

	Q4 2024				Full year 2024				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
<b>Sales</b>																				
Professional	1,057	1,056	1,080	1,039	3,954	3,953	3,977	3,936	4,044	4,051	4,127	3,917	4,176	4,192	4,292	3,995	4,261	4,286	4,421	4,055
Consumer	386	387	400	373	1,286	1,287	1,300	1,273	1,316	1,325	1,347	1,249	1,351	1,359	1,388	1,261	1,374	1,406	1,429	1,268
OEM	109	108	115	106	444	443	450	441	458	459	469	446	470	470	492	454	482	478	507	464
Conventional	102	100	111	97	437	435	446	432	349	352	372	326	287	292	316	246	249	243	269	223
Other	6	6	9	(1)	27	27	30	20	24	26	32	10	24	26	34	10	26	26	35	10
	<b>1,660</b>	<b>1,651</b>	<b>1,700</b>	<b>1,640</b>	<b>6,148</b>	<b>6,138</b>	<b>6,188</b>	<b>6,128</b>	<b>6,191</b>	<b>6,179</b>	<b>6,344</b>	<b>6,009</b>	<b>6,308</b>	<b>6,288</b>	<b>6,502</b>	<b>6,053</b>	<b>6,391</b>	<b>6,448</b>	<b>6,631</b>	<b>6,081</b>
<b>CSG (%)</b>																				
Professional	(2.8)%	(2.5)%	(1.4)%	(4.1)%	(5.8)%	(5.8)%	(5.4)%	(6.5)%	2.2%	2.3%	4.0%	0.0%	3.3%	3.5%	4.0%	2.0%	2.7%	3.0%	4.0%	1.5%
Consumer	0.3%	0.3%	3.4%	(2.0)%	(2.5)%	(2.4)%	(2.0)%	(3.1)%	2.2%	2.8%	3.4%	(1.0)%	2.6%	3.0%	4.0%	1.0%	2.1%	2.0%	3.0%	0.5%
OEM	2.3%	1.6%	7.5%	0.1%	(1.3)%	(1.5)%	(0.5)%	(1.7)%	2.9%	2.8%	4.3%	1.7%	2.7%	2.5%	4.8%	1.0%	2.4%	2.0%	3.0%	2.0%
Conventional	(26.2)%	(27.4)%	(20.0)%	(28.0)%	(29.6)%	(29.9)%	(27.9)%	(30.2)%	(21.0)%	(21.0)%	(15.0)%	(25.3)%	(18.4)%	(17.5)%	(15.0)%	(25.0)%	(16.4)%	(15.0)%	(12.0)%	(20.0)%
	<b>(3.6)%</b>	<b>(3.7)%</b>	<b>(1.9)%</b>	<b>(4.6)%</b>	<b>(6.9)%</b>	<b>(7.0)%</b>	<b>(6.6)%</b>	<b>(7.2)%</b>	<b>0.5%</b>	<b>0.6%</b>	<b>2.3%</b>	<b>(1.1)%</b>	<b>1.8%</b>	<b>1.7%</b>	<b>2.9%</b>	<b>0.7%</b>	<b>1.6%</b>	<b>1.8%</b>	<b>2.7%</b>	<b>0.5%</b>
<b>Adjusted EBITA</b>																				
Professional	134	136	140	126	389	392	396	382	427	423	456	404	458	456	515	419	498	513	557	426
Consumer	53	54	56	48	128	129	131	123	149	150	172	125	157	161	184	126	164	170	197	127
OEM	13	12	18	10	53	52	58	50	54	53	65	49	57	54	65	51	60	62	65	54
Conventional	19	19	20	16	78	78	79	75	62	63	67	53	50	52	54	45	43	44	44	41
Other	(6)	(8)	5	(10)	(36)	(37)	(32)	(41)	(36)	(37)	(30)	(43)	(35)	(35)	(30)	(39)	(36)	(35)	(34)	(39)
	<b>211</b>	<b>209</b>	<b>225</b>	<b>202</b>	<b>611</b>	<b>608</b>	<b>622</b>	<b>603</b>	<b>657</b>	<b>650</b>	<b>703</b>	<b>615</b>	<b>687</b>	<b>684</b>	<b>770</b>	<b>615</b>	<b>729</b>	<b>756</b>	<b>823</b>	<b>615</b>
<b>Adjusted EBITA margin (%)</b>																				
