

	Q3 2019				Q4 2019				Full year 2019				Full year 2020				Full year 2021			
	Average	Median	High	Low	Average	Median	High	Low	Average	Median	High	Low	Average	Median	High	Low	Average	Median	High	Low
<b>Sales</b>																				
Lamps	274	274	286	265	281	281	298	267	1,148	1,144	1,171	1,132	919	918	948	879	730	737	787	664
LED	463	458	506	445	515	496	565	470	1,872	1,847	1,947	1,812	1,945	1,950	2,113	1,749	1,924	1,944	2,134	1,667
Professional	695	700	724	632	768	755	853	718	2,698	2,681	2,809	2,635	2,760	2,754	2,942	2,659	2,824	2,831	2,984	2,690
Home	123	124	130	107	200	201	216	182	547	547	567	527	600	596	654	553	646	634	739	581
Other	5	5	7	2	4	6	9	(7)	24	24	50	10	21	24	28	10	21	24	28	10
	<b>1,560</b>	<b>1,564</b>	<b>1,604</b>	<b>1,459</b>	<b>1,768</b>	<b>1,755</b>	<b>1,907</b>	<b>1,703</b>	<b>6,289</b>	<b>6,279</b>	<b>6,454</b>	<b>6,201</b>	<b>6,244</b>	<b>6,257</b>	<b>6,566</b>	<b>6,009</b>	<b>6,144</b>	<b>6,157</b>	<b>6,563</b>	<b>5,843</b>
<b>CSG (%)</b>																				
Lamps	(25.5)%	(25.0)%	(22.0)%	(29.0)%	(20.2)%	(20.0)%	(18.0)%	(22.9)%	(21.0)%	(21.0)%	(19.5)%	(22.0)%	(20.1)%	(20.0)%	(17.0)%	(23.5)%	(20.6)%	(20.0)%	(17.0)%	(25.0)%
LED	0.8%	1.0%	2.5%	(1.5)%	0.6%	1.0%	2.6%	(2.1)%	(0.1)%	0.0%	0.7%	(1.5)%	(1.0)%	(0.5)%	1.0%	(4.4)%	(1.2)%	(1.3)%	1.0%	(5.0)%
Professional	1.9%	1.8%	5.0%	0.0%	5.4%	5.2%	10.9%	(0.3)%	0.3%	0.0%	2.0%	(1.7)%	1.5%	1.6%	4.0%	(2.0)%	2.3%	2.4%	4.0%	(0.6)%
Home	12.4%	12.1%	20.0%	5.0%	12.2%	12.7%	19.8%	3.0%	16.0%	16.0%	20.0%	11.0%	8.3%	8.5%	15.0%	0.0%	6.0%	5.9%	11.7%	0.0%
	<b>(3.8)%</b>	<b>(3.7)%</b>	<b>(2.3)%</b>	<b>(5.3)%</b>	<b>(0.5)%</b>	<b>(0.5)%</b>	<b>2.3%</b>	<b>(3.6)%</b>	<b>(3.3)%</b>	<b>(3.3)%</b>	<b>(2.4)%</b>	<b>(4.3)%</b>	<b>(2.5)%</b>	<b>(2.2)%</b>	<b>0.3%</b>	<b>(5.9)%</b>	<b>(1.6)%</b>	<b>(1.3)%</b>	<b>0.8%</b>	<b>(4.7)%</b>
<b>Adjusted EBITA</b>																				
Lamps	54	53	57	52	52	52	60	47	225	225	233	218	170	173	182	149	130	133	146	106
LED	59	56	71	55	73	73	88	61	239	238	265	224	245	248	309	184	240	250	304	158
Professional	88	87	94	82	105	106	115	95	281	280	295	266	300	295	332	279	322	314	374	293
Home	5	4	12	(1)	26	25	40	15	16	15	27	0	35	35	48	20	45	47	56	27
Other	(23)	(23)	(19)	(25)	(21)	(22)	(15)	(27)	(95)	(95)	(85)	(103)	(89)	(90)	(75)	(104)	(89)	(88)	(70)	(107)
	<b>183</b>	<b>183</b>	<b>195</b>	<b>170</b>	<b>235</b>	<b>232</b>	<b>264</b>	<b>215</b>	<b>665</b>	<b>668</b>	<b>687</b>	<b>641</b>	<b>661</b>	<b>665</b>	<b>711</b>	<b>602</b>	<b>648</b>	<b>659</b>	<b>740</b>	<b>537</b>
<b>Adjusted EBITA margin (%)</b>																				
Lamps	19.6%	19.5%	20.6%	18.9%	18.6%	18.5%	21.2%	16.9%	19.6%	19.5%	20.4%	19.2%	18.5%	18.8%	20.0%	16.0%	17.8%	18.1%	20.0%	15.0%
LED	12.6%	12.5%	14.0%	12.1%	14.1%	14.4%	16.0%	12.6%	12.7%	12.7%	13.6%	12.2%	12.6%	12.5%	15.0%	10.5%	12.4%	12.5%	15.0%	9.5%
Professional	12.7%	12.6%	13.5%	12.0%	13.7%	13.8%	15.2%	12.0%	10.4%	10.5%	10.8%	9.8%	10.9%	10.9%	11.8%	10.3%	11.4%	11.2%	12.8%	10.5%
