

	Q4 2019				Full year 2019				Full year 2020 ¹				Full year 2021 ¹				Full year 2022 ¹			
	Average	Median	High	Low	Average	Median	High	Low	Average	Median	High	Low	Average	Median	High	Low	Average	Median	High	Low
Sales																				
Lamps	280	277	306	259	1,146	1,146	1,175	1,128	924	919	954	906	744	743	783	721	592	596	623	555
LED	544	549	565	491	1,895	1,899	1,916	1,842	2,080	2,074	2,150	2,029	2,068	2,067	2,193	1,974	2,068	2,068	2,116	2,021
Professional	742	741	822	707	2,671	2,670	2,751	2,635	4,260	4,250	4,387	4,152	4,312	4,363	4,558	4,055	4,406	4,377	4,718	4,152
Home	188	185	206	182	518	515	536	512	559	550	604	547	595	581	670	566	656	638	737	609
Other	5	6	10	(3)	25	24	50	15	19	16	25	12	18	15	25	12	19	20	25	14
	1,758	1,748	1,896	1,690	6,254	6,245	6,393	6,187	7,841	7,825	8,054	7,709	7,737	7,769	8,081	7,376	7,742	7,709	8,142	7,408
CSG (%)																				
Lamps	(21.0)%	(21.0)%	(18.3)%	(23.7)%	(21.1)%	(21.1)%	(20.5)%	(21.5)%	(19.6)%	(19.8)%	(18.0)%	(21.0)%	(19.5)%	(19.0)%	(18.0)%	(23.0)%	(19.8)%	(19.3)%	(17.5)%	(23.0)%
LED	(0.2)%	0.3%	1.0%	(2.1)%	(0.2)%	(0.1)%	0.0%	(0.8)%	(0.5)%	0.0%	2.0%	(3.0)%	(0.6)%	(1.0)%	2.0%	(3.0)%	(0.4)%	(0.5)%	0.8%	(1.5)%
Professional	2.8%	2.5%	8.4%	(1.6)%	(0.5)%	(0.6)%	1.0%	(1.7)%	1.0%	1.4%	4.0%	(1.8)%	2.0%	2.5%	4.0%	(0.3)%	1.9%	2.1%	3.5%	0.0%
Home	4.9%	4.5%	11.4%	0.0%	9.9%	10.0%	12.0%	8.6%	7.6%	7.0%	12.0%	5.0%	6.4%	5.5%	11.0%	3.0%	7.2%	6.9%	10.0%	5.0%
	(2.5)%	(2.4)%	0.8%	(4.9)%	(4.2)%	(4.2)%	(3.3)%	(4.8)%	(2.7)%	(2.5)%	(1.6)%	(4.5)%	(1.0)%	(0.5)%	0.3%	(2.9)%	(0.3)%	(0.1)%	0.8%	(2.0)%
Adjusted EBITA																				
Lamps	51	51	57	45	223	223	229	217	172	170	191	164	134	132	157	118	100	99	116	85
LED	79	80	89	69	242	243	252	232	269	267	303	250	268	267	300	246	275	268	295	267
Professional	98	98	110	90	272	271	283	264	447	434	487	425	478	461	537	434	516	510	576	467
Home	22	21	29	15	3	3	10	(3)	25	22	44	17	35	29	47	23	42	38	55	37
Other	(21)	(22)	(11)	(27)	(96)	(96)	(89)	(100)	(103)	(100)	(83)	(128)	(102)	(100)	(82)	(130)	(99)	(96)	(90)	(114)
	229	227	244	219	644	643	660	636	811	822	841	764	814	819	861	732	833	828	876	798
Adjusted EBITA margin (%)																				
Lamps	18.3%	17.8%	20.6%	17.2%	19.5%	19.4%	20.0%	19.1%	18.6%	18.7%	20.0%	17.6%	18.0%	18.0%	20.0%	16.3%	16.8%	16.6%	18.6%	15.2%
LED	14.5%	14.5%	16.0%	13.6%	12.8%	12.8%	13.2%	12.5%	12.9%	12.6%	14.5%	12.3%	13.0%	12.7%	14.5%	12.3%	13.3%	13.0%	14.5%	12.6%
Professional	13.3%	13.2%	14.3%	12.7%	10.2%	10.1%	10.4%	10.0%	10.5%	10.3%	11.1%	10.1%	11.1%	10.9%	11.8%	10.5%	11.7%	11.6%	12.2%	11.2%
Home	11.5%	11.3%	15.3%	8.0%	0.5%	0.4%	1.9%	(1.0)%	4.4%	4.0%	8.0%	3.0%	5.9%	5.0%	8.3%	4.0%	6.4%	6.0%	8.3%	5.3%
