



**Media and Financial Analysts Meeting 2012**

# **Carlo Gavazzi Holding AG**

**Media and Financial Analysts Meeting 2012**  
**June 28, 2012**



# Media and Financial Analysts Meeting 2012

## AGENDA FOR TODAY

WELCOME & INTRODUCTION

Valeria Gavazzi

OVERVIEW & OUTLOOK

Giovanni Bertola

AUTOMATION COMPONENTS

Vittorio Rossi

FINANCIAL HIGHLIGHTS

Anthony Goldstein

Q&A



# Media and Financial Analysts Meeting 2012

**Welcome**

Valeria Gavazzi  
Chairman



## Media and Financial Analysts Meeting 2012



**Swiss Equity**  
conference zurich



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## Challenges and Opportunities

- ▼ Financial situation in Europe -
- ▼ Emerging markets +
- ▼ Renewable energy -
- ▼ New products and niche markets +
- ▼ R&D and product management +



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## General Overview

### Key figures

(CHF million)

Operating revenue	142.8	-21.5% (-13.3% in l.c.)
EBITDA	24.6	-31.1%
Net income	16.8	-26.0%
Equity Ratio	72.9%	+5.8 pct points



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## Dividend Payout

### Ordinary Dividend

Bearer share

Registered share

2012

2011\*

**CHF 12.00**

CHF 10.00

**CHF 2.40**

CHF 2.00

\* In 2011, a jubilee dividend was distributed in addition to the ordinary dividend



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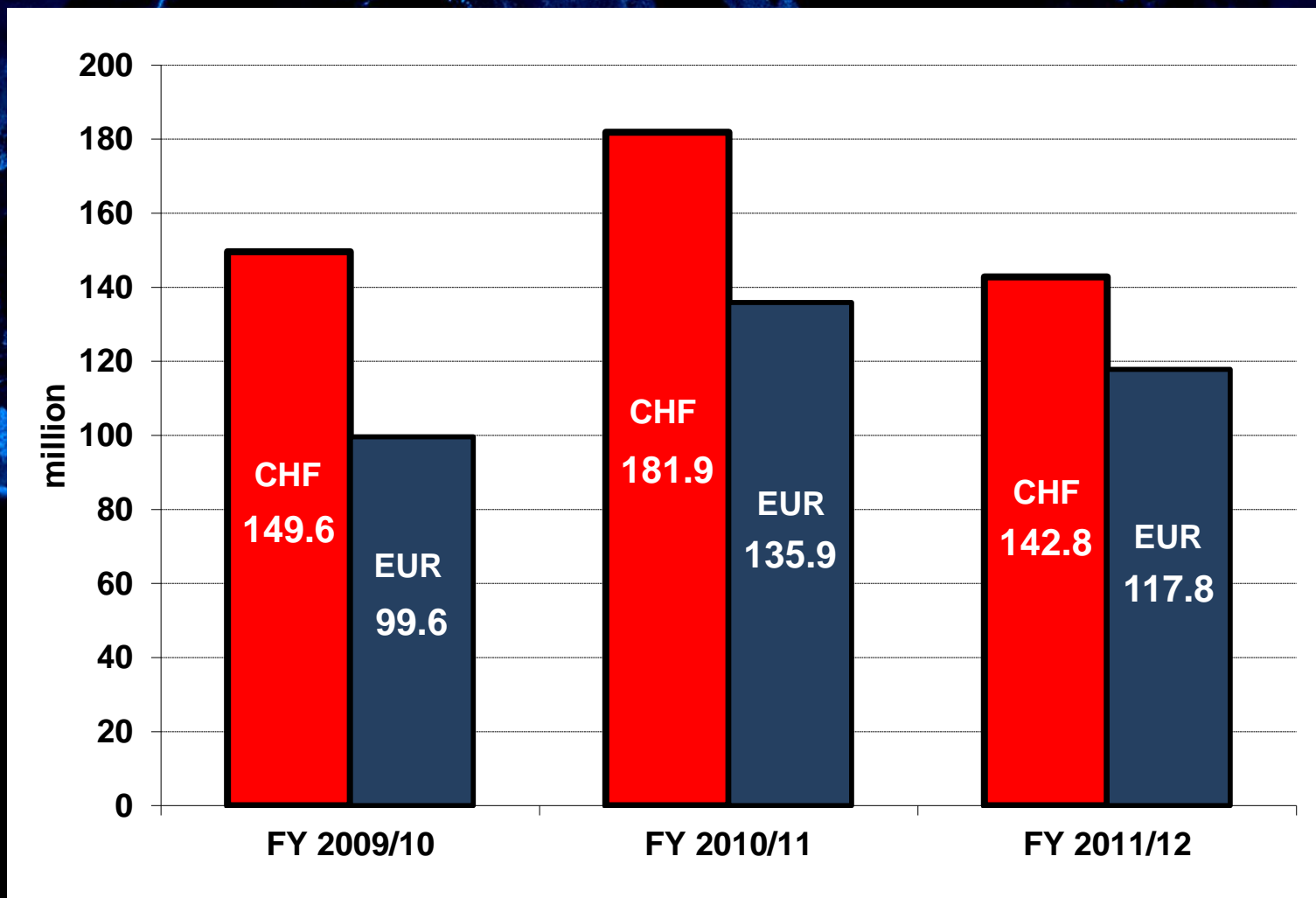
# **Overview & Outlook**

