

Royal Philips

*First Quarter 2016 Results
Information booklet*

April 25th, 2016

Important information

Forward-looking statements

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 EBITA and future developments in our organic business. 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, domestic and global economic and business conditions, developments within the euro zone, the successful implementation of our strategy and our ability to realize the benefits of this strategy, our ability to develop and market new products, changes in legislation, legal claims, changes in exchange and interest rates, changes in tax rates, pension costs and actuarial assumptions, raw materials and employee costs, our ability to identify and complete successful acquisitions and to integrate those acquisitions into our business, our ability to successfully exit certain businesses or restructure our operations, the rate of technological changes, political, economic and other developments in countries where Philips operates, industry consolidation and competition. 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 the Risk management chapter included in the Annual Report 2015.

Third-party market share data

Statements regarding market share, including those regarding Philips' competitive position, contained in this document are based on outside sources such as specialized research institutes, industry and dealer panels in combination with management estimates. Where information is not yet available to Philips, those statements may also be based on estimates and projections prepared by outside sources or management. Rankings are based on sales unless otherwise stated.

Use of non-GAAP Information

In presenting and discussing the Philips' financial position, operating results and cash flows, management uses certain non-GAAP financial measures. These non-GAAP financial measures should not be viewed in isolation as alternatives to the equivalent IFRS measures and should be used in conjunction with the most directly comparable IFRS measures. A reconciliation of such measures to the most directly comparable IFRS measures is contained in our Annual Report 2015. Further information on non-GAAP measures can be found in our Annual Report 2015.

Use of fair-value measurements


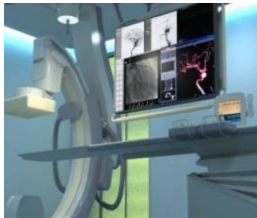






In presenting the Philips' financial position, fair values are used for the measurement of various items in accordance with the applicable accounting standards. These fair values are based on market prices, where available, and are obtained from sources that are deemed to be reliable. Readers are cautioned that these values are subject to changes over time and are only valid at the balance sheet date. When quoted prices or observable market data are not readily available, fair values are estimated using valuation models, which we believe are appropriate for their purpose. Such fair value estimates require management to make significant assumptions with respect to future developments, which are inherently uncertain and may therefore deviate from actual developments. Critical assumptions used are disclosed in our Annual Report 2015. Independent valuations may have been obtained to support management's determination of fair values.

All amounts are in millions of Euro's unless otherwise stated. All reported data is unaudited. Financial reporting is in accordance with the accounting policies as stated in the Annual Report 2015, unless otherwise stated. The presentation of certain prior-year information has been reclassified to conform to the current-year presentation.

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Company Overview

Philips							
Businesses ^{1,2}				Geographies ^{1,3}			
Personal Health	Diagnosis & Treatment	Connected Care & Health Informatics	Lighting	Western Europe	North America	Other Mature Geographies	Growth Geographies
							
29%	27%	13%	31%	24%	34%	8%	34%

Since **1891**

€24.2 billion sales in 2015, **70%** B2B

~105,000 employees in over 100 countries

50% of the portfolio has global leadership positions

€1.9 billion R&D spend in 2015 and ~76,000 patent rights

More than **1/4** of revenues from recurring revenue streams

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Continuing our multi-year *Accelerate!* journey to drive value creation



Accelerate!

Initiate new growth engines

- Invest in adjacencies
- Seed emerging business areas

Expand global leadership positions

- Invest to strengthen our core businesses
- Resource allocation to right businesses & geographies

Transform to address underperformance

- Turnaround or exit underperforming businesses
- Productivity & margin improvements
- Rebuild culture, processes, systems & capabilities
- Implement the Philips Business System

2011

2016

Creating two focused companies to capture highly attractive market opportunities

Strategic benefits of the separation

- Establishing two focused winning companies
- Immediate opportunities to capture growth in attractive end-markets in transition
- Unique portfolio, insights and capabilities

Operational benefits of the separation

- Higher growth and profitability
- Improved customer focus in attractive markets
- Faster decision making
- Lean overhead structure, less management layers
- Focused management
- Focused balance sheets and capital allocation policies
- Enable investments in growth

Royal Philips

Focused on the EUR 140+ billion HealthTech opportunity

Serving the Health Continuum

Leveraging strengths of Healthcare and Consumer Lifestyle

EUR 16.8 billion sales 2015

Philips Lighting

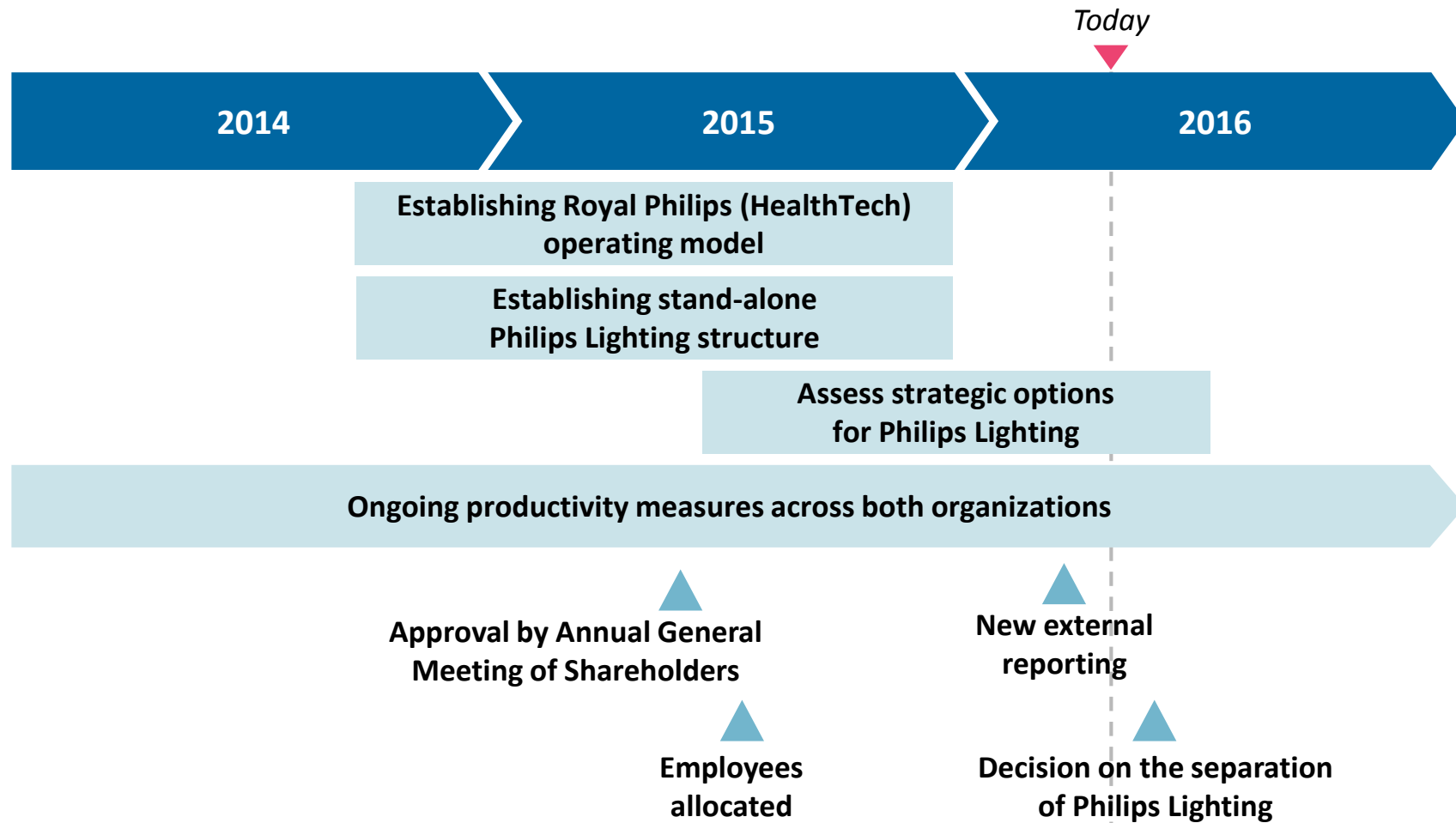
Focused on the EUR 65+ billion Lighting opportunity

