



Edwards Lifesciences

## Edwards' Strategy

Patient Focused	Innovative Therapies	Pioneering Leadership
Singular focus on the large unmet needs of structural heart and critically ill patients  Transforming care drives enduring value creation	Breakthrough technologies with superior clinical and economic evidence  Active product portfolio management	Legacy of groundbreaking standards of care  Trusted relationships with clinicians, payors, regulators and patients

Create Value with Therapies that Transform Patient Care

12/8/16 2

## THVT Executive Summary



**Expect the TAVR opportunity to exceed \$5B by 2021**

**Continued progress on primary growth drivers: indication expansion, technology advances and therapy awareness**

**We believe the prevalence of AS is much larger, and treatment rates are lower than previous estimates**

**Robust pipeline investments expected to generate transformational new product launches**

**Initiating groundbreaking trial to expand therapy to treat severe asymptomatic AS patients**

**Global TAVR opportunity beyond 2021 is significant**

## SHVT Executive Summary



**Less predictable SAVR outlook in the U.S. and Europe, but stronger growth from less TAVR-penetrated regions**

**Our innovative platform introductions are ideal for aortic patients remaining in surgery and we are investing to transform future surgery**

**We are well-positioned to extend our global surgical leadership**

## CC Executive Summary



**Our Critical Care portfolio is expected to lead and grow the global industry**

**HemoSphere builds a foundation for data integration and innovative decision support solutions**

**We continue to innovate with a predictive analytics suite and semi-closed loop system in development**

**Enhanced Surgical Recovery is an underpenetrated opportunity focused on reducing complications and length of stay**

**Critical Care products benefit millions of patients per year**

## Structural Heart Initiatives Executive Summary



**Many patients suffer from MR and TR, resulting in a multi-billion dollar transcatheter opportunity to transform care**

**These novel programs involve multiple risks and long-term investment**

**Our aggressive investment strategy has produced multiple early clinical stage mitral and tricuspid therapies**

**2017 will be a pivotal year of clinical experience in transcatheter mitral and tricuspid therapies**

## Executing Our Long Term Strategy

Our proven **strategy has delivered organic, double-digit sales growth over the past 5+ years**

- Operating leverage has driven margin expansion and distinguished EPS growth
- Through investment in innovation, our long-term plan projects substantially higher organic sales growth than industry average
  - Disruptive nature of our innovation may produce variable quarterly growth rates

### 2017 Expectations

Underlying net sales growth 10-14%

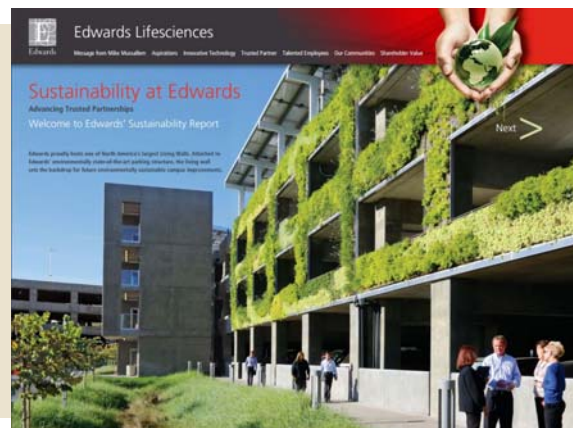
Gross profit margin 74-76%

R&D 16-17% of sales

Adjusted EPS of \$3.30-\$3.45

## Edwards is Committed to Good Corporate Citizenship

- It begins with our **Credo**
  - Strive to earn and maintain **trust of our stakeholders, partners and communities**
  - Our **sustainability** goals and results will be structured within the framework of our Aspirations
  - We will report on our sustainability on **Edwards.com**



## Edwards and its Board are Committed to Good Corporate Governance

- A strong and **independent board**
- Regularly **review governance** practices
- Routinely engage with stockholders for their input on governance matters
- Compensation programs that place higher emphasis on **performance-based awards**
  - Annual incentive compensation based on:
    - Financial performance
    - Key Operating Drivers
  - Long-term performance awards aligned with shareholder value creation

12/8/16

9

## Edwards Lifesciences Foundation

- **Every Heartbeat Matters** initiative to impact global burden of valve disease among underserved
- On-track to educate, screen or treat one million underserved people by 2020
- We **support the communities** where we live and work



12/8/16

10

## Edwards is Poised for Long-Term Success

- Patient focused culture
- Innovative R&D to produce **breakthrough therapies**
- Industry leading competitive positions
- **Credibility and trust** with clinicians, regulators, payors and patients
- Strong geographic diversification
- Nimble, adaptive business model
- **Focused strategy** to deliver patient benefit and exceptional shareholder value



Edwards

Helping Patients is Our Life's Work, and

*life is now*