The Vitec Group plc
Strategy Day

22nd October 2009

Agenda

▸ Financial profile	Richard Cotton
▸ Interview with the CEO	Stephen Bird
▸ Market opportunities (Videocom & Services)	Joop Janssen, Jerry Gepner, Martin Green & Steve Shpock
▸ Product demonstration	(in the studio)
▸ Market opportunities (Imaging & Staging)	Francesco Bernardi, Marco Pezzana
▸ The Vitec strategic direction	Stephen Bird
▸ Q&As	All
▸ Closing remarks	Stephen Bird
▸ Lunch	(in the studio)

Financial profile

Cautionary statement – Statements made in the this presentation may contain forward looking statements that are subject to risk factors associated with, amongst other things, the economic and business circumstances occurring from time to time in the countries and sectors in which the Group operates. It is believed that the expectations reflected in this presentation are reasonable but they may be affected by a wide range of variables which could cause actual outcomes to differ materially from those currently anticipated.

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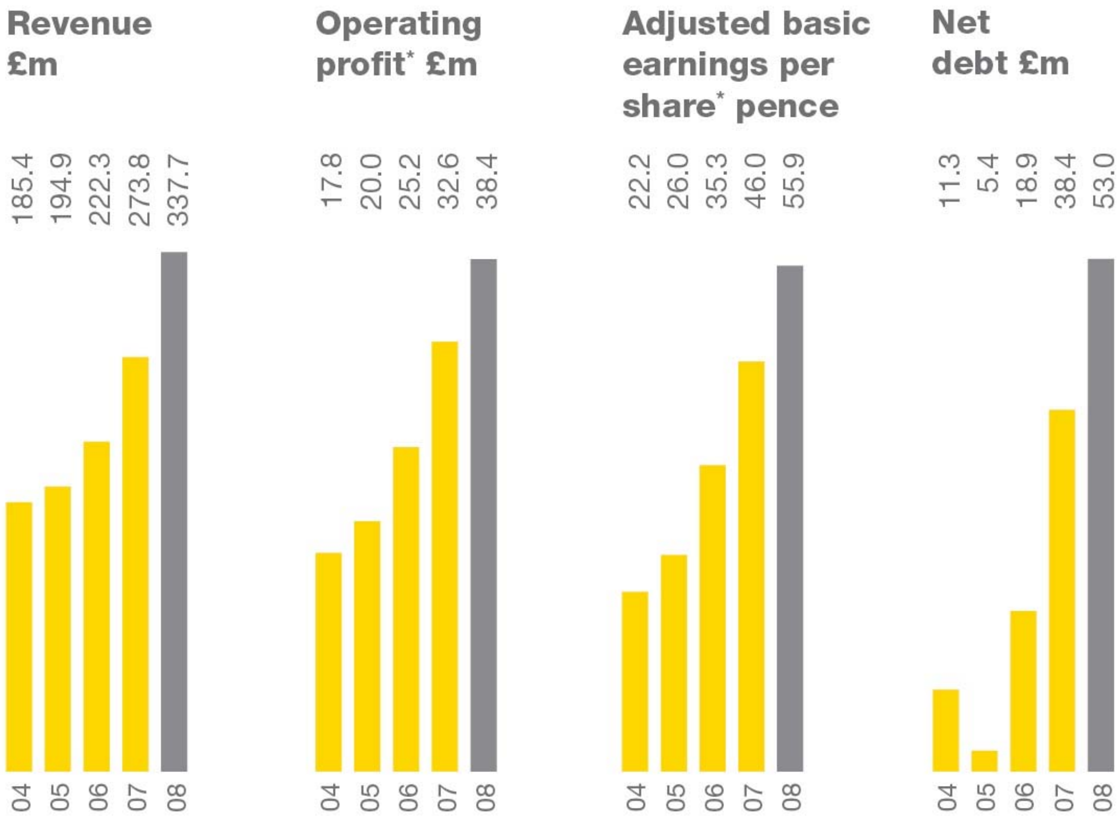
Financial Profile: Background

