Q3 2026 Results

October 23rd, 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 developments, geopolitical volatility and related regulatory developments (including trade tariffs), supply shortages, commoditization, AI and digital disruption, execution risks in our enterprise resource planning transformation, insufficient talent and organizational capabilities, currency risks, changes in international tax laws, cybersecurity risk, and increasing export controls, sanctions and trade restrictions.

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, continuing net income, 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 the press release. For further information on non-IFRS financial measures, see "Chapter 18 Reconciliation of non-IFRS measures" in the Annual Report 2025, and the Semi-Annual Report 2026.

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, and the Semi-Annual Report 2026.

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Strategy execution highlights

BUILD

HARVEST

India growth

Prof Europe turnaround (2027)

Consumer productivity and growth

Genlyte turnaround (2026)

OEM turnaround (2026)

Klite strategic option

R&D returns

Classified

Bringing an iconic landmark to life through professional lighting in Romania

- Combining architectural luminaires, lighting design and controls in one project
- Delivered in collaboration with our partner Luxten, demonstrating Signify's ability to work with partners on complex projects
- Multiple lighting solutions work together to illuminate the facade, roofline, dome and architectural details, while enabling different lighting scenes

Classified

Winning with adjacencies – Fan business in India

- Entered EUR 1.4billion fans market in India, with EcoLink brand
- In 2024, leveraged design-led innovation, as a differentiator, to grow in BLDC* fans
- Strengthened EcoLink brand awareness through mass-media and digital advertising, Indian Premier League (IPL) sponsorships and in-store investments
- Fans grew 61% YTD across > 11,000 retailers

* Brushless Direct Current (BLDC) motor replaces existing induction motors in fans, to make them more energy efficient and silent

Brighter Lives, Better World 2030

Improving lives, saving energy, preserving resources

Q3 2026 YTD results

		2024 baseline		2030 target
Benefits Beyond Illumination	3 GOOD HEALTH AND WELL-BEING	31%	Beyond illumination revenues: 36.3%	41%
Energy Efficiency	7 AFFORDABLE AND CLEAN ENERGY	0	Cumulative annual energy saved (TWh): 12	60
	13 CLIMATE ACTION	0%	Reduction in portfolio CO2e emission intensity annualized*: 11.1%	35%
Resource Efficiency	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	10%	Signify Circle revenues in Professional Europe: 21.8%	27.5%

On track — Off track

*With a stable grid factor throughout the program

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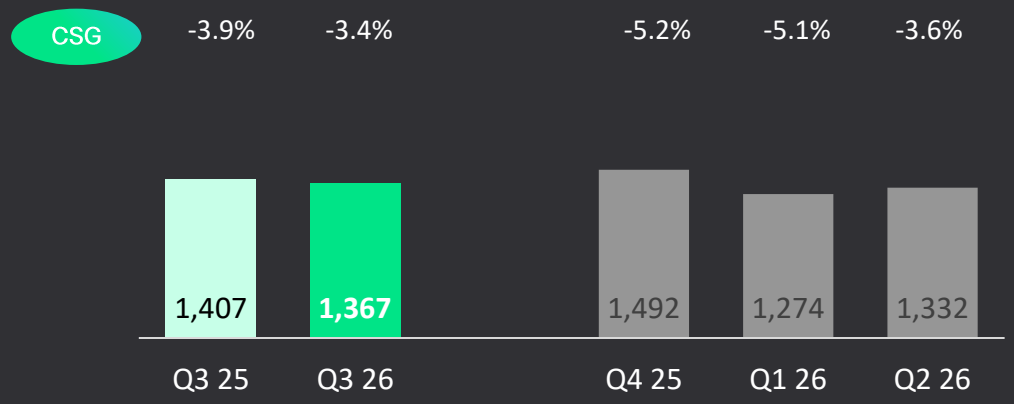
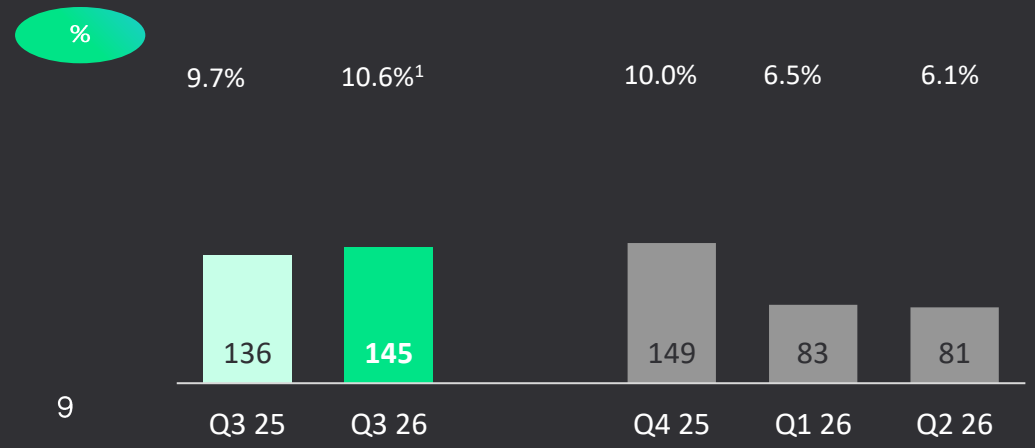
Signify reports third quarter CSG of -3.4% with an operational profitability of 10.6% incl. US tariff refund

