



BMS Software Suite

FISCAL 2025 THIRD-QUARTER RESULTS

JUNE 26, 2025

FORWARD LOOKING STATEMENTS

This presentation and related conference call and webcast contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 (the “Act”). Forward-looking statements include, but are not limited to, statements that describe or relate to the Company’s plans, initiatives, projections, vision, goals, targets, commitments, expectations, objectives, prospects, strategies, or financial outlook, and the assumptions underlying or relating thereto. In some cases, we may use words such as “expect,” “believe,” “intend,” “anticipate,” “estimate,” “forecast,” “indicate,” “project,” “predict,” “plan,” “may,” “will,” “could,” “should,” “would,” “potential,” and words of similar meaning, as well as other words or expressions referencing future events, conditions, or circumstances to identify forward-looking statements. We intend these forward-looking statements to be covered by the safe harbor provisions for

forward-looking statements contained in the Act. Forward-looking statements are not guarantees of future performance. Our forward-looking statements are based on our current beliefs, expectations, and assumptions, which may not prove to be accurate, and are subject to known and unknown risks and uncertainties, assumptions and other important factors, many of which are outside of our control and any of which could cause our actual results to differ materially from those expressed or implied by the forward-looking statements. These risks and uncertainties are discussed in our filings with the U.S. Securities and Exchange Commission, including our most recent annual report on Form 10-K (including, but not limited to, the sections titled “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations”), quarterly reports on Form 10-Q, and current reports on Form 8-K. Any forward-looking statement speaks only as of the date on which it is made. This presentation is not comprehensive, and for that reason, should be read in

conjunction with such filings. You are cautioned not to place undue reliance on any forward-looking statements. Except as required by law, we undertake no obligation to publicly update or release any revisions to these forward-looking statements to reflect any events or circumstances after the date of this presentation, conference call and webcast, or to reflect the occurrence of unanticipated events, whether as a result of new information, future events, or otherwise.



NON-GAAP FINANCIAL MEASURES

We disclose the following non-generally accepted accounting principles ("GAAP") financial measures: "adjusted operating profit" and "adjusted operating profit margin" for total company and by segment; for total company only we additionally include: "adjusted gross profit;" "adjusted gross profit margin;" "adjusted net income;" "adjusted diluted EPS;" "earnings before interest, taxes, depreciation and amortization ("EBITDA");" "EBITDA margin;" "adjusted EBITDA;" and "adjusted EBITDA margin." These non-GAAP financial measures are provided to enhance the reader's overall understanding of our current financial performance and prospects for the future. Specifically, management believes that these non-GAAP measures provide useful information to investors by excluding or adjusting items for amortization of acquired intangible assets, share-based payment expense, acquired profit in inventory, and acquisition-related items.

We also provide "free cash flow" ("FCF") to enhance the reader's understanding of our ability to generate additional cash from its business.

Management typically adjusts for these items for internal reviews of performance and uses the above non-GAAP measures for baseline comparative operational analysis, decision making and other activities. Management believes these non-GAAP measures provide greater comparability and enhanced visibility into our results of operations as well as comparability with many of its peers, especially those companies focused more on technology and software. Non-GAAP

financial measures included in this presentation should be considered in addition to, and not as a substitute for or superior to, results prepared in accordance with GAAP.

The most directly comparable GAAP measures for adjusted gross profit and adjusted gross profit margin for total company are "gross profit" and "gross profit margin," respectively, which include the impact of acquired profit in inventory and supplier recovery charge. Adjusted gross profit margin is adjusted gross profit divided by net sales for total company.

The most directly comparable GAAP measures for adjusted operating profit and adjusted operating profit margin for total company and by segment are "operating profit" and "operating profit margin," respectively, which include the impact of amortization of acquired intangible assets, share-based payment expense, special charge, supplier recovery charge, acquired profit in inventory and acquisition-related costs. Adjusted operating profit margin is adjusted operating profit divided by net sales for total company and by segment. The most directly comparable GAAP measures for adjusted net income and adjusted diluted EPS are "net income" and "diluted EPS," respectively, which include the impact of amortization of acquired intangible assets, share-based payment expense, special charge, supplier recovery charge, acquired profit in inventory and acquisition-related costs. Adjusted diluted EPS is adjusted net income divided by diluted weighted average shares outstanding. The most directly comparable GAAP measure for EBITDA is "net income," which includes the impact of net

interest expense, income taxes, depreciation and amortization of acquired intangible assets. EBITDA margin is EBITDA divided by net sales for total company. The most directly comparable GAAP measure for adjusted EBITDA is "net income," which includes the impact of net interest expense, income taxes, depreciation, amortization of acquired intangible assets, share-based payment expense, special charge, supplier recovery charge, acquired profit in inventory, acquisition-related costs, and miscellaneous (income) expense, net. Adjusted EBITDA margin is adjusted EBITDA divided by net sales for total company. A reconciliation of each measure to the most directly comparable GAAP measure is available in the appendix of this presentation.

