

PHILIPS

Royal Philips Electronics

Gerard Kleisterlee
President and CEO

PHILIPS

sense and simplicity

Forward Looking Statements

Forward Looking Statements

This document contains 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 (including, but not limited to, cost savings) in particular the outlook paragraph in this report. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements. These factors include, but are not limited to, levels of consumer and business spending in major economies, changes in consumer tastes and preferences, changes in law, the performance of the financial markets, pension costs, the levels of marketing and promotional expenditures by Philips and its competitors, raw materials and employee costs, changes in exchange and interest rates (in particular changes in the euro and the US dollar can materially affect results), changes in tax rates and future business combinations, acquisitions or dispositions and the rate of technological changes. Statements regarding market share, including as to 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.

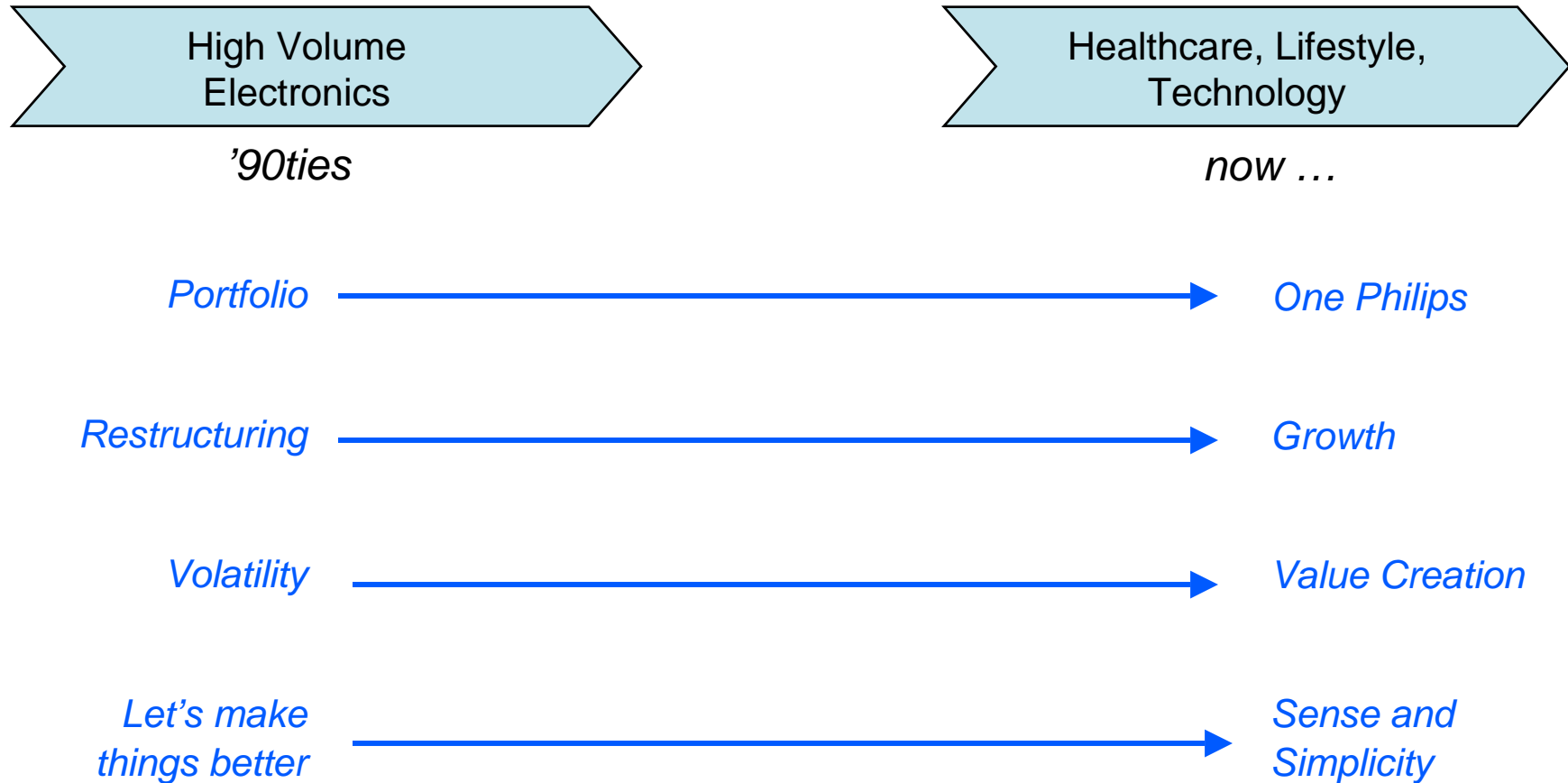
Use of non-GAAP Information

In presenting and discussing the Philips Group's 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 GAAP measures and should be used in conjunction with the most directly comparable US GAAP measure(s). A discussion of the non-GAAP measures included in this document and a reconciliation of such measures to the most directly comparable US GAAP measure(s) are contained in this document.

