

# Collaboration ERM/IRM

**Peter den Dekker**

Head of Insurance & Risk Management

7 November 2017

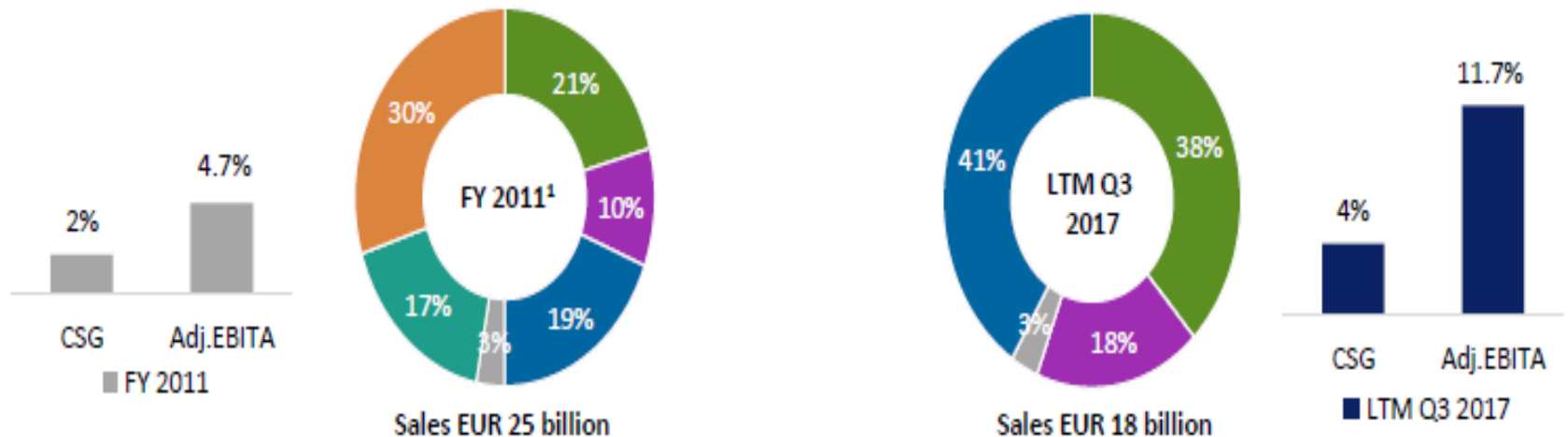
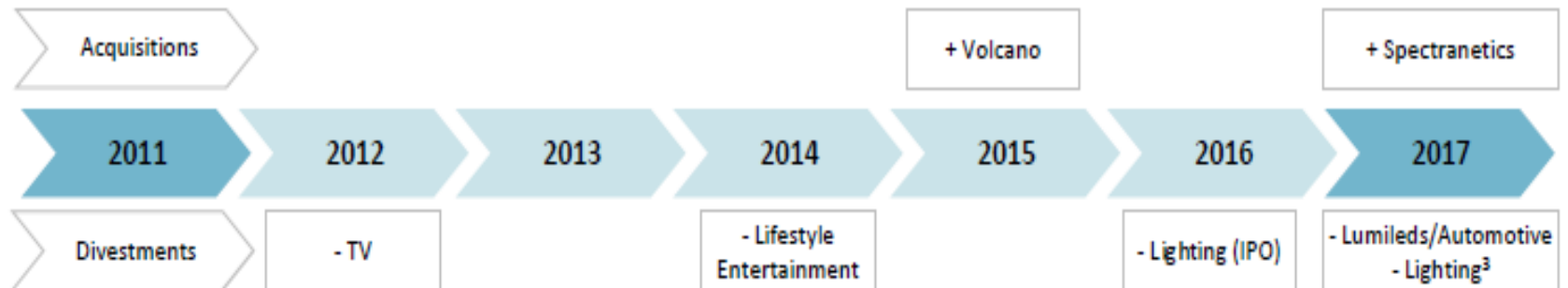


At Philips, we strive to  
make the world  
healthier and more  
sustainable through  
innovation

PHILIPS

**Philips**  
**leading digital revolution**  
**and transforming healthcare**

# We have transformed into a focused HealthTech leader



■ Diagnosis & Treatment ■ Connected Care & Health Informatics ■ Personal Health ■ Other<sup>2</sup> ■ Lighting ■ TV/LE

<sup>1</sup>Lighting includes combined business of Lumileds and Automotive in 2011, Personal Health in 2011 includes Sleep & Respiratory Care; <sup>2</sup>Other includes HealthTech Other and Legacy Items; <sup>3</sup>Philips retains a 41% stake in Philips Lighting, reported as discontinued operations

# Our strong portfolio has >60% of sales from leadership positions in core businesses<sup>1</sup>

## Key businesses and leadership positions

<p><b>Diagnosis &amp; Treatment</b></p>	<p><b>Diagnostic Imaging</b> <i>Global Top 3</i></p> 	<p><b>Ultrasound</b> <i>Global Leader</i></p> 	<p><b>Image-Guided Therapy Systems</b> <i>Global Leader</i></p> 	<p><b>Image-Guided Therapy Devices</b> <i>Global Leader</i></p> 		
<p><b>Connected Care &amp; Health Informatics</b></p>	<p><b>Patient Monitoring</b> <i>Global Leader</i></p> 	<p><b>ICU Telemedicine</b> <i>#1 in North America</i></p> 	<p><b>Non-invasive Ventilation<sup>2</sup></b> <i>Global Leader</i></p> 	<p><b>Personal Emergency Response</b> <i>#1 in North America</i></p> 	<p><b>High-end Radiology and Cardiology Informatics</b> <i>#1 in North America</i></p> 	
<p><b>Personal Health</b></p>	<p><b>Male Grooming</b> <i>Global Leader</i></p> 	<p><b>Oral Healthcare</b> <i>Global Leader</i></p> 	<p><b>Sleep Care</b> <i>Global Leader</i></p> 	<p><b>Respiratory Care</b> <i>Global Leader</i></p> 	<p><b>Mother &amp; Child Care</b> <i>Global Leader</i></p> 	<p><b>Healthy Breathing</b> <i>#1 in China</i></p> 

