signify

Capital Markets Day

23 June 2026

Important information

Forward-Looking Statements and Risks & Uncertainties

This document and the related oral presentation contain, and responses to questions following the presentation may contain, forward-looking statements that reflect the intentions, beliefs or current expectations and projections of Signify N.V. (the “Company”, and together with its subsidiaries, the “Group”), including statements regarding strategy, estimates of sales growth and future operational results. By their nature, these statements involve risks and uncertainties, and there may be many factors that could cause actual results or outcomes to differ materially from those expressed in or implied by these statements.

These risks, uncertainties and other factors include macroeconomic volatility, geopolitical and regulatory changes including trade tariffs, competitive price pressure, technological disruptions, reduced governmental funding for energy efficiency and sustainability, currency risks, changes in international tax laws, effects of environmental crises, climate change and natural disasters, cybersecurity risk, and export controls and sanctions. The above risks may not include all factors that ultimately affect the Group. Additional risks and uncertainties that are currently not known to the Group or not considered material may have a material adverse effect on the business, strategy, results of operations, financial condition and prospects of the Group, or prevent the forward-looking events discussed from occurring. The Group undertakes no duty to and will not necessarily update any of the forward-looking statements in light of new information or future events, except to the extent required by applicable law.

Market and Industry Information

All references to market share, market data, industry statistics and industry forecasts in this document consist of estimates compiled by industry professionals, competitors, organizations or analysts, of publicly available information or of the Group’s own assessment of its sales and markets. Rankings are based on sales unless otherwise stated.

Non-IFRS Financial Measures

Certain parts of this document contain non-IFRS financial measures and ratios, such as comparable sales growth, adjusted gross margin and indirect costs, EBITA, adjusted EBITA, free cash flow, Net debt, Working capital and other related ratios, which are not recognized measures of financial performance or liquidity under IFRS. The non-IFRS financial measures presented are measures used by management to monitor the underlying performance of the Group’s business and operations. Not all companies calculate non-IFRS financial measures in the same manner or on a consistent basis and these measures and ratios may not be comparable to measures used by other companies under the same or similar names. For further information on non-IFRS financial measures, see "Chapter 18 Reconciliation of non-IFRS measures" in the Annual Report 2025.

Presentation

All amounts are in millions of euros unless otherwise stated. Due to rounding, amounts may not add up to totals provided. All reported data is unaudited. Unless otherwise indicated, financial information has been prepared in accordance with the accounting policies as stated in the Annual Report 2025.

CMD CEO Presentation

More focused – Better performing

As Tempelman

June 2026

More focused

Better performing

More focused, better performing lighting company

- Overall market stabilizing, growth in connected lighting
- Signify strengths deliver resilience on gross margin
- Portfolio focus redefined around BUILD and HARVEST
- Performance step up with three playbooks at granular level
- Delayered team focused on execution and operational excellence
- Competitive shareholder value creation

Overall market stabilizing, growth in connected lighting

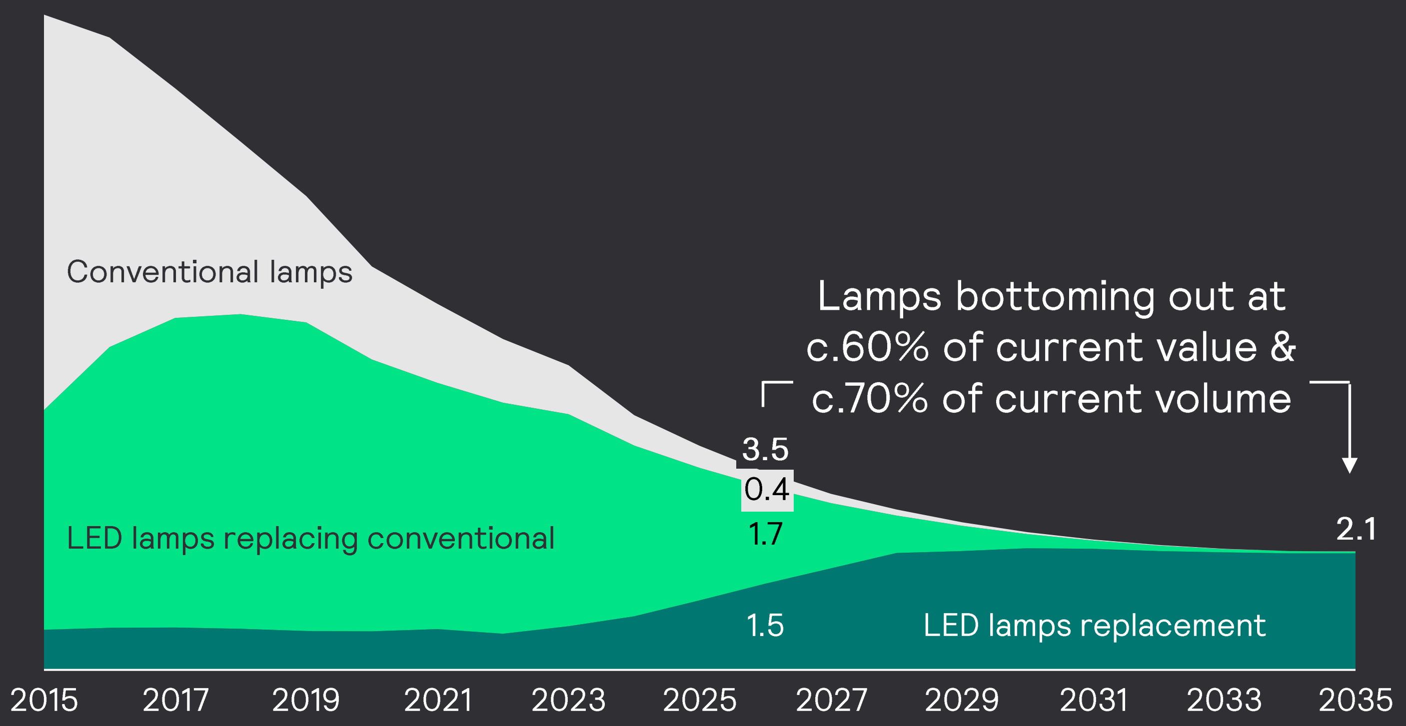
	Conventional lamps[1]	LED lamps	Luminaires	Connected lighting	Adjacent Systems
					
Market size 2025, EURbn	<0.5	4	36	12	100+
Value market growth ’21–’25, %	-28%	-8%	-2%	2%	5-10%
Value market growth ’25–’29, %	-35%	-8%	0%	4%	5-10%

1. Conventional market growth excluding Specialty lighting

Source: Estimates based on Signify market model, Adjacent systems: see page 7

Lamps stabilizing at c. 60% of current value

Global market for lamps, EURbn



CAGR Value 2025–'29, %

-35%

-34%

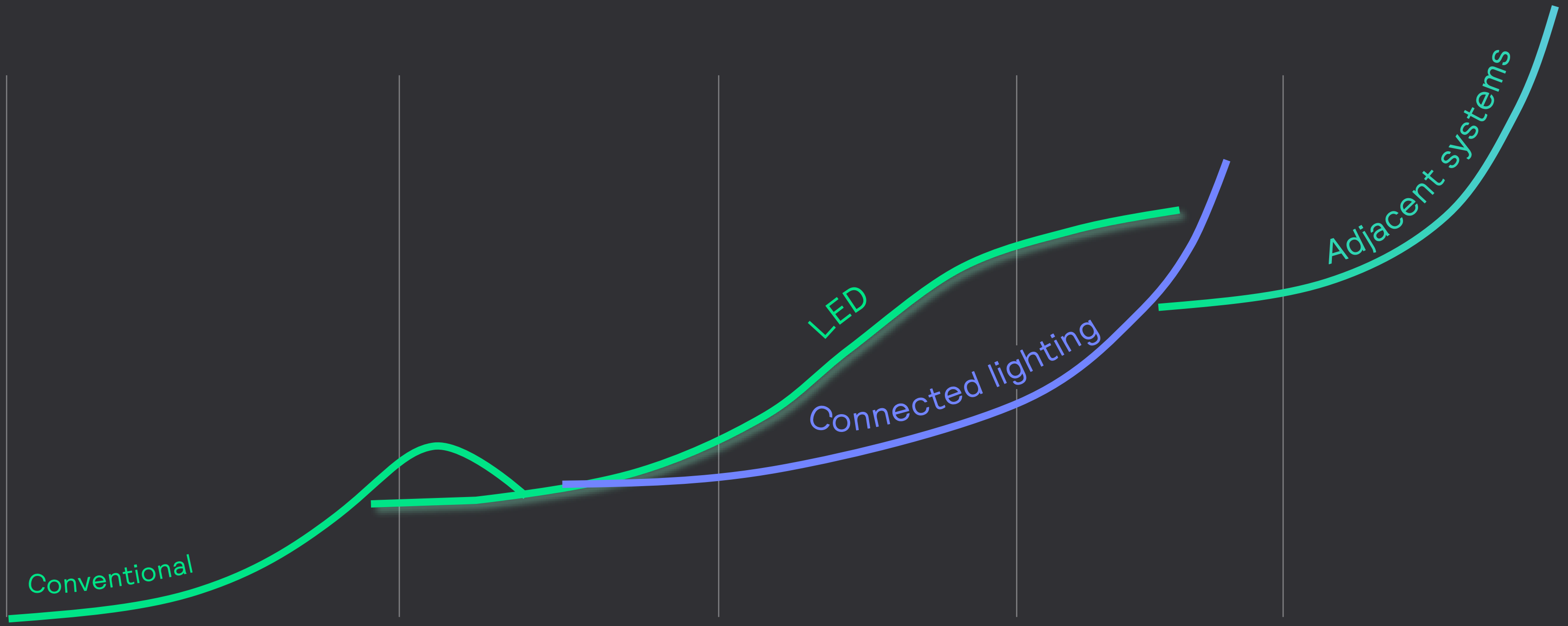
14%

- Volume shifting to stable LED replacement market underpinned by ongoing demand for non-integrated, socket-based applications
- Price stabilization after steep decline in recent years

Source: Estimates based on Signify market model

Connected lighting close to inflection point

Connected lighting, 12+ EURbn with 4+% CAGR 2025–2029



- Volume growth +8%
- Price erosion -4%
- Proven use cases

Source: Estimates based on Signify market model

Adjacent systems present new value pools

	Energy Efficiency	Smart City	Security	Health/ Wellbeing	Entertainment
Ecosystem Market size, 2025 (CAGR 2025-2030)	>30 EURbn[1] 5-10% CAGR	>10 EURbn[2] 10-15% CAGR	>50 EURbn[3] 6-8% CAGR	>10 EURbn[4] 8-12% CAGR	>5 EURbn[5] 10-15% CAGR
					
From connected lighting	Dynamic LED dimming	Adaptive to traffic and weather	Space occupancy sensors / RF	Circadian lighting, VitaUp	Color and ambiance control
To intelligent systems Examples	Integrated building solutions, incl. e.g., HVAC	Traffic flow optimization, public safety, drone detection	Lighting as integrated security sensors	Elderly care, age tech, sleep regulation	Immersive real-time sync with media, gaming, and events

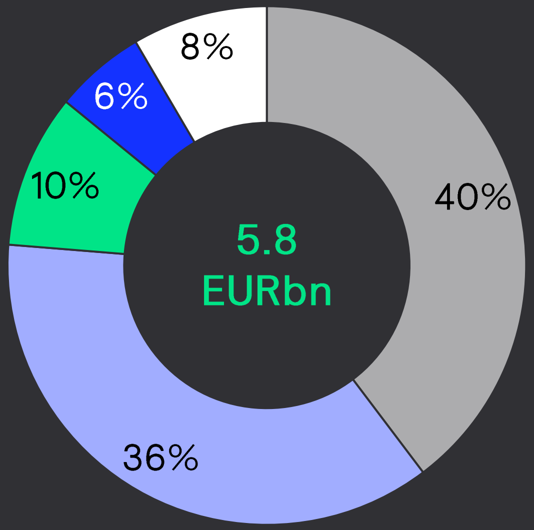
1. Energy saving hardware and software 2. Integrated traffic systems
3. Access control, video surveillance and fire and life safety 4. Technology platforms optimizing wellbeing and healthy routines
5. Entertainment lighting, integrated light & audio devices, all-in-one entertainment systems & sound bars

Source: Market reports, press research, public company presentations from companies already active in above adjacencies , expert interviews

