

ZUMTOBEL Group

COMPANY PRESENTATION



ZUMTOBEL Group

WE LIVE LIGHT

ABOUT US

KEY FIGURES AT A GLANCE



REVENUES

-8.5%
574.4 million EUR
 (PY 627.8 million EUR)



EBIT ADJUSTED

-21.3%
40.0 million EUR
 (PY 50.8 million EUR)



NET PROFIT

-37.3%
21.2 million EUR
 (PY 33.7 million EUR)

All figures are based on the H1 report 2023/24
 (1 May 2023 – 31 October 2023)

THE COMPANY

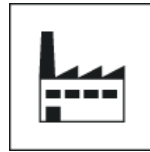
The Zumtobel Group is an international lighting group and a leading supplier of innovative lighting solutions, lighting components and associated services. With its brands, Thorn, Tridonic and Zumtobel, the Group offers its customers around the world a comprehensive portfolio of products and services. The Group's know-how about the effects of light on people, acquired over decades, forms the basis for the development of innovations and for accessing new fields of business. In the lighting business, the Group with its Thorn and Zumtobel brands, is one of the European market leaders. Through its lighting technology brand, Tridonic, the Zumtobel Group plays a leading role worldwide in the

manufacture of hardware and software for lighting systems (LED light sources and LED drivers, sensors and lighting management). The Zumtobel Group's service offering is one of the most comprehensive in the entire lighting industry, including consultation on smart lighting controls and emergency lighting systems, light contracting, design services and project management of turnkey lighting solutions, as well as new, data-based services focused on delivering connectivity for buildings and municipalities via the lighting infrastructure. The Group is listed on the Vienna Stock Exchange (ATX Prime) and is based in Dornbirn in the Vorarlberg region of Austria.

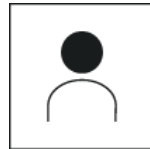
THE ZUMTOBEL GROUP

AT A GLANCE

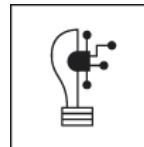
10
Plants on three
continents



5,500
Employees
worldwide



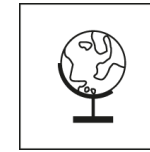
4,568



Registered patents show
the innovative strength of
the Zumtobel Group

ZUMTOBEL Group

INNOVATIVE LIGHTING
SOLUTIONS, COMPONENTS
AND EXTENSIVE
SERVICE OFFER



90
Sales offices and partners
in 90 countries



>70
Years of experience and
lighting competence

All figures are based on the
annual financial report 2022/23
(1 May 2022 – 30 April 2023)

EFFICIENT GLOBAL PRODUCTION NETWORK

DORNBIRN, AUSTRIA

- Components for high-end solutions and technology ramp
- Highly automated and high technology site

HIGHLAND, USA

- Local site for US demand only

LES ANDELYS, FRANCE

- Outdoor competence center

LEMGO, GERMANY

- Competence center spot and downlights

NIŠ, SERBIA

- Components for volume business in Europe
- High volume luminaire production for Europe