**Giovanni Bertola**  
**Vice-Chairman**



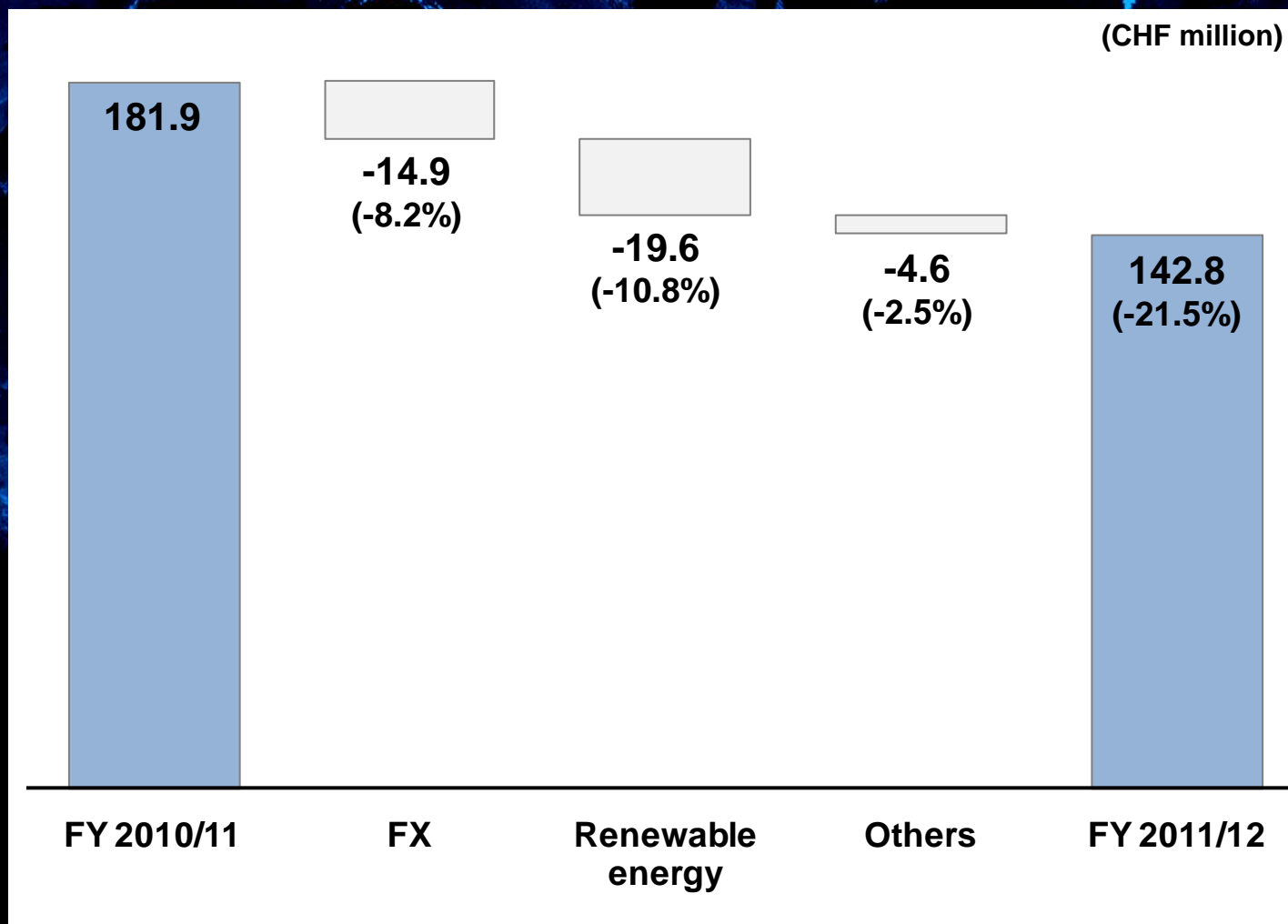


# Revenue evolution analysis





# Revenue development





## General Overview - Markets and Products

- ▼ Priority markets growth outperforming overall sales
- ▼ High growth rate in soft starters and fieldbus products
- ▼ From solar farms to roof-top applications
- ▼ Deployment of Product management dedicated to „Asia for Asia“ products



## General Overview - Geography

### ▼ Revenue

- Europe: - 18%
- North America: + 12%
- Asia and Pacific: + 5%

### ▼ Expansion of sales network

- Consolidation in China
- Resident engineers in India and Taiwan
- Growth in Mexico
- South America coverage



## Outlook

- ▼ ACBU aims to increase revenues at a higher rate than market growth
- ▼ The strategy to achieve this challenging goal is based on:
  - Consolidation of today's business
  - Entry in new markets exploiting organic growth

# Outlook

Strategic objective	Actions
<p>Grow as a global player</p>	<ul style="list-style-type: none"> <li>▼ Reducing Europe dependence by expanding into attractive geographies (by size and/or growth speed): North America, Asia Pacific, Latin America, Eastern Europe and Middle East deploying resident engineers and setting up new subsidiaries</li> </ul>
<p>Become a recognized market player</p>	<ul style="list-style-type: none"> <li>▼ Strengthening position in both Industrial and Building Automation Industry by renewing / completing the current product portfolio</li> <li>▼ Developing a recognized position in the Energy market by leveraging on current leading offering in energy metering and efficiency monitoring</li> </ul>
<p>Become a simple effective/efficient organization</p>	<ul style="list-style-type: none"> <li>▼ Continuous alignment of the organization to the business focus</li> <li>▼ Improving and streamlining key internal processes in order to reduce both the lead time and the time to market</li> <li>▼ Optimizing logistics network and flows</li> <li>▼ Continuous focus on product quality, reliability and efficiency</li> <li>▼ Streamlining Product portfolio</li> <li>▼ Improving Technical Support System</li> </ul>