Signify company profile

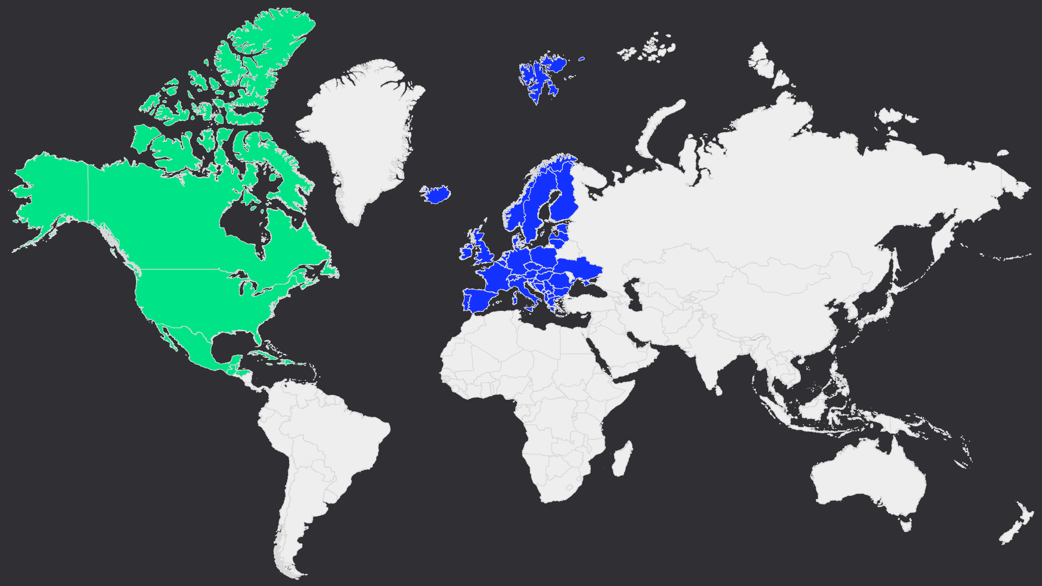
Revenue split, 2025

Technologies



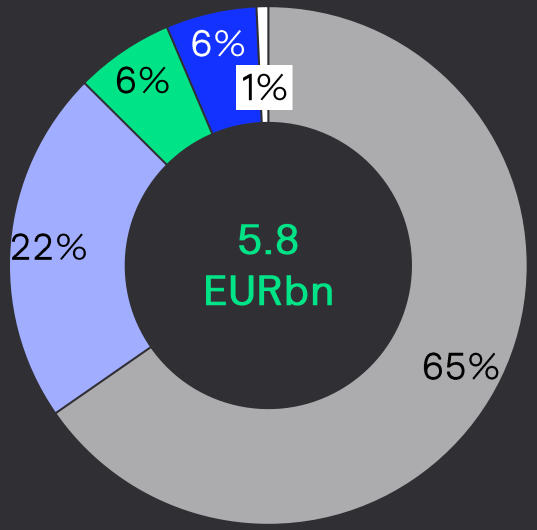
- Luminaires[1]
- Connected & Specialty Lighting
- LED Lamps
- Conventional
- Others[2]

Geographies



North America	Europe	Rest of World		
41%	33%	26%	Of which	India: 5% China: 7%

Business units



- Professional
- Consumer
- OEM
- Conventional
- Other[3]

1. Non-connected
2. Including Klite, Non-connected & non-specialty OEM & Licensing
3. Venture businesses

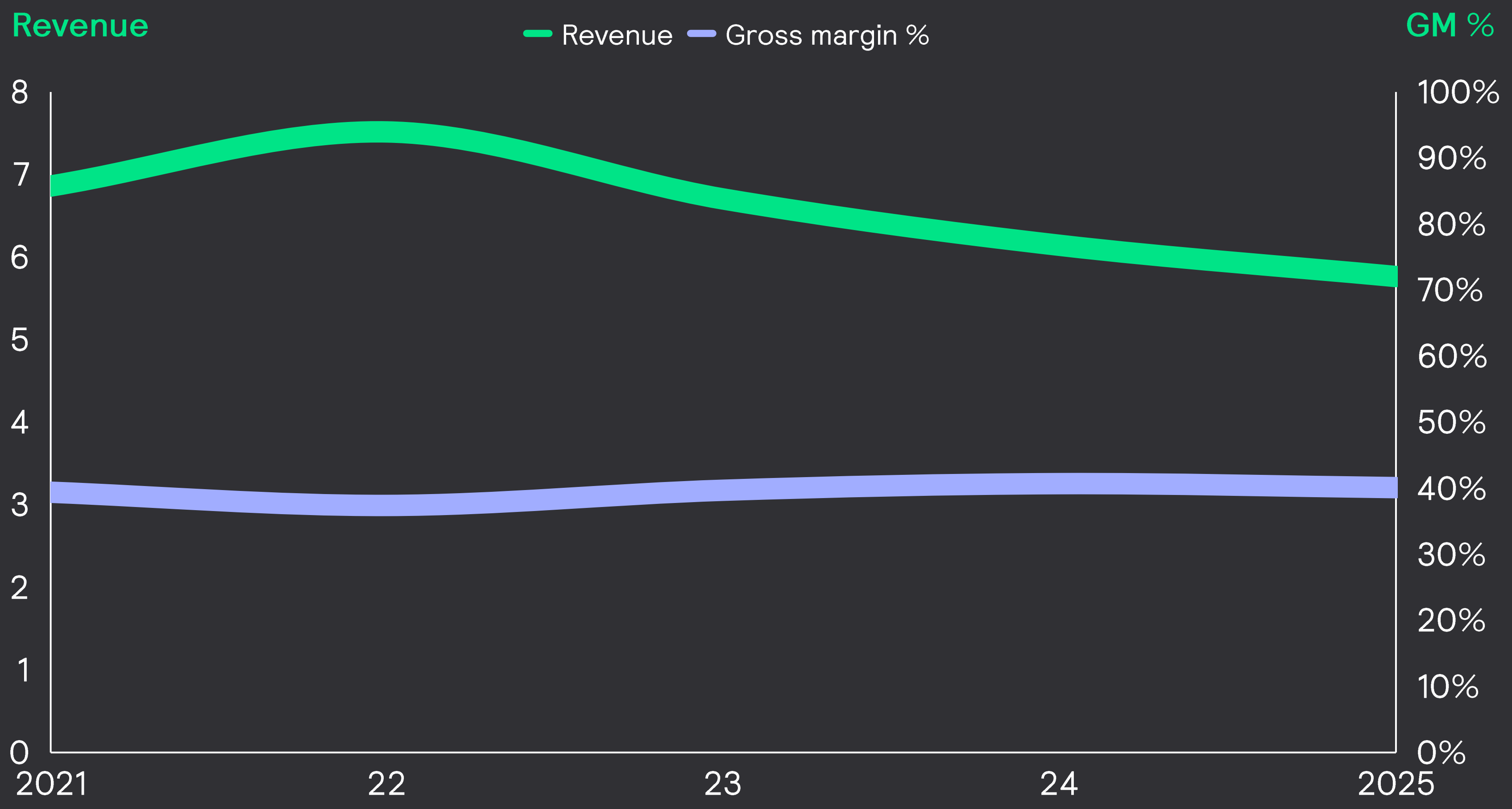
Source: Signify internal data

CEO diagnosis: unique strengths and opportunities

Unique strengths to leverage…	…and opportunities to do better
Gross margin resilience at group level	More consistent delivery across full portfolio
Technology-led innovation and IP	Higher return on R&D
Sourcing power and flexibility	Less commodity manufacturing
Partner ecosystem	Invest in specifiers and distributors
Sustainability – “Brighter Lives, Better World”	Monetize sustainability investments

Gross margin resilience at company level

P&L breakdown, EURb, % of sales



Gross margin resilience

- Strong brands with premium
- Sourcing power
- Value engineering

Variance across the portfolio

Source: Signify financials

More focused, better performing lighting company

Portfolio focus	Performance step-up
Granular review	Three playbooks
Split in BUILD & HARVEST	Each performance area with own strategy
Six choices	Raise the bar on operational excellence

Portfolio best viewed at more granular level of performance areas

Granular performance areas...

Examples

Professional

- Europe Stock & Flow
- Cooper Projects
- Agriculture
- ....

Consumer

- LED Lamps
- Luminaires
- Connected
- KLite

OEM

- ....

Conventional

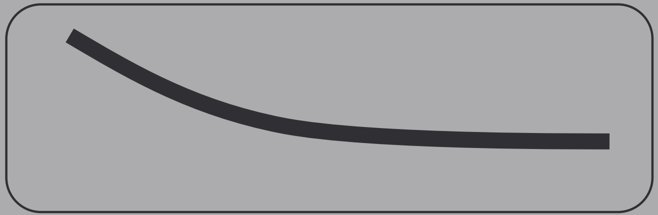
- General Lighting
- Specialty Lighting
- ....

- Different market dynamics
- Each performance area with own strategy and P&L

... benefiting from Signify portfolio

- Signify brand and reputation
- Shared R&D platform and IP
- Sourcing / procurement scale
- Go-to-market overlap / synergies
- Corporate infrastructure

Split portfolio in BUILD & HARVEST mandates

	BUILD		HARVEST	
				
	2025	2029	2025	2029
Share of revenue, %	72%	c. 80%	28%	c. 20%
Revenue, EURbn	4.2		1.6	
CSG, % 2024-2025 / 2025-2029	0%	c. +2%	-11%	c. -5%
EBITA margin vs group average	>		<	

Source: Signify financials, and internal projections

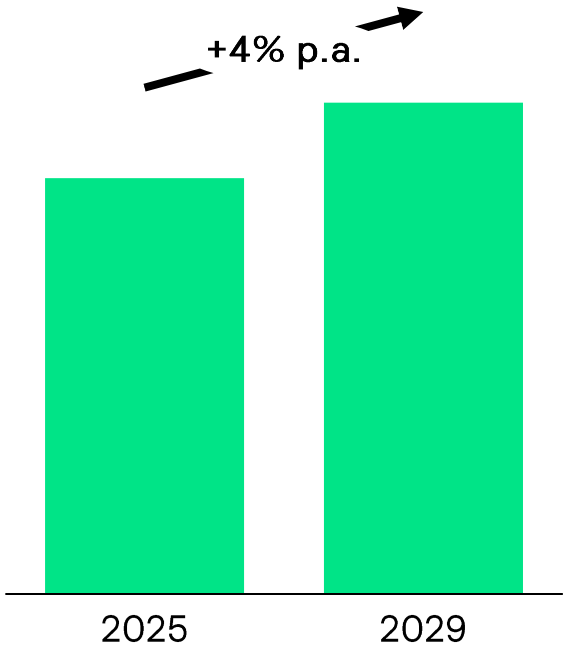
Six portfolio choices

Grow Consumer	BUILD
Targeted investments in Professional	BUILD
Focus direct presence on 35 countries	BUILD
Reduce exposure to commoditized manufacturing	HARVEST
Extract max value from LED Lamps over life cycle	HARVEST
Manage decline of Conventional, all end-game options open	HARVEST

BUILD choice I:

Grow in consumer

Market value growth forecast Consumer connected



Source: Estimates based on Signify market model

Scale luminaires with product portfolio expansion

Accelerate growth of connected lighting

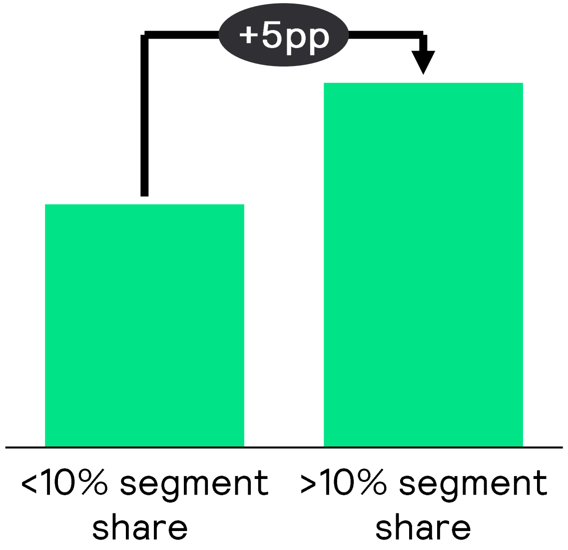
Grow India lighting and beyond

BUILD choice 2:

Targeted investments in Professional

Segment share key driver of performance[1,2]

Adj. EBITA margin



1. Analyses based on geo-segment combinations within Professional
2. Average Adj. EBITA margin in segments with <10% and >10% segments share

