

NORDEON  .hess

WE DESIGN FUTURE.



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PREFACE



Patrick
van Rossum

Dear customers,

We are pleased to inform you in this way about an extremely positive development at Hess. Hess will be a new member of the NORDEON group effective 1st October, 2013. A group that is financially built on a very strong foundation and that can offer Hess a high level of stability in the future. This enables Hess to focus entirely on its strengths again: On premium and creatively ambitious luminaires.

This partnership is a well-considered step. In our view, a step that is right and leads the way for the future of Hess and also for NORDEON. In total, it is a step that opens up new perspectives and opportunities for our new group and paves the way for Hess into a safe future.



Pierre van
Lamsweerde

NORDEON and Hess are successfully positioned companies in their respective markets. With its product line, NORDEON strongly concentrates on the development and production of luminaires for indoor and outdoor use. NORDEON's site in Springe is considered as Europe's biggest manufacturing plant for the production of professional LED-luminaires. Hess mainly focuses on the development and production of decorative and very design-oriented outdoor luminaires.

NORDEON and Hess – two completely different companies – complement each other in an excellent way. This merger will reinforce the whole NORDEON group and with that every single site. For you as a customer, this means we can offer you very wide range of services in the future. As a customer, you can expect a lot from us. This being maximum quality, reliability, flexibility and ability to supply”.



Andreas R.
Budde

We are happy to introduce the new NORDEON group to you, including the sites of Hess, on the following pages. Your usual contact persons or those who are mentioned in this brochure will be glad to answer your initial questions at any time. We will, of course, inform you about the further development of our new group of companies.

We are looking forward to a trusting cooperation on a partnership basis with you.

With best wishes,

Yours

Patrick van Rossum
Partner Varova / Geschäftsführer NORDEON GmbH

Pierre van Lamsweerde
Geschäftsführer NORDEON GmbH / CEO NORDEON Group

Andreas R. Budde
Geschäftsführer Hess GmbH Licht + Form

SHORT COMPANY PROFILES

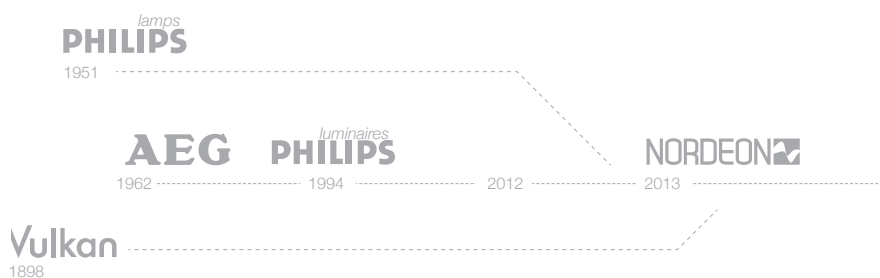
NORDEON Group

NORDEON – a new name and nevertheless many years of experience.

NORDEON* is a new and innovative manufacturer of light. However, it can rely on decades of experience in the field of developing lamps and luminaires. NORDEON was founded in October of 2012 as part of the purchase of Philips' development and production site for professional lighting in Springe, Germany. As early as two months afterwards, i.e. in December of 2012, the NORDEON group was extended through the acquisition of Philips' production site specialised in fluorescent lamps located in Chalon, France. Finally, in March of 2013, Vulkan GmbH was acquired, which formerly belonged to the Hess group.

NORDEON meanwhile has over 400 highly skilled and ambitious employees.

Owner of the NORDEON group is VAROVA, a Dutch-based investment company focussing on the long-term perspective and sustainability. VAROVA introduces a lot of management experience to the companies – a hands-on approach – day after day.