Establishing stand-alone Lighting structure

LED Components & Automotive

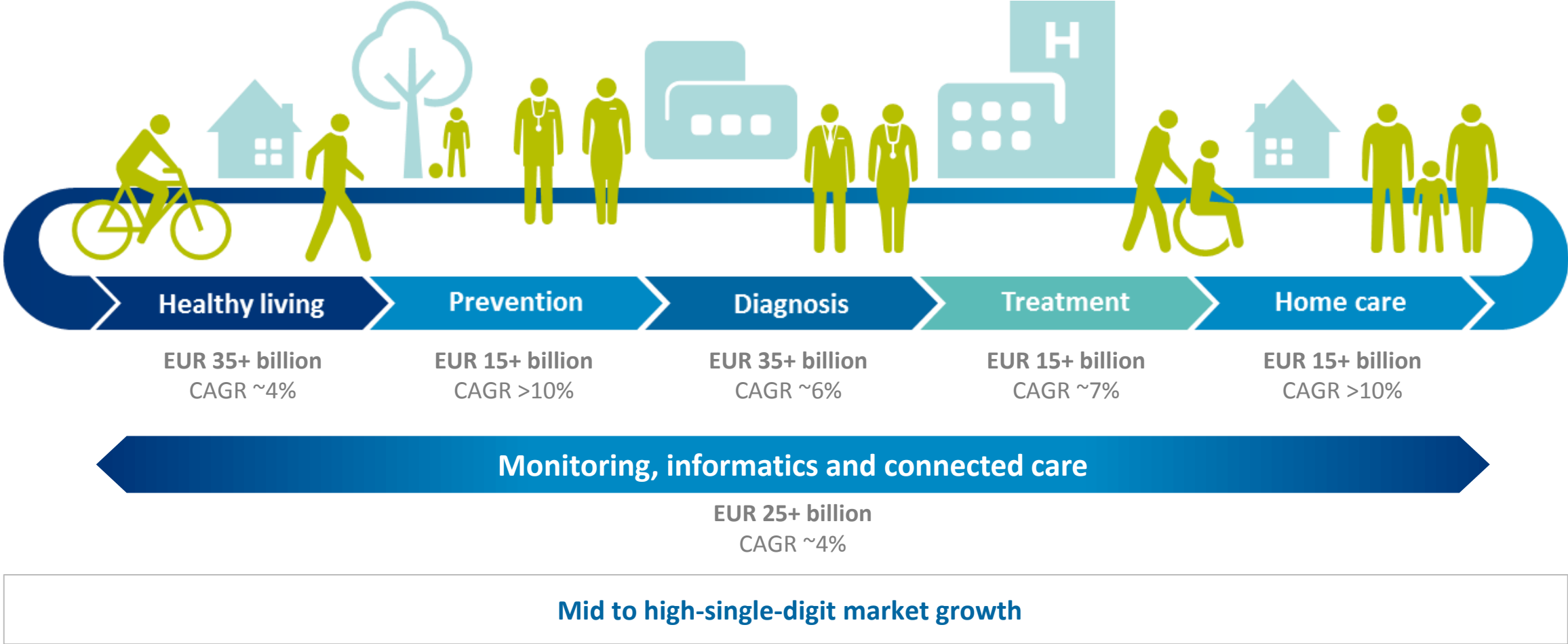
EUR 7.4 billion sales 2015¹

We are well on our way to create two winning standalone companies



HealthTech: a EUR 140+ billion market opportunity

Philips indicative addressable market 2014¹ and approximate CAGR 2014–18



9 ¹ Source: Philips Internal Study based on external sources such as COCIR, NEMA, Soreon, IBIS World.

Profound market trends are driving the HealthTech opportunity



Consumers increasingly engaged in their health



Shift to value-based healthcare will reduce waste, increase access and improve outcomes



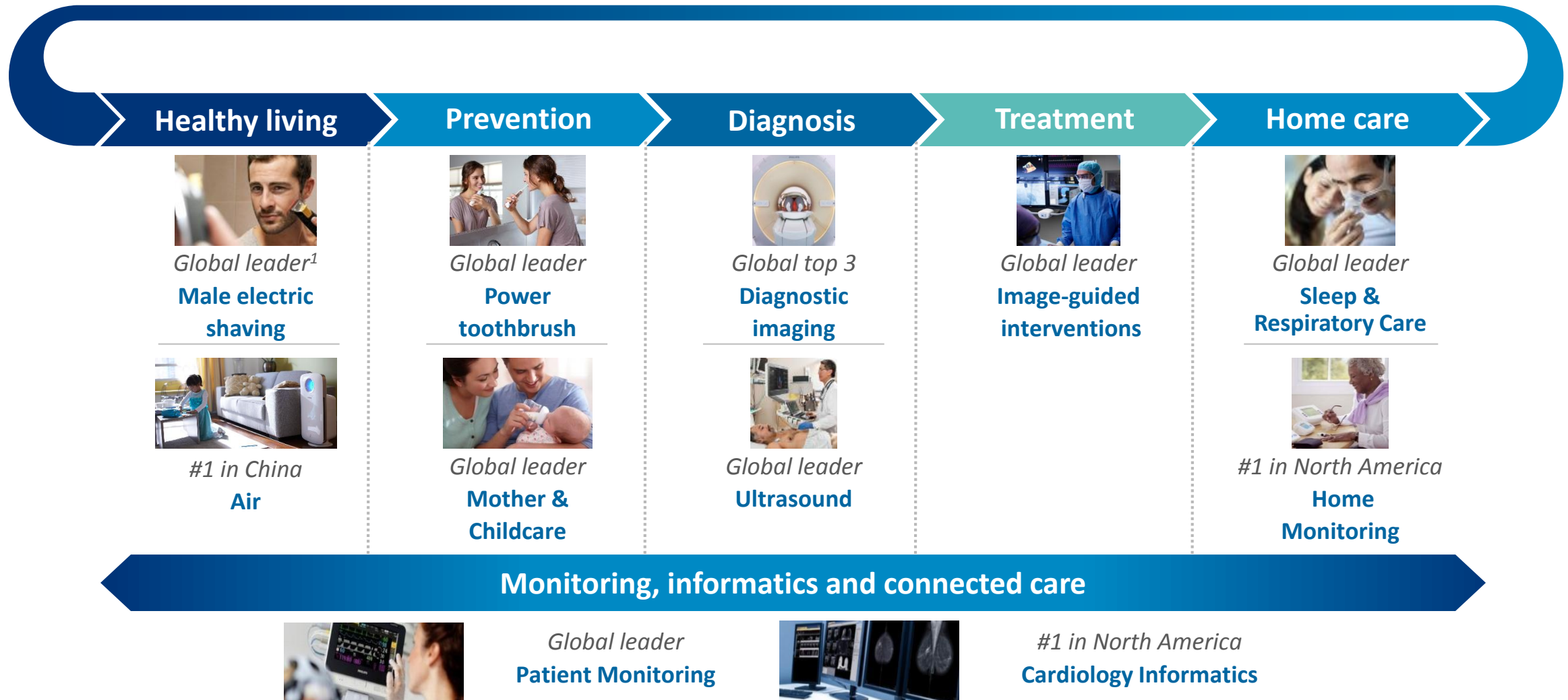
Care shifting to lower cost settings and homes



We see two major opportunities for Philips:

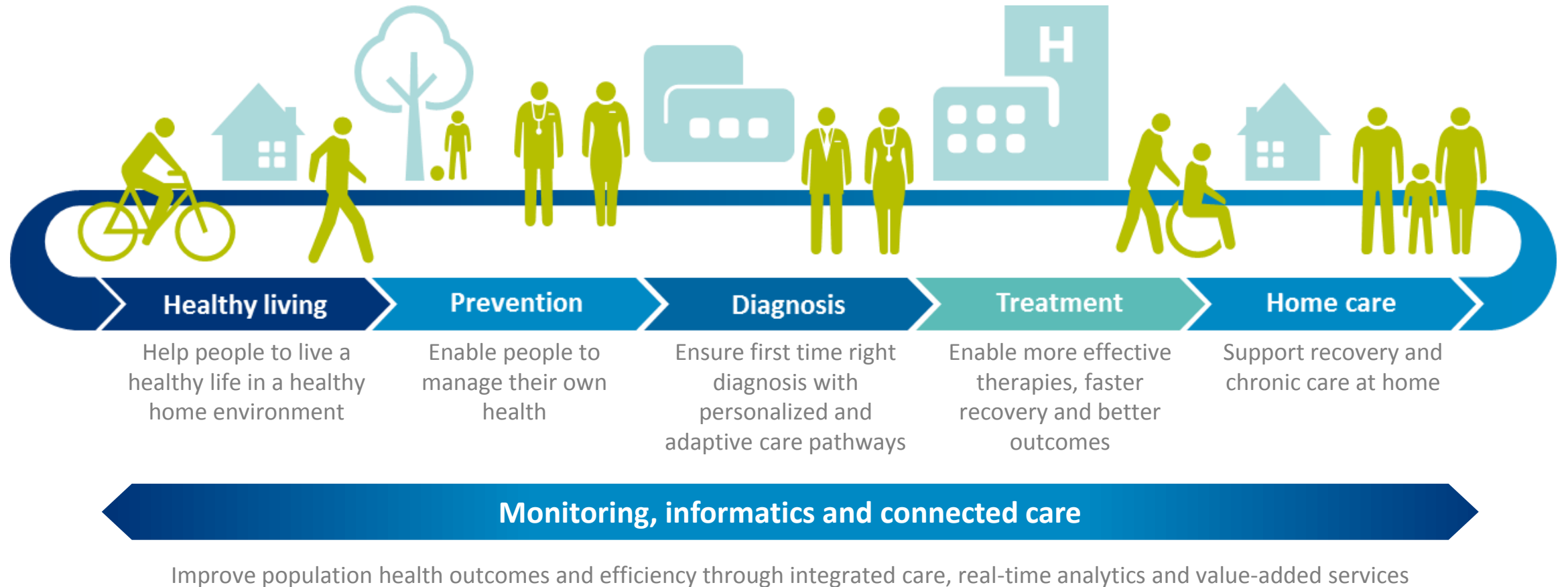
- “Industrialization of care”: enabling providers to deliver lower-cost care and better outcomes
- “Personalization of care”: driving convergence of professional healthcare and consumer health

We build off strong leadership positions



¹ Global leader: #1 or #2 position in the global market.