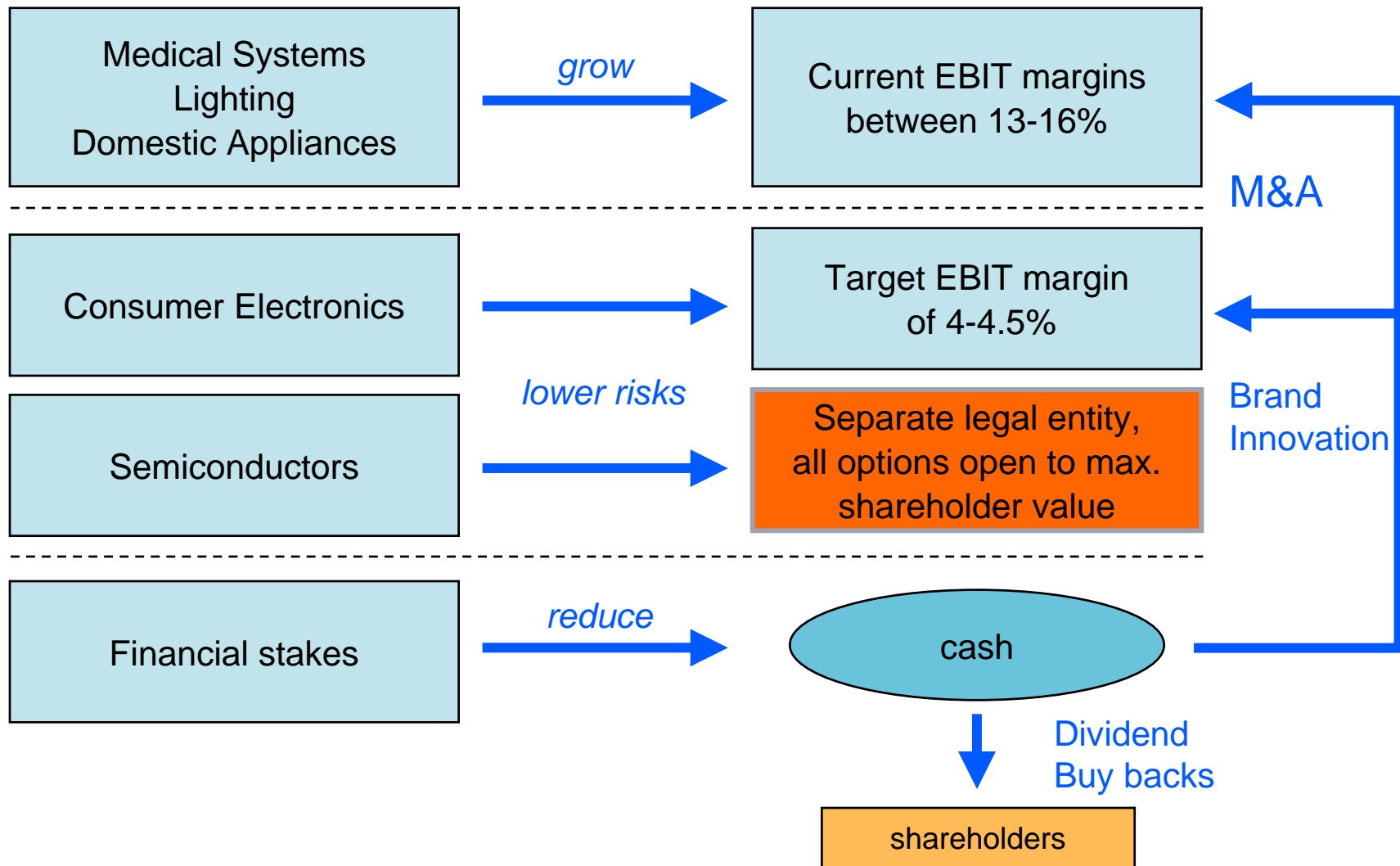
Agenda

- Strategic direction
- Growth strategy
- Acquisition discipline
- Financial discipline
- Conclusion

Strategy Evolution



Philips portfolio now and in the future



Why do we want to invest in Medical

Creating the future

- Long-term growth driven by demographics and economic advancement of emerging markets
- Strong market position and market share
- Making wide use of Philips range of skills
- Strong margins based on innovation
- Strong cashflow
- Comparable sales growth expected at 6% in 2006



Why do we want to invest in DAP

Creating the future

- Breakthrough products through innovation and customer understanding
- Unique appliance-consumable propositions with major consumer brands
- Continuation of marketing excellence and best-in-class cost position
- Expanding retail channels into emerging markets
- Roadmap defined for CHW
- Strong margins
- Strong cashflow
- Comparable sales growth expected at 7% in 2006 with 15-16% EBIT margins



Why do we want to invest in Lighting

Creating the future

- Number 1 market position globally with strong margins and cash flows
- End-user-driven innovation, marketing and supply excellence
- Profitable growth in fast-growing economies in innovative new market segments
- Investments in R&D and capital expenditures to propel innovation and growth
- Strong margins
- Strong cashflow
- Comparable sales growth expected at 6% in 2006



The strengthened business model of CE

Creating the new model

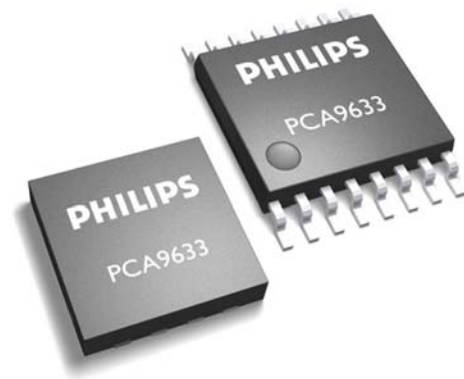
- Business Renewal Program to achieve EBIT margins of 4-4.5%
- Continuous reduction of asset base → negative at year end since 2001
- Further de-risking the business through new business models, e.g. TPV deal
- Outsourced approx. 80% of manufacturing
- Focus on innovation in design and marketing of high-end differentiative products
- Leveraging the Brand



Business model Semiconductors

Creating the new model

- Business Renewal Program: targeted EBIT 5-15% through the cycle
- Asset light strategy
- Announcement in December 15, 2005 to create a separate legal entity for Semiconductors
- Give Semiconductors the flexibility to pursue strategic options to strengthen its long term performance

