



driving intelligent lighting

TRIDONIC

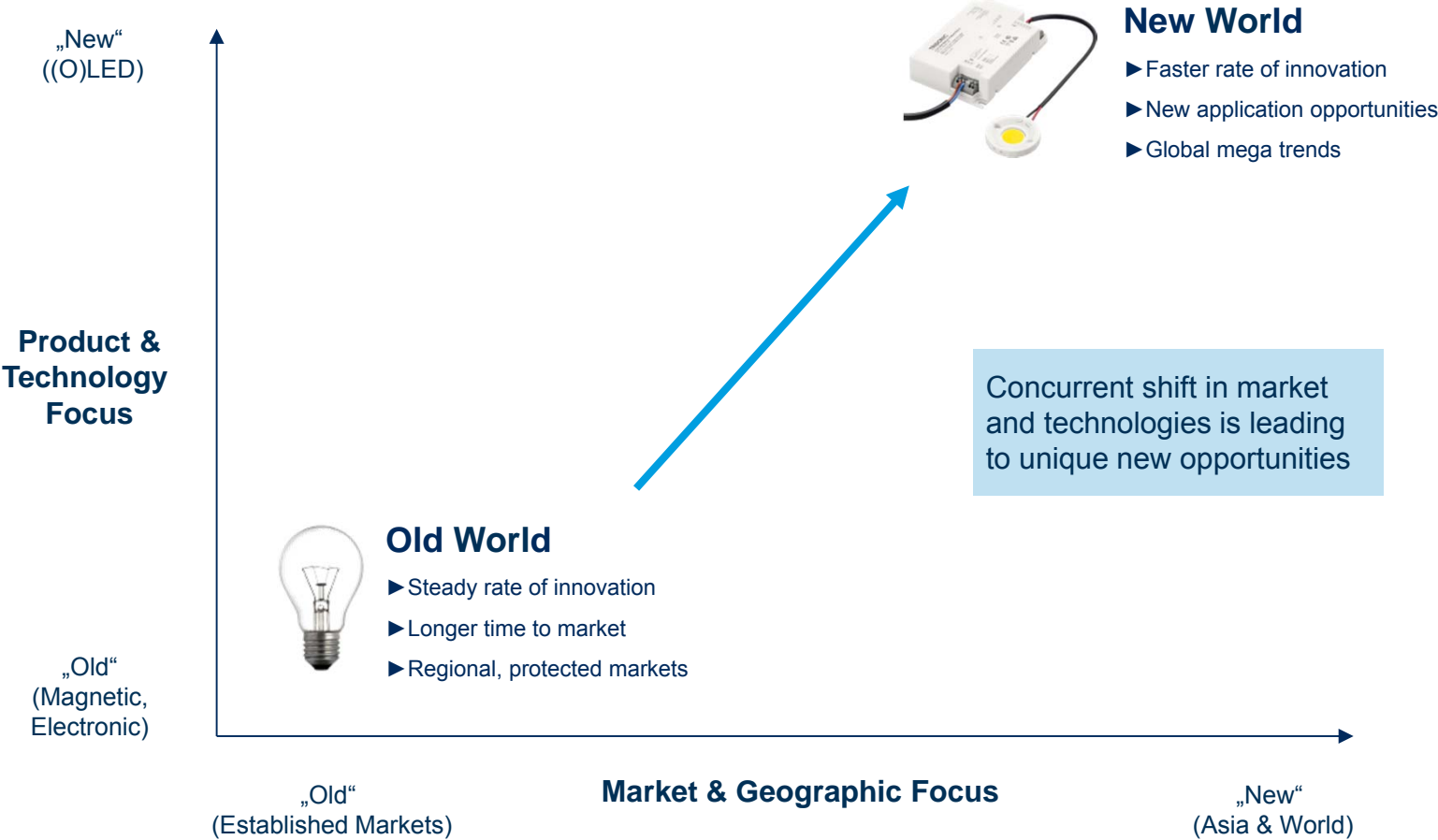
Alfred Felder, CEO Tridonic
Capital Market Day 2014
April 2, 2014