We define FCF as net cash provided by operating activities less purchases of property, plant and equipment. A calculation of this measure is available in this presentation.

Our non-GAAP financial measures may not be comparable to similarly titled non-GAAP financial measures used by other companies, have limitations as an analytical tool, and should not be considered in isolation or as a substitute for GAAP financial measures. Our presentation of such measures, which may include adjustments to exclude unusual or non-recurring items, should not be construed as an inference that our future results will be unaffected by other unusual or non-recurring items.



ABOUT ACUITY



WE USE TECHNOLOGY TO SOLVE PROBLEMS IN SPACES, LIGHT AND MORE THINGS TO COME



Luminis®: Syrios Pro

Our Business Segments



ABL: Acuity Brands Lighting



AIS: Acuity Intelligent Spaces

OUR COMPETITIVE ADVANTAGE

Our Operating System



Our Values



Integrity



Time



Curiosity



Owner's Mindset



Customer Obsessed



People



Community

HOW WE CREATE VALUE



Grow Net Sales



Turn Profits Into Cash



Don't Grow Balance Sheet as Fast



EFFECTIVE CAPITAL ALLOCATION



1. Invest for Growth in our Current Businesses
2. Invest in M&A
3. Increase our Dividend
4. Repurchase Shares



AYI: FISCAL 2025 THIRD QUARTER PERFORMANCE

(\$ in Millions, Except Per Share Data)

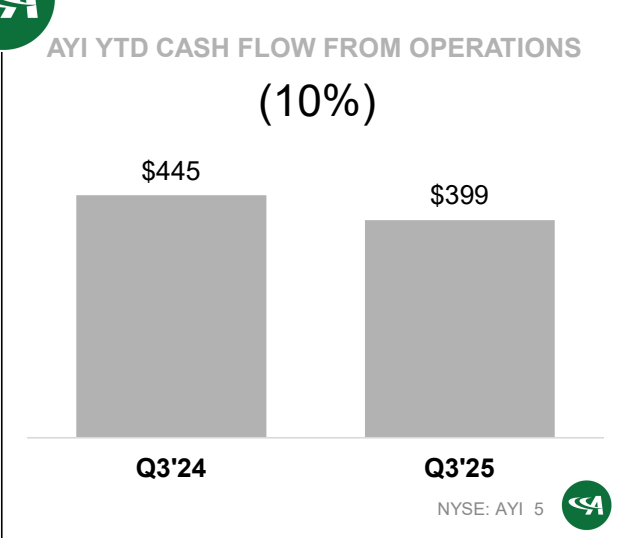
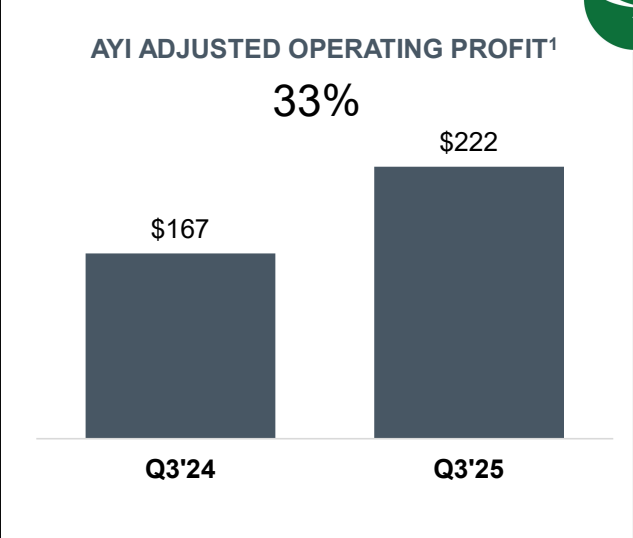
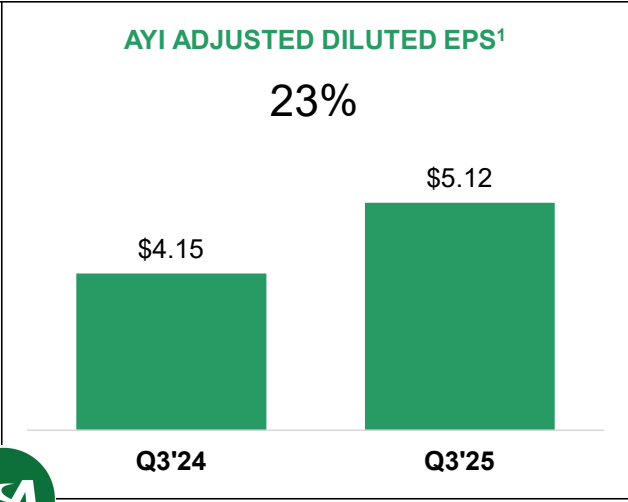
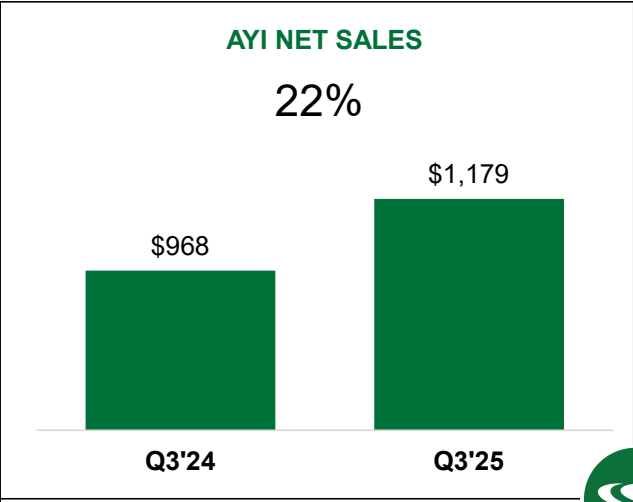
Strong Performance