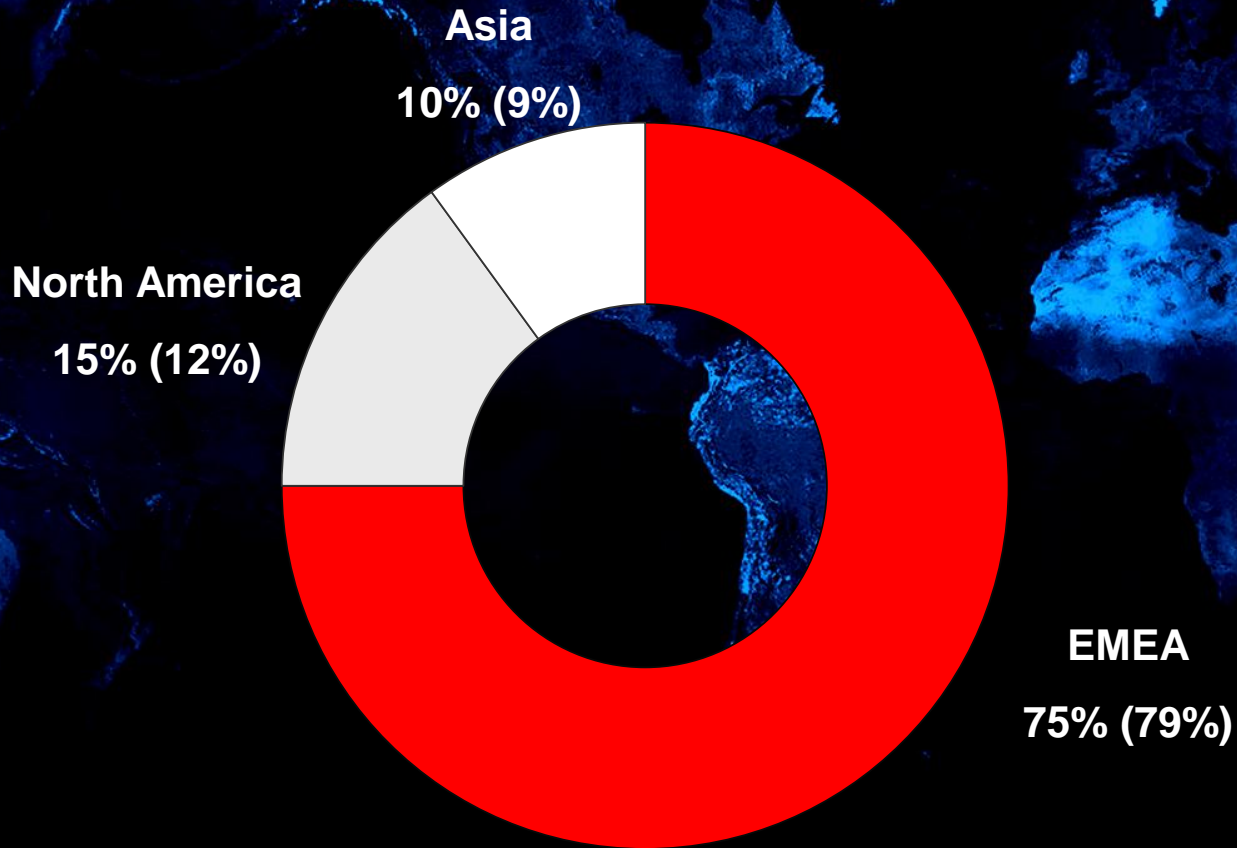
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# **Automation Components**