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



Adjusted EBITA (in EURm & as % of sales)



Sales and CSG

- Positive pricing across all businesses
- Continued weakness in Signify's end markets

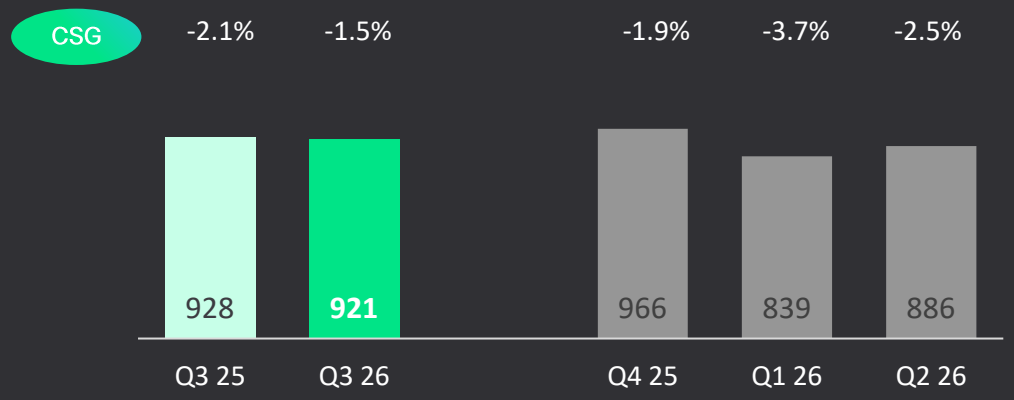
Profitability and cash flow

- Underlying adj. EBITA margin supported by gross margin and cost reductions
- EUR 28 million net benefit from US tariff refund
- Free cash flow at EUR 118 million (Q3 25: EUR 71 million), including US tariff refund benefit

1. Adj. EBITA margin at 8.5% excluding net benefit from US tariff refund.

The Professional business delivered resilient underlying profitability supported by gross margin strength and cost reductions

