

OUR PERFORMANCE IN 2021

KPIs	2020	2021
Net Sales ⁽¹⁾	€23.62 BN	€24.3 BN
LFL Sales Growth ⁽¹⁾	-1.5%	+3.4%
Free Cash-Flow ⁽¹⁾	€2.1 BN	€2.5 BN
Recurring Operating Margin ⁽¹⁾	14.00%	13.74%
Net debt/ EBITDA	2.8x	3x
ROIC	8.5%	8.7%
Dividend per share	€1.94	€1.94
E-commerce	+40 vs LY (representing 10% of total revenue)	+16% vs LY (representing 10% of total revenue)