<sup>1</sup>Leadership position refers to #1 or #2 position in Philips addressable market; <sup>2</sup>Based on non-invasive ventilators for the hospital setting

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# Innovation focus



## Digitalizing solutions:

Systems, smart devices, software and services



## Collaboration:

Co-creation with partners and customers



# Zhongshan Hospital Shanghai, China

# Philips Risk Model

- The Philips Risk Model provides an overview of and categorization of main enterprise risk areas relevant to Philips and serves as a tool to:
  - Enable cross company analysis and benchmarking
  - Align internal and external risk reporting
  - To consolidate an Enterprise wide risk profile, bottom up and top down
  - Trigger risk identification from various perspectives,
  - Provide a common language, a common set of risk definitions
- The Philips Risk Model is structured along **four main categories of enterprise objectives** (based on the COSO framework): *Strategic, Operational, Financial and Compliance*.
- Aligns with risk categorization in Annual report, the Philips Group Top risks and COSO
- Aligned with key stakeholders and evolves reporting demand driven, centrally governed



# Philips Risk Model

## Risks

### Strategic

- Macroeconomic changes
- Industry/market changes
- Business model changes
- Digitalization
- Growth of emerging markets
- Mergers & Acquisitions
- Divestments
- Joint ventures
- Intellectual property rights
- Investor Relations
- Brand & Communication
- Governance

### Operational

- Transformation programs
- Innovation process
- Intellectual Property usage
- LSP Execution
- Supply chain
- IT
- Information Security
- People
- Product quality and liability
- Sustainability
- Physical Assets
- Disaster Recovery & Business Continuity
- Sales & Marketing

### Compliance

- General Business Principles
- Anti-Bribery and Corruption
- Antitrust
- Export Control & Sanctions
- Data privacy
- Healthcare compliance
- Quality & Regulatory
- Product security
- Customs
- Trade compliance
- Laws & regulations (other)
- Internal controls

### Financial

- Treasury
- Tax
- Pensions
- Accounting and reporting

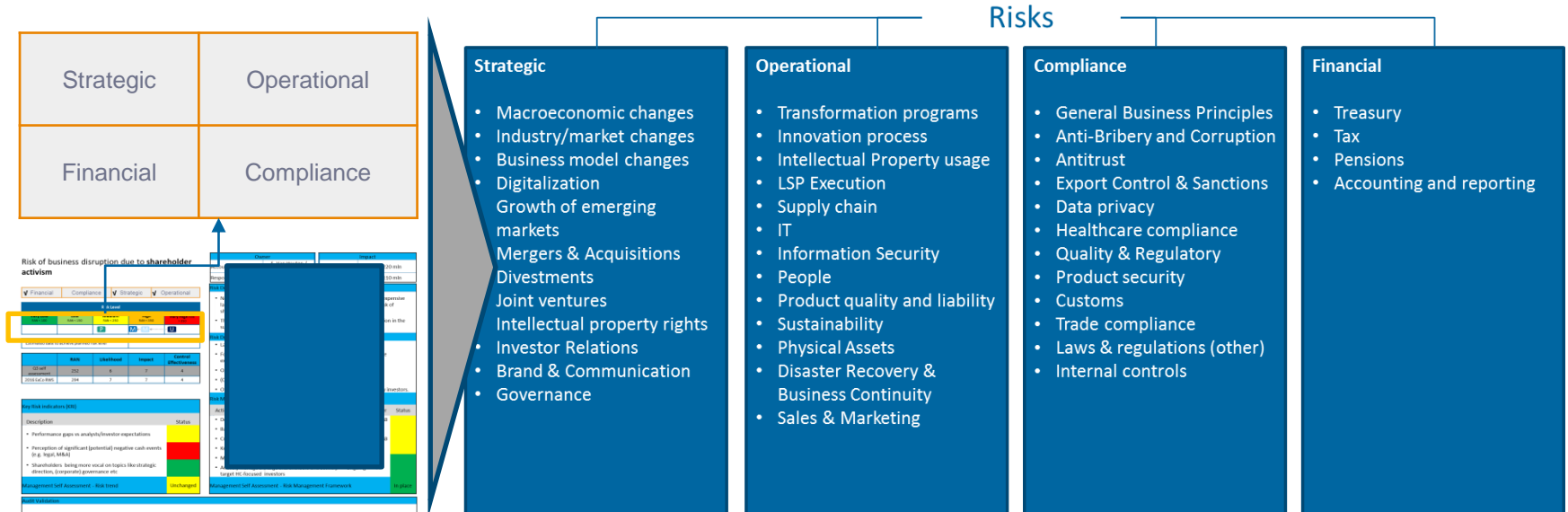
# ERM Support Team

## ERM support team

Internal Audit – Legal – Treasury – Accounting – Risk Management Markets – Quality & Regulatory – Strategy & Innovation - IRM



# From mapping risk to an Objective category to mapping risk to a Risk Category



## Why

- To consolidate an Enterprise wide risk profile, bottom up and top down
- Enable cross company analysis and benchmarking
- To align internal and external risk reporting

The RSA Archer ERM tool requires each risk to be mapped to a risk category





# Movement risk Levels Q3 16' – Q2 17'

- U** Unmanaged risk assumes no control measures are in place or suddenly fail.
- M** Managed risk takes into account current control measures; Current situation.
- P** Planned risk indicates the level of managed risk we aim to achieve
- P** Marked as **Priority** risk requiring breakthrough in risk reduction
- LY** Marks 2016 level only in case of change