Executive Summary

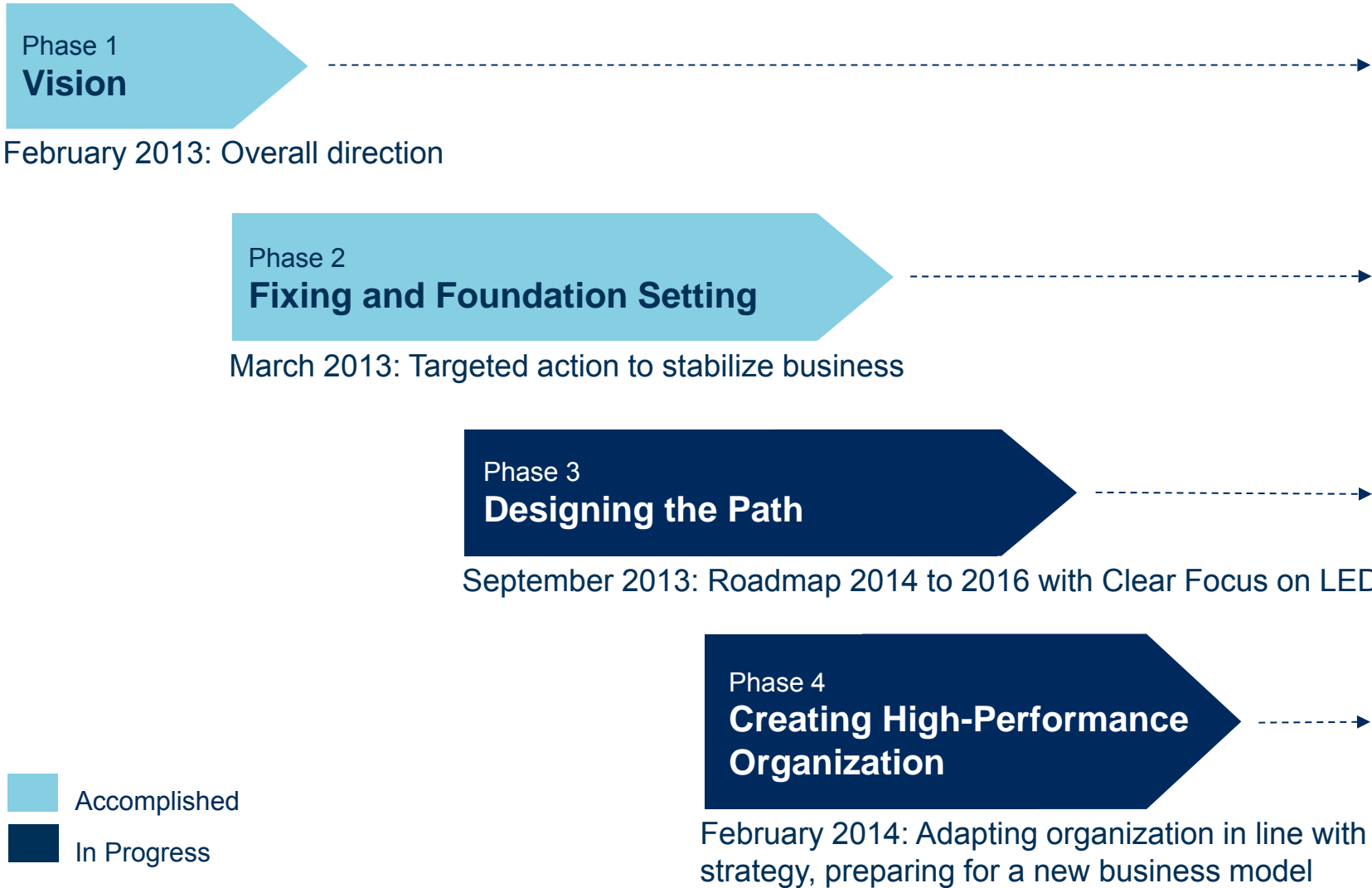
- ▶ Tridonic on Transformation journey since late 2012
- ▶ Faced with rapid technological and geographic changes in components business
- ▶ Initial action plan reflected in improved business results: top and bottom line as well a rapid growth of LED portion of the overall business
- ▶ New products and roadmaps focus on LED and reaffirm commitment to innovation and quality
- ▶ Geographic expansion required to tap emerging markets growth prospects; focus on Asia
- ▶ Need for stringent cost control and restructuring to finance geographic and new business growth
- ▶ Next challenge: preparing for another transformation towards 'Internet of Things' (IoT)

From “Old World” to “New World”