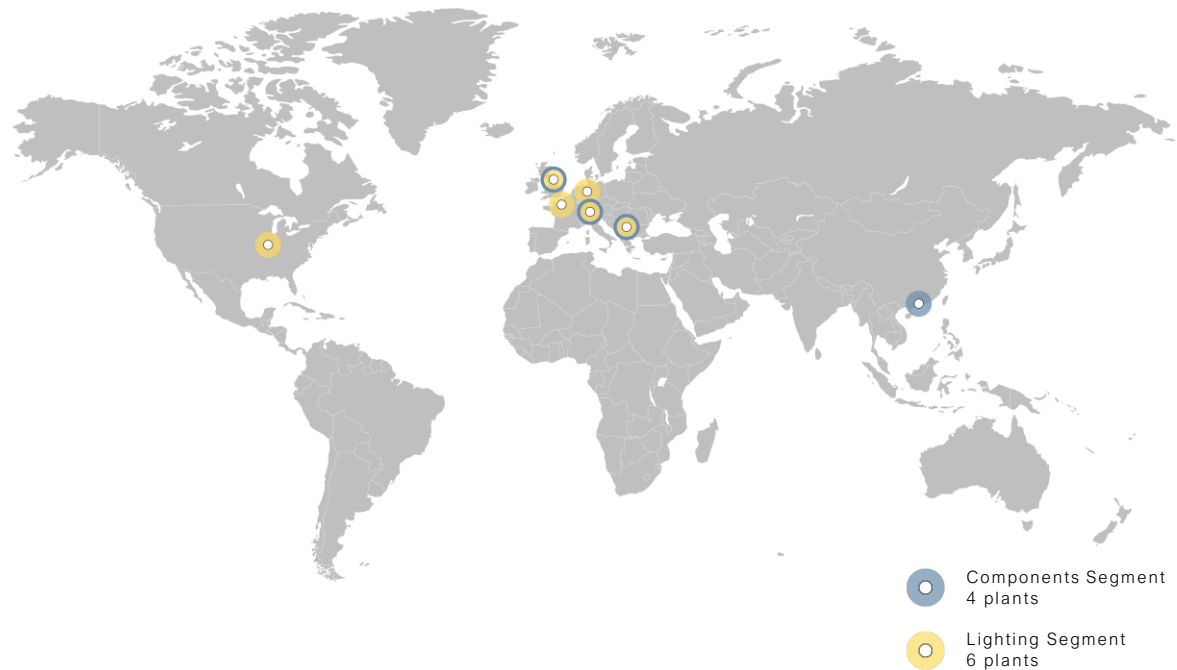
SHENZHEN, CHINA

- Components production site for standard applications

SPENNYMOOR, UK

- Components for outdoor and emergency applications
- Thorn production site mainly for UK

TEN PLANTS ON THREE CONTINENTS



FROM FAMILY FIRM TO GLOBAL LIGHTING GROUP

OVER 70 YEARS OF SUCCESS

Dr. Walter Zumtobel
founded
Kunstharzpresswerk
W. Zumtobel KG,
Dornbirn, Austria

Acquisition of the
lighting manufacturer
Staff, Germany

Acquisition of **Thorn**
Lighting Group, UK

IPO as logical
continuation
of the company's
growth strategy

Opening of a **new**
plant for luminaires
and components
on 40,000 square
metres in **Niš**, Serbia

1950 1993 2000 2006 2018

2019 2020 2021 2022

Opening
of **software**
competence
center in Porto,
Portugal

Opening of Zumtobel
Group **Light Forum**
at headquarters
Dornbirn, Austria

30-year anniversary
of the **artistic annual**
report

Zumtobel Group
Award is given for
the sixth time



WORLD OF EXPERIENCE FOR LIGHT
AND INNOVATION ON 4,000 SQUARE METERS

ZUMTOBEL GROUP LIGHT FORUM

With the Light Forum at the headquarters in Dornbirn, Austria, the Zumtobel Group is investing in the long-term success of the lighting group. The design concept, developed in cooperation with the Innsbruck studio of the Norwegian architectural practice Snøhetta, creates space for a world of light, where the brands of the Zumtobel Group present their lighting expertise. In the 2022/23 financial year, the Light Forum hosted over 4,500 visitors from all over the world.



STRONG TECHNOLOGICAL COMPETENCE

COMPREHENSIVE PATENT PORTFOLIO: TOP 3 IN AUSTRIA

Active industrial property rights
9,134 – incl. 4,568 patents
105 newly registered patents
(Lighting: 40, Components: 65)

Employees in R&D: 533
**R&D expense as a percentage
of sales:** 5.6%

LUMINAIRES AS KEY PLAYERS ON THE INTERNET OF THINGS (IOT)

