

# Business Model

Customers come to us for peace of mind. They want the correct technical solution, professional service, sustainability of products/services and the ability to provide support during a product's warrantable life and beyond.

Our business model is focused on the needs of customers and the marketplace, with a robust capital structure that underpins our ability to deliver sustainable growth, innovative products and excellent customer service.

## THE KEY RESOURCES WE UTILISE...

### Design & Innovation

Continuous product development – products, software/controls, lighting design

### Talented People

Continual development

### Manufacturing Facilities

UK – multiple sites,  
Europe – Netherlands, Spain  
Continual Investment

### Financial & Environmental Sustainability

Financial stability, Carbon Offset Scheme

## THE SERVICE OFFERING WE PROVIDE...



### Design & Development

**£1.5m**

### Group spend on capitalised R&D

(2020: £1.3m)



### Manufacturing

**£0.3m**

### Investment in solar at Group facilities



### Services

**£4.4m**

### Revenue from this service

(2020: £3.0m)

## THE KEY MARKETS WE SERVE...



Commercial



Industrial



Hospitality



Pharmaceutical



Education



Healthcare



Research & Development



Advertising



Manufacturing



Retail



Infrastructure



Facilities



Display



Housing



**SOLUTIONS PROVIDED FOR CUSTOMERS...**



**Target Customers**

**THOSE RESPONSIBLE FOR THE WHOLE LIFE CYCLE COST OF THE PRODUCTS/ SERVICES SUPPLIED**

**Solutions Provided**

- Energy efficiency
- Low maintenance
- Rapid installation
- Longevity of product
- Low total cost of ownership

**THE VALUE GENERATED...**

**Customers**

**Short-term**

Replacement of ageing technology with improved lighting systems

**Long-term**

Innovative lighting that delivers cost savings and additional benefits, such as data capture and presentation

**Shareholders**

**Short-term**

Opportunity to invest in a company that pays a progressive dividend and with a robust balance sheet

**Long-term**

Sustainable profit growth drives future shareholder returns

**Employees**

**Short-term**

Opportunity to work with an innovative market leading company within the lighting industry

**Long-term**

Continual development with a variety of Group companies in a number of different territories

**Environment**

**Short-term**

Build on the work of many years, delivering energy saving products and continuing our carbon offset programme

**Long-term**

Develop and implement our sustainability strategy

**Communities**

**Short-term**

Employment opportunities and supporting local charities

**Long-term**

Providing sustainable employment in the local areas where our businesses are located

**OUR REVENUE DRIVERS**

**Specification** – renovations, new build, energy saving, compliance, technology adoption

**Diversified product portfolio** gives the ability to supply a complete project – “boiler room to board room, and beyond”

**Cross-selling opportunities** with other Group companies to offer a complete solution to a wide variety of sectors