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



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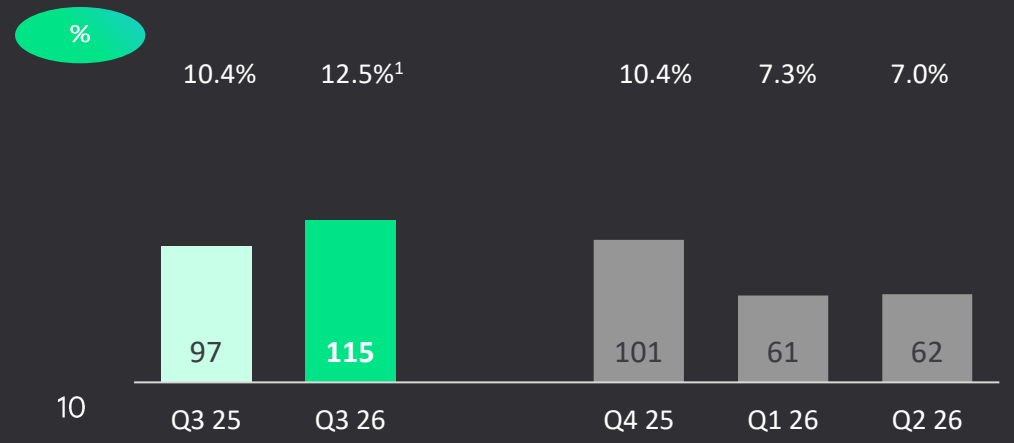


Developments by performance area

- Project business resilient in the US and Rest of the World
- Continued softness in stock & flow across most geographies
- Strong performance of agriculture lighting in high season

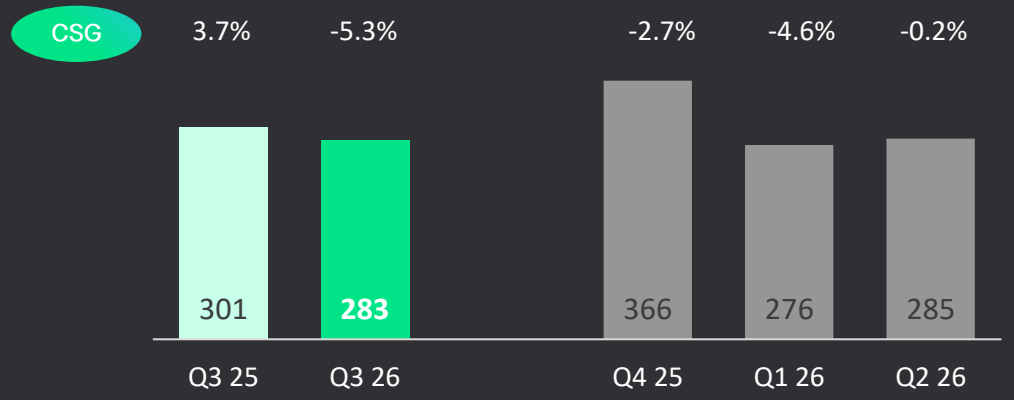
Profitability

- Resilient underlying adj. EBITA margin of 10.5%
- Gross margin expansion and indirect cost reductions
- Tariff refund provided a 2.0% uplift to reported profitability

1. Adj. EBITA margin at 10.5% excluding net benefit from US tariff refund.

The Consumer business continued to be impacted by Connected

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



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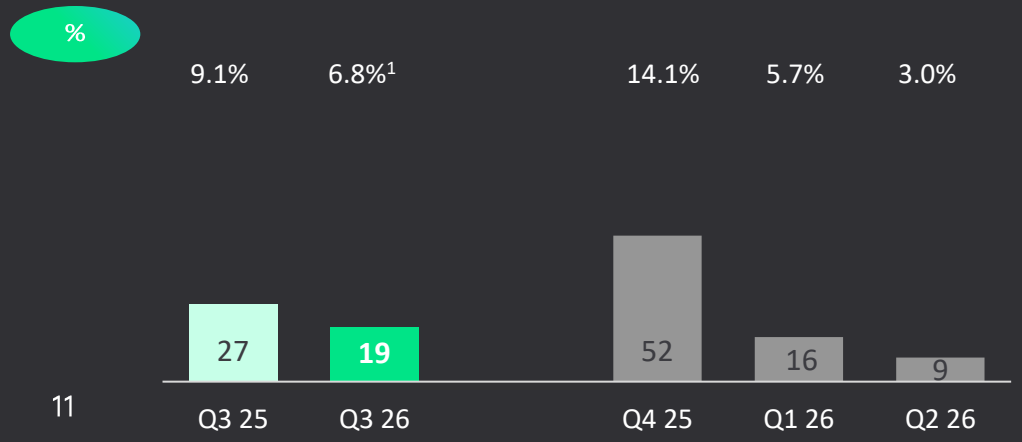