Increased Adjusted Operating Profit¹ by 33 Percent. Increased Adjusted Operating Profit Margin by 150 basis points

Increased Adjusted Diluted EPS¹ by 23 Percent

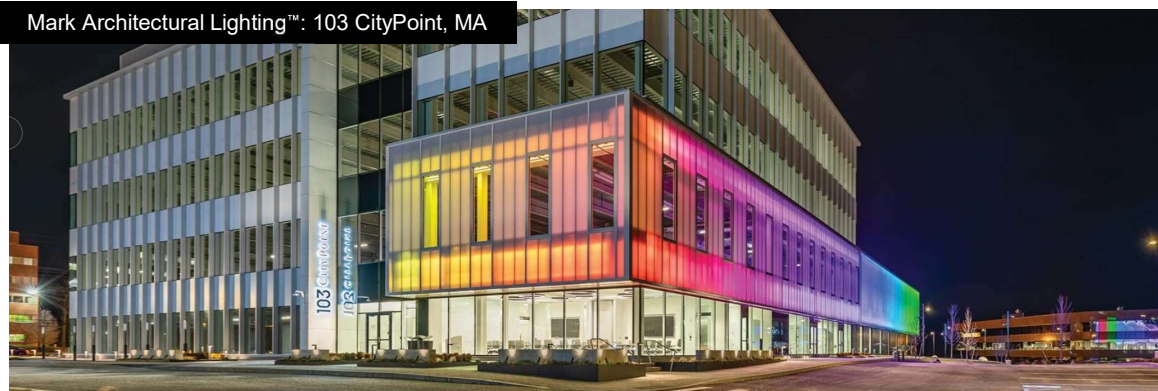
Allocated Capital Effectively

¹AYI Adjusted Operating Profit, Adjusted Operating Profit Margin and Adjusted Diluted EPS are non-GAAP financial measures. See the Appendix for reconciliations to the most directly comparable financial measures calculated in accordance with GAAP.
Note: Graphs not to scale



ABL: ACUITY BRANDS LIGHTING

FISCAL 2025 THIRD QUARTER PERFORMANCE

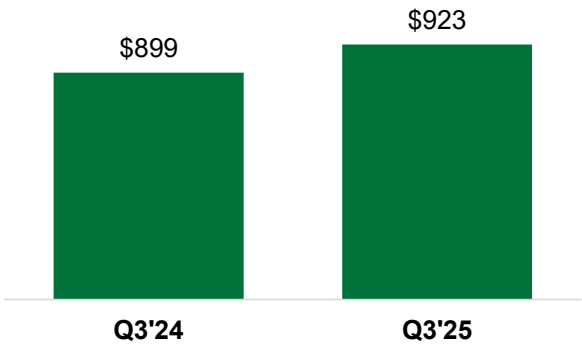


(\$ in Millions)

PREDICTABLE, REPEATABLE, SCALABLE

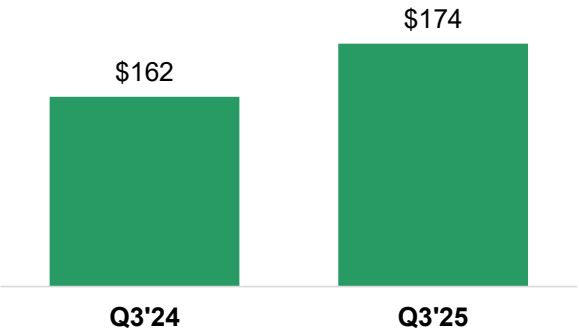
NET SALES

3%



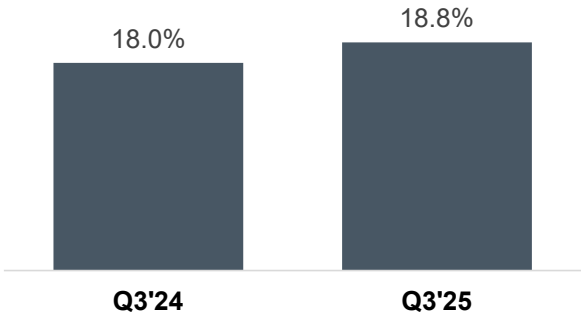
ADJUSTED OPERATING PROFIT¹

7%



ADJUSTED OPERATING PROFIT MARGIN¹

80bps



¹ ABL Adjusted Operating Profit and Adjusted Operating Profit Margin are non-GAAP financial measures. See the Appendix for reconciliations to the most directly comparable financial measures calculated in accordance with GAAP.
Note: Graphs not to scale



