Q1 2026 Results

April 24th, 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 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.

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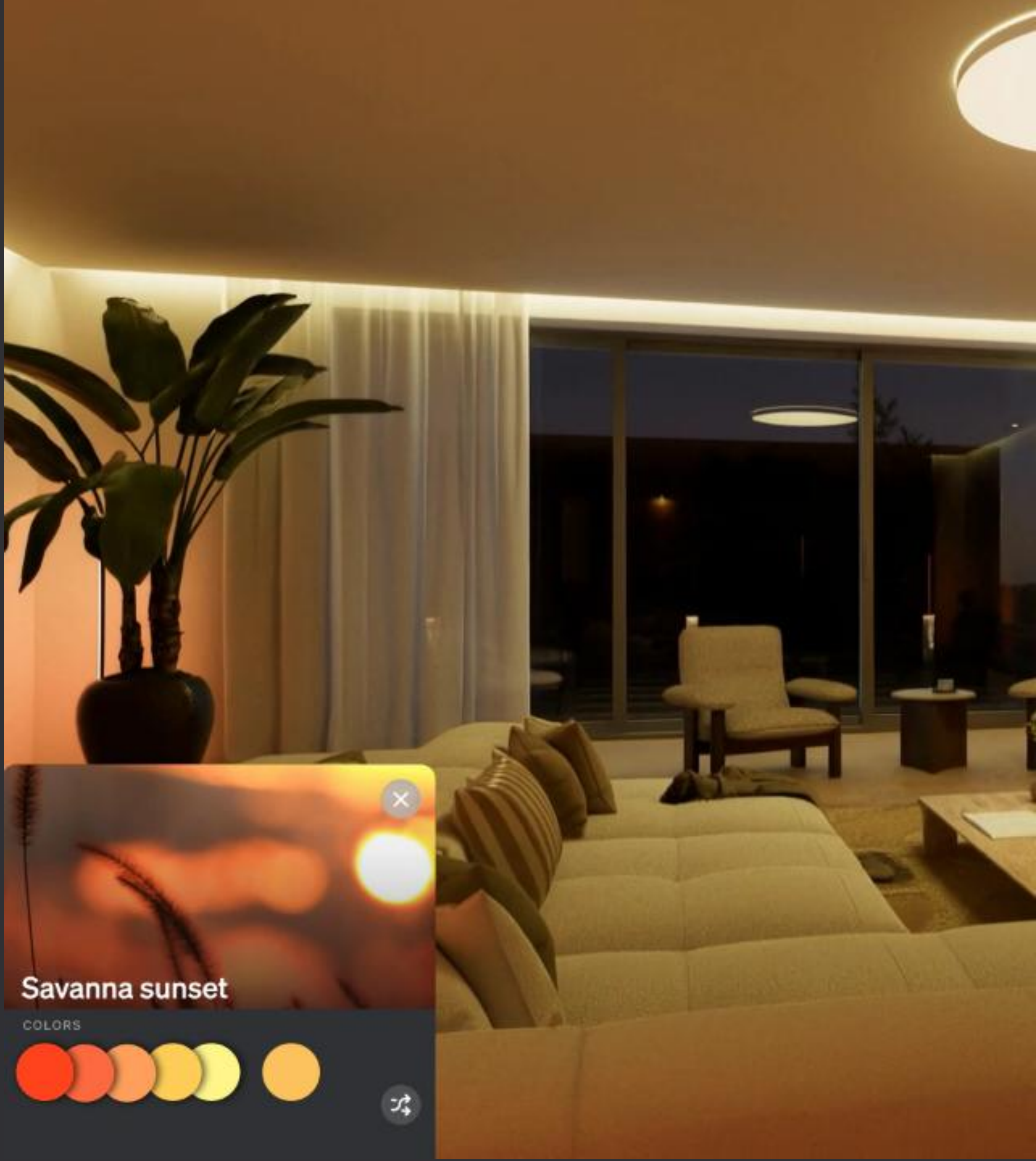
Resilient margins and cash flow amid continued market softness