Home	3.9%	3.7%	10.0%	(0.5)%	13.0%	12.8%	19.5%	7.9%	2.9%	2.8%	4.9%	0.0%	5.8%	6.0%	8.5%	3.5%	6.9%	7.2%	8.5%	4.0%
	<b>11.7%</b>	<b>11.7%</b>	<b>12.2%</b>	<b>11.1%</b>	<b>13.3%</b>	<b>13.3%</b>	<b>15.2%</b>	<b>12.5%</b>	<b>10.6%</b>	<b>10.6%</b>	<b>11.0%</b>	<b>10.2%</b>	<b>10.6%</b>	<b>10.4%</b>	<b>11.3%</b>	<b>10.0%</b>	<b>10.5%</b>	<b>10.4%</b>	<b>11.7%</b>	<b>9.2%</b>
<b>Restructuring &amp; other incidentals</b>																				
Lamps	(9)	(8)	(5)	(20)	(12)	(9)	(5)	(24)	(29)	(26)	(18)	(49)	(33)	(32)	(17)	(55)	(30)	(28)	(14)	(50)
LED	(3)	(3)	(1)	(5)	(2)	(3)	3	(7)	(11)	(11)	(5)	(18)	(6)	(6)	0	(15)	(5)	(5)	0	(11)
Professional	(11)	(10)	(2)	(15)	(7)	(9)	11	(15)	(39)	(40)	(25)	(52)	(29)	(32)	(1)	(60)	(24)	(29)	(1)	(40)
Home	(2)	(1)	0	(4)	(2)	(2)	2	(6)	(5)	(5)	0	(10)	(6)	(6)	0	(15)	(5)	(5)	0	(10)
Other	(6)	(6)	0	(10)	(9)	(8)	0	(21)	(26)	(25)	(12)	(40)	(17)	(15)	0	(30)	(13)	(13)	0	(30)
	<b>(30)</b>	<b>(29)</b>	<b>(23)</b>	<b>(38)</b>	<b>(33)</b>	<b>(32)</b>	<b>(26)</b>	<b>(47)</b>	<b>(110)</b>	<b>(110)</b>	<b>(91)</b>	<b>(125)</b>	<b>(91)</b>	<b>(95)</b>	<b>(41)</b>	<b>(160)</b>	<b>(78)</b>	<b>(80)</b>	<b>(41)</b>	<b>(110)</b>
<b>EBITA</b>																				
Lamps	44	46	51	32	40	44	50	24	195	197	208	171	136	133	165	116	100	99	123	74
LED	55	54	68	49	70	69	85	60	226	224	253	209	239	244	304	179	235	247	299	153
Professional	77	77	85	69	97	95	120	81	240	237	265	218	271	269	309	231	298	289	360	264
Home	3	2	11	(4)	24	23	37	10	10	11	23	(10)	29	30	45	5	40	43	53	20
Other	(28)	(29)	(22)	(34)	(30)	(30)	(16)	(43)	(121)	(122)	(100)	(135)	(106)	(110)	(75)	(130)	(102)	(105)	(70)	(130)
	<b>151</b>	<b>153</b>	<b>166</b>	<b>139</b>	<b>201</b>	<b>201</b>	<b>238</b>	<b>178</b>	<b>550</b>	<b>552</b>	<b>578</b>	<b>518</b>	<b>570</b>	<b>570</b>	<b>641</b>	<b>470</b>	<b>570</b>	<b>572</b>	<b>671</b>	<b>467</b>
Income from operations	128	129	143	116	178	177	216	156	454	455	484	424	476	478	545	376	484	495	577	372
Financial income and expenses	(12)	(12)	(10)	(15)	(12)	(13)	(10)	(15)	(44)	(42)	(40)	(50)	(44)	(44)	(35)	(53)	(43)	(43)	(31)	(52)
Income tax expenses	(33)	(32)	(29)	(38)	(48)	(49)	(39)	(58)	(116)	(118)	(103)	(125)	(122)	(124)	(101)	(144)	(124)	(125)	(95)	(153)
Associates	0	0	1	0	(0)	0	1	-3	1	0	4	(1)	1	0	4	0	1	0	4	0
<b>Net income</b>	<b>83</b>	<b>84</b>	<b>94</b>	<b>74</b>	<b>117</b>	<b>114</b>	<b>148</b>	<b>98</b>	<b>295</b>	<b>295</b>	<b>321</b>	<b>269</b>	<b>311</b>	<b>310</b>	<b>378</b>	<b>236</b>	<b>319</b>	<b>323</b>	<b>390</b>	<b>235</b>
Working capital	612	627	650	531	537	536	563	520	512	517	563	437	514	532	582	422	502	524	562	397
Free cash flow	(5)	(6)	61	(96)	177	204	307	(28)	378	386	482	270	436	409	591	331	458	453	590	333
Net debt	854	865	961	750	753	753	989	555	675	655	875	527	488	444	(222)	(60)	220	199	526	(233)
Earnings per share in EUR	0.65	0.66	0.73	0.58	0.92	0.89	1.16	0.77	2.32	2.34	2.57	2.13	2.43	2.36	3.12	1.84	2.43	2.36	3.23	1.83
Dividend per share in EUR									1.36	1.35	1.54	1.30	1.40	1.40	1.61	1.30	1.41	1.40	1.61	1.30