1. Adj. EBITA margin at 4.5% excluding net benefit from US tariff refunds.

Developments by performance area

- Connected retail sell-in remained affected by retailer destocking
- Sell-out growth and market share gains year-to-date
- Growth in luminaires and India

Profitability

- Tariff refund provided a 2.3% uplift to reported profitability
- Underlying adj. EBITA margin impacted by lower sales volume and fixed cost absorption
- Taking actions to improve productivity and reduce fixed cost

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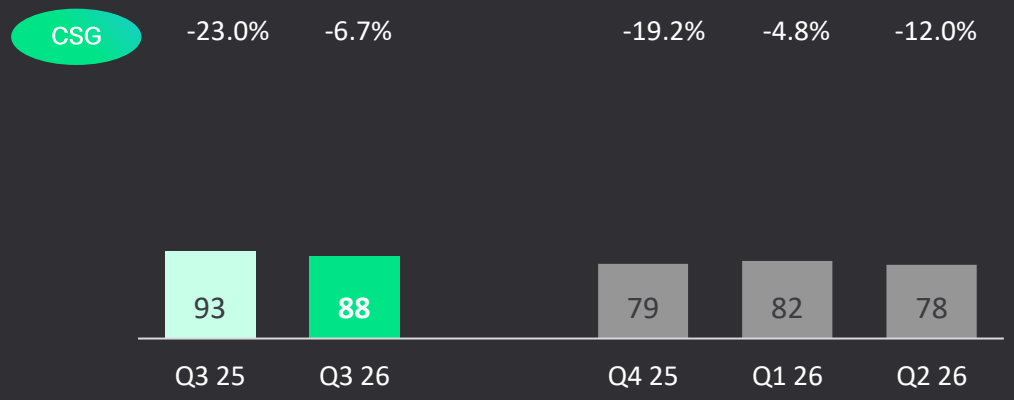
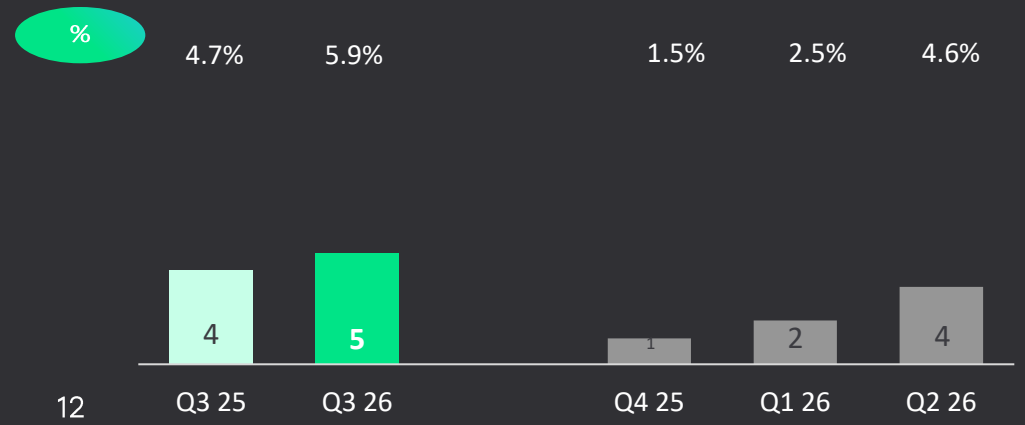
The OEM business continued to face market softness; sequential profitability improvement

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
- Positive pricing achieved

Profitability

- Turnaround on track
- Profitability improvements reflecting gross margin improvement and implementation of cost actions