Source: Estimates based on Signify market model, Signify internal data

Prioritize segments with leading positions

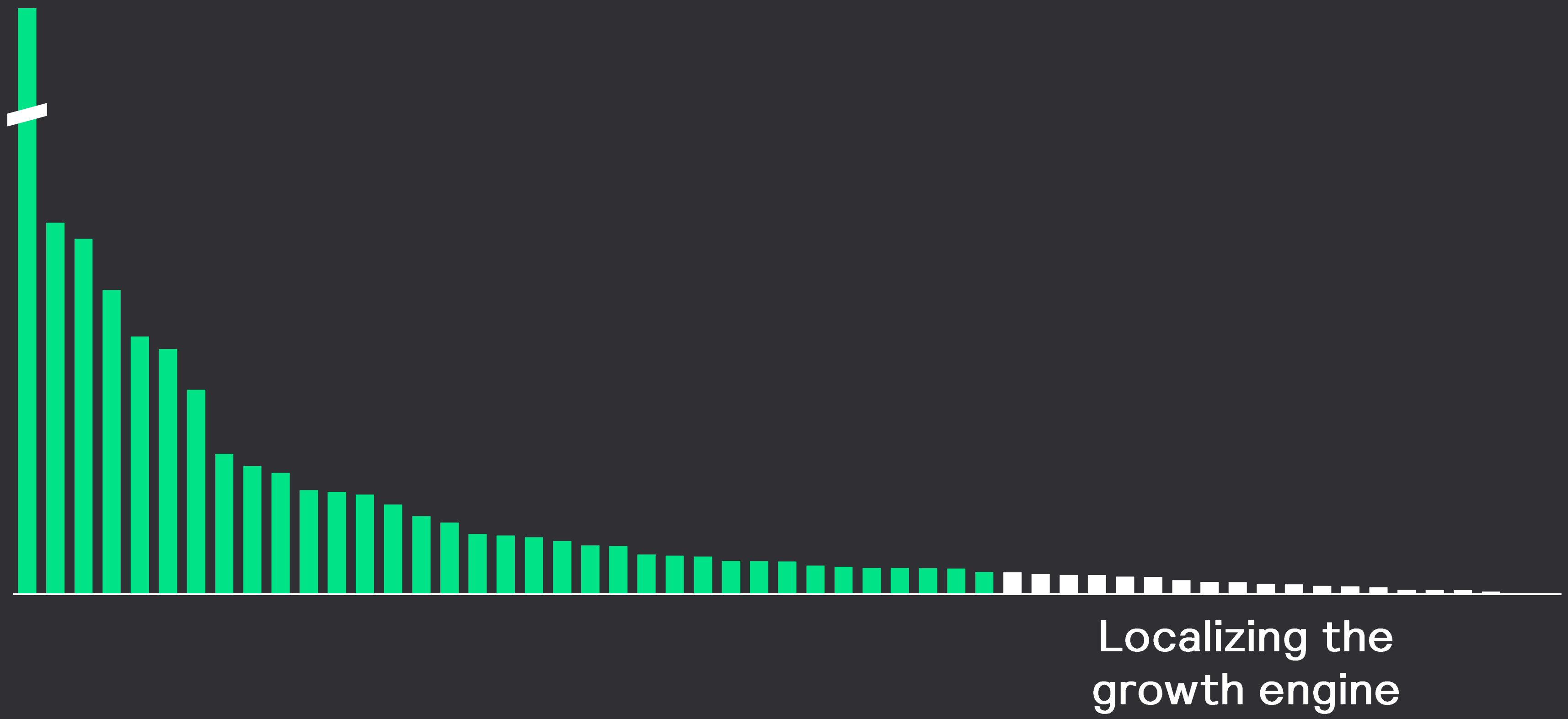
Advance connected lighting platforms

Strengthen specifiers and distributors

BUILD choice 3:

Focus direct presence on 35 countries

Revenue per country, 2025



Source: Signify internal data

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HARVEST:

Choices 4-6

- Manage full life cycle
- Make most of business

Reduce exposure to commoditized manufacturing	• Focus on Make/Engineer-to-order for Spec • Reduce commodity manufacturing exposure • All options open for OEM & commodity manufacturing
Manage decline of Conventional, all end-game options open	• Leverage Signify distribution for General Lighting • Retain strong position Specialty / niche segments • All end-game options open
Extract max value from LED Lamps over life cycle	• Leverage strong Philips brand • Maximize value from distribution reach

Improve profitability through three "playbooks"

Playbook #1

Maximize operating leverage

Growth & high profit portfolios

- Consumer: Connected
- Professional: Cooper Projects
- ....

Playbook #2

Turnaround

EBITA dilutive portfolios

- Professional: Genlyte Projects
- Consumer: Lamps manufacturing
- ....

Playbook #3

Maintain profitability

Declining or low growth & high profit portfolios

- Consumer: LED Lamps
- Conventional Lighting
- ....

Raise the bar on operational excellence, gross margin discipline & indirect cost efficiency across *all* P&Ls

Raise the bar on execution and operational excellence

Commercial	• Voice of Customer program • Agentic AI applications for channel partners • Capability building
Supply Chain	• SKU rationalization • Process simplification with new ERP • Inventory optimization with AI tooling
Costs	• Drive cost culture • Target indirect costs c.30%[1] • Sharper allocation of funds
Digital	• AI embedded in core processes • One data and intelligence foundation • Simplified and standardized technology landscape

1. Excluding amortization

Delayered leadership team to drive execution

Board of management

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Chief Executive Officer

Željko Kosanović
Chief Finance Officer

CGO

Vacancy
Chief Growth Officer

Performance area leaders

Kraig Kasler
Professional North America - Cooper

Christy Tilton
Professional North America - Genlyte

Sophie Breton
Professional Europe

Rami Hajjar
Professional Emerging Markets

Olivia Qiu
China

Sumit Joshi
India

Michael Kühne
Consumer

Paul Peeters
Conventional

Michiel van Dam
Agriculture

Eran Gorgen
OEM

Our set-up

- New Chief Growth Officer role – innovation, platforms, next horizon
- Delayered to increase accountability and focus
- Committed leadership, empowered from top
- Execution and performance focus

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More focused, better performing lighting company

Portfolio focus

Performance step-up

2029 objectives

0-1%	c.10%	7-8%
CSG	Adj. EBITA	FCF

Competitive shareholder value creation

Competitive shareholder value creation

- Set up the company for future success
- Stable revenue and improve profitability
- Balanced capital allocation
  - Strong balance sheet
  - Attractive dividends
  - Selective M&A

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Consumer

Exciting growth opportunity in Consumer

Michael Kühne

June 2026

Exciting growth opportunity in consumer

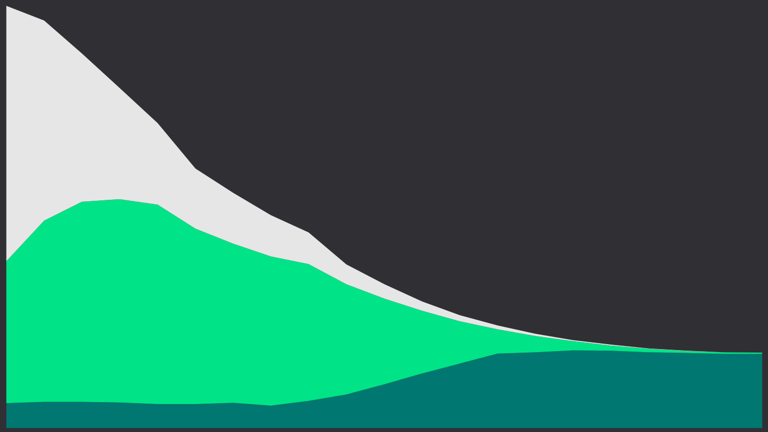
Market Consumer operates in 3 performance areas with different dynamics

Position A strong foundation: Global leader in consumer lighting

Strategy Clear role and way-to-play for each part of the business, delivering sustained growth

Three performance areas with different dynamics

LED lamps



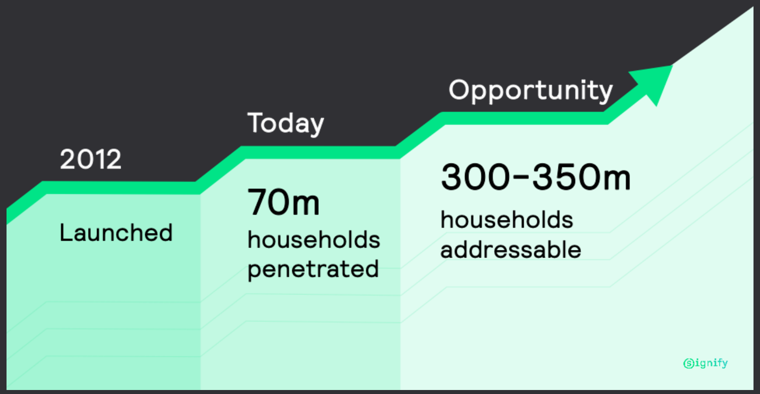
- Conventional lamps
- LED lamps replacing conventional
- LED lamps replacement

- Declining but large, profitable business
- Volume expected to stabilize at 70% of current level

Luminaires

- Large, moderate growth market
- Highly fragmented with no dominant branded players

Connected



- Mid-single digit growth market
- Opportunity 5x connected households today

Source: Estimates based on Signify market model, Signify internal data

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Classified

Consumer lighting demand model: Not only construction-led

Replacement & renovation

Consumers move every c.8 years

Lifestyle upgrade

Illumination to ambience, convenience & entertainment

Marketing & brand activation inspires consumers to upgrade their spaces

Source: Signify internal data, U.S. Census Bureau

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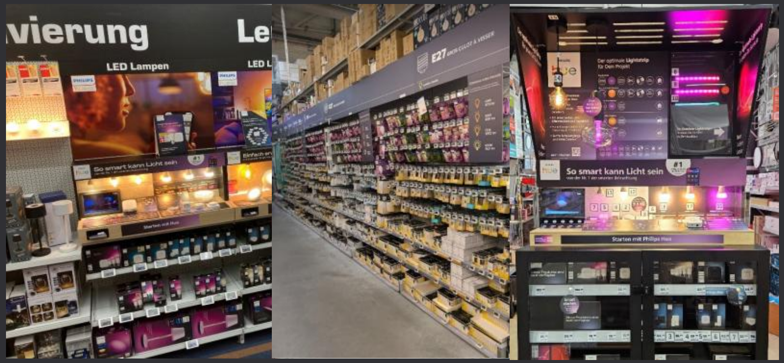
Signify is the global leader in consumer lighting

Leading market positions

30% Global market share in connected

Available in >150 countries

Strong, multi-channel distribution



Portfolio of world-class brands

PHILIPS hue

PHILIPS

Consistent growth trajectory

Back to growth

In 2025

Source: Estimates based on Signify market model & Signify financials

Just under 2 years in, big steps made…

Capabilities

- Consumer centricity at the core
- Marketing and social step-up
- AI at the heart of business

Structure

- Go where the consumer goes
- New ecommerce organization
- New marketing and social setup

People

- Right external talent brought in
- Internal talent identified and placed in right positions

Portfolio strategy: Clear role and way-to-play for each segment

HARVEST: LED lamps

Harvest and reduce exposure to manufacturing

BUILD: Luminaires

Build with new, design-led & family-based portfolio

BUILD: Connected

Build and outgrow the market

- New households via multiple entry points
- Expansion of lifetime value

Our strategy going forward

Portfolio focus

- LED lamps: Harvest and reduce exposure to manufacturing
- Luminaires: Build with new, design-led & family-based portfolio
- Connected: Build and outgrow market

Performance step-up

- SKU rationalization
- Maintain profitability playbook for lamps
- Maximize operating leverage playbook for connected and luminaires

Deep-dive: Philips Hue

World's leading lighting home ecosystem

Continue to deliver "first to world" innovation

Build desire through design

Increase lifetime value: devices (>10 devices), services & features

Create 'wow' entertainment experiences

Building on our strong foundation

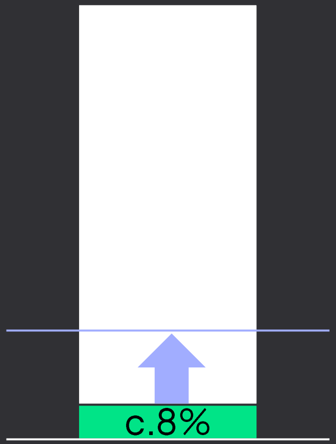
Leading connected lighting **ecosystem** with strong awareness, loyalty and engagement

Source: Estimates based on Signify market model, Signify internal data

Philips Hue business drivers: Exciting growth opportunity

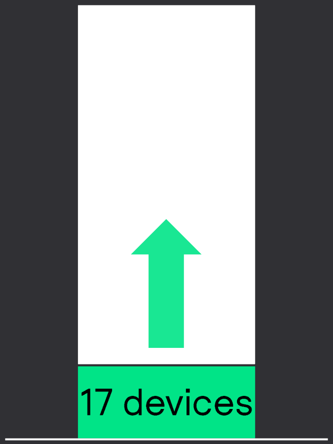
Example Netherlands

Hue Household penetration in NL, %



- Est. max penetration for Hue in NL based on HH disposable income >35k euro= c.25%

Hue devices per HH,



Upward trend:

- 2022: c.11 devices
- 2023: c.12.5 devices
- 2024: c.14 devices
- 2025: c.15 devices
- 2026: c.17 devices

Average € per Hue device

Upward trend:

- Average NNSP[1] per Hue device increased +8% in the last 5 years

1. Net Net Sales Price: price received after reduction of rebates and discounts

Note: Connected lighting growth is dependent on discretionary spend of consumers and consumer confidence

Source: Signify estimates on penetration, Signify internal data on # Hue devices and price, Oxford Economics data

Exciting growth opportunity in consumer

Market Consumer operates in 3 performance areas with different dynamics

Position A strong foundation: Global leader in consumer lighting

Strategy Clear role and way-to-play for each part of the business, delivering sustained growth

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Professional

Largest business, targeted investments

As Tempelman

June 2026

Signify Professional: Largest business, targeted investments

Market Stock & Flow and Projects with distinct dynamics and ecosystems

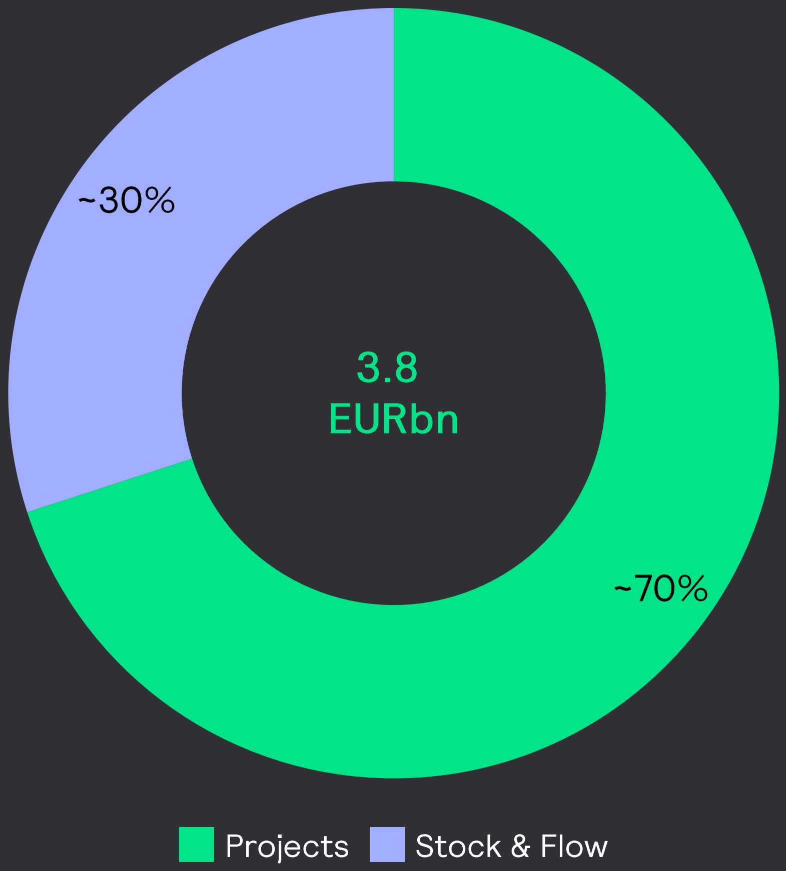
Position Strength in both segments, deeply connected in ecosystem and strong connected offering

Strategy Focus on segments with leading positions, win with our partners, invest in connected

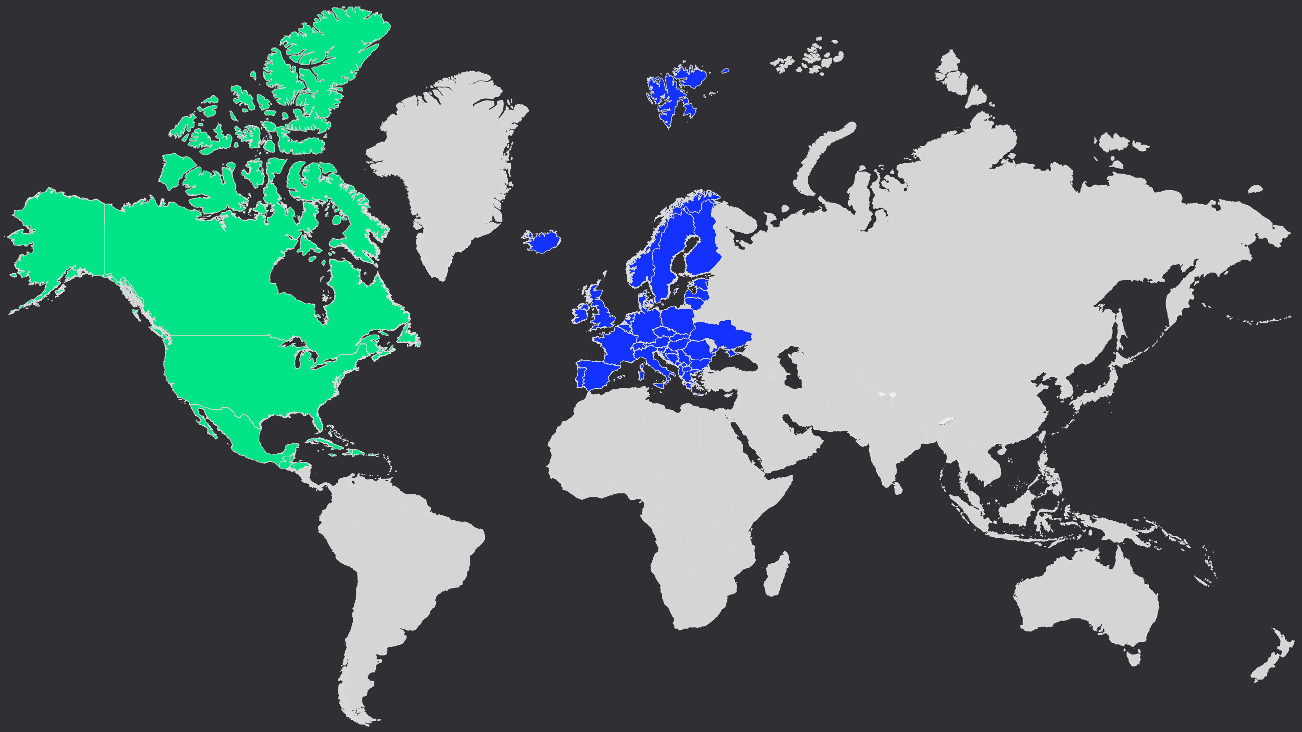
Well positioned global player

Revenue split, 2025

Portfolio mix



Geographic presence



North America
c.50%

Europe
c.30%

Rest of World
c.20%

Source: Signify internal financials

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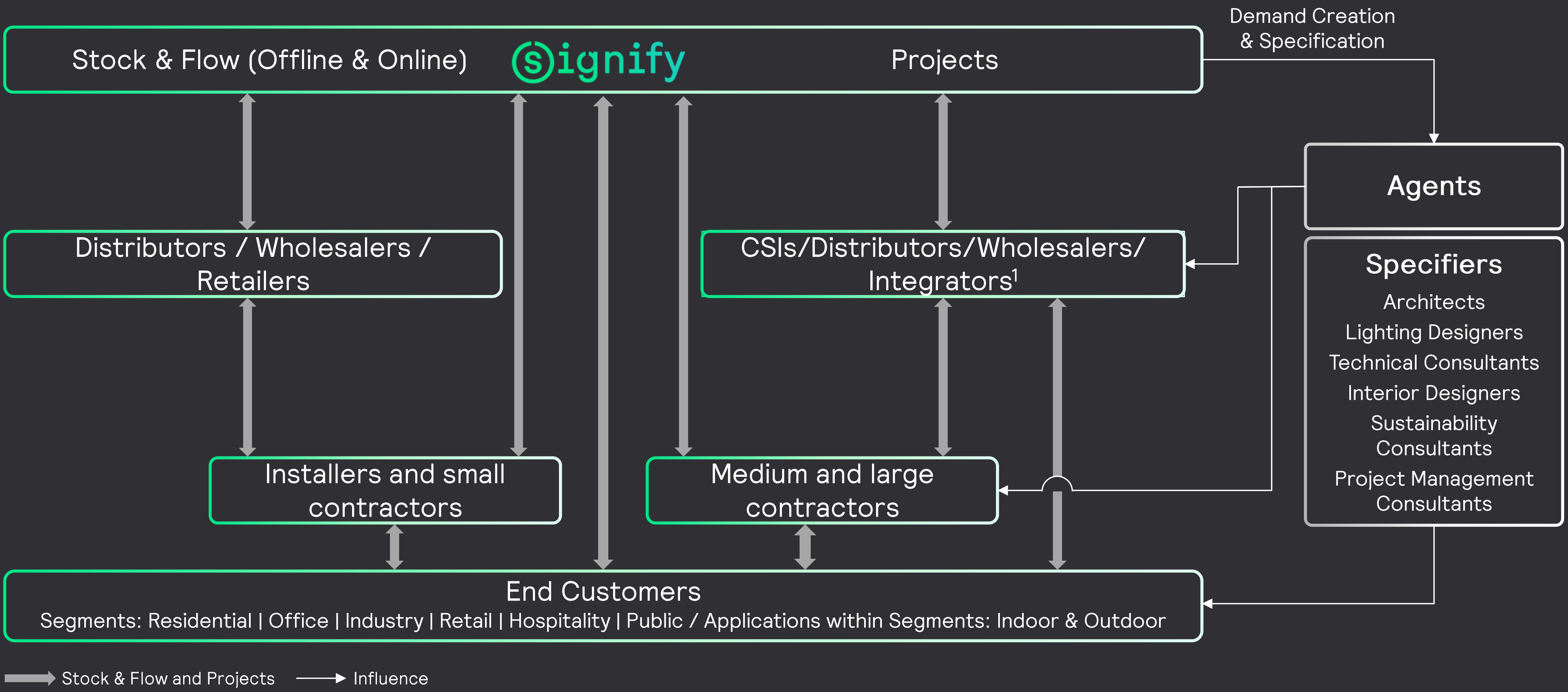
Deeply connected in the ecosystem



1. CSI= Certified System Integrators (experts in connected systems); Wholesalers, Distributors, and Specialized Integrators refer to partners project teams; composition and terminology varies by geography

Strong connected lighting offer

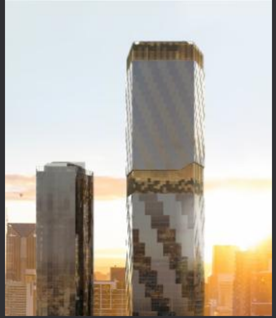
Retail


METRO
France


Apple

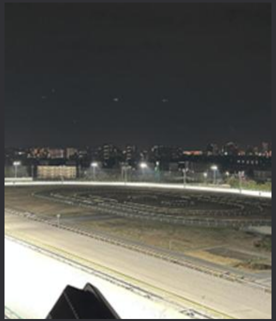
Hotels


Marina Bay Sands
Singapore


Ritz-Carlton
Melbourne

Stadiums


FIFA
Preferred Provider
for Floodlights


Funabashi Horse
Racetrack, Japan

Tunnels


TunneLogic
ASEAN & Pacific


Nordics tunnels
Norway

Industry


Amazon

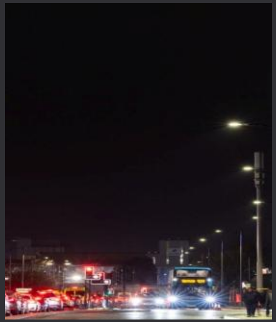
Airbus

Hospitals & Schools


Clark County
Schools, Nevada


Massachusetts
General Hospital

Cities


Traffic Adaptive Ltg.
Liverpool, UK


Daniel Hoan Bridge
Milwaukee, WI

Offices


ASML HQ
Veldhoven NL


Cisco HQ
Toronto, Canada

Targeted investments in Professional: Connected lighting platforms

Our position today

Significant potential

- 10–15% of installed base, still low

Leading position

- Commercial strength:
  - > 40% of Professional sales
  - +10% CSG 2024-2025
- Strong patent portfolio
- **Leading platforms**: quality, reliability, security, range of applications

Signify interact | Signify Dynalite | Telensa | Trellix | WaveLinx Digital Lighting Control Solutions

Our strategy going forward

Leverage scale advantage

- Growth across applications
- Operating leverage

Targeted investment

- AI agents enhancing applications
- Ease of commissioning thorough automation
- Use cases beyond lighting

