



	Q3 2025				Q4 2025				Full year 2025				Full year 2026				Full year 2027			
	Average	Median	High	Low	Average	Median	High	Low	Average	Median	High	Low	Average	Median	High	Low	Average	Median	High	Low
Sales																				
Professional	963	963	981	935	1,003	1,006	1,038	966	3,839	3,835	3,886	3,774	3,879	3,869	3,973	3,802	3,991	3,985	4,092	3,878
Consumer	300	300	307	294	395	390	441	374	1,302	1,296	1,353	1,278	1,315	1,305	1,384	1,276	1,348	1,341	1,412	1,307
OEM	106	107	123	92	91	91	114	73	379	380	387	369	376	379	397	335	381	383	409	329
Conventional	74	74	79	72	73	72	83	68	320	318	335	313	244	245	276	186	189	196	224	102
Other	11	10	15	8	10	10	20	(2)	52	52	62	39	46	45	64	16	47	44	64	16
	1,454	1,453	1,487	1,414	1,571	1,573	1,645	1,503	5,891	5,885	5,998	5,783	5,860	5,829	6,060	5,737	5,957	5,925	6,167	5,789
CSG (%)																				
Professional	0.6%	1.0%	1.8%	(2.0)%	2.2%	2.5%	5.0%	(0.4)%	0.4%	0.5%	1.0%	(1.0)%	2.6%	2.5%	4.0%	1.5%	2.9%	3.0%	4.0%	1.5%
Consumer	2.5%	2.8%	3.5%	1.0%	4.6%	3.9%	14.3%	1.5%	3.3%	3.2%	6.4%	2.0%	2.5%	2.5%	3.5%	1.5%	2.6%	2.6%	3.5%	1.5%
OEM	(13.5)%	(11.3)%	(10.0)%	(25.0)%	(5.7)%	(7.4)%	15.0%	(14.2)%	(10.3)%	(10.3)%	(6.7)%	(13.0)%	0.7%	1.4%	4.0%	(7.0)%	1.4%	2.5%	3.0%	(2.0)%
Conventional	(24.8)%	(25.0)%	(23.0)%	(27.0)%	(24.5)%	(24.8)%	(22.0)%	(26.6)%	(25.0)%	(25.1)%	(24.0)%	(26.0)%	(23.4)%	(22.3)%	(15.0)%	(39.0)%	(23.0)%	(21.0)%	(15.0)%	(45.0)%
	(1.7)%	(1.4)%	(0.4)%	(4.0)%	0.4%	(0.0)%	3.2%	(2.3)%	(1.5)%	(1.5)%	(0.2)%	(2.9)%	1.0%	1.1%	2.0%	(0.2)%	1.7%	1.8%	2.9%	0.2%
Adjusted EBITA																				
Professional	100	103	108	88	111	109	122	105	348	350	360	336	375	374	410	349	406	402	455	362
Consumer	24	24	27	22	68	67	80	63	148	148	162	141	153	150	170	142	159	157	176	150
OEM	10	11	13	5	8	6	17	4	29	29	37	25	33	33	41	27	35	35	43	27
Conventional	14	14	15	13	13	13	16	11	59	59	64	56	43	44	52	32	33	33	41	17
Other	(6)	(6)	(3)	(11)	(6)	(6)	(1)	(10)	(23)	(23)	(18)	(25)	(23)	(23)	(19)	(30)	(25)	(25)	(20)	(32)
	142	146	153	128	194	191	214	181	562	561	587	542	581	569	633	555	608	606	667	563
Adjusted EBITA margin (%)																				
Professional	10.4%	10.5%	11.1%	9.0%	11.1%	11.0%	12.0%	10.7%	9.1%	9.1%	9.3%	8.7%	9.7%	9.6%	10.7%	9.0%	10.2%	10.1%	11.4%	9.2%
Consumer	8.1%	8.1%	8.7%	7.5%	17.2%	17.3%	18.1%	15.9%	11.4%	11.5%	12.0%	11.0%	11.6%	11.5%	12.6%	11.0%	11.8%	11.7%	12.8%	11.2%
OEM	9.1%	9.5%	12.0%	5.0%	8.3%	7.4%	15.0%	4.8%	7.7%	7.7%	9.6%	6.5%	8.7%	8.8%	11.0%	7.0%	9.0%	9.0%	11.2%	7.0%
Conventional	18.6%	18.5%	19.5%	17.5%	18.3%	18.5%	19.4%	15.7%	18.5%	18.5%	19.0%	17.8%	17.8%	18.0%	19.0%	16.5%	17.5%	17.6%	19.0%	16.0%
	9.8%	9.9%	10.5%	9.0%	12.4%	12.3%	13.1%	11.7%	9.5%	9.5%	9.8%	9.4%	9.9%	9.7%	10.7%	9.6%	10.2%	10.1%	11.2%	9.6%
Restructuring & other incidentals																				
Signify	(15)	(15)	(11)	(25)	(20)	(15)	(12)	(46)	(66)	(59)	(43)	(100)	(61)	(58)	(35)	(94)	(61)	(57)	(30)	(95)
EBITA																				
Signify	126	124	140	113	176	177	191	159	446	496	519	0	520	516	573	466	547	556	607	482
Income from operations	110	109	126	96	158	163	176	140	431	434	457	387	456	455	513	391	485	493	547	406
Financial income and expenses	(19)	(19)	(13)	(26)	(20)	(20)	(11)	(31)	(70)	(69)	(55)	(83)	(68)	(66)	(51)	(101)	(63)	(58)	(38)	(99)
Income tax expenses	(20)	(20)	(15)	(22)	(37)	(34)	(31)	(49)	(69)	(66)	(59)	(84)	(83)	(82)	(61)	(94)	(90)	(89)	(64)	(106)
Associates	(0)	0	0	(2)	(1)	0	0	(2)	(2)	0	0	(6)	(2)	0	0	(8)	(3)	0	0	(8)
Net income	71	71	84	54	101	108	123	66	290	299	323	245	303	303	355	223	330	334	390	236
Working capital ¹									433	426	513	389	424	408	523	374	432	409	548	386
Free cash flow ¹									411	418	443	367	416	428	465	345	434	443	494	359
Net debt ¹									895	916	983	704	777	771	941	487	614	611	882	147
Earnings per share in EUR	0.57	0.58	0.7	0.44	0.84	0.91	0.98	0.60	2.31	2.39	2.59	1.93	2.48	2.54	2.91	1.93	2.78	2.87	3.38	2.09
Dividend per share in EUR									1.52	1.57	1.61	1.02	1.54	1.59	1.66	0.99	1.59	1.62	1.71	1.10

¹Consensus for Q3 and Q3 working capital, free cash flow and net debt not available due to an insufficient number of estimates.

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