AIS: ACUITY INTELLIGENT SPACES

FISCAL 2025 THIRD QUARTER PERFORMANCE

Distech Controls™: Grand Palais



WE CONTROL HOW A BUILDING OPERATES AND THE EXPERIENCES THAT HAPPEN IN A BUILDING

SMARTER, SAFER, GREENER

(\$ in Millions)

NET SALES

249%

\$264

\$76

Q3'24

Q3'25

ADJUSTED OPERATING PROFIT¹

260%

\$62

\$17

Q3'24

Q3'25

ADJUSTED OPERATING PROFIT MARGIN¹

70 bps

22.9%

23.6%

Q3'24

Q3'25

¹ Acuity Intelligent Spaces Adjusted Operating Profit and Adjusted Operating Profit Margin are non-GAAP financial measures. See the Appendix for reconciliations to the most directly comparable financial measures calculated in accordance with GAAP.
Note: Graphs not to scale



YTD FISCAL 2025 CAPITAL ALLOCATION



Invest for Growth in our Current Businesses



Invest in M&A



Increase our Dividend



Repurchase Shares to Create Permanent Shareholder Value

\$399M

Operating Cash Flow

\$1.2B

Acquisition of QSC

+13%

Increased Dividend

\$91M

Share Repurchases



FISCAL 2025 OUTLOOK

AYI Net Sales Range¹	\$4.3B to \$4.5B
Adjusted Diluted EPS Range¹	\$16.50 to \$18.00

Note: QSC acquisition closed at the beginning of January 2025.
¹ Management estimates are based on multiple quantitative and qualitative inputs and contains forward-looking information; please see Forward Looking Statements on slide 2. We do not expect to update guidance on a quarterly basis.