Source: Estimates based on Signify market model

European strategy to drive performance

Our position today

#1

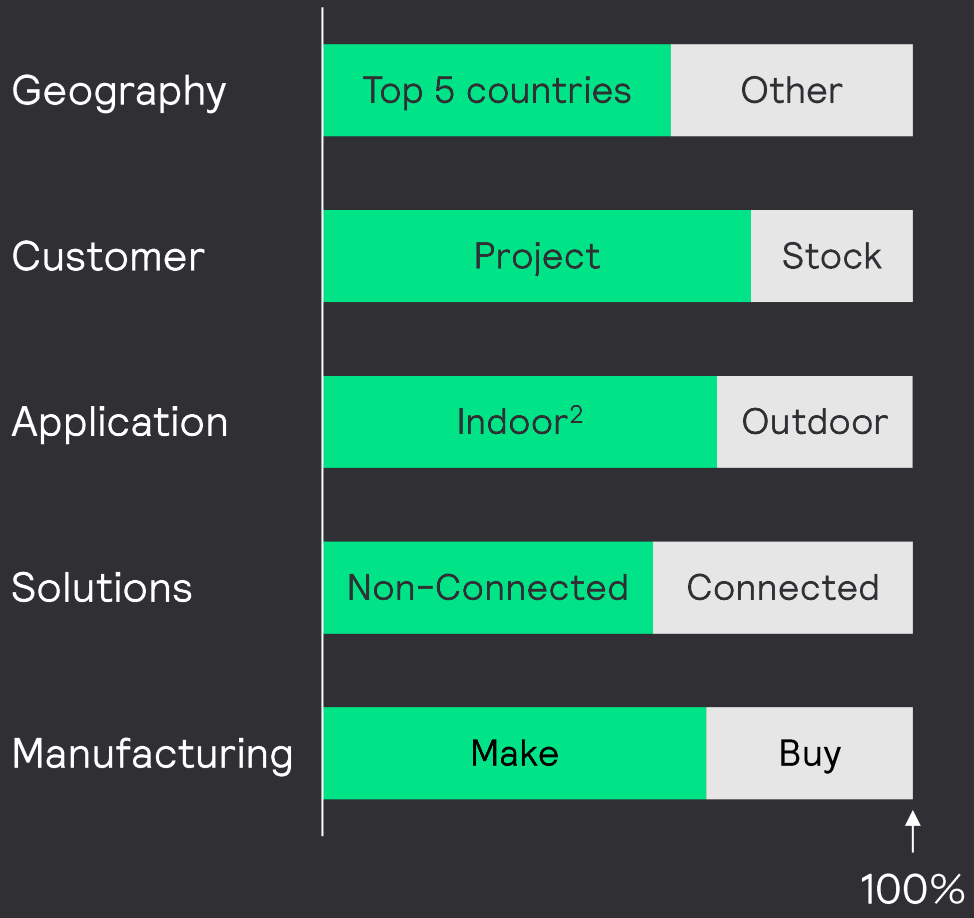
Position in Europe[1], long history

5

Manufacturing sites

>7,000

Active partners, including specifiers, distributors and certified system integrators



Our strategy going forward

Portfolio focus

- Prioritized segments and country combinations
- Innovate customer-led: connected, specification, ease-of-installation

Step up performance through 3 playbooks

- Outdoor projects – Maximize operating leverage
- Indoor project & dilutive countries – Turn around profitability
- Stock & flow – Maintain profitability

1. Based on sales
2. Indoor projects and Stock & Flow

Source: Signify internal data

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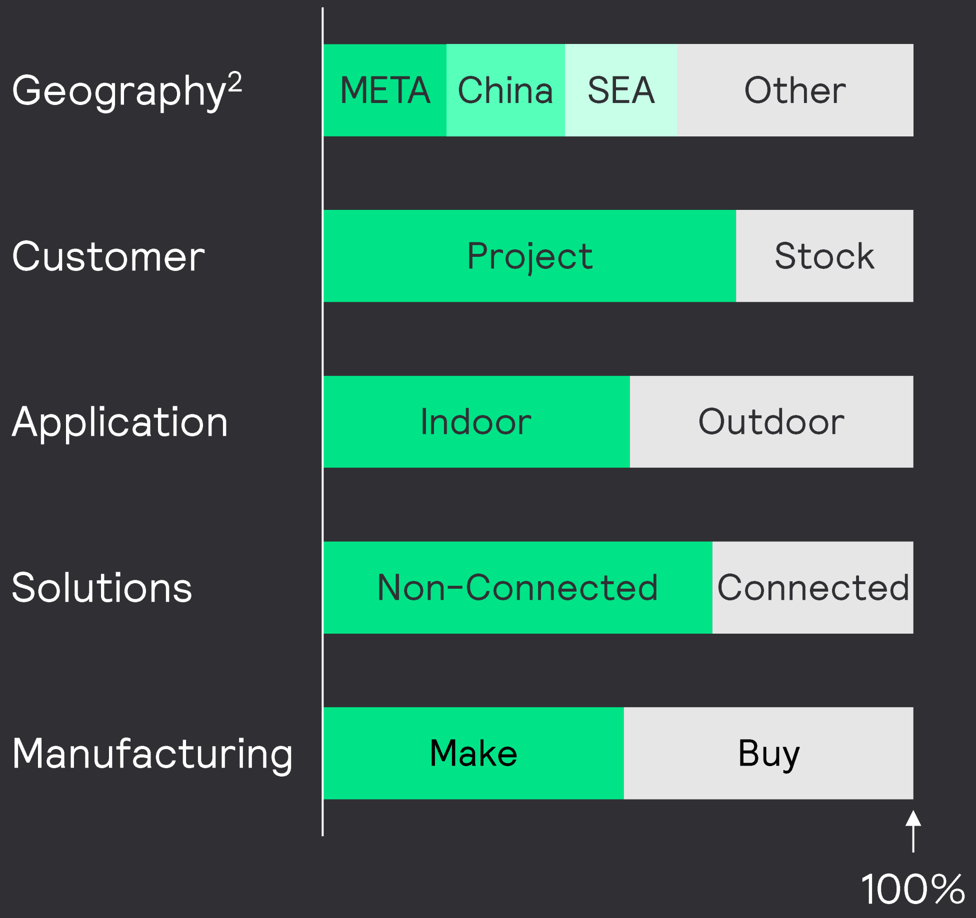
Rest of World strong position with clear growth strategy

Our position today

#1
Position[1] with profitable growth momentum

10
Manufacturing sites

1750+
Partners in our network



Our strategy going forward

Portfolio focus

- Invest in core markets and connected solutions
- Deploy partner-led, capital efficient models

Step up performance

- Scale segment specialization and ecosystem management– Maximize operating leverage
- Expand Stock & Flow and digital activation – Maximize operating leverage

1. Based on sales
2. META: Middle East, Africa & Türkiye, SEA: Southeast Asia

Source: Signify internal data

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North America Professional: 2 front ends, 3 playbooks

Separate front-ends and agent networks
Shared back-bone

Genlyte Solutions	Cooper Lighting Solutions
Legacy with roots in specification	Successful acquisition
Playbook: Turnaround	Playbook: Maximize operating leverage & Maintain profitability

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Professional: Cooper Lighting Solutions

Amplify clear #2 position in North America

Kraig Kasler

June 2026

Cooper: Amplify clear #2 position in North America

Market	North American lighting market is large and profitable
Position	Clear #2 position: Strong agent network, differentiated solutions
Strategy	Enhance Specification & Connected, leverage AI for next level of performance

North American lighting market: large, concentrated, profitable

Professional Market

10.5 $bn

North America lighting market revenue in 2025

Growing

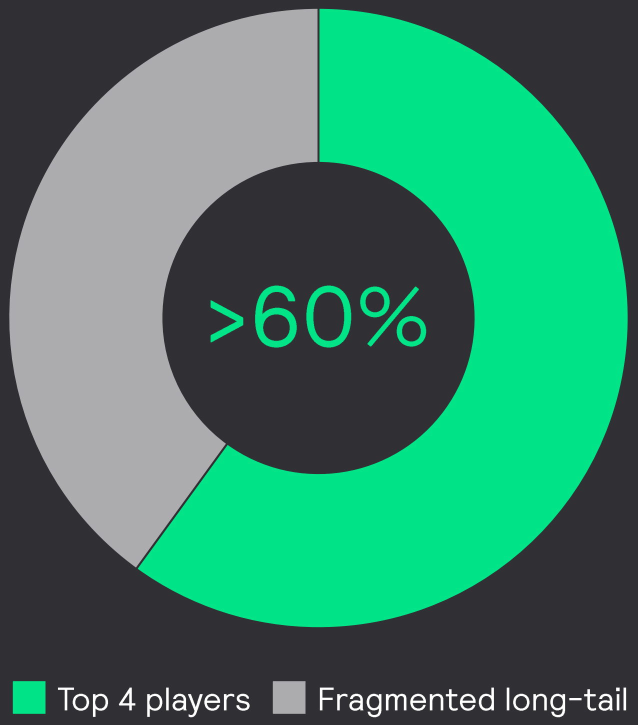
Low-single digit growth

Profitable

High degree of specification and quality

More consolidated

North American market share



Unique go-to-market

Tied agent network serving a fragmented local landscape of

- Distributors
- Contractors
- Specifiers
- End-users

Source: Estimates based on Signify market model

Strong platform for profitable growth

E2E position in North America with Signify scale advantage…

#2

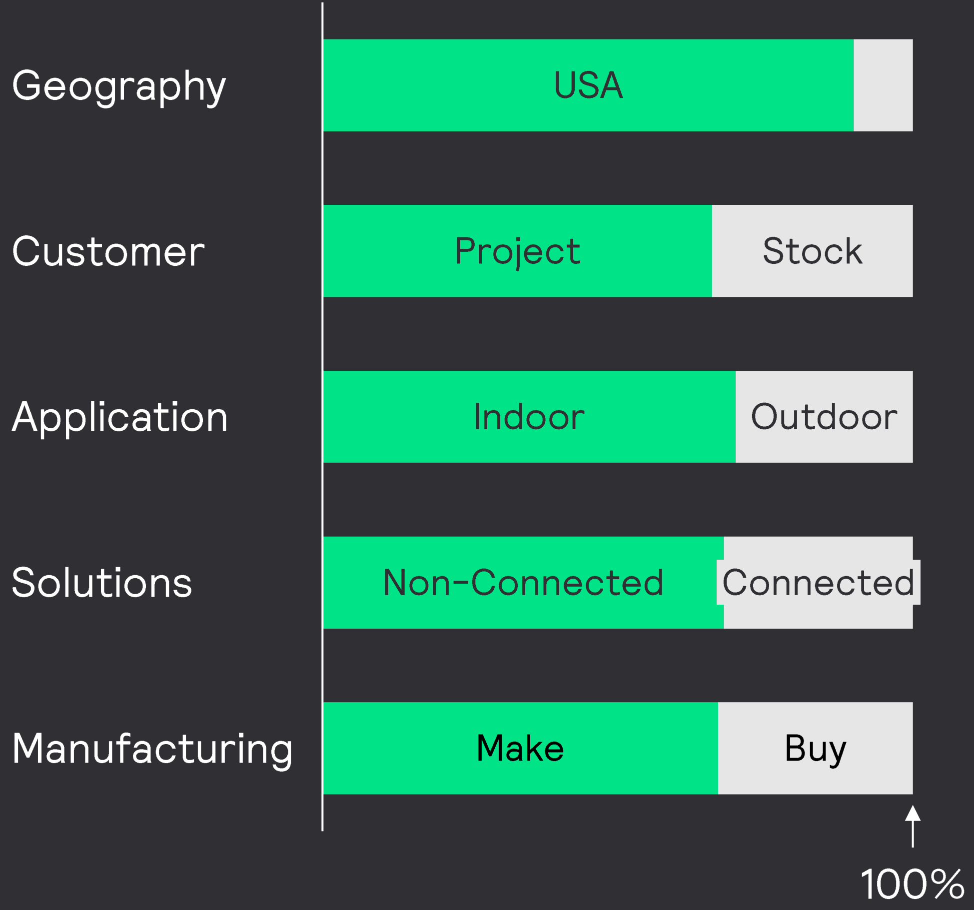
Market position in North America, with strong trajectory[1]

6

Manufacturing sites, 3 in US & 3 in Mexico

125+

Agents in our network, average tenure >20 years



…with strong trajectory

- Successful acquisition
- Above market growth
- Improved profitability in challenging environment

COOPER Lighting Solutions
a Signify business

1. Based on sales in professional channels

Source: Estimates based on Signify market model, Signify internal data

Roadmap to win in North America, next level of Signify performance

Portfolio focus

Projects – Specification: Enhance portfolio

Performance step-up

Customer Experience: Digitize, automate with AI

Stock & Flow: Simplify operating model

Projects – Connected: Drive commercial excellence

Operational Excellence: Take to next level

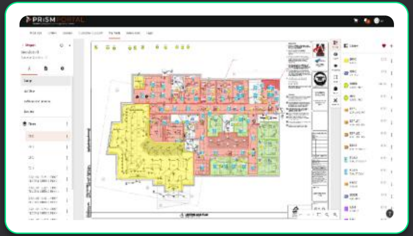
Customer experience: Deliver faster, better service at lower cost