- Market softness amid heightened global volatility
- Resilient gross margin and strong cash generation
- Cost reduction program on track
- Manage market risks and opportunities
- Focus on performance; completing the strategic portfolio review
- Launched Brighter Lives, Better World 2030 Program

Philips Hue SpatialAware feature launch

- Adapts lighting scenes based on room layout and light positions
- Coordinates light distribution across fixtures for a more consistent in-room experience
- Works with existing Hue products via a software update
- Enhances differentiation of the Hue ecosystem through advanced, algorithm-driven functionality



Sustainable, energy-efficient lighting for Fedabo HQ

- 300 energy-efficient LED light points installed throughout the building
- Uses myCreation 3D-printed, recyclable luminaires
- NatureConnect supports natural light patterns and indoor comfort

Brighter Lives, Better World 2030

Improving lives, saving energy, preserving resources

Benefits beyond illumination

2030 commitment
41% Beyond illumination revenues
(vs. 31% baseline)

Energy efficiency

2030 commitment
Cumulatively saving 60 TWh of energy for customers

2030 commitment
35% reduction in portfolio CO_2 emission intensity

Resource efficiency

2030 commitment
27.5% Signify Circle revenues in Prof Europe
(vs. 10% baseline)

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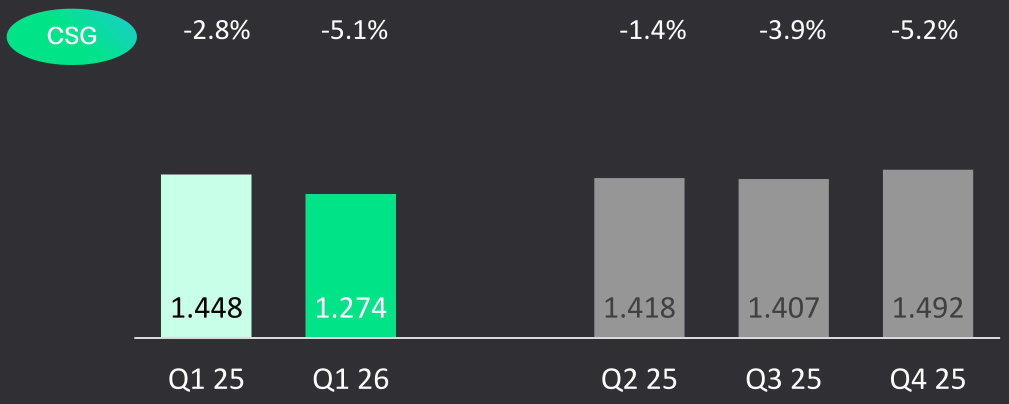
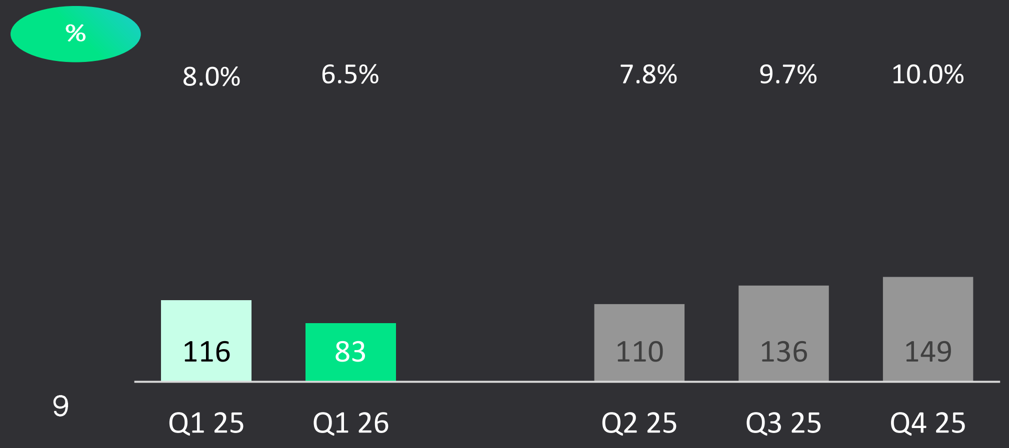
Signify reports first quarter CSG of -5.1% with an operational profitability of 6.5%

