



# Annual General Meeting of Shareholders 2026



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As Tempelman, CEO

A long-exposure photograph of a busy city street at night. The street is filled with cars, their lights creating long, blurred trails of white, blue, and red. The street is flanked by trees and streetlights. In the background, several skyscrapers are illuminated with various colors of light, including blue, red, and yellow. The overall scene is a vibrant, modern urban environment.

Outperform in a challenging market  
Position Signify for the future

# The transformation of lighting



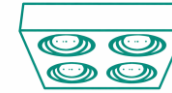
Conventional



LED lamps



Luminaires



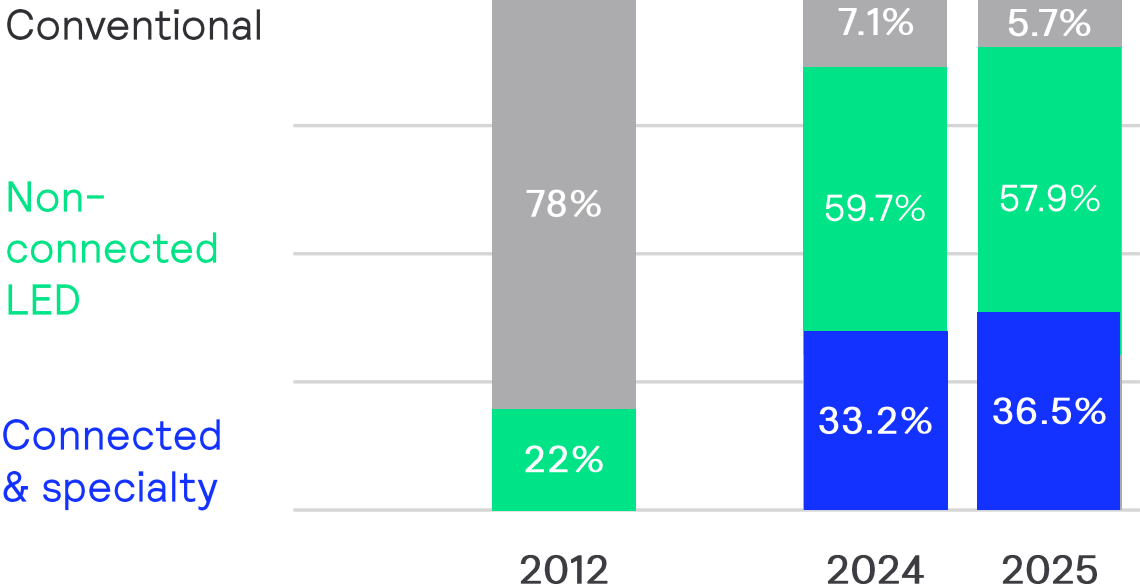
Connected  
luminaires



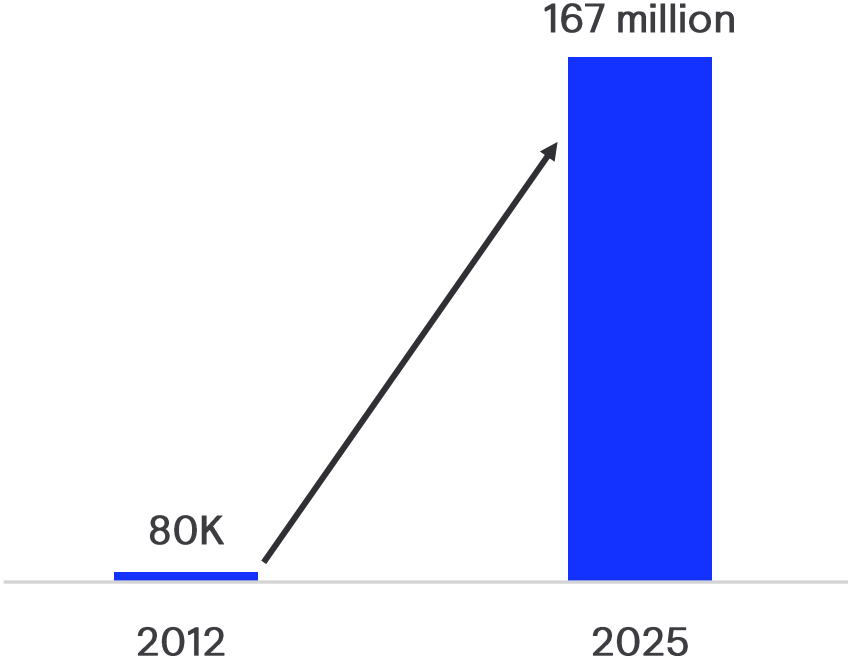
Intelligent  
systems

# Shifting portfolio

Conventional to LED  
(% of total sales)



