

A nighttime photograph of a city skyline. In the foreground, a wide road with traffic leads towards a brightly lit central plaza or roundabout. Several tall skyscrapers are visible in the background, their windows glowing with light. The sky is dark, and the overall scene is illuminated by city lights. The Signify logo is overlaid in the upper center, and the title text is centered in the middle of the image.

@signify

Annual General Meeting of Shareholders 2022

I. Presentation by CEO Eric Rondolat



Philips Ultra Efficient LED bulb







Full year 2021

Strengthening Signify's growth profile in a challenging external environment

- LED-based sales increased to 83% (FY 20: 80%)
- Connected light points rose to 96m (FY 20: 77m)
- Comparable sales grew by 3.8%
- Adjusted indirect costs reduced to 29.6% of sales
- Operational profitability increased to 11.6% (FY 20: 10.7%)
- Free cash flow of EUR 614m (FY 20: EUR 817m)
- First year of Brighter Lives, Better World 2025 completed
- Signify acquired Telensa and Fluence

Brighter Lives, Better World 2025 - 2021 results

Doubling our positive impact on the environment and society

				2019 Baseline	2021 Result	2025 Target
Better World	Climate action	 	Carbon reduction over value chain against Paris Agreement	0	On track	324 MT
	Circular economy		Circular revenues	16%	21% – 25%	32%
Brighter Lives	Food availability Safety & security Health & wellbeing	 	Brighter lives revenues	16%	25% – 27%	32%
	Great place to work		Women in leadership positions	17%	25%	34%



A list for climate and supply chain

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

DJSI World Index and top 1% in our industry



EcoVadis Platinum Medal and top 1%

On track
Off track

Signify's 5 Frontiers strategy

Signify's 5 Frontiers strategy



Build a customer-centric organization

- Customer Net Promoter Score improved by 3 points to 44
- Net Promoter Score grew by 10 points in the Americas

Signify's 5 Frontiers strategy



Deliver differentiated lighting offers

- Invested 4.1% of our sales in R&D
- Launched B-Brands to cover the various segments of the market
- Launched the ultra-efficient LED lamp

Signify's 5 Frontiers strategy



Drive growth for sustainability

- Connected lighting sales grew by 21% to EUR 1.4 billion
- Growth platforms grew by 19% to EUR 326 million

Signify's 5 Frontiers strategy



Digitalize and transform for the future

- Digital sales via our B2C channels increased by 53.6%
- Digital Academy for employees launched

Signify's 5 Frontiers strategy



Be a great place to work

- Employee Net Promoter Score of 32
- Over 80% of leadership positions staffed internally
- Installed UV-C disinfection lighting in 138 Signify locations