We target healthcare customer and consumer needs along the Health Continuum



We have a unique position to tap into the HealthTech opportunity

We deliver **leading solutions** that improve **personalized health outcomes** and drive **better productivity** along the Health Continuum, building on our strengths:

Deep consumer and customer insights

Advanced technology and world class design capabilities

Deep clinical know-how and rich data sets

Broad channel access in home and clinical environment

Digital analytics and clinical decision support expertise

Trusted solutions partner with **strong Philips brand**

HealthSuite digital platform enabling solutions along the Health Continuum



Our focus on multi-year strategic partnerships to optimize care

Example - Marin General Hospital

Customer needs

- Improve delivery of healthcare to patients in the region
- Adopt more strategic, long-term approach to improving care delivery and the overall patient experience
- Access to new digital health technologies and innovation afforded by larger health systems while maintaining community focus and independence



Philips – Solution & results

- USD 90 million, 15-year Enterprise Managed Services agreement
- Managed services agreement for imaging systems, patient monitoring and clinical informatics solutions as well as clinical education and consulting services
- Embedded Philips team
- Highly personal patient experience in new hospital building and state-of-the-art Breast Health Center (opening 2020)

Strategic partnership based on enterprise managed services model:



Philips will supply MGH with a broad range of **advanced medical technologies and services**












The hospital will engage **Philips' award-winning design** experts

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We are the clear global leader in lighting

Share of Lighting Sales³

Components	Light Sources	Luminaires	Systems	Services	
<p>LED Components</p> 	<p>Lamps</p> <p>37% Global leader with #1 market share in every region</p> 	<p>Luminaires, Systems and Services for professional and home</p> <p>44% (Professional 37%, Home 7%) Global leader #1 market share in Professional in Europe, LatAm and Asia-Pacific¹ and Top 3 in Home in Europe and Asia-Pacific¹</p>  			 
<p>Automotive</p> 	<p>LED</p> <p>19% Global leader, with #1 market share in Europe and Americas</p> 				

- Leading positions in conventional and key growth businesses: global reach with unmatched channel strength, brand value 3x higher than the next competitor
- Global leader, more than 2x bigger than next competitor²: #1 in Europe, #1 in Growth geographies, Top 3 in China
- Recognized track record of innovation and strong patent portfolio
- Leading the transformation to LED, Systems & Services

Our Lighting strategy and operational plan drive growth and cash flow generation



Optimize cash from Conventional to fund growth

- Our industrial setup is flexible to cater for the conventional market decline dynamics



Fuel growth in LED, Systems and Services

- Innovate in LED products to outgrow market
- Lead the shift to Systems building the largest connected installed base
- Capture adjacent value through new Services business models



Boost performance and execution

- Be our customers' best business partner locally, leveraging our global scale
- *Accelerate!* our operational excellence improvement journey

Lighting: attractive and growing EUR 65+ billion market

Key macro trends drive market growth



The world needs more light



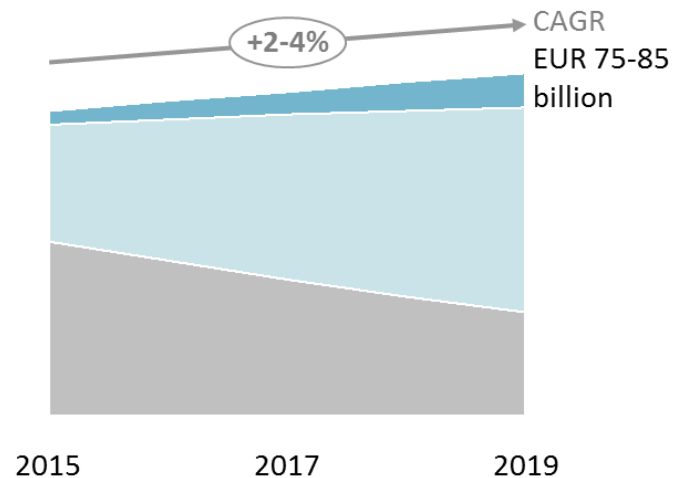
The world needs more energy efficient light



The world needs more digital light

Overall market expected to grow 2–4%, with significant underlying shifts

Global lighting market forecast¹



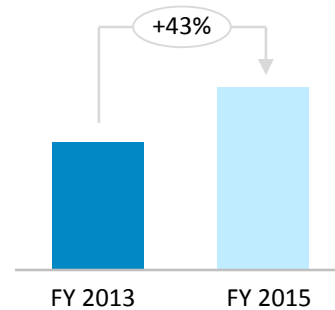
- Systems & Services²
- LED
- Conventional

- | | 2015 - 2019 CAGR |
|--|---|
| 1 Conventional products | Mid-teens decline |
| 2 LED products | Mid-teens growth |
| 3 Systems & Services ² | Systems: 20% to 25%
Services: 40% to 45% |

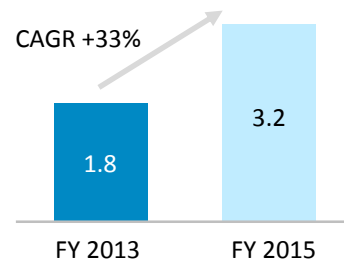
We are the leading LED lighting company

Increased R&D investment in LED leading to improved results

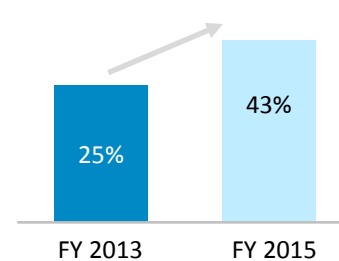
R&D spend LED Indexed



LED sales increase (in EUR billion)



LED as a % of Lighting sales



Increased focus on LED portfolio developments

- We lead the technological revolution by investing significantly in LED R&D
- Total LED sales ~ EUR 3.2 billion in FY 2015
- LED revenue growth and cost productivity gains improve profitability

Leveraging Intellectual Property

- Scope: LED Controls and Basic Optics
- Patent portfolio: 90%+ LED and digital related
- ~1400 Patent rights licensed
- Licensing program has more than 600 licensees

LED lamps margins improve as we focus on cost down and differentiating innovations

Differentiation through innovation



Warm glow

- Replicates the effect of a dimmed halogen or incandescent lamp



The classic LED bulb

- Produced and launched in Europe at <EUR 5
- Frosted incandescent look and feel through the use of glass bulb

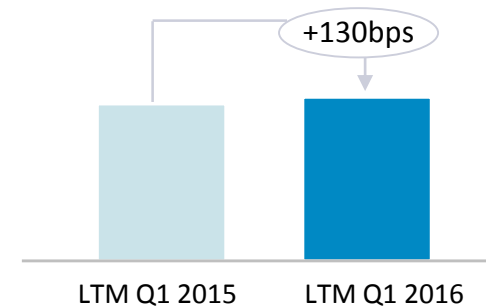


CorePro LED PL-C

- 60% energy saving for conventional PLC lamps used in downlights
- Direct retrofit

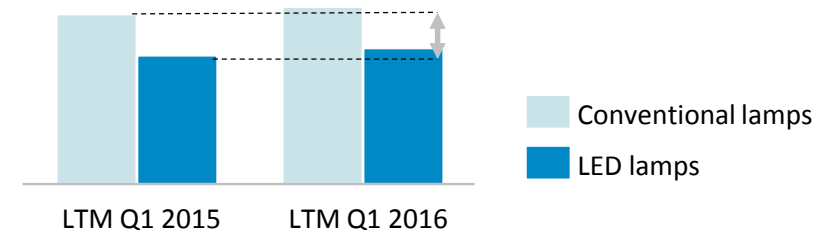
Measures are paying off

Adjusted gross margin LED Lamps



Gross margin gap vs. Conventional is narrowing

Adjusted gross margin



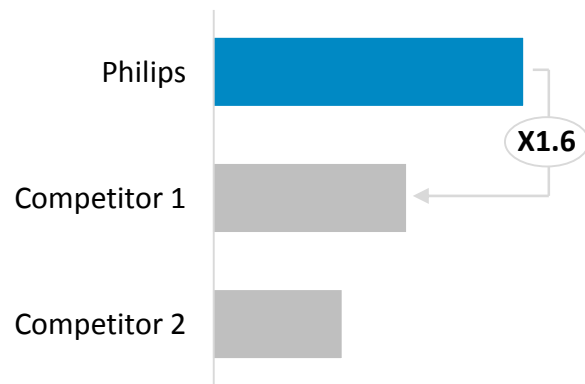
Philips Lighting has made connected lighting systems and services a reality across the globe



Performance remains strong in conventional and our industrial setup is flexible to cater to the market decline

