Investor Presentation

June 2026

SIGNET
JEWELERS

Safe Harbor Statement

This presentation contains certain forward-looking statements. Any statements that are not historical facts are subject to a number of risks and uncertainties, and actual results may differ materially. We urge you to read the risk factors, cautionary language, and other disclosures on slide 16 of this presentation, our annual report on Form 10-K, quarterly reports on Form 10-Q and current reports on Form 8-K. Except as required by law, we undertake no obligation to revise or publicly update forward-looking statements in light of new information or future events.

This presentation also discusses certain non-GAAP financial measures. For further discussion of the non-GAAP financial measures, as well as reconciliations of the non-GAAP financial measures to the most directly comparable GAAP measures, see slides 17 to 22 of this presentation, as well as our most recent earnings release available online at www.signetjewelers.com/investors.

Signet is the Leading U.S. Specialty Jewelry Retailer at 3x the Size of the Nearest Competitor

2,559
Total Stores
Fiscal 2027 Q1

2,217
Stores in the U. S.

91
Stores in Canada

251
Stores in the UK and Republic of Ireland

FY26 REVENUE
$6.8B

FY26 ADJ. OPERATING INCOME[1]
$515M

FY26 FREE CASH FLOW[1]
$525M

1. See slides 17-22 of this presentation for definitions and reconciliations

Note: "B" denotes billions and "M" denotes millions throughout this presentation

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Durable Operating Model

Operating Model Generates Strong Free Cash Flow

Balanced Capital Priorities Provide Consistent Return of Capital to Shareholders

Capital Priorities	Highlights		
Invest in Organic Growth	Free Cash Flow Conversion[1]	FY26 Conversion >100%	4 Year Average >90%
Maintain Conservative Balance Sheet	Debt Leverage	FY26 Adjusted Debt to EBITDAR[1] 1.1x	FY26 Net Debt to EBITDA[1] (1.3x)
Return Capital to Shareholders	Return of Capital	**~$2B** returned to shareholders the past 4 years	Diluted share count **reduced** >**1/3** in the past 4 years

1. See slides 17-22 of this presentation for definitions and reconciliations

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Strategic Overview

Grow Brand Love: Performing While Transforming

From Banners to Brands

Distinct & Coveted Brands

- Marketing transformation
- Unique brand experiences
- Consumer inspired eCommerce redesign

Grow the Core, Expand into Adjacencies

Unlock Portfolio Value

- Integrated diamond strategy
- Leverage scale in sourcing, planning, and pricing
- Integrate smaller brands into higher growth potential brands

Optimize the Operating Model

Brand Mindset Operating Model

- Strategic real estate activations
- Brand and function optimization
- Strengthening our high performing team

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Fiscal 2027 Recent Highlights

Fiscal 2027 Recent Highlights

YTD Shareholder Returns

- More than $125M returned to shareholders in the form of dividends and share repurchases
- Announced a $50M Accelerated Share Repurchase agreement
- Increased dividend ~10%, the fifth consecutive year of increasing the dividend

Strategic Steps

- James Allen website has been sunset and traffic redirected to Blue Nile. Leveraging James Allen as a proprietary collection on the Blue Nile website
- Acquired The Clear Cut, a small capability, tuck-in acquisition
- Portfolio integrated diamond strategy

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Q1 Results and Full Year Guidance

FY27 Q1 Results

SSS growth	AUR growth	Adj. Op Income growth[1]	Adj. EPS growth[1]	$0.35 Div/share
+1.8%	+5%	+12%	+32%	+~10%

Second Quarter Guidance[2]

$1.50B – $1.53B
Total Sales

0.5% – 2.5%
Same Store Sales

$79M – $93M
Adj. Operating Income[1]

Full Year Guidance[2]

$6.7B – $6.9B
Total Sales

(0.75%) – 2.5%
Same Store Sales

$480M – $560M
Adj. Operating Income[1]

$665M – $745M
Adj. EBITDA[1]

$9.20 – $11.00
Adj. Diluted EPS[1]