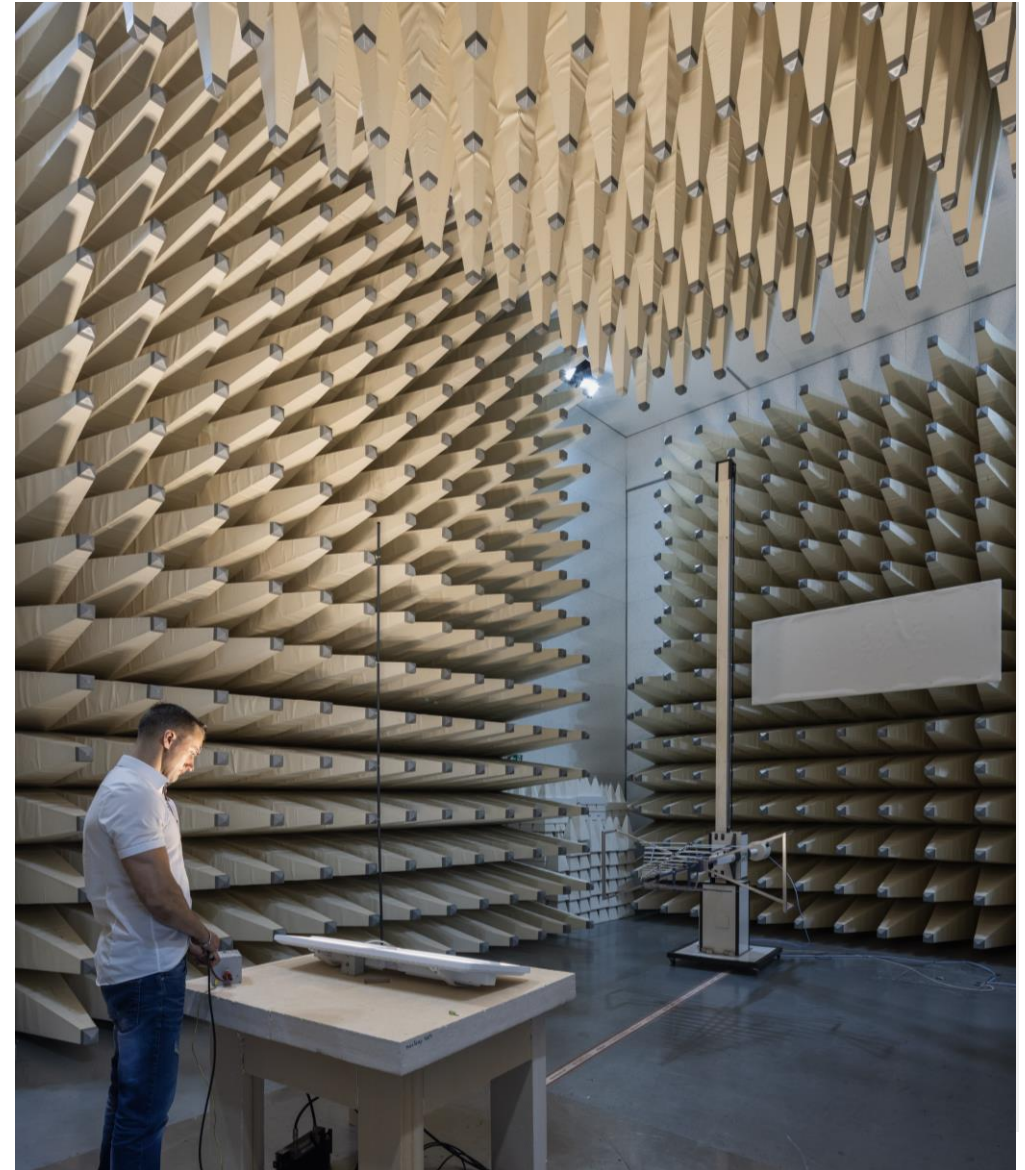
Increasing developments in the field
of connected luminaires and the use
of lighting infrastructure for new
offerings beyond the pure lighting
function → LED-based lighting
solutions with comprehensive
controls and integrated service
offerings

EXPANSION OF TECHNOLOGY PARTNERSHIPS AND PARTICIPATION IN INTERNATIONAL RESEARCH PROJECTS

..., such as Double Dynamic
Lighting (new lighting quality
for working environments) with
Aalborg University Copenhagen
or PHABULOUS (production of
microstructures on free-form
surfaces) with the Fraunhofer
Institute FEP