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



Adjusted EBITA (in EURm & as % of sales)

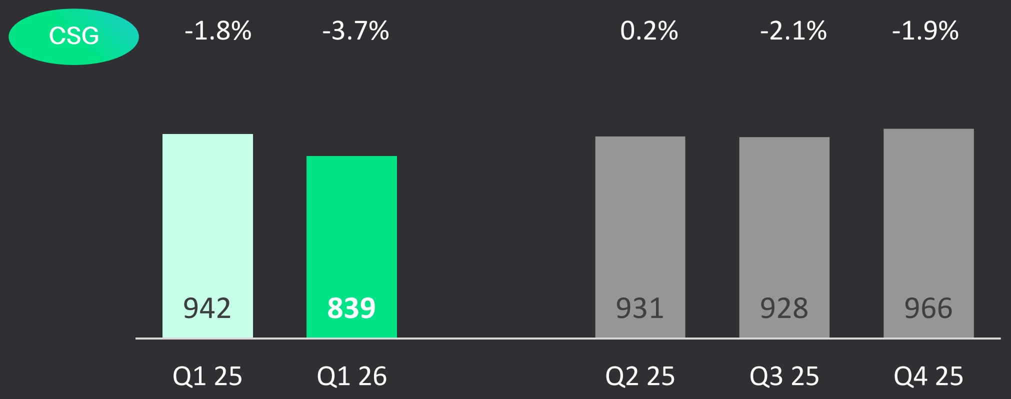


Q1 Key developments

- **Installed base of connected light points** increased to 171 million
- **Comparable sales decline of 5.1%**
- **Robust gross margin of 40.6%**, reflecting disciplined pricing and COGS management
- **Adj. EBITA margin** impacted by lower volumes and fixed cost under-absorption
- **Net income** impacted by restructuring costs related to cost reduction program
- **Solid cash flow generation of EUR 47 million** driven by working capital improvements

The Professional Business sustained margin strength despite market softness

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



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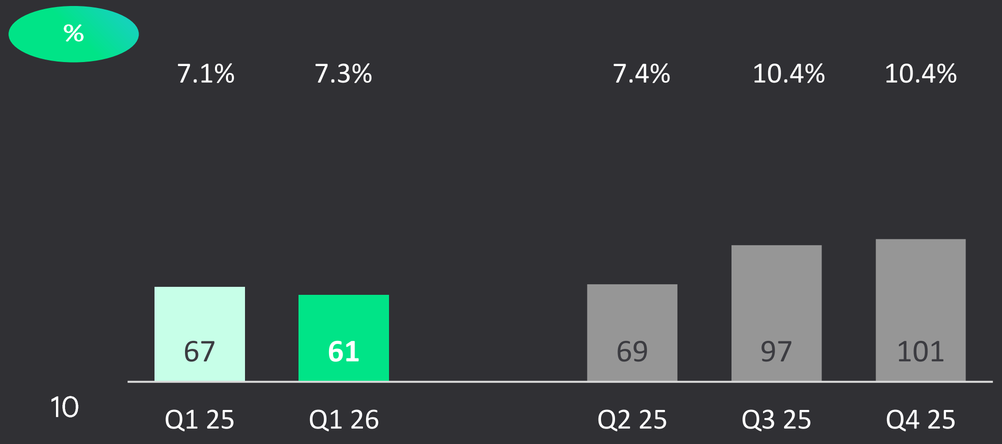
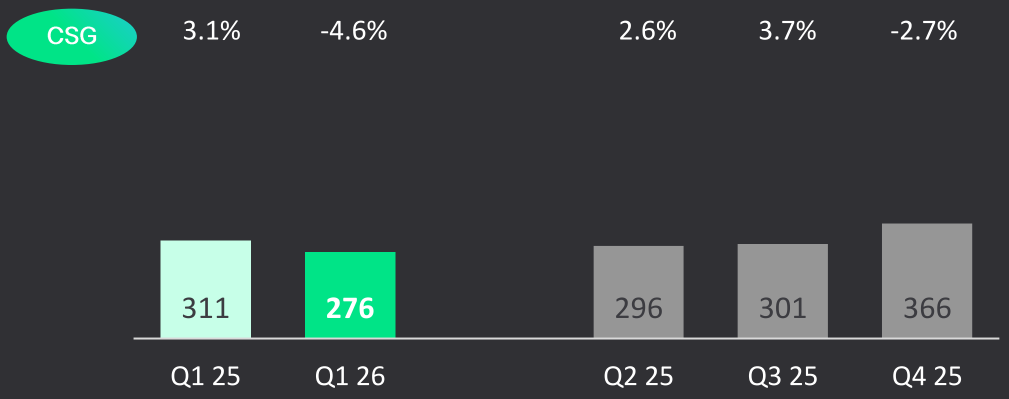