$150M – $180M
Capex

1. See slides 17-22 of this presentation for definitions and reconciliations
2. Guidance as of June 2. 2026

Note: Green arrows indicate increases from previous guidance view

Appendix

Grow Brand Love Growth Strategy Launched in March of 2025

Signet's Grow Brand Love strategy launched with a focus on three key imperatives

From Banners to Brands	• Modernize our go-to-market strategy to cultivate distinct brand identities • Focus on our three largest brands – Kay, Zales, and Jared
Grow the Core, Expand into Adjacencies	• Strong brand awareness establishes runway for expanded fashion assortment, while remaining focused on holding core bridal strength
Optimize the Operating Model	• Simplify how we work, increase efficiencies, improve accountability and reduce costs, all in support of future sales and profit growth

Jared Jewelers Dear Summer Campaign with Taylor Hill

Focusing On Our Four Core Engines

KAY JEWELERS

Reinforce category leadership in bridal while expanding milestone gifting and men's jewelry.

ZALES

Win in everyday jewelry and self-expression.

JARED JEWELERS

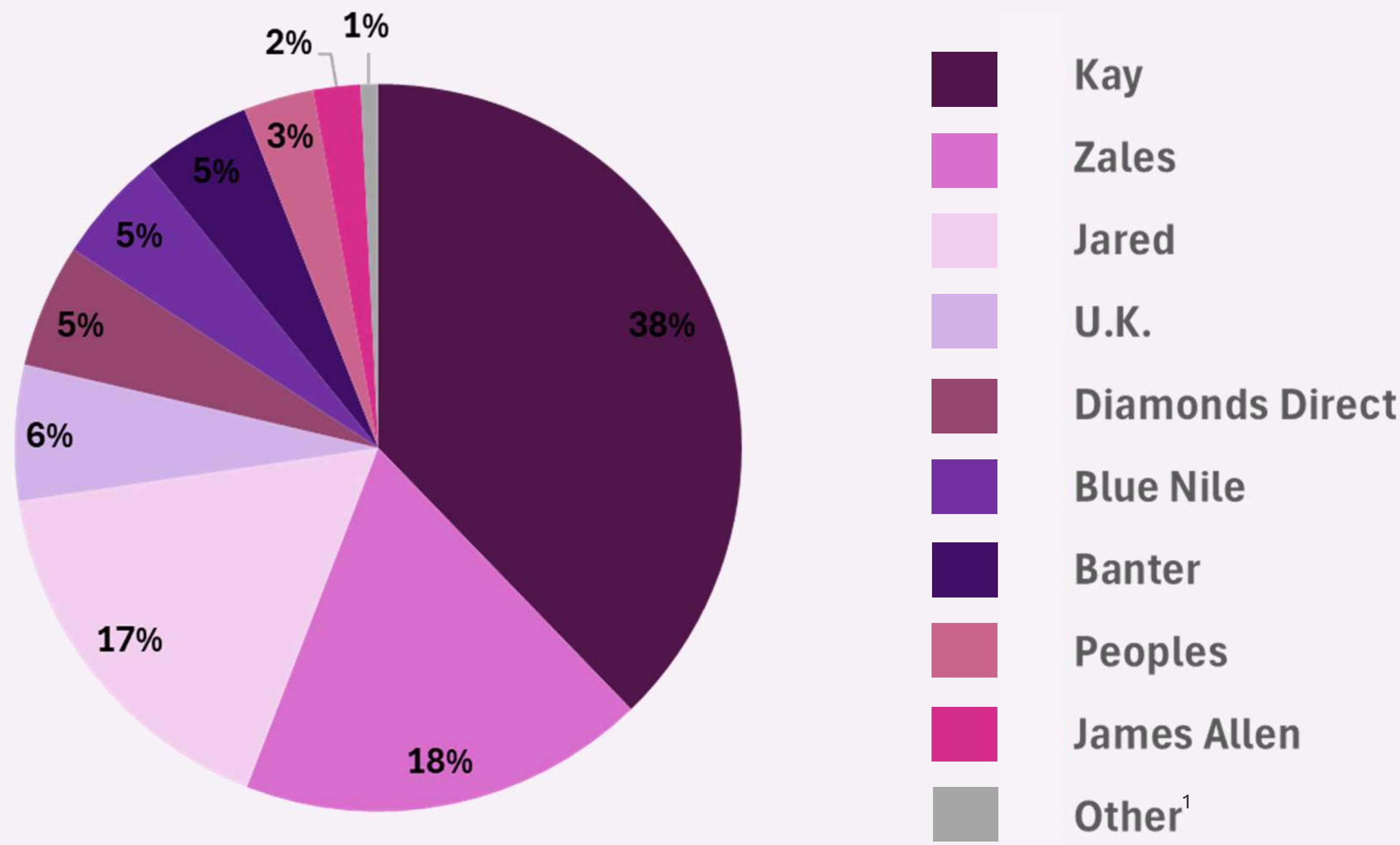
Serve customers seeking elevated design and service without luxury markups.