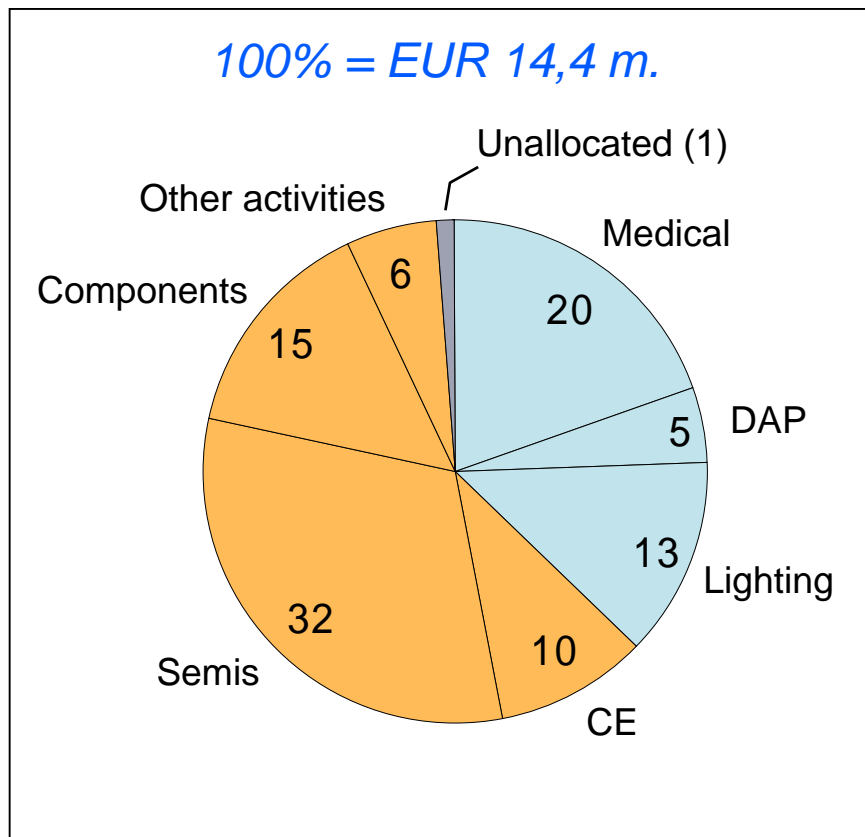


Reallocation of capital towards stable and higher margin businesses

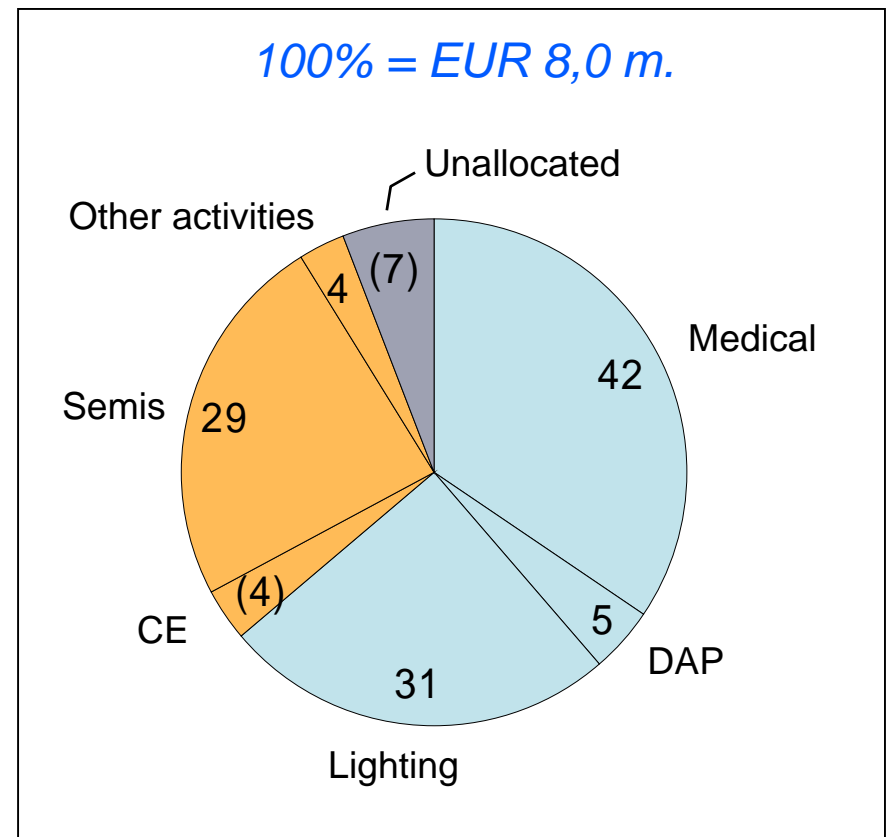
Net operating capital per division as % of total

- Stable and high margin businesses
- High volatility and / or lower margin businesses

2000



2005

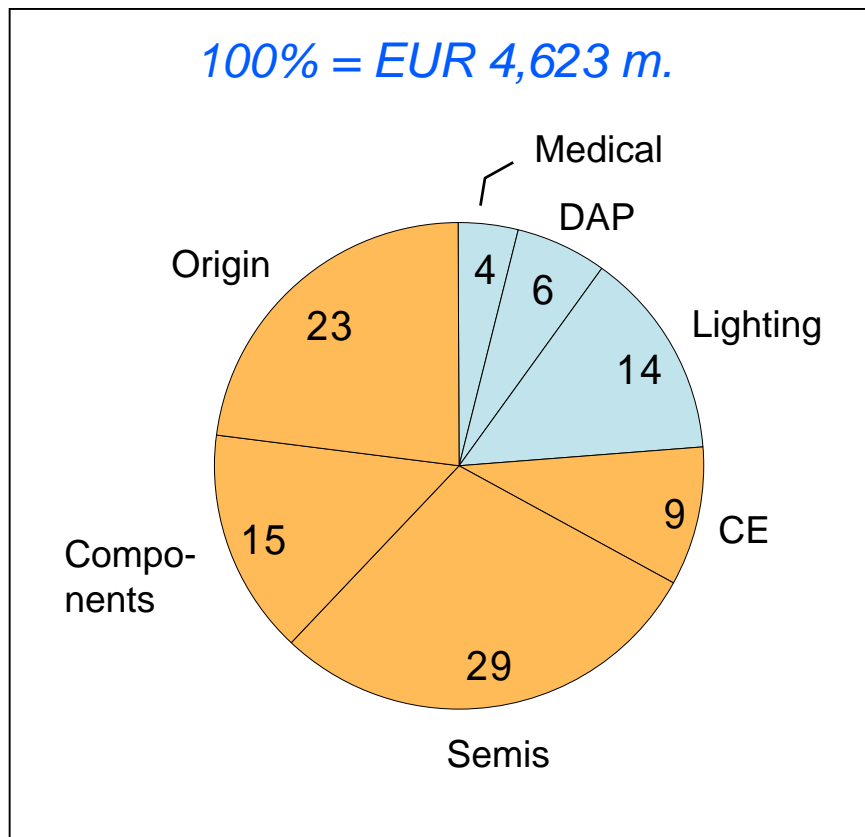


Increased earnings stability

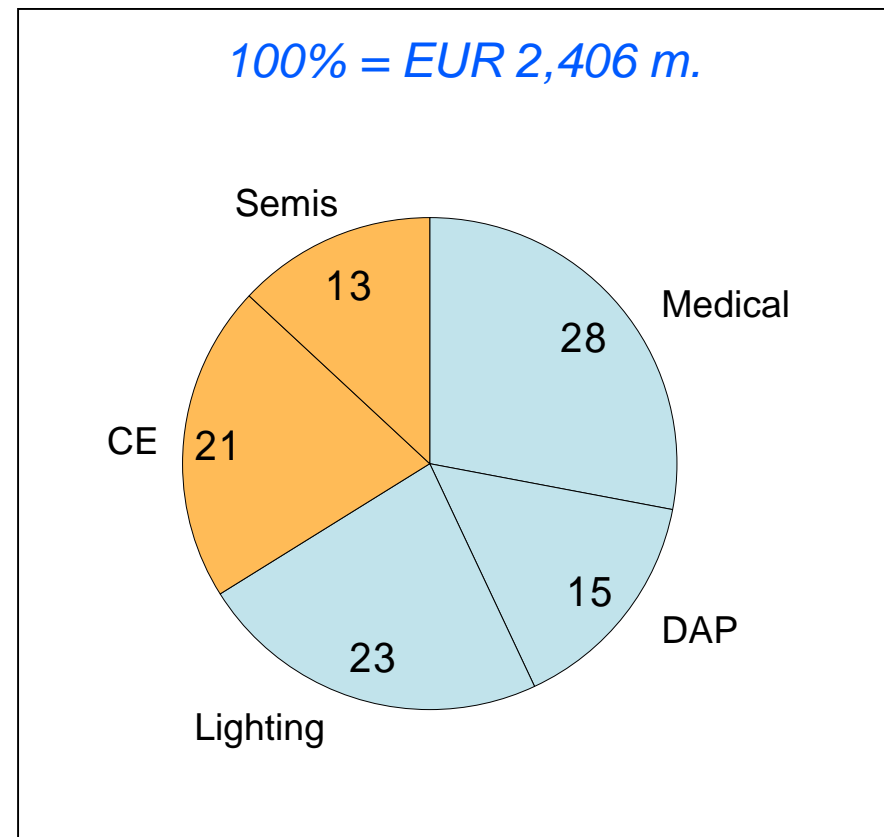
EBIT per division as % of group (excluding Other Activities and Unallocated)

