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Q2 2026 Results

July 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, Beyond illumination 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. 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.

Content

Progress across Build and Harvest portfolios in mixed market environment

- BUILD portfolio
  - Growth in Professional projects in the US and Rest of the World; outperforming the market
  - Weakness in Professional stock & flow and Europe
  - Strong connected Consumer sell-out; destocking impacting sell-in
  - Growth in Consumer luminaires and in India
- HARVEST portfolio
  - Challenges in commoditized manufacturing, i.e. KLite and OEM
  - Resilience in Consumer lamps and Conventional
- Performance step-up in motion driving improvement in second half
- Strong employee engagement supporting execution of our strategy

Transforming Stade Armand Cesari in Furiani, France

- Focus area for Professional Europe business
- Showcase of integrated lighting offering
- Delivered in collaboration with our CSI partner

“ *The advantage for us as an installer is that we had a single contact person at Signify for the different interior and exterior aspects of the project.*

Vincent Baldassari, Manager of SIGEC

Sports Live brings the match to life in your home

- Entertainment focus for Consumer business
- Real-time lighting effects react instantly to the game
- High-level of adoption from engaged customer base

Brighter Lives, Better World 2030

Improving lives, saving energy, preserving resources

H1 2026 results

	Metric	2024 baseline	H1 2026 results	2030 target
Benefits Beyond Illumination (3 Good health and well-being)	Beyond illumination revenues	31%	35.4%	41%
Energy Efficiency (7 Affordable and clean energy; 13 Climate action)	Cumulative annual energy saved (TWh)	0	8.2	60
	Reduction in portfolio CO2e emission intensity annualized*	0%	9.2%	35%
Resource Efficiency (12 Responsible consumption and production)	Signify Circle revenues in Professional Europe	10%	14.5%	27.5%

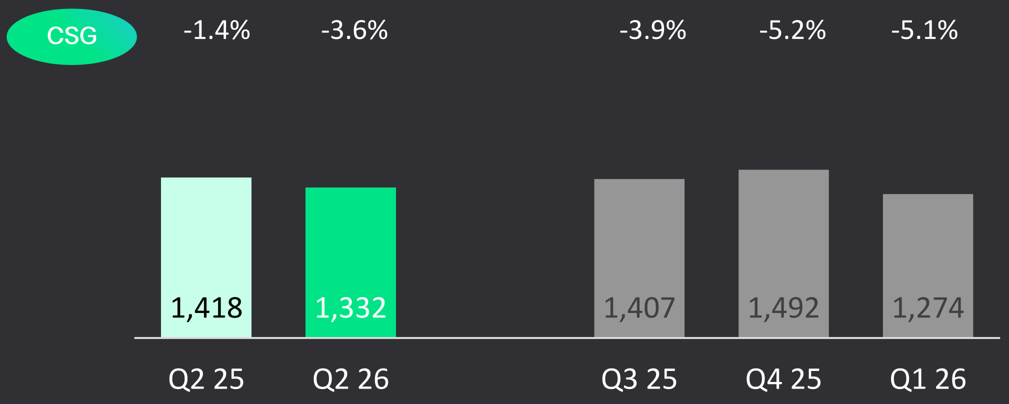
*With a stable grid factor throughout the program