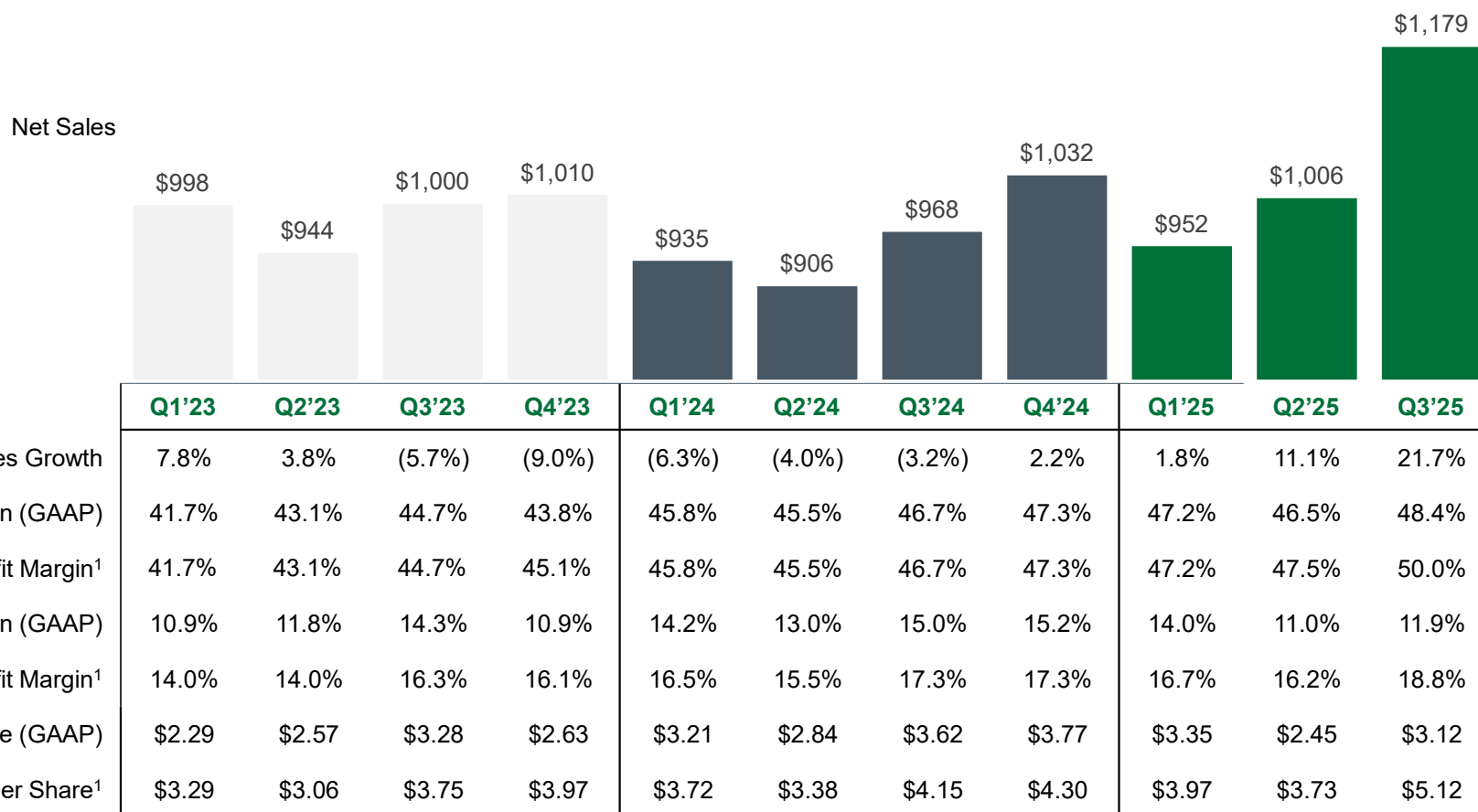
QUARTERLY TRENDS



nLight® AIR Wireless Lighting Controls

AYI: QUARTERLY TRENDS

(\$ in Millions, Except Per Share Data)



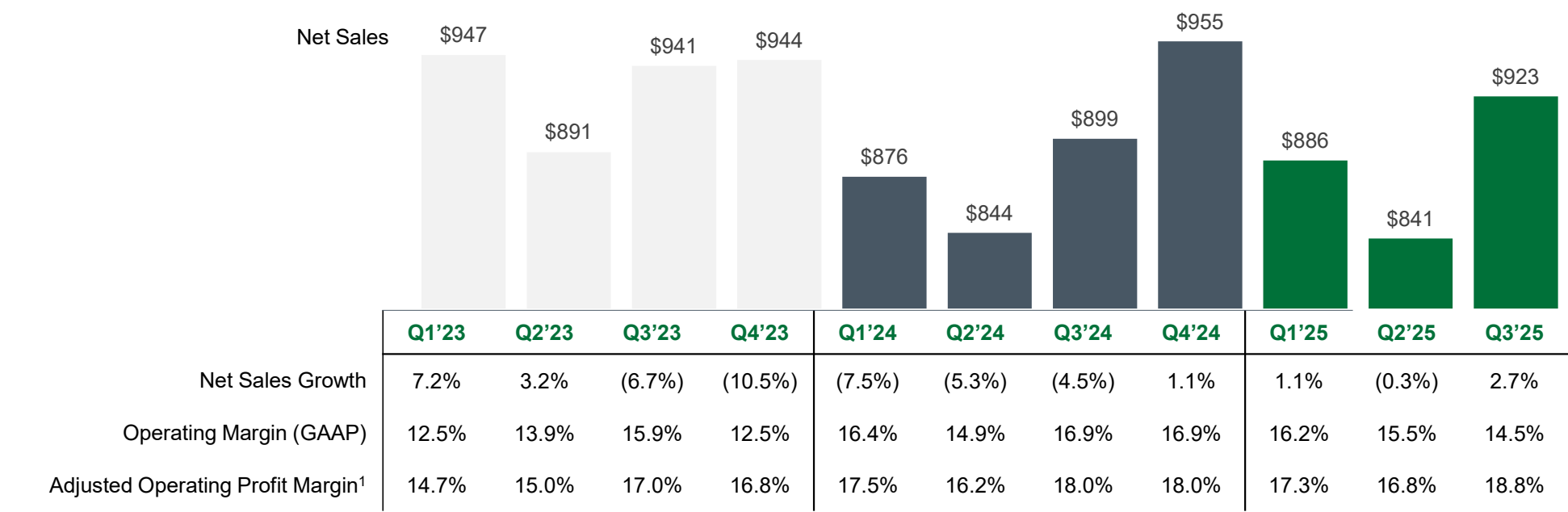
¹ AYI Adjusted Gross Profit Margin, Adjusted Operating Profit Margin and Adjusted Diluted Earnings Per Share are non-GAAP financial measures. See the Appendix for reconciliations to the most directly comparable financial measures calculated in accordance with GAAP

NYSE: AYI 11



ABL: QUARTERLY TRENDS

(\$ in Millions)

