



|                                   | Q1 2025 |         |         |         | Q2 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                      | 934     | 933     | 949     | 919     | 964     | 960     | 986     | 944     | 3,999          | 3,988   | 4,127   | 3,899   | 4,103          | 4,078   | 4,292   | 3,979   | 4,222          | 4,142   | 4,421   | 4,075   |
| Consumer                          | 311     | 311     | 314     | 306     | 305     | 305     | 313     | 300     | 1,338          | 1,340   | 1,370   | 1,311   | 1,363          | 1,355   | 1,411   | 1,326   | 1,390          | 1,378   | 1,453   | 1,355   |
| OEM                               | 105     | 105     | 107     | 104     | 107     | 107     | 110     | 105     | 451            | 450     | 469     | 439     | 460            | 457     | 492     | 443     | 470            | 465     | 507     | 445     |
| Conventional                      | 90      | 89      | 101     | 84      | 87      | 88      | 90      | 81      | 337            | 336     | 370     | 319     | 269            | 265     | 299     | 245     | 220            | 221     | 255     | 184     |
| Other                             | 8       | 9       | 12      | 4       | 9       | 9       | 12      | 7       | 40             | 39      | 55      | 31      | 39             | 39      | 58      | 16      | 38             | 39      | 62      | 16      |
|                                   | 1,448   | 1,448   | 1,466   | 1,427   | 1,473   | 1,467   | 1,502   | 1,445   | 6,165          | 6,156   | 6,344   | 6,003   | 6,234          | 6,197   | 6,502   | 6,021   | 6,340          | 6,261   | 6,631   | 6,126   |
| CSG (%)                           |         |         |         |         |         |         |         |         |                |         |         |         |                |         |         |         |                |         |         |         |
| Professional                      | (2.3)%  | (2.3)%  | (1.5)%  | (3.0)%  | 0.0%    | 0.0%    | 2.0%    | (2.0)%  | 0.5%           | 0.4%    | 2.6%    | (0.8)%  | 2.6%           | 2.5%    | 4.0%    | 1.0%    | 2.7%           | 3.0%    | 4.0%    | 1.0%    |
| Consumer                          | 2.7%    | 2.3%    | 5.0%    | 1.0%    | 2.4%    | 2.0%    | 4.0%    | 1.0%    | 2.3%           | 2.3%    | 3.0%    | 1.0%    | 1.8%           | 2.1%    | 3.0%    | 0.0%    | 2.1%           | 2.5%    | 3.5%    | 0.0%    |
| OEM                               | 0.8%    | 0.8%    | 2.0%    | 0.0%    | 0.9%    | 0.8%    | 2.0%    | 0.0%    | 1.7%           | 1.5%    | 4.0%    | 0.4%    | 2.1%           | 2.0%    | 4.8%    | 0.8%    | 1.9%           | 2.0%    | 3.0%    | 0.5%    |
| Conventional                      | (26.6)% | (26.3)% | (22.0)% | (30.0)% | (25.0)% | (25.0)% | (22.0)% | (28.0)% | (24.9)%        | (25.0)% | (22.2)% | (26.6)% | (20.5)%        | (20.5)% | (15.0)% | (25.0)% | (19.0)%        | (18.0)% | (12.0)% | (25.0)% |
|                                   | (2.9)%  | (2.9)%  | (2.3)%  | (3.6)%  | (1.1)%  | (1.3)%  | 0.7%    | (2.6)%  | (0.9)%         | (0.9)%  | 0.7%    | (2.0)%  | 1.2%           | 1.0%    | 2.6%    | (0.5)%  | 1.6%           | 1.4%    | 2.9%    | (0.2)%  |
| Adjusted EBITA                    |         |         |         |         |         |         |         |         |                |         |         |         |                |         |         |         |                |         |         |         |
| Professional                      | 71      | 72      | 76      | 67      | 82      | 81      | 87      | 78      | 390            | 385     | 448     | 364     | 419            | 418     | 485     | 392     | 452            | 451     | 513     | 396     |
| Consumer                          | 32      | 33      | 38      | 26      | 26      | 26      | 34      | 22      | 152            | 151     | 171     | 140     | 157            | 156     | 176     | 142     | 162            | 161     | 182     | 143     |
| OEM                               | 9       | 9       | 11      | 9       | 12      | 12      | 12      | 9       | 51             | 52      | 58      | 44      | 53             | 53      | 62      | 46      | 56             | 56      | 63      | 49      |
| Conventional                      | 16      | 16      | 17      | 15      | 15      | 16      | 17      | 14      | 60             | 60      | 66      | 56      | 47             | 47      | 54      | 43      | 37             | 36      | 44      | 32      |
| Other                             | (9)     | (9)     | (7)     | (11)    | (8)     | (8)     | (7)     | (11)    | (34)           | (34)    | (28)    | (41)    | (35)           | (34)    | (28)    | (43)    | (37)           | (35)    | (31)    | (43)    |
|                                   | 120     | 120     | 128     | 116     | 127     | 126     | 139     | 120     | 619            | 611     | 695     | 578     | 642            | 639     | 731     | 594     | 670            | 666     | 756     | 587     |
| Adjusted EBITA margin (%)         |         |         |         |         |         |         |         |         |                |         |         |         |                |         |         |         |                |         |         |         |