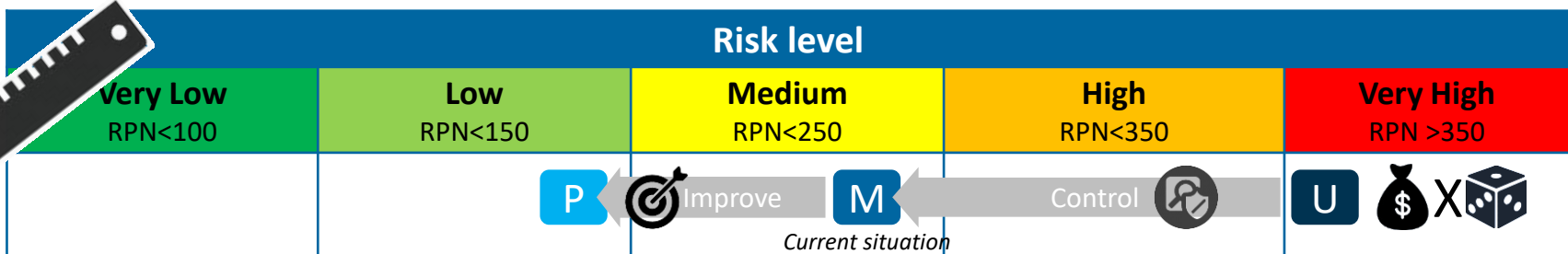
		Risk level				
		Very Low RAN<100	Low RAN<150	Medium RAN<250	High RAN<350	Very High RAN >350
Strategic		Planned risk zone				
Missing out on the Digital opportunity/Disruptive Competition				<b>P</b>	<b>M</b>	<b>U</b>
Ne				<b>P</b>	<b>M</b>	<b>U</b>
Sk				<b>P</b>	<b>M</b>	<b>U</b>
Bu				<b>P</b>	<b>M</b>	<b>U</b>
Ur				<b>P</b>	<b>M</b>	<b>U</b>
Operational		Planned risk zone				
Breach of Information Security				<b>P</b>	<b>M</b>	<b>U</b>
F	Information			<b>P</b>	<b>M</b>	<b>U</b>
U	cts			<b>P</b>	<b>M</b>	<b>U</b>
E				<b>P</b>	<b>M</b>	<b>U</b>
U	nt		<b>M</b>	<b>P</b>	<b>M</b>	<b>U</b>
U			<b>P</b>	<b>M</b>	<b>U</b>	
Slow recovery from Business disaster			<b>P</b>	<b>M</b>	<b>U</b>	
Financial		Planned risk zone				
Sub-optimal value realization from Divestments / ... .., Lighting, TPV, C			<b>P</b>	<b>M</b>	<b>U</b>	
Funding deficit of defined benefit Pension plans			<b>P</b>	<b>M</b>	<b>U</b>	
Compliance		Planned risk zone				
Non	ity		<b>P</b>		<b>M</b>	<b>U</b>
Non			<b>P</b>		<b>M</b>	<b>U</b>
Non-compliance to GDPR and Regulations			<b>P</b>	<b>M</b>	<b>U</b>	

RAN = Risk Analysis Number = A function of Impact, Likelihood and Control effectiveness.  
 Basis: Risk Owner self assessment. Refer to appendix for risk scores and scoring methodology

# Overview of the risk analysis methodology

<b>U</b> <b>Unmanaged risk level</b>	Assessment of risk arising from the nature of our activities and business environment, assuming <i>no control measures*</i> are in place or suddenly fail.	<b>Impact</b> Potential consequence if the risk occurs, expressed in yearly CASH impact. 
		<b>Likelihood</b> Chance of the risk to occur in the plan period, expressed in % probability. 
<b>M</b> <b>Managed risk level</b>	Assessment of risk taking into account effectiveness of <i>current</i> control measures.	<b>Control effectiveness</b> Perceived effectiveness of existing control measures, expressed in % risk level reduction. 
<b>P</b> <b>Planned risk level</b>	The Managed risk level we aim to achieve. Guides resource allocation and control improvement actions.	Balanced with growth, return, stakeholder expectations, legal and regulatory requirements, our GBP and Brand reputation. 

We measure the Managed risk level using the **Risk Priority Number (RPN)**



3 scores drive RPN: Impact, Likelihood and Control Eff. scored on a 9-point scale (ref. appendix)

The RPN = I x L x (10-CE). *Example: I=5, L=8, CE=5, RPN = 7 x 6 x (10-5) = 210*

\* Control measures include any process, policy, device, practice, or other actions specifically taken to modify the impact or likelihood of the risk.

# Risk scoring scales

**Inherent Impact:** The potential consequence if the risk actually occurs, expressed in yearly CASH impact, assuming that no control measures\* are in place or suddenly fail.

**Inherent Likelihood:** The chance of the risk to occur over the plan period, expressed as the % probability, assuming that no control measures\* are in place or suddenly fail.

**Control Effectiveness:** The perceived effectiveness of existing control measures\*, expressed as the % risk level reduction.

Score	Description	Financial impact
9	Extremely High	100M
8	Very High	100-200M
7	High	50-100M
6	Medium - High	20-50M
5	Medium	10-20M
4	Medium - Low	5-10M
3	Low - Medium	1-5M
2	Low	1-2M
1	Very Low	<1M

Score	Description	Likelihood
9	Almost Certain	90%-100%
8	Most Likely	80%-90%
7	Very Likely	70%-80%
6	More then Likely	60%-70%
5	Likely	50%-60%
4	Less then likely	40%-50%
3	Unlikely	30%-40%
2	Very Unlikely	20% – 30%
1	Most Unlikely	10%-20%

Score	Control Effectiveness, % risk reduction
9	80%-100% (Almost) fully mitigated
8	70%-80%
7	60%-70%
6	50%-60%
5	40%-50% Some controls in place
4	30%-40%
3	20%-30%
2	10% – 20%
1	0-10% (Almost) no controls

Impact scales have been updated. 2015 RPNs have been adjusted accordingly to make a like for like comparison.

