



The Zumbobel Group

**SPG Kick-off Event
Zürich, 12 Januar 2010**

**Dr Andreas Ludwig
Chief Executive Officer**

The world authority on lighting

A brief portrait of the Zumtobel Group

The Zumtobel Group is one of the few global players in the lighting industry

- Lighting Segment : European market leader in professional lighting
- Components Segment: No. 2 in Europe and No. 4 worldwide in lighting components

Worldwide presence

- 22 production sites on four continents
- Sales companies and representatives in more than 70 countries
- 7.365 employees worldwide

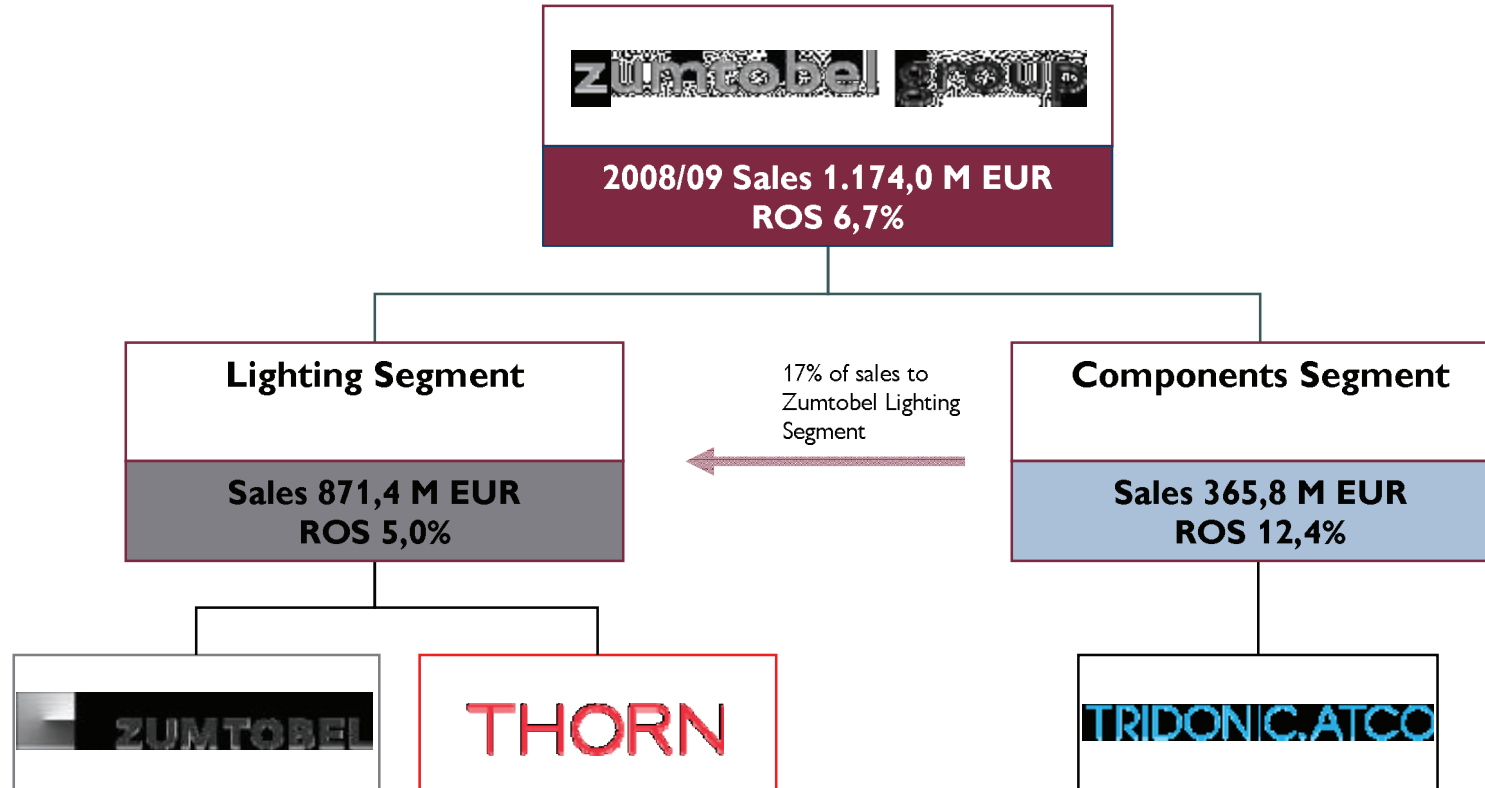
3 strong, international brands

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The world authority on lighting

