

	Q4 2018				Full year 2018				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
Sales																				
Lamps	353	355	378	336	1,435	1,437	1,460	1,418	1,154	1,150	1,209	1,104	926	907	997	876	731	713	827	664
LED	493	486	544	477	1,824	1,817	1,875	1,808	1,846	1,847	1,911	1,773	1,843	1,857	1,964	1,684	1,847	1,870	1,949	1,673
Professional	752	754	777	726	2,673	2,674	2,697	2,646	2,749	2,759	2,812	2,668	2,823	2,835	2,929	2,668	2,915	2,927	3,014	2,823
Home	174	177	186	152	465	467	477	443	514	509	559	480	555	542	648	504	584	569	739	529
Other	3	3	6	0	11	11	14	8	11	12	18	4	11	12	18	4	11	11	18	4
	1,775	1,766	1,855	1,725	6,407	6,398	6,487	6,357	6,274	6,253	6,401	6,144	6,158	6,141	6,426	5,877	6,087	6,064	6,367	5,919
CSG (%)																				
Lamps	(17.0)%	(17.1)%	(14.0)%	(19.0)%	(15.6)%	(15.6)%	(14.9)%	(16.0)%	(19.9)%	(20.0)%	(16.7)%	(22.5)%	(19.8)%	(19.9)%	(17.0)%	(23.0)%	(20.5)%	(20.0)%	(17.0)%	(25.0)%
LED	2.0%	2.0%	7.3%	(2.0)%	1.0%	0.9%	2.3%	(0.1)%	0.8%	1.5%	4.3%	(2.0)%	(0.2)%	0.3%	2.8%	(5.0)%	(0.1)%	0.5%	2.0%	(3.0)%
Professional	(0.1)%	(0.5)%	4.0%	(3.0)%	1.3%	1.4%	2.0%	0.4%	2.5%	2.0%	5.0%	1.0%	2.7%	2.8%	5.0%	0.0%	3.0%	3.0%	4.0%	2.0%
Home	(1.1)%	(2.0)%	10.0%	(10.0)%	(5.0)%	(3.6)%	(1.5)%	(17.0)%	10.2%	8.7%	20.0%	5.0%	8.0%	6.4%	16.0%	5.0%	6.6%	5.0%	14.0%	3.0%
	(3.7)%	(3.8)%	(1.5)%	(4.8)%	(3.5)%	(3.5)%	(3.0)%	(3.9)%	(2.4)%	(2.6)%	(1.0)%	(3.2)%	(1.8)%	(1.8)%	0.4%	(4.3)%	(1.0)%	(1.2)%	0.3%	(2.1)%
Adjusted EBITA																				
Lamps	70	70	80	62	311	311	321	303	222	224	237	199	166	167	189	142	123	122	153	107
LED	56	56	62	52	199	199	205	195	208	206	241	192	209	208	253	177	206	205	230	191
Professional	99	98	105	91	264	263	270	256	298	297	341	272	325	324	384	280	343	341	403	311
Home	8	9	21	(4)	(46)	(45)	(33)	(58)	9	8	30	(21)	26	29	42	(1)	37	41	47	18
Other	(22)	(22)	(11)	(28)	(90)	(91)	(79)	(97)	(92)	(90)	(85)	(100)	(89)	(90)	(80)	(100)	(87)	(90)	(75)	(96)
	212	211	220	202	638	638	646	628	646	639	696	603	637	635	692	542	622	613	678	600
Adjusted EBITA margin (%)																				
Lamps	19.9%	19.8%	22.0%	17.4%	21.7%	21.7%	22.2%	21.1%	19.2%	19.5%	20.0%	18.0%	17.9%	18.0%	19.4%	16.0%	16.9%	17.0%	19.2%	15.0%
LED	11.4%	11.5%	12.5%	10.7%	10.9%	10.9%	11.2%	10.7%	11.3%	11.1%	12.6%	10.6%	11.3%	11.1%	12.9%	10.5%	11.2%	11.0%	12.0%	10.4%
Professional	13.1%	13.1%	13.8%	12.0%	9.9%	9.9%	10.1%	9.6%	10.8%	10.9%	12.1%	10.0%	11.5%	11.2%	13.4%	10.5%	11.8%	11.5%	13.8%	11.0%
