

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

Designing and developing products in line with customer specifications and sustainability requirements.

£1.9m (2022: £2.1m)

Group spend on capitalised R&D

Manufacturing

Manufacturing bespoke lighting systems and components.

£0.8m (2022: £0.4m)

Investment in solar at Group facilities

Services

Supporting customers throughout the products lifecycle.

£8.6m (2022: £4.5m)

Revenue from services

Group operations ...

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”

Cross-selling opportunities

with other Group companies to offer a complete solution to a wide variety of sectors

Sustainability leadership

Group-wide initiatives and support in achieving sustainability targets.



Image: Berrows House, University of Worcester

Solutions provided for our customers

Value generated

We supply lighting systems, including the controls, and install them for our customers.

We then maintain the lighting system for its lifecycle and provide support.

Solutions provided

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



Read more about **Our customers** on pages 28 to 31

	Short term	Long term
Customers	Replacement of ageing technology with improved lighting systems	Innovative lighting that delivers cost savings and additional benefits, such as data capture and presentation
Shareholders	Opportunity to invest in a company that pays a progressive dividend and with a robust balance sheet	Sustainable profit growth drives future shareholder returns
Employees	Opportunity to work with an innovative market-leading company within the lighting industry	Continual development with a variety of Group companies in a number of different territories
Environment	Build on the work of many years, delivering energy saving products and continuing our carbon offset programme	Develop and implement our sustainability strategy as we drive towards net-zero
Communities	Employment opportunities and supporting local charities	Providing sustainable employment in the local areas where our businesses are located.