



Q4 2025 Results

January 30th, 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, Brighter lives revenues, Circular revenues 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. A reconciliation of a number of non-IFRS financial measures to the most directly comparable IFRS financial measures is contained in appendix B, Reconciliation of non-IFRS financial measures, of this document. For further information on non-IFRS financial measures, see "Chapter 18 Reconciliation of non-IFRS measures" in the Annual Report 2024.

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 2024 and the Semi-Annual Report 2025.

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Fourth quarter and full year financial performance

Outlook & closing remarks

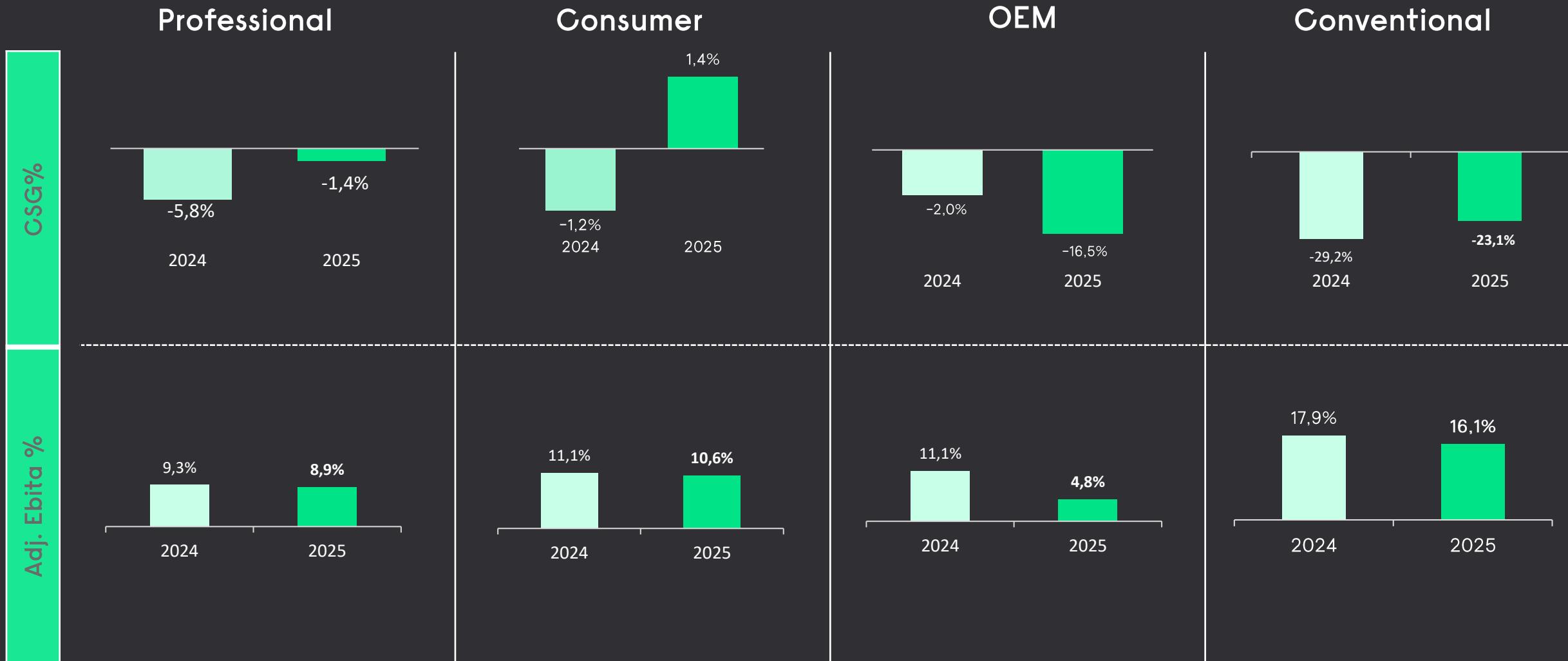
Q&A



Mixed full-year results in a challenging market

- Results demonstrate resilience amid reduced demand, tariff impacts, and price pressure in trade channels
- Professional business grew in the US, while sales declined in Europe
- Consumer business delivered sustained growth in all regions except China
- Reduced demand and pricing pressure in OEM business
- Strong growth in connected lighting, offset by decline in over-the-counter channels
- Gross margin sustained above 40%
- Adjusted EBITA of 8.9%, with strong cash flow at 7.6% of sales