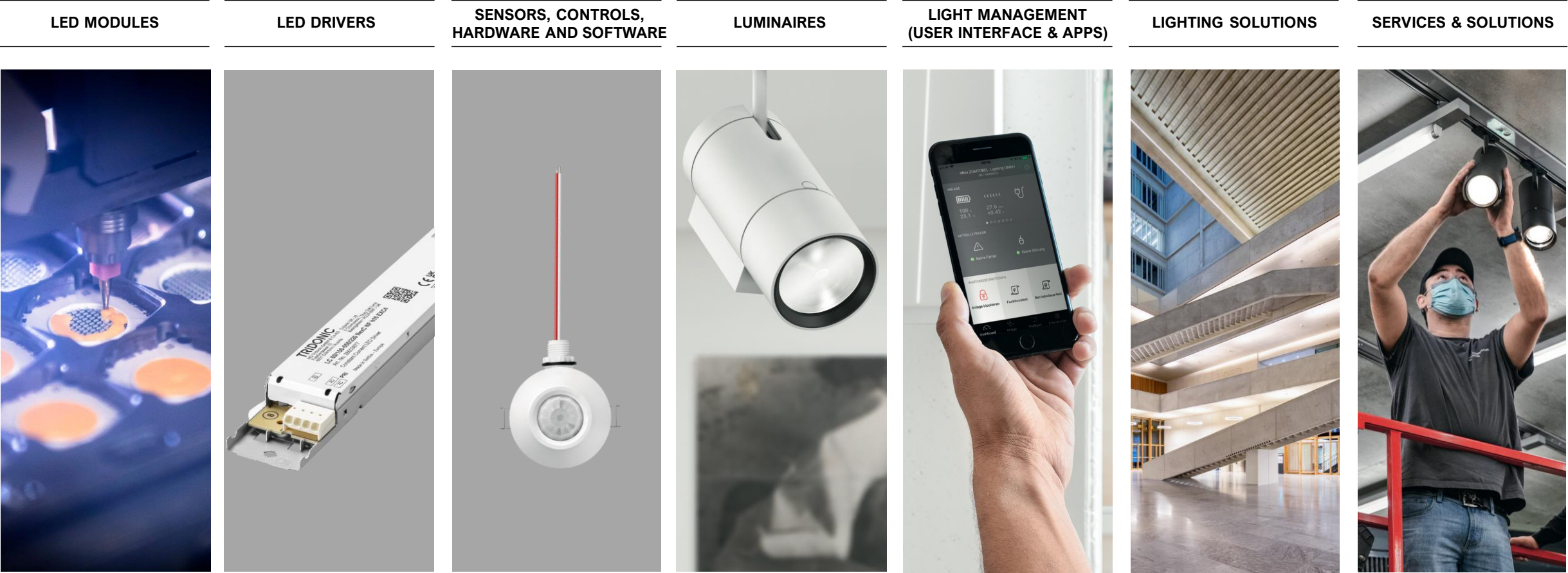
CONTRIBUTION TO THE REDUCTION OF ELECTRICITY CONSUMPTION

Improvement of Ø energy efficiency
of luminaires sold (128 lm/W) by
3.1% through regular replacement
of LED generations and optimisation
of optics



FROM COMPONENT TO CONNECTED LIGHTING SOLUTION

VALUE CHAIN



STRONG BRANDS UNDER ONE ROOF

SELECTED MARKET SEGMENTS AND BRAND ALLOCATION

INDOOR



INDUSTRY



OFFICE & EDUCATION



RETAIL AND ART & CULTURE



HEALTH & CARE

THORN



OUTDOOR



URBAN AREAS



ROADS,
TRANSPORTATION & TUNNEL



ARCHITECTURE



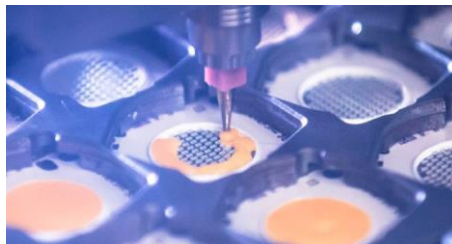
SPORTS & ARENA

THORN

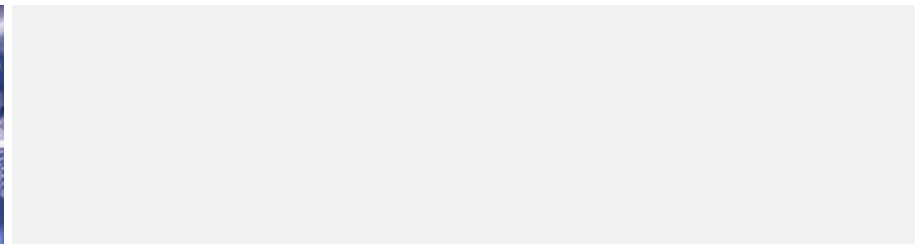
COMPONENTS



SMART LIGHTING CONTROL



LED MODULES, DRIVERS



TRIDONIC

STRONG BRANDS

DETAILED OVERVIEW

THORN

**THE BRAND THAT KNOWS LIGHTING,
INSIDE OUT.**

100 years' experience in manufacturing and supplying efficient, high-quality and connected lighting solutions

An extensive portfolio of products and technologies for indoor and outdoor applications from complex projects to stock needs

ThornEco product range offering economical luminaires for wholesalers

Target groups: electrical contractors, installers, specifiers, wholesalers, end users, municipalities, lighting designers and planners

Strongest market presence: UK & IE, France, Nordics and Asia Pacific; Greatest growth potential: UK & IE, Central and Eastern Europe and Middle East

TRIDONIC

THE TECHNOLOGY BRAND

Hardware and software, integrated lighting solutions for Smart Buildings and Smart Cities

Product portfolio: LED drivers and LED modules, light control, wireless control, sensors

New business potential: using lighting infrastructure as a backbone for connectivity, communication modules for data management in lighting and beyond

Target groups: luminaire manufacturers worldwide, wholesalers, electricians and electrical planners, communities and architects

Strongest market presence: UK, Germany, Austria, China, Italy



ZUMTOBEL

**THE PREMIUM BRAND
FOR THE BEST LIGHTING QUALITY**

Integrated customised lighting solutions incl. lighting management and services with a focus on project business

Zumtobel has a holistic understanding of the human needs in architecture. With its extensive application expertise, innovative technologies and services as well as perfected design, Zumtobel offers complete solutions for a wide range of applications and buildings.

