

Three-year overview

Three-year financial summary in millions of EUR unless otherwise stated

	2017	2018	2019
Income statement			
Sales	6,965	6,358	6,247
Comparable sales growth ¹	0.5%	(4.4)%	(4.6)%
Nominal sales growth	(2.1)%	(8.7)%	(1.8)%
Sales of LED based products (as a % of sales)	65%	71%	78%
Gross margin	2,704	2,382	2,307
as a % of sales	38.8%	37.5%	36.9%
Income from operations (EBIT)	441	410	401
Net income	281	261	267
Adjusted EBITA ¹	669	640	648
as a % of sales	9.6%	10.1%	10.4%
EBITA ¹	571	504	500
Net income attributable to shareholders	294	263	262
Basic earnings per share in EUR	2.04	1.95	2.08
Dividend per share in EUR ²	1.25	1.30	1.35
Balance sheet			
Total assets	6,678	6,181	6,715
Shareholders' equity	2,242	2,041	2,181
Net debt ¹	367	589	618
Working capital ¹	597	536	388
Investments and cash flow			
Cash flow from operating activities	435	381	599
Net Capital expenditure	(31)	(75)	(70)
Free Cash Flow ¹	403	306	529

¹ For a reconciliation to the most directly comparable IFRS financial measure, see chapter 18, Reconciliation of Non-IFRS Financial Measures, of this Annual Report.

² 2019 Dividend subject to approval by the 2020 Annual General Meeting of Shareholders.

Three-year sustainability summary

	2017	2018	2019
Sustainable revenues, in millions of euros	5,363	5,005	5,102
Sustainable revenues, as a % of total sales	77.3%	79.0%	82.5%
Sustainable innovation, in millions of euros	277	236	225
Sustainable innovation, as a % of adjusted research & development spend	82.7%	82.2%	83.5%
Operational gross carbon footprint, in kilotonnes CO ₂ -equivalent	519	401	363
Operational energy consumption, in terajoules	4,408	4,054	3,885
Operational energy efficiency, in terajoules per million euro sales	0.63	0.64	0.62
Renewable electricity, as a % of total electricity usage	80%	89%	94%
Water intake, in thousands m ³	1,321	1,266	944
Total waste to landfill in scope of our commitment, in kilotonnes	2.9	2.4	0.7
Materials provided for recycling via external contractor per total waste, in %	84%	82%	90%
Restricted substances, in kilograms	5	4	1
Emissions of VOCs in lacquering processes	1,682	1,463	967
ISO-14001 certification, as a % of all reporting organizations	85%	79%	77%
Employee net promoter score	14	13	18
Female executives, in % of total	17%	17%	17%
Total recordable cases, per 100 FTEs	0.41	0.29	0.32
Lost workday injuries, per 100 FTEs	0.27	0.18	0.19
Fatalities	1	1	1
Initial and continual supplier conformance audits, number of audits	112	96	73
Suppliers audits, performance rate, in %	95%	93%	99%