2025 performance by business





Transforming Madrid's Teatro Real with Sustainable, Connected Lighting

- **Complete architectural lighting transformation**, renewed the full exterior and ornamental lighting of Teatro Real
- **>40% energy savings delivered**, cutting CO₂ emissions by over 2 tons per year
- **Connected lighting with Interact**
Enabled cloud-based control, monitoring, and dynamic scenes to adapt lighting to performances and cultural events.
- **Value beyond illumination**
Supporting Teatro Real's Net Zero ambition

Strong Philips Hue activation following biggest ever new product launches

- Strong momentum during peak-events incl. Black Friday and Cyber Monday
- Acceleration in brand engagement
- In-app sales increased by >50% in Q4
- Strong new customer acquisition following launch of Hue Essentials range



Brighter Lives, Better World 2025 program – final results

Doubling our positive impact on the environment and society

			2019 Baseline	Q4 2025 Result	Overall Status	2025 Target
Better World	Climate action	13 CLIMATE ACTION 	7 AFFORDABLE AND CLEAN ENERGY 	Carbon reduction over value chain against Paris Agreement	0	Achieved
	Circular economy	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 		Circular revenues	16% 37%	Achieved 32%
Brighter Lives	Food availability Safety & security Health & well-being	11 SUSTAINABLE CITIES AND COMMUNITIES 	3 GOOD HEALTH AND WELL-BEING 	Brighter lives revenues	16% 34%	Achieved 32%
	Great place to work	8 DECENT WORK AND ECONOMIC GROWTH 		Women in leadership positions	17% 27%	Not achieved 34%



EcoVadis Platinum Medal and Top 1%



CDP A-list for Climate



Member of the
Dow Jones Best-in-Class
World Index

On track
Off track

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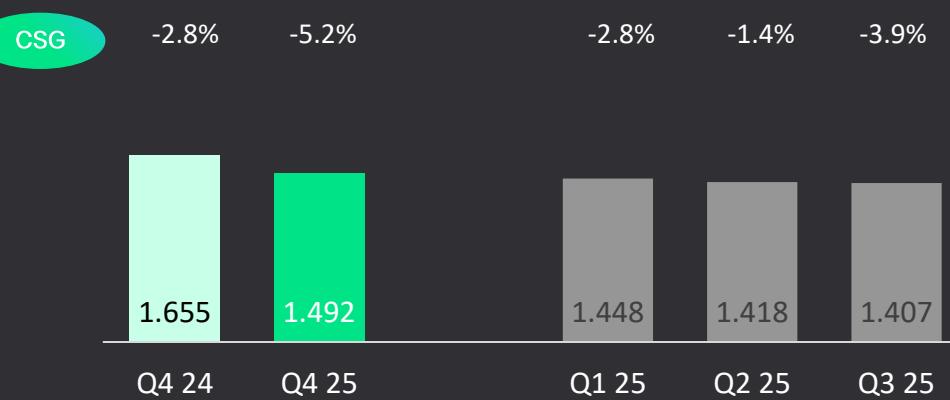
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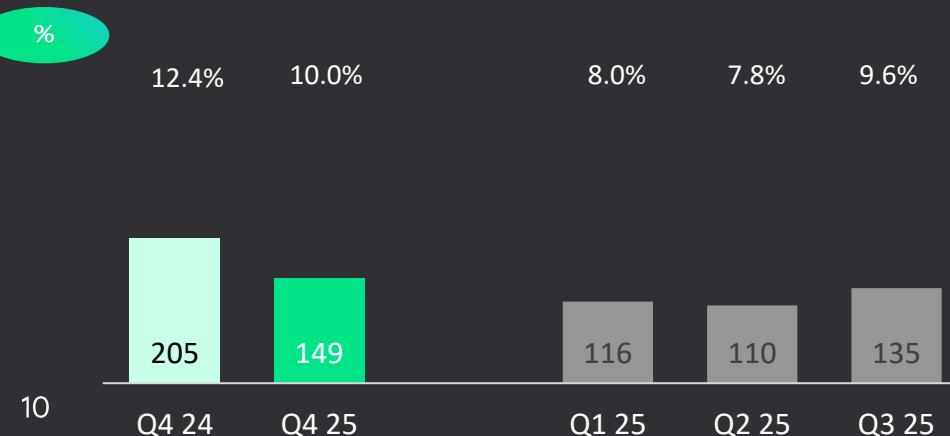


