Signify is the world leader in lighting
We provide high-quality energy efficient lighting products, systems and services

<table>
<thead>
<tr>
<th>Light sources</th>
<th>Luminaires</th>
<th>Systems and Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connected, LED, Conventional</td>
<td>€6.2bn sales in 2019, ~75% professional</td>
<td>No. 1 Industry leader Dow Jones Sustainability Index</td>
</tr>
<tr>
<td>32,000 people in 70 countries</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Dow Jones Sustainability Index 2019

Third consecutive year Industry Leader

Electrical Components & Equipment

#brighterlivesbetterworld
Our purpose

To unlock the extraordinary potential of light for Brighter Lives and a Better World

&

Sustainability is at the core of our purpose and our strategy
Our Brighter Lives, Better World commitments for 2020

**Sustainable revenues**
- 80% of revenues from sustainable products, systems and services
- More than 2 billion LED lamps and luminaires delivered by 2020

**Sustainable operations**
- 100% carbon neutral & 100% renewable electricity
- Zero waste to landfill in our operations
- Safe and healthy workplace
- Sustainable supply chain
### Sustainable innovation and revenues

#### Sustainable innovation

- Covered 83.5% of our innovation spend in 2019
- Sustainable focal areas are part of our design process

<table>
<thead>
<tr>
<th>Sustainable areas</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy</td>
<td>Weight &amp; materials</td>
</tr>
<tr>
<td>Circularity</td>
<td>Packaging</td>
</tr>
<tr>
<td>Substances</td>
<td>Basic needs</td>
</tr>
<tr>
<td>Human centric</td>
<td>Access to light</td>
</tr>
</tbody>
</table>

#### Sustainable revenues

- Contributed 82.5% to our total sales in 2019 based on energy-efficient products, systems and services
- We already reached our 2020 target of 80%!
- We aim to deliver more than 2 billion LED lamps and luminaires delivered. By end of 2019 we have delivered 2.344 billion and already reached our 2020 target!
Sustainable operations

Zero carbon
- Reduce energy use
- Optimize logistics
- Reduce business travel
- Shift to 100% renewable electricity

Zero waste to landfill
- Send zero waste to landfill
- Reduce, recycle and re-use waste in all our manufacturing sites

Prevent injuries
- Provide a safe and healthy workplace for our employees through injury prevention

Sustainable supply chain
- Engage our suppliers, audit and train all risk suppliers
- Ensure responsible minerals
- Reduce the carbon footprint of our supply chain
Our programs contribute to 4 UN Sustainable Development Goals (SDGs)

Social impact of our portfolio

- Creating light for greater wellbeing and safety
- Providing access to light in off-grid areas via solar lighting
- Improving yield in horticulture and aquaculture to provide food for a growing population
- Providing humanitarian lighting in cases of emergency or disaster through the Signify Foundation

Social impact of our operations

- Implementing an Injury prevention program to create a safe and healthy workplace for our employees and contractors
- Working with our suppliers to ensure good working conditions

Environmental impact of our portfolio

- Decreasing our customers’ footprint via energy efficient lighting
- Realizing even more energy savings for our customers through connected lighting
- Saving material resources via Circular lighting
- Driving accelerated renovation rates of buildings

Environmental impact of our operations

- Increasing energy efficiency of our own operations and logistics and shifting to renewable electricity
- Investing in carbon offsetting projects with social and environmental impacts
- Reducing waste generation and waste to landfill
- Working with suppliers to reduce their footprint
- Shifting to electric / hybrid vehicles
Our 2019 achievements

10% decrease in gross carbon footprint compared to FY2018

Carbon neutral
Operations in Benelux, MET, UKI, IIG, France, Iberia, China, US, Canada, LATAM, ASEAN, India, Indonesia, Far East and Pacific

99% of risk suppliers passed the audit

82.5% Sustainable revenues
We achieved the highest score in the CDP climate disclosure: A-list
We are named Industry Leader in the DJSI for 3 consecutive years
We received the EcoVadis Gold Medal and are in the top 2% of companies assessed in our sector

1st company to enter Power Purchase Agreement in Polish windfarm

70% decrease in waste to landfill compared to YTD Q4 2018

90% of industrial waste is recycled

2.344 billion LED lamps and luminaires delivered since 2015

94% of our used electricity came from renewable sources
# Our progress and FY 2019 results

<table>
<thead>
<tr>
<th></th>
<th>2015 baseline</th>
<th>FY 2019 result</th>
<th>2020 target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sustainable revenues</strong></td>
<td>72.1%</td>
<td>82.5%</td>
<td>80%</td>
</tr>
</tbody>
</table>
| **LED lamps & luminaires delivered**  
 *(Cumulative since 2015)* | 0             | 2.344 billion  | >2 billion  |
| **Carbon footprint**          | Net 666 kt CO₂ | Net 61 kt CO₂ | Net 0 kt CO₂ |
| **Waste to landfill**         | 3,304 tonnes  | 726 tonnes     | 0 tonnes    |
| **Safe & healthy workplace**  | TRC = 0.66    | TRC = 0.32     | TRC = 0.35  |
| **Sustainable supply chain**  | 90% performance rate | 99% performance rate | 90% performance rate |

- We achieved the **highest score** in the CDP climate disclosure: A-List
- We are named **DJSI Industry Leader** for 3 consecutive years
- We received the EcoVadis **Gold Medal** and are in the **top 2%** of companies assessed in our sector
Carbon footprint reduction roadmap - India

We have a carbon footprint reduction roadmap in place, based on expected results from:

- switching to 100% renewable electricity
- improving energy efficiency in our operations
- more efficient manufacturing activities
- less business travel
- optimized logistics
- and more....