On track — Off track

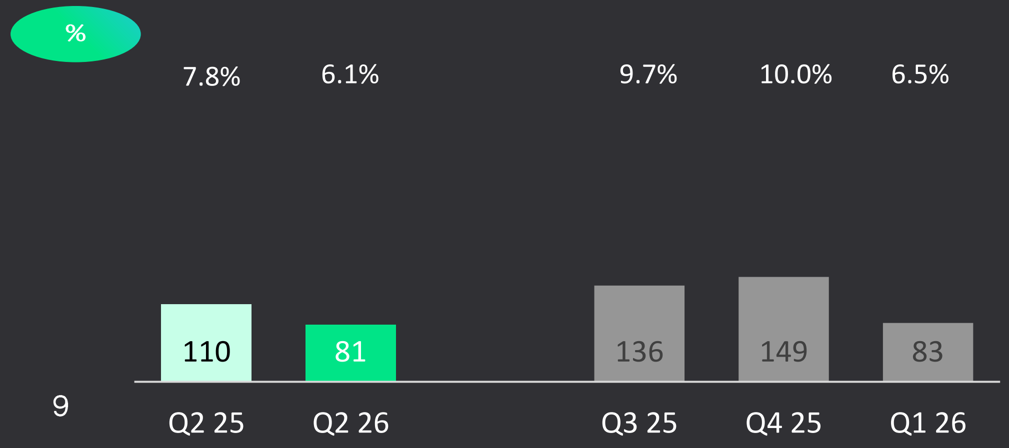
Content

Signify reports second quarter CSG of -3.6% with an operational profitability of 6.1%

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



Adjusted EBITA (in EURm & as % of sales)



Sales and CSG

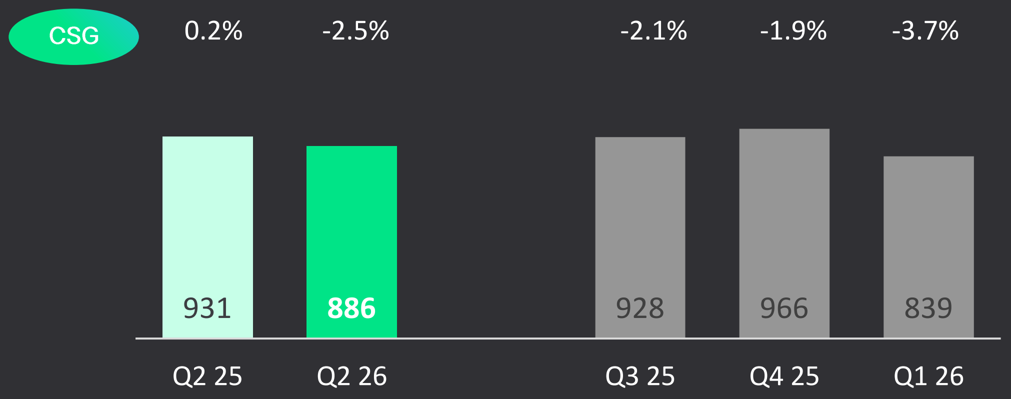
- Pricing pressure continued to ease across the business, supporting topline
- Sequential improvement in Build and Harvest portfolios

Profitability and cash flow

- EBITA margin erosion primarily driven by lower gross margin in Consumer
- Indirect cost resizing on track
- Free cash flow broadly stable at EUR 35 million (Q2 25: EUR 36 million)

The Professional business delivered resilient profitability despite market softness

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



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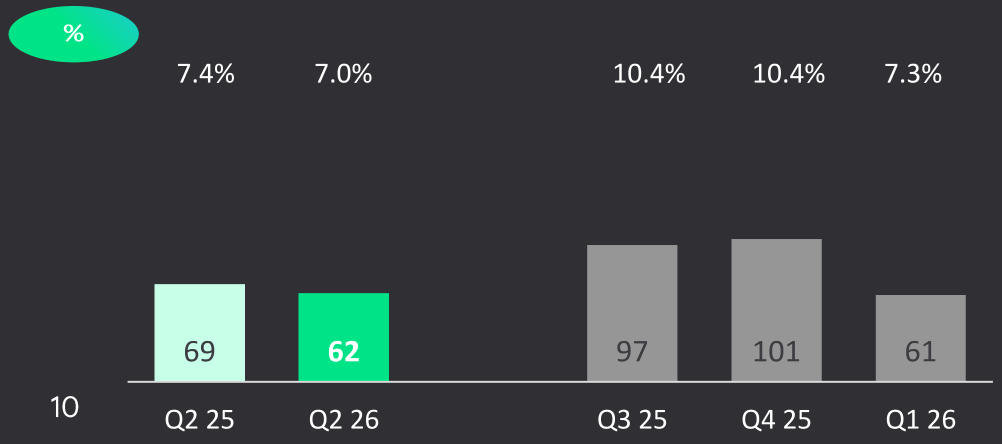

Developments by performance area

- Project business resilient in the US and Rest of the World; weakness in Europe
- Continued softness in stock & flow across most geographies