International network of leading architects, lighting designers and artists

Target groups: architects, lighting designers, electrical planners, electricians, private and public investors

Strongest market presence: Austria, Switzerland, UK/Ireland, Benelux, Italy; Greatest growth potential: Germany, Central and Eastern Europe

COMPANY STRATEGY

FROM „FOCUS“ TO „BE FOCUSED“

FOCUS ON KEY MARKETS AND APPLICATIONS

Sustainable and profitable growth
in core applications and selected future fields

Lighting Segment
Focus on Europe

Components Segment
Focus on the global market

SMART SOLUTIONS AND SERVICES

Innovative and turnkey solutions with products,
systems and services, including digital offer

A key part of our distinguishing features
and the driver for future growth

Services as an integral part of the portfolio,
above all in the Lighting Segment

OPERATIONAL EXCELLENCE

Efficient organisation for quality excellence
and competitive cost structures
along the entire value chain

Reliable supplier and customer-oriented
service provider

Own production with competitive global
supplier network

ENVIRONMENT AND ENGAGED EMPLOYEES

Goal: climate-neutral by 2025 and pacemaker
for circular economy in the lighting sector

Zumtobel Group solutions help customers
reach their sustainability goals

Foster an environment that enables
employees to grow and be a strong part
of the company's success

COMPETENCE IN EVERY DETAIL

Extensive technical competence,
from software to electronics

Leading innovation driver
for components and sensors

Proven expertise in miniaturisation
and integration of products

Internet of Things solutions
that connect the world of light

DIGITALISATION

Implement fully digital end-to-end
processes from orders to after sales

Offer digital products
with enhanced functionalities

Digital services portfolio for new customer
experiences and earnings models

UNIQUE BRANDS UNDER ONE ROOF

Brands that cover most of the lighting value chain:
from components to overall solutions

Lighting Segment
Dual brand strategy (Thorn & Zumtobel)
with balanced portfolio and mix of projects,
key account and trade business

Components Segment
Single brand strategy (Tridonic)
with high customer proximity

E: ENVIRONMENT AND ENGAGED EMPLOYEES

GOALS

- We continuously develop and improve our sustainability goals
- Together with stakeholders, sustainable actions are implemented along the value chain
- Continue to provide a group-wide environment in which employees can grow personally as well as professionally and thereby contribute significantly to the company's success

REALISED IN THE 2022/23 FINANCIAL YEAR

- Achieved a reduction of 3.000 t of CO₂ within Scope 1 and 2 since the last business year
- Joined the Science Based Targets initiative to tackle Scope 3 emissions
- Received two Cradle to Cradle Certified® certifications: Zumtobel's luminaire ARTELEA and Tridonic's LED modules of the LLE, QLE and CLE product group
- Increased recycled content and recyclability of used materials
- Certified seven out of ten locations according to the ISO 45001 standard



MAIN TOPICS

CLIMATE NEUTRALITY & NET-ZERO



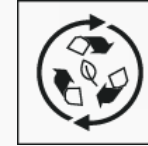
- **Achieve climate neutrality by 2025** in scope 1 & 2
- Increase share of **renewable energy** in operations
- **Reduce emissions** in all areas towards net-zero according to the Science Based Targets initiative

PARTNER OF CHOICE



- **Collaborate with suppliers** for sustainable sourcing with due diligence
- Offer a **great place to work**
- **Help customers reach their sustainability goals** with products, services and data

CIRCULAR ECONOMY



- Discover the **opportunities of the circular economy**
- Apply **Circular Design Rules** as part of every product development process
- Pursue business model analysis and engage with **leading network partners**

WITH CURIOSITY AND INNOVATIVE STRENGTH

SUSTAINABLE WITH THE ZUMTOBEL GROUP

BETTER LIGHT WITH LESS CO₂



The **Zumtobel** brand increases the energy efficiency of its own products and by doing so helps its customers to reduce their footprint. Projects such as that of the Swiss Post show how good lighting can have a positive impact not only on the footprint, but on people as well.

[More ...](#)

PROTECTING THE NIGHT SKY



Thorn meets the challenge of providing sufficient light in the dark hours of the day while protecting the night sky, the environment and ensuring people's safety. Thorn provides IDA Dark Sky approved luminaires, which protect the environment and people alike.