Signify reports fourth quarter CSG of -5.2% with an operational profitability of 10.0%

Sales (in EURm) & comparable sales growth (in %)



Adjusted EBITA (in EURm & as % of sales)

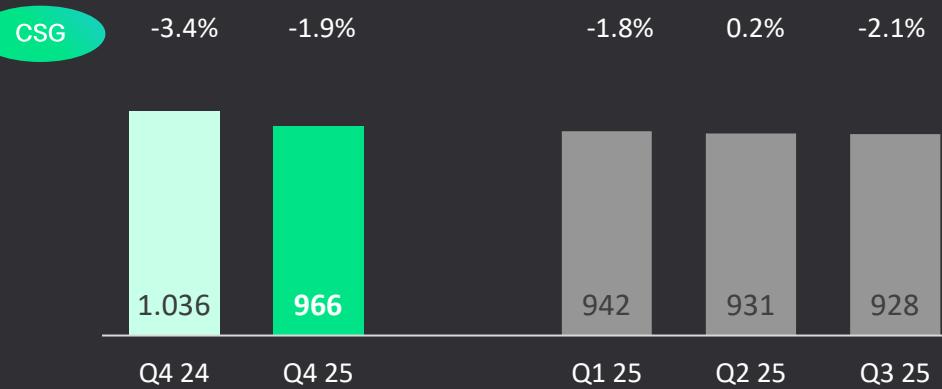


Q4 Key developments

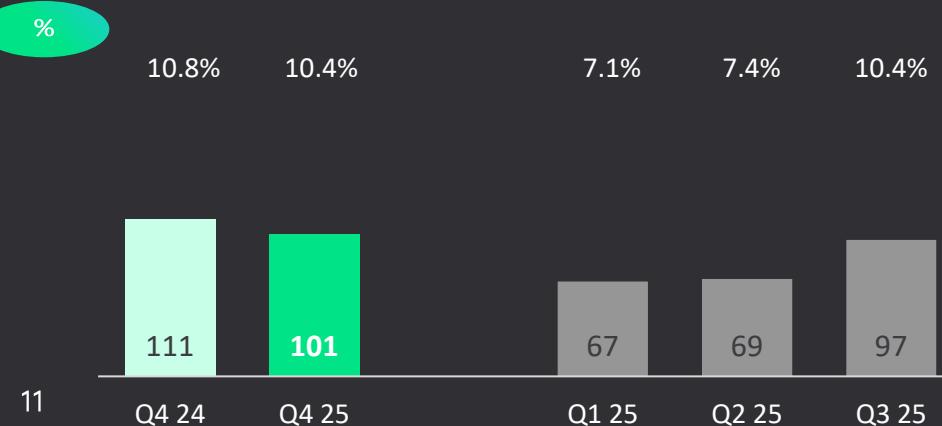
- Installed base of connected light points increased to 167 million
- Comparable sales decline of 5.2% (and 4.2% excluding Conventional)
- Sales growth in Americas and India, offset by declines in other regions
- Adj. EBITA margin impacted by lower contribution from Consumer
- Net income of EUR 60m (Q4 24: EUR 119m)
- Strong cash flow generation of EUR 291 million

The Professional Business reports -1.9% CSG as growth in the US was offset by weakness in Europe and emerging markets

Sales (in EURm) & comparable sales growth (in %)



Adjusted EBITA (in EURm & as % of sales)