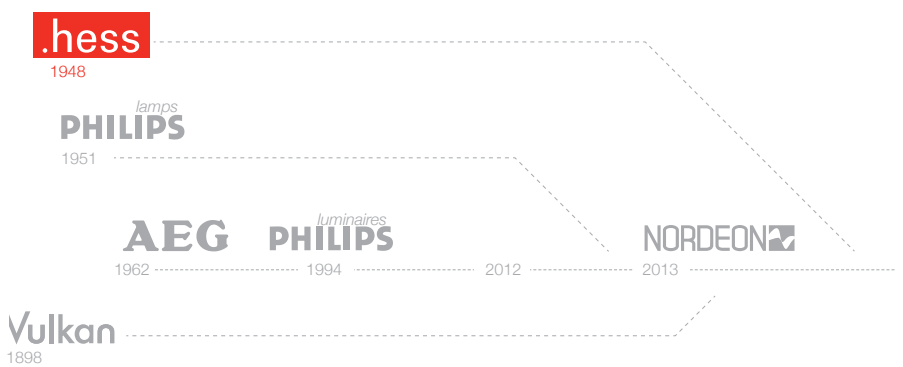
HESS GMBH LICHT+FORM – NEWEST MEMBER OF THE NORDEON GROUP

With Hess GmbH Licht+Form* the NORDEON group can continue to expand and thereby is being strengthened. Hess has focused its product development on energy efficiency and concentrates on all requirements of lighting design, whether it's for public space or indoor and outdoor illumination of objects and features a broad and design-oriented product range. The product portfolio is completed by premium street and site furnishings.

Hess manufactures at the sites in Villingen-Schwenningen (D) and in Gaffney (SC; US) and distributes to over 50 countries worldwide. Almost 180 employees work for Hess.

NORDEON AND HESS – AN IDEAL COMBINATION

Hess will be part of the NORDEON group from 1st October, 2013. NORDEON and Hess complement each other ideally through their differing product range. We can further increase the quality of our products and enable significant improvements in flexibility and performance by merging. With production sites in Germany, France and the USA, as well as about 600 employees in total, the group will become an important and strong manufacturer of light. Long-term. Sustainable. Growth-oriented.



*You can learn more about the individual sites on the pages 8-9

INTERVIEW WITH PIERRE VAN LAMSWEERDE

Pierre van Lamsweerde, what were the reasons for the merger of NORDEON and Hess?

Van Lamsweerde: Both NORDEON and Hess are successfully positioned companies in their respective market segments. From my point of view, the special circumstances at Hess offered an unique opportunity to establish an exceptional group of companies on the market. NORDEON and Hess are entirely different concerning their range of services. Exactly this is what makes them so compatible. We offer a very broad range of services within the new group. From an own (product) development to fluorescent lamps, indoor and outdoor industry luminaires, street lighting through to premium decorative and design-oriented luminaires for the design of public spaces. I believe that this ideally complementing position will enable us to offer our customers nearly everything from a single source.

There is one clear goal for the new NORDEON group: Besides reaching a healthy and sustainable company growth, we want to achieve a very high customer satisfaction based on very high quality and a very high level of flexibility”.

What makes you so confident?

Van Lamsweerde: On the one hand, the strong market position of both companies, on the other hand, as already mentioned, they perfectly complement each other and can take advantage of synergies, e.g. in the area of development and know-how. Synergies that our customers will benefit from. NORDEON and Hess – an outstanding combination – also and especially for our customers.

Further, I am more than confident that with VAROVA we have an investor at our side, or better a long-term and sustainable partner, who actively will accompany our path of growth. Besides solid financial resources, we benefit especially from the management experience and an eminent “hands-on mentality”.

Let me put it this way: VAROVA is not a typical financial investor. VAROVA operates as entrepreneur. It is thought entrepreneurial, it is decided entrepreneurial and proceeded with accordingly. Those decisions are taken and implemented that are best for the company in its entirety.

Apropos synergy potentials. Many mergers have “rationalisation” as the sword of Damocles hanging above them. How do you see this topic?

Van Lamsweerde: Every company has strengths and weaknesses. We want to maintain the strengths and wherever possible remedy weaknesses through merging. Let me answer the question by means of an example:

NORDEON contributes experience and potential in the range of the development of technical solutions. Hess can and will profit from these technical developments and solutions. Conversely, NORDEON will also profit from Hess.

There are numerous examples why a merger is meaningful. The individual companies within the new group do not compete against each other, but they complement each other in an excellent way, as mentioned before. In the end, our customers will profit from these “internal improvements” as well as from our forward-looking investments.

In this context, please let me say something specifically about Hess: We are holding onto the sites. Villingen being the “heart” of Hess. We want to establish Hess together with Vulkan sustainably in the market – stronger than ever before.