**Vittorio Rossi**  
**CEO**



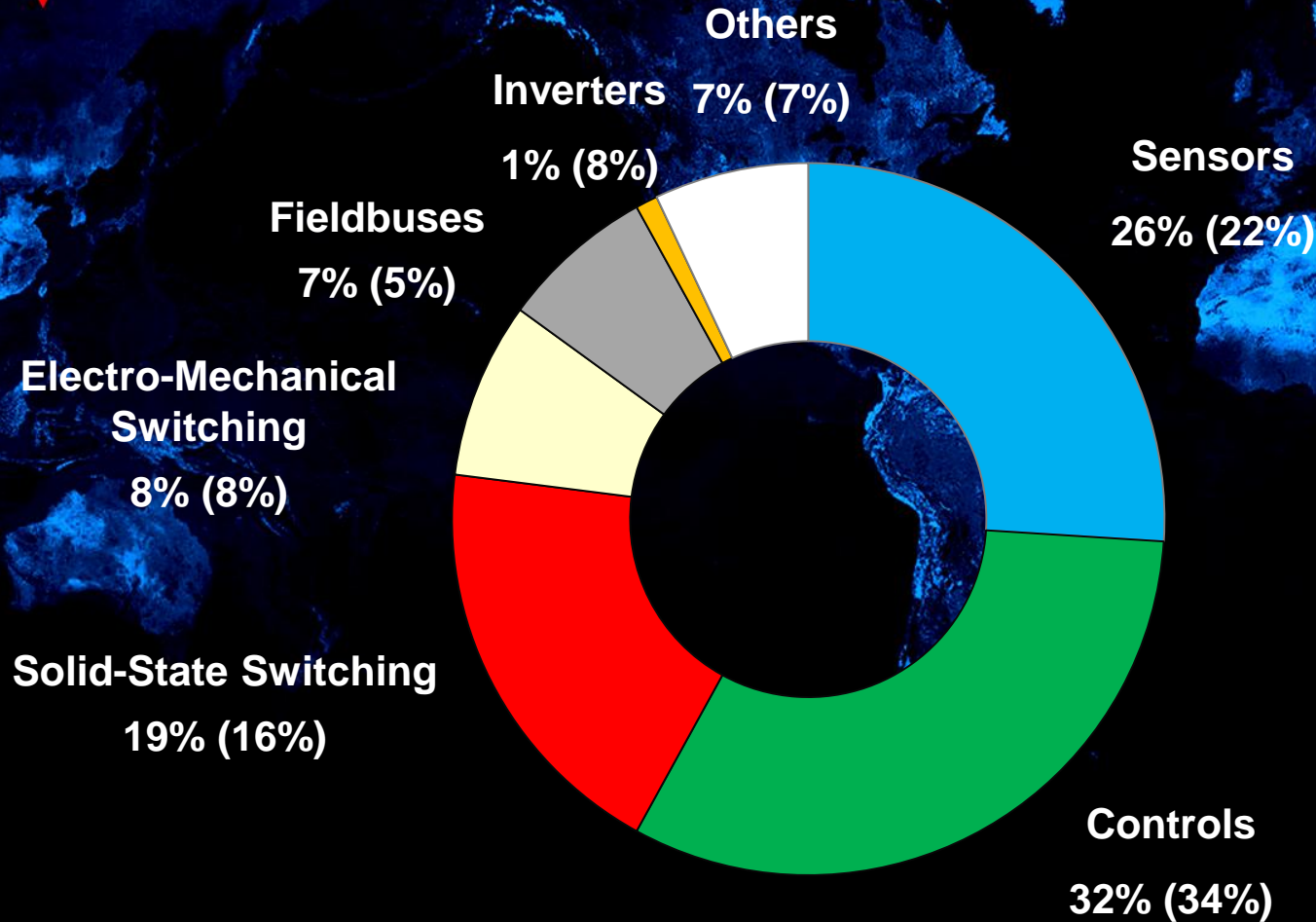
# Automation Components Increasing Revenue Share outside Europe







