

	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	285	278	306	271	1,151	1,147	1,175	1,140	925	924	949	908	743	747	759	721	596	607	624	555
LED	554	556	568	537	1,905	1,907	1,919	1,888	2,080	2,073	2,161	2,023	2,075	2,061	2,205	1,992	2,081	2,076	2,249	1,963
Professional	749	741	822	722	2,678	2,670	2,751	2,651	4,252	4,244	4,383	4,159	4,317	4,333	4,558	4,056	4,455	4,443	4,718	4,159
Home	189	188	206	182	519	518	536	512	557	550	604	540	592	581	670	564	630	612	737	581
Other	6	6	10	0	25	24	50	15	21	24	27	12	21	24	27	12	20	24	27	12
	1,781	1,757	1,896	1,742	6,278	6,254	6,393	6,239	7,834	7,789	8,054	7,732	7,747	7,754	8,081	7,435	7,782	7,784	8,142	7,415
CSG (%)																				
Lamps	(20.7)%	(21.0)%	(18.3)%	(22.0)%	(21.0)%	(21.0)%	(20.5)%	(21.4)%	(19.9)%	(20.0)%	(19.0)%	(21.0)%	(19.7)%	(19.4)%	(18.0)%	(23.0)%	(19.7)%	(19.8)%	(17.5)%	(23.0)%
LED	(0.3)%	0.0%	1.0%	(2.8)%	0.1%	(0.1)%	3.2%	(1.0)%	(0.3)%	0.0%	2.0%	(3.0)%	(0.3)%	(0.5)%	2.0%	(2.0)%	(0.0)%	0.0%	2.0%	(1.5)%
Professional	2.6%	2.0%	8.4%	(1.5)%	(0.5)%	(0.7)%	1.0%	(1.2)%	1.1%	1.4%	4.0%	(1.3)%	1.9%	2.1%	4.0%	(0.3)%	2.3%	2.5%	4.0%	0.0%
Home	4.5%	4.0%	11.4%	0.0%	9.9%	9.8%	12.0%	8.6%	7.3%	7.0%	12.0%	5.0%	6.2%	5.3%	11.0%	3.0%	6.0%	5.0%	10.0%	3.0%
	(2.6)%	(2.9)%	0.8%	(4.8)%	(4.1)%	(4.3)%	(3.3)%	(4.5)%	(2.5)%	(2.4)%	(0.7)%	(4.0)%	(0.9)%	(0.5)%	0.3%	(2.6)%	(0.1)%	0.3%	0.8%	(2.0)%
Adjusted EBITA																				
Lamps	51	52	55	47	223	224	227	219	170	169	180	164	132	130	144	118	101	99	116	85
LED	79	79	86	74	242	242	249	237	264	261	292	249	265	262	309	245	268	267	315	242
Professional	99	97	110	92	272	270	283	265	448	441	487	426	479	476	537	434	524	510	576	468
Home	22	21	26	18	4	3	8	(0)	26	25	44	16	36	37	47	23	47	43	61	37
Other	(20)	(21)	(9)	(27)	(96)	(96)	(89)	(100)	(99)	(98)	(80)	(117)	(98)	(98)	(80)	(114)	(97)	(96)	(80)	(114)
	231	227	263	220	646	643	664	636	810	819	851	771	815	837	851	741	843	853	893	765
Adjusted EBITA margin (%)																				
Lamps	18.1%	17.9%	19.5%	17.2%	19.4%	19.4%	19.7%	19.1%	18.4%	18.4%	19.0%	17.6%	17.8%	17.8%	19.0%	16.3%	17.0%	17.0%	19.0%	15.2%
LED	14.3%	14.3%	15.3%	13.6%	12.7%	12.7%	13.0%	12.5%	12.7%	12.6%	13.5%	12.3%	12.8%	12.6%	14.0%	12.3%	12.9%	12.6%	14.0%	12.3%
Professional	13.2%	13.0%	14.2%	12.5%	10.1%	10.1%	10.4%	10.0%	10.5%	10.4%	11.2%	10.1%	11.1%	11.1%	11.8%	10.5%	11.7%	11.5%	12.4%	11.0%
Home	11.6%	11.5%	13.6%	9.3%	0.7%	0.6%	1.6%	(0.1)%	4.8%	4.5%	8.0%	3.0%	6.2%	6.5%	8.3%	4.0%	7.5%	7.0%	10.0%	5.3%