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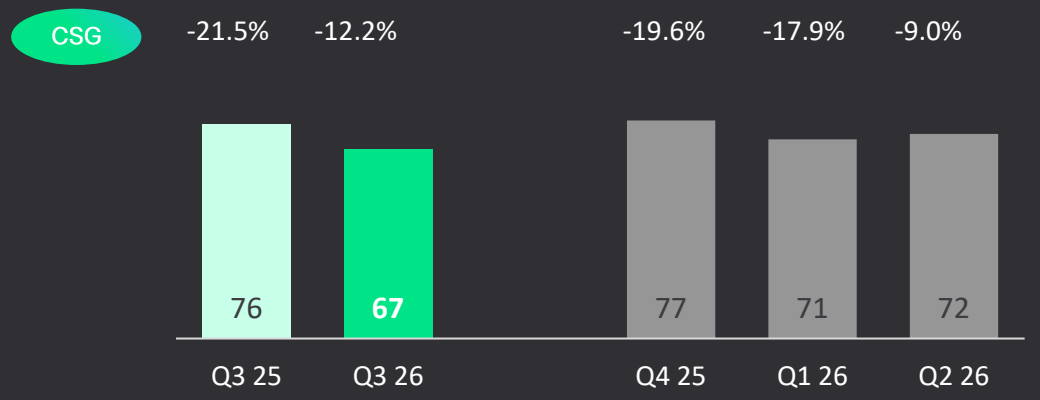
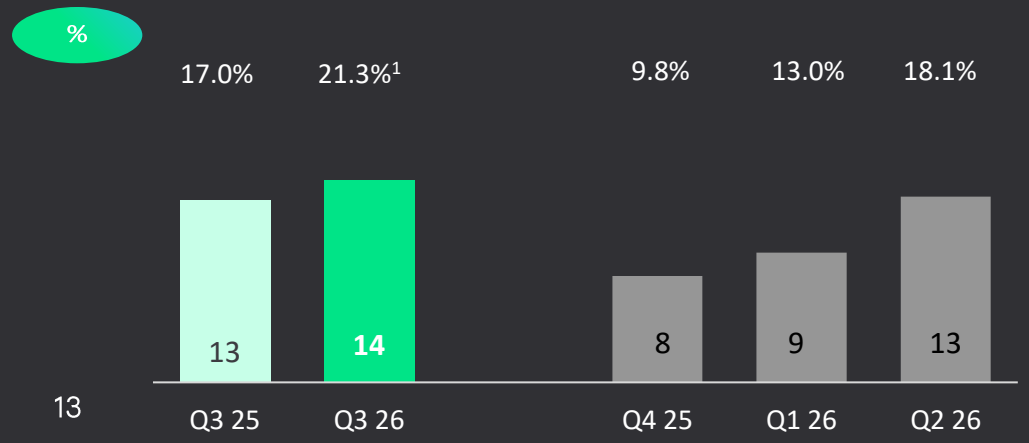
The Conventional business saw continued growth in Specialty lighting and solid underlying margins

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



Adjusted EBITA (in EURm & as % of sales)