Carbon footprint

<table>
<thead>
<tr>
<th>Year</th>
<th>Manufacturing</th>
<th>Non-industrial sites</th>
<th>Business travel</th>
<th>Logistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>60</td>
<td>8</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>2018</td>
<td>49</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>2019</td>
<td>38</td>
<td>6</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Since 2015 - 39% Carbon footprint reduction

Renewable electricity

By 2019 - 100% Renewable electricity

- Lease car
- Air travel
- Ocean freight
- Air freight
- Road freight
Our world is changing - Global trends shaping our business

Population growth
- more light

Resource challenges
- more energy efficient light

Digitalization
- more digital light

Today, lighting accounts for around 15% of the world’s electricity demand. The global shift to LED will reduce this to 8% by 2030.
We address global challenges to deliver what matters most

Climate change & Resource scarcity

Demographic change & Urbanization

Climate Action

Circular Economy

Food Availability

Health & Wellbeing

Safety & Security
**Sustainability is at the core of our purpose and our strategy**

**We unlock the extraordinary potential of light for brighter lives and a better world**

<table>
<thead>
<tr>
<th>Better world</th>
<th>Brighter lives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Climate Action</strong></td>
<td><strong>Circular Economy</strong></td>
</tr>
<tr>
<td>Striving for carbon neutrality and driving climate action through LED, connected LED, and solar lighting</td>
<td>Enabling circularity with 3D printing, serviceable luminaires, circular services, and zero plastic packaging</td>
</tr>
<tr>
<td><strong>Food Availability</strong></td>
<td><strong>Health &amp; Wellbeing</strong></td>
</tr>
<tr>
<td>Increasing food availability &amp; quality, reducing food waste, food miles, pesticides and water use</td>
<td>Increasing eye comfort, and enhancing productivity through personalized office and home lighting</td>
</tr>
<tr>
<td><strong>Safety &amp; Security</strong></td>
<td></td>
</tr>
<tr>
<td>Enabling safer cities with less road accidents, less crime, safer workspaces and greater cyber-security</td>
<td></td>
</tr>
</tbody>
</table>
Innovation strategy

- We keep innovating in lighting
- We bring IoT into lighting
- We unlock the potential of light as an intelligent new language
- We innovate the way we serve our customers
Our offers

- Professional lighting products
- Professional lighting systems
- Professional lighting services
- Consumer lighting products
- Consumer smart home lighting systems
Signify Managed Services
A partner you can trust, giving you peace of mind.

Plan & design
We start by assessing what’s already there, checking current installations for possible savings. Next, our team creates a customized lighting solution, tailored to your needs.

• Scoping and quick scan
• Audit
• Solution design
• Business model

Build
Once both parties are happy, our teams will coordinate end-to-end project management of everything. We’ll remove old luminaires where necessary, then deliver, install and commission your new lighting solution.

• Project management
• Installation
• Commissioning
• Hand-over

Operate
After everything is set up, we continue observation to ensure everything runs properly. We check system operations, consult on faults and manage content (where necessary).

• On-site
• Remote
• Content
• Performance

Maintain & optimize
From the beginning to end. Our recurring services include maintaining and repairing of your lighting solution, optimizing performance throughout the contract and verifying agreed performance.

• Preventive and corrective maintenance
• Spare parts supply
• Documentation and training
• Data analytics, reporting and consulting
• System optimization
• Content management
• Asset management

*Managed Services also include performance commitments and (optional) financing.*
Power of Solution Based Approach: Automobile Manufacturing Facility

**Luminaire Qty.**
- Existing Light Points (conv.)
- Optimized Light Points (LED)
- Light Points to Meet WCQ (conv.)
- Light Points to Meet WCQ (LED)

**Load Comparison (kW)**

<table>
<thead>
<tr>
<th></th>
<th>EXISTING LIGHT POINTS</th>
<th>OPTIMIZED LIGHT POINTS</th>
<th>LIGHT POINTS TO MEET WCQ</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Present Load</strong></td>
<td>5530</td>
<td>5418</td>
<td>6472</td>
</tr>
<tr>
<td><strong>Proposed Load</strong></td>
<td>6289</td>
<td>440</td>
<td>1593</td>
</tr>
</tbody>
</table>

- **Light Points to Meet WCQ (conv.)**
- **Light Points to Meet WCQ (LED)**
- **Optimized Light Points (LED)**
- **Existing Light Points (conv.)**
Need:
• Be a Partner for Smart Building Approach
• Connected Lighting Solution focusing on Analytics based Optimizations
• Impact Business Values like higher productivity, space optimization etc.
• A hassle-free Performance driven contract

Location: Bangalore, India

Industry: Technology; One of the World’s Largest Semi-conductor and R & D based organization.

Building Size: 60,000 m2

No. of Light Points: 9000+

Contract Term: 10 years

Payback: 3.5 years

Solution components:
• POE Based Lighting System
• Managed Services: a complete Performance Based Contract
• End-to-End Solution with Audit-Design-Install- Commission- Lifecycle Services
Need:
• Zero Disruption based upgrade Program
• SLA driven approach with payment linked to Performance commitment
• A scalable approach with strong Project Management to ensure upgrade consistency
• Office Compliant Lighting system UGR < 19 (Glare Rating) and stand-alone sensors

Location: Pan, India
Industry: IT/ITES; One of the World’s Largest IT Consulting Organization
Building Size: 30,000 – 60,000 m²
No. of Light Points: 1 lac +
Contract Term: 5 years
Payback: 3.5 years

Solution components:
• Managed Services: Performance based contract
• End-to-End Solution with Audit-Design-Install- Commission- Lifecycle Services
• Office Compliant Luminaires