Signify is the world leader in lighting

We provide high-quality energy efficient lighting products, systems and services

Light sources



Luminaires



Systems and Services



No. 1

Conventional, LED
and Connected

€6.9bn

sales in 2021,
~ 75% professional

37,000

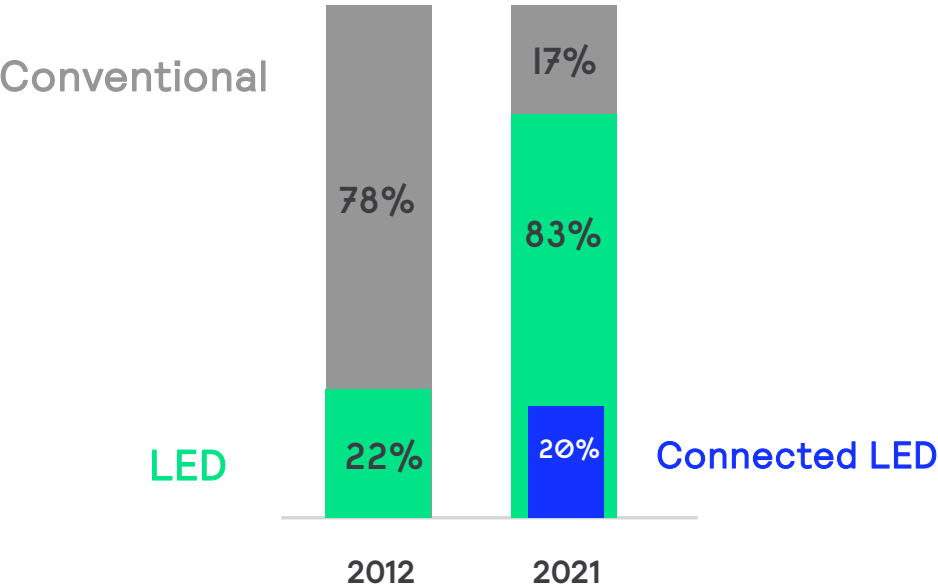
people in 74 countries

100%

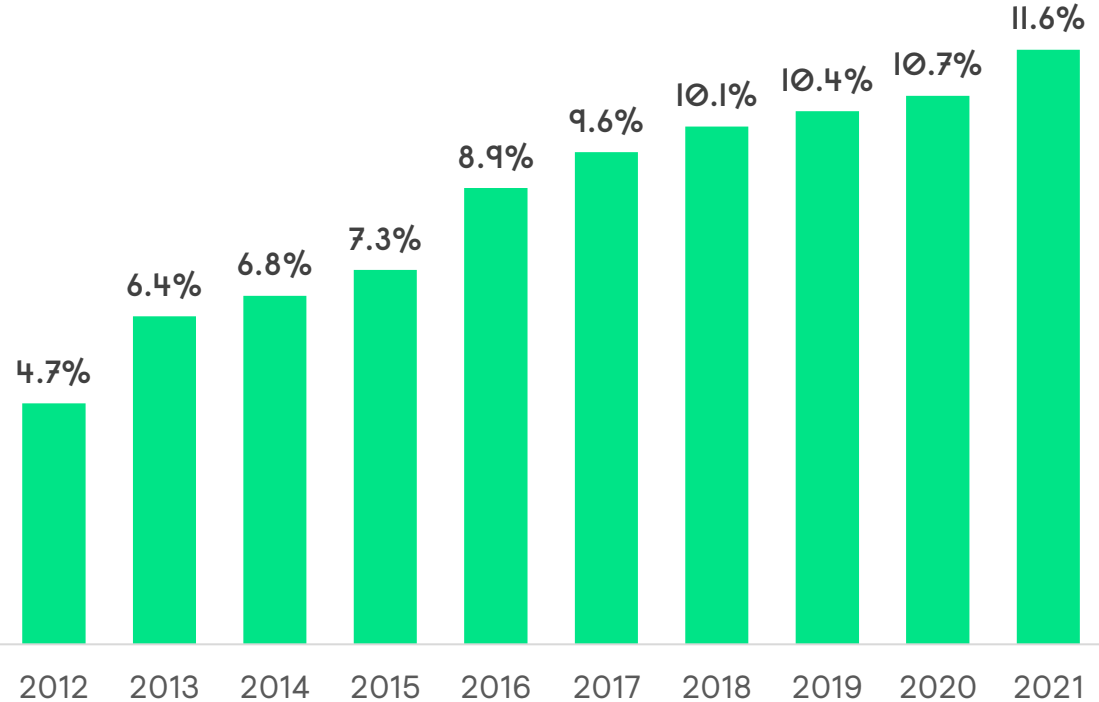
Carbon neutral
operations

Transitioned successfully to an LED-based company with nine years of consecutive operating margin improvement

Transition from conventional to LED-based sales (in % of total sales)



Development of Adj. EBITA margin





Genting Snow Park, China

First quarter 2022

- Sales increased to EUR 1.8 billion
- Comparable sales grew by 6.4%
- Operational profitability was 10.5%
- Connected light points rose to 100 million
- LED-based sales increased to 84% of total sales
- Safeguarding Ukrainian employees the top priority
- Investments in Russia stopped, new business paused since Feb 25th