TODAY: Tools built to simplify each step of the customer buying journey

1. Discover

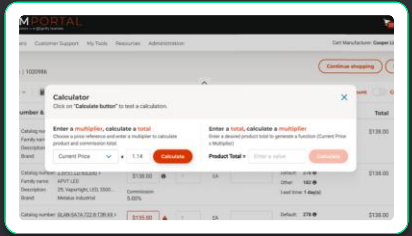
Augmented Lighting Simulation

2. Design



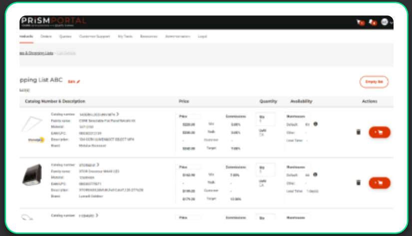
Lighting and Controls Design Platform

3. Price



CPQ: Configurator / Price / Quote

4. Buy



Customer portal including API's for integration

5. Support + grow

AI powered Chat for self service support

TOMORROW: Agentic AI layer that remembers, acts, and moves customers horizontally across the journey

Recommend lighting + controls by project need ❯ Auto-build specs and submittals ❯ Create BOMs, alternates, guided pricing actions ❯ Predict delivery risks and recommend substitutes ❯ Identify expansion and upgrade opportunities

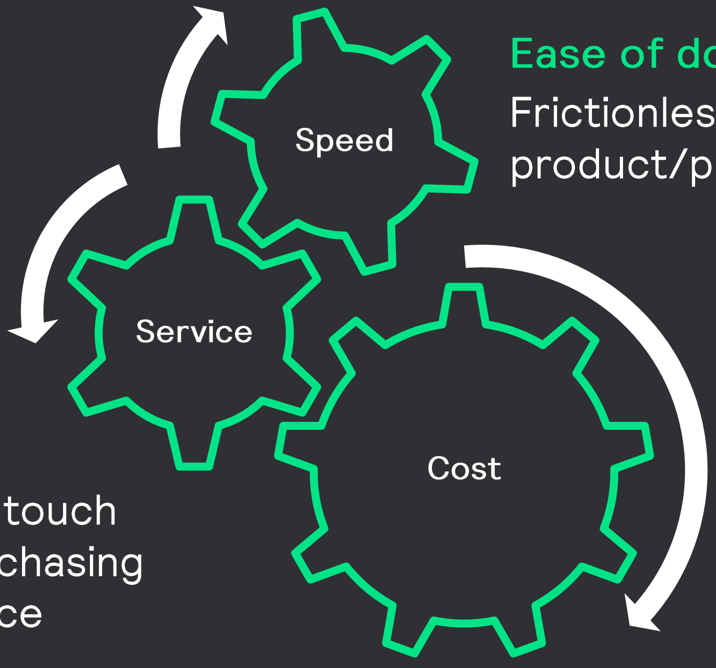
Stock & Flow: Simplify operating model focused on customer needs

Our position today

- 30-35% of Cooper sales
- Leading brands & offering
- Deep distributor relationships
- Signify scale - purchasing, digital

Our strategy going forward

Create optimized P&L focused on customer needs



Ease of doing business: Frictionless service model – right product/price/place/promotion

Commercial Excellence: High customer touch with digital purchasing and e-commerce growth

Relentless focus on cost: Lowest product cost with lean indirect cost structure

Source: Internal Signify data

Projects - Specification: Rebuild leadership portfolio

Our position today

- 35-40% of Cooper sales
- Established brand portfolio
- US, Mexico manufacturing
- Signify best-in-class technology
- Highly motivated top agents

Our strategy going forward

Targeted R&D investments

Indoor, outdoor architectural

Selective acquisitions

High growth, more differentiated

Focus on high growth segments

Healthcare, education, data centers, …

Source: Internal Signify data

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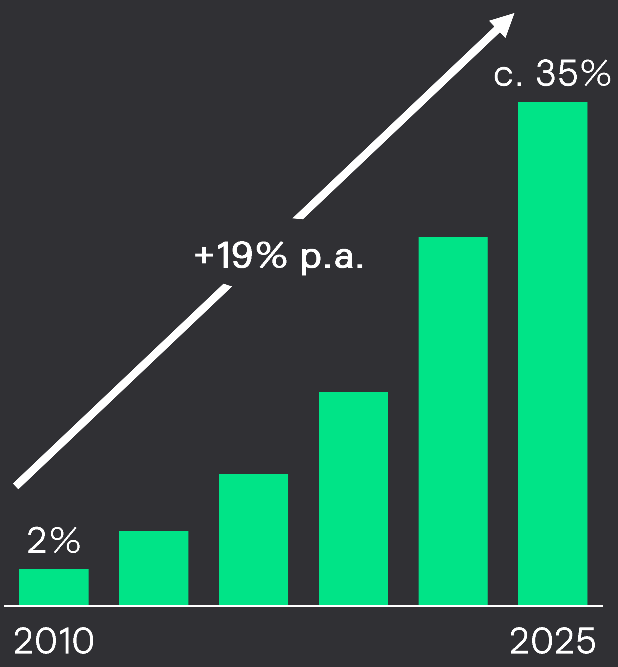
Projects – Connected: Drive commercial excellence

Our position today

Cooper Connected Revenues

% of total Cooper revenues



The solution stack is built 〉 Few in the industry have the scale to develop

Market enhanced by codes & standards 〉 Requirements favor large luminaire players

The market is moving toward us 〉 Winning in the fastest growing lighting market

Our strategy going forward

Commercial Excellence

- Upskill agents, sales teams
- Attach high growth segments
- Increase sales & marketing

Adding Digital & AI

- Automate complex design process
- Faster installation & commissioning

Source: Internal Signify financials

Operational Excellence: Take to next level

Our position today

Manufacturing sites:

- 14 pre-LED in 2008
- 7 pre-Signify in 2019
- 6 today

Cooper/Signify DCs:

- 15 at acquisition in 2019
- 9 today

Source:

- 67% Make – Project focus
- 33% Buy – Stock & Flow focus

Our strategy going forward

Improve service, cost, cash

Next level operational excellence

- Continued footprint optimization
- Fixed & variable productivity
- Inventory and lead-time reductions

AI enabled supply chain

- Integrated customer planning
- Portfolio & inventory health
- Planning excellence

Source: Signify internal data

Cooper: Amplify clear #2 position in North America

Market	North American lighting market is large and profitable
Position	Clear #2 position: Strong agent network, differentiated solutions
Strategy	Enhance Specification & Connected, leverage AI for next level of performance

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India – Professional and Consumer

High performance with further potential in India

Sumit Joshi

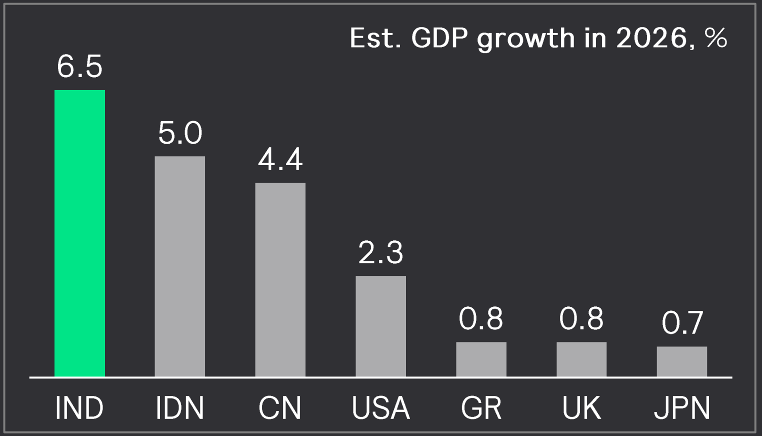
June 2026

High performing and further growth potential

Market	Compelling growth market with unique structural characteristics
Position	Clear winner in India's lighting market, accretive to Signify growth, profit, and cash
Strategy	5 strategic growth vectors

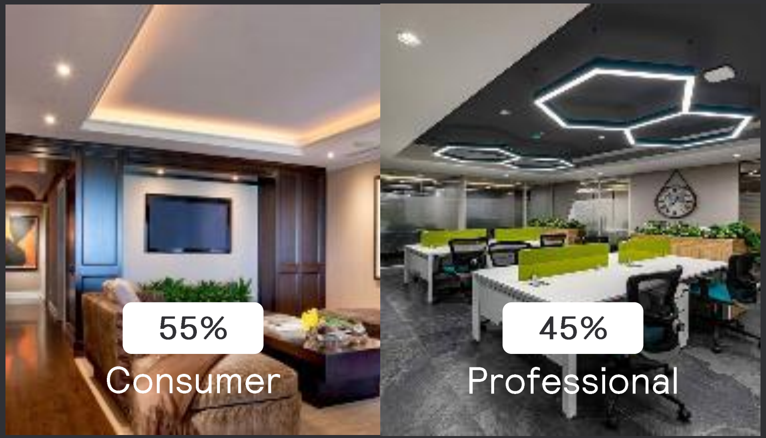
Indian Market: Compelling growth market

Fast growing economy



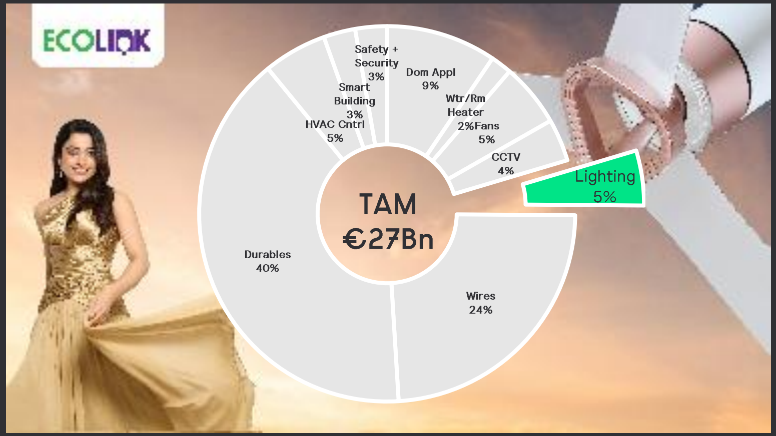
- 17% of global GDP growth
- Both consumption and capital expenditure is expected to grow

Mature LED market



- LED adoption almost 100%
- New light points driving demand with lifestyle upgrades and new commercial builds contributing to >75% of industry
- Consumer and Professional synergies

Attractive adjacencies



- Attractive growth profile in adjacent categories
- Lighting just 5% of total addressable market
- Leading brands in adjacencies also entering lighting market

Source: IMF (GDP growth rates), Estimates based on Signify market model (Lighting market figures), market reports, and other Industry reports (Adjacency sizing)

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Indian Market: Unique structural characteristics

Brand as differentiator

- Top 5 lighting brands 50% share
- Mid-Tier brands investing in Brand building
- Long tail of >500 brands

Fragmented distribution

- ~300k Electrical outlets, 40% in Rural India
- Modern retail and ecommerce <10% market
- Small and medium professional projects driven by large base of MSMEs[1]

Local-for-local market

- Local production & design requirements
- Favorable labor and FX boosting exports

Infrastructure tailwind

- Smart public infrastructure and transportation investments
- Increased adoption of Connected

1. Micro, small, and medium sized enterprises

Source: Estimates based on third party retail audit

#1 lighting company: largest and most profitable

Signify Strengths

Strong brands	• Strong brand portfolio incl. Philips and EcoLink • High brand preference for Philips underpinning 10-15% price premium
High-quality talent	• Strong employer brand recognized by Great Places to Work
Distribution power	• Multi-channel with 100k+ retailers direct reach[1] • Advantage of branded 350+ Philips Smart Hubs • #1 in E-commerce[2]
Local innovation	• Largest connected lighting base[3] • Strong local-for-local innovations, including adjacencies
Manufacturing scale	• JV Lightanium: biggest lighting manufacturer in India • Competitive local cost structure
Outperforming	• Best in class industry profitability[4] • Above Signify average on CSG, EBITA and Free cash flow

1. Signify internal Distribution Management System
2. Based on Amazon analytics category data
3. Based on third party market research
4. Based on annual reports of listed competitors

Source: Signify internal data & estimates, annual reports of listed competition, Amazon analytics category data, market reports, Third party retail audit

Strategic growth vectors towards continued lighting leadership

Portfolio focus | **Performance step-up**

Grow in fans & other adjacencies: Leverage Go-to-Market and brand synergies

Expand branded retail: Drive premiumization and smart lighting in Consumer

Explore inorganic growth: Explore opportunities in Lighting and other adjacencies

Win in high growth segments in prof: Focus on Global Capability Centers, Education, Healthcare, Semiconductors and Infrastructure in Professional

