

**Miles D. White**  
**Annual Shareholders Meeting**  
**April 28, 2017**

2016 was a year that offered both reassuring consistency and dynamic change for Abbott. We met or exceeded our financial goals, while continuing to shape our company for long-term success.

Our ultimate goal is to build the world's leading company in the markets in which we compete. Each year, we fine tune and strengthen our company to better navigate the constantly changing global environment. We do so by building on a consistent core of competitive strengths.

Our foundational strength and strategy is our business diversity. We work continually to achieve the optimal balance across multiple dimensions of our competitive mix. We don't allow the company to become overly reliant on any single business segment, geography, technology, customer type, or channel. This offers us the widest range of opportunities, and mitigates the impact of outside challenges in any particular part of our business.

Second, we've built a truly global business and deep international experience. We've been doing business around the world for a very long time and know how to balance the opportunities and challenges that come with doing so.

Third, we've ensured that our businesses are aligned with the demographic trends driving the future of healthcare and of the global economy.

And finally, we are dedicated to leadership – in the products we create, in the markets in which we compete, and in the way we approach our work. Abbott people understand that the customers, patients, and providers we serve expect and deserve nothing less than the very best.

These are the bedrock principles on which we continually build our business – ensuring that we're always ready to provide what our customers need.

That allows us to make a very real positive difference in people's lives – and it translates into positive results for our shareholders as well.

---

*The numbers contained herein are non-GAAP measures. For full financial data and reconciliation of non-GAAP measures, please see our press release dated April 19, 2017.*

Last year, in a challenging environment, we grew our sales by approximately 5 percent, and increased our adjusted earnings per share by double digits, excluding the impact of foreign exchange.

And this year – as we’ve closed the transactions we initiated in 2016 – growing investor confidence in our strategy has been reflected in our share price. Abbott stock increased in value by almost 16 percent in the first quarter of this year -- outpacing most of our peer group and rising substantially faster than the overall market.

Last year, we once again generated strong cash flow, allowing us to return more than \$2 billion to shareholders.

Our dividend performance again makes us a member of the S&P 500 Dividend Aristocrats Index, which tracks companies that have annually raised their dividend for at least 25 consecutive years. We’ve now done that for 45 consecutive years.

In addition, Abbott was recently recognized as one of the least volatile stocks among this high-performing group over the past 10 years, a testament to our consistent performance.

And in February, we paid our 372<sup>nd</sup> consecutive quarterly dividend since 1924 – that’s coming up now on 95 years in a row.

As I walk you through the highlights from each of our businesses, you’ll get a better sense of how these results were achieved, and how we’re going to sustain our success going forward.

I’ll start with Diagnostics, which remains one of our strongest performing businesses and is poised to change the face of its industry over the next several years.

Last year, we grew sales in this business close to 6 percent. We have a broad portfolio of products designed to improve decision making and patient care.

Each of our businesses – Core Laboratory, Molecular, Point-of-Care and Informatics – is growing well. And our business is balanced geographically, with strong, consistent above-global-market growth.

Across this business, we're launching new products and establishing new initiatives to help ensure our long-term success.

Last August, we announced our biggest diagnostics advancement in years – a new family of next-generation instruments, informatics, and services, called Alinity.

This family of systems includes new instruments for clinical chemistry, immunoassay, hematology, point of care, blood screening, and molecular diagnostics.

We're calling it Alinity because the products in the family share three key attributes: Alignment, Innovation and Unity.

They provide innovative solutions to current and future challenges.

They're designed to be interconnected and work together seamlessly while using less space in today's smaller labs.

And they'll have common software and hardware platforms, and interfaces that are intuitive and universal to make them simpler for people to use.

To date, we've received European regulatory approval for the point-of-care, immunoassay, clinical chemistry, and blood screening instruments in this line.

We're launching these in Europe and we plan a global rollout of the entire line over the next few years.

This will be a game changer for diagnostics – not just for our company, but for the industry, worldwide. It's the first time that any company has developed and launched such a comprehensive, integrated line of systems, and it will help sustain our leadership in medical testing for years to come.

Next is our Established Pharmaceuticals Division, or EPD, our branded-generics business, where sales grew more than 10 percent last year, with more than 13 percent growth in our key markets.

With branded generics, customers know what they're getting – they have an increased level of confidence in the quality and effectiveness of their medicines.

So they're willing to pay a slight premium versus a standard generic drug from a less-trusted manufacturer.

We also tailor our product offerings to the specific needs of the regions we serve. We offer new formulations, delivery methods and packaging to drive consumer preference for Abbott.

To that end, we recently opened new pharmaceutical development centers in Singapore and Rio de Janeiro that will help us more quickly respond to the needs of these markets.