CHANGES IN MARKET AND TECHNOLOGY



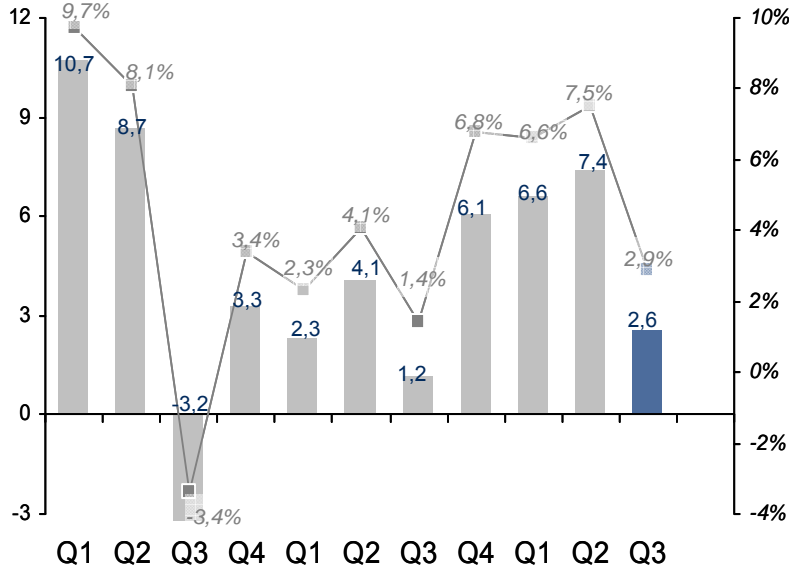
Transformation Path, Four Phases



Initial Results

Components Segment

Adjusted EBIT



FY 2011/12	FY 2012/13	2013/14
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■ Adjusted EBIT in EUR million ■ Adjusted EBIT as a % of revenues

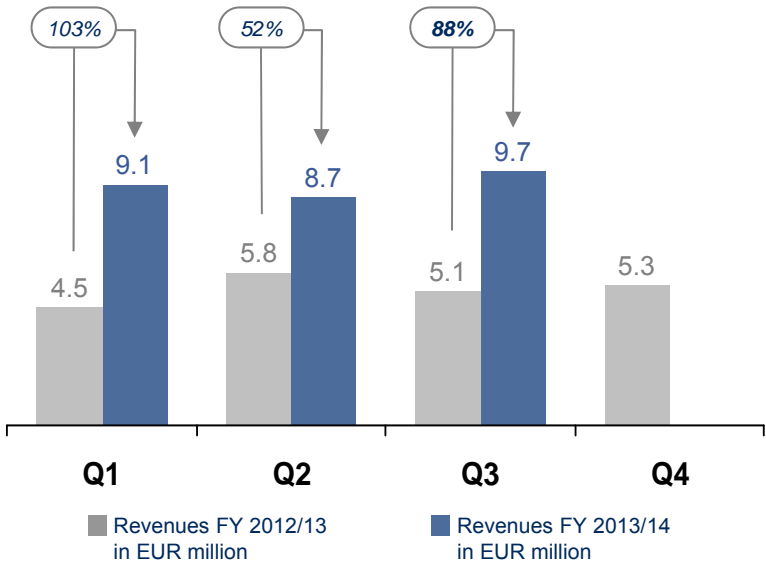
- ▶ Downward trend (top and bottom line) stopped and reversed
- ▶ Ongoing cost control, phase out of old products, focus on LED products and applications
- ▶ 2013/14 revenue expected slightly above previous year despite phase-out from Magnetic business and shrink in conventional electronic
- ▶ LED growth outperforms shrink in conventional business (LED share from 17% to 30% from 2013 to 2014)