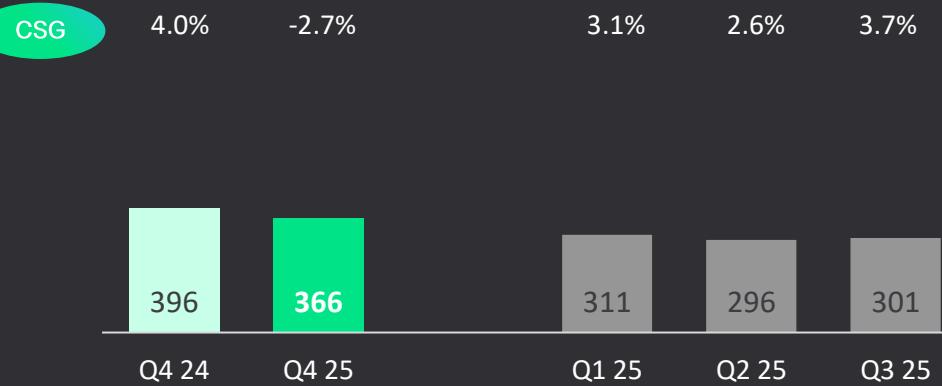


Q4 Key developments

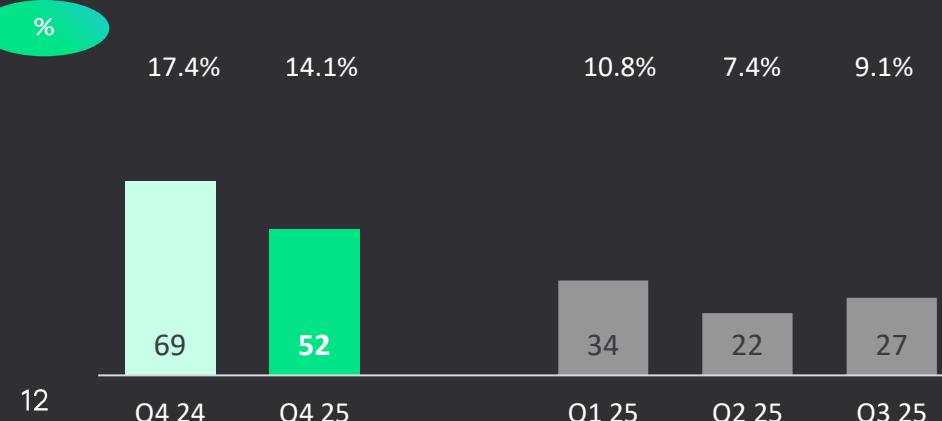
- Growth in the US Professional business
- Weakness in Europe and emerging markets, particularly in the trade channels
- Solid gross margin sustained

The Consumer Business reported a softer Q4 topline as strong connected home sales were offset by weakness in China

Sales (in EURm) & comparable sales growth (in %)



Adjusted EBITA (in EURm & as % of sales)

