

A man with dark curly hair is shaving his face in a bathroom. He is looking into a round mirror, and his reflection is visible. He is holding a black and green electric shaver. The background shows a window with a wooden frame and some green plants.

# Personal Health

**Superior innovation, experience design  
and sustainability**

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**PHILIPS**

# Strong leadership across businesses, supported by innovation and a trusted brand

## Personal Care



EUR 1.9 billion sales

#1 Electric shaving & grooming

#1 Intense Pulsed Light

## Oral Healthcare



EUR 1.2 billion sales

#2 Globally, #1 US

Rechargeable power toothbrush

## Mother & Childcare



EUR 0.4 billion sales

#2 Bottle feeding

#1 Pregnancy engagement app

# Attractive growth in personal health and hygiene market

## Addressable market

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EUR **18 billion**  
in 2023

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Mid-single-digit  
2022-2025 CAGR

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## Key market trends

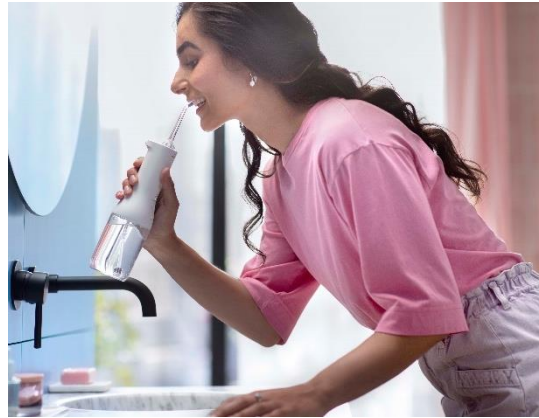
- ~70% of consumers use manual blades or manual toothbrushes
- Consumers want better self-care and are receptive to technology
- Consumers want tailored experiences
- Emerging markets growing fast and need accessible solutions
- 45% of consumers look for ways to minimize environmental impact

# Focus on consumer experience leveraging deep insights, growing the core and driving operational excellence



## Delight consumers with superior experiences

- Superior innovation
- Superior experience design
- Strong sustainability drive



## Drive category growth and new channel expansion

- Customer partnerships
- Locally relevant accelerators

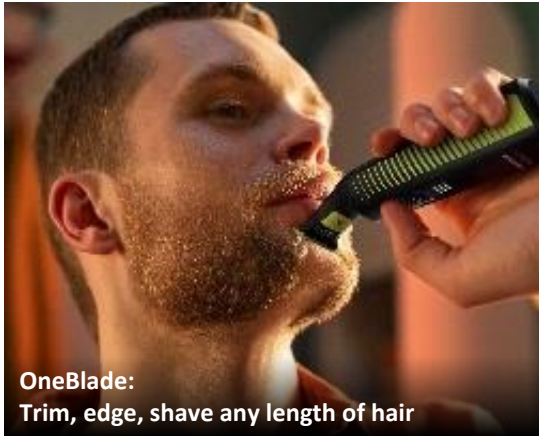


## Deliver operational excellence

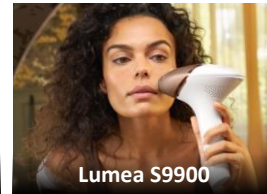
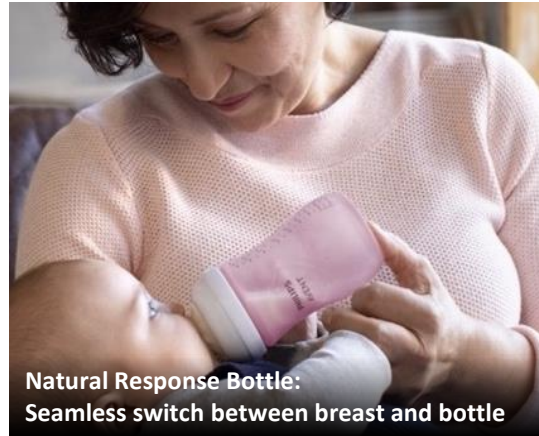
- Innovation
- Operations
- Commercial

# Recruiting consumers into better care behaviors through meaningful products and solutions

## Superior innovation



## Superior experience design



## Strong sustainability drive



- Eco-design principles
- Reduced plastic packaging
- Recyclable and bio-based plastics
- Refurbishment

# Global strength complemented with local accelerators and partnerships

Thriving retail partnerships

**Amazon**

**Costco**

**Walmart**

**JD.COM**

Custom innovation



First gender-neutral intimate trimmer



Trimmers at locally relevant prices



Power toothbrush for China GenZ



Affordable full-journey bottle

# Driving operational excellence and enhanced execution



## Innovation

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Scaling successful innovations faster

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Increased agility for commercial innovation

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## Operations

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Lean inventory, optimized working capital

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Improved service levels and fill rates

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## Commercial

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Expand shelf and recurring revenue model

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Advertising and promotion effectiveness and ROI

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# Key takeaways

- Strong leadership positions in attractive segments of the consumer market
- Low penetration rates and increased interest in self-care drive continued growth opportunity
- Expertise in deep human insight, experience design to improve behaviours of care
- Global strength complemented with thriving retail partnerships and custom innovation accelerators
- Driving excellence in innovation, operations and commercialization





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