Profitability

- Gross margin stable year-on-year
- Adj. EBITA margin impacted by lower volume

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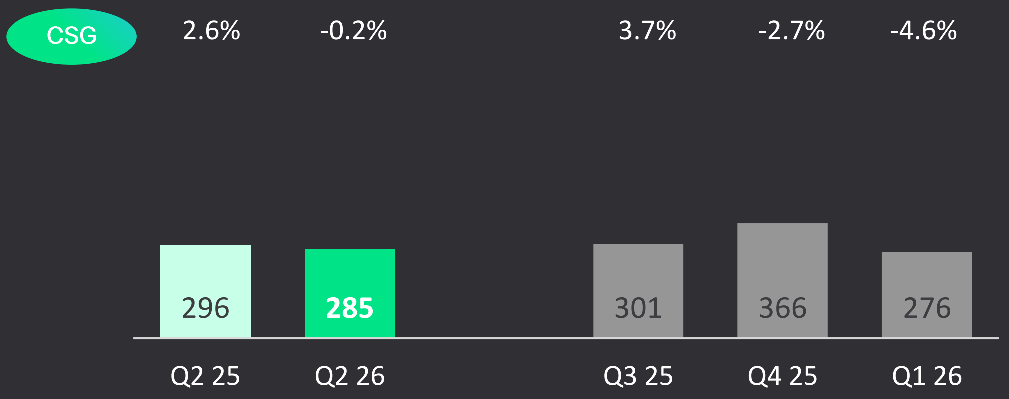
The Consumer business impacted by channel destocking while sell-out to consumers remained strong

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



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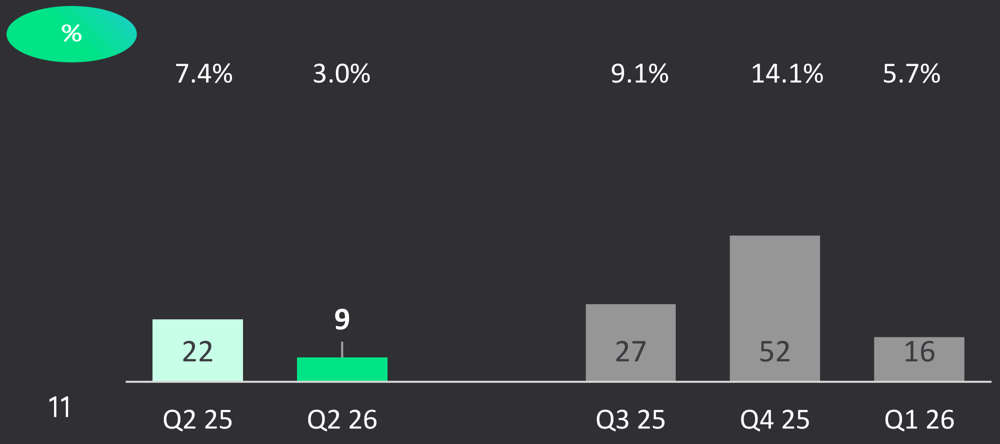


Developments by performance area

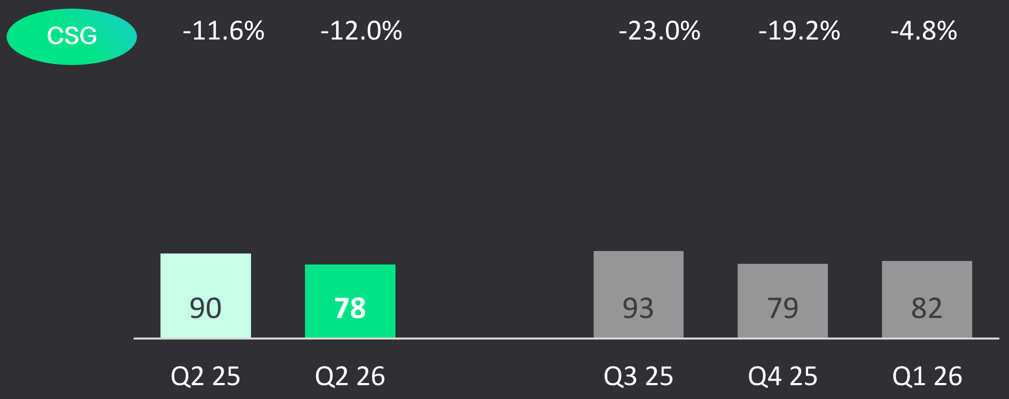
- Connected impacted by lower retailers sell-in due to continued destocking, while underlying consumer sell-out remained strong
- Strong growth of luminaires and in India
- Weaker performance in China and KLite