#1 in conventional lamps and drivers

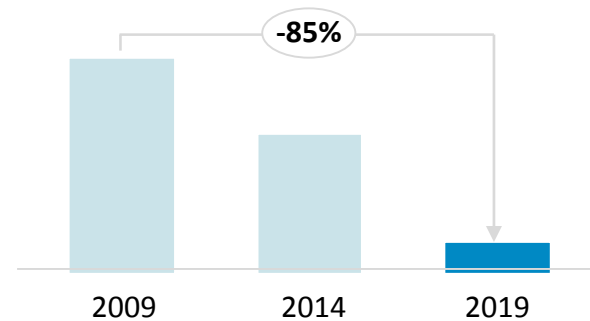
Market share¹



- Capture value by leveraging our:
 - Global market presence
 - Leading technology, trusted brand
 - Extensive customer channels

We adapt capacity in response to market demand

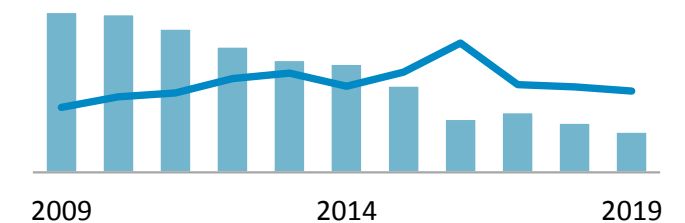
of manufacturing sites, Lamps & Electronics



- Ability to adjust capacity with a 3-month lead time
- Closure of sites accelerated in line with market demand

Measures deliver positive results

Fixed asset turnover ratio, conventional lamps and drivers



- Sales/Fixed assets
- Total Fixed Assets (indexed)

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Accelerate! driving further change and performance

Customer Centricity



- Increase local relevance of product portfolio
- Focused Business-to-Government sales channel; Develop digital and CRM capabilities
- Enhance sales capabilities for Solutions, Systems and Services
- Expansion into adjacent and new growth markets to drive growth

Resource to Win



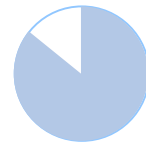
- Increase performance adherence to plan per BMC (Business Market Combination) > 90%
- Targeted investments to drive value creation and extend market leadership
- Strengthen BMC capabilities with global tools, training and ways of working

End2End Execution



- Non-overhead productivity gains of 100 bps margin impact to be achieved by 2016
 - Transform customer chains to 4 Lean business models
 - Roll-out new integrated IT landscape
 - Reduce Cost of Non Quality by 30%, Inventory reduction by 20%
- Accelerate innovation time to market by avg. 40%; Increase customer service to >95%
- EUR 1 billion via Design for Excellence (DfX) over the period 2014-2016

Growth and
Performance Culture



- Focus on the 6 competencies that will accelerate our transformation
- Run and measure monthly performance dialogues to take ownership for the transformation
- Build Philips University to increase learning and competency development
- Excellence practices to increase operational performance; Lean skills for all employees
- Increase Employee Engagement in markets

Operating Model



- Simplify and de-layer organization, reduce overhead costs by EUR 1.8 billion
- Implement the Philips Business System in the organization
- Continue to transform Finance, HR and IT to increase productivity and effectiveness
- Align all employees to common performance management objectives

Supported by dedicated senior Transformation Leadership to ensure execution

Productivity programs continue to improve operational performance

<i>(EUR million)</i>	2011-14 Actual	2015 Actual	2016 Plan	Q1 2016 Actual
Incremental gross overhead cost savings in the period	1,335	290	200	19
Procurement ¹	284	379	~340	67
End2End productivity gains ¹	79	187	~90	41
Restructuring - Accelerate	(456)	(96)	(50)	(9)
Investments ²	(433)	(191)	(140)	(36)

All savings numbers are gross numbers



Accelerate!

¹ The program started in 2014. ² Investments to enable overhead cost savings as well as on the overall execution of the *Accelerate!* transformation.



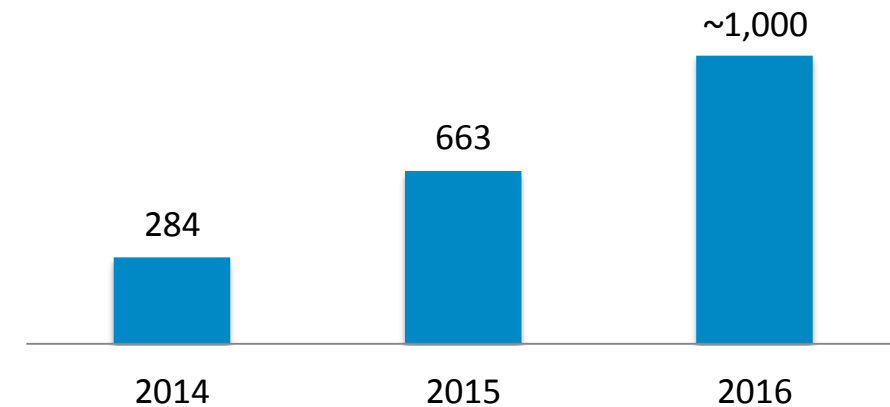
On track to achieve procurement transformation targets

Design for X; X = cost, quality, manufacturing etc.

- End2End approach to product creation, with one integrated procurement team, supply chain, R&D, marketing, finance and the supplier upfront to drive breakthrough cost savings through:
 - Value engineering
 - Re-design the purchasing value chain
 - Leveraging global spend
- Cost savings can be achieved in mature products as well as new product introductions
- Funnel of opportunities targeting additional cumulative savings of EUR 1 billion over the period 2014 to 2016

Cumulative procurement gross savings

EUR million



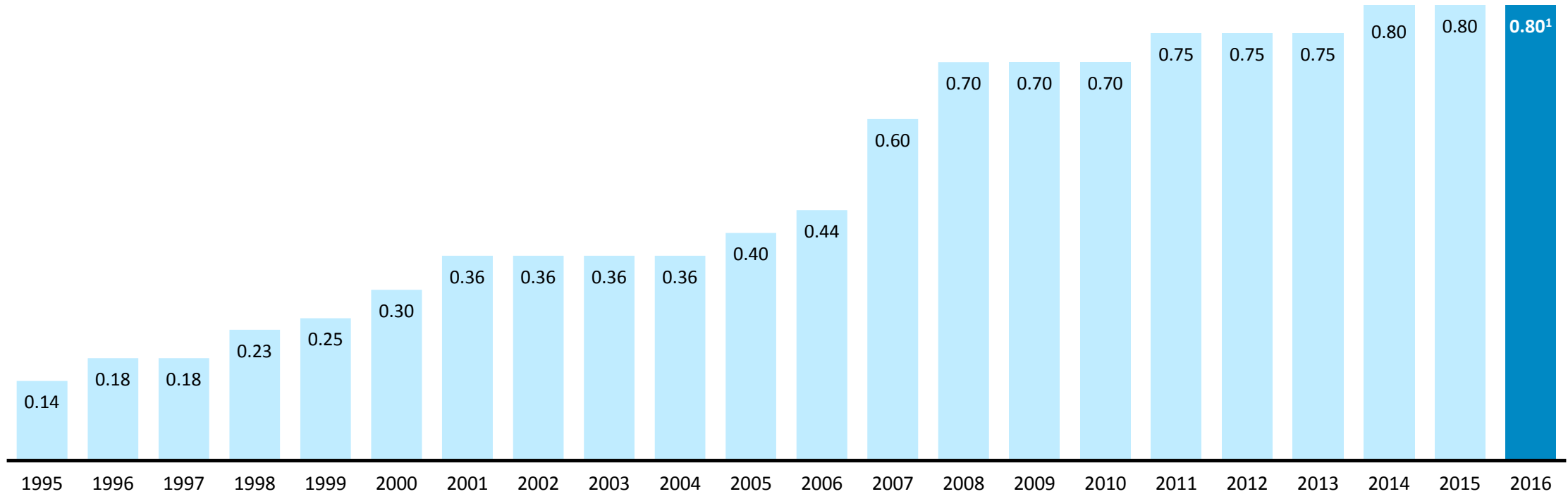
DfX challenges the value chain of products, drives decisions and follow-through

Capital allocation

- Continue to invest in high ROIC organic growth opportunities to strengthen each business
- Disciplined but more active approach to M&A, with a focus on HealthTech, while continuing to adhere to strict return hurdles
- Committed to a strong investment grade credit rating
- Dividend policy aimed at dividend-stability and a 40% to 50% pay-out of continuing net income. Following the intended separation of the Lighting business, the pay-out ratio with respect to future years could be subject to change
- Complete the current EUR 1.5 billion share buyback program by October 2016

A history of sustainable dividend growth

EUR per share



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Performance Highlights - Q1 2016