Professional	12.6%	12.8%	13.2%	12.0%	9.8%	9.9%	10.0%	9.7%	10.6%	10.5%	11.3%	10.0%	11.0%	10.9%	12.5%	10.0%	11.7%	11.6%	13.0%	10.5%
Consumer	13.7%	13.7%	14.5%	13.0%	9.9%	10.0%	10.2%	9.7%	11.3%	11.4%	13.0%	10.0%	11.6%	11.7%	13.5%	10.0%	11.9%	11.9%	14.0%	10.0%
OEM	11.5%	11.3%	15.7%	9.2%	11.8%	11.8%	12.9%	11.2%	11.9%	11.8%	14.0%	10.8%	12.0%	11.8%	13.6%	10.8%	12.4%	12.5%	13.2%	11.5%
Conventional	18.5%	19.0%	19.8%	17.0%	17.8%	17.9%	18.1%	17.5%	17.8%	17.7%	19.2%	15.9%	17.6%	17.6%	19.0%	15.8%	17.4%	17.1%	18.8%	16.5%
	<b>12.7%</b>	<b>12.7%</b>	<b>13.3%</b>	<b>12.3%</b>	<b>9.9%</b>	<b>9.9%</b>	<b>10.1%</b>	<b>9.8%</b>	<b>10.6%</b>	<b>10.4%</b>	<b>11.3%</b>	<b>10.1%</b>	<b>10.9%</b>	<b>10.8%</b>	<b>12.3%</b>	<b>10.1%</b>	<b>11.4%</b>	<b>11.4%</b>	<b>12.8%</b>	<b>10.1%</b>
<b>Restructuring &amp; other incidentals</b>																				
Signify	(30)	(24)	(16)	(51)	(83)	(79)	(67)	(110)	(77)	(78)	(45)	(113)	(75)	(71)	(35)	(114)	(71)	(65)	(30)	(115)
<b>EBITA</b>																				
Signify	180	182	187	164	532	535	564	498	591	579	742	538	626	609	843	545	684	642	927	550
Income from operations	159	163	169	138	458	462	467	433	506	501	580	474	542	534	673	482	587	579	733	495
Financial income and expenses	(21)	(21)	(17)	(26)	(82)	(80)	(76)	(99)	(74)	(72)	(50)	(104)	(66)	(62)	(50)	(84)	(57)	(53)	(49)	(80)
Income tax expenses	(35)	(32)	(27)	(50)	(58)	(55)	(50)	(73)	(95)	(92)	(85)	(127)	(105)	(101)	(89)	(134)	(117)	(111)	(94)	(143)
Associates	0	0	0	0	(1)	(1)	0	(2)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net income</b>	<b>103</b>	<b>105</b>	<b>117</b>	<b>64</b>	<b>316</b>	<b>317</b>	<b>333</b>	<b>276</b>	<b>335</b>	<b>331</b>	<b>405</b>	<b>289</b>	<b>370</b>	<b>376</b>	<b>479</b>	<b>299</b>	<b>413</b>	<b>415</b>	<b>528</b>	<b>351</b>
Working capital	420	422	457	378	420	422	457	378	394	390	457	338	382	369	462	326	345	342	423	270
Free cash flow <sup>1</sup>	420	422	457	378	420	425	445	374	498	505	513	460	519	523	547	477	518	530	539	472
Net debt	910	915	935	879	910	915	935	879	693	690	869	605	462	438	774	299	310	215	698	111
Earnings per share in EUR	0.79	0.83	0.91	0.47	2.45	2.50	2.56	2.08	2.70	2.65	3.45	2.44	3.08	2.90	4.51	2.57	3.55	3.15	5.55	2.72
Dividend per share in EUR									1.65	1.65	1.70	1.58	1.77	1.70	2.00	1.70	1.98	1.83	2.51	1.75

<sup>1</sup>Consensus for Q4 free cash flow not available due to an insufficient number of estimates.

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