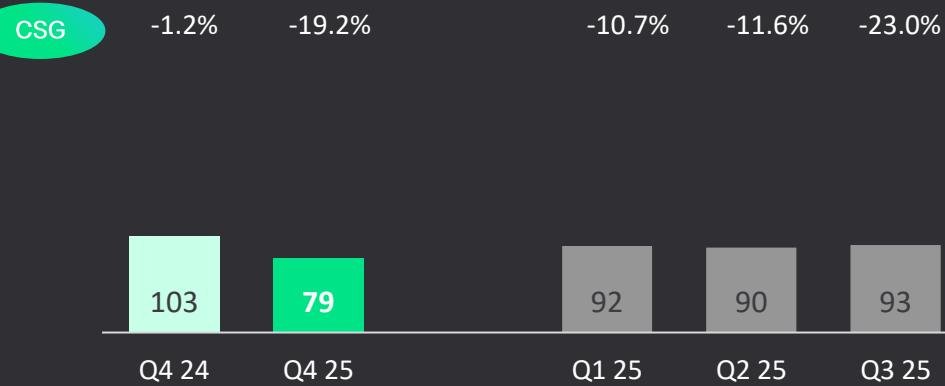


Q4 Key developments

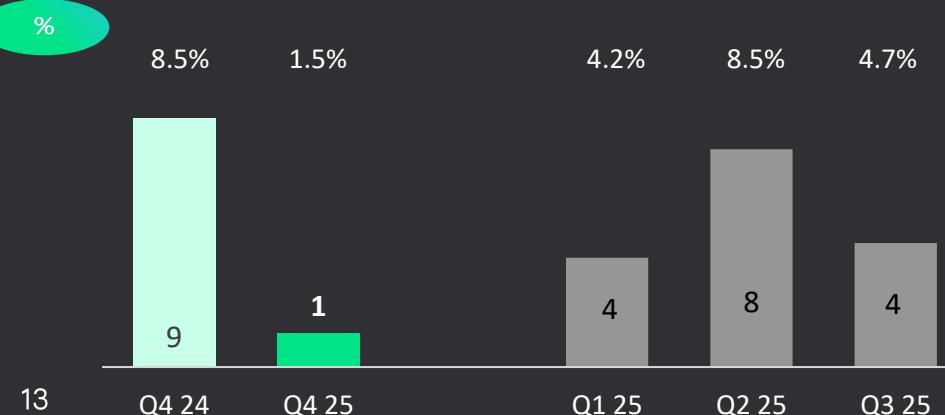
- Double digit growth in the US, growth in Europe, offset by lower sales in China, and exports from Klite
- Strong year-end performance of connected home brands, especially during peak moments
- Adjusted EBITA margin impacted by higher commercial investments to support connected home sales

The OEM Business continued to face demand compression and intense price pressure

Sales (in EURm) & comparable sales growth (in %)



Adjusted EBITA (in EURm & as % of sales)

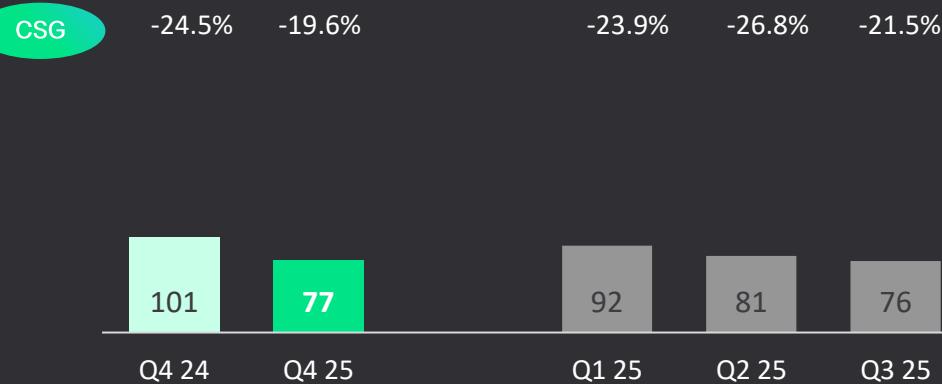


Q4 Key developments

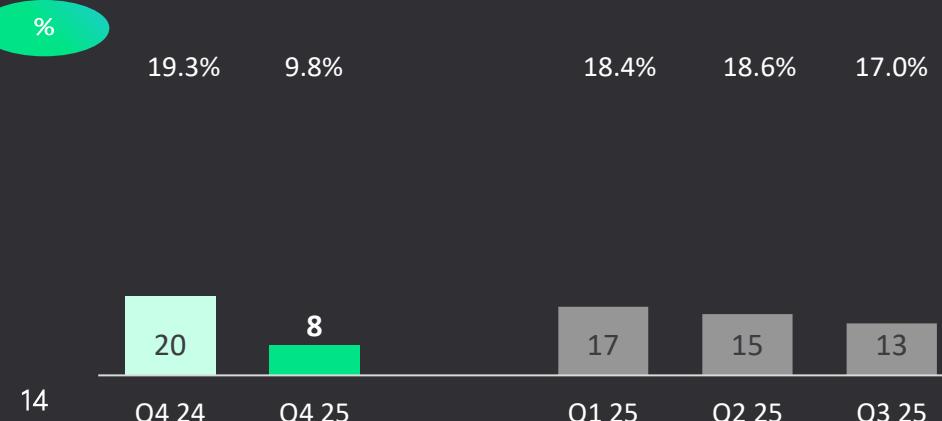
- Challenging market conditions with weaker demand and continued intense price pressure
- Adjusted EBITA impacted by volume reduction and price pressure

The Conventional Business declined by 19.6%; adj. EBITA margin impacted by site rationalization