Profitability

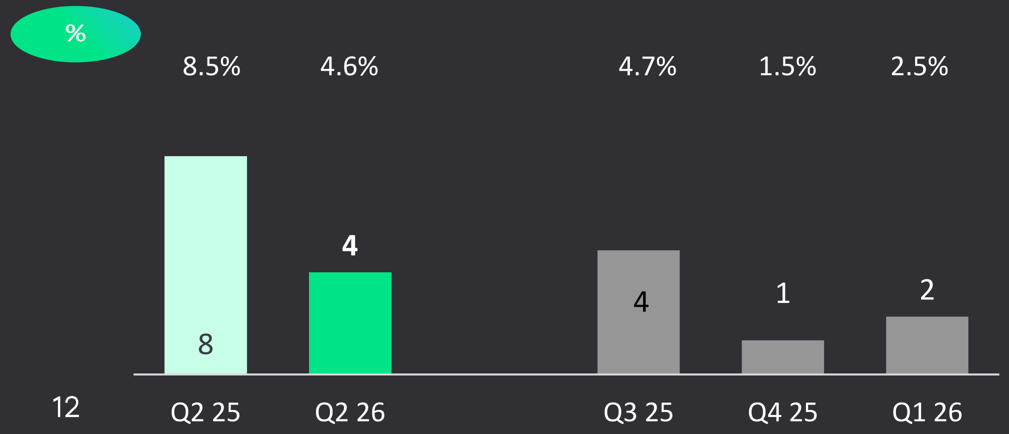
- Accelerated input cost inflation only partially offset by price
- Under-absorption of fixed costs

The OEM business continued to face market softness; sequential profitability improvement

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



Adjusted EBITA (in EURm & as % of sales)



Developments by performance area

- Volume remains challenging in US and Europe
- Price pressure easing

Profitability

- Sequential profitability improvements following implementation of cost actions
- Profitability turnaround on track

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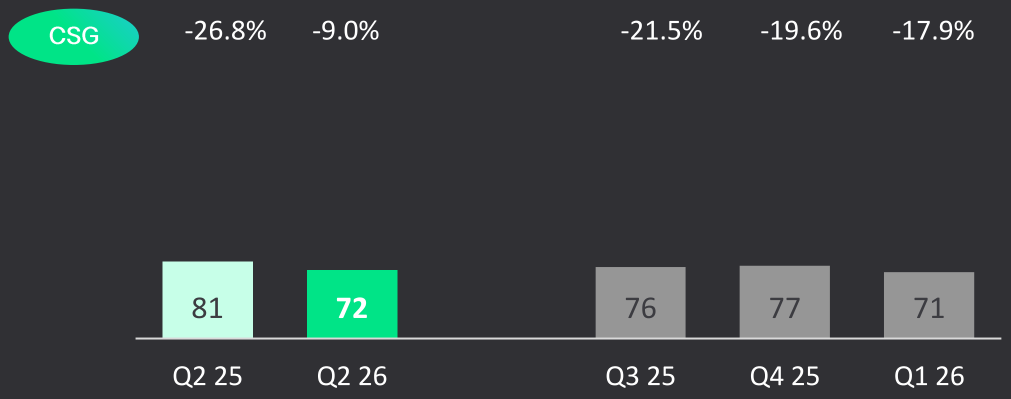
The Conventional business saw growth of Specialty lighting, while profitability improved as planned