[More ...](#)

GOING CIRCULAR



Tridonic is the first company worldwide to achieve the sustainability certificate Cradle to Cradle Certified® in Bronze for an electronic lighting component. The LED modules of the LLE, QLE and CLE product groups were designed and certified according to the sustainable concept.

[More...](#)

RECENT SUSTAINABILITY PROGRESS

OUR PATH OF CONTINUOUS IMPROVEMENTS

Photovoltaics plant (7,300 square meters) goes into operation at the Dornbirn site

Zumtobel Group joins the **UN Global Compact**

Switch to electricity from 100% **Green Energy**

First **EcoVadis gold** certificate

Celebrating a **decade of EPDs** – providing environmental product data and transparency

Renewed **EcoVadis Gold** for the Zumtobel Group

LED modules from Tridonic and luminaire ARTELEA to be **Bronze Cradle to Cradle Certified®**

Zumtobel Group joins the **Science Based Targets initiative** and starts journey towards **net-zero**

2019

2020

2021

2021

2022

2023

2023

2023



D: DIGITALISATION

GOALS

- Expansion of digitalised, smart sales and marketing activities including a new website
 - Streamlined and automated manufacturing processes
 - Optimized core SAP processes with SAP S/4HANA
- New customer experiences, increased customer loyalty and new revenue models, increased speed and efficient handling of processes

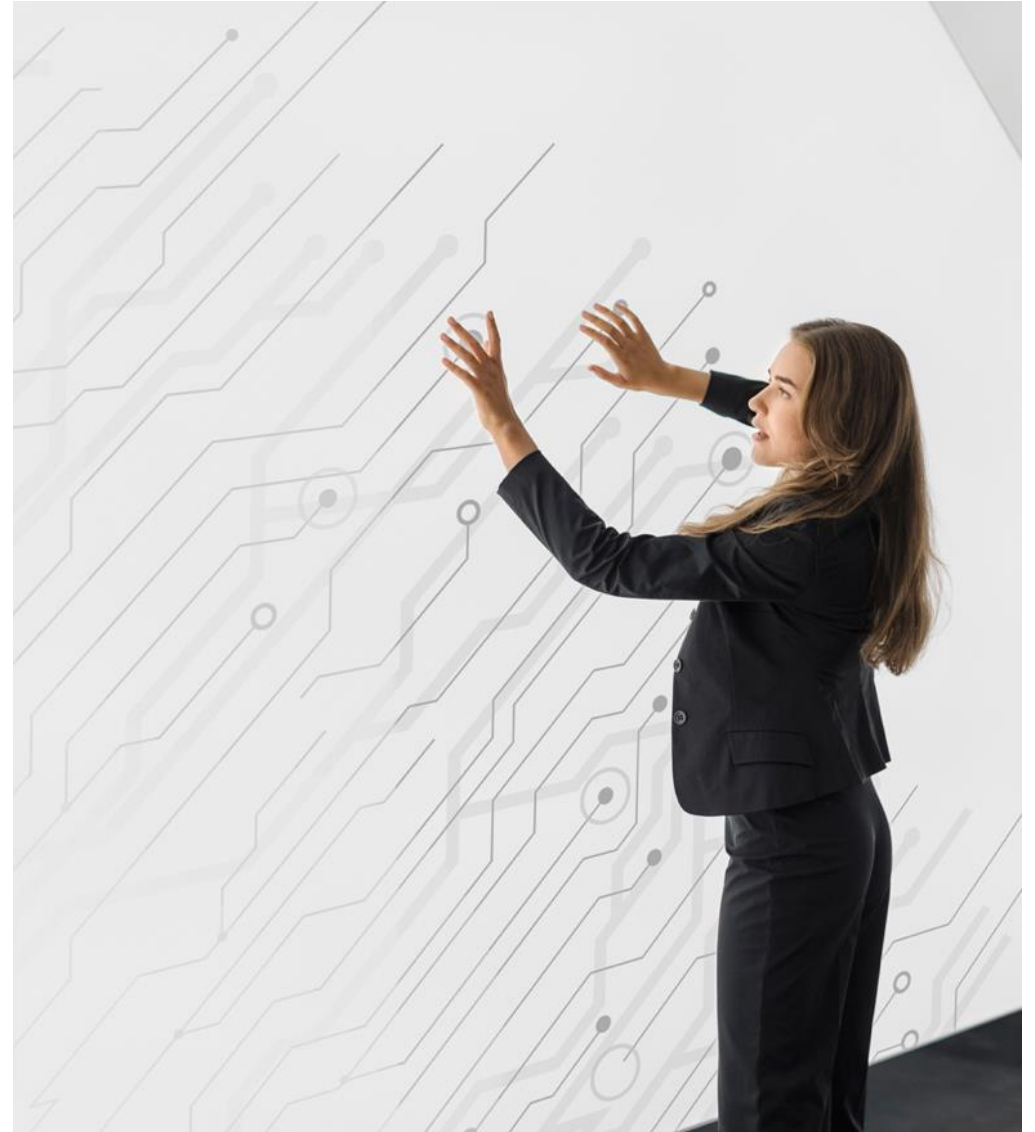
NEXT STEPS

- Continuation of the Digital Agenda with the following focal points:
- New website & update eCommerce handling for the Lighting Brands
 - Migration to SAP S/4HANA for the Lighting Brands

