

Corporate presentation of the Zumtobel Group

February 2019

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THE ZUMTOBEL GROUP – A BRIEF PORTRAIT

2

CORPORATE STRATEGY

3

OUR BRANDS

The Zumtobel Group

A global player in the lighting industry

Strong brands

- **3 core brands: Zumtobel and Thorn** offering complementary portfolios for the global luminaire/lighting solutions and service business. **Tridonic:** in-house expertise around innovative lighting components and systems
- **Other brands: THORNeco and acdc** in the lighting segment

Global presence

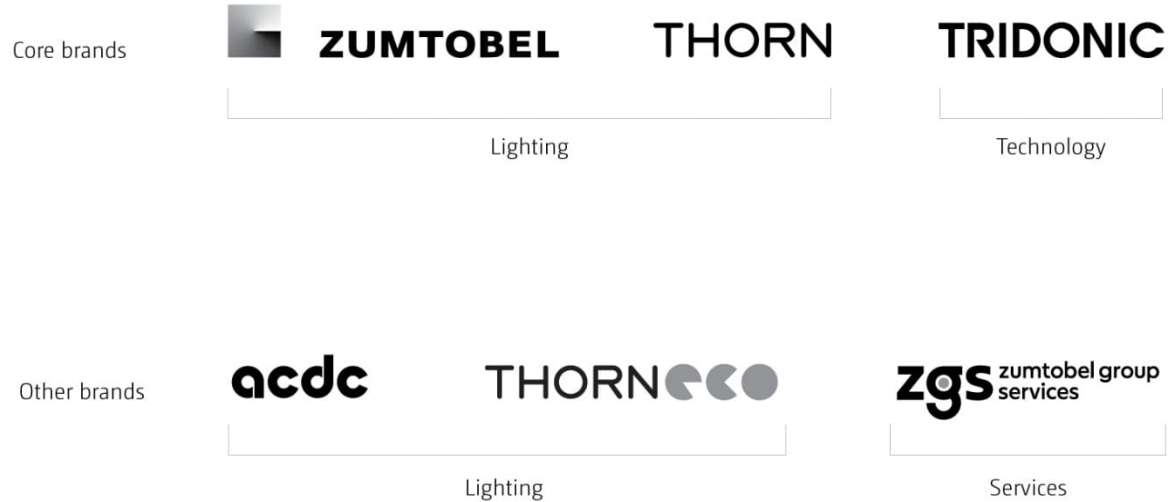
- Sales offices and partners in around 90 countries
- 6,224 employees worldwide, including 1,934 in sales*
- Global production network on four continents

