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# SHAREHOLDER MEETING

AUGUST 2015 ORIONLIGHTING.COM

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# **FINANCIAL UPDATE** SCOTT JENSEN, CFO



## YEAR END SUMMARY

	For the fiscal year ended							
(\$ in millions, except loss per share)	FY15	FY14*	FY13					
Revenue	\$ 72.2	\$ 88.6	\$ 86.1					
Gross Margin %	15.2%**	25.9%	31.1%					
Operating Expenses	\$ 30.8	\$ 31.3	\$ 33.3					
Operating Income (Loss)	\$ (31.9)	\$ (8.3)	\$ (6.6)					
Net Income (Loss)	\$ (32.1)	\$ (6.2)	\$ (10.4)					
Earnings (Loss) per share	\$ (1.43)	\$ (0.30)	\$ (0.50)					
Adjusted EBITDA **	<b>\$ (15.5)</b> Includes operations from Harris N	<b>\$ (3.8)</b>	\$ (2.0)					

FISCAL 2015

\*\* See Non-GAAP Reconciliation in Appendix.

Adjusted for the impact of \$12.1 controls impairment charge

- Revenue impacted by reduction in non-core solar of \$20.2 million year over year, and decline in fluorescent lighting revenue due to delayed customer purchase decisions as market transitions to LED products.
- Company continues to penetrate LED market
  - Řevenue from LED lighting systems increased 542% to \$30.8 million for FY15, from \$4.8 million for FY14
- FY15 operating expenses impacted by product development costs for new LED product offerings, brand relaunch initiative, and sales headcount adds. FY14 operating expenses included \$1.5 million loss from sale of aviation asset.

### BALANCE SHEET AND CASH FLOW

(\$ in millions)	BALANCE SHEET AS OF 3/31/15		BALANCE SHEET AS OF 3/31/14		(\$ in millions)	CASH FLOW FY ENDING 3/31/15		CASH FLOW FY ENDING 3/31/14		
Cash	\$2	20.0	\$	17.6	Net (loss) income	\$	(32.1)	\$	(6.2)	
Short-term	\$	0.0	\$ 0.5	0.5	ITDA	\$	4.3	\$	5.0	
investments	Ψ	0.0		0.0	ADJ. EBITDA	\$	(15.5)*	\$	(1.2)	
Total inventory	\$ 1	4.3	\$	22.4	Cash flow from operations	\$	(12.8)	\$	9.9	
Total assets	\$8	57.8	\$	98.9	Cash flow from	¢	(0,7)	¢	(4.0)	
Total debt	\$	5.1	\$	6.6	investing	\$	(0.7)	\$	(4.8)	
	Ψ	5.1	Ψ	0.0	Cash flow from financing	\$	16.0	\$	(1.9)	
Total liabilities	\$2	3.3	\$ 21.9	\$ 21.9	\$ 21.9	manenig				
					Net cash flow	\$	2.4	\$	3.2	

## 2016 GUIDANCE

# ACHIEVE EBITDA PROFITABILITY FOR FULL-YEAR 2016

- Significant year-over-year revenue growth in FY 2016
- Significant year-over-year gross margin improvement in FY 2016
- Positive cash flow from operations for full-year FY 2016
- Significant improvement in GAAP EPS, including positive GAAP EPS in the second-half of FY 2016

# MIKE POTTS, COO



## **STRATEGIC INITIATIVES**

## ANALYSIS OF THE CHANGING PRODUCT MIX

#### MATERIALS

• Sheet Metal to Castings, Plastics

#### EXPANDED OPPORTUNITIES

 Design Product for the Customer's Need, not based upon Traditional Manufacturing Method

#### MANUFACTURING METHODS OPTIONS

#### SOURCING OPTIONS

## USE OF CAPITAL TO ACHIEVE THE FUTURE PRODUCT AND CUSTOMER COMMITMENT

## **REMAIN VERSATILE**

# MARC MEADE, EVP



**MARGIN STRATEGY** 

# **A FOUNDATION FOR** New LDR and MARGIN ENHANCEMENT High Bay Designs **Updated Price** Strategy Hired Industry Leading Sourcing Talent Production Overhead Cost Restructure Major Supplier and **Contract Manufacturer Negotiations** 10 Major LED Product Lines Released with Sales Pipeline Credibility