# Automation Components 2011/12 Revenue by Product Line



# Automation Components (ACBU) Product Innovation (1/4)

## R&D Competence Centres

- ▼ Hadsten, Denmark:  
Sensors devices
- ▼ Belluno, Italy  
Monitoring relays, fieldbus,  
energy management
- ▼ Zejtun, Malta  
Solid-state switching  
devices and motor  
controllers

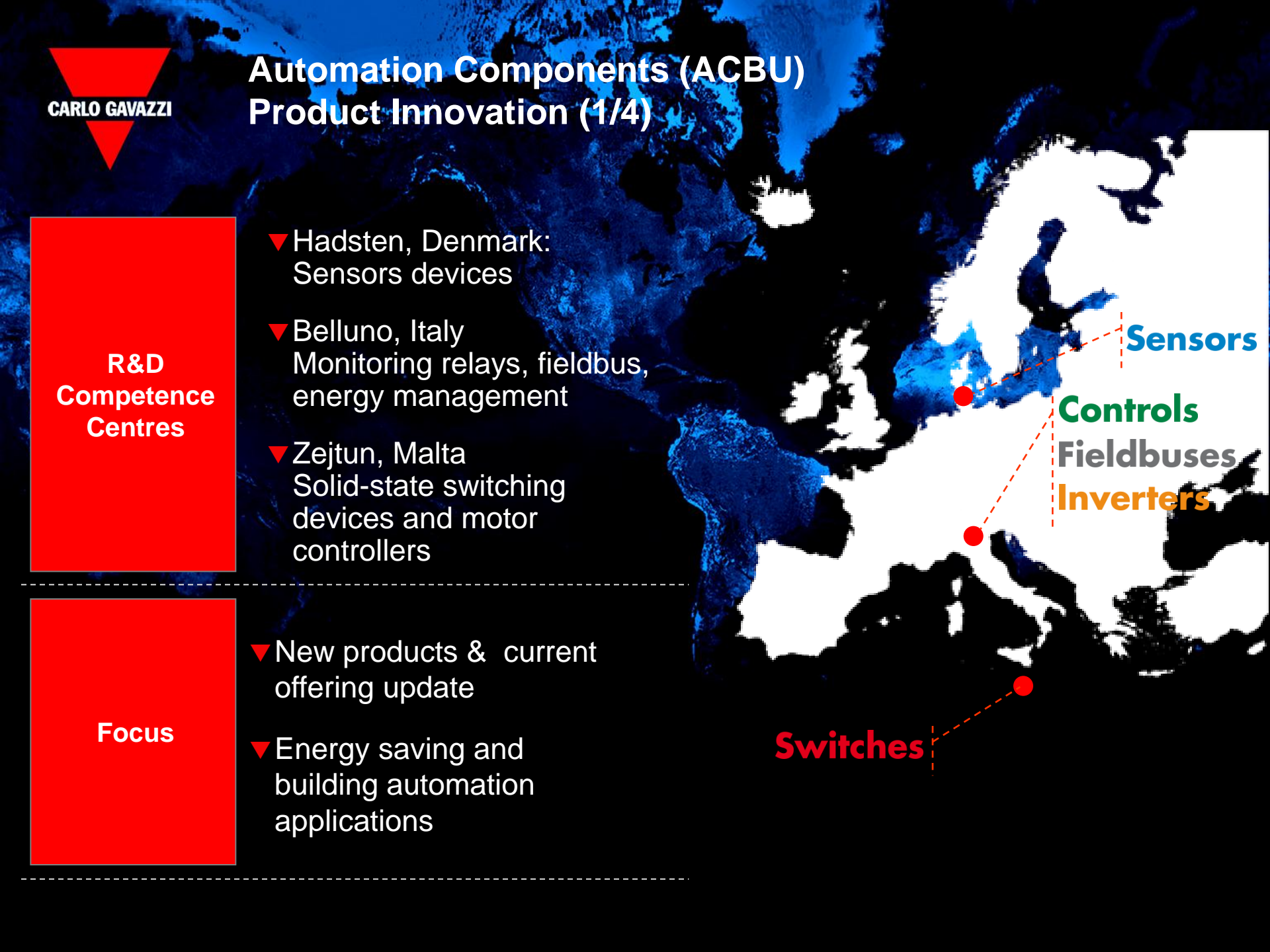
## Focus

- ▼ New products & current  
offering update
- ▼ Energy saving and  
building automation  
applications

Switches

Sensors

Controls  