REALISED IN THE 2022/23 FINANCIAL YEAR

- Global roll-out of new digital processes in Sales, Marketing & Services, new website for Tridonic
 - Migration to SAP S/4HANA at Tridonic as well as at Group level
 - Streamlined and automated manufacturing processes for plant Dornbirn (Digital Factory)
- Strengthened focus on customers
- Introduction of best practice process flows in material supply, quality inspection and order control

- Optimisation of processes in Warehouse and Distribution Center
- Preparation for "end-to-end" digitalised process flows for HR Transformation
- Establishing a group-wide approach for Information & Data Management



DIGITAL TRANSFORMATION

HOW WE GET THERE

CREATE

Develop and implement new digital business models / digitally enabled or enhanced solutions (products / services)

SCALE

Enhance market footprint based on optimized existing products, services and processes (new markets / new customers)

**Sustainable
Growth**

OPTIMIZE

Significantly improve processes and procedures, internally and customer interface

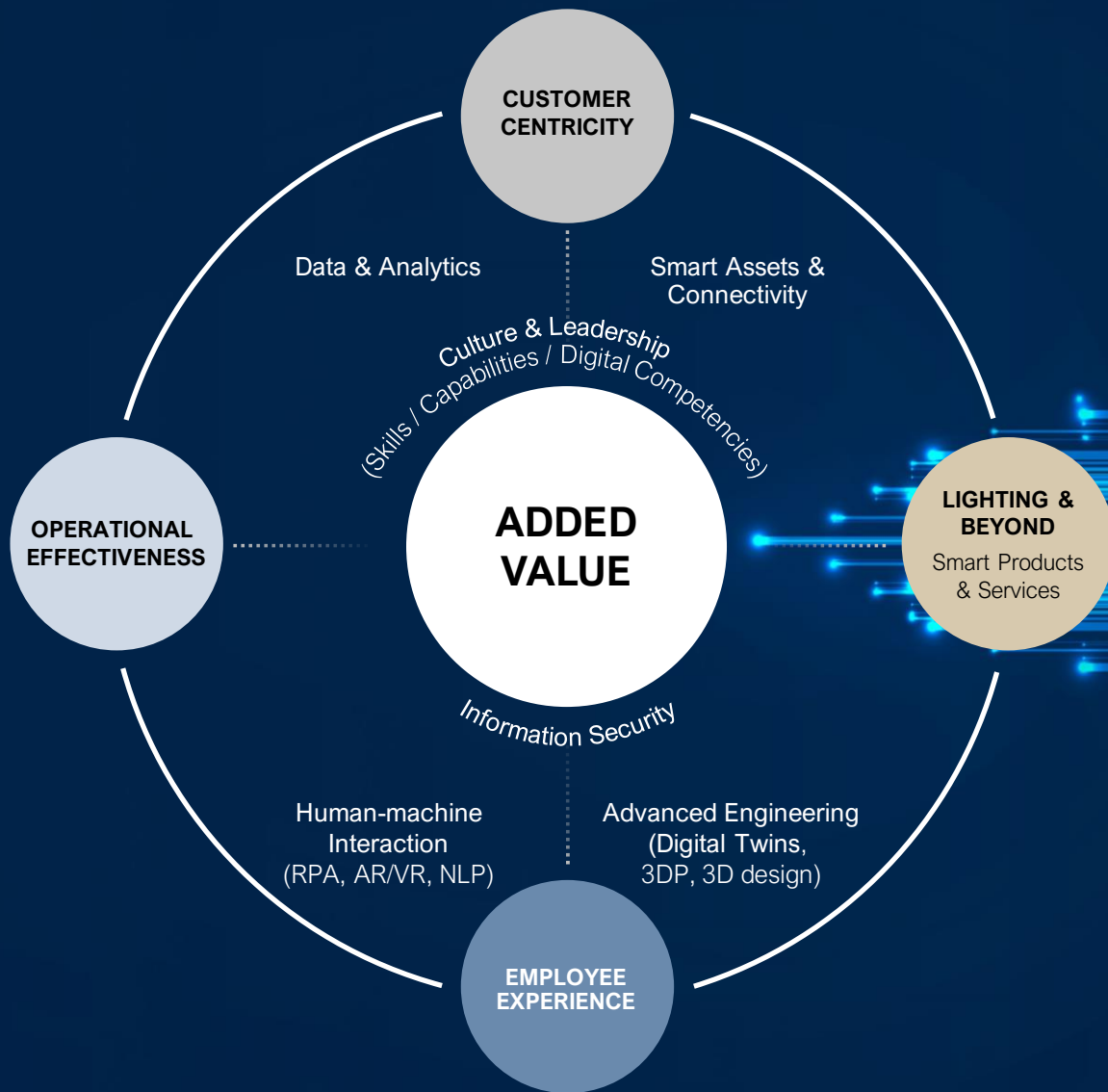
Digitalisation of the existing core business and operations transformation