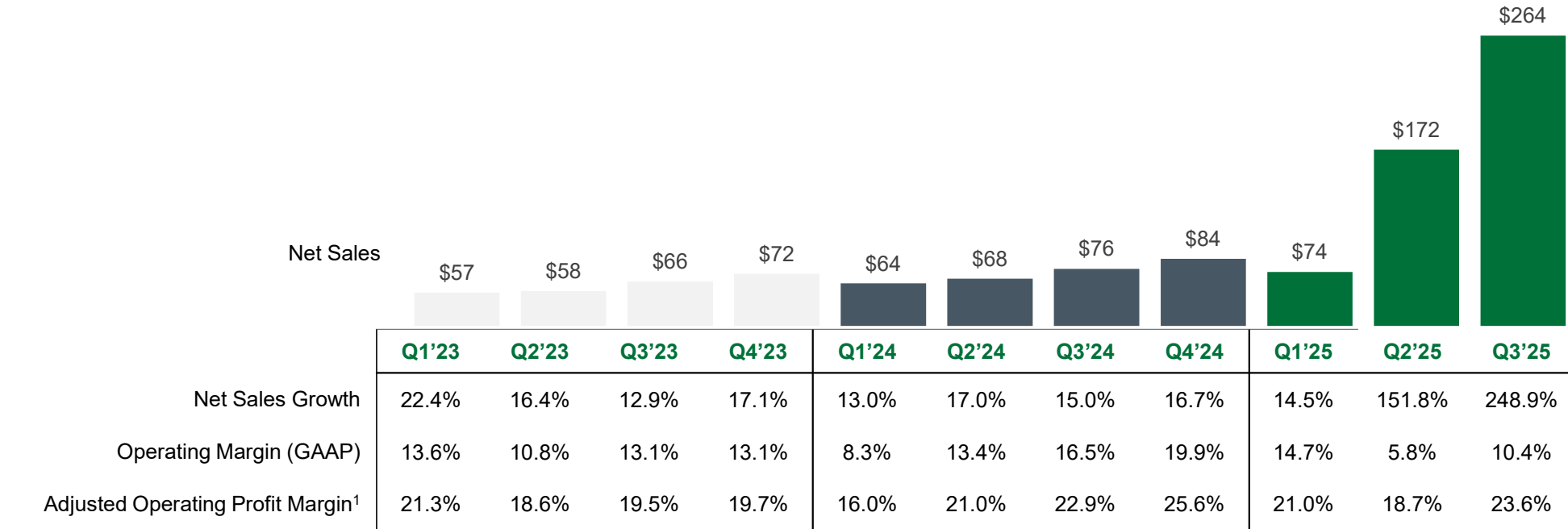


¹ ABL Adjusted Operating Profit Margin is a non-GAAP financial measure. See the Appendix for reconciliations to the most directly comparable financial measures calculated in accordance with GAAP.



AIS: QUARTERLY TRENDS

(\$ in Millions)



¹ AIS Adjusted Operating Profit Margin is a non-GAAP financial measure. See the Appendix for reconciliations to the most directly comparable financial measures calculated in accordance with GAAP.



APPENDIX

Reconciliation of Non-GAAP Measures



nLight® AIR Wireless Lighting Controls



AYI: ADJUSTED GROSS PROFIT AND ADJUSTED GROSS PROFIT MARGIN

(\$ in Millions)

	Q1'23	Q2'23	Q3'23	Q4'23	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25	Q3'25
Net Sales	\$998	\$944	\$1,000	\$1,010	\$935	\$906	\$968	\$1,032	\$952	\$1,006	\$1,179
Gross Profit (GAAP)	417	407	447	443	428	412	452	489	449	468	570
Gross Profit Margin (GAAP)	41.7%	43.1%	44.7%	43.8%	45.8%	45.5%	46.7%	47.3%	47.2%	46.5%	48.4%
Adjustments											
Add-back: Supplier recovery charge	-	-	-	13	-	-	-	-	-	-	
Add-back: Acquired profit in inventory	-	-	-	-	-	-	-	-	-	10	19
Adjusted Gross Profit (Non-GAAP)	\$417	\$407	\$447	\$456	\$428	\$412	\$452	\$489	\$449	\$478	\$589
Adjusted Gross Profit Margin (Non-GAAP)	41.7%	43.1%	44.7%	45.1%	45.8%	45.5%	46.7%	47.3%	47.2%	47.5%	50.0%

Note: May Not Foot Due to Rounding



AYI: ADJUSTED OPERATING PROFIT AND ADJUSTED OPERATING PROFIT MARGIN

(\$ in Millions)

	Q1'23	Q2'23	Q3'23	Q4'23	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25	Q3'25
Net Sales	\$998	\$944	\$1,000	\$1,010	\$935	\$906	\$968	\$1,032	\$952	\$1,006	\$1,179
Operating Profit (GAAP)	109	112	143	110	133	118	145	157	133	110	140
<i>Operating Profit Margin (GAAP)</i>	<i>10.9%</i>	<i>11.8%</i>	<i>14.3%</i>	<i>10.9%</i>	<i>14.2%</i>	<i>13.0%</i>	<i>15.0%</i>	<i>15.2%</i>	<i>14.0%</i>	<i>11.0%</i>	<i>11.9%</i>
Adjustments											
Add-back: Amortization of acquired intangible assets	14	9	9	10	10	10	10	10	9	17	20
Add-back: Stock-based compensation expense	11	11	10	10	11	12	12	12	12	11	11
Add-back: Special charge	7	-	-	20	-	-	-	-	-	-	30
Add-back: Supplier recovery charge	-	-	-	13	-	-	-	-	-	-	-
Add-back: Acquisition-related costs	-	-	-	-	-	-	-	-	5	14	3
Add-back: Acquired profit in inventory	-	-	-	-	-	-	-	-	-	10	19
Adjusted Operating Profit (Non-GAAP)	\$140	\$132	\$163	\$162	\$154	\$140	\$167	\$179	\$159	\$163	\$222
<i>Adjusted Operating Profit Margin (Non-GAAP)</i>	<i>14.0%</i>	<i>14.0%</i>	<i>16.3%</i>	<i>16.1%</i>	<i>16.5%</i>	<i>15.5%</i>	<i>17.3%</i>	<i>17.3%</i>	<i>16.7%</i>	<i>16.2%</i>	<i>18.8%</i>