Outlook 2022

Based on current visibility, Signify confirms guidance for 2022:

- Comparable sales growth in the range of 3-6%
- Continued adjusted EBITA margin improvement of up to 50 bps
- Free cash flow in excess of 8% of sales



Herzogenaurach, Germany

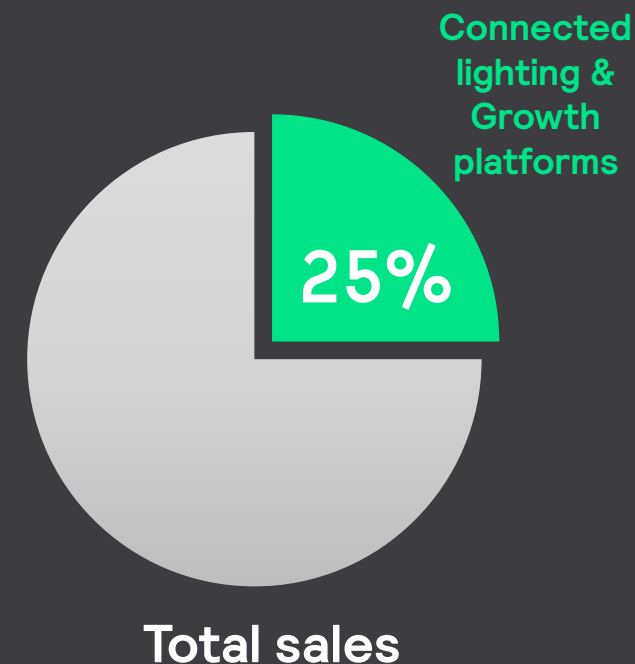
Connected Lighting Systems & Growth platforms

+21%

Connected lighting

+19%

Growth platforms



Connected Lighting Systems & Growth platforms

Connected Lighting Systems & Growth platforms

Climate action and Safety & security



LED lighting and Interact City for the city of Herzogenaurach, Germany



Connected Lighting Systems & Growth platforms

Climate action and Safety & security



Solar and hybrid street lighting for 10 municipalities
in Veneto, Italy



Connected Lighting Systems & Growth platforms

Circular economy



3D-printed downlights and LEDs at El Dorado International Airport, Colombia

Connected Lighting Systems & Growth platforms

Food availability



Philips GreenPower LED and Philips GrowWise control system at Ljussgård, Sweden

Connected Lighting Systems & Growth platforms

Health & well-being



Philips Hue Enrave Pendant

Connected Lighting Systems & Growth platforms

Health & well-being



UV-C disinfection lighting at TTFB restaurants, Taiwan



Ha Giang Province, Vietnam

Corporate Social Responsibility through the Foundation

Enabling access to benefits of sustainable lighting solutions for underserved communities

Lighting lives

- 7.2 million lives lit; on track to light 10 million lives by end-2025

Supporting entrepreneurs

- 11,000 local lighting entrepreneurs supported

Humanitarian relief

- 11,000 portable solar lamps donated for vulnerable groups in Syria
- EUR 1 million in cash and goods for Ukraine, including 30,000 solar lights