Strong market position

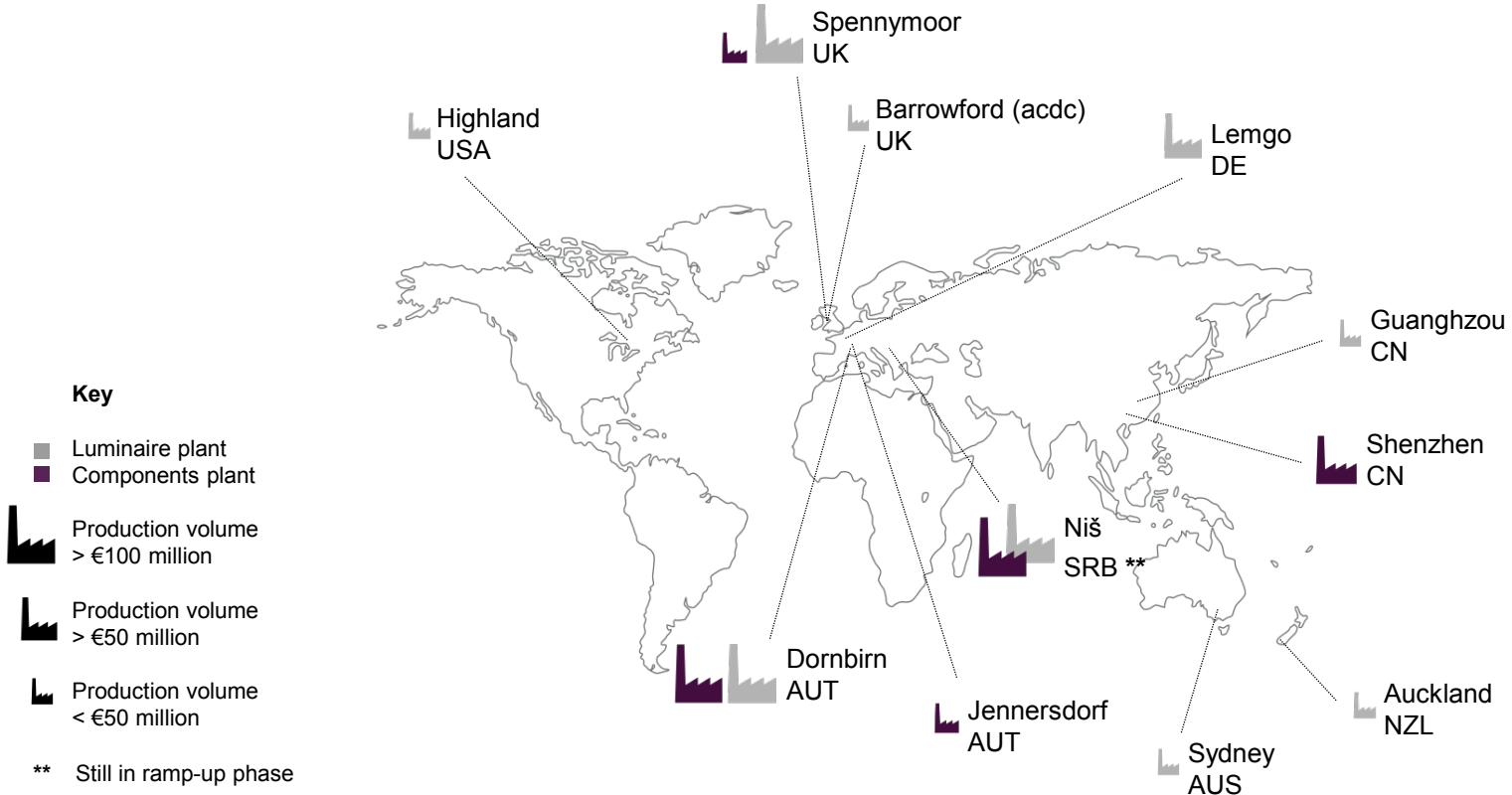
- Luminaires and lighting solutions: market leadership in Europe
- Lighting components: one of the world's leading producers

* Group Financial Statement FY 2017/18 (01 May 2017 – 30 April 2018)

zumtobel group



Globally, competitive production network



Financial year 2017/18 at a glance

Current 2018/19 financial year as a year of transition for stabilisation

- **Revenues:** €1,196.5 million, including
 - Luminaires & lighting solutions: €908.3 m
 - Components*: €352.7 m
 - **LED share** of Group **revenues**: just under 80%
- **Adjusted EBIT:** €19.7 m
as a % of revenues = 1.6%
- **Investments:** €69.0 m
- **Equity ratio:** 27.2%

*In the consolidation process, internal revenues in the amount of €64.5 million in the component segment must be deducted to arrive at total revenues of €1,196.5 million

All figures – Group Financial Statement FY 2017/18 (01 May 2017 – 30 April 2018 / Financial results: EBIT adjusted for special effects

The Zumtobel Group

Innovative strength and strong technological competence

- **Investment in R&D:** €73.4 million (6.1% of revenues)
- **542 R&D employees worldwide**
- Use of **platform strategies** for multiple brands
- **Focus** on: energy efficiency, light quality, intelligent control, data management
- Comprehensive **patent portfolio:**
 - Active commercial property rights: 8,442 – including 4,885 Patente *
 - 130 newly registered inventions in 2018
- **New product share** of sales (products not older than three years):
 - Lighting segment: 40%
 - Components segment: 70%

All figures – Group Financial Statement FY 2017/18 (01 May 2017 – 30 April 2018)

* figures as per end of 2018

Success factor employees:

The Zumtobel Group as an attractive employer

Group Learning Academy

- Comprehensive training programme
- Focus on sales: product/applications expertise
- Classroom instruction and extensive e-learning portfolio

Talent Management

- Targeted development of specialists and managers
- International assessment centre and courses for high potentials
- Systematic succession planning
- Career advancement across functional and regional boundaries

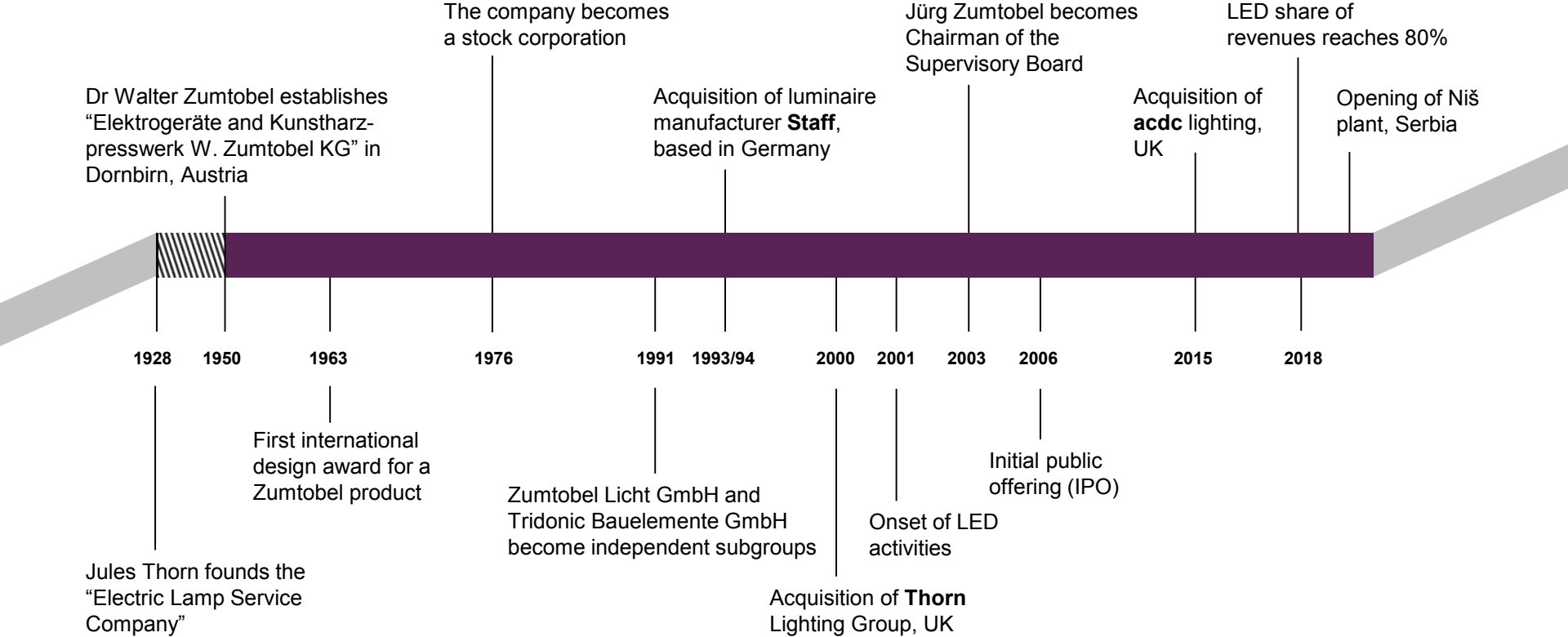
Corporate Culture

- Highly relevant corporate values
- Dr. Walter Zumtobel Award to promote value orientation and culture of innovation
- Strong community: long-service celebrations, Christmas party, sports and employee events

Employer Brand

- All brands united under the Zumtobel Group employer brand; harmonized approach to recruitment
- International search for specialists and young talents