Fieldbuses  
Inverters





# Automation Components (ACBU) Product Innovation (2/4)



MID certified energy meters

**EM series**



# Automation Components (ACBU) Product Innovation (3/4)

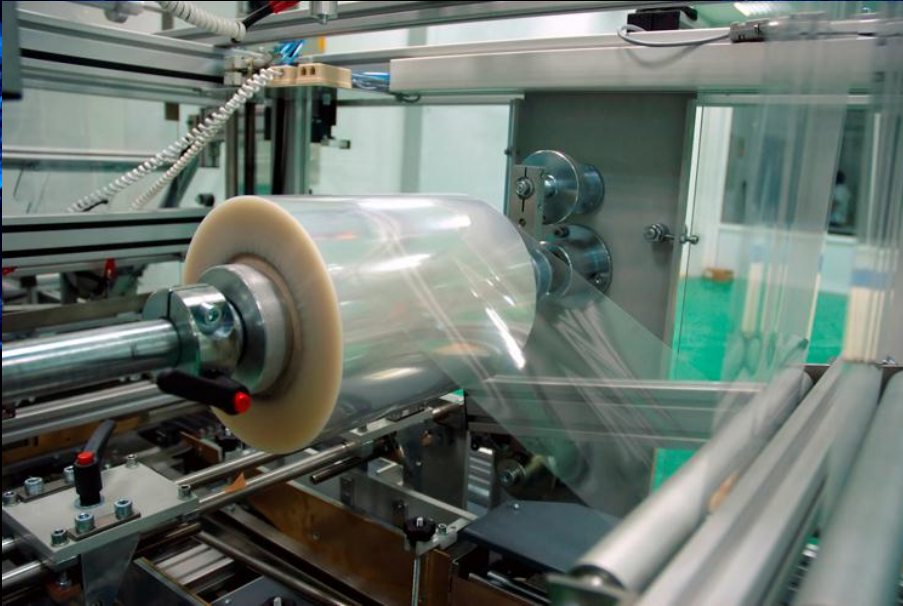


Built-in microprocessor  
photoelectric sensors

**M18 series**



# Automation Components (ACBU) Product Innovation (4/4)



Integrated current measurement  
solid state relay

**RGC series**



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# **Financial Highlights 2011/12**