Connected light points



# Gothenburg: safer, smarter, and more sustainable



40,000 Signify Interact connected light points  
Expected to deliver 80% energy savings reduce operating costs by 50%



More than intelligent lighting

Hue Bridge Pro supports automation, entertainment, security and well-being  
Hue Motion Aware turns Philips Hue lights into motion sensors



Navigating uncertainty

# Full-year 2025

- Connected lighting installed base increased to 167 million
- CSG -3.4%
- Adj. EBITA margin 8.9%
- Free cash flow EUR 440 million



**Teatro Real, Madrid: transforms 3,500 m<sup>2</sup> facade  
Signify Interact delivers 40% energy saving**

# Outlook 2026

Adj. EBITA margin  
7.5 – 8.5 %

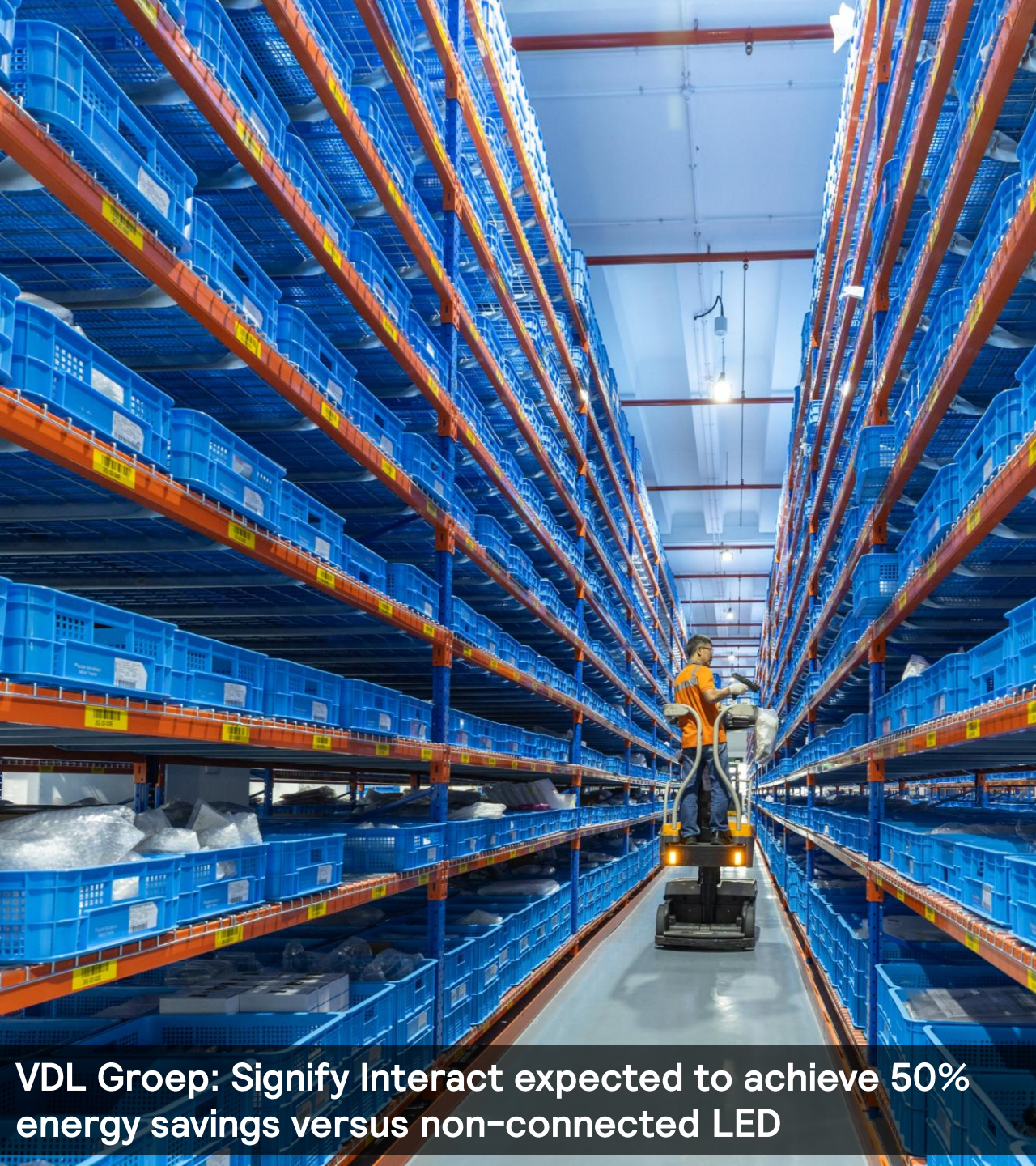
Free Cash Flow:  
6.5 – 7.5 % of sales

Proposed dividend:  
EUR 1.57 per share

# Taking clear, decisive action

Outperform  
the market

Position  
Signify for  
the future



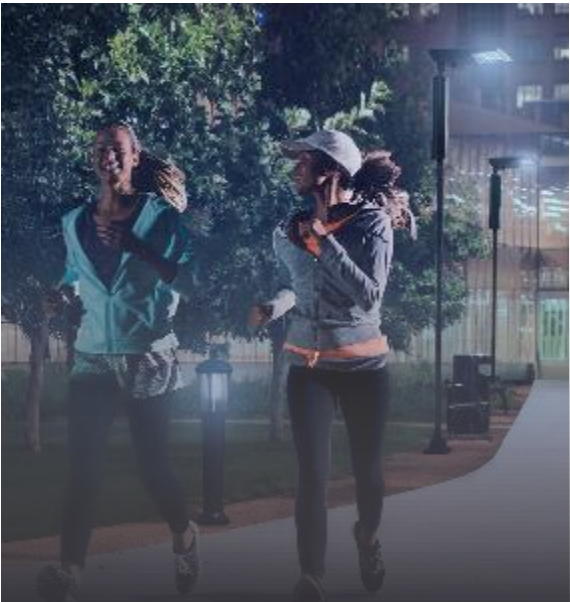
## First quarter, 2026: resilient margins and cash flow amid continued market softness

- Connected light points increased to 171 million
- CSG of -5.1%
- Adj. EBITA margin of 6.5%
- Net income of EUR 8 million including restructuring costs of EUR 63 million
- Free cash flow of EUR 47 million

**VDL Groep: Signify Interact expected to achieve 50% energy savings versus non-connected LED**

# Brighter Lives, Better World 2030

Improve lives. Save energy. Preserve resources.



## Beyond illumination

41% Beyond illumination revenues



## Energy efficiency

Saving 60 TWh for customers



35% reduction CO<sub>2</sub> emission intensity



## Resource efficiency

27.5% Signify Circle revenues in Prof Europe