\* Control measures include any process, policy, device, practice, or other actions specifically taken to modify the impact or likelihood of the risk.

# Elements of Risk Areas – COSO Framework

COSO	High Level Area	Elements
Strategic	Governance	Tone at the top / Risk & Control Framework / CSR / Sustainability / Cross Sector Alignment / Board Structure & Performance
	Transformation projects (PG1/PG15)	Accelerate! / End2End / PIL / Gemini
	Investor Relations (PG10)	Investor Relations / Shareholder activism / Crisis Communication / Community Relationship
	Mergers, Acquisition & Divesture	Valuation and Pricing / Integration / Value Realization / Joint Ventures
	Market Dynamics (PG2 / Sector risks / PG13)	Continued Recession & Impairment / Technology / Growth Emerging Markets / Negative Market Conditions / Competition / Pricing Pressures / Product Demand / Macro-Economic Factors / Lifestyle Trends / Socio-Political / Regulatory
	Brand & communication	Media Relations / Customer Relations / Corporate Reputation & Image
	Digital (PG7)	Digital Sales / Missing-out on Digital Opportunity / Analytics / Social Media / Campaign Management / Content Management / Search / Mobile
Operational	Product Development	Product Strategy / Product Development / Product Quality / Product Security / Product Release
	Sales & Marketing (Sector risks)	Product Portfolio / Research & Development / Innovation / Pricing / Margin Management / Brand Value Creation
	Value chain (PG9)	Purchasing / Planning Reliability / Supply Chain / Contract Management / Customer Service / Product Quality / Sustainability
	People (PG12)	Recruiting & Retention / Employee Engagement / Health & Safety / Leadership / Culture / Global Resourcing / Development & Performance / Succession Planning / Compensation & Benefits / Labor Relations / Outsourcing / Contractors / Talent
	Information Technology (PG5 & PG8/PG8a)	IT Governance / Information Management & Transformation / Project Management / Availability & Continuity / Information Security & Access / Integrity / Infrastructure / Cyber Security / IT Vendor Management / InfoSec Breach / Non-consistent Deployment of Product Security & Services
	Hazards (PG11)	Natural Events / Terrorism & Malicious Acts / Business Disaster & Continuity
	Physical assets	Real Estate Management / Property & Equipment Inventory / Facility Management
Compliance	Legal	Liability / Intellectual Property / Contracts / Anti-Corruption
	Regulatory (PG6)	Export Control / Environment / Anti-Trust & Competitive Practices / Trade / Customs / Securities / Product Safety / Data Protection & Privacy / FDA Compliance / Labor / Tax
	Standards of business conduct (PG6)	Ethics / Fraud / Illegal Acts / Compliance to GBP
Finance	Treasury	Liquidity & Cash / Funding & Investment / Interest Rate / Foreign Currency / Commodity / Credit Risk / Inflation / Country / Insurance / Equity / Hedging / Financial Instruments
	Accounting and Reporting	Financial Misstatement / Data Integrity / Payroll / Knowledge / Disclosure / Misappropriation of Assets
	Pensions (PG3)	Actuarial Losses / Pension Fund Legislation & Governance / Pension Fund Operation
	Tax	Losses carried forward not realized / Transfer Pricing / Permanent Establishments / M&A Tax Obligations / Tax Optimization / Tax Reserves

# Mapping to reporting structures

	Risk Category	Annual Report	Top Enterprise risks	COSO risk areas
Strategic	Macroeconomic changes	Macroeconomic changes	Negative Market conditions	Market Dynamics (PG2 / Sector risks / PG13)
	Industry/market changes	Changes in industry/market	Disruptive Competition	
	Business model changes		New Business Models Transition	
	Digitalization		Missing out on the Digital opportunity	Digital (PG7)
	Growth of emerging markets	Growth of emerging markets	Unfavorable China market environment	
	Mergers & Acquisitions	Acquisitions	Unsuccessful Acquisition and integration	Mergers & Acquisition
	Divestments			Divestiture
	Joint ventures	Joint ventures		
	Intellectual property rights	Intellectual property rights		
	Investor Relations		Shareholder activism	Investor Relations (PG10)
	Brand & Communication	<i>Reputation</i>		Brand & communication
Governance			Governance	
Operation	Transformation programs	Transformation programs	Failure of Transformation programs	Transformation projects (PG1/PG15)
	Innovation process	Innovation process		Product Development
	Intellectual property usage	Intellectual Property		
	LSP Execution		Acquisition and execution of LSPs	
	Supply chain	Supply chain	Sole/Single suppliers	Value chain (PG9)
	IT	IT	IT landscape transformation	Information Technology (PG5 & PG8/PG8a)
	Information Security		Breach of Information Security	
	People	People	Talent	People (PG12)
	Product quality and liability	Product quality and liability		Product Development
	Sustainability			
	Physical Assets			Physical assets
Disaster Recovery & Business Continuity		Slow recovery from Business disaster	Hazards (PG11)	
Sales & Marketing	<i>Reputation</i>		Sales & Marketing (Sector risks)	
Compliance	General Business Principles	General Business Principles	Non-compliance to GBP and Regulations	Standards of business conduct (PG6)
	Anti-Bribery and Corruption	<i>General Business Principles</i>	<i>Non-compliance to GBP and Regulations</i>	Legal
	Antitrust	Market practices	<i>Non-compliance to GBP and Regulations</i>	Regulatory (PG6)
	Export Control & Sanctions	<i>General Business Principles</i>	<i>Non-compliance to GBP and Regulations</i>	
	Data privacy	Data privacy	<i>Non-compliance to GBP and Regulations</i>	
	Healthcare compliance	<i>Regulatory</i>		
	Quality & Regulatory	Product security	Non-compliance with FDA and other medical reg.	
	Product security	Product security	Products & Services Security	
	Customs			
	Trade compliance			
	Laws & regulations (other)	Legal / Regulatory		
Internal controls	Internal controls			
Financial	Treasury	Treasury	Sub-optimal value realization from Divestments	Treasury
	Tax	Tax		Tax
	Pensions	Pensions	Pension plans	Pensions (PG3)
	Accounting and reporting	Accounting and reporting		Accounting and Reporting