Timeline: from family firm to global lighting group



The Management Board of the Zumtobel Group



Alfred Felder
Chief Executive Officer



Thomas Tschol
Chief Financial Officer



Bernard Motzko
Chief Operating Officer

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OUR BRANDS

Challenges

zg Today

Focus Markets
& Applications

F

Services &
Turnkey Solutions

S

New positioning
based on
5 strategic
cornerstones

O

Operational
& Process Excellence

Unique Brands

U

Components

C

#market leader in
focus markets &
applications

Vision

= sustainable value
for customers,
shareholders, employees

Zumtobel Group strategy: Focus as the key principle

Repositioning based on five strategic cornerstones

F O C U S

Focus Markets & Applications

- Lighting: European market
- Components: Global market
- Sustainable and profitable applications

Operational & Process Excellence

- Lean organisation for competitive cost base in operations, administration & sales
- Digitalisation of business processes

Components

- Integral part of Zumtobel Group
- IoT as driver for business
- Innovation driver for components & sensors

Unique Brands

- 3 strong brands: ZUMTOBEL, THORN, TRIDONIC
- Lighting: dual brand strategy with differentiated portfolio
- Special focus on specification business

Services & Turnkey Solutions

- Differentiator & enabler for future growth
- Services as integral part of lighting solutions
- Innovative turnkey solutions for products, systems & services including digital products

Vision

market leader in
focus markets &
applications

**= sustainable value
for customers,
shareholders, employees
(FY 2020/2021: ~6% EBIT margin)**

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THE ZUMTOBEL GROUP – A BRIEF PORTRAIT

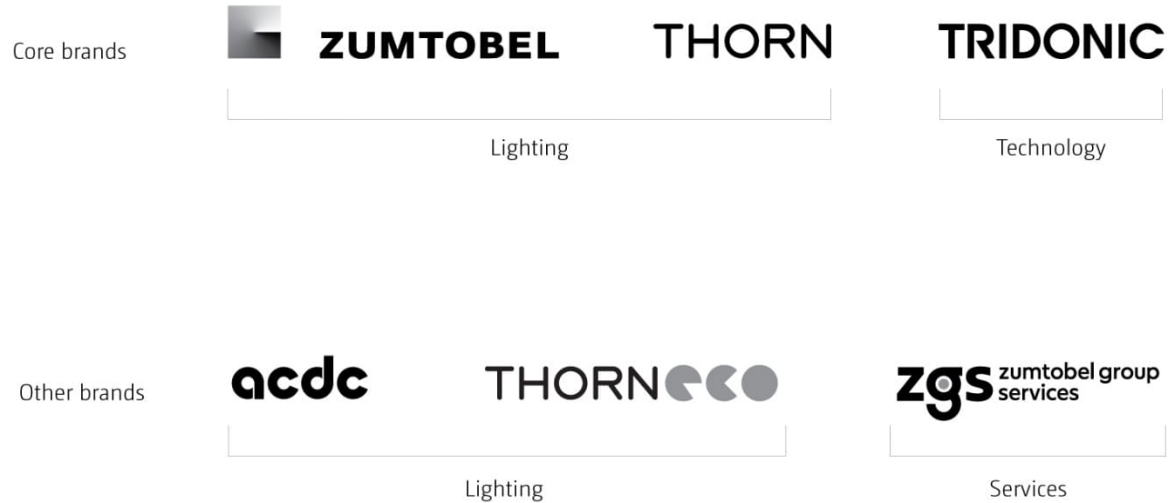
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OUR BRANDS

zumtobel group



Strong brands cover all the value chain



Zumtobel – the premium brand for architectural lighting



Business School
Mannheim, Germany



Futurium
Berlin, Germany



VW Crafter Plant
Wrzesnia, Poland



Headquarter Post Office
Vienna, Austria

- **Integrated lighting solutions** including lighting management – with the focus on project business
- **Outstanding design**, innovative technology and comprehensive **applications expertise**
- Working in close **collaboration** with leading international architects, lighting designers and artists
- **Portfolio** covers all applications in and around buildings
- **Target groups**: lighting designers and electrical consultants, architects, electricians, major businesses, private and public investors
- **Strongest market presence**: Austria, Switzerland, UK & Ireland, Benelux and Italy
- **Strongest growth potential**: Germany, Central and Eastern Europe

Zumtobel – current core products



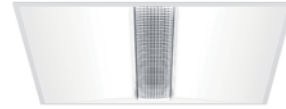
TECTON LED

The world's top-selling continuous-row LED lighting system for industry, logistics and retail applications – enhanced energy efficiency; pared-down, minimalist design.