# Signify Foundation



Uganda: Palabek & Kyangwali refugee settlement

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## 2. Remuneration report 2025

# Remuneration Board of Management - Structure

## Base Salary

### January 1, 2025 (+3%)

- Z. Kosanović<sup>1</sup> – € 683,220
- H.M. Chitale – € 683,220

### September 1, 2025

- A.C. Tempelman – € 1,045,223

### January 1, 2026 (+2.5%)

- A.C. Tempelman – € 1,071,354
- Z. Kosanović – € 700,301

## Annual Cash Incentive (STI)<sup>2</sup>

- CEO target – 80%
- Other Members target – 60%

### Performance range:

- Minimum – 0x
- Maximum – 2x

## Long-Term Equity-Based Incentive (LTI)<sup>2</sup>

- CEO target – 100%
- Other Members target – 80%

### Performance range:

- Minimum – 0x
- Maximum – 2x

<sup>1</sup> Z. Kosanović had the position of acting CEO from the end of April until the end of August 2025. For each of those four months, he received a temporary increase of his base salary in aggregate by EUR 30,000 gross per month, to align with the base salary level for the CEO position.

<sup>2</sup> Expressed as a percentage of salary

# Annual Incentive (STI) Realization 2025

## Financial Component (80% weighting)

	Threshold (50%)	Actual	Pay-out	Weighted pay-out	
Comparable sales growth	(1.6%)	(3.4%)	-%	-%	→ Overall financial outcome – 16%
Adjusted EBITA	9.8%	8.9%	-%	-%	
aWoCa	7.4%	7.4%	50%	16%	

+

## Team/Individual Component (20% weighting)

Team and individual outcome – range 75% to 85% <sup>1</sup>

→ Overall team /  
individual outcome –  
Range 15 to 17%

	STI 2025 (€K)	Multiple Achieved
A.C. Tempelman	279.5	100%
E.H.E. Rondolat	263.5	100%
Z. Kosanović	135,3	33%
H.M. Chitale	127.1	31%