# Royal Philips

## Insurance & Risk Management Department (IRMD)


- Global IRMD team
  - Amsterdam
  - Global
  - Peter den Dekker
  - Pim Moerman
  - Evelijn Braakman
  - Gaby van Kolk
- Regional IRMD teams
  - Jim Durchak
  - Mariana Glingani
  - Parvesh Kumar
  - Jia Ming Zhong
  - USA
  - Panama
  - India
  - China
  - North America
  - Latin America
  - Asia Pacific
  - Greater China

# Royal Philips

## Insurance & Risk Management Department (IRMD)

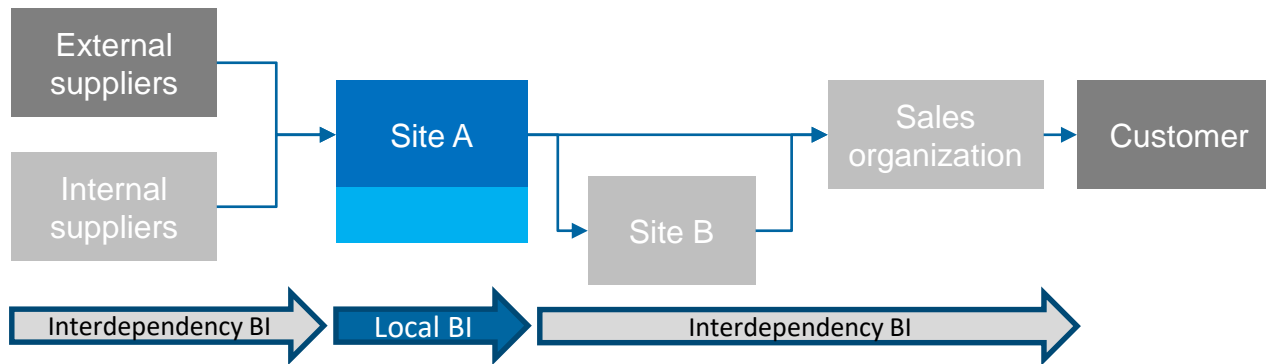
- The objective of IRMD is to evaluate, control and treat identifiable operational risks which can have an adverse effect on the profitability of the Group by:
  - developing a positive attitude towards the identification, reduction or elimination and control of exposures that threaten the business;
  - Securing cost effective treatment of all the identified insurable risks by means of risk control, self-insurance and insurance (risk transfer);
  - Business Partner in M&A transactions, projects, contract management, ERM steering group, BCM, HS&S, Sustainability, supply chain management, Cyber/Data privacy, global crisis team, etc.
  - through the combination of the foregoing, minimizing the total cost of risk for Philips.
  - Mandatory participation in the Philips Global Insurance Programs for all operating companies of the Group.

# Philips Risk Engineering

PREM	<ul style="list-style-type: none"> <li>Standard for loss prevention (Philips Risk Engineering Manual)</li> </ul>												
Financial Risk	<table border="0"> <tr> <td data-bbox="363 572 523 601">Factory &amp; Office</td> <td data-bbox="523 525 1049 672"> <ul style="list-style-type: none"> <li>MPL &gt; EUR 1 [ ] partial smoke detection</li> <li>MPL &gt; EUR 2 [ ] complete smoke detection</li> <li>MPL &gt; EUR 5 [ ] sprinkler (+ back-up pump) + smoke detection</li> </ul> </td> </tr> <tr> <td data-bbox="363 725 523 753">Warehouse</td> <td data-bbox="523 686 1049 796"> <ul style="list-style-type: none"> <li>MPL &gt; EUR 2 [ ] sprinkler</li> <li>MPL &gt; EUR 5 [ ] sprinkler (+ back-up pump) + smoke detection</li> </ul> </td> </tr> </table> <p>"MATRIX"- since 1999</p>	Factory & Office	<ul style="list-style-type: none"> <li>MPL &gt; EUR 1 [ ] partial smoke detection</li> <li>MPL &gt; EUR 2 [ ] complete smoke detection</li> <li>MPL &gt; EUR 5 [ ] sprinkler (+ back-up pump) + smoke detection</li> </ul>	Warehouse	<ul style="list-style-type: none"> <li>MPL &gt; EUR 2 [ ] sprinkler</li> <li>MPL &gt; EUR 5 [ ] sprinkler (+ back-up pump) + smoke detection</li> </ul>								
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Survey Process	 <p>→</p> <table border="1" data-bbox="898 853 1161 1125"> <thead> <tr> <th>Risk Grade *</th> <th>Factor</th> </tr> </thead> <tbody> <tr> <td>Excellent</td> <td>0,75</td> </tr> <tr> <td>Good</td> <td>0,90</td> </tr> <tr> <td>Average</td> <td>1,00</td> </tr> <tr> <td>Fair</td> <td>1,10</td> </tr> <tr> <td>Poor</td> <td>1,50</td> </tr> </tbody> </table> <p>Target for Surveyed Sites</p>	Risk Grade *	Factor	Excellent	0,75	Good	0,90	Average	1,00	Fair	1,10	Poor	1,50
Risk Grade *	Factor												
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Average	1,00												
Fair	1,10												
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# Valuation of Loss Exposures