# FISCAL YEAR RECAP AND OUTLOOK JOHN SCRIBANTE, CEO



# FUNDAMENTALS MOVING UP AND TO THE RIGHT

#### STRATEGY

- Exited non-core businesses and assets like solar, buildings and airplanes (ongoing)
- Transitioned from "asset rich" to "profit rich" approach to business
- Overhauled Production to LED focus (5% to 60% LED mix)
- Introduced Industry Standard for Troffer retrofit
- Re-branded company to LED centric with new Customer Promise
- Enhanced Senior Leadership in Sales, Marketing, Finance, Product Development, and Sourcing
- Created Chicago Innovation Hub to support strategic initiatives

#### FINANCIAL PERFORMANCE

- Grew core lighting revenues Y/Y for the first time in 5 years. Up 6% after being down 26% first half
- Increased LED gross margins during declining ASP (ongoing)
- Operating expenses declined second year in a row
- Expanded all channels to market including reseller by 233% (ongoing)
- Inventory reduction 50%, fastest turns in 5 years (even excluding controls write-off)

#### **PRODUCT OFFERINGS**

- Turned over 100% of product line to LED with-in year
- Launched new web-site with demand generation capabilities
- Greatest number of productive resellers representing our products in company history

FY2013		FY2014				FY2015			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

# SECONDARY OFFERING RAISED \$17 MILLION (net)

Massive and disruptive industry transition accelerated faster than anyone predicted. Created "air-pocket" delays in capital decisions for lighting. New supply chain, new tooling, new manufacturing systems, short product cycles, new inventory strategy, new product forms.

- 1. Secured cash for working capital needs to fund large customers and Federal contracts excluded from Wells Fargo bank line
- 2. De-risks business compared to leveraging up business with more debt
  - Revenue and margins currently not conducive to debt covenants
  - Cash flow and margins not currently sufficient to service additional debt
  - Being debt heavy during time of uncertainty increases risk
  - Being beholden to creditors reduces control
  - Short selling from debt arbitrage, other issues not-related to operational performance
- 3. Positive cash flow achievement will create capital structure flexibility and external growth opportunities

# 2016 ROADMAP

#### **DRIVE LED SALES**

# LEVERAGING THE INSTALLED BASE OPPORTUNITY

- <5% retrofitted
- Driving upgrade path forward

#### EXPANDING NEW MARKETS

- Healthcare facilities
- Government
- Airports
- Education

#### OPTIMIZING SALES STRUCTURE

- Productive sales structure
- Re-engaging reseller network
- Leveraging distribution

#### INNOVATION

#### ENHANCING DEDICATED TEAM AND CAPABILITIES

- Deep industry expertise
- Opened Innovation Hub

#### IMPROVING PRODUCT DEVELOPMENT PROCESS

- Increased cadence of product launches
- Enhancing ISON Class
- Product families / classes

#### DEVELOPING UNIQUE APPLICATIONS FOR RETROFIT PRODUCTS

#### IMPROVE MARGINS

#### CONTINUE TO PROGRESS INITIATIVES IN PLACE

- Focus on our core competencies
- Examining our long-term supply agreements
- Adopting lean principles

#### FOCUS FOR 2016

- Optimizing product portfolio
- Strengthening supply chain
- Aligning pricing structures
- Re-focusing on higher margin business opportunities

### WHY ORION?

# PROVIDING THE BEST CUSTOMER EXPERIENCE IN THE INDUSTRY

#### **GUARANTEED ENERGY SAVINGS**

Reduces customer risk and shows confidence that Orion will stand behind claims

#### **CREATING CUSTOMER HEROES**

Accountable ally who will reduce your costs, increase performance, and deliver projects faster without complications (product kits labeled for job-site, fully assembled, fast install, financing, engineering, job-site packaging)

#### **MORE PROFITABILITY**

Lower job-site costs, more light with less energy use, and less total project costs

#### BETTER LIGHT WITH LESS ENERGY

Retrofit focus delivers products that maximize performance in existing conditions (ISON technology provides better optical and thermal efficiency)