- Stable and high margin businesses
- High volatility and / or lower margin businesses

2000



2005



Agenda

- Strategic direction

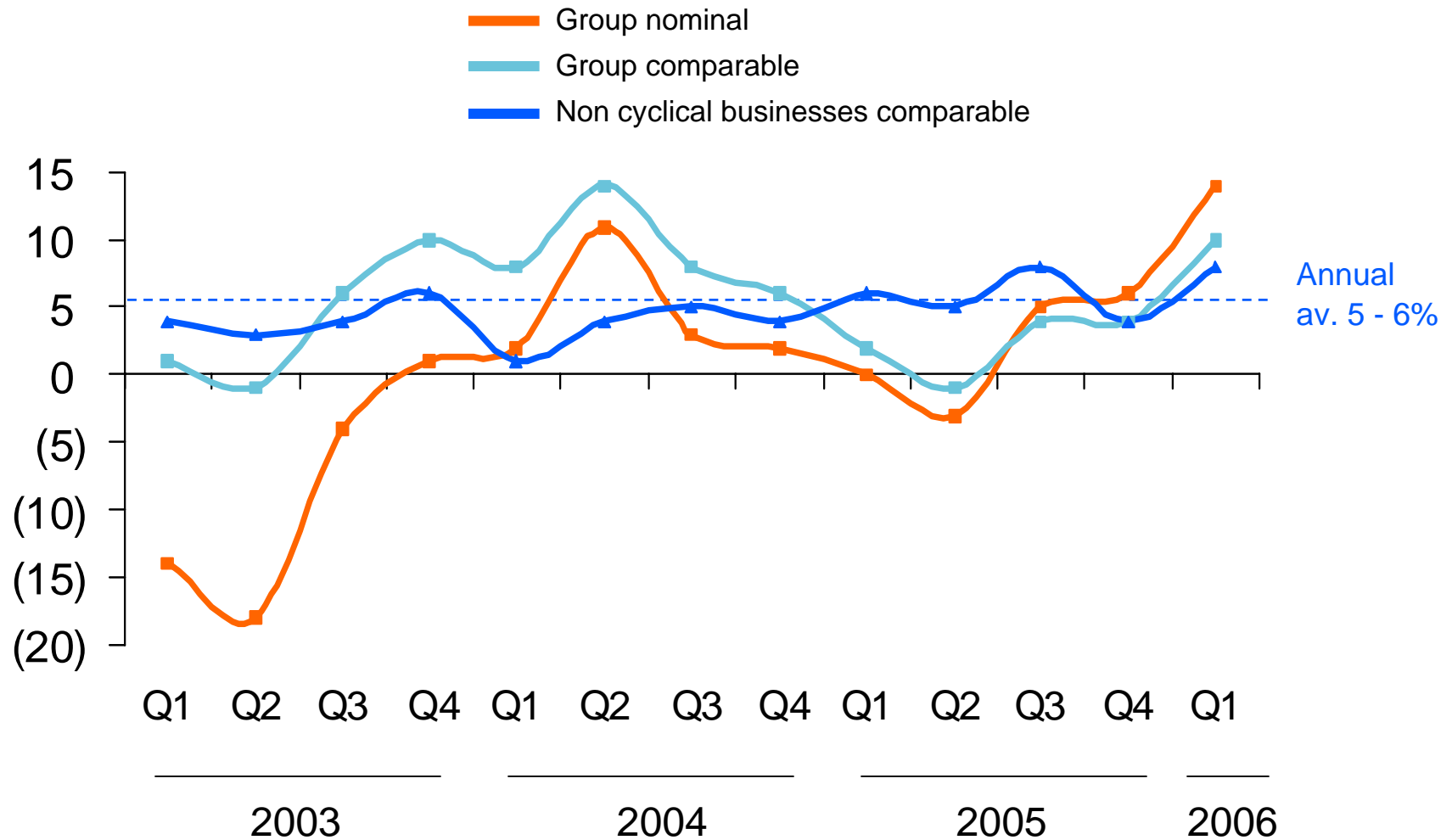
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Comparable sales growth towards annual average of 5-6%



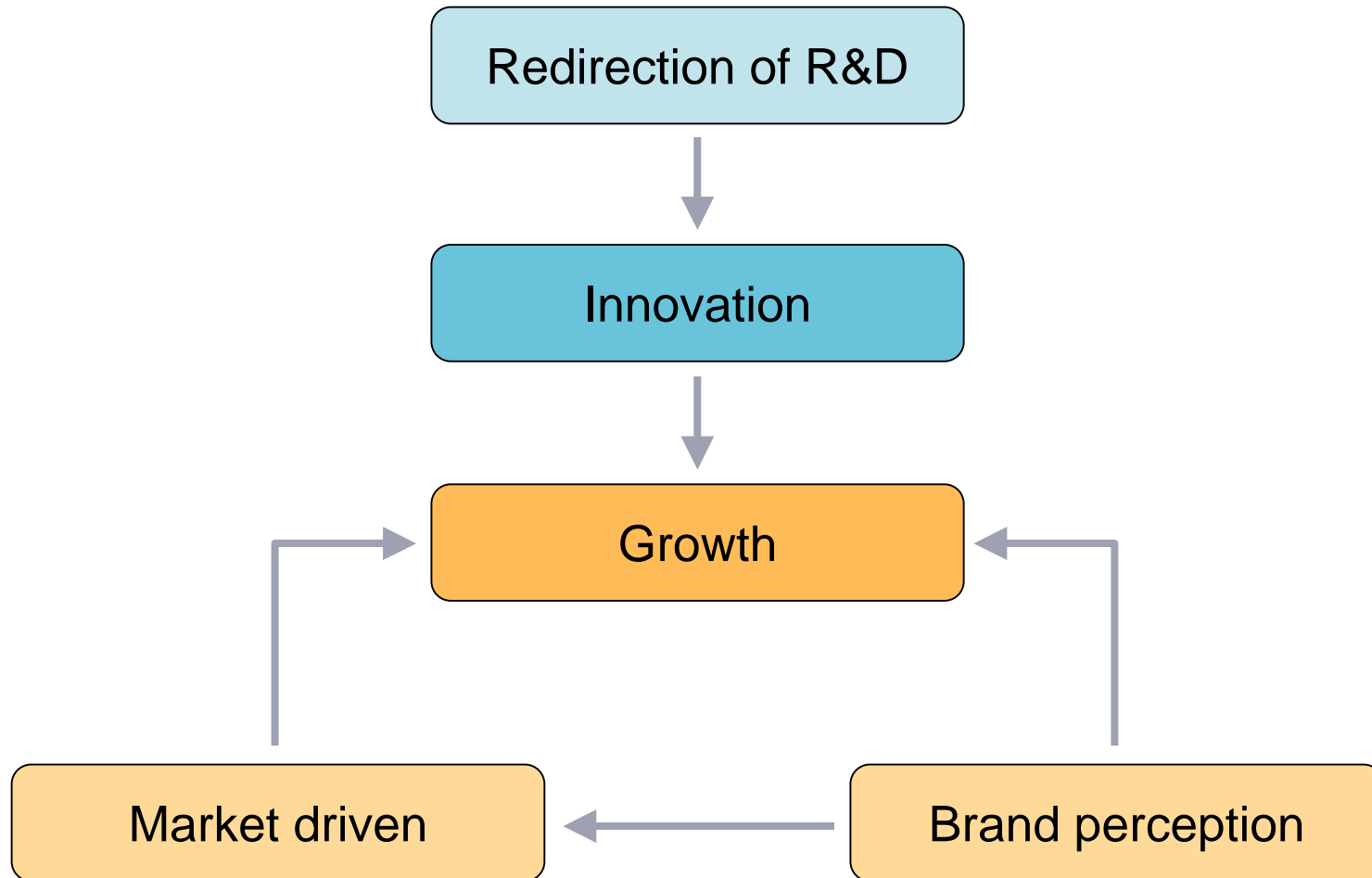
Non cyclical business = Medical Systems + Lighting + DAP