Blue Nile

Own the premium natural diamond category through elevated luxury, expertise and custom curation.

Signet's Core Four Brands Drove >75% of FY26 Revenue

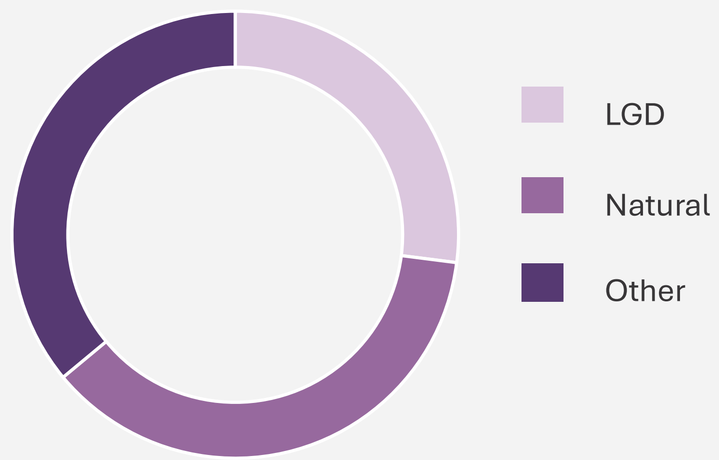
FY26 Revenue Mix by Brand



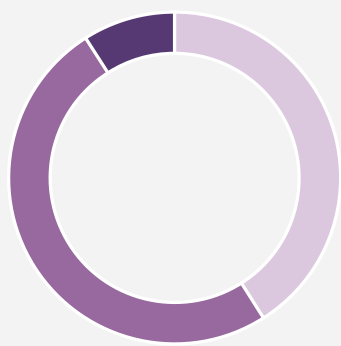
1. Includes Rocksbox, SDDS, and diamond room sales

FY26 Merchandise Penetration[1] Summary

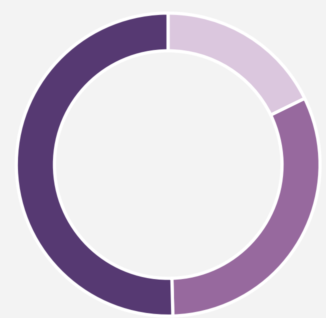
Total Merchandise



Bridal Merchandise



Fashion Merchandise



1. Penetration excludes services revenue.

High Margin Jewelry Services

Extended Service Agreements (ESAs)

- Increasing attachment rates through visibility & education
- Post repair ESAs provide customers the opportunity to protect pieces, even if not a piece sold by Signet

Care and Repair

- Industry leading turnaround times
- Scalable capacity to accommodate growth
- B2B opportunity

Customization[1]

- Bespoke jewelry design and engineering capability
- Online and in-store ring design

[1]Signet's Jewelry Services team leads customization efforts; however, revenue from customization is accounted for as merchandise revenue

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Appendix |Real Estate Optimization

Real Estate Optimization

- Evaluating closure of up to 150 low performing doors
- Complete by FY27 year end

- Maximize sales transference of closed stores to other stores and eCommerce

- Identified up to 200 strong performing doors in declining venues to reposition to off-mall formats
- Complete by FY29 year end

- Continued refreshment of the existing fleet up to brand standard
- Renovate ~200 stores in Fiscal 2027

Strategy aims to drive higher 4-wall margin and shrink mall revenue penetration to <30%

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Appendix | Balance Sheet Highlights

Balance Sheet Highlights

	FY26
Cash & Equivalents	$875M
Undrawn ABL	$1.2B
Total Liquidity	$2.0B
Funded Debt	$0
Lease Liability	$1.2B

	FY26	Target
Adjusted Debt to EBITDAR[1]	1.1x	<1.75x
Net Debt to EBITDA[1]	(1.3x)	<1.0x