SUPERSYSTEM II

High-quality, miniaturized lighting system for expert solutions to tricky lighting problems.



MELLOW LIGHT

Recessed and surface mounted luminaire. Playing with light, it brings the depth of the room to life in the mellow colours of the sky until late at night.



ONDARIA LED

Round luminaire providing diffuse and uniform lighting – for interiors with a pleasant, atmospheric ambience.



SLOTLIGHT infinity

The world's first continuous LED light line – a uniform strip of light without shadows or overlaps.



CRAFT

LED luminaire for high-bay warehouses. Special thermo-management with high durability and minimal maintenance.

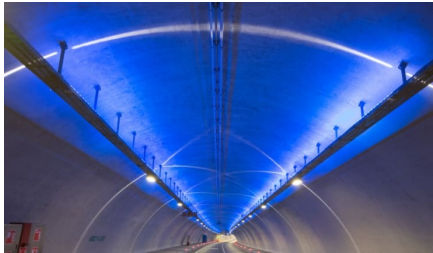
Thorn – the performance brand for international volume business



Urban lighting
Nuremberg, Germany



Office lighting
Automarocchi Transport, Italy



Eurasia Tunnel
Istanbul, Turkey



Middle School Anger
Anger, Austria

- **Quality supplier** delivering value for money.
- Luminaires with **excellent functionality** and proven technology, **easy** to install and use
- Comprehensive portfolio of **indoor and outdoor** lighting (applications include offices, retail, industry, schools, roads, tunnels, sports facilities)
- **Target groups:** electricians and electrical consultants, wholesalers and contractors, businesses and municipalities
- **Strongest market presence:** UK & Ireland, Scandinavia, France, Australia & New Zealand, Hong Kong
- **Strongest growth potential:** D-A-CH region, UK & Nordic

Thorn – current core products



Tonic Spotlight

Certified for use in Europe, North America and China. Thorn's new Tonic range shows there's no need to compromise on colour quality for retail and hospitality lighting.



IQ Wave

Recessed luminaire focussing on intelligent controls, optics, design and installation; great lighting quality and high user comfort.



HiPak Gen 3

This brand new LED high bay luminaire provides fast refurbishment demands in logistic and industrial areas; comes with plug-and-play optional sensor function.



Urba

Versatile LED urban lantern with a distinctive contemporary design, available in two sizes with nine light distribution patterns; eliminates scattered light.



CiviTEQ

Cost-effective LED road lighting for refurbishment projects. Offers the best balance between cost of ownership and performance.



Altis Sport

High-power LED floodlight for sports lighting applications. Unique quality of light with flicker free operation; optimised lighting distributions.

Tridonic – new ways to use and experience light

- **Group-wide specialist** for intelligent hardware and software that allows new business models for lighting manufacturers and building management.
- **Product portfolio:** LED modules, LED drivers, sensors, lighting control & management, software solutions
- **Cloud-based Technology** for light management systems
- New business potential on the **Internet of Things (IoT)**: Light as the backbone for IoT solutions, drivers and communication modules for data management through additional services via the light infrastructure
- **Target group:** OEM supplier to luminaire manufacturers worldwide, wholesalers
- **Revenues:** around 20% with companies of the Zumtobel Group, around 80% with competitors of Zumtobel brands



net4more

Into a connected future with light

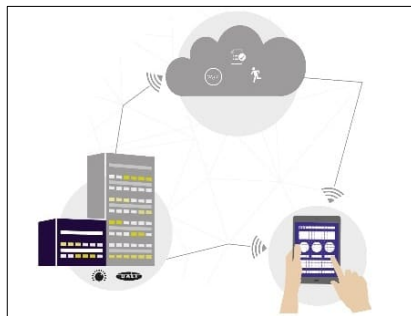
As an IP-based lighting system, net4more enables free communication with other building systems – without the need for a gateway

connecDIM

Intelligent lighting management solution for > 250 DALI devices

Configured via the cloud

Accessible online – any time, anywhere



Tridonic – current core products



LED-Engine SLE

LED spotlight module with a range of Drivers for retail, hotel, office and education.