The structure of the Zumtobel Group



Components Segment

The innovation leader in lighting components

TRIDONIC.ATCO

- TridonicAtco is a **global brand**, recognised worldwide as **technology leader** in the development of lighting components
- Innovation leader in electronic and magnetic ballasts and LED components
- Leading OEM supplier (some 80% of sales posted with customers outside the Zumtobel Group)
- TridonicAtco puts its faith in **reliable products**, outstanding **customer service**, **long-term partnerships** and continuous **improvement** in all its fields of activity



Zumtobel Lighting Segment

Two strong brands segmenting the market

THORN

- Thorn offers a **comprehensive product portfolio** for professional indoor and outdoor lighting
- Thorn maintains a **worldwide** presence
- The brand primarily addresses **traditional** and **technical** customers who set great store by **quality** and **reliability**
- One special strength of Thorn is the **outstanding service** it provides for customers in project business and the wholesale sector

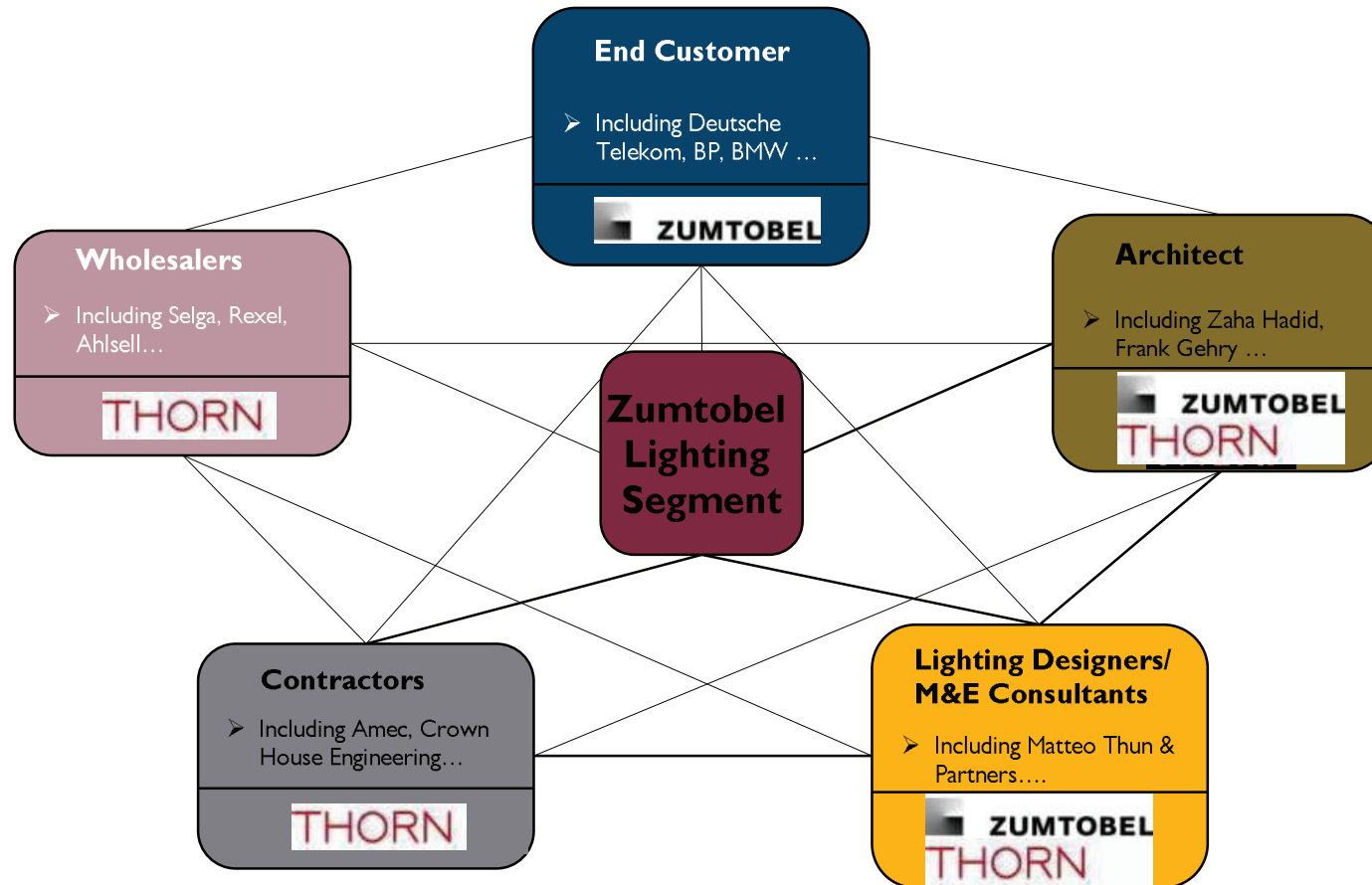
ZUMTOBEL

- Zumtobel is one of the world's leading suppliers of **integral lighting solutions** for all professional indoor lighting applications
- Zumtobel creates **unique customer benefits** through its specific blend of **innovation, design, emotion** and energy efficiency
- Zumtobel convinces customers through its **highly qualified sales team** and **outstanding customer service**



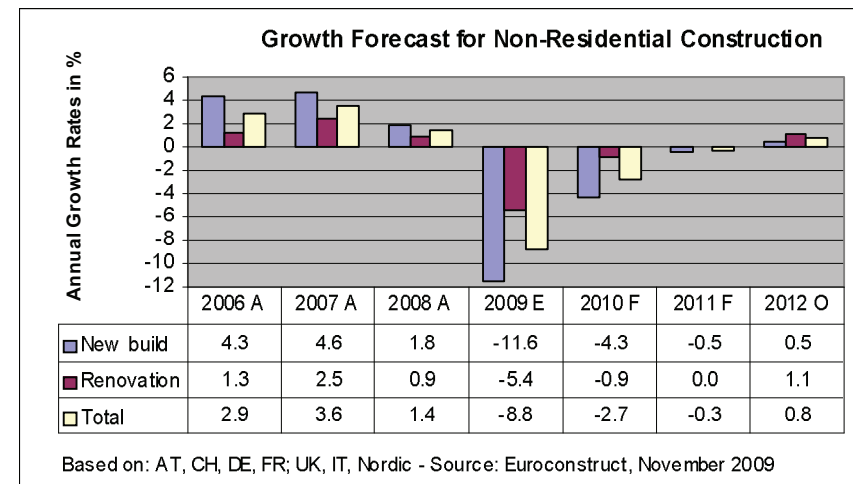
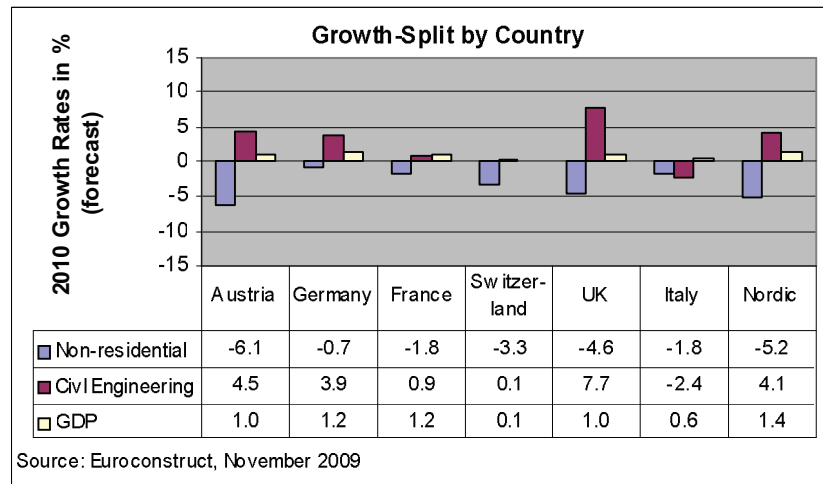
Zumtobel Lighting Segment