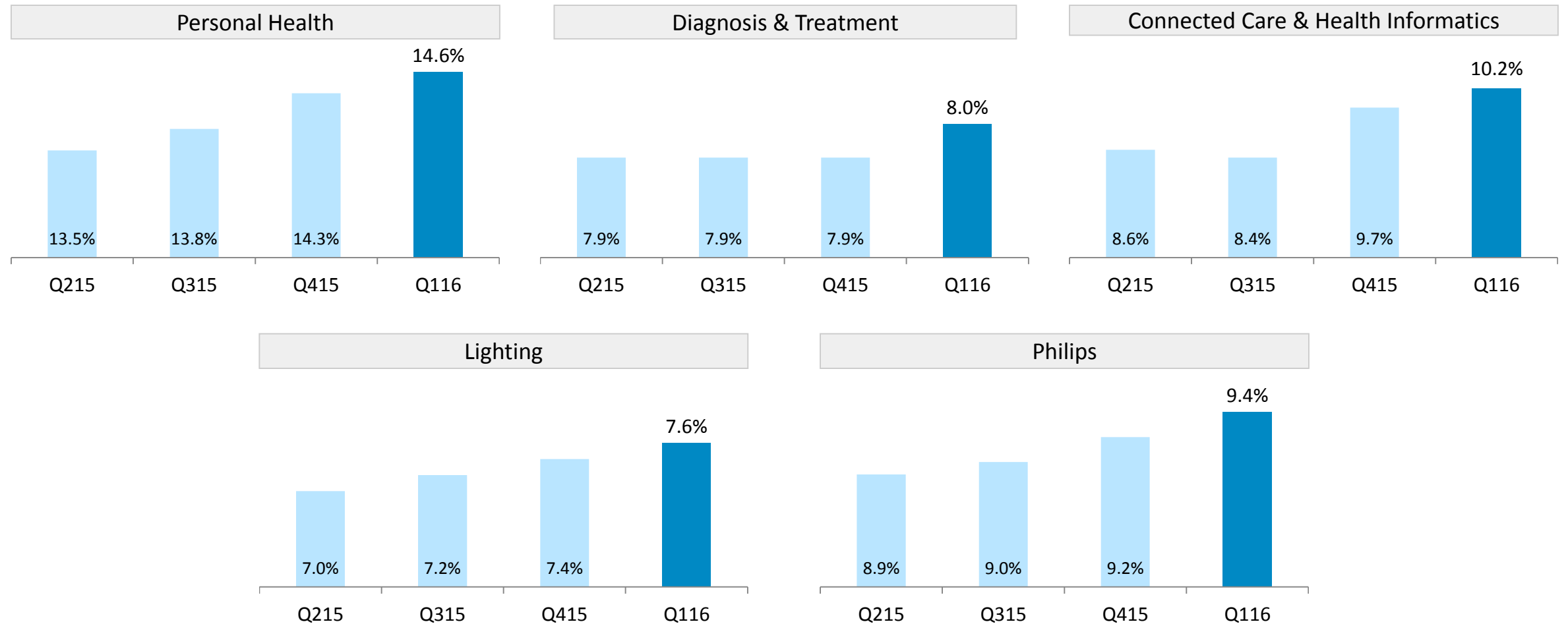
Key highlights

- Comparable sales up 3% compared to Q1 2015
- Comparable equipment order intake down 3% compared to Q1 2015
- Adj. EBITA margin of 6.8%, up 70 bps compared to Q1 2015
- Inventories amounted to 14.7% of sales¹, down 50 bps vs. Q1 2015 on a currency comparable basis
- Free cash outflow of EUR 177 million, compared to outflow of EUR 443 million in Q1 2015
- ROIC was 9.9% excluding charges related to Pension settlements in the US and the UK

	Sales (EUR mln)	CSG	Adj. EBITA margin	vs. LY (bps)	EBITA margin	vs. LY (bps)
Personal Health	1,610	6%	14.1%	130	14.0%	130
Diagnosis & Treatment	1,419	5%	2.3%	80	1.6%	260
Connected Care & Health Informatics	694	9%	3.9%	310	3.3%	710
HealthTech Other	103	(24)%				
Lighting	1,691	(2)%	7.2%	60	6.0%	110
Philips	5,517	3%	6.8%	70	5.3%	100

Adjusted EBITA¹ margin development

Rolling last 12 months

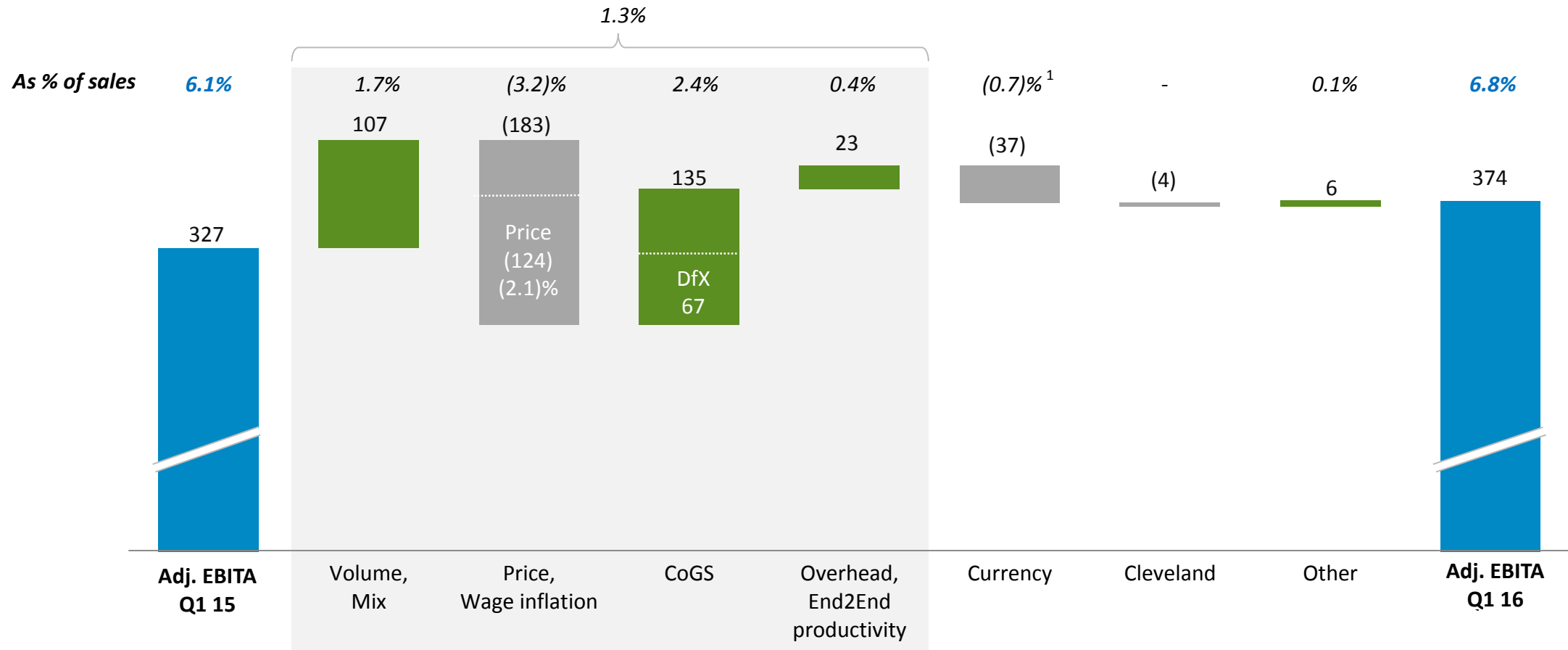


¹ Adjusted EBITA is EBITA excluding restructuring, acquisition-related charges and other items (details on slide 42).

Sales by geography – Q1 2016

	Sales (EUR mln)	Nominal growth	CSG	Share of sales
Western Europe	1,334	0%	0%	24%
North America	1,937	10%	5%	35%
Other Mature Geographies	459	4%	(1)%	8%
Growth Geographies ¹	1,787	(1)%	3%	33%
Philips	5,517	3%	3%	100%

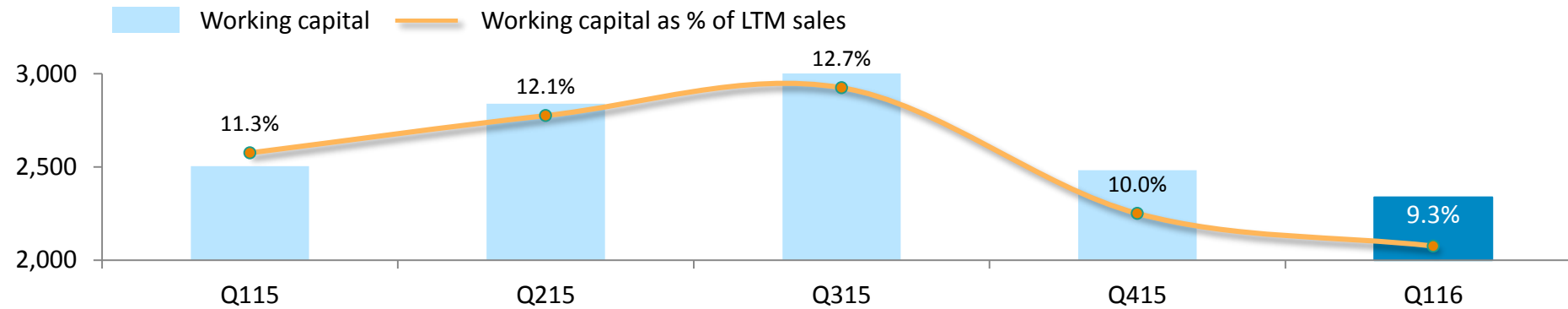
Accelerate! improved operational performance and offset headwinds in Q1 2016