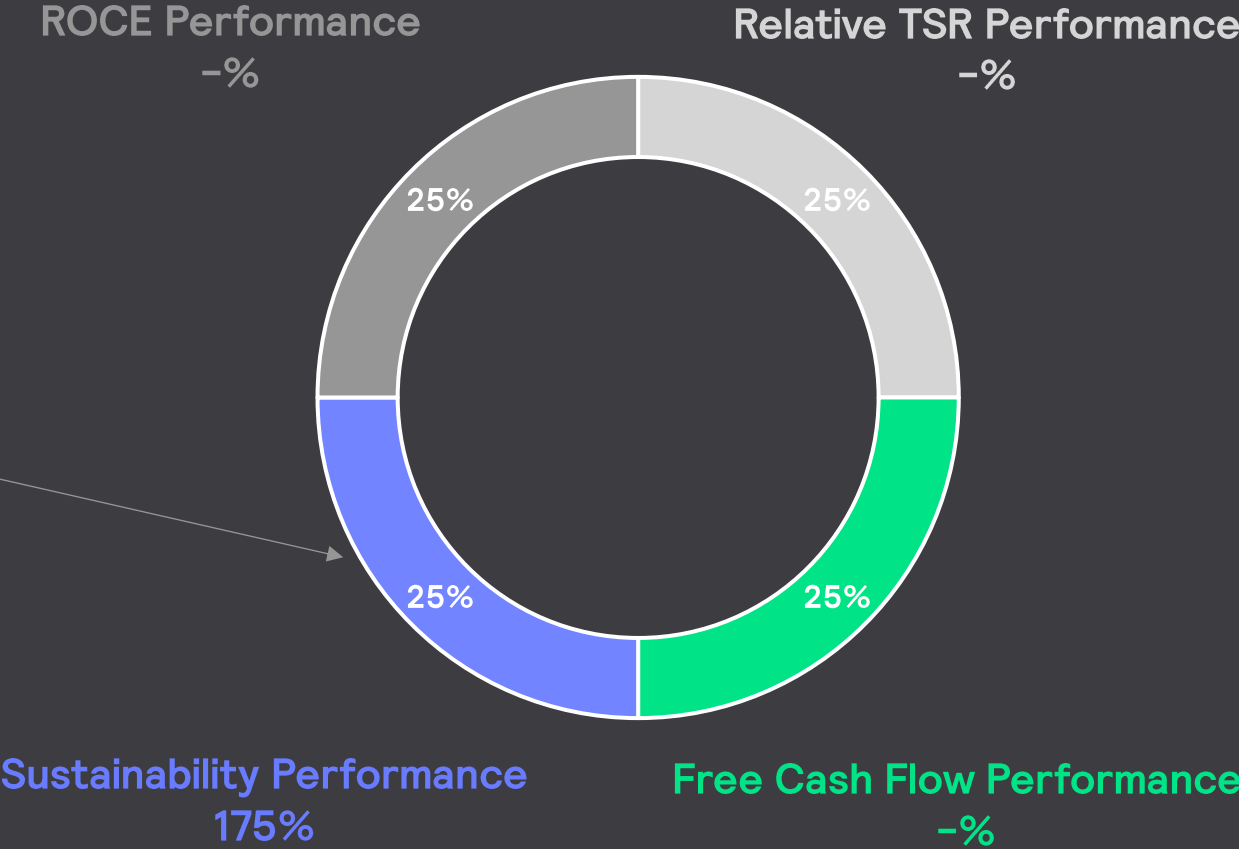
Weighting of financial metrics: Comparable sales growth 16%, Adjusted EBITA 32%, WoCa 32%

<sup>1</sup> Team and individual outcome relates to Z. Kosanović and H.M. Chitale

# Long-term Incentive (LTI)



# 2023 Achievement and Vesting Levels



Resulting final vesting 2023 LTI grant: 43.75%



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

# Signify proposes dividend of EUR 1.57 per share; prioritizes robust capital structure during ongoing portfolio and strategy review

## Capital allocation policy

1. Continue to maintain a robust capital structure to support our commitment to an investment grade credit rating
2. Pay an increasing annual dividend per share in cash year on year
3. Continue to invest in organic and inorganic growth opportunities in line with strategic priorities
4. Provide additional capital return to shareholders with residual available cash

## Key developments

2025

- Paid dividend of EUR 1.56 per share representing a total cash dividend of EUR 195 million and a payout of 52% of continuing net income
- Repurchased shares for a total consideration of EUR 150 million; cancelled 5.8 million shares