Q1 Key developments

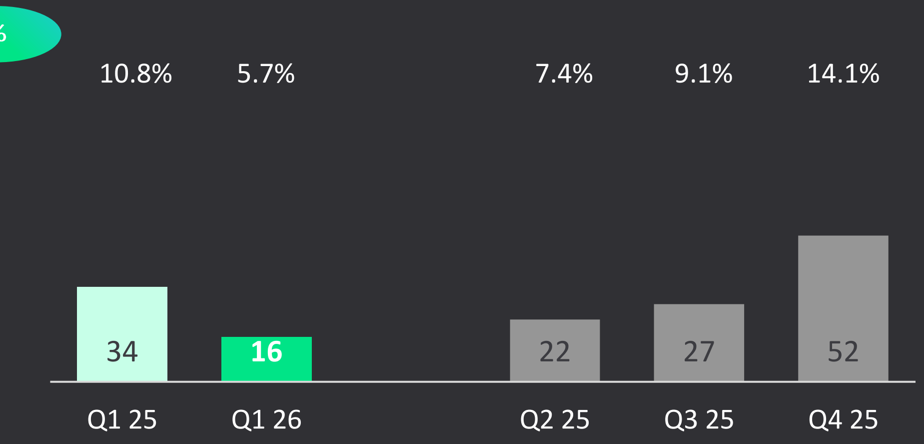
- Softness in trade channel and public projects in Europe and the US
- Sequential improvements in Europe driven by indoor project growth
- Growth in emerging markets
- Growth in connected lighting
- Adjusted EBITA margin improvement driven by gross margin strength

The Consumer Business impacted by channel destocking while sell-out to consumers remained strong

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



Adjusted EBITA (in EURm & as % of sales)