#### **3 PRODUCT VALUE PROPOSITIONS**

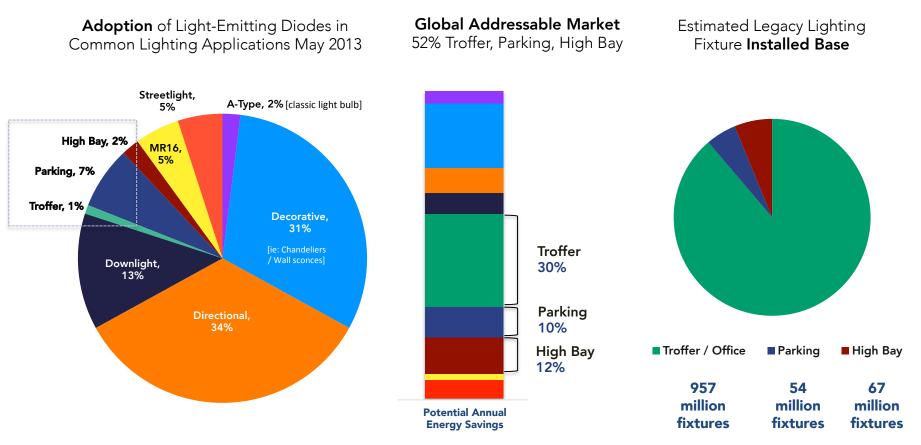
Lowest TCO (ISON), Best Value (Apollo), or Low Up-front Cost (Harris)

#### **TRUSTED AMERICAN PARTNER**

Made in America products, clear warranties, 40 years retrofit experience with over 20,000 project installations and 170 Fortune 500 customers



# THE LARGEST POTENTIAL MARKETS ARE ALSO THE LEAST PENETRATED



Source: US Department of Energy, Solid-State Lighting Research and Development, Multi-Year Program Plan, May 2014; Adoption of Light-Emitting Diodes in Common Lighting Applications, May 2013

# **OPTIMIZING OUR SALES AND MARKETING STRUCTURE**



- Employing a unified approach to sales and marketing
- Transitioning to more traditional manufacturer / distribution model to boost growth
- Orion will maintain an emphasis on strong customer engagement
- Continue to drive end-user demand
- Engage reseller network through more territory sales representatives and high-touch approach

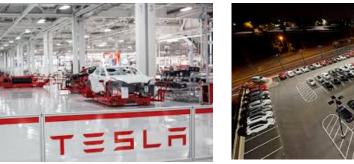
#### STRONG GROWTH STRATEGY IN PLACE TARGET OPERATING MODEL

	TARGET
Revenue	\$250M
LED % of Total Product Revenue	90%+
Gross Margin	40%
Operating Margin	20%

Target represents management's objectives only and does not constitute a financial forecast or projection of future company performance. These management objectives are for the company's annual operating model after a period of approximately 3-5 years from current fiscal year.

# CONCLUSION

- Leading provider of Commercial • and Industrial LED lighting retrofit systems
- Industry in transition, **disruptive** • technology shift to solid state LED lighting
- Significant market opportunity • and long runway for growth
- Strong value proposition to • customers based on 40+ years in the lighting retrofit space
- Entering last phase of turn-٠ around, beginning to see accelerating growth
- **Clear roadmap** to improving • performance in FY 2016
- Strategic imperatives support • long-term financial goals

















# APPENDIX

# **NON-GAAP RECONCILIATION**

(\$ in millions)	3/31/15 GAAP	ADJ *	3/31/15 NON-GAAP
Revenue	\$ 72.2	\$ -	\$ 72.2
Gross Profit \$	\$ (1.1)	\$ 12.1*	\$ 11.0
Gross Profit %	(1.6)%	-	15.2%
Operating Loss	\$ (31.9)	\$ 12.1*	\$ (19.8)
Diluted Shares	22.35	22.35	22.35
EPS	\$ (1.43)	\$ 0.55	\$ (0.88)
	EARNINGS BEFORE INTEREST, TAXES	5, DEPRECIATION AND A	MORTIZATION
Operating Loss	\$ (31.9)	\$ 12.1*	\$ (19.8)
Depreciation & Amortization	\$ 4.3	\$-	\$ 4.3
Total EBITDA	\$ (27.6)	\$ 12.1*	\$ (15.5)
EBITDA %	(38.2)%	-	(21.5)%

\* Elimination of the impairment charge related to wireless controls.