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



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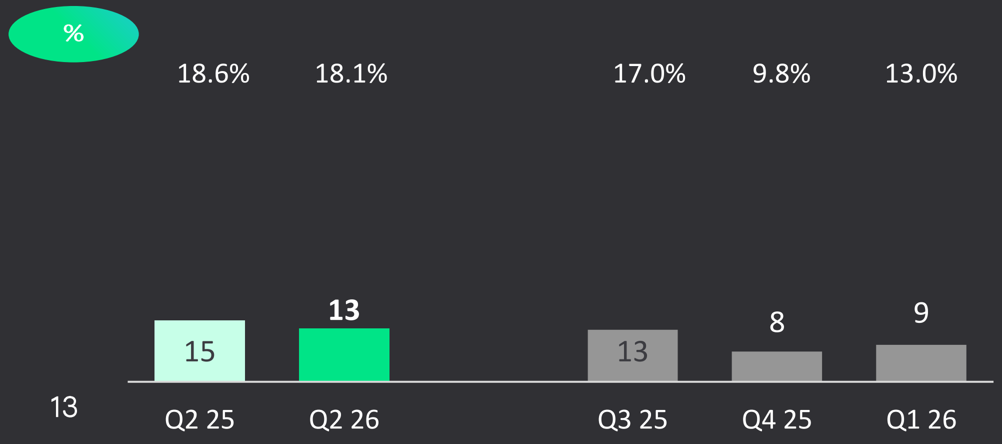


Developments by performance area

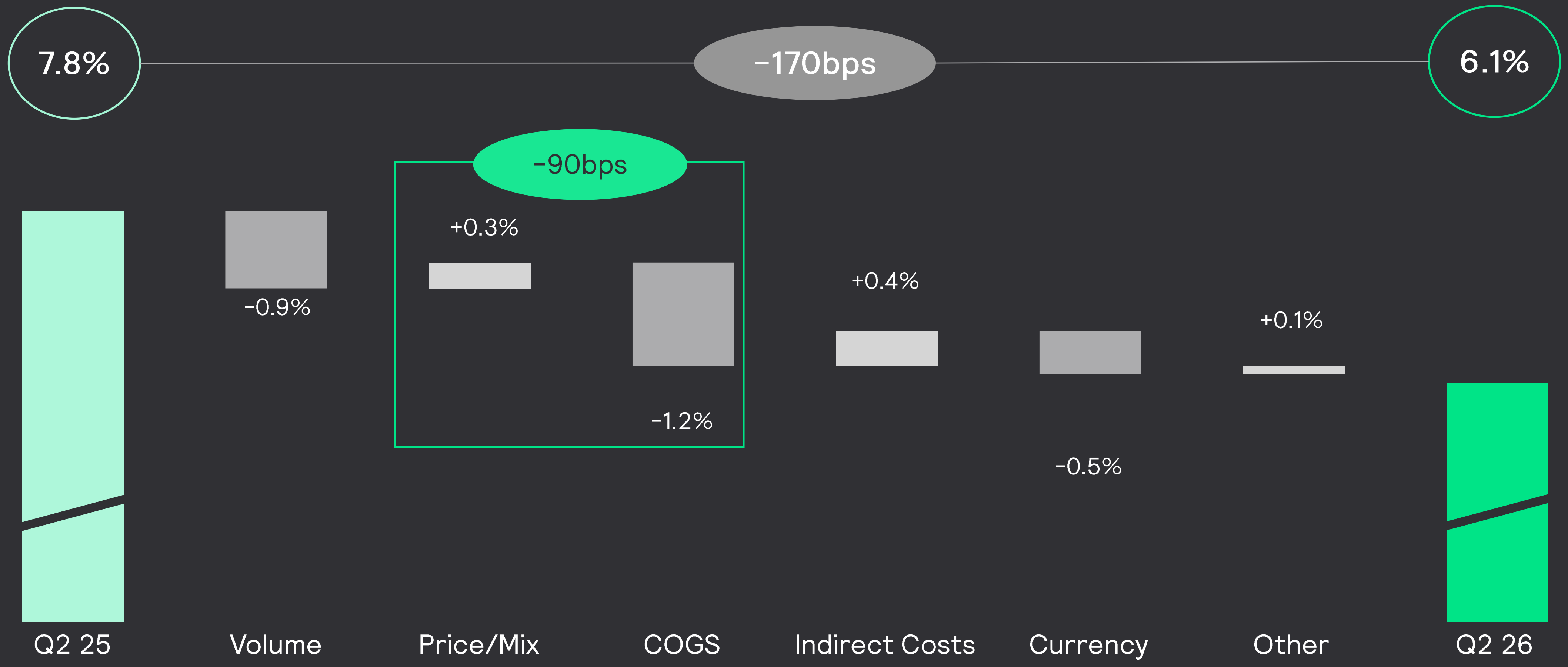
- Growth in Specialty lighting
- General lighting continued to decline in line with market trajectory
- Positive price contribution