1. See slides 18-23 of this presentation for definitions and reconciliations

Forward Looking Statements

This presentation contains statements which are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements are based upon management's beliefs and expectations as well as on assumptions made by and data currently available to management, appear in a number of places throughout this document and include statements regarding, among other things, results of operations, financial condition, liquidity, prospects, growth, strategies and the industry in which we operate. The use of the words “guidance,” “expects,” “continue,” “intends,” “anticipates,” “enhance,” “estimates,” “predicts,” “believes,” “should,” “potential,” “may,” “preliminary,” “forecast,” “objective,” “opportunity,” “plan,” “progress,” “strategy,” “target,” or “will” and other similar expressions are intended to identify forward-looking statements. These forward-looking statements are not guarantees of future performance and are subject to a number of risks and uncertainties which could cause the actual results to not be realized, including, but not limited to: executing or optimizing major business or strategic initiatives, such as expansion of the services business or realizing the benefits of our restructuring plans or transformation strategies, including those that the Company may develop in the future; attracting and retaining key executive talent during periods of leadership transition, such as the recent changes in our senior leadership from the reorganization under our Grow Brand Love strategy; the failure to adequately mitigate the impact of existing tariffs and/or the imposition of additional duties, tariffs, taxes and other charges or other barriers to trade or impacts from trade relations; impacts of US government shutdowns on consumer spending; difficulty or delay in executing or integrating an acquisition; the impact of the conflicts in the Middle East on financial markets and consumer spending, such as from the impact of higher oil and gas prices, as well as on our operations of our quality control and technology centers in Israel; the negative impacts that public health crisis, disease outbreak, epidemic or pandemic has had, and could have in the future, on our business, financial condition, profitability and cash flows; risks relating to shifts in consumer spending away from the jewelry category or away from the cultural customs of expressing commitments through engagements and weddings; trends toward more experiential purchases such as travel; general economic or market conditions, including impacts of inflation or other pricing environment factors on our merchandise costs or other operating costs; a prolonged slowdown in the growth of the jewelry market or a recession in the overall economy; financial market risks; a decline in consumer discretionary spending or deterioration in consumer financial position; disruptions in our supply chain; our ability to attract and retain labor; changes to regulations relating to customer credit; disruption in the availability of credit for customers and customer inability to meet credit payment obligations, which has occurred and may continue to deteriorate; our ability to achieve the benefits related to the outsourcing of the credit portfolio, including due to technology disruptions and/or disruptions arising from changes to or termination of the relevant outsourcing agreements, as well as a potential increase in credit costs due to the current interest rate environment; deterioration in the performance of individual businesses or of the Company’s market value relative to its book value, resulting in further impairments of long-lived assets or intangible assets or other adverse financial consequences; the volatility of our stock price; the impact of financial covenants, credit ratings or interest volatility on our ability to borrow; our ability to maintain adequate levels of liquidity for our cash needs, including debt obligations, payment of dividends, planned share repurchases (including execution of accelerated share repurchases and the payment of related excise taxes) and capital expenditures as well as the ability of our customers, suppliers and lenders to access sources of liquidity to provide for their own cash needs; potential regulatory changes; future legislative and regulatory requirements in the US and globally relating to climate change, including any new climate related disclosure or compliance requirements, such as those issued in the state of California; exchange rate fluctuations; the cost, availability of and demand for diamonds, gold and other precious metals, including any impact on the global market supply of diamonds due to the ongoing conflicts in the Middle East, the potential sale or divestiture of the De Beers Diamond Company and its natural diamond mining operations by parent company Anglo-American plc, and the ongoing Russia-Ukraine conflict or related sanctions; stakeholder reactions to disclosure regarding the source and use of certain minerals; scrutiny or detention of goods produced in certain territories resulting from trade restrictions; seasonality of our business; the merchandising, pricing and inventory policies followed by us and our ability to manage inventory levels; our relationships with suppliers including the ability to continue to utilize extended payment terms and the ability to obtain merchandise that customers wish to purchase; the level of competition and promotional activity in the jewelry sector; our ability to optimize our multi-year strategy to gain market share, expand and improve existing services, innovate and achieve sustainable, long-term growth; the maintenance and continued innovation of our OmniChannel retailing and ability to increase digital sales, as well as management of digital marketing costs; failure to anticipate and keep pace with changing fashion trends; changes in the costs, retail prices, supply and consumer acceptance of, and demand for gem quality lab-grown diamonds and adequate identification of the use of substitute products in our jewelry; ability to execute successful marketing programs and manage social media; the ability to optimize our real estate footprint, including operating in attractive trade areas and effectively monitoring changes in consumer traffic in mall locations; the performance of and ability to recruit, train, motivate and retain qualified team members - particularly store associates in regions experiencing low unemployment rates; management of social, ethical and environmental risks; ability to deliver on our corporate sustainability goals or our environmental, social and governance goals; the reputation of Signet and its brands; inadequacy in and disruptions to internal controls and systems, including related to the migration to new information technology systems which impact financial reporting; risks associated with the Company’s and its third-party service providers’ use of artificial intelligence; security breaches and other disruptions to our or our third-party providers’ information technology infrastructure and databases; an adverse development in legal or regulatory proceedings or tax matters, including any new claims or litigation brought by employees, suppliers, consumers or shareholders, regulatory initiatives or investigations, assessments or penalties levied by tax authorities, and ongoing compliance with regulations and any consent orders or other legal or regulatory decisions; failure to comply with labor regulations; collective bargaining activity; changes in corporate taxation rates, laws, rules or practices in the US and other jurisdictions in which our subsidiaries are incorporated, including developments related to the tax treatment of companies engaged in internet commerce or deductions associated with payments to foreign related parties that are subject to a low effective tax rate; risks related to international laws and Signet being domiciled in Bermuda; risks relating to the outcome of pending litigation; our ability to protect our intellectual property or assets including cash which could be affected by failure of a financial institution or conditions affecting the banking system and financial markets as a whole; changes in assumptions used in making accounting estimates relating to items such as extended service plans or asset impairments; or the impact of weather-related incidents, natural disasters, organized crime or theft, increased security costs, strikes, protests, riots or terrorism, or acts of war (including the ongoing Russia-Ukraine and conflicts in the Middle East).