Thank you

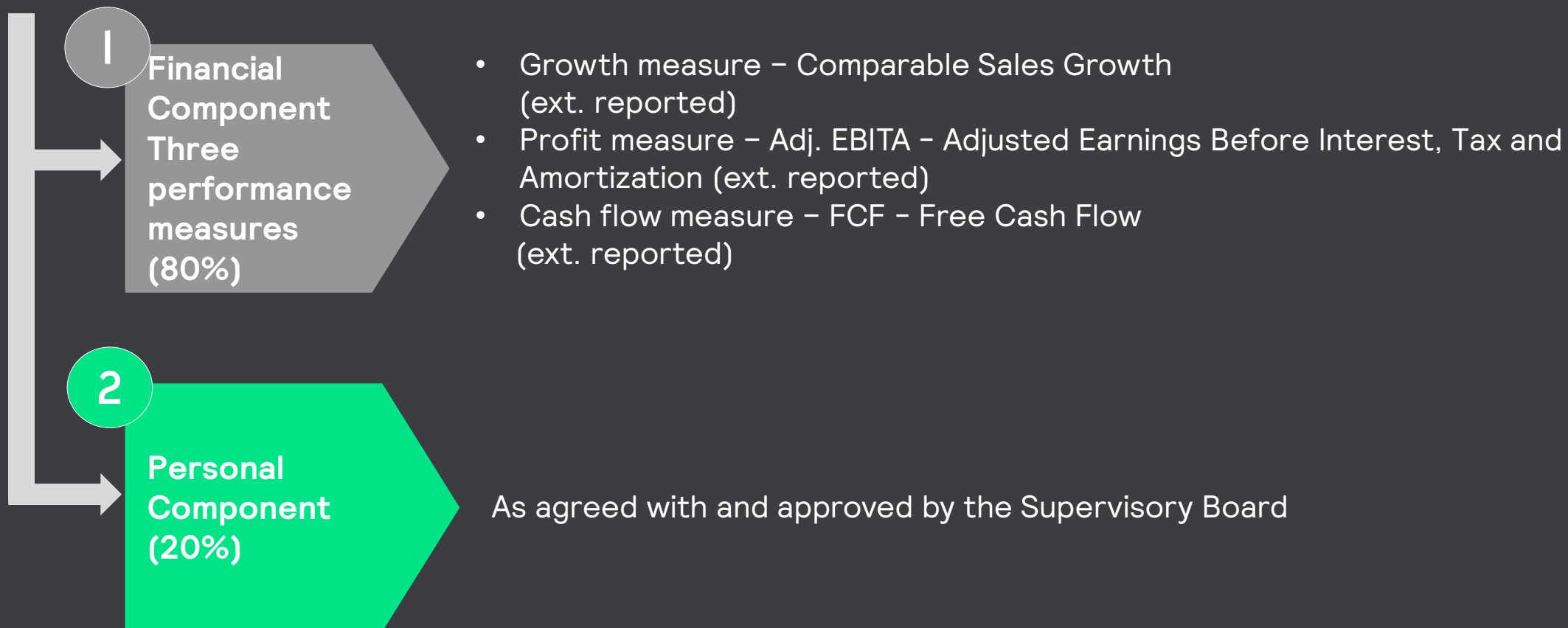


2. Remuneration report 2021

Remuneration Board of Management 2021

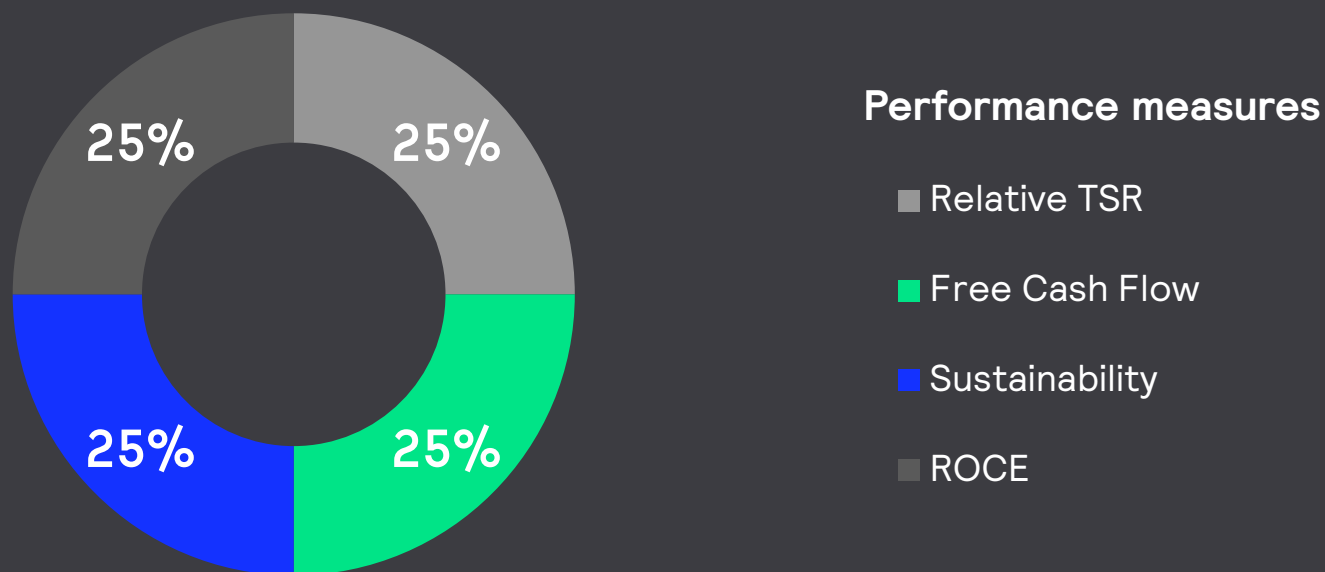
Board of Management	Base Salary Jan 1, 2021 (+2%)	Annual (Cash) Incentive (% of Base Salary)			Long-term Equity-based Incentive at target (% of Base Salary)
		Min.	Target	Max.	
E.H.E. Rondolat	€ 919,737	0	80	160	100
F.J. van Engelen	€ 601,800	0	60	120	80
M.L. Mariani	€ 601,800	0	60	120	80