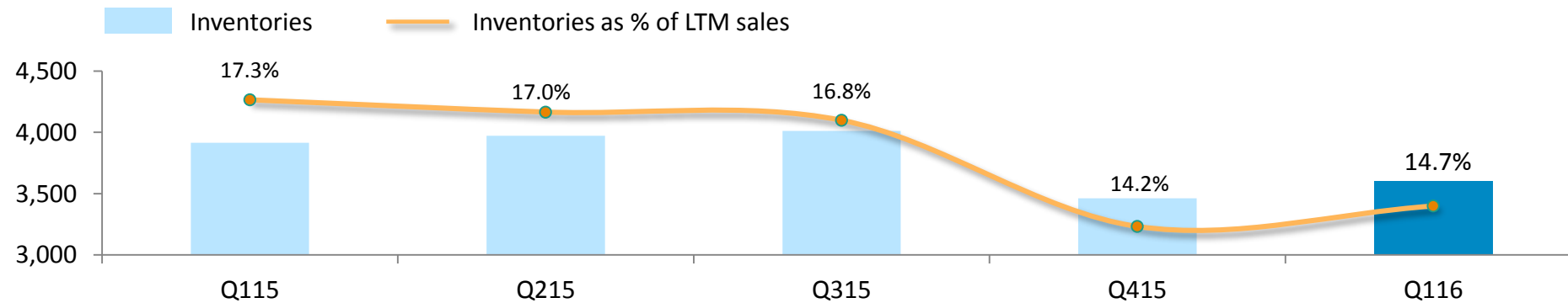
Working capital & inventories

EUR million

Working capital as % of sales^{1, 2}

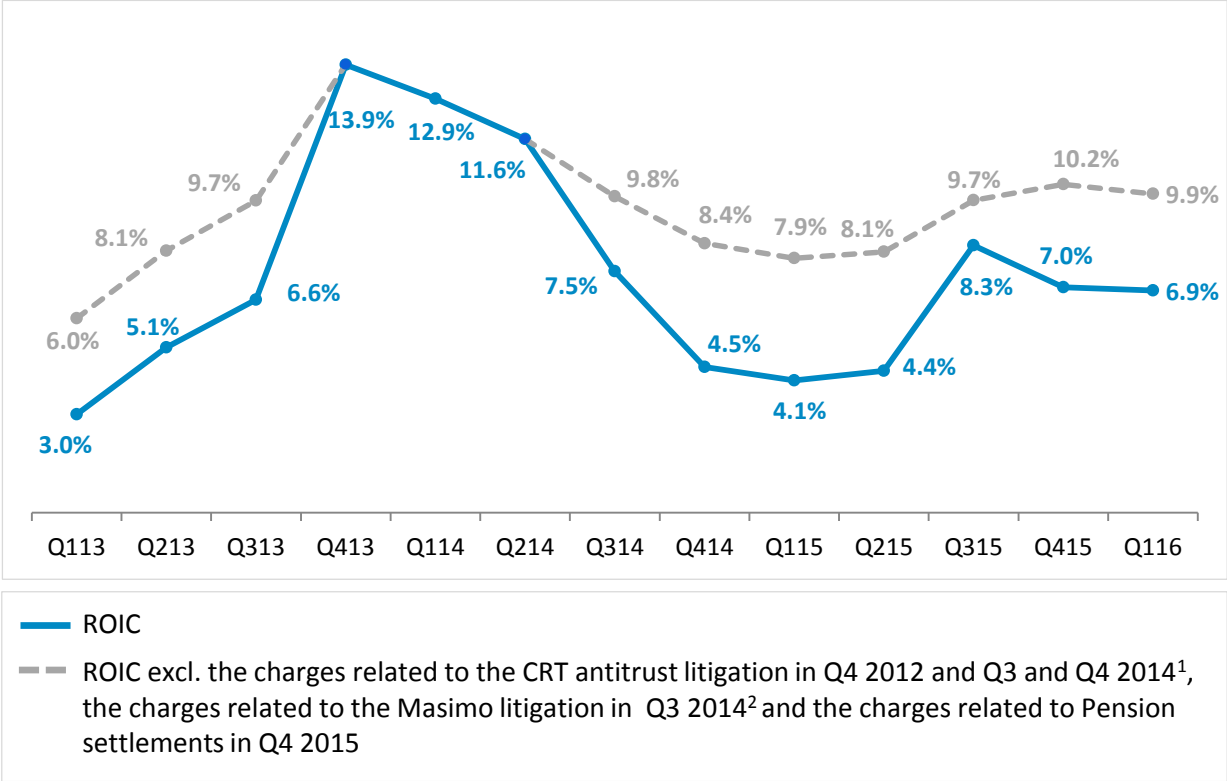


Inventories as % of sales²



¹ Working capital excluding HealthTech Other, Legacy Items and Pension liabilities formerly reported in IG&S.
² Working capital as a % of last twelve months (LTM) sales and Inventories as a % of LTM sales exclude acquisitions, divestments and discontinued operations.

Development of Return on Invested Capital (ROIC)



- ROIC was 9.9% in Q1 2016, excluding charges related to Pension settlements in the US and the UK in Q4 2015
- This compares to 10.2% in Q4 2015 and to 7.9% in Q1 2015, excluding the charges related to the CRT antitrust litigation¹ and the charges related to the jury verdict in the Masimo litigation²
- The net operating capital prior to Q4 2014 still includes Lumileds and Automotive whereas the EBIAT of those businesses have been excluded from all periods shown

Notes:
 Philips calculates ROIC % as: EBIAT/ NOC
 Quarterly ROIC % is based on LTM EBIAT and average NOC over the last 5 quarters
 EBIAT are earnings before interest after tax; reported tax used to calculate EBIAT

35 ¹CRT = Cathode-Ray Tubes, a business divested by Philips in 2001. ² Philips will pursue all relevant avenues of appeal.



Financial calendar 2016

May 12	Annual General Meeting of Shareholders
July 25	Second quarter results 2016
October 24	Third quarter results 2016
November 4	Capital Markets Day

Appendix

Key financials summary

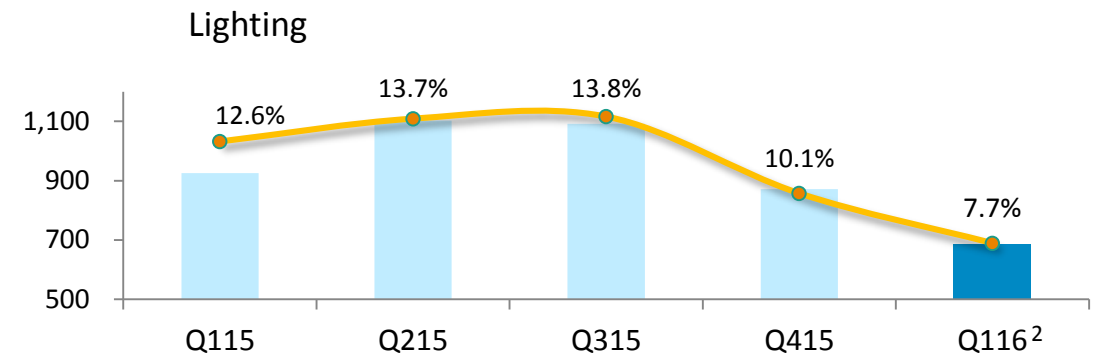
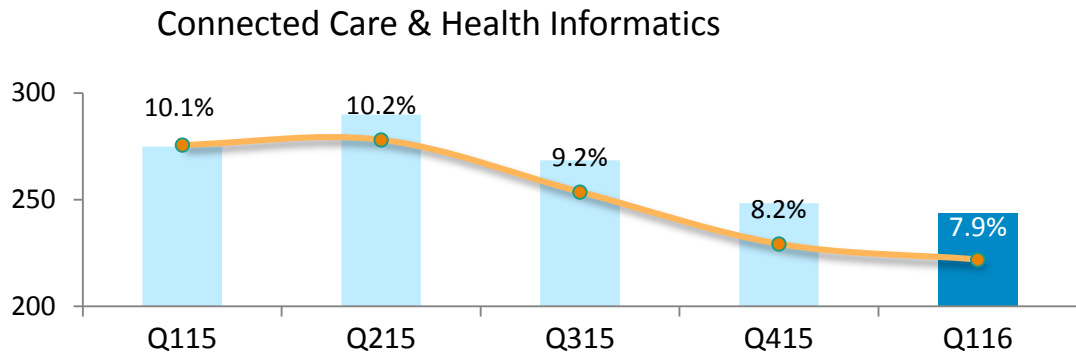
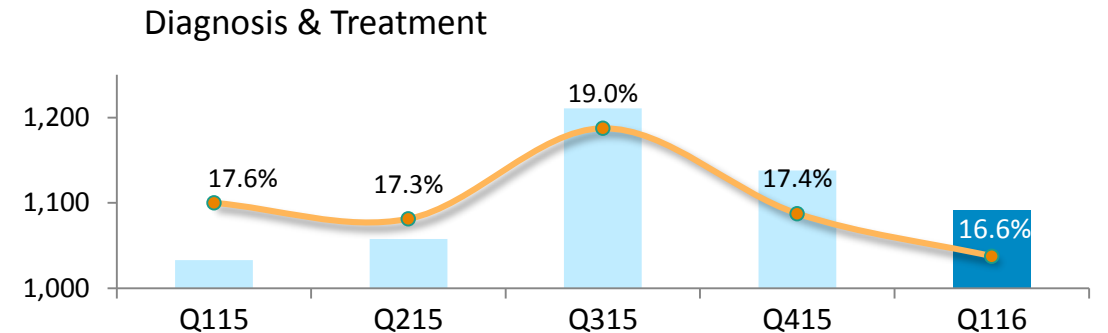
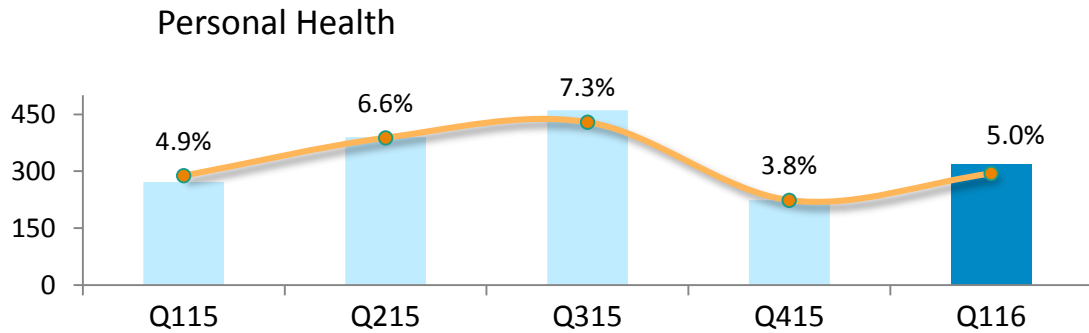
EUR million