Adjusted Operating Income Reconciliation

Adjusted operating income

Adjusted operating income is a non-GAAP measure defined as operating income excluding the impact of certain items which management believes are not necessarily reflective of normal operational performance during a period.

(in millions)	First Quarter Fiscal 2027	First Quarter Fiscal 2026	Fiscal 2026
Operating income	$ 37	$ 48	$ 393
Restructuring and related charges [(1)]	40	19	27
Asset impairments [(2)]	2	3	91
Loss on divestitures [(3)]	—	—	4
Adjusted operating income	$ 79	$ 70	$ 515

(1) Restructuring and related charges were incurred primarily as a result of the Company's *Grow Brand Love* strategy initiatives. Restructuring and related charges during the first quarter of Fiscal 2027 include $32.7 million of inventory write-downs related to the planned disposal of inventory in connection with the discontinuance of James Allen and Rocksbox as separately operated brands and the decommissioning of their respective websites.

(2) First quarters Fiscal 2027 and Fiscal 2026 includes asset impairment charges incurred as a result of the Company's *Grow Brand Love* strategy initiatives. Fiscal 2026 primarily includes asset impairment charges related to goodwill and indefinite-lived intangible assets.

(3) Includes charge associated with the previously announced divestiture of the UK prestige watch business.

Free Cash Flow & Conversion Reconciliation

Free cash flow and free cash flow conversion

Free cash flow is a non-GAAP measure defined as the net cash provided by operating activities less capital expenditures. Free cash flow is an indicator frequently used by management to measure the efficiency of converting operating income to cash, as well as evaluate its overall liquidity needs and determine appropriate capital allocation strategies. Free cash flow does not represent the residual cash flow available for discretionary purposes.

(in millions)	Fiscal 2026	Fiscal 2025	Fiscal 2024	Fiscal 2023
Net cash provided by operating activities	$ 679	$ 591	$ 547	$ 798
Capital expenditures	(154)	(153)	(126)	(139)
Free cash flow	525	438	421	659
Cash paid for non-recurring legal settlements	—	—	201	—
Pro-forma adjusted free cash flow [(1)]	525	438	622	659
Adjusted operating income [(1)]	$ 515	$ 498	$ 643	$ 850
Free cash flow conversion	102%	88%	97%	78%

(1) See calculation of Adjusted operating income on slide 18.