Established multi-dimensional network creates major barrier to entry



Market Environment – Euroconstruct

November 09 update: Estimate lowered for several markets



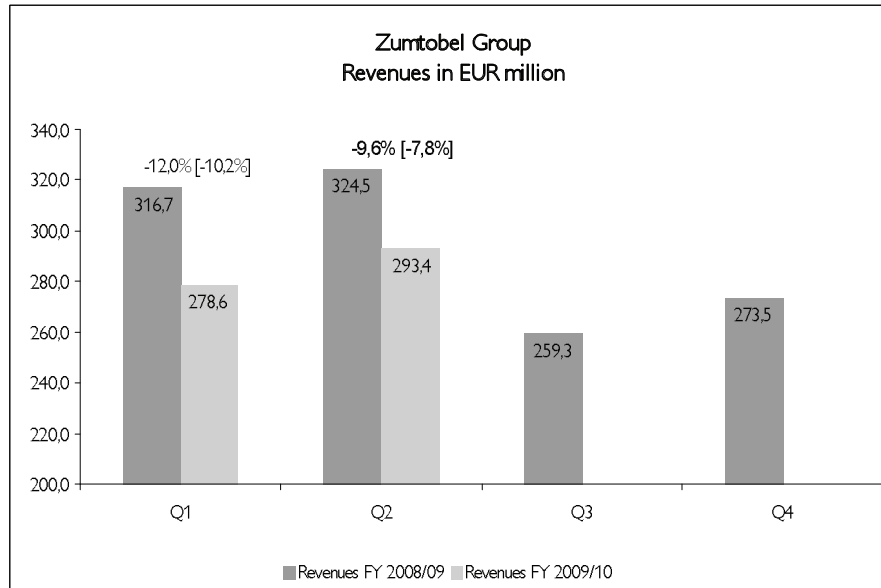
➔ Further decline in commercial construction sector projected

- Z-7 countries 2009: - 8,8% (-6,3% in June FC)
- Z-7 countries 2010: - 2,7% (-2,6% in June FC)
- Z-7 countries 2011: - 0,3% (-0,2% in June FC)

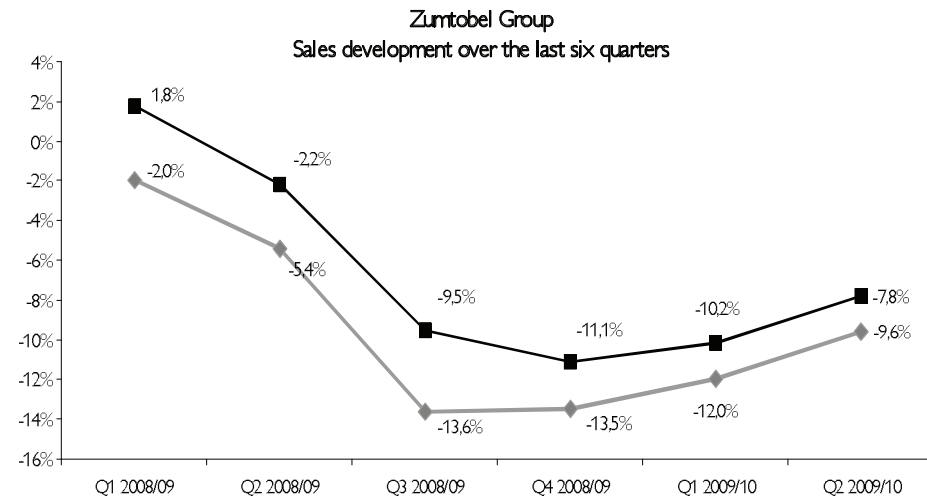
➔ Outdoor and renovation less affected

Market Environment – Sales Performance

Slow down of the downwards trend



Revenues FY 2008/09 1.174,0 EUR million (-8,4% [-5,1%])



◆ Sales development in % vs PY quarter ■ FX adjusted sales development in % vs PY quarter

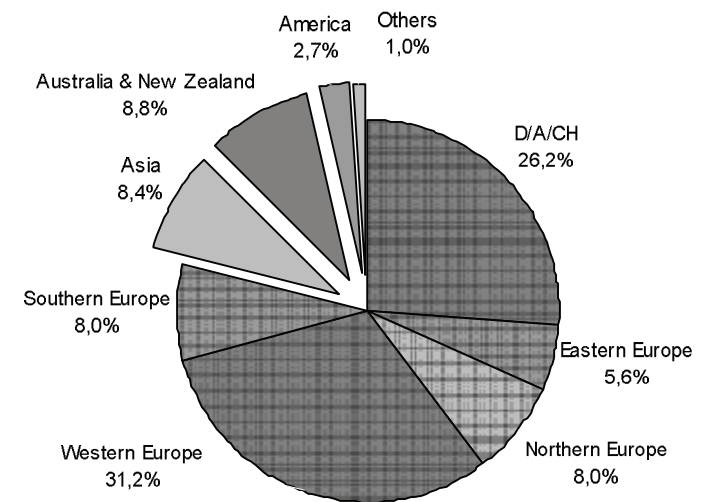
[] = FX – adjusted figures

*) Reported EBIT adjusted for special effects

Market Environment: Regional Trends

Sales trends in most markets remain weak / Asia back to growth

Distribution of regional revenues	Q2 2009/10		1st HY 2009/10	
	Revenues in EUR million	Change in %	Revenues in EUR million	Change in %
D/A/CH	77,0	-9,2	149,8	-8,0
Eastern Europe	15,9	-27,2	31,8	-21,5
Northern Europe	26,1	-7,9	46,0	-12,5
Western Europe	91,3	-11,1	178,3	-13,3
Southern Europe	20,6	-20,8	45,9	-23,3
Europe	231,0	-12,5	451,8	-13,4
Asia	24,9	5,5	48,3	7,0
Australia & New Zealand	27,0	0,8	50,6	-4,5
America	7,6	-6,9	15,7	-4,6
Others	2,9	42,5	5,6	11,2
Total	293,4	-9,6	572,0	-10,8