Annual Incentive 2021



Long-term Incentive 2021

Long-term Incentive 2021 performance measures:



Annual Incentive Realization 2021

Performance measures	Weighting	Realized	Realized %	Multiple achieved
Comparable sales growth	30%	3.8%	80.0%	24.0%
Adjusted EBITA	30%	11.6%	160.0%	48.0%
Free Cash Flow	20%	8.9%	107.1%	21.4%
Team and individual performance measures	20%	—	90.0%	18.0%
Multiple achieved				111.4%

	Annual base		On-target % of annual base		Multiple achieved		Realized annual incentive (in EUR)
E.H.E. Rondolat	€ 919,737	x	80%	x	111.4%	=	€ 819,670
F.J. van Engelen	€ 601,800	x	60%	x	111.4%	=	€ 402,243
M.L. Mariani	€ 601,800	x	60%	x	111.4%	=	€ 402,243

2019 Long-Term Incentive Grant Performance Achievement and Vesting Levels

	Achievement	Weighting	Vesting level
TSR	160%	40%	64.0%
Free Cash Flow	200%	40%	80.0%
Sustainability	183%	20%	36.6%
Total			<u>180.6%</u>

Remuneration Supervisory Board 2021

Supervisory Board	Membership	Committees	Other compensation ¹	Total
A.P.M. van der Poel	€ 110,000	€ 25,000	€ -	€ 135,000
G. van der Aast	€ 85,000	€ 28,000	€ -	€ 113,000
E. Blok	€ 75,000	€ 26,000	€ -	€ 101,000
P. Knapp	€ 75,000	€ 32,500	€ 7,500	€ 115,000
R.S. Lane	€ 75,000	€ 20,500	€ 12,500	€ 108,000
F. Lubnau	€ 75,000	€ 30,000	€ 7,500	€ 112,500

¹ Allowance for continental and intercontinental travel

Remuneration Board of Management - Outlook 2022

Overview of Total Direct Compensation for the Board of Management

Outlook 2022 total direct compensation for members of the Board of Management

In EUR	Base Salary Jan 1, 2022 (+3%)	Short-Term Incentive ¹ (% of Base Salary)	Long-term Incentive ¹ (% of Base Salary)	Total Direct Compensation ¹
E.H.E. Rondolat	€ 947,330	80%	100%	€ 2,652,524
F.J. van Engelen	€ 619,855	60%	80%	€ 1,487,652
M.L. Mariani	€ 619,855	60%	80%	€ 1,487,652

¹ Short-Term Incentive, Long-term Incentive and Total Direct Compensation shown as at target level