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Adjusted EBITDA and EBITDAR Reconciliation

Adjusted EBITDA and Adjusted EBITDAR

EBITDA is a non-GAAP measure defined as earnings before interest, income taxes, depreciation and amortization. Adjusted EBITDA is a non-GAAP measure, defined as earnings before interest, income taxes, depreciation and amortization, share-based compensation expense, non-operating expense, net and certain non-GAAP accounting adjustments. Adjusted EBITDAR takes this adjusted EBITDA and further excludes minimum fixed rent expense for properties occupied under operating leases from Adjusted EBITDA. Adjusted EBITDA and Adjusted EBITDAR are inputs into the Company's leverage ratios.

(in millions)	Fiscal 2026
Net income	$ 294
Income taxes	104
Interest income, net	(4)
Depreciation and amortization	148
Amortization of unfavorable contracts	(2)
EBITDA	540
Other non-operating income, net	(1)
Share-based compensation	27
Other accounting adjustments	
Asset impairments (1)	91
Restructuring and related charges (2)	26
Loss on divestitures (3)	4
Adjusted EBITDA	$ 687
Rent expense	429
Adjusted EBITDAR	$ 1,116

(1) Primarily includes asset impairment charges related to goodwill and indefinite-lived intangible assets.
(2) Restructuring and related charges were incurred primarily as a result of the Company's *Grow Brand Love* strategy initiatives.
(3) Includes charge associated with the previously announced divestiture of the UK prestige watch business.

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Debt and Net Debt Leverage Calculations

Debt and net debt leverage ratios

The debt and net debt leverage ratios are non-GAAP measures calculated by dividing Signet's debt or net debt by adjusted EBITDA. Debt as used in these ratios is defined as current or long-term debt recorded in the consolidated balance sheet. Net debt as used in these ratios is debt less the cash and cash equivalents on hand as of the balance sheet date.

(in millions)	Fiscal 2026
Debt and adjusted debt:	
Long-term debt	$ —
Debt	$ —
Less: Cash and cash equivalents	875
Net debt	$ (875)
Adjusted EBITDA	687
Debt leverage ratio	—x
Net debt leverage ratio	-1.3x

Adjusted Debt and Net Debt Calculations

Adjusted debt and adjusted net debt leverage ratios

The adjusted debt and adjusted net debt leverage ratios are non-GAAP measures calculated by dividing Signet's adjusted debt or adjusted net debt by adjusted EBITDAR. Adjusted debt is a non-GAAP measure defined as debt recorded in the consolidated balance sheets, plus an adjustment for operating leases. Adjusted net debt, a non-GAAP measure, is adjusted debt less the cash and cash equivalents on hand as of the balance sheet dates.

(in millions)	Fiscal 2026
Adjusted debt and adjusted net debt:	
Long-term debt	$ —
Operating lease liabilities - current	287
Operating lease liabilities - non-current	930
Adjusted debt	1,217
Less: Cash and cash equivalents	875
Adjusted net debt	$ 343
Adjusted EBITDAR	$ 1,116
Adjusted debt leverage ratio	1.1x
Adjusted net debt leverage ratio	0.3x

Adjusted Diluted EPS Reconciliation

Adjusted diluted EPS

Adjusted diluted EPS is a non-GAAP measure defined as diluted EPS excluding the impact of certain items which management believes are not necessarily reflective of normal operational performance during a period. The Company estimates the tax effect of all non-GAAP adjustments by applying a statutory tax rate to each item. The income tax items represent the discrete amount that affected the diluted EPS during the period.

	First Quarter Fiscal 2027	First Quarter Fiscal 2026
Diluted EPS	$ 0.78	$ 0.78
Restructuring and related charges [(1)]	1.00	0.46
Asset impairments [(1)]	0.04	0.07
Tax impact of above items	(0.26)	(0.13)
Adjusted diluted EPS	$ 1.56	$ 1.18

(1) Restructuring and related charges and asset impairment charges during the 13 weeks ended May 2, 2026 and May 3, 2025 were incurred primarily as a result of the Company's *Grow Brand Love* strategy initiatives.