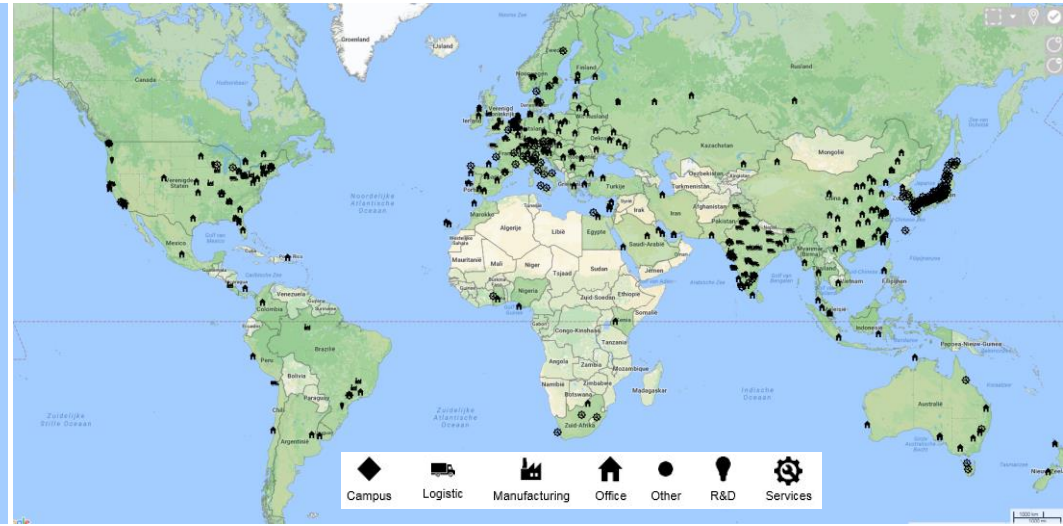
## Defining values



Exposure	Description	Calculation
Property Damage (PD)	Loss of Assets (Buildings, Machinery, Inventory)	Replacement Value Commercial value (finished stock)
Local Business Interruption (BI)	Local site loss of Added Value	Sales minus BOM and Variable Expenses
Interdependency Business Interruption (IBI)	Upstream and downstream loss of Added Value	Sales minus BOM and Variable Expenses

# Philips Real Estate Strategic Footprint Processes

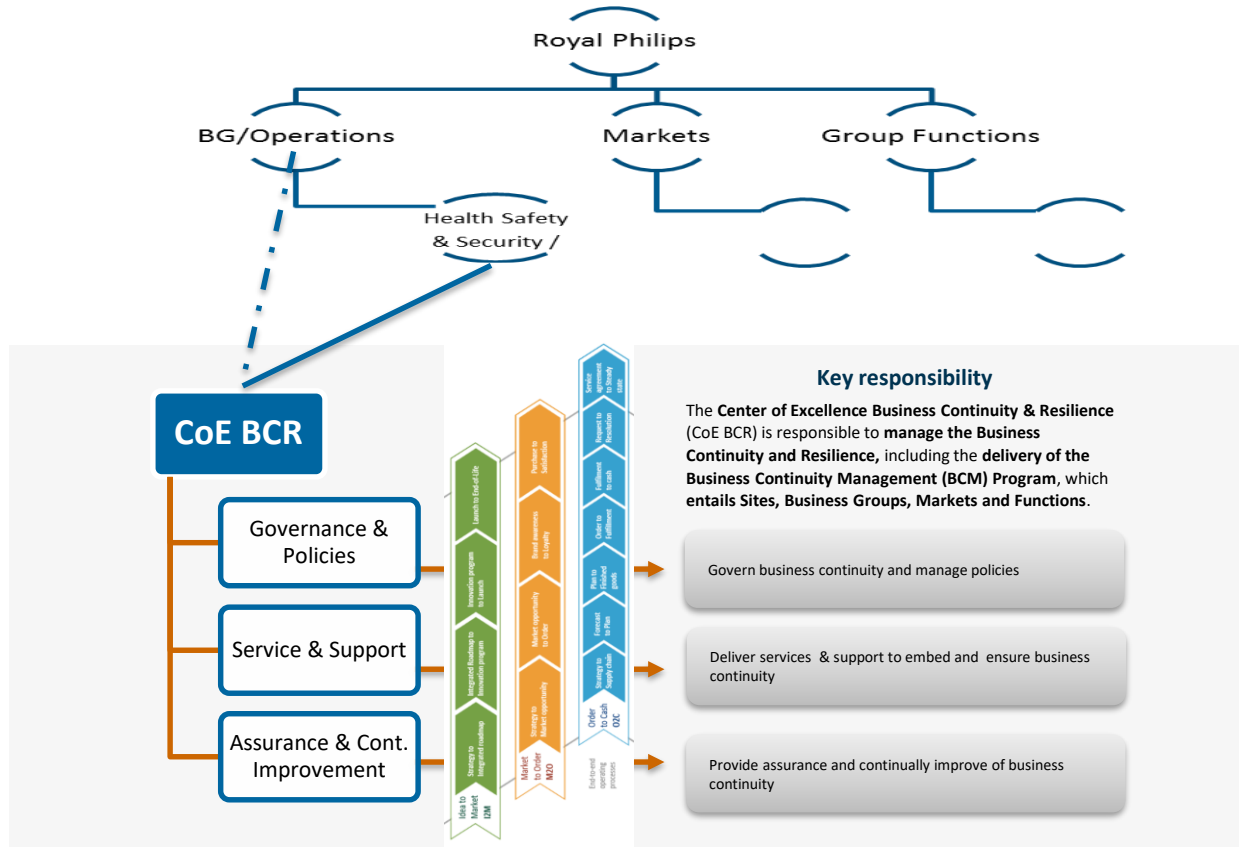
- Develop Group-level Real Estate strategy in alignment with Business Strategies (i.e. Manufacturing, WH/DC, R&D, etc.)
- Assess each Site's strategic fit by applying guiding principles
- Visualize portfolio Site strategic fit via Traffic light indication, backed by group-level topic owner
- Plan and execute Site consolidation



