklijke Philips N.V.

Financial appendix

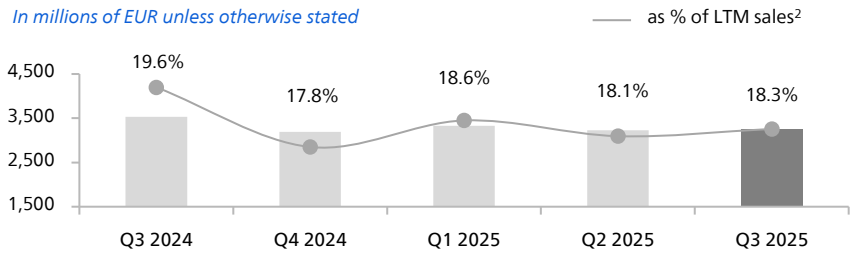
© Koninklijke Philips N.V.
PHILIPS

Working capital and inventories

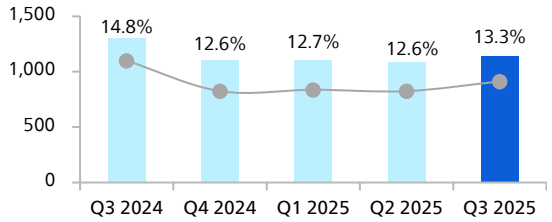
Group working capital[1]



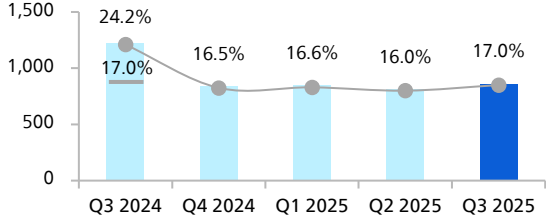
Group inventories



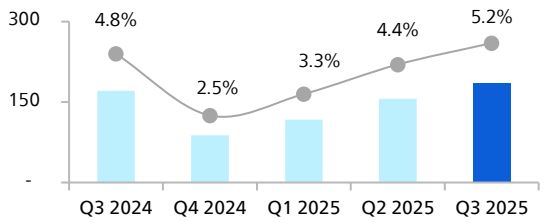
Diagnosis & Treatment



Connected Care



Personal Health



* Excluding increase in receivables related to insurance income from Respironics product liability claims

1. Working capital excluding segment Other | 2. As a % of last 12 months sales excluding acquisitions, divestments, and discontinued operations

© Koninklijke Philips N.V.

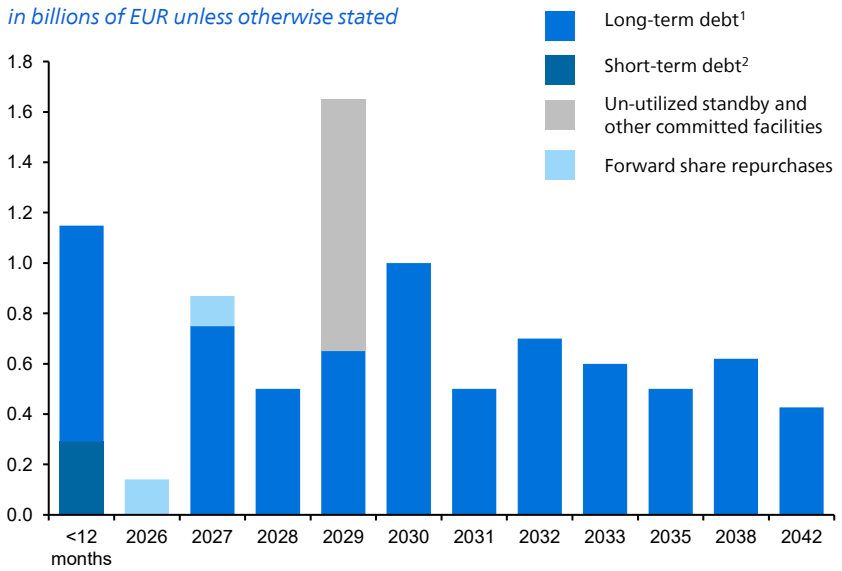
PHILIPS

Debt maturity profile and liability management

Long-term debt profile and liability management

- Total net debt position of EUR 6.5 billion
- Maturities up to 2042
- Average tenor of long-term debt is 5.9 years[3]
- No financial covenants

Debt maturity profile as per September 30, 2025



1. Excluding long-term operating leases | 2. Short-term debt includes local credit facilities that are being rolled forward on a continuous basis as well as Commercial Paper | 3. Based on long-term debt only

© Koninklijke Philips N.V.
PHILIPS

Net capital expenditures, depreciation and amortization

In millions of EUR unless otherwise stated	Q3 2024	Q3 2025
Net capital expenditures	**-170**	**-155**
Depreciation	**-157**	**-147**
Amortization and impairment:	**-133**	**-156**
of acquired intangible assets	-66	-79
of other intangible assets	-67	-78

Note: Amounts may not add up due to rounding.

© Koninklijke Philips N.V.

Restructuring, acquisition-related charges and other items

In millions of EUR unless otherwise stated

	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024	Q1 2025	Q2 2025	Q3 2025
Restructuring and acquisition-related charges								
Diagnosis & Treatment	19	25	16	97	157	14	15	6
Connected Care	17	18	19	-1	53	15	17	33
Personal Health	-	17	2	5	25	3	5	4
Segment Other	*14*	*41*	*19*	*17*	*92*	*34*	*8*	*13*
Philips Group	**51**	**101**	**56**	**118**	**326**	**67**	**46**	**57**
Other items								
Diagnosis & Treatment	-	6[1)]	-	39[1)]	45	-	21[1)]	22[1)]
Connected Care	1,078[1)2)3)4)]	-489[1)2)4)5)]	50[2)3)4)]	127[1)2)4)]	765	76[1)2)4)]	20[1)2)4)6)]	36[1)2)4)]
Personal Health	-	-	-	-	-	-	-	-
Segment Other	*10*	*1*	*7*	*2*	*20*	-	-	*7*
Philips Group	**1,088**	**-483**	**57**	**168**	**830**	**76**	**41**	**65**
Restructuring, acquisition- related charges & other items								
Restructuring	32	83	50	103	268	61	43	52
Acquisition-related charges	19	19	6	15	58	6	3	5
Other items	1,088	-483	57	168	830	76	41	65
Philips Group	**1,139**	**-381**	**113**	**286**	**1,156**	**143**	**86**	**122**

1. Quality actions | 2. Respironics running costs | 3. Provision in connection with Respironics litigation | 4. Respironics consent decree charges | 5. Respironics insurance income | 6. Contract settlement gain

© Koninklijke Philips N.V.

PHILIPS

PHILIPS