3. Explanation of the policy on additions to reserves and dividends

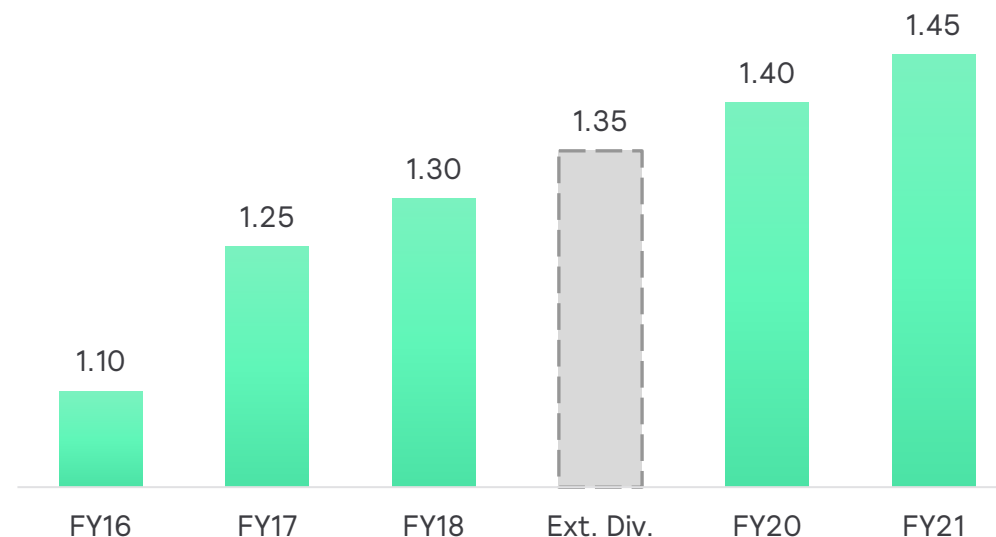
Signify, as part of its overall capital allocation policy, proposes a 2021 dividend of EUR 1.45 to be paid in cash in 2022

Capital allocation policy

- Signify's focus remains on maintaining a robust capital structure to support its commitment to an investment grade credit rating
- Pay an increasing annual cash dividend per share year on year ¹
- Leverage ratio progressing towards reported net debt/EBITDA of 1x by the end of 2022²
- Continue to invest in organic and inorganic growth opportunities in line with strategic priorities

Dividend per share since IPO (in EUR)

- Proposed dividend of EUR 1.45 per share (EUR 182m) from the net income for full year 2021



¹Signify proposes 2021 dividend of EUR 1.45 to be paid in cash in 2022, representing an increase of 4% compared with the dividend for 2020.