	Q1 2015	Q1 2016
Sales	5,339	5,517
Adjusted EBITA	327 ¹	374 ²
EBITA	230	290
Financial expenses, net	(67)	(114)
Income taxes	(31)	(75)
Net income (loss)	100	37
Net Operating Capital	10,977	11,118
Net cash flow from operating activities	(256)	10
Net capital expenditures	(187)	(187)
Free cash flow	(443)	(177)

Working capital per segment

EUR million

Working capital Working capital as % of LTM sales¹



Gross capital expenditures & Depreciation by segment

EUR million

Gross CapEx¹

	Q1 2015	Q1 2016	FY 2014	FY 2015
HealthTech	74	73	348	451
Lighting	18	14	67	72
Legacy Items	0	0	22	-1
Philips	92	87	437	522

Depreciation¹

	Q1 2015	Q1 2016	FY 2014	FY 2015
HealthTech	94	108	381	436
Lighting	32	41	209	143
Legacy Items	0	0	2	3
Philips	126	149	592	582

Development cost capitalization & amortization by segment

EUR million

Capitalization

	Q1 2015	Q1 2016	FY 2014	FY 2015
HealthTech	87	85	374	351
Lighting	6	5	23	24
Legacy Items	0	0	0	0
Philips	93	90	397	375

Amortization

	Q1 2015	Q1 2016	FY 2014	FY 2015
HealthTech	49	54	198	242
Lighting	7	6	33	29
Legacy Items	0	0	0	0
Philips	56	60	231	271

Restructuring, acquisition-related charges and other items

Incidentals (EUR mln)	Q114	Q214	Q314	Q414	2014	Q115	Q215	Q315	Q415	2015	Q116
Restructuring	-	-	(7)	(9)	(16)	(1)	(1)	(1)	(35)	(38)	(2)
Acq.-related charges	-	(1)	1	(1)	(1)	-	1	-	-	1	-
Other Incidentals	-	-	-	11	11	-	-	(31)	(13)	(44)	-
Personal Health	-	(1)	(6)	1	(6)	(1)	-	(32)	(48)	(81)	(2)
Restructuring	(9)	(2)	(4)	(32)	(47)	(8)	3	-	(19)	(24)	(1)
Acq.-related charges	-	-	(1)	(1)	(2)	(24)	(23)	(38)	(22)	(107) ¹	(8)
Other Incidentals	-	-	(50)	13	(37)	-	-	-	(7)	(7)	-
Diagnosis & Treatment	(9)	(2)	(55)	(20)	(86)	(32)	(20)	(38)	(48)	(138)	(9)
Restructuring	(10)	-	1	(21)	(30)	(1)	-	-	(36)	(37)	(4)
Acq.-related charges	-	-	-	-	-	-	-	-	(1)	(1)	-
Other Incidentals	-	-	(366) ²	3	(363)	(28)	-	-	(1)	(29)	-
Connected Care & Health Informatics	(10)	-	(365)	(18)	(393)	(29)	-	-	(38)	(67)	(4)
Restructuring	(1)	(1)	(26)	(30)	(58)	4	6	4	5	19	2
Acq.-related charges	-	-	-	-	-	-	-	-	-	-	-
Other Incidentals	-	-	-	18	18	-	-	-	37	37	-
HealthTech Other	(1)	(1)	(26)	(12)	(40)	4	6	4	42	56	2
Restructuring	(27)	(21)	(35)	(178)	(261)	(27)	(9)	(14)	(42)	(92)	(18)
Acq.-related charges	(3)	(1)	(9)	(7)	(20)	(1)	(2)	(1)	(1)	(5)	(1)
Other Incidentals	-	-	-	(43) ³	(43)	-	-	-	(14)	(14)	-
Lighting	(30)	(22)	(44)	(228)	(324)	(28)	(11)	(15)	(57)	(111)	(19)
Restructuring	(2)	1	2	-	1	-	2	(2)	1	(1)	-
Acq.-related charges	1	(1)	-	-	-	-	(1)	1	-	-	-
Other Incidentals	-	-	(42)	(204)	(246) ⁴	(11)	(27)	(59)	(431)	(528) ⁵	(52) ⁶
Legacy Items	(1)	-	(40)	(204)	(245)	(11)	(26)	(60)	(430)	(527)	(52)
Restructuring	(49)	(23)	(69)	(270)	(411)	(33)	1	(13)	(126)	(173)	(24)
Acq.-related charges	(2)	(3)	(9)	(9)	(23)	(25)	(25)	(38)	(24)	(112)	(8)
Other Incidentals	-	-	(458)	(202)	(660)	(39)	(27)	(90)	(429)	(585)	(52)
Philips	(51)	(26)	(536)	(481)	(1,094)	(97)	(51)	(141)	(579)	(868)	(84)

¹ Includes charges related to the Volcano acquisition. ² Represents charges related to the jury verdict in the Masimo litigation. ³ Includes EUR 68 million of impairment and other charges related to industrial assets and a EUR 13 million past-service pension cost gain in the Netherlands. ⁴ Includes EUR 244 million of charges related to CRT litigation. ⁵ Represents separation costs of EUR 183 million and charges of EUR 345 million related to pension de-risking. ⁶ Represents

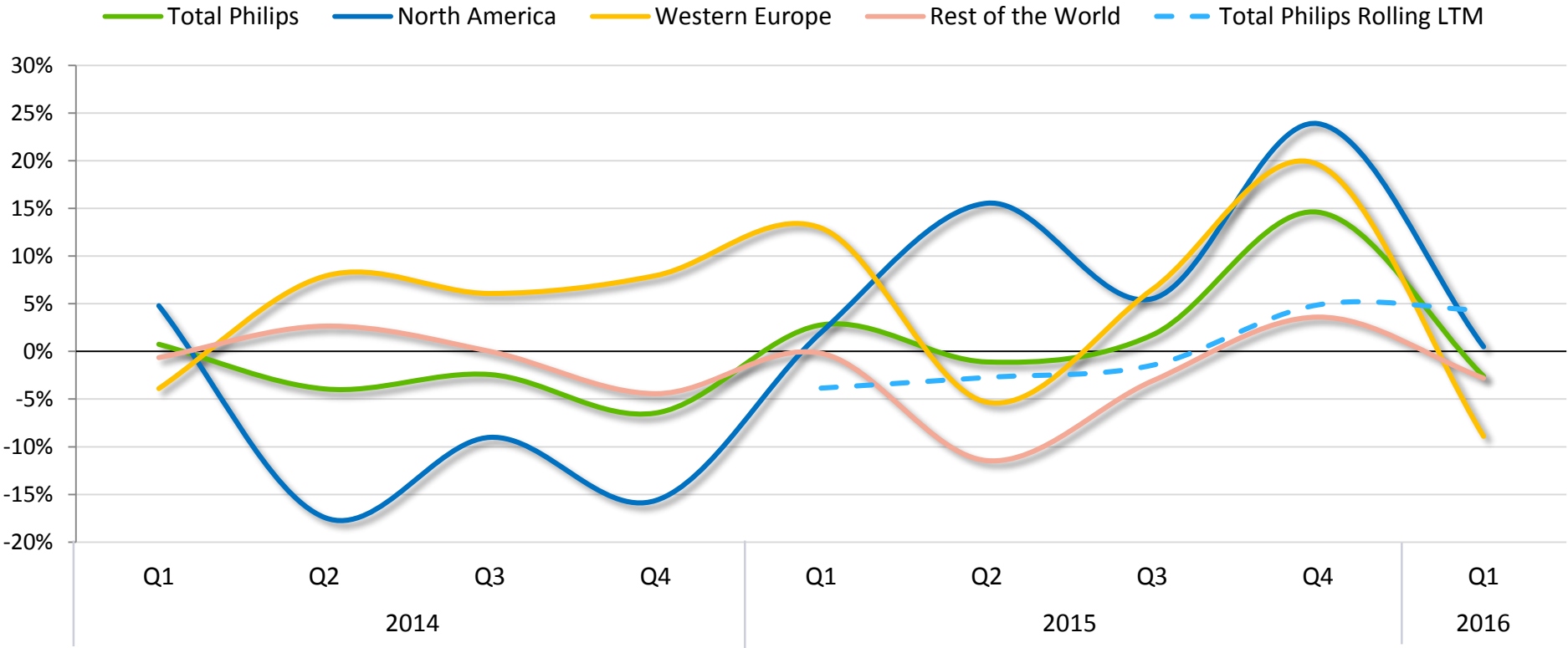
Update funded status pension plans (IFRS basis)