LED-Engine CLE

LED module with integrated electronics for easy installation on ceilings and walls.



connecDIM

Cloud-based lighting management system for single solutions and complex DALI devices.



DC-String

48V LED solution, AC/DC Converter and DC/DC Driver working independently from each other, provides miniaturisation of luminaires and tracks.



EM ready2apply

Emergency module, complete set with integrated electronics, LED module, heat sink, optics and battery.



Outdoor applications

Future-proofed innovations for outdoor applications in Smart Cities: LED Drivers, LED Module and Programmer.

acdc – the innovative, dynamic brand for outdoor architectural projects



The Regent Bridge
Edinburgh, UK



Oxford Street
London, UK



Osijek Bridge
Osijek, Croatia



City of Nis
Nis, Serbia

- Zumtobel Group's creative driving force in architectural lighting – offering unique and creative lighting solutions for projects such as; **façade, bridges, monuments and plazas** in areas including stadium, hotel and living, commercial, retail and public buildings.
- Specialist in colour change and dynamic lighting
- Established in the UK in 2001, acquired by the Zumtobel Group in 2015: the ideal addition to the Group's brand and outdoor product portfolio
- **Outstanding client relationships** with lighting designers, architects, consultants
- **Strongest market presence:** UK, Middle East, The Americas, CEE
- **Strongest growth potential:** international, via the Zumtobel Group sales organisation

acdc – current core products



DARC PRO

A family of deep-recessed pinhole LED downlights delivering outstanding performance with minimal glare.



ORELLE

Superb plug-and-play linear product with 2 high levels of output, ideal for coves and recesses.



AIR

Soft-edge deep-recessed LED downlight family which blends seamlessly into a contemporary environment.



BLADE

Micro-linear surface-mount wall-graze luminaire capable of washing up to 10 metres.



GIO

Mini deep-recessed low-glare LED downlight with excellent performance and low glare.

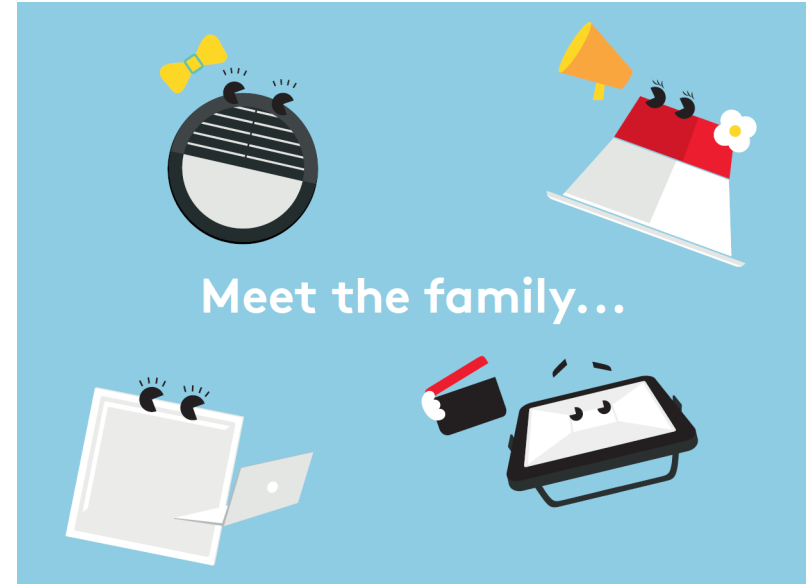


FUSION

Family of colour-change or static-colour floodlights for exterior building facades. Market-leading performance and output.

THORNeco – the trade brand for economical LED lighting

- Functional **LED luminaire portfolio** for electrical wholesalers to address the daily needs of installers and electricians
- Ideal for the **like-for-like replacement** of traditional light sources as well as new installations
- Offer modular product solutions, easy installation, light quality, energy efficiency and a long life span
- **Target group:** electrical wholesalers, electricians, installers
- **Strongest market presence:**
 - Europe (especially France, Germany, United Kingdom, Norway and Sweden)
 - Asia-Pacific (especially Australia and New Zealand)



THORNeco – current core products



Anna

With optimum glare control and an elegant and timeless design, the recessed LED panel is the universal talent for offices and educational institutions.