Continuation of Strong Growth with LED Modules and LED Converters



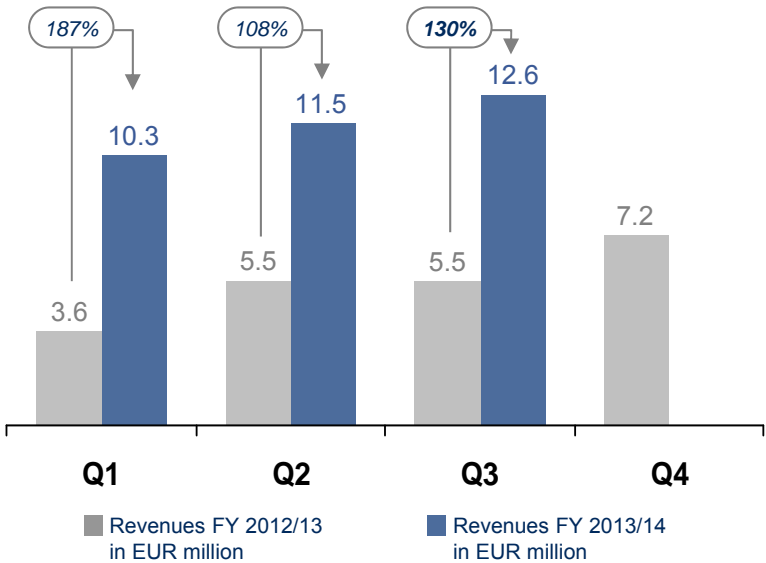
LED Modules

Revenues



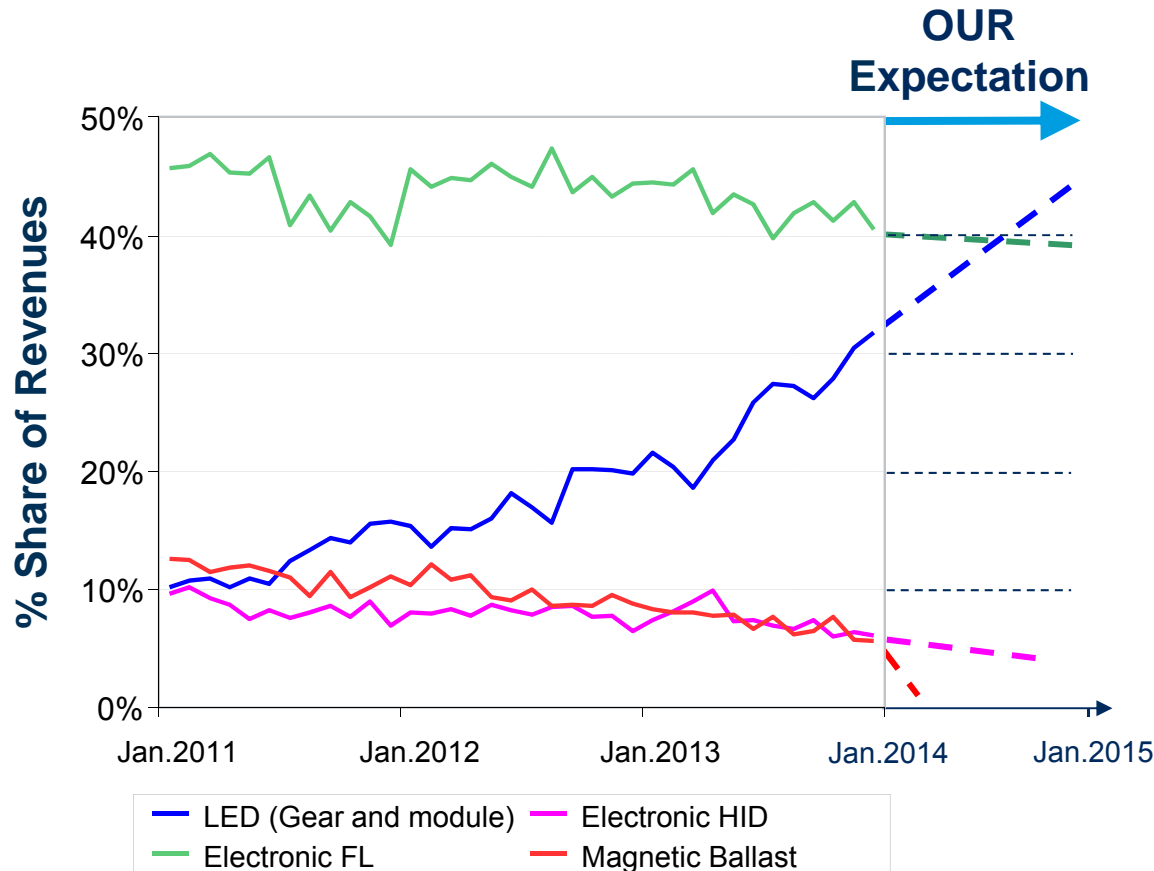
LED Converters

Revenues



- ▶ Current market share in Europe around 6% for modules and 8.5% for converters
- ▶ LED product portfolio: on time launches of innovative products both on modules and converters
- ▶ Profitability for LED-components continuously improved year-over-year

Rapid Shift Towards LED



Key Points

- ▶ Magnetic production site closure in Europe and Australia complete in 2013
- ▶ **Over 30 %** of LED sales share, ahead of plan for the current business year
- ▶ **Around 50 %** of LED sales share in 2015/16
- ▶ **Over 95 %** of current R&D projects are focused on LED
- ▶ **More than 50 %** of the IP portfolio is dedicated to LED
- ▶ Manage carefully conventional Electronic products (FL&HID)

Roadmap 2015/16 in Line with Segments



Segment Based Product Roadmaps

- ▶ Segment based approach established in order to be more customer centric; offering dedicated solutions for each single application
- ▶ Focus on 3 segments:
 - ▶ **Retail & Hospitality:** largest segment
 - ▶ **Office & Education:** strong growth prospects due to “LEDification”
 - ▶ **Outdoor & Industry:** growth driven by urbanization, esp. in emerging markets
- ▶ Product roadmap developed in order to fulfill individual application needs

Superior LED System Solutions to Serve Application Needs



Retail & Hospitality



Spotlight Engine



Circular Light Engine



Downlight Engine

Office & Education



Linear Light Engine



Square Light Engine



Emergency



Control

Outdoor & Industry



Industry Light Engine



Flood Light Engine



Backwards compatible Light engine upgrade (performance / cost) every 9-12 months up





Market Challenge	TRIDONIC LED System Performance
Payback time Energy saving	<ul style="list-style-type: none"> ▶ Leading efficacy up to 160 lm/W ▶ Dimming range 1...100 %; < 0.2 W to 0,15W standby power
Maintenance cost	<ul style="list-style-type: none"> ▶ High system reliability ▶ Lumen maintenance L90 50.000 hours F10
Light quality	<ul style="list-style-type: none"> ▶ Color consistency up to Mac Adams 2 ▶ Photometric fit for the application
Beam shaping / optical control / Touch protection	<ul style="list-style-type: none"> ▶ Small light emitting area ▶ Fast replacement of conventional light source
Easy to use / thermal management	<ul style="list-style-type: none"> ▶ Plug and play ▶ Automated & constant lumen setting