EPD is truly becoming the business we envisioned when we created it several years ago. And, in the years ahead, our sharpened focus – combined with our efforts to strengthen Abbott's presence in these markets – will help us maintain this successful growth.

Moving on to Nutrition...

Abbott remains the worldwide leader in adult nutrition – a segment that represents almost half of our sales in this business. And we're the leading pediatric nutrition company here in the U.S.

This business faced some challenges in 2016, achieving sales growth of just over 1 percent. Both Pediatric and Adult nutrition grew here in the United States, and we delivered strong growth in our pediatric business in Latin America and Southeast Asia; but that was offset by very challenging conditions in China, an important market for this business.

These challenges are the result of new regulations that affect every competitor in this market. And though we expect these conditions to continue this year, we're well positioned to navigate them and we fully expect accelerated growth in the future.

In Adult Nutrition, our growth has been led by Ensure, the world's best-selling product in its category; and we've built on our pediatric business in the U.S. with the launch of Similac Pro-Advance and Similac Pro-Sensitive.

These are the first infant formulas in the U.S. that include an ingredient that encourages the growth of beneficial bacteria and helps strengthen babies' immune systems.

Finally, I'll cover Medical Devices, which grew close to 5 percent in 2016. As you know, this is a diverse group of businesses that share a common focus on leading-edge technological innovation.

Our biggest news in this business is, of course, our acquisition of St. Jude Medical, which we closed at the beginning of the year. With this acquisition, our largest ever, Abbott is now one of the world's premier medical-device companies.

We now have a presence in nearly every aspect of cardiovascular care... we hold number 1 or number 2 positions across large and high-growth cardiovascular-device markets... and, thanks to St. Jude's technological leadership, we have one of the most promising new-product pipelines in our industry.

In addition, our competitive position has been enhanced in important markets such as heart failure, arrhythmias, vascular disease, and structural heart.

We've also entered a new market – neuromodulation – with breakthrough products that can make a life-changing difference for people with chronic pain, as well as movement disorders, such as Parkinson's disease.

Our medical device business has now achieved the same level of market leadership we hold in our other businesses.

But St. Jude is just part of the story here.

We continue to build on our strong foundation of innovative products such as MitraClip, our cutting-edge valve-repair device, and Xience, the world's best-selling drug-eluting stent.

And in Diabetes Care, FreeStyle Libre, our breakthrough monitoring technology, is changing the way people have tested their glucose levels for decades.

People who use this system don't have to endure the pain of multiple finger-sticks every day – they can take readings with a wireless sensor worn on the arm.

FreeStyle Libre is currently available in Europe, and last year we received U.S. FDA approval for FreeStyle Libre Pro, our flash glucose-monitoring system designed for use in doctors' offices.

Finally, as you know, we refocused this group earlier this year when we completed the sale of our Vision (AMO) business to Johnson and Johnson.

When we entered this market seven years ago, we expected AMO to be the foundation of an industry-leading position for us.

While the business performed well as a part of Abbott, gaining share and operating profitably, we no longer saw the opportunity for us to achieve the kind of leadership position that is our standard. This move provides greater growth opportunity for the future – both for that business and for Abbott.

As a result of our continued success, our company has received a great deal of positive recognition across all aspects of our operations. Among the highlights:

We've been acknowledged as an outstanding employer in a number of categories and countries around the world.

In Global Citizenship, we were named to the Dow Jones Sustainability Indexes for the 12<sup>th</sup> consecutive year. And for the 4<sup>th</sup> year in a row, we were named the top company in our sector.

This is the world's foremost recognition for leadership in responsible economic, environmental, and social performance.

We've also been recognized for the quality of our science.

In October, *Popular Science* magazine honored two Abbott products with its "Best of What's New Awards," an annual recognition of the top 100 innovations of the year.

We were named to Clarivate Analytics' list of the Top 100 Global Innovators ... for the 4<sup>th</sup> consecutive year.

And we were named one of the top 10 most innovative businesses in biotech by *Fast Company* magazine.

I think we're enjoying a "Golden Age" for Abbott science – one of our most productive and successful periods of innovation. And that bodes very well for our future.

And finally, Abbott was again named the Most Admired Company in our category in *Fortune* magazine's annual ranking. This is our fourth year in a row at the top of this list, which is one of the world's leading gauges of corporate reputation.

These recognitions are gratifying, of course – but that's not what motivates us. At the most fundamental level, our purpose is to help people live their fullest lives through better health.

We do that by continually shaping our company to have the greatest possible impact ... by innovating to advance the state of the art in our areas of expertise... and by strengthening our presence in markets around the world, delivering more and better healthcare solutions to more people than ever before.

We know that if we do those things, we will continue to achieve the results that you, our shareholders, expect and deserve. And in this, our 129th year, we're positioned as well as we've ever been to do exactly that.

Thank you.

# # #