| Professional                      | 7.6%    | 7.6%    | 8.0%    | 7.2%    | 8.5%    | 8.5%    | 9.0%    | 8.1%    | 9.7%           | 9.6%    | 10.9%   | 9.3%    | 10.2%          | 10.1%   | 11.3%   | 9.6%    | 10.7%          | 10.7%   | 11.6%   | 9.6%    |
| Consumer                          | 10.2%   | 10.5%   | 12.1%   | 8.5%    | 8.6%    | 8.5%    | 11.0%   | 7.5%    | 11.4%          | 11.4%   | 12.5%   | 10.6%   | 11.6%          | 11.6%   | 12.5%   | 10.5%   | 11.6%          | 11.7%   | 12.5%   | 10.5%   |
| OEM                               | 9.0%    | 9.0%    | 10.0%   | 8.5%    | 10.9%   | 11.1%   | 11.6%   | 9.0%    | 11.3%          | 11.5%   | 12.3%   | 10.0%   | 11.5%          | 11.5%   | 12.5%   | 10.2%   | 11.8%          | 12.0%   | 12.5%   | 11.0%   |
| Conventional                      | 17.8%   | 17.4%   | 19.5%   | 17.0%   | 17.6%   | 18.0%   | 19.5%   | 15.2%   | 17.8%          | 17.7%   | 19.5%   | 16.7%   | 17.5%          | 17.3%   | 19.5%   | 15.9%   | 17.0%          | 16.5%   | 19.5%   | 15.2%   |
|                                   | 8.3%    | 8.2%    | 8.7%    | 8.1%    | 8.6%    | 8.6%    | 9.2%    | 8.2%    | 10.0%          | 9.9%    | 11.0%   | 9.6%    | 10.3%          | 10.3%   | 11.2%   | 9.6%    | 10.6%          | 10.6%   | 11.4%   | 9.5%    |
| Restructuring & other incidentals |         |         |         |         |         |         |         |         |                |         |         |         |                |         |         |         |                |         |         |         |
| Signify                           | (18)    | (17)    | (11)    | (26)    | (17)    | (16)    | (10)    | (26)    | (69)           | (65)    | (44)    | (113)   | (67)           | (65)    | (35)    | (114)   | (61)           | (55)    | (30)    | (115)   |
| EBITA                             |         |         |         |         |         |         |         |         |                |         |         |         |                |         |         |         |                |         |         |         |
| Signify                           | 102     | 102     | 110     | 95      | 110     | 110     | 129     | 98      | 550            | 552     | 591     | 498     | 575            | 570     | 633     | 533     | 609            | 614     | 693     | 549     |
| Income from operations            | 85      | 85      | 95      | 77      | 93      | 93      | 114     | 82      | 483            | 489     | 531     | 430     | 512            | 501     | 575     | 473     | 548            | 546     | 638     | 493     |
| Financial income and expenses     | (21)    | (20)    | (17)    | (30)    | (22)    | (20)    | (17)    | (30)    | (82)           | (78)    | (66)    | (110)   | (73)           | (73)    | (59)    | (90)    | (64)           | (60)    | (38)    | (85)    |
| Income tax expenses               | (14)    | (15)    | (11)    | (18)    | (16)    | (17)    | (12)    | (19)    | (90)           | (89)    | (69)    | (112)   | (98)           | (94)    | (87)    | (123)   | (108)          | (105)   | (91)    | (141)   |
| Associates                        | (1)     | 0       | 0       | (3)     | (1)     | 0       | 0       | (3)     | (2)            | 0       | 0       | (12)    | (2)            | 0       | 0       | (12)    | (3)            | 0       | 0       | (12)    |
| Net income                        | 49      | 48      | 59      | 40      | 55      | 51      | 77      | 43      | 309            | 313     | 367     | 246     | 338            | 336     | 395     | 302     | 374            | 353     | 445     | 343     |
| Working capital <sup>1</sup>      |         |         |         |         |         |         |         |         | 446            | 444     | 513     | 383     | 432            | 439     | 523     | 326     | 425            | 440     | 548     | 270     |
| Free cash flow <sup>1</sup>       |         |         |         |         |         |         |         |         | 443            | 438     | 513     | 392     | 457            | 473     | 522     | 372     | 484            | 505     | 534     | 373     |
| Net debt <sup>1</sup>             |         |         |         |         |         |         |         |         | 799            | 782     | 934     | 687     | 622            | 618     | 837     | 433     | 405            | 434     | 694     | 66      |
| Earnings per share in EUR         | 0.39    | 0.40    | 0.5     | 0.32    | 0.44    | 0.44    | 0.59    | 0.33    | 2.49           | 2.57    | 2.94    | 1.99    | 2.82           | 2.70    | 3.28    | 2.37    | 3.15           | 3.07    | 3.85    | 2.71    |
| Dividend per share in EUR         |         |         |         |         |         |         |         |         | 1.55           | 1.63    | 1.66    | 1.16    | 1.58           | 1.65    | 1.70    | 1.12    | 1.63           | 1.70    | 1.75    | 1.21    |

<sup>1</sup>Consensus for Q1 and Q2 working capital, free cash flow and net debt not available due to an insufficient number of estimates.

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