2014 Innovation Highlights

TUNEABLE WHITE

Retail & Hospitality	Office & Education
Up to 72 lm/W SDCM 3 2700 – 6500K on Planck curve	Up to 100 lm/W SDCM 4 3000 – 6000K
	

INTEGRATED LIGHT ENGINE

Retail & Hospitality	Office & Education
Up to 100 lm/W SDCM 3	Up to 80 lm/W SDCM 3 < 20mm height
	

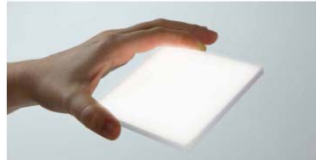

FLAT CONTROL GEAR

Office & Education

35 W DALI / DSI	15 mm height
	

OLED

Office & Education

Edge less Up to 40 lm/W SDCM 4 < 6mm height	Flexible Up to 50 lm/W SDCM 4 < 1mm height
	

Reaching Beyond Home Markets in Western Europe

Key Points

- ▶ **Over 30%** of sales share will come from regions outside of Western Europe
- ▶ Shift of resources to create **dedicated** products in emerging markets
- ▶ **Strong focus on Asia:** achieving growth targets requires stronger presence in Asia
- ▶ Consolidation of footprint



Dedicated Products to Serve Emerging Markets



Retail & Hospitality



Office & Education



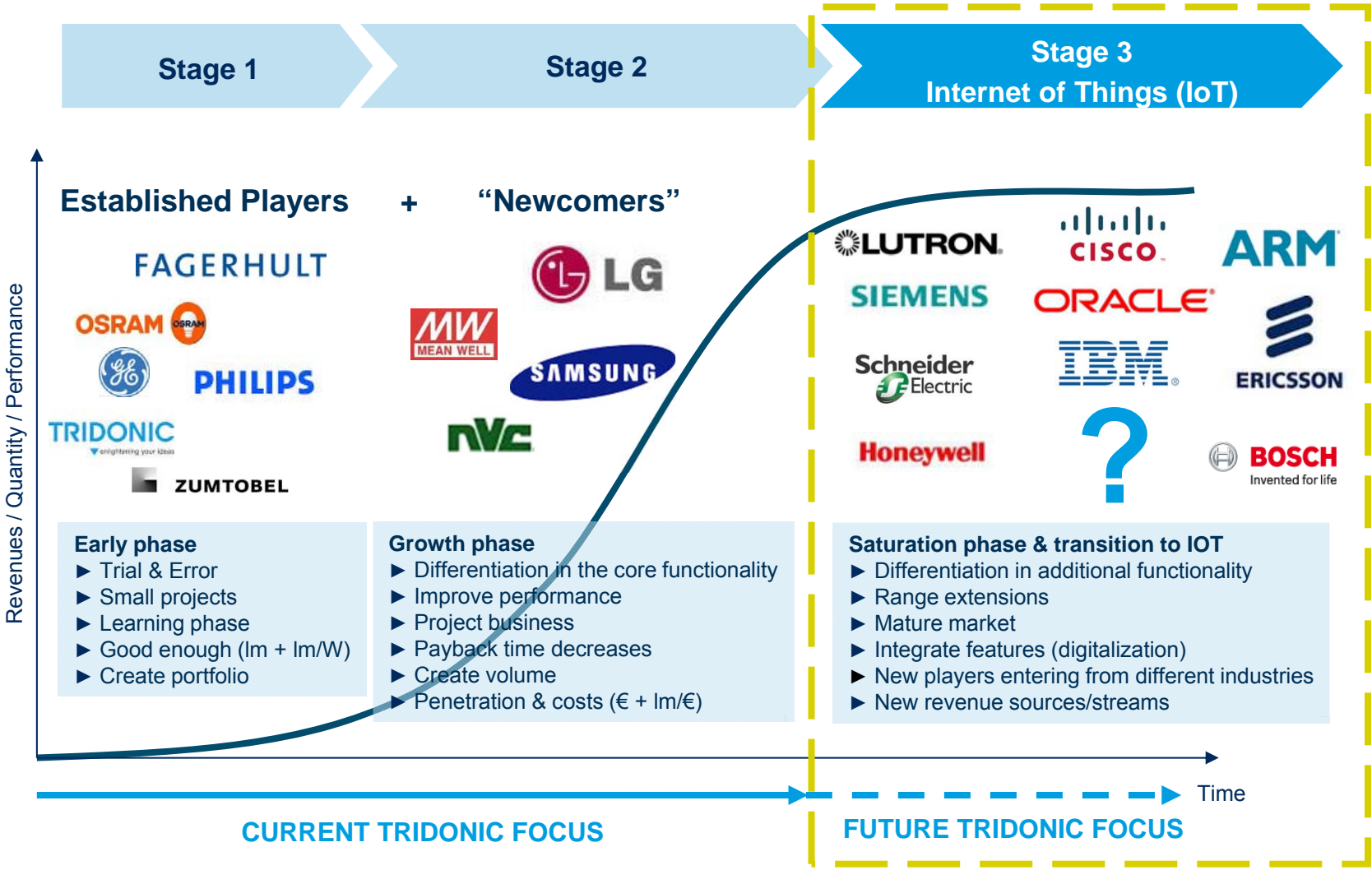
Outdoor & Industry



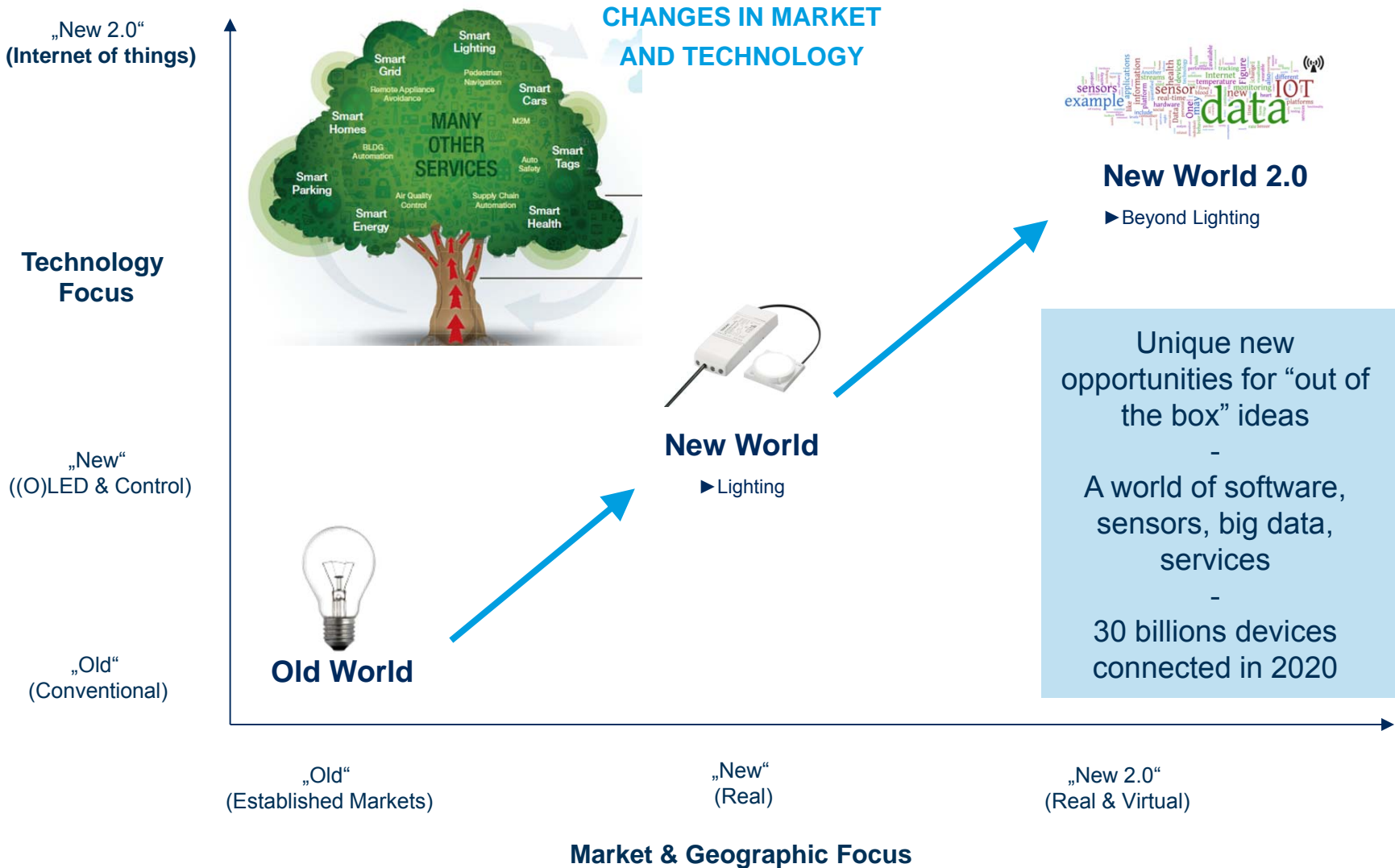
Backwards compatible Light engine upgrade (performance / cost) every 9-12 months up