Comparable sales growth towards annual average of 5-6%

	2005	1Q06	Disclosed target
Medical	7%	8%	6%
DAP	6%	10%	7%
Lighting	4%	8%	6%
CE	5%	16%	*
Semiconductors	0%	13%	*
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<i>Total Group</i>	4%	10%	5 – 6%

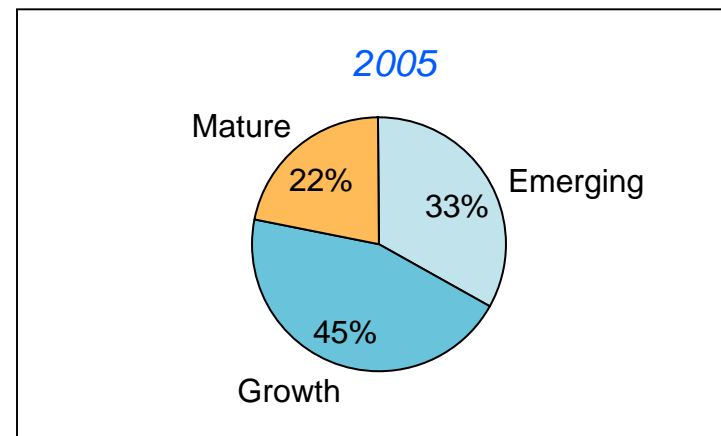
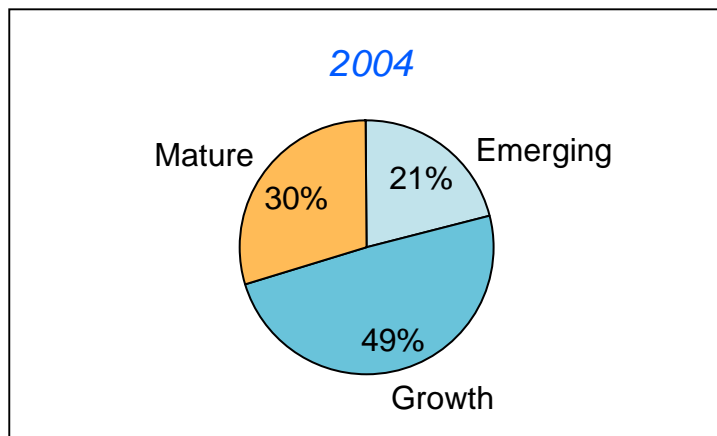
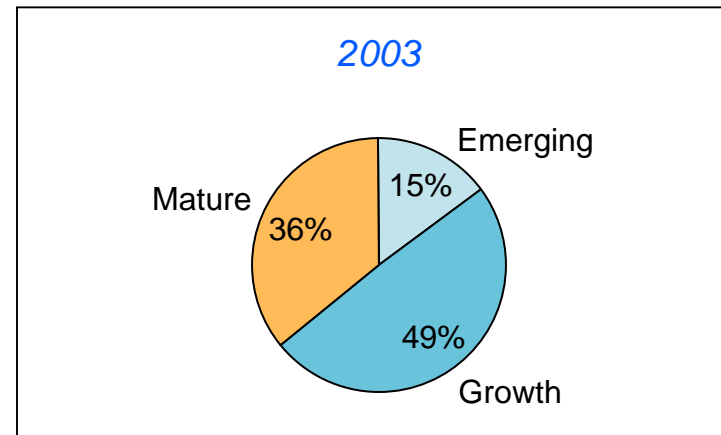
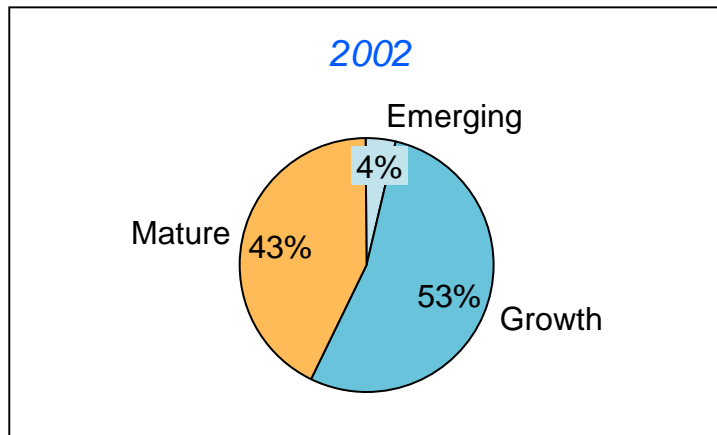
* No targets disclosed