Europe 79,0%

Energy efficiency as a growth driver

Huge potential for efficiency and resource optimisation in professional lighting!



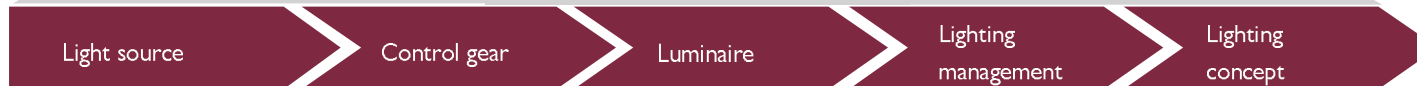
- **Lighting consumes 19% of the electricity generated worldwide**
- **60% of artificial lighting in Europe is inefficient**
 - 75% of office and industry lighting in Europe is inefficient
 - 30% of street lighting in Europe is over 20 years old with technology dating from 1960
- **Lighting Segment generates over 70% of revenues with energy-efficient products**
- **Components Segment generates over 60% of revenues with energy-efficient products**

Potential Energy-savings along the entire value chain

Product life cycle analysis



80% saving potential through professional lighting



LEDs can cut power consumption by 50% by 2025.

Electronic ballasts are essential technology for intelligent lighting management systems.

Optimization and innovation for greater energy efficiency. 10-15% energy savings through improvements in efficiency with no change in design.

Lighting management permits energy savings of up to 80%.

- Daylight-based control: 40-60%
- Presence detectors: 15-30%

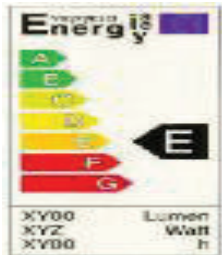
Lighting concepts can achieve savings of up to 20%.

- Project sequence:
- Consulting and planning
 - Visualization of dynamic lighting scenarios using the Vivaldi software package

Energy efficiency as a growth driver

Directives issued by the European commission will become national laws

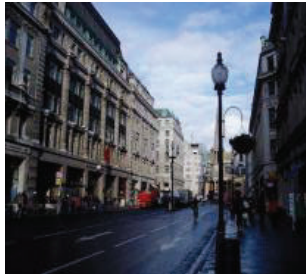
EELPD
on
Lamps



EBD
on
Ballasts

A1 ... A3
B1, B2
~~C~~
~~D~~

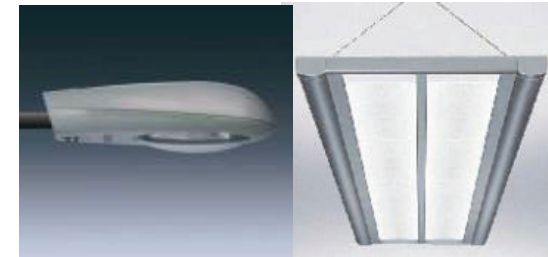
EPBD
on
Buildings



ESD
on
Services

NEEAP
National
Energy
Efficiency
Action
Plans

EUP
on
Products



European and national standards clarify and define procedures to apply the directives

EELPD = Energy Efficiency Labelling of Products Directive

EBD = EU Directive 2000/55/EC on Energy Efficiency Requirements for Ballasts for Fluorescent Lighting