	13.0%	12.9%	13.9%	12.6%	10.3%	10.3%	10.4%	10.2%	10.3%	10.2%	10.7%	9.9%	10.5%	10.4%	11.1%	9.9%	10.8%	10.7%	11.2%	10.5%
Restructuring & other incidentals																				
Lamps	(11)	(8)	(5)	(26)	(30)	(30)	(20)	(42)	(23)	(22)	(20)	(28)	(31)	(30)	(15)	(50)	(21)	(24)	(10)	(28)
LED	(4)	(3)	(2)	(7)	(15)	(15)	(5)	(22)	(14)	(18)	(5)	(20)	(10)	(10)	0	(20)	(12)	(12)	(3)	(20)
Professional	(12)	(12)	(2)	(19)	(32)	(32)	(24)	(37)	(83)	(80)	(74)	(95)	(53)	(55)	(35)	(78)	(47)	(50)	(41)	(50)
Home	(1)	(2)	8	(4)	(10)	(12)	0	(15)	(7)	(6)	(5)	(10)	(7)	(5)	(4)	(10)	(6)	(5)	(4)	(10)
Other	(7)	(6)	0	(16)	(22)	(22)	0	(46)	(21)	(17)	(15)	(30)	(9)	(10)	5	(30)	(12)	(10)	5	(30)
	(34)	(33)	(24)	(55)	(108)	(112)	(90)	(118)	(148)	(155)	(124)	(166)	(111)	(116)	(92)	(130)	(97)	(106)	(71)	(115)
EBITA																				
Lamps	39	41	48	20	189	192	200	167	148	154	154	138	102	106	117	78	84	88	89	74
LED	73	74	86	63	222	221	238	210	263	264	283	243	255	250	280	237	265	264	275	257
Professional	85	83	94	80	237	234	249	232	355	345	385	335	413	403	468	381	449	439	490	417
Home	21	21	27	14	(7)	(7)	2	(15)	15	14	19	12	27	24	38	18	37	32	51	27
Other	(30)	(31)	(16)	(38)	(116)	(117)	(89)	(144)	(116)	(110)	(107)	(130)	(104)	(100)	(82)	(130)	(106)	(100)	(88)	(130)
	188	190	204	163	525	525	547	496	667	667	712	621	693	677	748	622	728	697	805	683
Income from operations	169	169	195	140	432	432	457	400	570	602	628	485	591	619	661	517	617	606	732	523
Financial income and expenses	(13)	(13)	(9)	(16)	(44)	(45)	(40)	(48)	(76)	(80)	(57)	(89)	(77)	(81)	(59)	(89)	(72)	(70)	(60)	(88)
Income tax expenses	(43)	(45)	(36)	(50)	(107)	(108)	(99)	(113)	(133)	(139)	(107)	(154)	(139)	(145)	(121)	(160)	(145)	(140)	(125)	(175)
Associates	(0)	0	2	(3)	1	1	4	(3)	(1)	0	2	(7)	0	0	2	(8)	(2)	0	2	(10)
Net income	112	113	134	88	282	283	304	257	360	375	418	285	374	393	444	324	398	378	499	338
Working capital	521	495	632	480	503	488	632	437	643	684	763	444	639	657	764	437	577	639	642	450
Free cash flow	211	237	269	117	429	439	486	337	479	512	539	396	588	556	783	521	571	570	594	550
Net debt	727	762	789	553	658	748	789	427	1,611	1,601	1,770	1,473	1,206	1,169	1,398	1,031	820	789	919	754
Earnings per share in EUR	0.90	0.89	1.08	0.81	2.22	2.23	2.44	2.01	2.82	2.91	3.31	2.23	2.90	3.01	3.52	2.45	3.08	2.93	3.95	2.54
Dividend per share in EUR					1.37	1.35	1.60	1.30	1.48	1.40	1.74	1.33	1.46	1.40	1.85	1.30	1.56	1.48	1.92	1.38

¹Includes estimates for Cooper Lighting for which consolidation has been assumed from January 1st, 2020

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