Creating growth opportunities



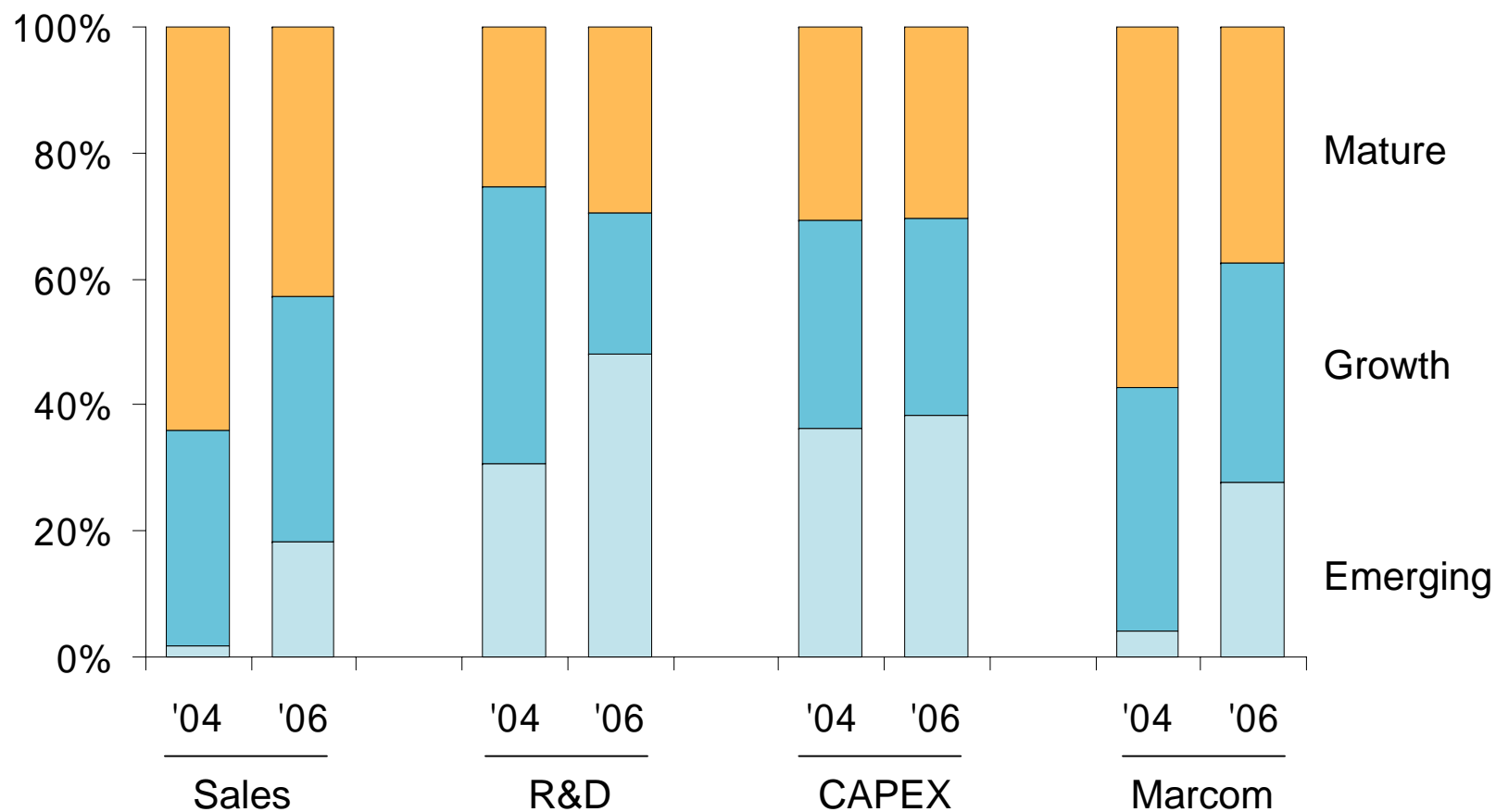
CE – To secure the future, we have refocused our R&D investments to fuel the innovation engine