EPBD = Energy Performance of Buildings Directive

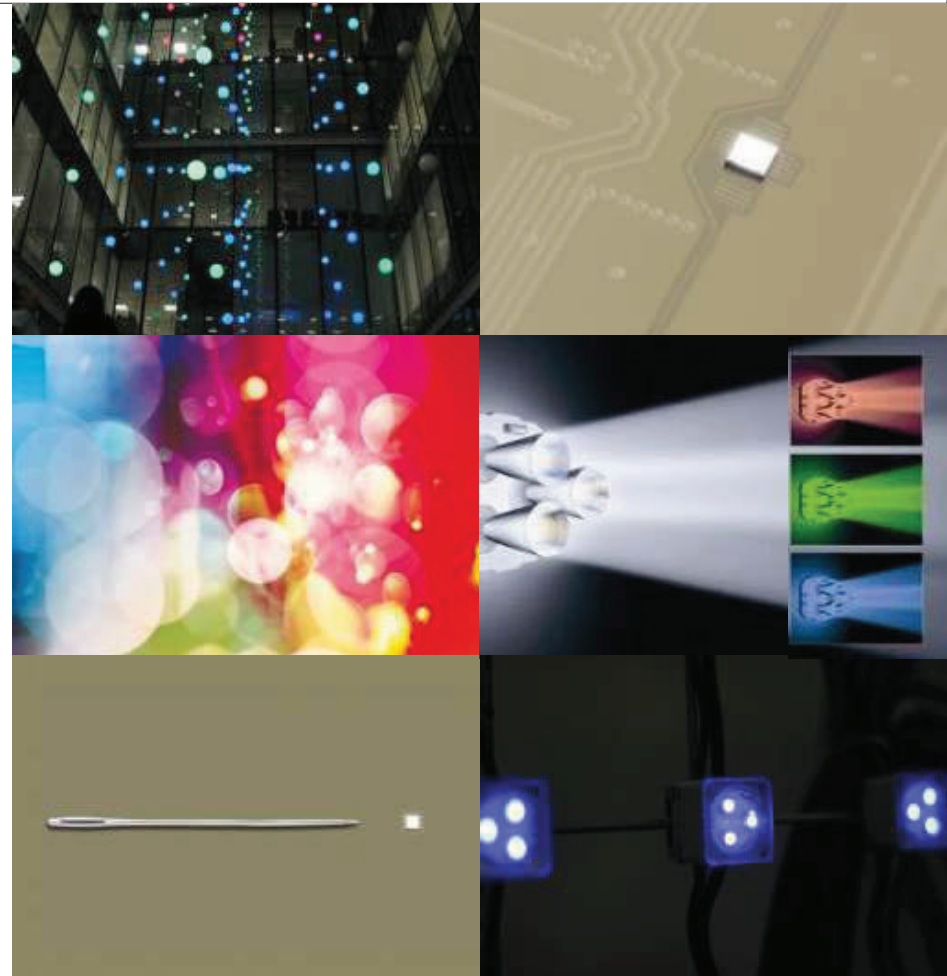
ESD = Energy Services Directive

EUP = Energy use Products Directive

Growth driver LED – the digital revolution in lighting

New dimensions in artificial lighting

- Reduced power consumption
- Lower heat output
- New design opportunities thanks to compact dimensions
- Not sensitive to vibration or shock
- Durability: service life up to 50,000 hours
- Fully variable colour settings
- No emissions of ultraviolet or infrared radiation
- No mercury content
- Low transport and disposal costs



Growth driver LED – the digital revolution in lighting

Zumtobel LED business fact sheet

- Start of LED activities in 2001 (Tridonic Optoelectronics)
- Medium term LED target: > 100 EUR million revenues
- Focus on high performance white LED light source (highest forecasted growth rates)
- Revenues from the sale of LED-based products in 2008/09: EUR 50,0 million (plus 37% vs. 07/08)
- Selective co-operations (CREE, Toyoda Gosei) and acquisitions (SpaceCannon)
- Strengthened technology position through cross licensing agreement between Zumtobel and Philips (concluded May 2009)
- Triggers for the final break through of LEDs in lighting industry
 - Enormous increase in performance (i.e. light output)
 - Decline in the cost of an LED Chip
 - Quality of white light has reached acceptable levels

Growth driver LED – the digital revolution in lighting

Market research forecasts 40% CAGR for LED in Lighting (2008-2013)

LED market forecasts for Lighting by application

Application (US\$)	2008	2009 F	2010F	2011F	2012F	2013 F	CAGR
Replacement Lamps	31	45	99	270	657	1.150	106%
Architectural	203	222	274	328	455	618	25%
Commercial/Industrial	77	89	114	149	184	232	25%
Outdoor	8	37	63	110	155	221	95%
Retail Display	29	36	50	86	135	180	44%
Residential	3	9	20	36	83	99	100%
Other	173	163	201	245	305	348	15%
Total	524	601	821	1.224	1.974	2.848	40%
growth y-o-y		15%	37%	49%	61%	44%	

Source: Strategies Unlimited

- Penetration is determined by cost reduction roadmap (Cree estimates LED costs will decline 20-25% YoY annually)



Back-up