2026

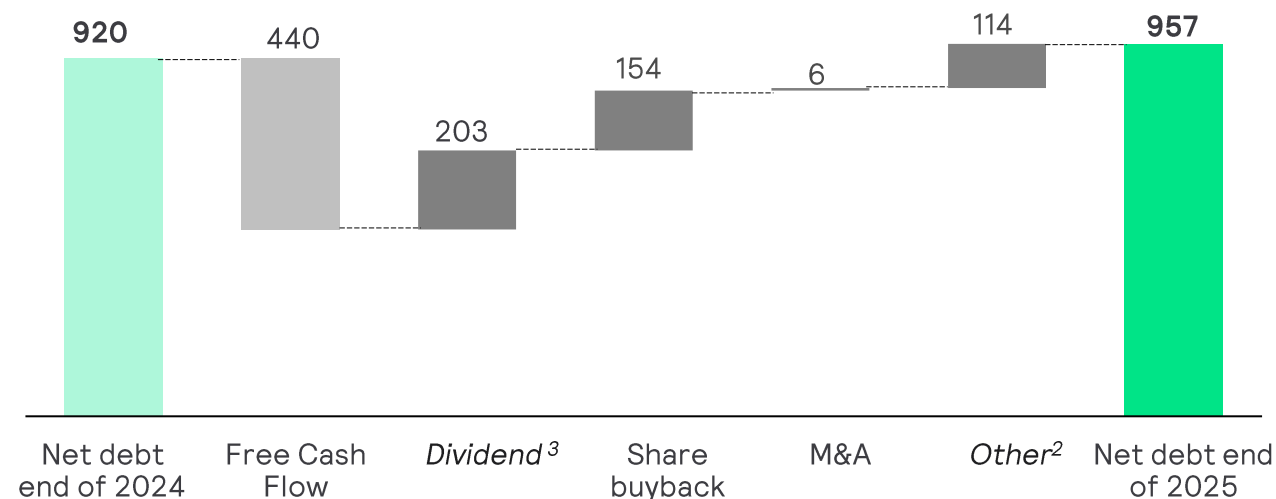
- Proposed dividend of EUR 1.57 per share representing a total cash dividend of EUR 188 million and a payout of 61% of continuing net income
- Signify pauses share repurchases

# Stable Net debt position supported by strong cash flow generation of EUR 440M in 2025

## Characteristics at the end of 2025

- Total net debt position of EUR 957 million
- Total gross debt of EUR 1,579 million
- Main debt instruments<sup>1</sup> include EUR 600 million of Eurobond, Schuldschein loans of EUR 400 million and EUR 325 million of Bilateral Term Loans
- Total cash of EUR 621 million with Free Cash Flow generation of EUR 440 million in 2025
- Unutilized revolving credit facility of EUR 600 million

## Net debt development in 2025 (in EUR million)



<sup>1</sup>Excluding lease liability and short-term loans at subsidiary level.

<sup>2</sup> Other includes FX effect on cash, cash equivalents and debt, and payments of lease liabilities.

<sup>3</sup> Including dividend to minority shareholders

# 4. Implementation of the new Dutch corporate governance code in the company's governance structure

**5. Financial statements 2025**

**6. Dividend**

**7. Discharge members of the Board of Management and Supervisory Board**

# Annual General Meeting Signify N.V,

Audit financial statements 2025,  
Assurance engagement sustainability reporting and assurance 4  
KPI's

**EY Accountants BV**

**24 April 2026**



The better the question. The better the answer. The better the world works.



Shape the future  
with confidence

## Scope

- Statutory and consolidated financial statements
- Annual / Board report, including:
  - Corporate Governance
  - Risk management – VOR
  - CSRD / Sustainability information
  - Remuneration report

## Strategy & execution

- Responsibilities
- Teaming
- Materiality
- Risk assessment
- Going concern
- Fraud and compliance with laws & regulations
- Board report
  - CSRD/Sustainability information
  - VOR / Statement of Risk management
- Cyber risks / Culture and soft controls

## Materiality

- Basis for materiality
- Comparison with prior year



## Audit procedures

- Key Audit Matters

## Board report

## Auditor's opinion

- Unqualified opinion
- No material inconsistencies /in alignment with laws & regulations

## CSRD assurance conclusion

- Unqualified conclusion
- No material inconsistencies /in alignment with laws & regulations

## Reasonable assurance – 4 KPIs

- Unqualified opinion

# Q&A



# 8. Composition of the Supervisory Board

# 9. Authorizations of the Board of Management to

- (a) issue shares or grant rights to acquire shares
- (b) restrict or exclude pre-emptive right

# 10. Authorization of the Board of Management to acquire shares in the company

## II. Cancellation of shares

## 12. Any other business

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