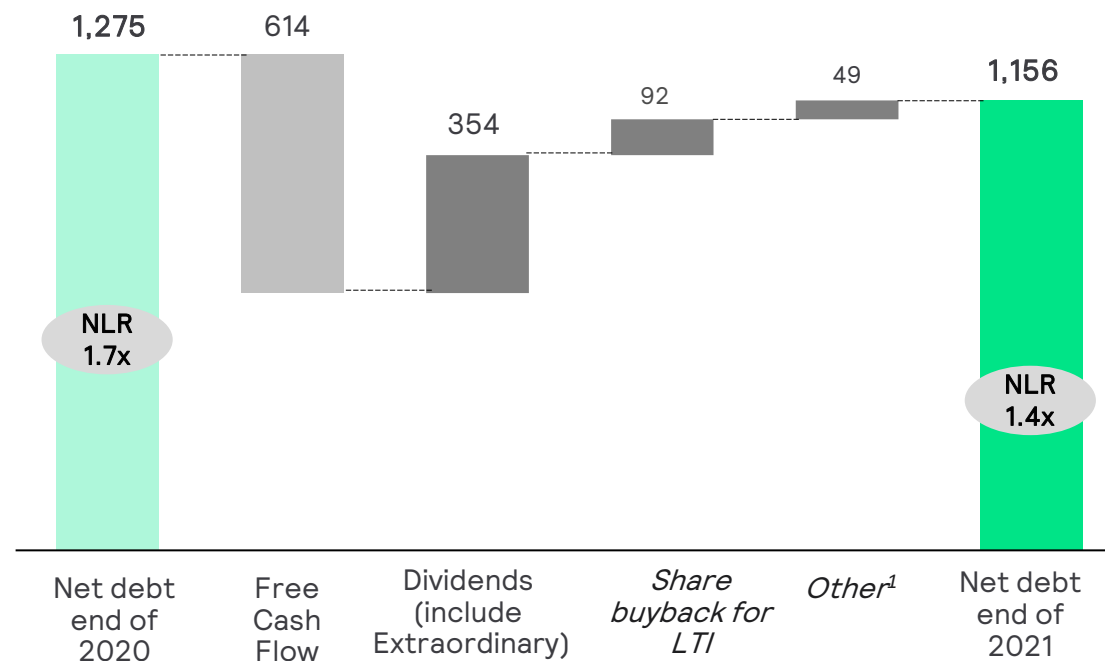
² Signify repaid an additional EUR 350 million of its outstanding term loan debt during 2021. The target leverage ratio includes the cash outflow from the Fluence and Pierlite acquisitions, and the 2022 cash inflow from operations and rationalization of the company's real estate portfolio.

Signify's net leverage reduced to 1.4x, in line with our deleverage commitments

Characteristics at the end of 2021

- Total cash of EUR 851 million with Free Cash Flow generation of EUR 614 million in 2021
- Total gross debt of EUR 2,007 million following committed EUR 350m repayment in 2021
- Long term debt includes EUR 1,275 million of Eurobonds and Term Loans of EUR 280 million and USD 225 million
- Total net debt position of EUR 1,156 million and Net leverage of 1.4x²
- Unutilized revolving credit facility of EUR 500 million

Net debt development in 2021 (in EUR million)



¹Other includes FX effect on cash, cash equivalents and debt, M&A and lease liabilities adjustments following the application of IFRS 16.

² Net Debt to reported EBITDA.

4. Financial statements 2021

5. Dividend

6. Discharge members of the Board of
Management and Supervisory Board

AGM Signify N.V.

Presentation audit of 2021 Annual Report and non-financial
information

by Ernst & Young Accountants LLP

May 17, 2022

Agenda

1. Audit approach & focus areas
2. Summary audit results
3. Communication and interaction

1. Audit approach & focus areas




2. Summary audit results

Annual report	Conclusion	Level of assurance	Key audit matters
Financial statements 2021 (consolidated and company-only)	Unqualified opinion	Reasonable assurance	<ul style="list-style-type: none"> Revenue recognition Uncertain tax positions
Non-financial information Scope: <ul style="list-style-type: none"> 3.2 Our impact; 3.3 Our value created; 4.2 Sustainability performance; Sections 16.1 to 16.4 of the Sustainability statements of the annual report. 	Unqualified assurance-report	Reasonable assurance	<ul style="list-style-type: none"> Brighter Lives, Better World program Inclusion of Cooper Lighting and K-Lite
Other information	No material deviations Includes information in accordance with law and regulation		

3. Communication and interaction

- Our reports
- Meetings with Board of Management and Audit Committee
- Interaction with these bodies

A composite image of Earth from space. The top half shows a bright sunset or sunrise over the horizon, with a lens flare effect. The bottom half shows the Earth at night, with city lights glowing over the continents of Europe and Africa. The background is a deep blue space filled with stars.

Annual General Meeting Signify N.V.

Q&A

Marc Anthony's Pa'lla Voy Tour
Vari-Lite VL10
©Todd Kaplan



7. Composition of the Supervisory Board

8. Authorizations of the Board of Management to
(a) issue shares or grant rights to acquire shares,
and
(b) restrict or exclude pre-emptive rights

9. Authorization of the Board of Management to acquire shares in the company

10. Cancellation of shares

II. Any other business

Signify