Enhance cost competitiveness: Expand product portfolio in manufacturing JV, monetize scale advantage

High performing and further growth potential

Market Compelling growth market with unique structural characteristics

Position Clear winner in India’s lighting market, accretive to Signify growth, profit, and cash

Strategy 5 strategic growth vectors

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CFO Presentation

More focused – Better performing

Željko Kosanović

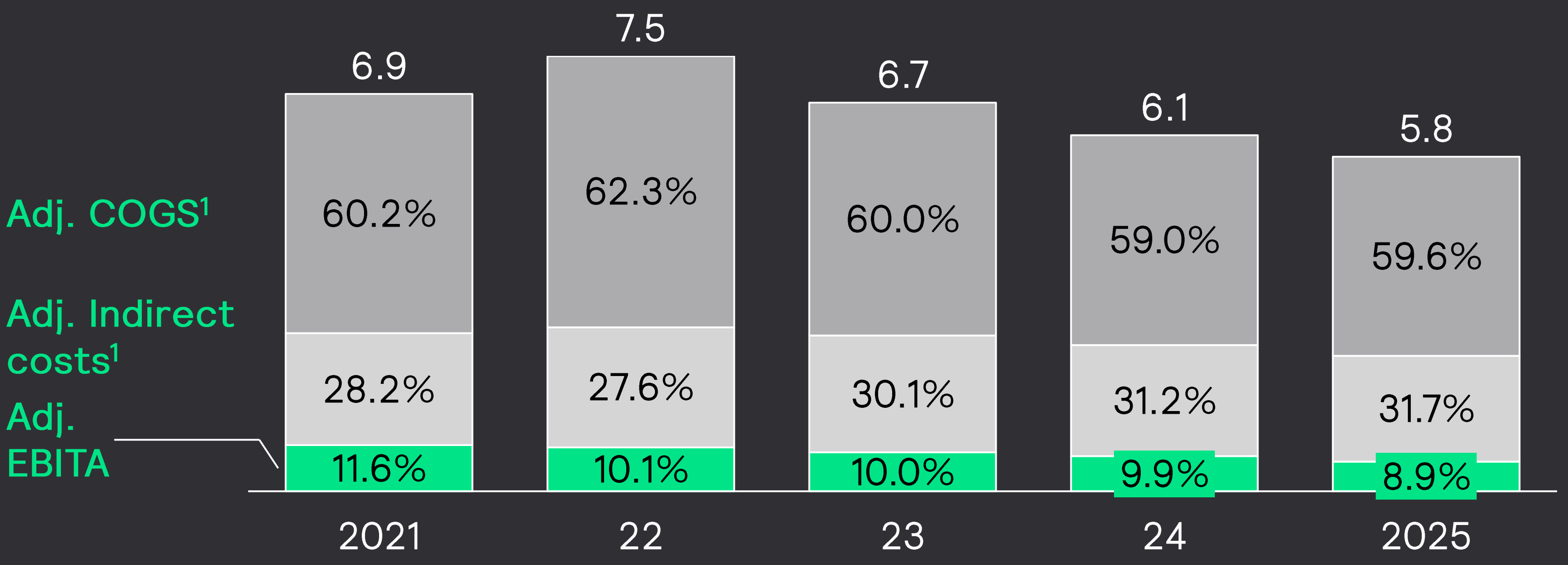
June 2026

Signify Value creation roadmap to 2029

- 2021-2025: margins and cash flow preserved through market headwinds
- A clear path to 2029 objectives
  - Stabilize topline
  - Step up profitability through disciplined, differentiated execution
  - Unlock structurally stronger cash generation
- Robust balance sheet, balanced capital allocation

Profitability and cash generation resilient through a challenging cycle

P&L breakdown, EURbn, % of sales



	2021	22	23	24	2025
FCF, % sales	8.9%	5.9%	8.7%	7.1%	7.6%
CSG, % yoy	+3.8%	+1.2%	-8.3%	-6.6%	-3.4%

- Top-line compression by -23% in last 3 years, c.1/3 driven by Fx impact
- Gross margin protected – COGS adapted faster than revenue decline
- Indirect cost down-sized by -12%
- Cash strong throughout

1. Excluding amortization

Source: Signify financials

Signify

More focused, better performing lighting company

Portfolio focus → Performance step-up

2029 objectives

0-1%	c.10%	7-8%
CSG	Adj. EBITA	FCF

Competitive shareholder value creation

- Grow BUILD portfolio
- Manage HARVEST portfolio decline
- Easing price pressure

- Improve performance with 3 playbooks
- Sustain gross margin strength
- Competitive indirect costs across all granular performance areas

- Profit expansion
- Lower inventory

Differentiated dynamics and levers across businesses leading to overall stabilizing top line

Directional growth profile 2029

	Growth	Volume	Price
Professional			
• Connected & Projects	Increase	Increase	Increase
• Stock & Flow	Decrease	Stable	Decrease
Consumer			
• Connected & Lums	Increase	Increase	Increase
• Lamps	Decrease	Decrease	Increase
OEM	Decrease	Stable	Decrease
Conventional	Decrease	Decrease	Increase

Increase Decrease Stable

Signify 2029 objective

0–1%

CSG

Source: Signify internal projections

Improve profitability through three "playbooks"

Playbook #1

Maximize operating leverage

Growth & high profit portfolios

Playbook #2

Turnaround

EBITA dilutive portfolios

Playbook #3

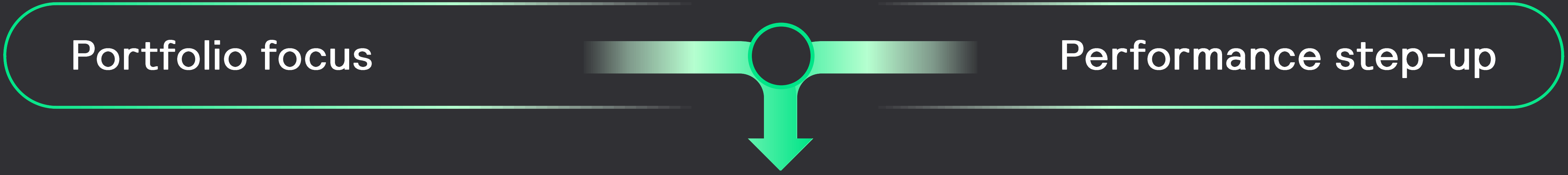
Maintain profitability

Declining or low growth, high profit portfolios

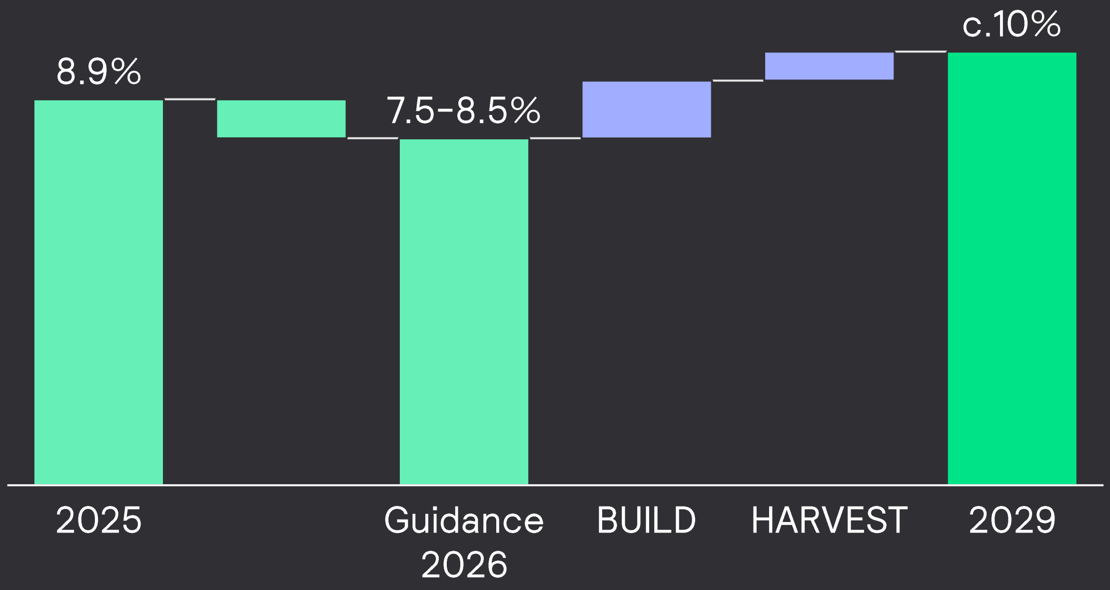
A single, strengthened performance management system

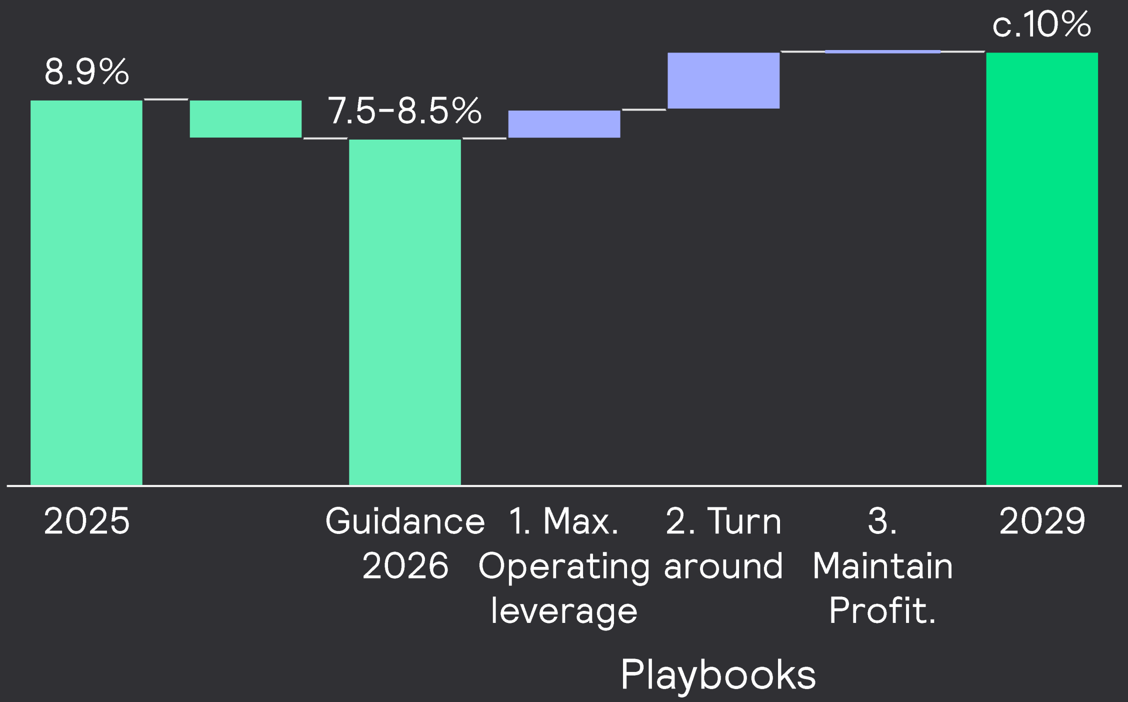
Granular P&L accountability and ownership