	13.0%	12.9%	14.1%	12.6%	10.3%	10.3%	10.4%	10.2%	10.3%	10.2%	10.9%	9.9%	10.5%	10.5%	10.9%	10.0%	10.8%	10.7%	11.5%	10.3%
Restructuring & other incidentals																				
Lamps	(11)	(9)	(5)	(26)	(31)	(30)	(20)	(50)	(31)	(27)	(20)	(50)	(28)	(25)	(15)	(50)	(24)	(21)	(10)	(50)
LED	(3)	(3)	(1)	(7)	(15)	(18)	(5)	(22)	(13)	(14)	0	(20)	(11)	(12)	0	(20)	(10)	(12)	0	(20)
Professional	(11)	(10)	(2)	(21)	(32)	(32)	(24)	(43)	(71)	(74)	(49)	(95)	(54)	(54)	(37)	(77)	(38)	(44)	(10)	(50)
Home	(1)	(1)	8	(4)	(10)	(12)	0	(15)	(8)	(8)	(5)	(12)	(8)	(8)	(5)	(10)	(8)	(8)	(5)	(10)
Other	(8)	(10)	0	(16)	(22)	(21)	(11)	(46)	(14)	(13)	0	(30)	(12)	(10)	0	(30)	(11)	(8)	0	(30)
	(34)	(32)	(26)	(59)	(109)	(110)	(88)	(142)	(137)	(135)	(109)	(166)	(112)	(115)	(93)	(130)	(91)	(86)	(70)	(115)
EBITA																				
Lamps	40	41	48	23	190	193	200	171	138	140	154	114	105	106	118	78	78	82	95	49
LED	73	75	79	63	222	223	239	210	246	246	259	236	247	244	260	238	249	248	262	234
Professional	85	83	94	81	237	234	249	232	372	362	421	335	417	407	472	381	480	475	566	418
Home	21	22	26	17	(7)	(9)	2	(12)	19	19	34	11	28	30	37	18	38	38	50	27
Other	(30)	(32)	(16)	(38)	(117)	(117)	(100)	(144)	(107)	(108)	(89)	(130)	(104)	(102)	(82)	(130)	(100)	(100)	(82)	(130)
	190	195	199	169	525	530	536	502	668	659	726	621	693	698	750	626	744	751	815	650
Income from operations	166	172	181	146	429	435	444	406	551	584	634	472	582	621	651	482	628	656	720	490
Financial income and expenses	(13)	(13)	(9)	(16)	(44)	(45)	(40)	(48)	(84)	(85)	(73)	(100)	(80)	(81)	(70)	(90)	(76)	(80)	(60)	(88)
Income tax expenses	(43)	(44)	(38)	(48)	(106)	(107)	(101)	(111)	(128)	(137)	(106)	(155)	(137)	(146)	(111)	(163)	(151)	(160)	(116)	(172)
Associates	(0)	0	2	(3)	1	0	4	(3)	(0)	0	2	(7)	(1)	0	2	(8)	(1)	0	2	(10)
Net income	110	111	123	92	279	281	292	261	338	362	379	285	364	394	409	301	399	412	483	314
Working capital	499	491	536	479	487	491	536	437	630	663	701	464	618	653	669	453	600	641	665	453
Free cash flow	239	238	269	198	450	464	486	387	497	479	696	396	584	533	784	521	623	571	842	550
Net debt	741	761	861	553	670	749	869	427	1,662	1,564	1,992	1,473	#####	####	#####	####	744	816	967	378
Earnings per share in EUR	0.88	0.87	0.96	0.81	2.20	2.20	2.33	2.04	2.61	2.76	2.98	2.14	2.82	3.02	3.24	2.25	3.14	3.20	3.83	2.35
Dividend per share in EUR					1.35	1.35	1.47	1.30	1.47	1.35	1.86	1.30	1.51	1.40	1.87	1.30	1.58	1.48	1.92	1.30

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

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