**Anthony M. Goldstein  
Chief Financial Officer**

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## Income Statement

(in CHF million)	2011/12	2010/11	Change in %	
			in CHF	in l.c.
Bookings	139.6	185.6	-24.8 %	- 17.0 %
Operating revenue	142.8	181.9	- 21.5 %	- 13.3 %
Gross profit	78.6	98.5	- 20.2 %	
▪ in % of revenue	55.1 %	54.2 %		
Other op. income (exp.), net	3.6	-0.6		
EBITDA	24.6	35.7	- 31.1 %	
EBIT	21.2	31.8	- 33.3 %	
▪ in % of revenue	14.8 %	17.5 %		
Earnings before taxes	21.9	31.2	- 29.8 %	
Net income	16.8	22.7	- 26.0 %	
▪ per bearer share (CHF)	23.57	31.98		

# Balance Sheet

(at March 31, in CHF million)

## Current assets

- whereof cash

## Non-current assets

- whereof goodwill

## Liabilities

- whereof interest-bearing

## Shareholders' equity

- equity ratio

## Total

**2012**

110.0

50.9

22.2

6.6

35.9

1.6

96.3

72.9 %

132.2

**2011**

130.9

58.0

24.2

7.0

51.0

2.9

104.1

67.1 %

155.1

**Δ CHF**

- 20.9

- 7.1

- 2.0

- 0.4

- 15.1

- 1.3

- 7.8

- 22.9



# Shareholders' Equity

(in CHF million)

Shareholders' equity at the beginning  
of the reporting period

- equity ratio

---

Net income

Currency impact

Dividends

Other

---

Shareholders' equity at March 31

- equity ratio

ROE

ROCE

**2012**

**2011**

104.1

67.1 %

16.8

- 6.3

- 17.8

- 0.5

96.3

72.9 %

17.4 %

45.0 %

92.0

65.4 %

22.7

- 7.4

- 3.6

0.4

104.1

67.1 %

21.8 %

64.8 %

# Cash Flow

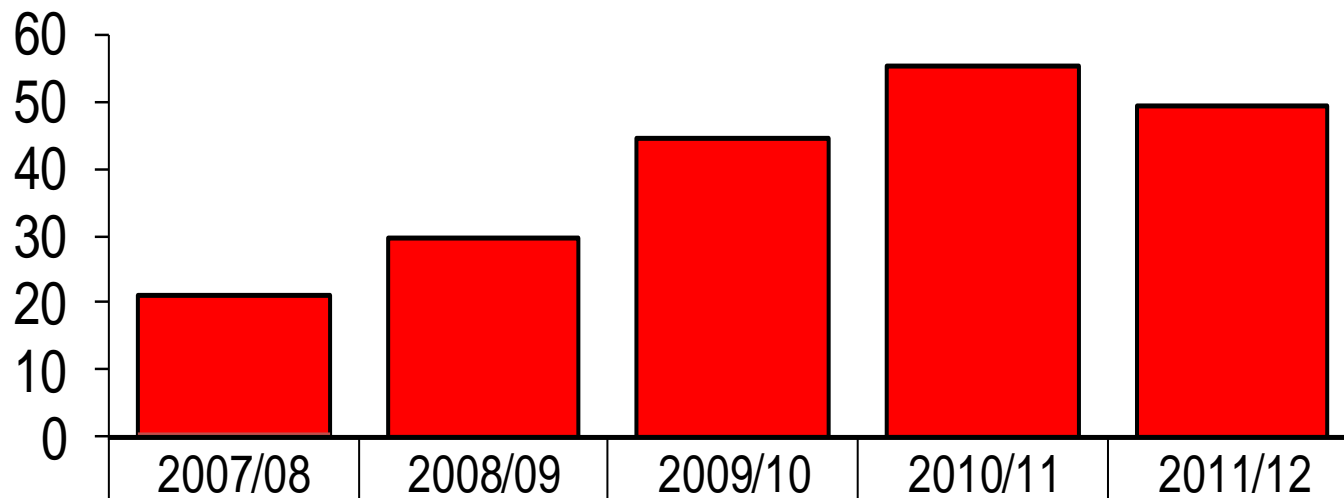
(in CHF million)

	2011/12	2010/11
Cash flow from operating activities	16.5	21.8
Cash flow from investing activities	- 2.4	- 4.5
Cash flow from financing activities	- 18.9	- 4.0
<hr/>		
Change in cash and cash equivalents	- 4.8	13.3