Sales (in EURm) & comparable sales growth (in %)



Adjusted EBITA (in EURm & as % of sales)

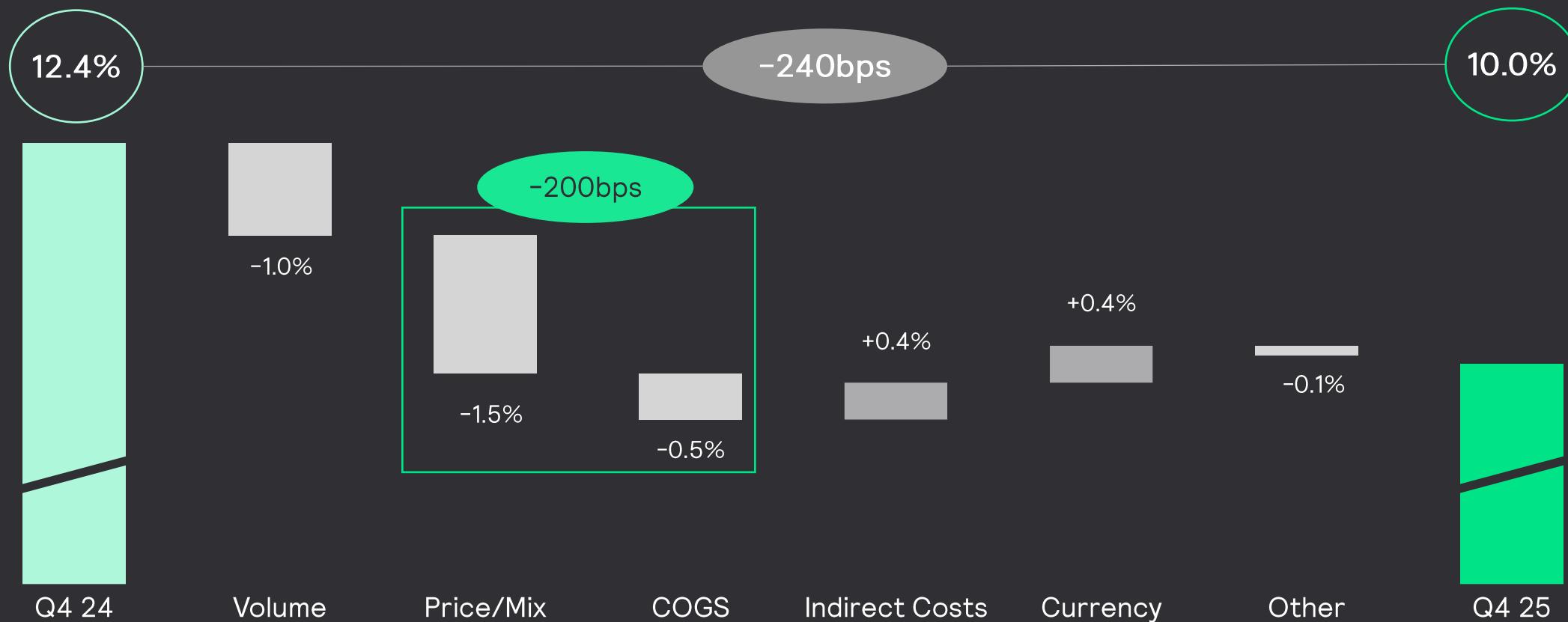


Q4 Key developments

- Comparable sales decline of 19.6% reflecting the structural decline of the business
- Adjusted EBITA margin impacted by
 - Temporary effect of site rationalization, expected to normalize in H2 2026
 - Lag in price-realization following implementation of tariffs

Adjusted EBITA margin of 10.0%; decrease driven by fixed cost under-absorption, price and COGS effects

As % of sales



Working capital as a percentage of sales improved to 5.7% reflecting a reduction of inventories, receivables and payables

In EURm / as % of sales



Signify proposes dividend of EUR 1.57 per share; prioritizes robust capital structure during ongoing portfolio and strategy review