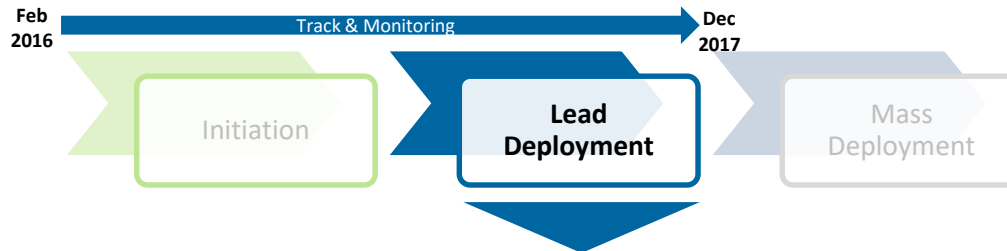
## Site Traffic Light Concept

- Green:** Its decided to keep site.
- Yellow:** Site under investigation, decision expected in 6-12 months
- Red:** Its decided to close site within 1-3 years

# Governance – Center of Excellence Business Continuity & Resilience



# Business Continuity Program



## Business Recovery

- BG Pilot Sites
- Assurance & Training
- Performance & Reporting
- (Site) Crisis Management

## BCM Support Solution

- IT Delivery
- Enterprise Information Management

## Supply Chain Management

- Supplier resilience framework

## IT Continuity Management

- IT Continuity by business design

## Extended Scope

- Philips Global Business Services (GBS)
- Philips Customer Services (CS)

# Integral Supplier Risk Framework

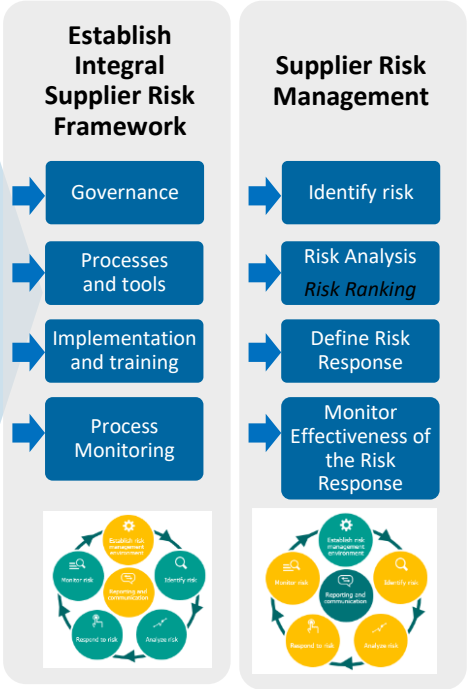
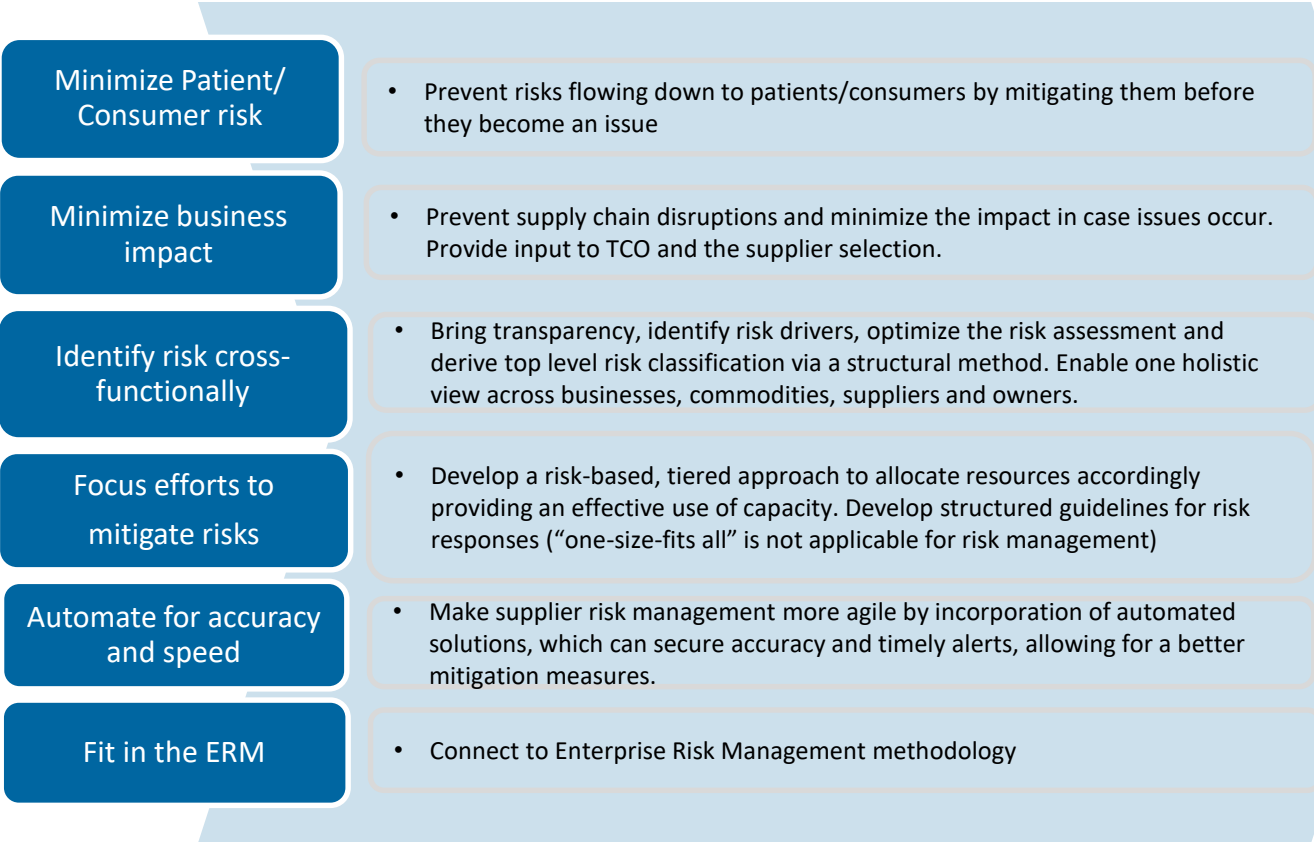
*Key objective: make integral risk transparent and manage it proactively.*