Developments by performance area

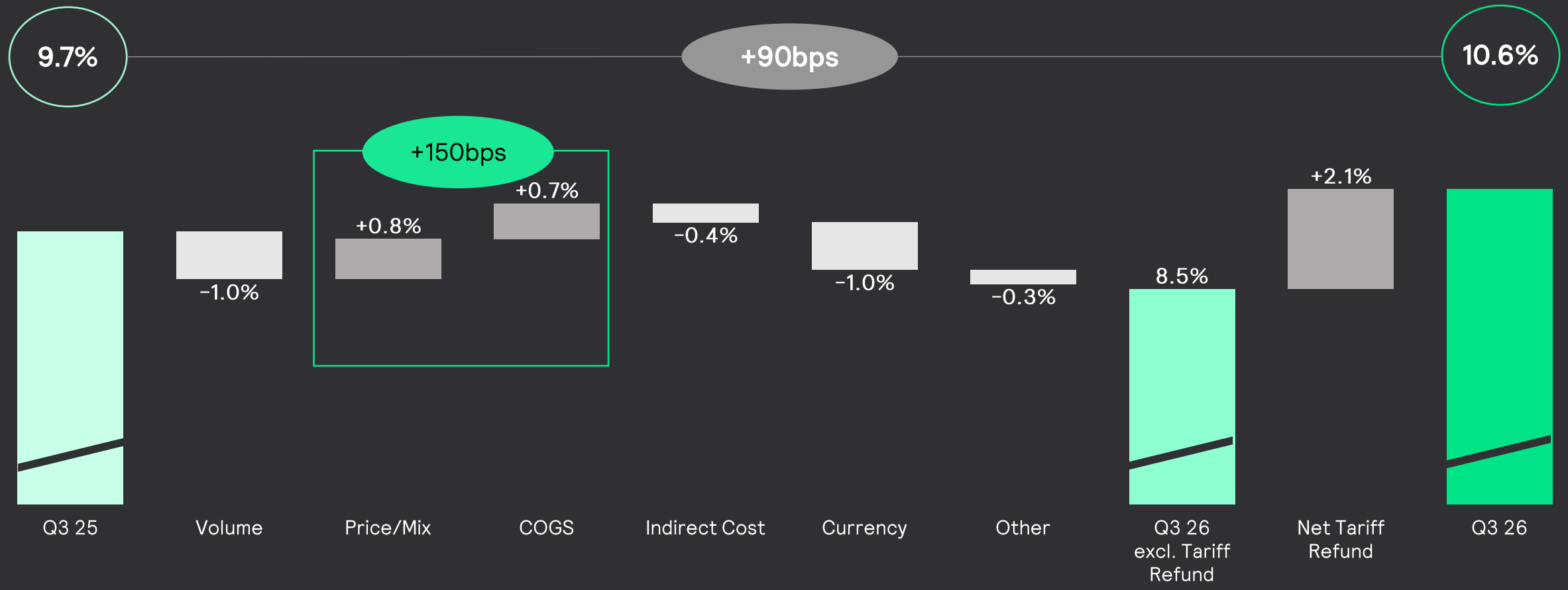
- Continued growth in Specialty lighting
- Outperforming declining General lighting market
- Strong price discipline

Profitability

- Tariff refund provided a 5.5% uplift to reported profitability
- Solid underlying profitability reflecting gross margin expansion against a high prior-year comparable

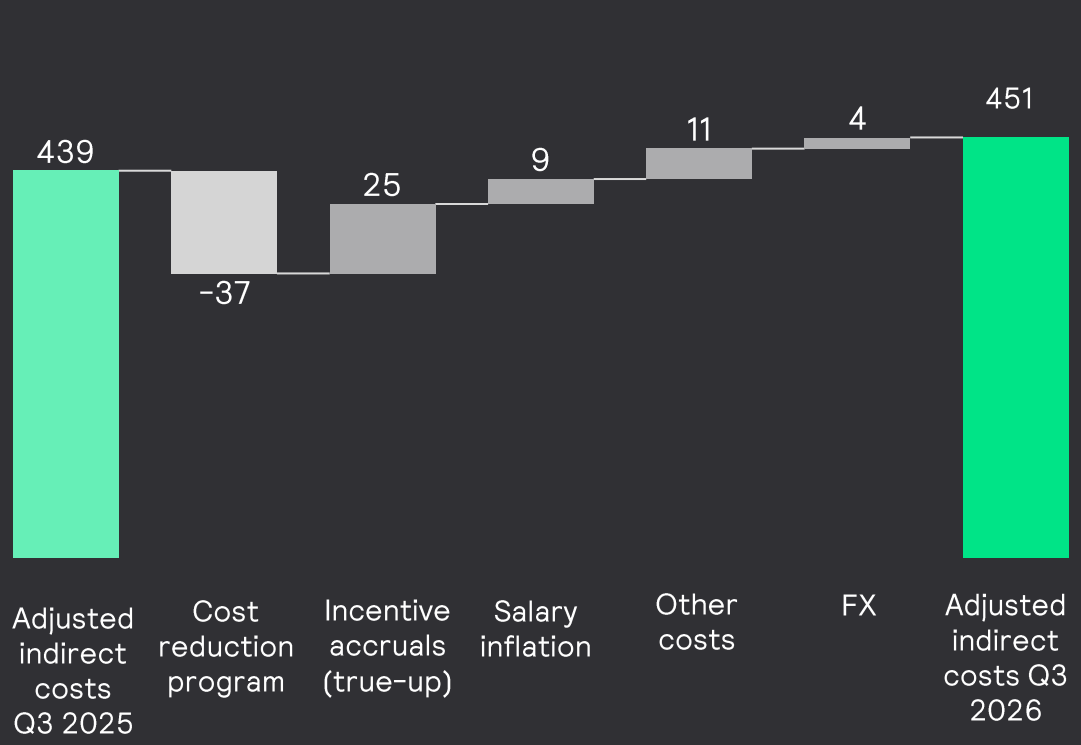
1. Adj. EBITA margin at 15.8% excluding net benefit from US tariff refund.