Julie

The IP65 LED luminaire has a high quality opal diffuser for uniform lighting and is the ideal choice for wet and dusty environments.



Tom

The circular IP66 bulkhead is highly adaptable with two design and two colour variants as well as optional integrated microwave presence sensors.



Amy

The recessed LED downlight consists of thermally optimised, deep drawn aluminium body and offers consistent light output with no shadowing.



Lara

The circular IP65 bulkhead consists of an almost indestructible, robust construction and is with its optional components in four designs and two colour variants individually adaptable.



Leo

The high power LED floodlight is thanks to his asymmetrical light distribution ideal to illuminate building facades and footpaths. When activating Leo's integral photocell, he will automatically light from dusk till dawn.

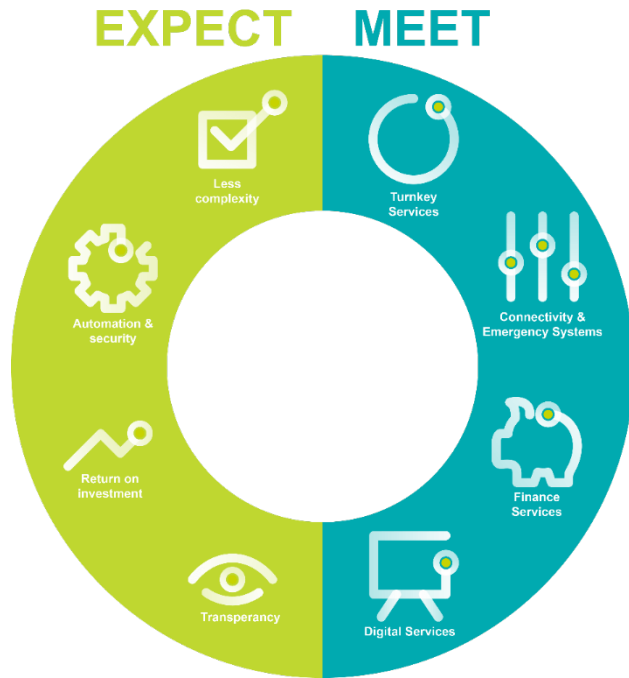
Zumtobel Group Service Business

Networked Lighting and ‘Light as a Service’

- The Zumtobel Group’s service offering is one of the most comprehensive in the entire lighting industry. The **portfolio of lighting services** is shaping the **market for networked lighting** and “**light as a service**”
- **Turnkey lighting solutions** from one single source – from planning to commissioning to maintenance
- **Tailored service-packages:** turnkey solutions incl. finance services, controls and connectivity, digital services, e.g. data collection and analysis (IoT), emergency lighting and technical & maintenance services



Zumtobel Group Service Portfolio



Turnkey Services

With our “Light-as-a-service” offer, you get state-of-the-art lighting, without hassle and from one single source. We take care of the management and delivery of the whole project – from planning to project management, to commissioning, even maintenance if desired.

Connectivity Systems.

Use our intelligent connected lighting management systems to take control of your lighting infrastructure – from individual buildings to complete towns and cities. These systems enable you to save energy, increase light quality and enjoy best lighting comfort.

Emergency Lighting Systems

We take care of your safety, managing everything from planning to the annual maintenance of your emergency lighting system.

Finance Services

Our service contracts enable you to acquire “light as a service”. Instead of buying, you obtain your new lighting for a fixed monthly rate – without any investment hurdles.

Digital Services

We help you gain new insights into the opportunities opened up by connected lighting, including analysis of space and building utilisation. With Digital Services we offer you effective tools to optimise your daily business.

Technical & Maintenance Services

Our specialist maintenance services team offers efficient, reliable support – from extended warranties to complete life cycle management of your lighting system.

Thank you for your interest in the Zumtobel Group!

For further details, please visit www.zumtobelgroup.com

Press releases:

http://www.zumtobelgroup.com/de/presse_center.htm

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