Note: May Not Foot Due to Rounding



AYI: ADJUSTED NET INCOME AND ADJUSTED DILUTED EARNINGS PER SHARE

(\$ in Millions, Except Per Share Data)

	Q1'23	Q2'23	Q3'23	Q4'23	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25	Q3'25
Net Sales	\$998	\$944	\$1,000	\$1,010	\$935	\$906	\$968	\$1,032	\$952	\$1,006	\$1,179
Net income (GAAP)	75	83	105	83	101	89	114	119	107	78	98
<i>Adjustments</i>											
Add-back: Amortization of acquired intangible assets	14	9	9	10	10	10	10	10	9	17	20
Add-back: Stock-based compensation expense	11	11	10	10	11	12	12	12	12	11	11
Add-back: Special charge	7	-	-	20	-	-	-	-	-	-	30
Add-back: Loss on sale of a business	11	-	-	-	-	-	-	-	-	-	-
Add-back: Supplier recovery charge	-	-	-	13	-	-	-	-	-	-	-
Add-back: Impairment of investment	-	-	-	3	-	-	-	-	-	-	-
Add-back: Acquisition-related costs	-	-	-	-	-	-	-	-	5	14	3
Add-back: Acquired profit in inventory	-	-	-	-	-	-	-	-	-	10	19
Total pre-tax adjustments to Net income	42	21	20	55	21	22	22	22	25	53	82
Adjustment for Tax Effect	(10)	(5)	(5)	(13)	(5)	(5)	(5)	(5)	(6)	(12)	(19)
Adjusted Net Income (Non-GAAP)	\$108	\$99	\$120	\$125	\$117	\$106	\$131	\$136	\$126	\$118	\$162
<i>Diluted weighted average number of shares outstanding</i>	<i>32.7</i>	<i>32.4</i>	<i>32.0</i>	<i>31.6</i>	<i>31.4</i>	<i>31.4</i>	<i>31.5</i>	<i>31.5</i>	<i>31.8</i>	<i>31.7</i>	<i>31.6</i>
Diluted Earnings Per Share (GAAP)	\$2.29	\$2.57	\$3.28	\$2.63	\$3.21	\$2.84	\$3.62	\$3.77	\$3.35	\$2.45	\$3.12
Adjusted Diluted Earnings Per Share (Non-GAAP)	\$3.29	\$3.06	\$3.75	\$3.97	\$3.72	\$3.38	\$4.15	\$4.30	\$3.97	\$3.73	\$5.12

Note: May Not Foot Due to Rounding

NYSE: AYI 17



AYI: EBITDA AND ADJUSTED EBITDA

(\$ in Millions)

	Q1'23	Q2'23	Q3'23	Q4'23	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25	Q3'25
Net Sales	\$998	\$944	\$1,000	\$1,010	\$935	\$906	\$968	\$1,032	\$952	\$1,006	\$1,179
Net Income (GAAP)	75	83	105	83	101	89	114	119	107	78	98
<i>Net Income as a Percent of Net Sales (GAAP)</i>	<i>7.5%</i>	<i>8.8%</i>	<i>10.5%</i>	<i>8.2%</i>	<i>10.8%</i>	<i>9.8%</i>	<i>11.8%</i>	<i>11.5%</i>	<i>11.2%</i>	<i>7.7%</i>	<i>8.3%</i>
Interest expense (income), net	7	6	4	3	1	-	(2)	(4)	(4)	7	12
Income tax expense	18	26	34	22	30	28	34	34	28	25	27
Depreciation	13	13	13	13	13	13	13	13	13	14	15
Amortization	14	9	9	10	10	10	10	10	9	17	20
EBITDA (Non-GAAP)	126	137	165	131	155	140	169	172	152	140	172
<i>EBITDA Margin (Non-GAAP)</i>	<i>12.7%</i>	<i>14.5%</i>	<i>16.4%</i>	<i>12.9%</i>	<i>16.5%</i>	<i>15.5%</i>	<i>17.4%</i>	<i>16.6%</i>	<i>16.0%</i>	<i>13.9%</i>	<i>14.6%</i>
Adjustments											
Miscellaneous expense (income), net	9	(4)	1	2	1	1	(1)	8	3	1	2
Share-based payment expense	11	11	10	10	11	12	12	12	12	11	11
Special charges	7	-	-	20	-	-	-	-	-	-	30
Supplier recovery charge	-	-	-	13	-	-	-	-	-	-	-
Acquisition-related items	-	-	-	-	-	-	-	-	5	14	3
Acquired profit in inventory	-	-	-	-	-	-	-	-	-	10	19
Adjusted EBITDA (Non-GAAP)	\$153	\$145	\$176	\$175	\$167	\$153	\$180	\$191	\$172	\$177	\$236
<i>Adjusted EBITDA Margin (Non-GAAP)</i>	<i>15.3%</i>	<i>15.3%</i>	<i>17.6%</i>	<i>17.3%</i>	<i>17.8%</i>	<i>16.9%</i>	<i>18.6%</i>	<i>18.5%</i>	<i>18.0%</i>	<i>17.5%</i>	<i>20.0%</i>

