Capitalizing on Ecosystem Expansion

Paul Humphries
President, High Reliability Solutions
Megatrends Have Shaped our Strategy Since 2012

Growing World Population
By 2030, 8.3 billion people will live on earth

Aging Society
By 2030, the median age will increase by 5 years to 35 years

Increasing Urbanization
By 2030, 59% of the world's population will live in cities

Explosion of Connected Devices
By 2020, the Intelligence of Things will bring 30 billion connected devices

Our Strategy

Focus on megatrends and emerging ecosystems

Combine innovation, disruption, collaboration and deep industry expertise to drive differentiation

Leverage the Flex Platform to develop unique Sketch-to-Scale® solutions

Build capabilities to navigate the transition from products to intelligent systems and solutions
Our Strategy is Working
Record Revenue

Predictable, repeatable and solid execution

- FY12: $2.4B
- FY13: $2.8B
- FY14: $3.3B
- FY15: $3.6B
- FY16: $3.9B
- FY17: $4.1B
- FY18: $4.8B
- FY19 E: 97% booked
- FY20 E: 93% booked
- FY21 E: 86% booked

CAGR: 12.5%
Record OP

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<thead>
<tr>
<th>Year</th>
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<tbody>
<tr>
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>10% CAGR
Record Bookings

Booking trend by FY ($M)

- 2013: $624
- 2014: $684
- 2015: $784
- 2016: $1,054
- 2017: $1,022
- 2018: $1,295

$700M average bookings/year

$1.1B average bookings/year
Expanding Pipeline

FY17: $4.4B
FY18: $4.7B
FY19 E: $5.2B
Flex Platform Fuels Our Sketch-to-Scale Growth

Sketch-to-Scale revenue

- FY12: 15%
- FY15: 23%
- FY18: 34%
- FY21 E: ~50%
Investment in Revenue Growth

![Revenue and Capex chart]

- Revenue
- Capex

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<thead>
<tr>
<th>Year</th>
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<th>Capex (¥M)</th>
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<tr>
<td>2021 E</td>
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Flex Platform Enables Entry Into New Ecosystems

Autonomous Vehicles:
- Sensors
- Auto Compute
- Connectivity
- Infotainment

Digital Health:
- Drug Delivery
- Connectivity
- Pharma
- Analytics
Flex Platform Drives Deeper Relationships with Partners

**PHILIPS** SmartSleep

World’s only clinically proven wearable solution for consumers to improve deep sleep quality

Produces customized audio tones that enhance the depth and duration of slow wave sleep

**Partnering**
full Sketch-to-Scale engagement

**Consulting**
on design and materials planning

**Incorporating**
advanced audio, analytics and textiles
Delivering Double-Digit Growth and Targeted Margins

- Revenue
- Operating Profit
- Bookings
- Pipeline
- Sketch-to-Scale growth
- Industry win (All-time record)