# Net Cash Position

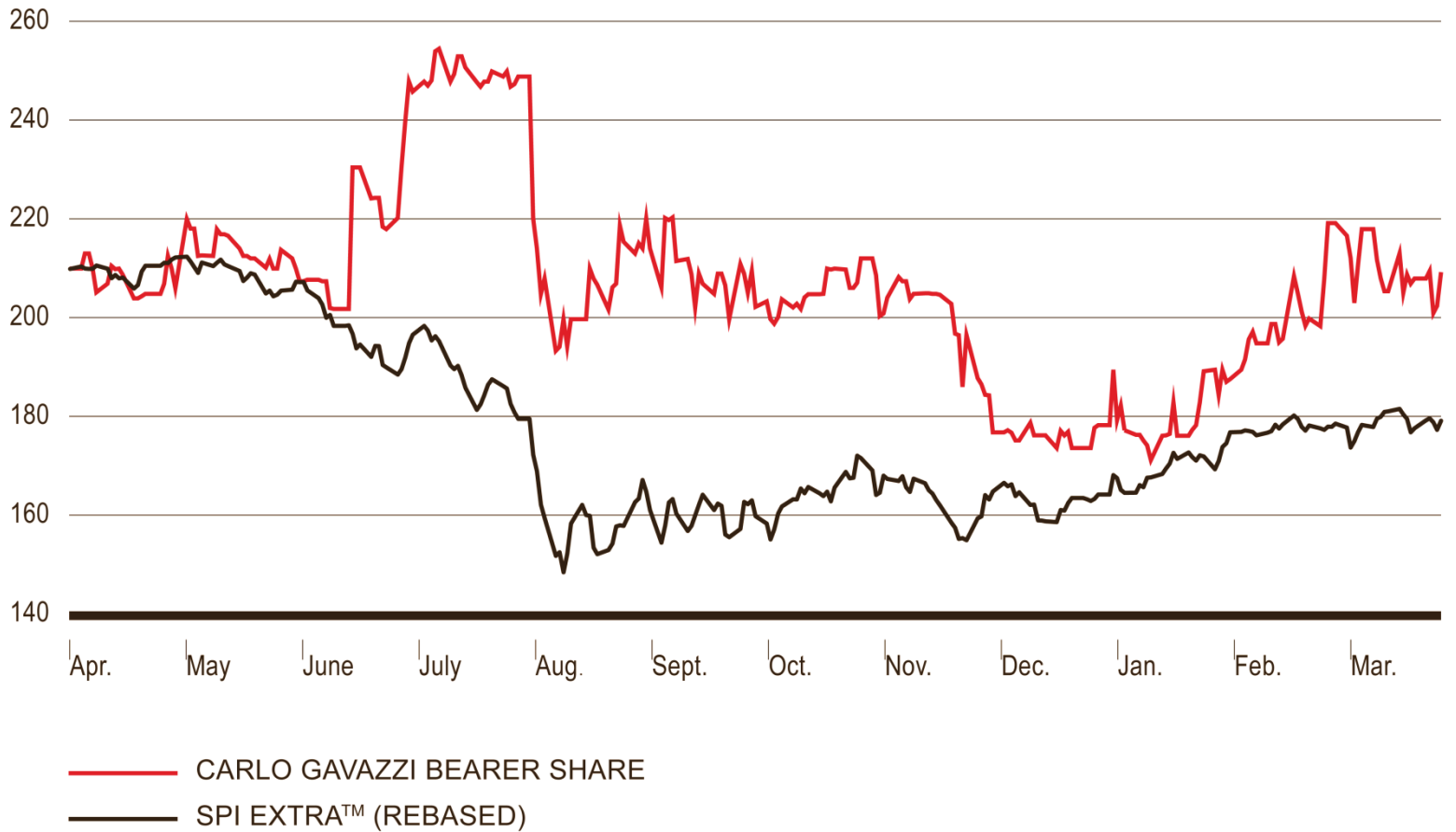
CHF million



	2007/08	2008/09	2009/10	2010/11	2011/12
net cash position	21.1	29.7	44.4	55.1	49.2
interest, net	0.7	0.5	-0.2	0.1	-



# Share Price Development 1.4.2011 – 31.3.2012





# Share Price over 5 Years



— CARLO GAVAZZI BEARER SHARE  
— SPI EXTRA™ (REBASED)



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**Thank you**



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