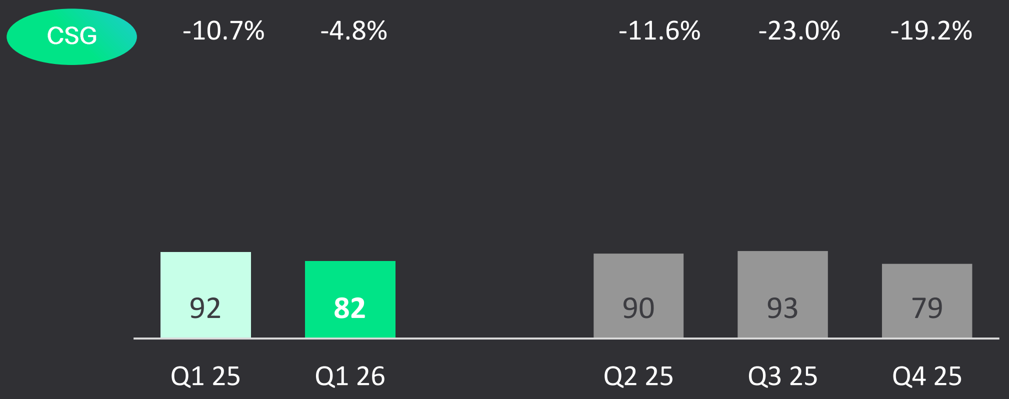


Q1 Key developments

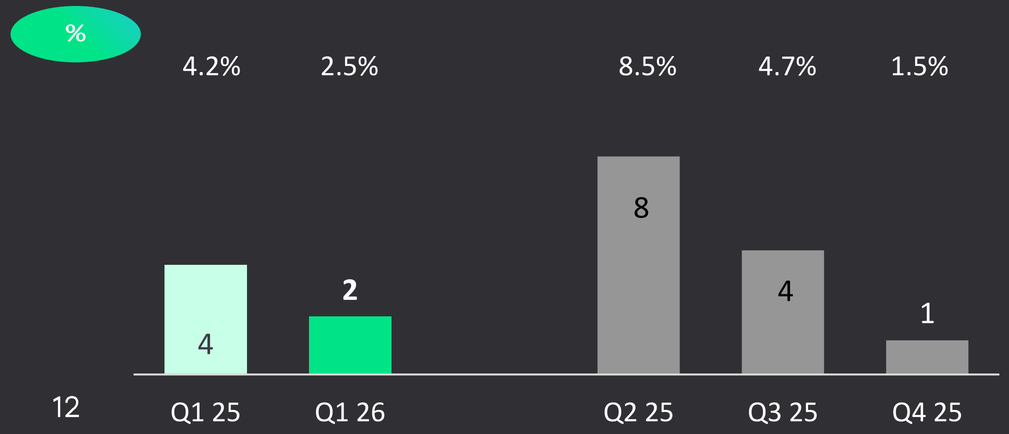
- Retail channel inventory adjustment
- Strong sell-out to consumers
- Weaker performance of Klite
- Continued growth in India
- Adj. EBITA margin decreased to 5.7%, mainly driven by volume effect

The OEM Business delivered a stabilized top line and profitability, as price pressure eased

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



Adjusted EBITA (in EURm & as % of sales)

