



Signify Annual General Meeting of Shareholders 2026

Presentation by CEO As Tempelman

April 24, 2026 | Eindhoven, the Netherlands

Good afternoon, ladies and gentlemen.

Welcome to our 2026 Annual General Meeting of Shareholders.

As this is my first AGM for Signify, I'd like to start by saying it's good to be here.

I've joined a fascinating industry and a great company.

I am impressed by the passion and talent of our people.

There's no lack of challenges – but also many opportunities.

I have joined at a time when markets are very challenging.

So, my immediate priority is to outperform the market.

While shaping our plans for the future.

The market has been undergoing a huge technology shift – that I expect to continue.

First, conventional lamps are being replaced by LED lamps.

And since the replacement cycle for LED is much longer, we see a decline in the quantities sold.

Next, is the shift from the use of lamps to more integrated luminaires.

As a consequence, the demand for lamps is reducing but we expect it to stabilize in the next few years.

And in turn, luminaires will continue to grow, especially connected luminaires, equipped with sensors that enable intelligent systems.

And with the increasing penetration of sensors and the growth of IoT, there are opportunities in intelligent systems.

Which we are well-positioned to capture.



And this is how that shift is reflected in our portfolio.

Today, Conventional is largely phasing out, representing less than 6% of our sales.

In 14 years, LED-based sales have grown from 22 to 94% of sales.

We now have 170 million connected light points installed.

Which includes sensors, connectivity, software and services.

This is where we have been building our strength.

We have strong application knowledge.

And we are leading in connected lighting.

Let's look at a couple of great examples of what we can offer to our customers.

Our position in outdoor lighting is strong.

In cities like Gothenburg, our connected lighting systems are helping make urban environments safer, smarter, and more sustainable.

With 40,000 connected light points, the system enables real-time monitoring and control, while reducing energy consumption by up to 80% and significantly lowering operating costs.

But it's not just these large projects – consumers love our products too.

At the premium end, we have Philips Hue.

The Hue smart lighting system enhances entertainment, security and wellbeing in the homes of many.

We recently launched new AI features that turn customers' existing lights into motion sensors that can sense where you are in the home and automatically adapt.

And there's lots more to come.

Technology is not the only thing that's changing.

Markets are and will remain very dynamic and uncertainty remains.

There is no lack of challenges – to mention a few:

In 2025, we felt the slowdown in public procurement and infrastructure projects.



The more commoditized part of the portfolio felt price pressure caused by manufacturing overcapacity.

And on top of that, we had the challenge of tariffs and – more recently – the situation in the Middle East.

Despite these challenges, our business has shown resilience.

In 2025, connected lighting grew in both Professional and Consumer markets.

Our Consumer business grew in all regions except China.

We maintained a strong EBITA margin of 8.9%.

And we generated strong cash flow of EUR 440 million, or 7.6% of sales.

But of course, we also felt some pain:

Our Professional business in Europe declined.

OEM faced reduced demand and pricing pressure.

And the trade channel remained highly competitive.

With all that is going on in the world, we expect these uncertain conditions to persist through 2026.

We will continue to navigate carefully.

Our focus is on outperforming the market, wherever it goes.

We expect to deliver our adjusted EBITA margin in the range of 7.5–8.5%.

and free cash flow in the range of 6.5–7.5% of sales.

We propose to pay an increased dividend of EUR 1.57 per share.

And we will pause share buybacks for capital reduction, to maintain flexibility.

Now, let me say some more about what we are doing to outperform the market:

We will strengthen our route to market, by fully leveraging our partner network.

When our distributors are successful, we will succeed with them.



We will seek a much deeper engagement with partners – such as system integrators and specifiers.

We are working to reduce working capital – and cost in the supply chain.

We will restore and maintain our non-manufacturing costs at a competitive level.

And we will invest in our IT systems.

Secondly, we will focus our portfolio for the future, taking different views:

What businesses offer the best prospects;

Where we play in the value chain;

Which market segments we prioritize;

And what opportunities we have to grow value from new pools.

And at our Capital Markets Day in June, we will set out in more detail how this translates into a clear path ahead.

These actions will take some time to take full effect.

In the first quarter, despite sales that reflect ongoing softness in the market, we delivered resilient profitability and cash flow, supported by disciplined cost and price management.

In the Professional business, we saw continued softness in the trade channel and public projects in Europe and the US.

We saw an improvement in European indoor projects.

Emerging markets and connected lighting grew.

While sell-out to consumers remained strong, our Consumer business was impacted by inventory adjustment and lower sell-in to retailers.

After several challenging quarters, OEM delivered a stabilized top line and profitability.

The Conventional business achieved a strong gross margin and remains predictable.

As we continue to navigate a very dynamic market, we are staying close to our customers and suppliers and remain confident in our ability to respond to risks and opportunities.



A highlight of the quarter was the launch of the new chapter our sustainability program – Brighter Lives, Better World 2030.

This program is about the role of lighting beyond illumination – to improve wellbeing, safety and security, food production and access to solar lighting.

It's about lowering emissions through energy efficiency.

And it's about advancing circularity.

It serves our customers – by helping them to reduce energy and resources, lower cost – and adhere to regulations.

It serves society with lighting that respects nature and reduces emissions – as we maintain our commitment to reach net zero by 2040.

And it serves our investors, because it makes good business sense.

Before closing, I want to highlight the Signify Foundation – because it is very close to my heart.

Since 2017, the Foundation has enabled access to sustainable lighting for 15 million people.

That sounds like a lot, but you have to put it in the context that today 680 million people still live without access to reliable light at night.

What you see on the slide here is a project where the Signify Foundation – in partnership with the UN and the local community – installed 1,200 solar streetlights in refugee settlements in Uganda.

Thanks to this project, the 250,000 displaced people living here can feel safer at night, empowered to study, work and play, thanks to the lighting installed across the settlement.

And with that, let me hand over to the chair.

Thank you.