The Adj. EBITA margin improved YoY, supported by gross margin expansion and cost discipline

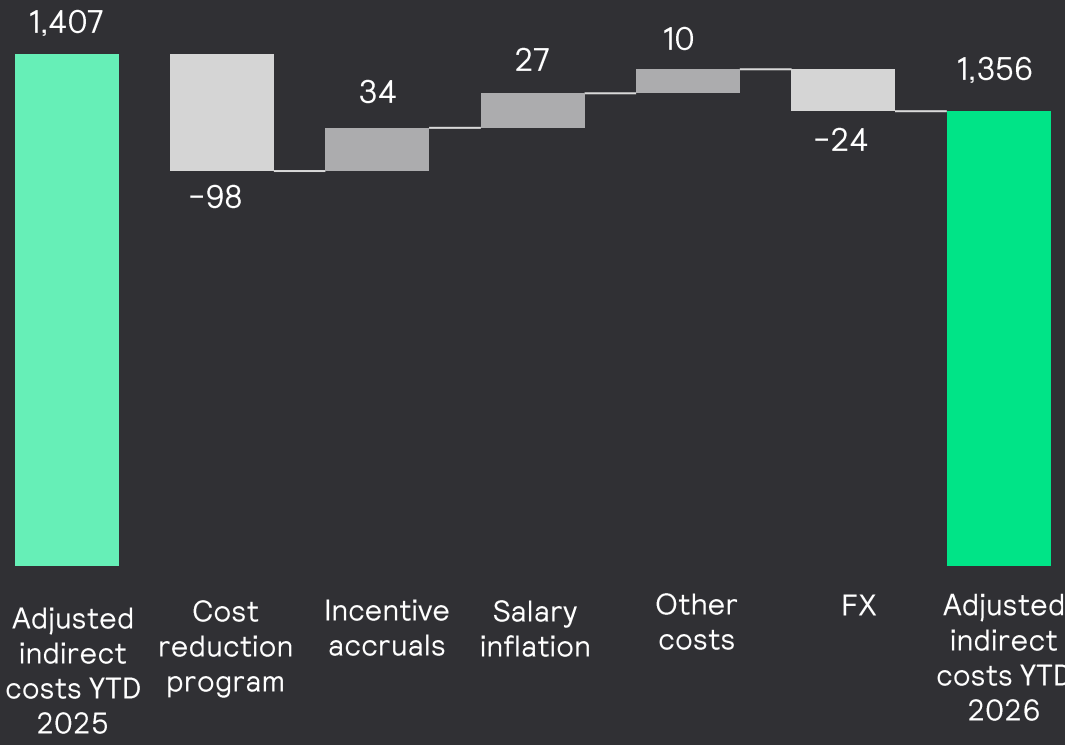


Cost reduction program on track; run-rate expected to deliver EUR 180 million annualized gross savings. Further cost reductions underway