A granular path to profit expansion – by portfolio and by playbook



Adj. EBITA margin, %

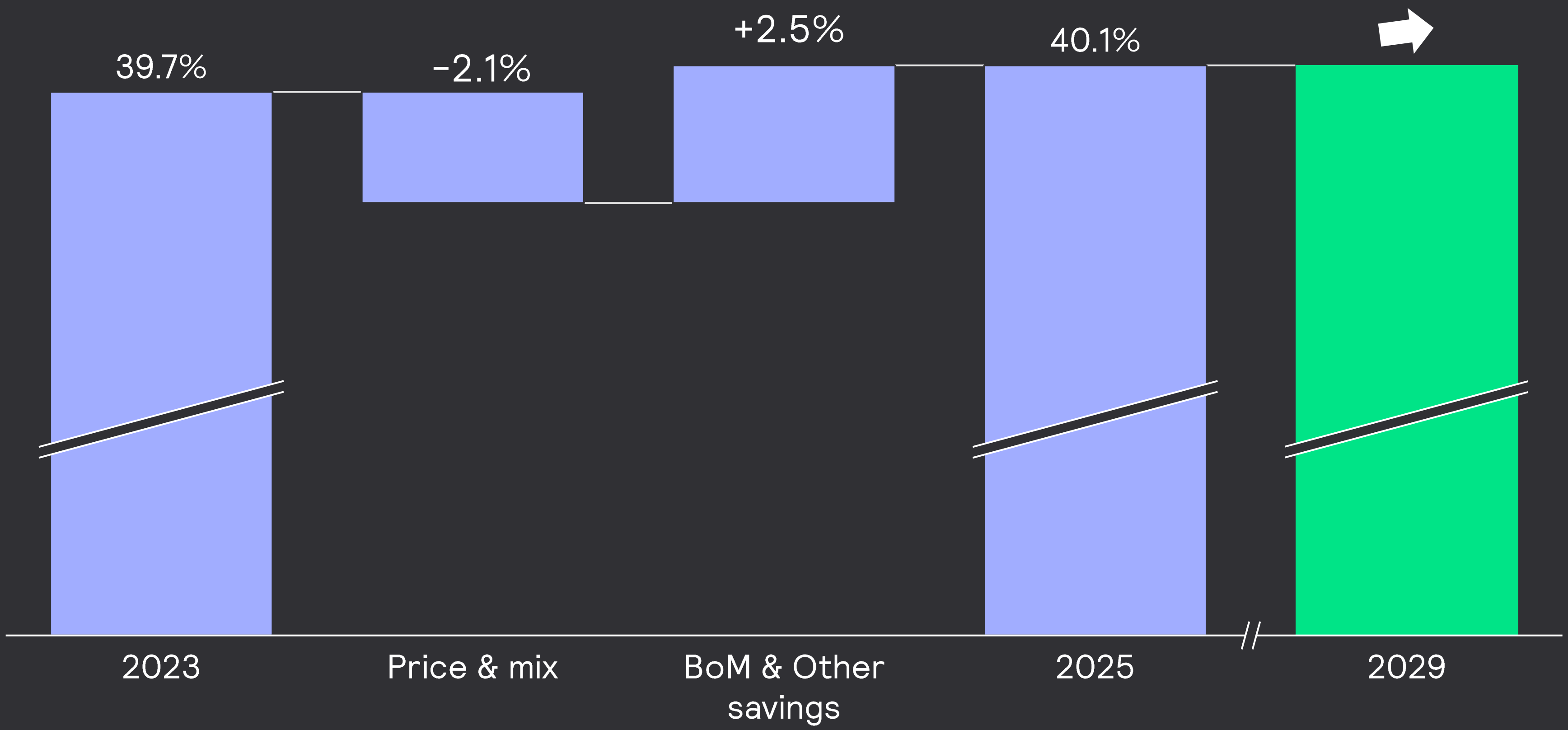




Source: Signify financials, and internal projections

Gross margin management discipline – proven and sustained

Gross margin, %



Four drivers of sustained gross margin strength:

- Price discipline
- Structural mix improvement through portfolio focus
- Procurement scale advantage and R&D-driven efficiency
- Manufacturing & supply chain productivity gains

Source: Signify financials, and internal projections

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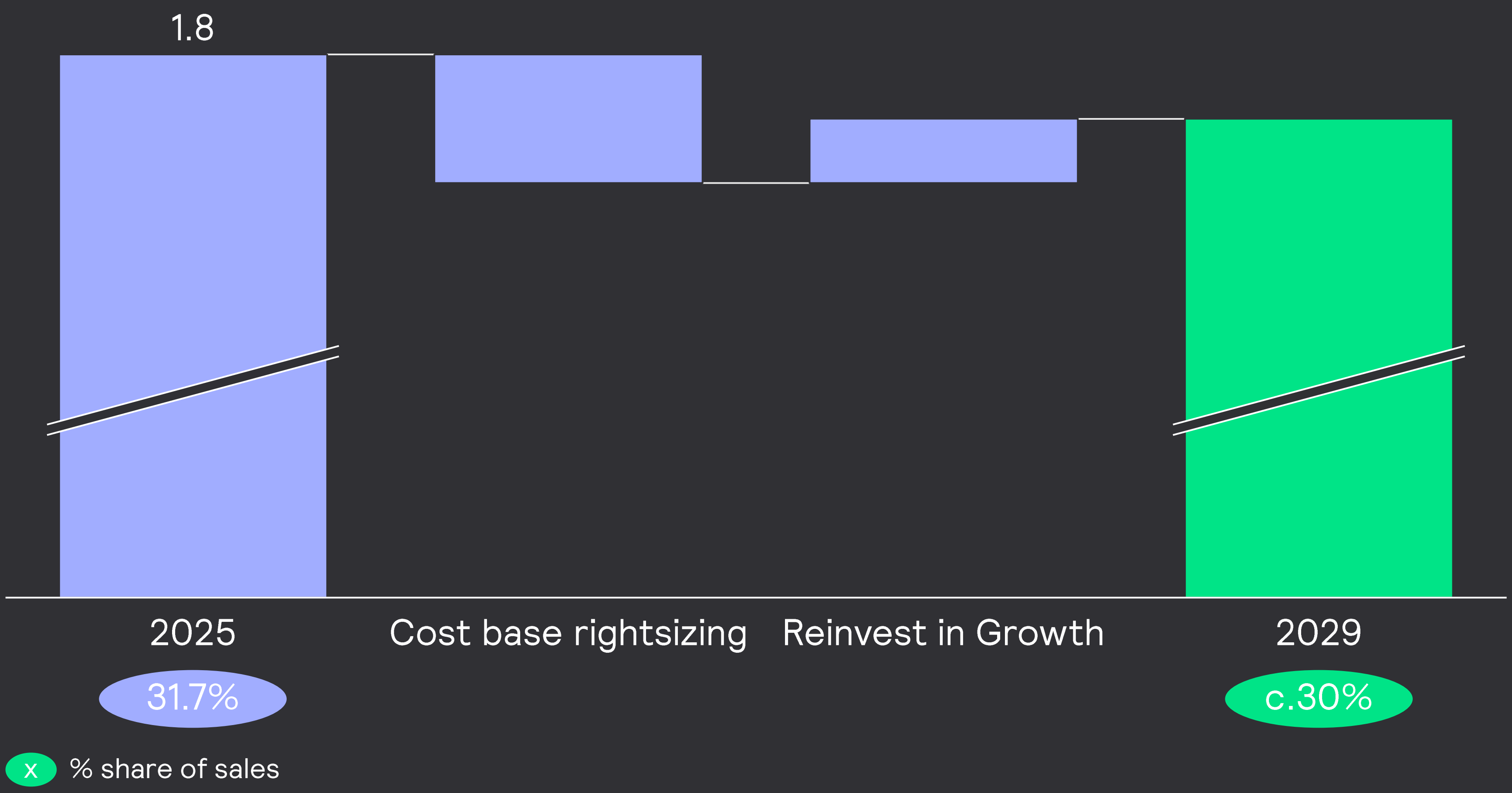
Step-up cost efficiency: universal discipline, focused growth investment

Indirect costs (excl. amortization), EURbn



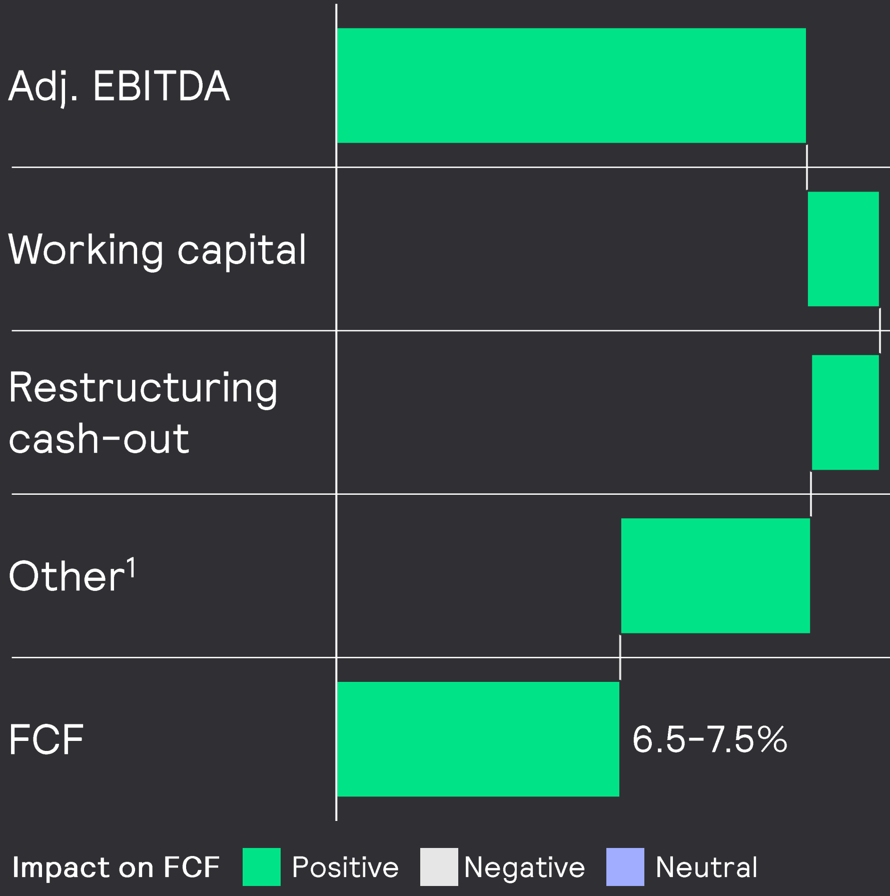
Four levers of structural cost discipline:

- Granular, differentiated resource allocation – by portfolio, by playbook
- P&L accountability embedded at every level in the organization
- AI-powered cost efficiency, systematic and scalable
- Growth investment with rigor – right portfolio, right timing, right return

Source: Signify financials, and internal projections

Unlock structurally stronger cash generation

Free cash flow bridge, % of sales, Guidance 2026



Development 2029

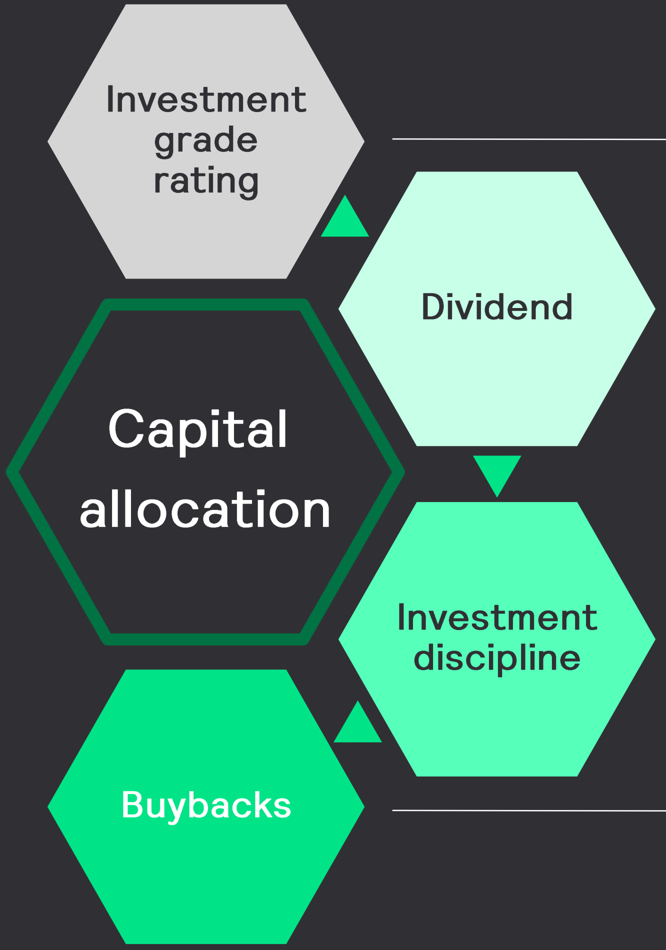
	Development 2029
Adj. EBITDA	• Margin expansion as primary driver
Working capital	• Supply chain excellence driving inventory and working capital improvement
Restructuring cash-out	• Continued effort in cost base rightsizing in 2026-2029 • Structurally lower from 2029
Other[1]	• Stable
FCF	• 2029 FCF objective at 7-8%

1. Including tax, interest, net Capex

Source: Signify financials, and internal projections

Signify

A balanced capital allocation policy to support value creation



Investment grade rating
- Maintain robust capital structure to support commitment to investment grade credit rating

Dividend
- Pay an annual cash dividend with a pay-out ratio of 40-50% of continuing net income[1]

Investments
- Continue to invest in organic and inorganic growth opportunities in line with strategic priorities

Buybacks
- Provide additional capital return to shareholders with residual available cash

1. Continuing net income is defined as net income excluding discontinued operations and excluding material non-recurring items such as restructuring and acquisition related charges.

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CMD Wrap-up

More focused – Better performing

As Tempelman

June 2026

More focused, better performing lighting company

- Overall market stabilizing, growth in connected lighting
- Signify strengths deliver resilience on gross margin
- Portfolio focus redefined around BUILD and HARVEST
- Performance step up with three playbooks at granular level
- Delayered team focused on execution and operational excellence
- Competitive shareholder value creation

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