Is pure size the measure of all things?

Van Lamsweerde: Size certainly does play a role in many areas, however, not the essential one. Our customers want, yes they demand a long-term safe and strong supplier as partner. Together, NORDEON and Hess are bigger, also more broadly positioned and with about 600 dedicated employees they are a powerful and major supplier in the lighting business. This makes us a safe as well as a strong partner for our customers. However, one thing is important: We will not mistake size for inertia in the future. To illustrate it: We will not be a ponderous tanker, but in total an armada of speedboats that respond flexibly, quickly in response and individually to customer needs and wishes.

Will existing brands be hold on to?

Van Lamsweerde: A very clear: YES. We have two very strong brands in the market for outdoor luminaires with Hess and Vulkan. And with NORDEON we offer a strong and broad product range in the area of industry luminaires. We want to meet our customer needs in the best possible way with these popular and well-known brands. We will therefore offer our customers an attractive product line of high quality by each brand.

What can customers expect in this new constellation?

Van Lamsweerde: A safe and strong partner. We can offer our customers almost the entire supply within the lighting industry. Indoor and outdoor. From the technical development up to the high-end luminaire. From pure supplier to provider of complex solutions. For the electrician and for the architect. We not only want to maintain the respective strengths of NORDEON and Hess, we want to bundle these strengths and form a strong and combined WHOLE. Our customers can therefore expect maximum quality, reliability, flexibility and ability to supply. And can evaluate us accordingly.


Thank you for the interview.



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COMPANIES / SITES

NORDEON . SITE SPRINGE (DE):




NORDEON in Springe is a former AEG and Philips site. The site is specialised on the development and manufacturing of luminaires. Springe is considered to be one of Europe's largest manufacturing sites of professional LED-luminaires.

The quality products „made in Germany“ are designed, developed and produced here. All relevant working steps for the production of luminaires, including cable handling, assembly, roll forming, bending, clinching, pressing and welding, are located in Springe. In addition, the site has fully automated painting systems for powder and wet paint available. An own toolshop supports all necessary operations like grinding, turning, milling and eroding.

Springe was founded in 1974. Its customer focus lies on the areas of industry, commerce, offices and street lighting. Moreover, it also acts as a supplier. In the following years especially for Philips. The Vulkan brand was integrated in the site of Springe. Vulkan is a traditional brand in the lighting industry and enjoys a high reputation among cities and municipalities, primarily in the area of efficient and technically functional street lighting especially in the German-speaking world. Vulkan was founded in 1898.

About 270 people are currently employed in Springe, among them nearly 20 employees from Vulkan.

NORDEON . SITE CHALON SUR SAÔNE (FR):



NORDEON in Chalon-sur-Saône is a former production site of Philips for fluorescent lamps. The site can draw on a wealth of experience in the manufacture and development of standard and special fluorescent lamps.

On the one hand, the focus lies on the economical and high quality production of fluorescent lamps in large quantities. Correspondingly high is the level of automation. On the other hand, fluorescent lamps are produced at this site entirely according to customer needs. This site was founded in 1951.