Q3 2026



YTD 2026



Note: Illustrative relative scale; values unchanged

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Working capital improved 230 bps year-on-year

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Q&A

2026 Outlook confirmed

Adj. EBITA margin:

7.5 – 8.5 %

Free Cash Flow:

6.5 – 7.5 % of sales

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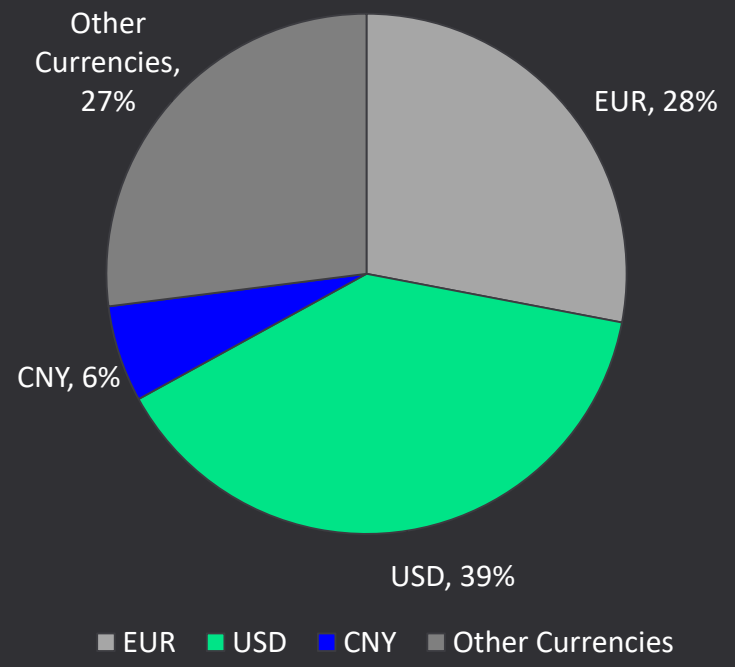
Q&A

FX footprint

Q3 26 Sales FX Footprint (% of total)



Key developments

- Currency movements had a positive impact on sales and negative impact on adjusted EBITA margin.
- Overall currency impact on sales of 0.4% mainly related to USD and CNY.
- Negative impact of -1.0% on the adjusted EBITA margin mainly related to CNY.

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Net income

From Adjusted EBITA to net income (in EURm)

	Q3 25	Q3 26
Adjusted EBITA	**136**	**145**
- Restructuring	-11	-6
- Acquisition-related charges	7	4
- Other incidental items	-1	1
EBITA	**131**	**143**
Amortization	-14	-13
EBIT	**118**	**130**
Net financial income / expenses	-15	-16
Income tax expense	-27	-27
Results from investments in associates	0	0
Net income	**76**	**88**

Key developments

- Net income increased to EUR 88 million, also benefited from tariff refund.
- Continuing net income[1] for the nine-month ended September 2026 was EUR 179 million.

1. Continuing net income is net income attributable to shareholders of Signify N.V. excluding restructuring costs, acquisition-related results, other incidental items, and discontinued operations. Please see the appendix of the press release for detail reconciliation.

Free cash flow

Free cash flow (in EURm)

	Q3 25	Q3 26
Income from operations	118	130
Depreciation and amortization	58	57
Additions to (releases of) provisions	15	13
Utilizations of provisions	-33	-42
Change in working capital	-39	1
Net interest and financing costs received (paid)	-5	-4
Income taxes paid	-4	-5
Net capex	-32	-27
Other	-6	-5
Free cash flow	**71**	**118**
As % of sales	*5.1%*	*8.6%*

Key developments

- FCF at EUR 118 million mainly due to improved working capital management and tariff refund.
- The restructuring payout is EUR 22 million.

the meaning of light