Capital allocation policy

1. Continue to maintain a robust capital structure to support our commitment to an investment grade credit rating
2. Pay an increasing annual dividend per share in cash year on year
3. Continue to invest in organic and inorganic growth opportunities in line with strategic priorities
4. Provide additional capital return to shareholders with residual available cash

Key developments

2025

- Paid dividend of EUR 1.56 per share representing a total cash dividend of EUR 195 million and a payout of 52% of continuing net income
- Repurchased shares for a total consideration of EUR 150 million; cancelled 5.8 million shares

2026

- Proposed dividend of EUR 1.57 per share representing a total cash dividend of EUR 188 million and a payout of 61% of continuing net income
- Signify pauses share repurchases

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Update on 2026 Strategy

Capital Markets Day confirmed for June 23, 2026

Outperform in difficult market

Step up Operational excellence

- Commercial
- Supply chain
- IT

Implement cost reduction program of EUR 180 million



Define path to durable growth

Complete portfolio review

- to harvest/divest vs.
- grow/invest

Capital Allocation

Outlook FY 2026

Adj. EBITA margin:
7.5 – 8.5 %

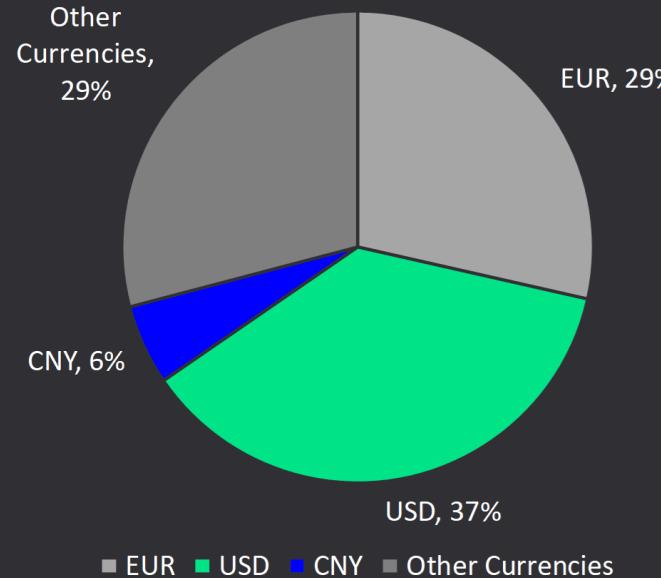
Free Cash Flow:
6.5 – 7.5 % of sales

Q&A



Currency movements had a negative impact on sales and positive on the Adjusted EBITA margin

Q4 25 Sales FX Footprint (% of total)



Key developments

- Overall currency impact on sales of -4.7 % mainly related to USD.
- Positive impact of +0.4% on the Adjusted EBITA margin.

Net income decreased to EUR 60 million, mainly resulting from lower operating income and higher adjusted items.

From Adjusted EBITA to net income (in EURm)

	Q4 24	Q4 25
Adjusted EBITA	205	149
- Restructuring	-30	-40
- Acquisition-related charges	5	1
- Other incidental items	13	0
EBITA	194	110
Amortization	-15	-13
EBIT	179	97
Net financial income / expenses	-23	-15
Income tax expense	-37	-22
Results from investments in associates	0	0
Net income	119	60

Key developments

- Adjusted items of EUR -39 million were mainly to restructuring costs. In the previous year, while adjusted items of EUR -11 million in the previous year included gains related to a real estate transaction and other positive incidentals.

Free cash flow increased to EUR 291 million due to working capital improvement and a lower utilization of provisions.

Free cash flow (in EURm)

	Q4 24	Q4 25
Income from operations	179	97
Depreciation and amortization	63	72
Additions to (releases of) provisions	39	49
Utilizations of provisions	-98	-46
Change in working capital	77	164
Net interest and financing costs received (paid)	-13	-9
Income taxes paid	-28	-13
Net capex	-17	-3
Other	-14	-21
Free cash flow	188	291
<i>As % of sales</i>	<i>11.4%</i>	<i>19.5%</i>

Key developments

- Free cash flow of EUR 291m
 - Lower income from operations
 - Higher cash outflow from working capital and Capex
 - Lower provision utilization
- Restructuring payout of EUR 16m (Q4 24 EUR 28m)



the meaning of light