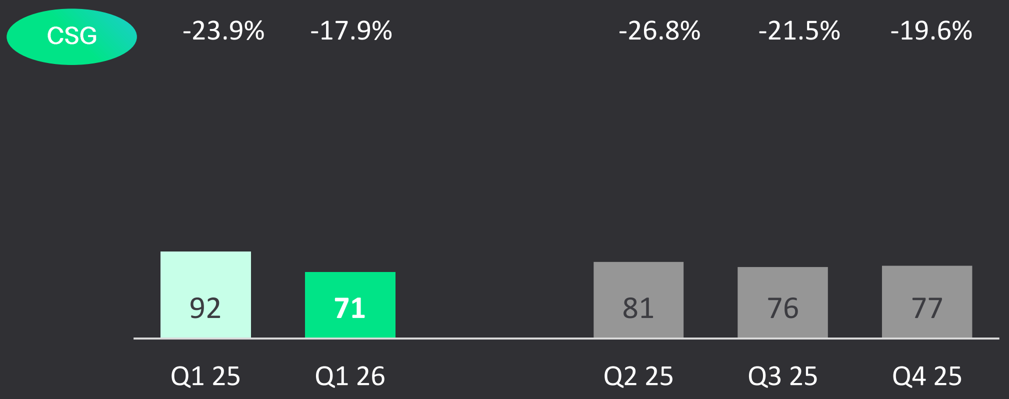


Q1 Key developments

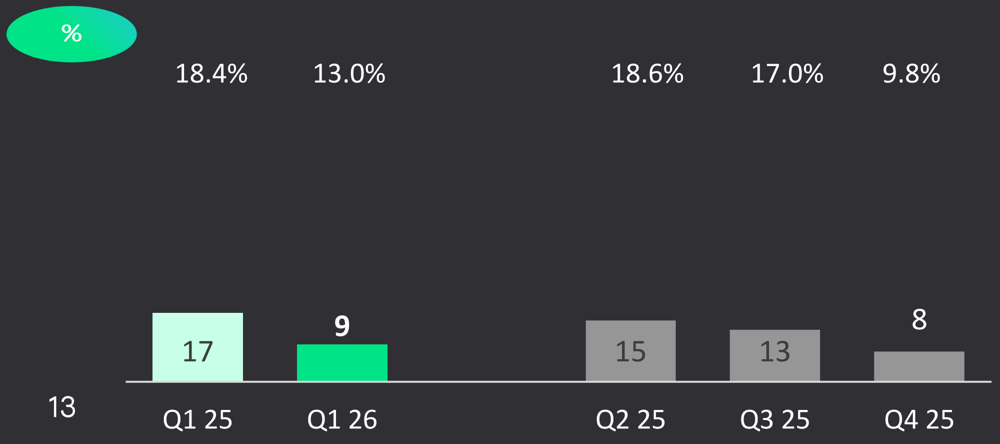
- Continued market softness while price pressure is easing
- **Adjusted EBITA** impacted by lower volumes, partly offset by cost actions

The Conventional Business on track to restore adj. EBITA margin

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



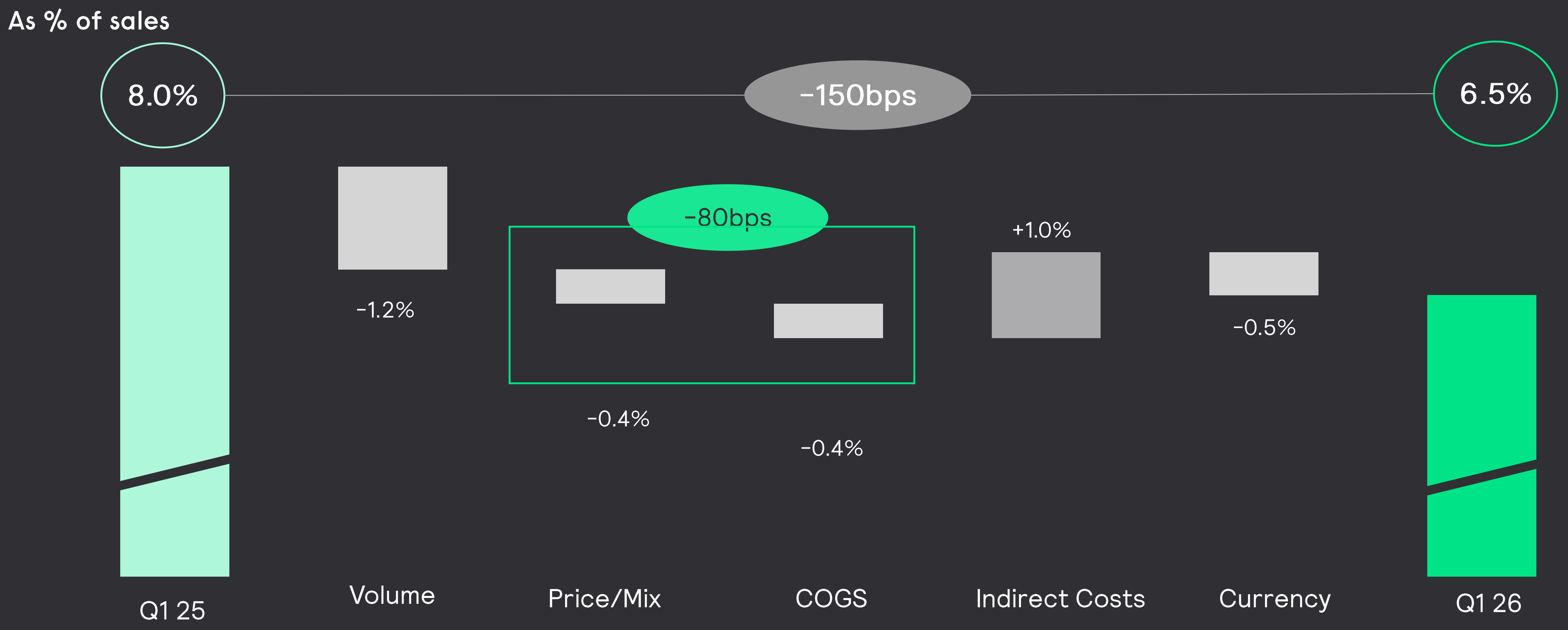
Adjusted EBITA (in EURm & as % of sales)