EUR million	Funded status		Balance sheet position (not reported)	
	December 2015	March 2016	December 2015	March 2016
Major plans	(1,593)	(1,467)	(1,683)	(1,557)
Minor plans	(224)	(230)	(224)	(230)
Total	(1,817)	(1,697)	(1,907)	(1,787)

The total funded status and balances improved in Q1 2016 due to a EUR 172 million cash funding to the US Defined benefit plan, as previously announced, partly offset by lower interest rates in Germany.

HealthTech: order intake¹

Quarterly currency adjusted order intake growth



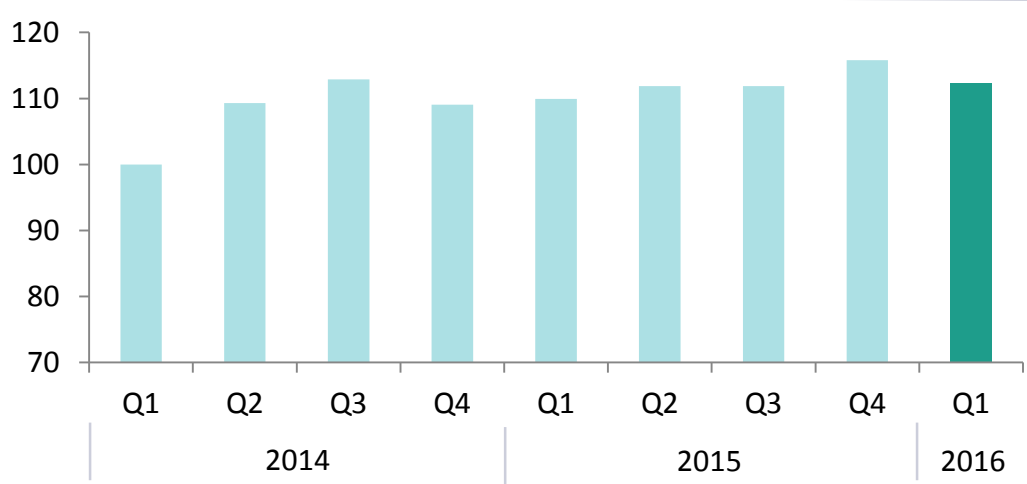
Currency adjusted order intake only relates to Diagnosis & Treatment and Connected Care & Health Informatics

44 ¹ Order intake includes equipment and software orders.



HealthTech: order book

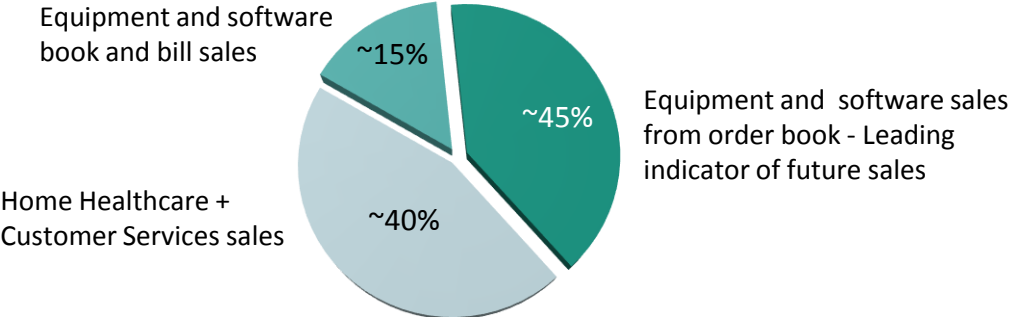
Indexed order book¹ development



Typical profile of order book conversion to sales



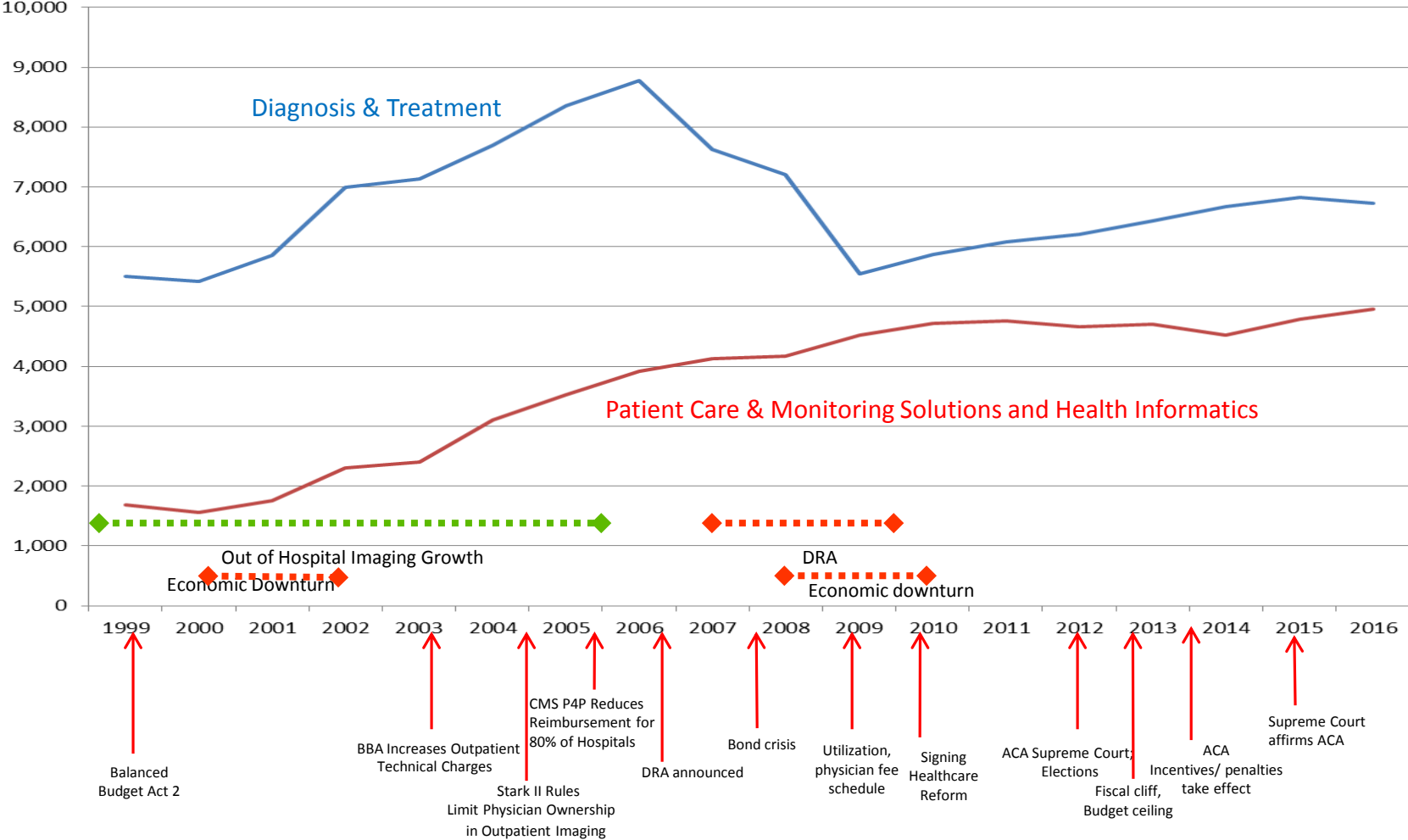
Quarter end order book is a leading indicator for ~45% of sales the following quarters



Approximately 70% of the current order book results in sales within the next 12 months

45 ¹ Order intake includes equipment and software orders.

HealthTech: North America market development¹



The US market is expected to grow by low-single-digit in 2016

46 ¹ Only refers to equipment market for Diagnosis & Treatment, Patient Care and Monitoring Solutions and Health Informatics