Redirection of R&D in CE



DAP – Capital allocation

Redirection of R&D in DAP

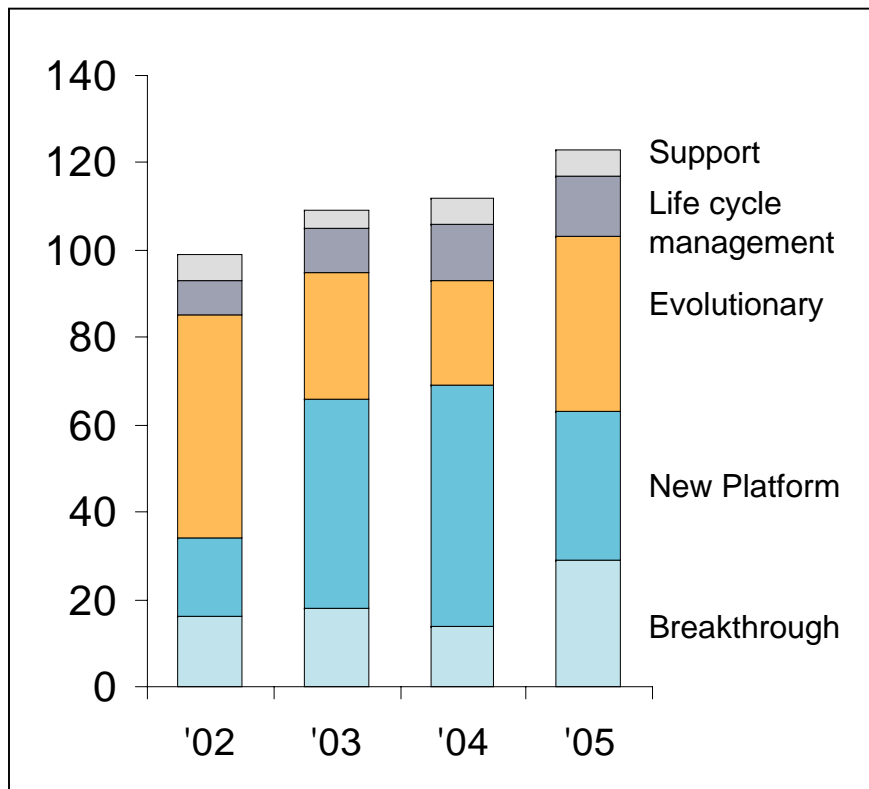


PMS – Renewing Product Portfolio

Redirection of R&D in Medical

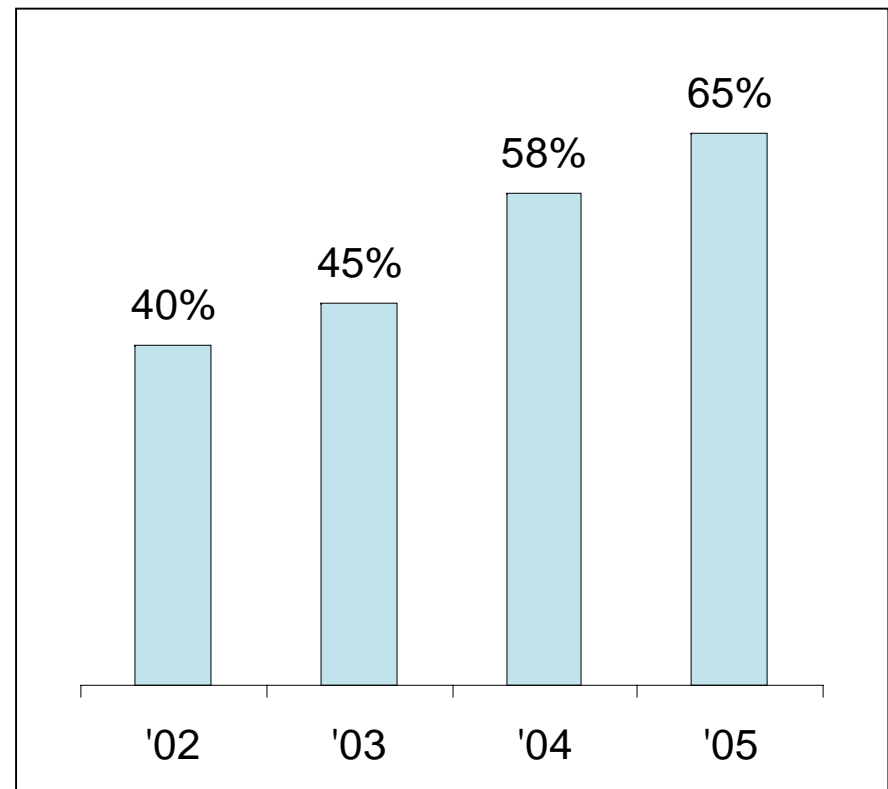
Balanced Investment

*R&D spending at comparable currency
(indexed: 2002=100)*



Accelerated Product Renewal

% Revenues based on products < 2 yrs old



Significant new product introductions in 2005/2006

Medical Systems

iu 22



Panorama MR 1.0T



Brilliance CT



Xtenity



DAP



Bodygroom



Smart Touch XL



PerfectDraft

Consumer Electronics



Ambilight



VOIP video phone



GoGear JukeBox

Wireless music center



Lighting

UHP



Mini CDM Mastercolour



Aptura



Nightguide



Semiconductors

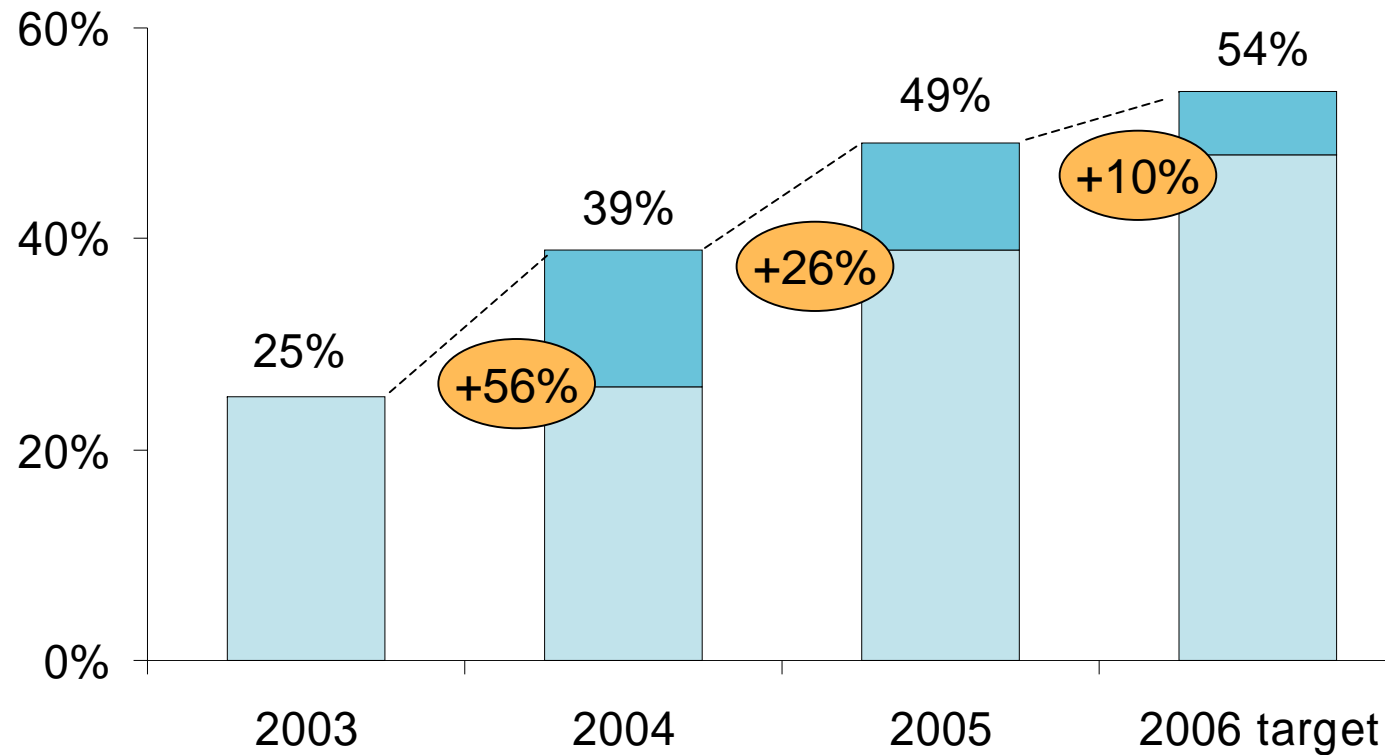


Near Field Communication

TV on Mobile



Group revenues from new products



Brand strength

- Deployment of brand strategy
 - sustained competitive investment behind brand campaign
 - developing and airing product-based advertising
 - *resulting in improved brand rankings*
- Creating conditions to deliver brand promise
 - by embedded filters in all key processes we ensure that everything we do is
 - designed around a relevant end-user insight
 - easy to experience
 - technologically advanced
- Go-to-market approach
 - direct resources to areas with most potential growth
- Further develop marketing organization
 - attract marketing talent
 - increased focus on business development to support innovation projects

Becoming a more market driven organization

- Continued roll out of “Sense and Simplicity” moving Philips to rank 53 from 65 last year in Interbrand/Business Week
- Medical Systems ‘most customer-driven’ for the 2nd year in the USA
- Key Account Management under International Retail Board resulting in 25% growth with top 6 accounts, representing sales of EUR 2.5 billion
- Named ‘International Supplier of the Year’ by WalMart
- Philips Lighting (US) named ‘Best of the Best’ for Marketing by National Association of Distributors
- Reorganized Semiconductors into 4 market oriented Business Units