Emerging Market Challenge	TRIDONIC LED System Performance
Payback time Energy saving	<ul style="list-style-type: none"> ▶ Leading efficacy up to 120 lm/W ▶ Fixed Output and Phase cut Dimming
Maintenance cost	<ul style="list-style-type: none"> ▶ High system reliability ▶ Lifetime up to 30.000 hours
Light quality	<ul style="list-style-type: none"> ▶ Photometric fit for the application
Beam shaping / optical control / Touch protection	<ul style="list-style-type: none"> ▶ Small light emitting area ▶ Fast replacement of conventional light source
Easy to use / thermal management	<ul style="list-style-type: none"> ▶ Plug and play

Outlook: The Next Challenge

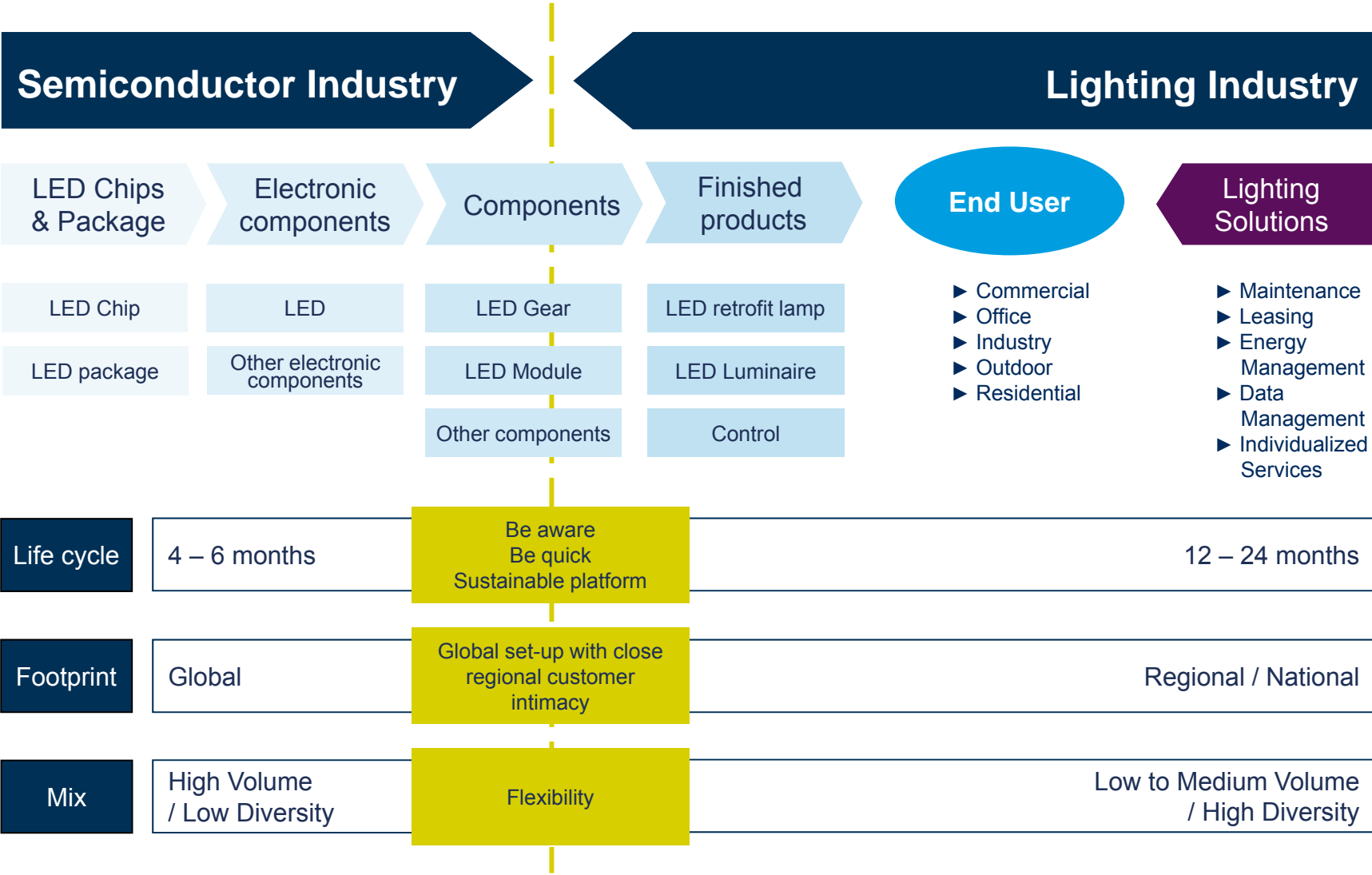


New World 2.0



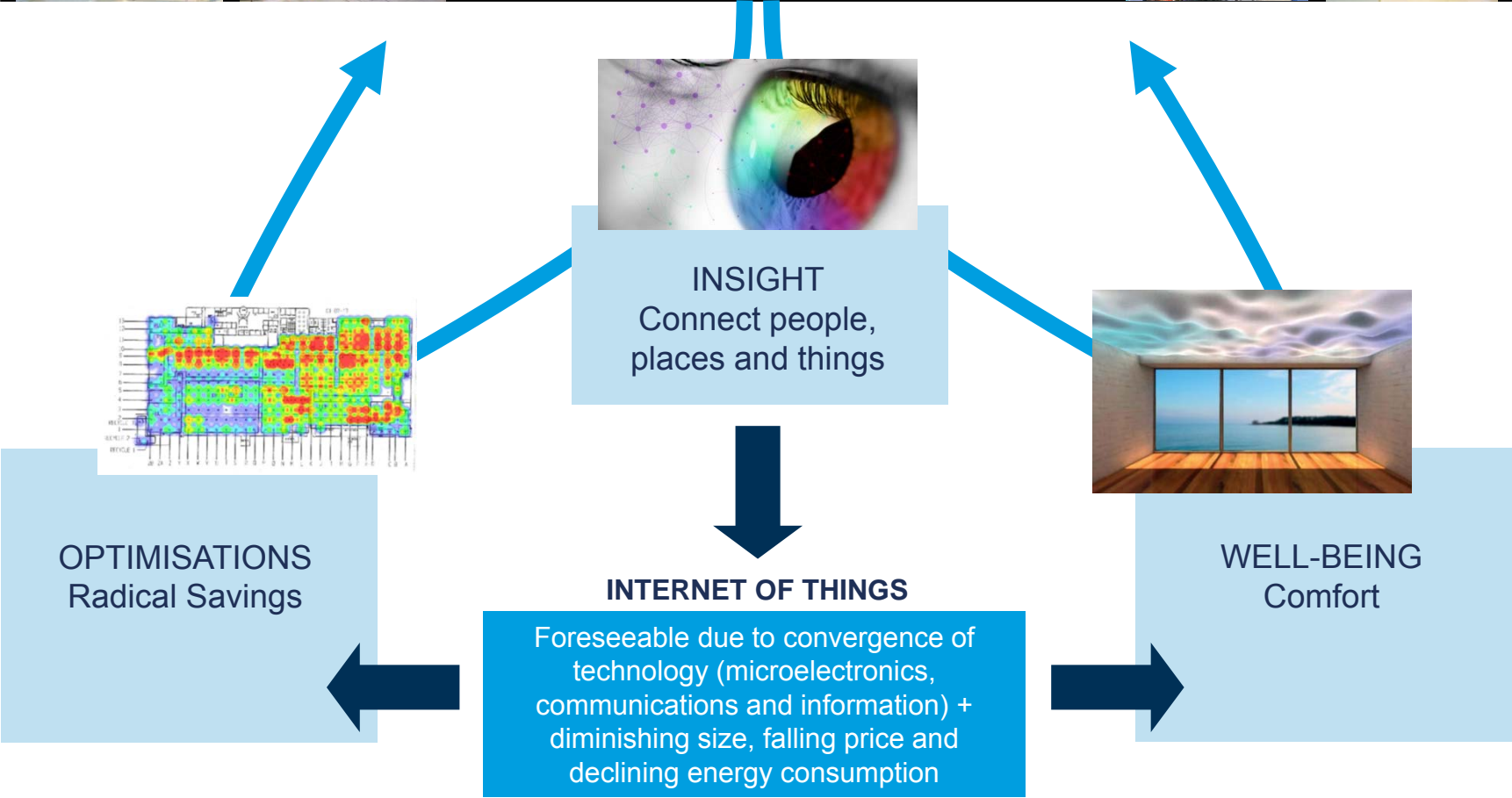
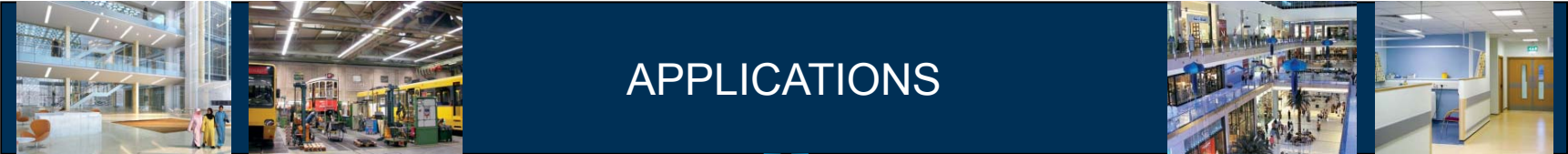


The Configurator



Source: Berenberg Lighting Report 2013 – Tridonic intelligence

Beyond Lighting – Smart Lighting



Internet of Things (IoT)



“Connected Any-time, Any-place, with Any-thing and Any-one Ideally using Any-path/network and Any-service”