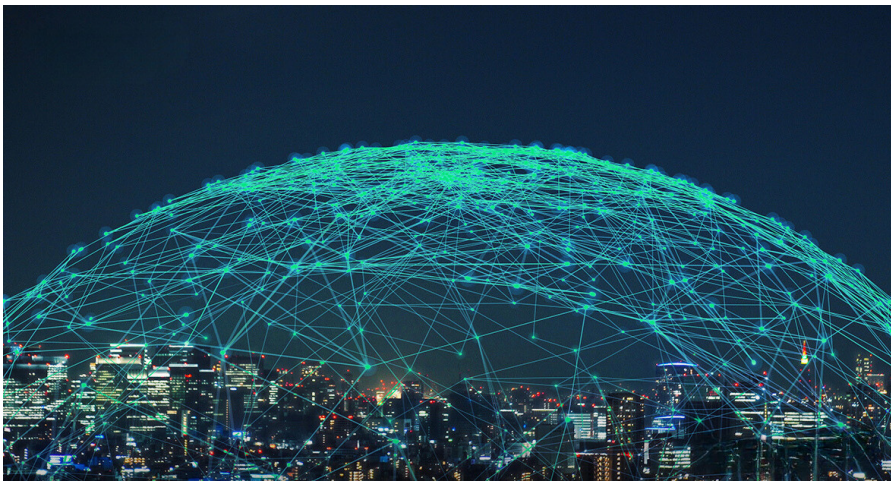


SIGNIFY (FORMERLY KNOWN AS PHILIPS LIGHTING)

Lighting the Path for Innovative Digital Transformation

Signify is the world leader in lighting for professionals, consumers and lighting for the Internet of Things (IoT). The company's energy efficient lighting products, systems and services enable its customers to enjoy a superior quality of light, safety, and comfort. Furthermore, Signify's products empower businesses to be more productive and make cities more liveable.

With 2022 sales of EUR 7.5 billion, approximately 35,000 employees and a presence in over 70 countries, Signify is unlocking the extraordinary potential of light for brighter lives and a better world.



THE POTENTIAL OPPORTUNITIES OF DIGITALISATION ON SOCIETY

In an increasingly digitised world, smart lighting is the entry point and backbone of a truly digital and smart city. Digitalisation of the lighting infrastructure is one of most effective ways of decarbonising the built environment and Signify estimates that doing so could eliminate 50 million of tons of carbon per year in the EU27 countries, and 1 million tons of carbon annually in Singapore alone.

DIGITAL TRANSFORMATION STRATEGY

Signify's strategy for digital transformation focuses on creating new digital offerings that enable greater sustainability outcomes, digitising customer interfaces to make it eas-

ier for customers to do business with them and using digitalisation to automate and streamline their internal processes, improving operational efficiencies and reducing costs, ultimately benefiting the customer.

DIGITALISING OFFERS

When light is connected and digitised, data informs decisions and drives innovation to improve the users' operations, improving energy efficiency and reducing costs. This is why Signify invested in digital technologies such as Interact, its secure, scalable IoT platform.

Interact offers data-based insights into energy usage and historical reporting, delivered via the Interact dashboard, to analyse and optimise energy consumption. Its connected

LED lighting systems and embedded sensor networks are used in cities, offices and retail and hospitality business making them smarter, more lighting energy-saving (by up 80%) and more operationally efficient. To date, Signify's installed base of connected light points number 117 million globally and digitisation also enables Signify to explore new potential for the company, supporting business areas such as horticulture and entertainment. Signify continues to develop and invest in digital lighting technologies such as TruLiFi, Brightsites Smartpoles and its HUE smart lighting for the home. By doing so, Signify aims to create differentiated offers that meet consumers' evolving needs.

DIGITALISING CUSTOMER INTERFACES

Signify aspires to give customers the best digital experience possible, prioritising digitising the B2B and B2C customer interfaces. It knows that winning market share means ensuring its partners, agents, specifiers, wholesalers and end consumers have easy access to its products and can purchase them seamlessly.

An example is 'MyLighting', a 24/7 customer-centric web portal, an easy-to-use business platform which allows Signify's customers to interact with its product portfolios. Some of its key features including self-registration, pricing and availability information, order entry, order status etc to automatically speed up work-flows and enhance customer service delivery.

Another example – customers wishing to purchase luminaires incorporating recycled material have the freedom to customise, tailor and order their designed 3D printed luminaires via an online interface. With more than 500 customers globally, some of the customers using such sustainable 3D printed lighting include McDonald's and Taipei 101 Tower.



DIGITALISING INTERNAL PROCESSES

One of Signify's primary objectives is to define cost and operational performance by leveraging digital technologies to improve internal processes and reduce costs. Another goal is to enhance delivery capabilities and enable organisational agility. By investing in digital technologies and creating a more agile organisation, it can respond quickly to changing customer needs and market conditions.

Signify also aspires to improve go-to-market speed by upgrading the technology foundation. To this end, the company is leveraging advanced technologies such as AI, IoT, and data analytics to accelerate its product development and delivery processes.

STRENGTHENING EMPLOYEE ENGAGEMENT

One of the ways Signify has engaged its employees is by providing them with the necessary training and resources to become digital experts. The company has invested heavily in online training programs and

workshops that teach employees everything from basic digital skills to more advanced topics like data analytics and AI.

Another way Signify is engaging employees is by enabling data-driven decisions. To achieve this, it has implemented several systems and tools that allow employees to collect, analyse, and act on data in real-time. This empowers its employees to take ownership of their work and make a tangible impact on the business.

As a local example, the team in Signify Singapore has developed a comprehensive sales dashboard, enabling the generation of self-service analytics, unlocking untapped product and channel insights from historical sales data, resulting in more informed business decisions.

BARRIERS TO DIGITAL TRANSFORMATION

To manage the costs associated with digitalisation, Signify has established a project and portfolio management office, ensuring that all digital transformation initiatives are scrutinised (financially and operationally)

before undertaking them. This unit enables the maintenance of uniform standards and strong governance. Another challenge is end user awareness on cybersecurity, which Signify is targeting by planning phishing simulations and cyber security training.

DIGITAL FOR SUPPLY CHAIN AGILITY

By investing in an advanced Integrated Business Planning (IBP) digital platform, Signify is creating a more reliable, resilient, and agile supply chain. This enables the organisation to bring customers the right product at the right time and location.

Signify has heavily invested in digitalisation in every aspect of the company, from digitising its offers, to upskilling its employees, to ensuring that customers receive the optimal purchase journey. These efforts demonstrate how digital transformation can streamline a company's operations from start to finish.



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