Profitability

- Profitability restored in line with plans

Adj. EBITA margin declined mainly driven by Consumer gross margin erosion

As % of sales



Working capital improvement of 120 bps year-on-year

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2026 Outlook confirmed

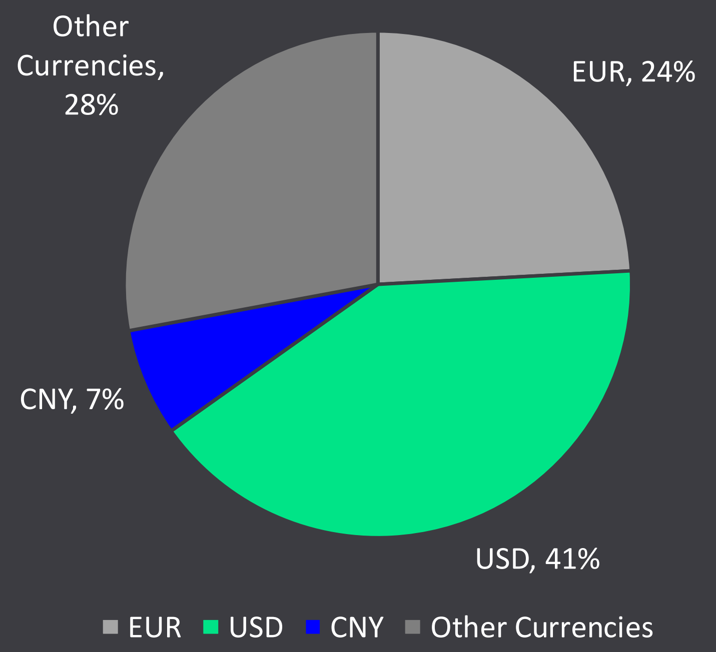
Adj. EBITA margin:
7.5 – 8.5 %

Free Cash Flow:
6.5 – 7.5 % of sales

Q&A

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

Q2 26 Sales FX Footprint (% of total)



Key developments

- Overall currency impact on sales of -2.5% mainly related to USD.
- Negative impact of -0.5% on the Adjusted EBITA margin.

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Net income decreased to EUR 17 million, mainly resulting from higher restructuring costs

From Adjusted EBITA to net income (in EURm)

	Q2 25	Q2 26
Adjusted EBITA	**110**	**81**
- Restructuring	-10	-31
- Acquisition-related charges	1	2
- Other incidental items	-3	2
EBITA	**97**	**54**
Amortization	-14	-13
EBIT	**83**	**41**
Net financial income / expenses	-17	-17
Income tax expense	-9	-7
Results from investments in associates	0	0
Net income	**57**	**17**

Key developments

Restructuring costs were EUR 31 million primarily related to the EUR 180 million cost reduction program announced in January 2026. Acquisition-related results were EUR 2 million, and incidental items were EUR 2 million.

Free cash flow stable at EUR 35 million due to improved working capital management

Free cash flow (in EURm)

	Q2 25	Q2 26
Income from operations	83	41
Depreciation and amortization	57	56
Additions to (releases of) provisions	31	33
Utilizations of provisions	-40	-54
Change in working capital	-27	16
Net interest and financing costs received (paid)	-28	-22
Income taxes paid	-9	-8
Net capex	-32	-27
Other	2	0
Free cash flow	**36**	**35**
As % of sales	*2.6%*	*2.6%*

Key developments

- **Free cash flow of EUR 35m**
- **Restructuring payout of EUR 29m (Q2 25 EUR 14m)**

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the meaning of light