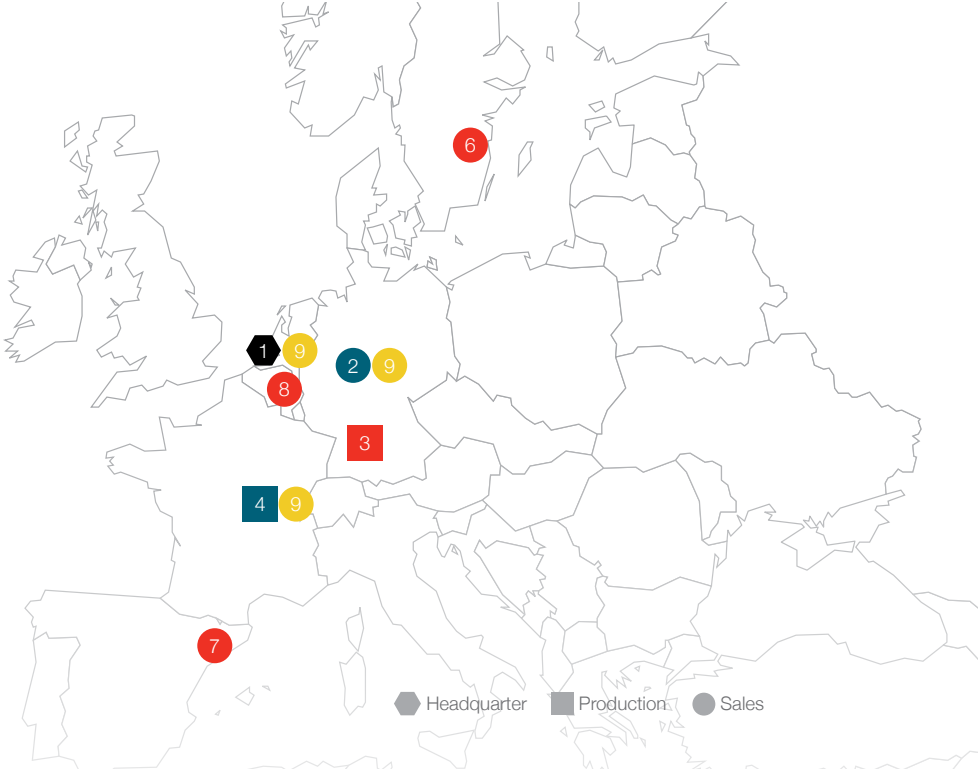
Around 140 people are currently employed in Chalon sur Saône.

INSTALLERDIRECT.COM

INSTALLER DIRECT.COM . SITES IN SPRINGE, CHALON SUR SAÔNE (FR) AND EINDHOVEN (NL):

InstallerDirect.com is a new and innovative online platform. This platform has been designed and created exclusively for electricians. InstallerDirect.com delivers luminaires and lamps, but also control systems, equipment and accessories. And this happens exclusively by well-known European suppliers. In the highest quality – in the most cost-effective way.

The online platform was founded in April 2013 by NORDEON GmbH. InstallerDirect.com is based at the NORDEON site in Springe as well as at the French site in Chalon sur Saône and in Eindhoven, Netherlands.



HESS . SITE VILLINGEN-SCHWENNINGEN (DE):

Hess offers a wide range of luminaires and meets all requirements for lighting design in the public space as well as for the indoor and outdoor illumination of objects. The product portfolio is completed by premium street and site furnishings. Hess offers hereby a perfect combination of luminaires and street and site furnishings for holistic concepts of urban and landscape design.

Hess invests a great deal in the development of energy-efficient lighting products. When it comes to redesign, refurbishment and renovation of lighting, Hess is the right contact partner for cities and municipalities. Hess accompanies architects, planners, cities, municipalities and builders from the design to the installation of luminaires and develops customised special solutions. Due to the special and distinctive design language and the customised solutions, Hess is considered in the market as a manufacture for high-quality, decorative outdoor lighting.

Hess was founded in 1948 and employs around 150 people at the site Villingen.



HESS AMERICA . SITE GAFFNEY (SC; US):

Since 1997, Hess is active in the United States and since 2004 located at the site in Gaffney (SC). Hess America „customises“ the luminaires produced at the site Villingen. Meaning that the „inner technical workings“ are manufactured in Gaffney (SC) and technically adjusted primarily for the North American market. In addition, the sales process for this region is handled from Gaffney (SC).

Hess America currently employs almost 30 people.

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HESS SCANDINAVIA . SITE STOCKHOLM (SE):

The sales company took up work in this structure from 2004 onwards. Supplying products for Sweden, the company is characterised by a strong customer service orientation offering tailored advice and solutions meeting all requirements.

Hess Scandinavia currently employs 4 people.

- 1 NORDEON Headquarter , Eindhoven (NL) / 2 NORDEON GmbH, Springe (DE)
- 2 Vulkan, Springe (DE) / 3 Hess GmbH Licht + Form, Villingen-Schwenningen (DE)
- 4 NORDEON France, Chalon sur Saône (FR) / 5 Hess America, Gaffney (SC; US)
- 6 Hess Scandinavia, Stockholm (SE) / 7 Hess Spain, Barcelona (ES)
- 8 Hess Belgium, Gent (BE)
- 9 InstallerDirect.com, Chalon sur Saône (FR), Springe (DE), Eindhoven (NL)

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