Note: May Not Foot Due to Rounding



AYI: YEAR TO DATE FREE CASH FLOW

(\$ in Millions)

	Q1'23	Q2'23	Q3'23	Q4'23	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25	Q3'25
YTD Net cash provided by operating activities	\$187	\$306	\$472	\$578	\$190	\$293	\$445	\$619	\$132	\$192	\$399
YTD Purchases of property, plant, and equipment	(18)	(36)	(48)	(67)	(15)	(29)	(41)	(64)	(19)	(29)	(44)
Adjusted EBITDA (Non-GAAP)	\$168	\$271	\$423	\$511	\$175	\$264	\$404	\$555	\$113	\$163	\$355

Note: May Not Foot Due to Rounding



ABL: ADJUSTED OPERATING PROFIT AND ADJUSTED OPERATING PROFIT MARGIN

(\$ in Millions)

	Q1'23	Q2'23	Q3'23	Q4'23	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25	Q3'25
Net Sales	\$947	\$891	\$941	\$944	\$876	\$844	\$899	\$955	\$886	\$841	\$923
Operating Profit (GAAP)	118	124	150	118	144	126	152	162	143	130	134
<i>Operating Profit Margin (GAAP)</i>	<i>12.5%</i>	<i>13.9%</i>	<i>15.9%</i>	<i>12.5%</i>	<i>16.4%</i>	<i>14.9%</i>	<i>16.9%</i>	<i>16.9%</i>	<i>16.2%</i>	<i>15.5%</i>	<i>14.5%</i>
<i>Adjustments</i>											
Add-back: Amortization of acquired intangible assets	11	6	6	7	7	7	7	7	6	7	6
Add-back: Stock-based compensation expense	3	4	4	3	4	4	4	4	4	4	4
Add-back: Special charge	7	-	-	18	-	-	-	-	-	-	30
Add-back: Supplier recovery charge	-	-	-	13	-	-	-	-	-	-	-
Adjusted Operating Profit (Non-GAAP)	\$139	\$133	\$160	\$159	\$154	\$136	\$162	\$172	\$154	\$141	\$174
<i>Adjusted Operating Profit Margin (Non-GAAP)</i>	<i>14.7%</i>	<i>15.0%</i>	<i>17.0%</i>	<i>16.8%</i>	<i>17.5%</i>	<i>16.2%</i>	<i>18.0%</i>	<i>18.0%</i>	<i>17.3%</i>	<i>16.8%</i>	<i>18.8%</i>

Note: May Not Foot Due to Rounding

NYSE: AYI 20



AIS: ADJUSTED OPERATING PROFIT AND ADJUSTED OPERATING PROFIT MARGIN

(\$ in Millions)

	Q1'23	Q2'23	Q3'23	Q4'23	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25	Q3'25
Net Sales	\$57	\$58	\$66	\$72	\$64	\$68	\$76	\$84	\$74	\$172	\$264
Operating Profit (GAAP)	8	6	9	9	5	9	13	17	11	10	27
<i>Operating Profit Margin (GAAP)</i>	<i>13.6%</i>	<i>10.8%</i>	<i>13.1%</i>	<i>13.1%</i>	<i>8.3%</i>	<i>13.4%</i>	<i>16.5%</i>	<i>19.9%</i>	<i>14.7%</i>	<i>5.8%</i>	<i>10.4%</i>
<i>Adjustments</i>											
Add-back: Amortization of acquired intangible assets	3	3	3	4	3	3	3	3	3	10	14
Add-back: Stock-based compensation expense	1	1	1	1	2	2	1	2	2	2	2
Add-back: Acquired profit in inventory	-	-	-	-	-	-	-	-	-	10	19
Adjusted Operating Profit (Non-GAAP)	\$12	\$11	\$13	\$14	\$10	\$14	\$17	\$22	\$15	\$32	\$62
<i>Adjusted Operating Profit Margin (Non-GAAP)</i>	<i>21.3%</i>	<i>18.6%</i>	<i>19.5%</i>	<i>19.7%</i>	<i>16.0%</i>	<i>21.0%</i>	<i>22.9%</i>	<i>25.6%</i>	<i>21.0%</i>	<i>18.7%</i>	<i>23.6%</i>

Note: May Not Foot Due to Rounding

NYSE: AYI 21

