

Three-year overview

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

	2018	2019	2020
Income statement			
Sales	6,358	6,247	6,502
Comparable sales growth ¹	(4.4)%	(4.6)%	(12.7)%
Nominal sales growth	(8.7)%	(1.8)%	4.1%
Sales of LED based products (as % of sales)	71%	78%	80%
Gross margin	2,382	2,307	2,499
as a % of sales	37.5%	36.9%	38.4%
Income from operations (or EBIT)	410	401	416
Net income (loss)	261	267	335
Adjusted EBITA ¹	640	648	695
as a % of sales	10.1%	10.4%	10.7%
EBITA ¹	504	500	536
Net income (loss) attributable to shareholders	263	262	325
Earnings per share in EUR	1.95	2.08	2.58
Dividend per share in EUR ^{2,3}	1.30	1.35	1.40
Balance sheet			
Total assets	6,181	6,715	7,710
Shareholders' equity	2,041	2,181	2,196
Net debt ¹	589	618	1,275
Working capital ¹	536	388	313
Investments and cash flow			
Cash flow from operating activities	381	599	891
Net capital expenditure	(75)	(70)	(75)
Free cash flow ¹	306	529	817

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² The dividend proposed for 2019 of EUR 1.35 per share was withdrawn in March 2020 and the amount was allocated to the equity of the Company. As announced on January 13, 2021 the company communicated a proposal to declare an extraordinary dividend of EUR 1.35 per share to its shareholders which is subject to the approval by the 2021 Annual General Meeting of Shareholders.

³ 2020 Dividend subject to approval by the 2021 Annual General Meeting of Shareholders.

Three-year sustainability summary

	2018	2019	2020 ¹
Sustainable revenues, in millions of euros	5,005	5,102	4,376
Sustainable revenues, as a % of total sales	79.0%	82.5%	84.1%
Sustainable innovation, in millions of euros	236	225	244
Sustainable innovation, as a % of adjusted research & development spend	82.2%	83.5%	85.1%
Operational gross carbon footprint, in kilotonnes CO ₂ -equivalent	401	363	260
Operational energy consumption, in terajoules	4,054	3,885	3,728
Operational energy efficiency, in terajoules per million euro sales	0.64	0.62	0.72
Renewable electricity, as a % of total electricity usage	89%	94%	100%
Water intake, in thousands m ³	1,266	944	971
Total waste to landfill in scope of our commitment, as a % of total waste	6%	2%	<0.5%
Recycled waste via external contractor, as a % of total waste	82%	90%	91%
Emissions of VOCs in lacquering processes	1,463	1,027	804
ISO 14001 certification, as a % of all reporting organizations	79%	77%	82%
OHSAS 18001/ISO 45001 certification, as a % of all reporting organizations	67%	64%	72%
Employee Net Promoter Score	13	18	25
Women in leadership, as a % of total leadership roles	17%	17%	23%
Total recordable cases, per 100 FTEs	0.29	0.32	0.22
Lost workday injuries, per 100 FTEs	0.18	0.19	0.17
Fatalities	1	1	0
Initial and continual supplier conformance audits, number of audits	96	73	73
Suppliers audits, performance rate, in %	93%	99%	99%

¹ Acquisitions under the normative integration period for environmental and social disclosures of two years are excluded from these results, except for Sustainable innovation.