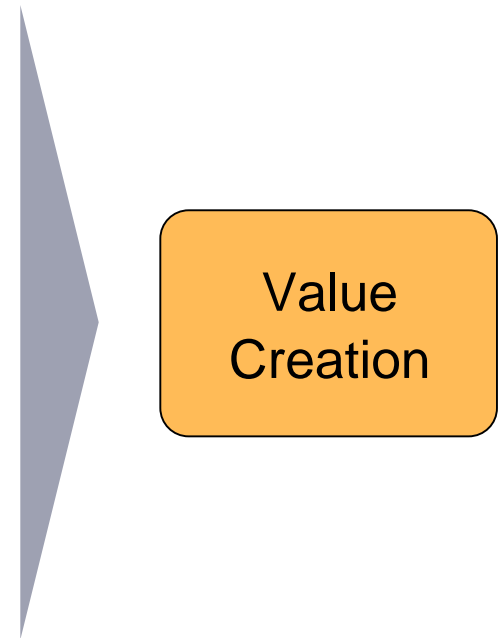


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Guiding principles for acquisitions

- ① Growth opportunities
- ② No or time-limited margin dilution
- ③ Quality of management
- ④ Clear commercial, clinical, and technology synergies
- ⑤ Complementary position
- ⑥ Strong market position
- ⑦ Integration strategy part of acquisition decision
- ⑧ Walk-away price set at discussion start
- ⑨ A good alliance is an alternative to acquisition



Growth through acquisitions

Stentor
EUR 194 m.

- ▶ World-class unique technology for cardiology PACS
- ▶ Number 1 KLAS ranking in multiple rankings
- ▶ Synergies with imaging business
- ▶ Leverage Philips' world-wide resources

Witt Biomedical
EUR 137 m.

- ▶ Leading position in integrated Cath Lab
- ▶ Number 1 KLAS ranking in hemodynamics and clinical reporting
- ▶ Strengthened in cardiology market

Lifeline
EUR 579 m.

- ▶ Number 1 in Personal emergency response
- ▶ Become global player in home healthcare
- ▶ Leveraging Lifeline sales & distr. channels
- ▶ Leverage Philips' technologies
- ▶ Access to target group

Lumileds
EUR 788 m.

- ▶ Number 1 in high brightness LED
- ▶ Strengthen position in emerging and fast growing LED markets

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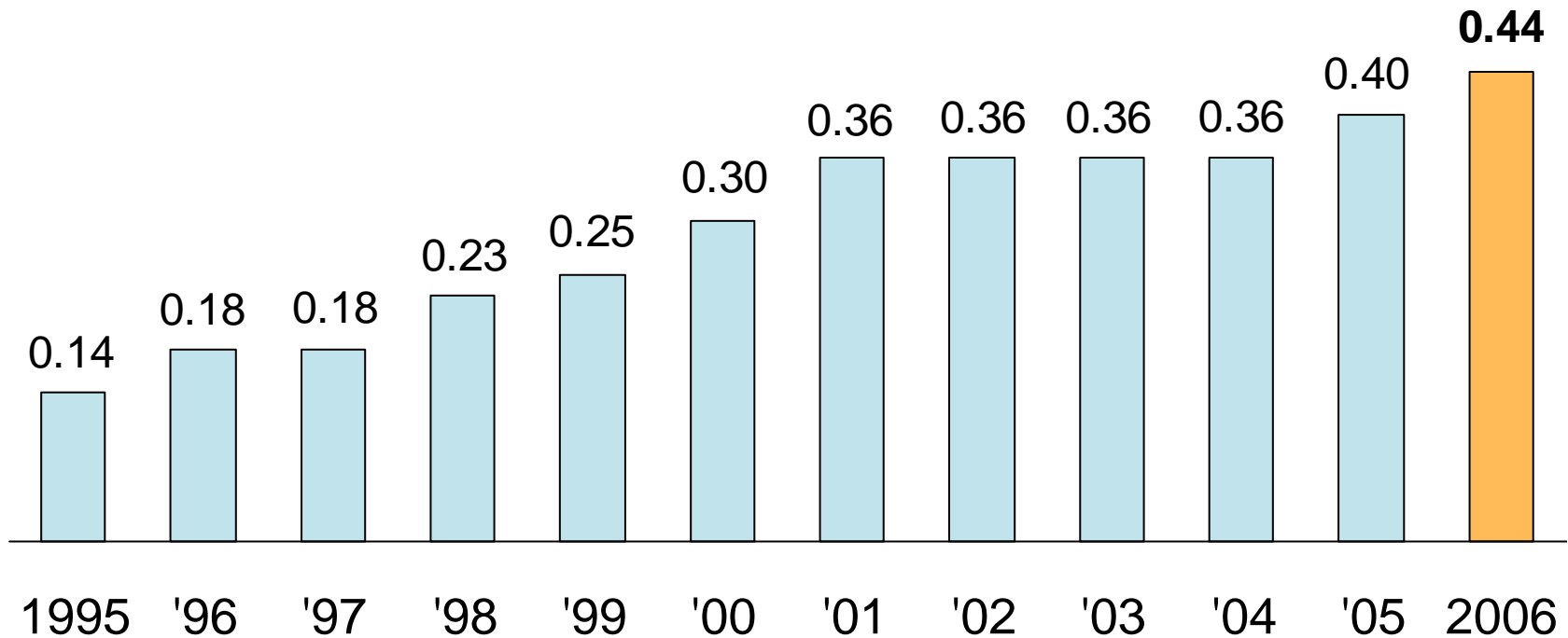
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Delivering consistent performance

- Strong balance sheet
- Ongoing cost reduction programs
- Continuous improvement in operational efficiencies
- Significantly reduced NOC

Dividend paid

Amounts in EUR



Financial assets: Cash generated from sale of participations

EUR million

	2004	2005
Sale securities	883	67
Sale Atos Origin shares	552	554
NAVTEQ	672	932
TSMC	–	770
LG.Philips LCD	–	938
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Total	2,107	3,261

Financial assets: Cash utilization

EUR million

	2004	2005	Announced 2006
Acquisition Lumileds	–	788	–
Acquisition Stentor	–	194	–
Acquisition Witt Biomedical	–	–	137
Acquisition Lifeline	–	–	579
UK pension fund	–	–	582
Share repurchase program	–	1,821	414
Dividend	460	504	523
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Total	460	3,307	2,235

Major publicly quoted investments

	number shares rounded in millions	% ownership	Market value May 18 th , 2006 <i>in EUR m.</i>
TSMC	4,066	16.4	6,250
LG.Philips LCD	118	32.9	3,980
TPV	263	14.7	199
JDS Uniphase	39	2.7	85
FEI	8	25.1	150
Total			10,664

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Summary

- Grow in Healthcare
- Focus on Innovation
- Higher margin products & markets
- Improving predictability in results
- Strong operational cashflow
- Focus on shareholder value

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