**Easy to
work with**

Flexibility

Efficiency

Automation



DIGITAL TRANSFORMATION

DIGITAL TRANSFORMATION

IMPLEMENTATION

CUSTOMER CENTRICITY



OPERATIONAL EFFECTIVENESS



EMPLOYEE EXPERIENCE



LIGHTING & BEYOND



CUSTOMER RELATIONSHIP MANAGEMENT

- Supporting the sales team
- Improving communication with the customers
- Improving sales management

DIGITAL FACTORY

- Multi-level planning based on customer priority
- Order and material availability
- Serial number tracking of e.g. luminaires / LEDs / drivers / batteries
- Batch tracking
- Quality queries and tests during production

DIGITAL WORKPLACE

- Sales Force enablement (Touch)
- Agile collaboration methods / product-centred approach
- Virtual collaboration
- End-user enablement (Self-Service PowerBI, Fiori & SAC)

SMART BUILDINGS

- Digital control of luminaires
- Measurement of light and air quality
- People census
- Recording of motion information
- Asset tracking

TAKING OUR PRODUCTION TO THE NEXT LEVEL

DIGITAL FACTORY

INTRODUCTION OF BEST PRACTICE PROCESS FLOWS IN MATERIAL SUPPLY,
QUALITY INSPECTION AND ORDER CONTROL

Multi-level planning based on customer priority

- Visualised planning board
- Control of schedule accuracy and possible reductions in lead time

Order and material availability

- Stock availability, status of material delivery, order sequence

Paperless factory

- Barcode labels support the flow of material

Serial number tracking of e. g., luminaire / LED / driver / battery

- Quality traceability, transparency in customer complaints

Batch tracking

- Batch information is assigned to the luminaire in the system during assembling

Quality requests and tests during production

Digitalised workforce planning

WILL LEAD TO...

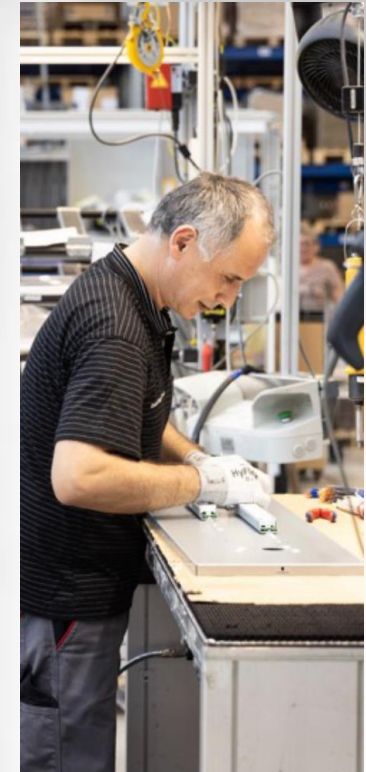
CONTRIBUTES TO...

COMPETITIVE PRODUCTION COSTS

HIGH PRODUCT QUALITY

FLEXIBILITY IN LINE WITH
CUSTOMER NEEDS

RELIABILITY



REVENUE GROWTH

THE ZUMTOBEL GROUP

REFERENCES



















ZUMTOBEL Group

FURTHER INFORMATION

WEBSITE:

z.lighting

PRESS RELEASES:

<https://z.lighting/en/group/press/>

SHARE PERFORMANCE AND CURRENT FINANCIAL INFORMATION:

<https://z.lighting/en/group/investor-relations/>

VACANCIES AND GETTING STARTED:

<https://z.lighting/en/group/careers/>

FOLLOW US!



WE LIVE LIGHT

www.zumtobelgroup.com

THE ZUMTOBEL GROUP

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