Q1 Key developments

- **Comparable sales decline** reflecting the structural decline of the business
- Sequential improvement of gross margin driven by price actions

Adj. EBITA margin resilience due to price and cost discipline



Classified

Strong focus on working capital driving improvements of 100 bps across all levers

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2026 Outlook confirmed

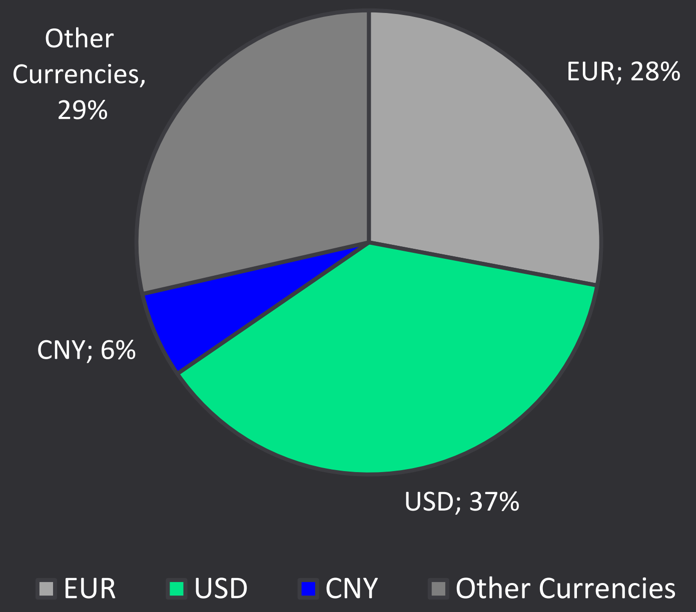
Adj. EBITA margin:
7.5 – 8.5 %

Free Cash Flow:
6.5 – 7.5 % of sales

Q&A

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

Q1 26 Sales FX Footprint (% of total)



Key developments

- Overall negative currency impact on sales of 7.0% mainly related to USD.
- Negative impact of 0.5% on the Adjusted EBITA margin.

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Net income decreased to EUR 8 million, mainly resulting from higher restructuring costs

From Adjusted EBITA to net income (in EURm)

	Q1 25	Q1 26
Adjusted EBITA	**116**	**83**
- Restructuring	-11	-63
- Acquisition-related charges	-2	3
- Other incidental items	-3	6
EBITA	**100**	**30**
Amortization	15	13
EBIT	**85**	**17**
Net financial income / expenses	-13	-12
Income tax expense	-4	3
Results from investments in associates	0	0
Net income	**67**	**8**

Key developments

- Restructuring costs were EUR 63 million, acquisition-related results were EUR 3 million, and incidental items were EUR 6 million. The restructuring costs booked in Q1 mainly relate to the EUR 180 million cost reduction program announced in January 2026.

Free cash flow increased to EUR 47 million due improved working capital management and additions to provisions

Free cash flow (in EURm)

	Q1 25	Q1 26
Income from operations	85	17
Depreciation and amortization	61	57
Additions to (releases of) provisions	31	65
Utilizations of provisions	-42	-44
Change in working capital	-65	-1
Net interest and financing costs received (paid)	1	-4
Income taxes paid	-20	-11
Net capex	-25	-30
Other	13	-2
Free cash flow	**40**	**47**
As % of sales	*2.8%*	*3.7%*

Key developments

- Free cash flow of EUR 47m
  - Proactively mitigating Middle East supply chain risks and input cost inflation (dual sourcing, logistics rerouting, pricing actions)
  - Further working capital discipline
- Restructuring payout of EUR 22m (Q1 25 EUR 13m)

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the meaning of light