Home	4.6%	5.0%	12.2%	(2.6)%	(9.9)%	(9.7)%	(7.0)%	(13.1)%	1.8%	1.5%	6.1%	(4.0)%	4.7%	5.1%	8.0%	(0.1)%	6.2%	6.0%	8.0%	3.4%
	11.9%	11.9%	12.5%	11.2%	10.0%	10.0%	10.1%	9.8%	10.3%	10.3%	11.0%	9.8%	10.3%	10.5%	11.1%	9.2%	10.2%	10.1%	11.1%	9.6%
Restructuring & other incidentals																				
Lamps	(19)	(15)	(6)	(37)	(41)	(36)	(29)	(60)	(56)	(50)	(19)	(100)	(53)	(50)	(18)	(100)	(36)	(40)	(12)	(50)
LED	(3)	(2)	0	(9)	(9)	(8)	(5)	(15)	(5)	(5)	0	(20)	(6)	(5)	0	(20)	(2)	0	0	(9)
Professional	(13)	(10)	(2)	(30)	(48)	(47)	(30)	(66)	(27)	(25)	0	(60)	(23)	(20)	0	(60)	(15)	(10)	0	(45)
Home	(4)	(3)	0	(10)	(9)	(8)	(5)	(15)	(7)	(9)	0	(15)	(5)	(5)	0	(15)	(5)	(4)	0	(15)
Other	(9)	(10)	1	(22)	(56)	(60)	(40)	(63)	(16)	(10)	0	(60)	(13)	(9)	0	(40)	(12)	(6)	0	(40)
	(48)	(48)	(34)	(67)	(163)	(155)	(153)	(188)	(111)	(105)	(93)	(150)	(100)	(95)	(70)	(168)	(70)	(63)	(40)	(125)
EBITA																				
Lamps	51	48	70	28	270	267	290	246	166	173	204	119	112	109	159	57	87	82	133	58
LED	53	53	60	43	190	190	198	180	204	205	221	190	203	204	233	172	204	205	221	191
Professional	86	88	95	68	214	216	223	198	270	264	341	225	300	289	384	260	327	325	403	284
Home	5	7	16	(9)	(54)	(52)	(43)	(68)	3	7	25	(26)	20	21	39	(5)	32	33	47	3
Other	(31)	(33)	(20)	(44)	(150)	(151)	(140)	(159)	(107)	(106)	(85)	(152)	(101)	(100)	(80)	(132)	(98)	(90)	(75)	(132)
	163	161	187	146	470	473	493	451	536	541	596	468	534	539	585	459	552	550	628	475
Income from operations	135	135	164	101	372	371	400	338	441	445	507	361	445	451	500	352	472	473	539	425
Financial income and expenses	(12)	(11)	(8)	(18)	(46)	(46)	(39)	(53)	(46)	(44)	(35)	(60)	(41)	(44)	(20)	(52)	(41)	(40)	(36)	(52)
Income tax expenses	(35)	(36)	(26)	(43)	(96)	(95)	(85)	(113)	(113)	(115)	(96)	(124)	(115)	(116)	(93)	(135)	(122)	(125)	(111)	(130)
Associates	0	0	0	0	0	0	5	(2)	0	0	1	(1)	0	0	1	(1)	0	0	0	0
Net income	88	90	105	65	230	229	246	212	281	281	345	225	288	287	347	220	309	306	374	273
Working capital	512	502	586	458	504	502	586	458	510	500	583	450	504	493	623	418	486	490	551	414
Free cash flow	303	310	327	266	321	334	358	251	383	389	424	357	426	438	487	343	442	448	536	377
Net debt	540	545	592	463	477	532	572	183	273	307	426	(75)	34	(12)	(222)	(60)	(148)	(236)	146	(321)
Earnings per share in EUR	0.70	0.71	0.83	0.50	1.80	1.76	2.34	1.57	2.28	2.27	2.85	1.80	2.35	2.31	2.99	1.60	2.44	2.31	3.22	2.14
Dividend per share in EUR					1.26	1.25	1.35	1.20	1.49	1.30	2.84	1.25	1.52	1.30	2.98	1.25	1.62	1.28	3.21	1.25

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