*Why? In order to minimize the patient and customer risk and enable better business decisions.*





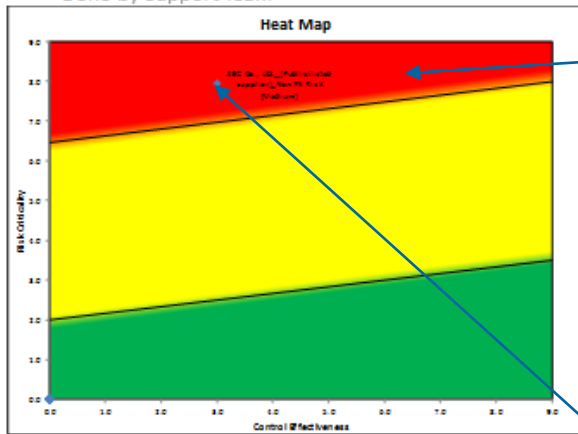
# Aim of the Integral Supplier Risk Framework



# Supplier Risk Assessment

Based on financial and certain defined non-financial risks, the supplier risk Heat Map is identified

Heat Map Data & Heat Map  
Done by Support Team



Both "Red zone" and "Red dot" require a Contingency Plan

Supplier's positioning on the **Heat Map** is determined by the assessments of financial risk (Z-Score), Maximum Possible Loss and Switch-Over, resulting in "Red", "Yellow" and "Green" zone

Country:  Fiscal year:  Period from:  to:  (MM-DD-YYYY)  
Currency:  \*1,000 (Thousands preferred)

Consolidated Balance Sheet					
Description	Current fiscal year	Previous fiscal year	Description	Current fiscal year	Previous fiscal year
Accounts receivable			Accounts payable		
Inventories			Intercompany accounts		
Cash at banks and in hand			Accruals		
Other current assets			Short term debt		
			Other current liabilities		
	<b>Total current assets</b>			<b>Total current liabilities</b>	
Fixed assets			Long term debt		
Other assets			Provisions		
			Other liabilities		
			Share capital		
			Retained earnings		
			Other equity		
	<b>Total assets</b>			<b>Total liabilities and equity</b>	

+







MPL1	
Sector/IMS	Consumer Lifestyle
Business Group	Domestic Appliances
Category	Garment Care
Switchover period in month	
Yearly Volume	
MPL=AVG*IGM%*Switchover*Yearly Volume/12	€ 0.000

Non-Financial risks determine the "Red dot"

List of Item	Result	Remark
1 Ownership	Low	High: Private Equity Medium: Private Low: Public
2 Philips Dependency	Low	High: Sole Supplier Medium: Single Supplier Low: Dual/CO Supplier
3 Non-Philips highest customer dependency at Supplier	Medium	High: Revenue from the largest customer (Non-Philips) of the supplier is greater than 25% of its annual revenue Medium: Revenue from the largest customer (Non-Philips) of the supplier is between 10% and 25% of its annual revenue Low: Revenue from the largest customer (Non-Philips) of the supplier is less than 10% of its annual revenue
4 IP Leakage	Low	High: Production of any similar Philips products for competition Medium: Production of other than similar Philips products for competition Low: No production of any Philips product for competition
5 Software Risk	Low	High: Third party software not checked and not in escrow Medium: Third party software not checked on content but in escrow Low: Own developed software and/or third party software checked on content and in escrow
6 Sustainability Risk	Low	High: Supplier has done sustainability audit and result is red, or supplier doesn't audit when it should do Medium: Supplier has done sustainability audit and result is yellow/orange Low: Supplier has done sustainability audit and result is green, or supplier doesn't need to audit
Summary of Non FN Risk	Medium	

# We are recognized for our commitment to sustainability

## Focus on UN Sustainable Development Goals, in particular #3 and #12<sup>1</sup>

					
<p>Philips commits to become carbon-neutral in its operations by 2020</p>	<p>Philips recognized Industry Leader in the DJSI 2015, 2016, 2017</p>	<p>Recognized leader – Carbon Disclosure Project 2013, 2014, 2015, 2016</p>	<p>Award-winning transaction – Revolving Credit Facility with sustainability link</p>	<p>Philips holds top scores in supplier rating platforms (used by our customers)</p>	<p>Thought leader on Circular Economy</p>

2.1 billion lives improved in 2016. Target to improve 3 billion lives a year by 2025

15 <sup>1</sup> UN Sustainable Development Goal #3: "Ensure healthy lives and promote well-being for all at all ages" and #12: "Ensure sustainable consumption and production patterns"

# Carbon Risk study

## 1 Executive Summary

Mr. Frans van Houten CEO of Koninklijke Philips N.V. (“Philips”) has committed the firm to carbon neutrality for its global operations by 2020.

To reduce to zero emissions, Philips will drive down carbon emissions in operations, logistics, and business travel by becoming more energy efficient. They’ll purchase energy from renewable sources and compensate remaining emissions via carbon credits. In addition, are to recycle 90% of operational waste and aim to send zero waste to landfill.

# Carbon Risk Finance Pilot Study

## Koninklijke Philips N.V.

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FINAL Findings 22 August 2017 (DRAFT delivery Amsterdam, 17 July 2017)

Questions?