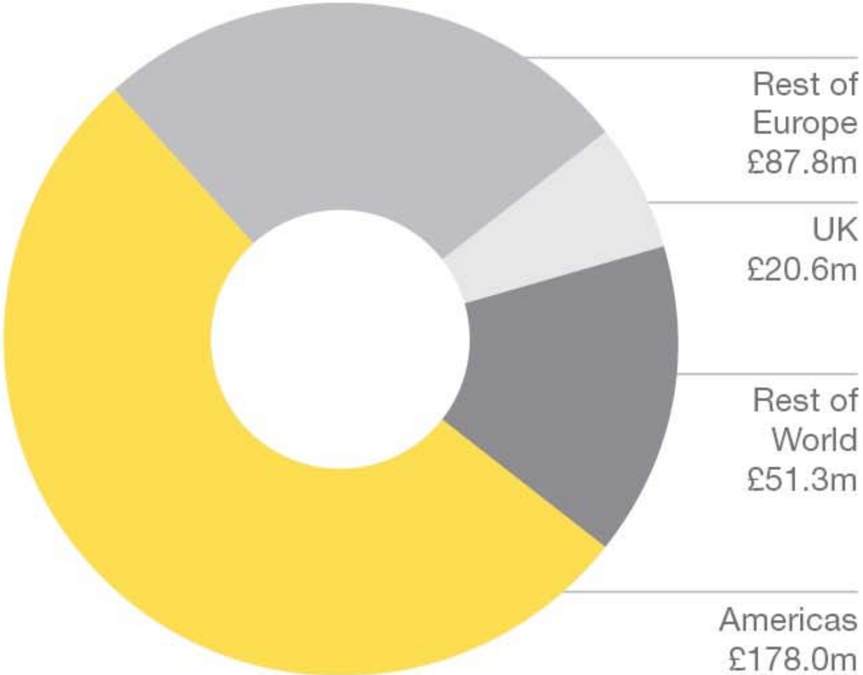


Sustained revenue and earnings growth through to 2008

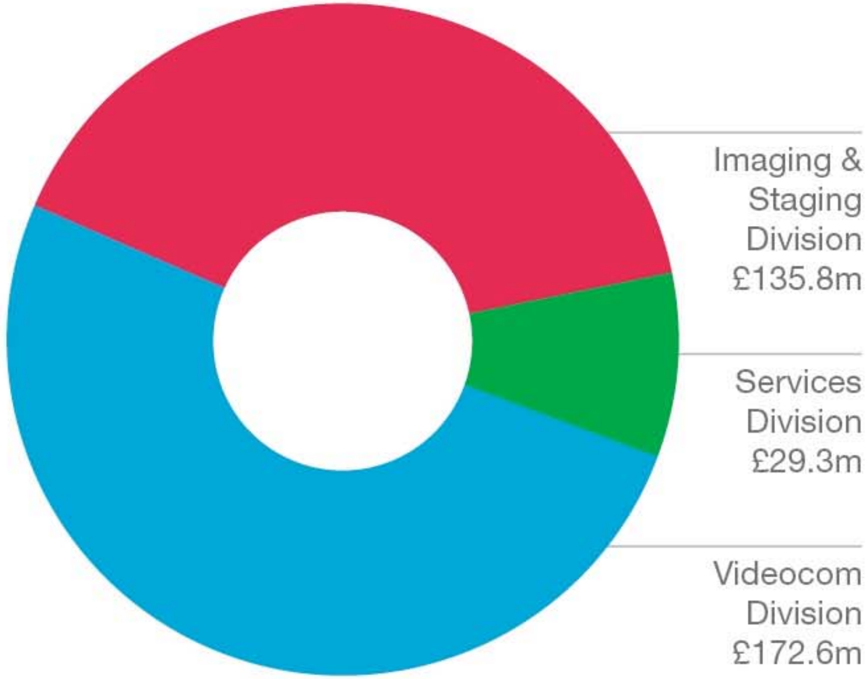
* Before significant items

Financial Profile: Segmentation

Revenue by destination



Revenue by division



US is the largest market

Financial Profile: Operations

	2002	2008
Factories	19	16 ongoing / 8 acquired
Group Revenue per Employee	£123k	£153k
Low cost country Direct Employees*	15	119
% of Cost of Sales Outsourced*	5%	18%

*based on unaudited management estimates

Flexibility to further develop low cost locations and outsourcing

Financial Profile: 2009 – H1

	H1 2009 £m	H1 2008 £m	Δ	Δ CER %
Revenue	160.8	159.1	1.1%	(19.2%)
Operating profit*	11.0	18.8	(41.5%)	(61.9%)
PBT*	10.2	17.3	(41.0%)	(62.9%)
Adjusted basic earnings per share*	16.3p	27.5p	(40.7%)	(62.5%)
Cash generated from operations	13.5	7.1	£6.4m	
Net debt	52.6	50.3	£(2.3)m	
Interim dividend per share	7.4p	7.4p	-	

*before significant items

- £22m of annualised cost savings whilst preserving capabilities for recovery
- Strong cash generation. Focused working capital improvements
- Healthy balance sheet. Significant headroom on debt facilities to 2013
- Interim dividend maintained at 7.4p

Robust position in challenging markets

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Capture the moment™

VITEC GROUP Videocom Division

VITEC GROUP Services Division

VITEC GROUP Imaging & Staging Division

Strategy

Videocom Division

Joop Janssen (Divisional CEO)

VITEC GROUP Videocom Division

Overview

	Broadcast & Film	Business & Industry (B&I)	Military, Aerospace and Government (MAG)
Markets	Broadcast & Film	Business & Industry (B&I)	Military, Aerospace and Government (MAG)
Market size	£300m	£195m	£640m
Vitec	£139m*	£35m*	£7m

*Includes revenue from Litepanels on a full year basis

The Videocom division operates principally in 3 markets

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Broadcast and Film equipment

Supports

Mobile Power

Microwave Systems

Lighting

Comms

Bags

Prompters

PRODUCT BRANDS

Supports
- *Sachtler*
- *Vinten*
- *Vinten Radamec*
- *OConnor*

Bags
- *Petrol Bags*

Lighting
- *Litepanels*
- *Sachtler*
- *Anton / Bauer*

Mobile Power
- *Anton / Bauer*

Prompters
- *Autoscript*

Communications
- *Clear-Com*

Microwave Systems
- *Nucomm*
- *RF Central*
- *Microwave Services Company*

Equipment Rentals UK
- *The Camera Store*

Broadcast and Film equipment

Supports

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Broadcast and Film equipment

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Broadcast and Film equipment

Mobile Power

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Broadcast and Film equipment

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Broadcast and Film market categories

	Market size (£m)*	Market CAGR (%)*	Vitec position*	Vitec competitive advantages
Supports**	120	2	1	Installed base, highest quality products, brand name, global distribution
Mobile Power	20	2	1	Highest quality products, brand name
Microwave Systems	80	3***	1 (US), 5 (RoW)	Highest quality products, technology
LED Lighting	30	20+	1	Patents, Brand, highest quality products, innovation
Comms	50	2	3	Brand, highest quality products, Voice over IP technology

*Management best estimates, market size as of 2008, market CAGR for 2009-12

**Supports includes prompters and bags

***Non US

Very strong position in Supports, LED Lighting and Microwave Systems

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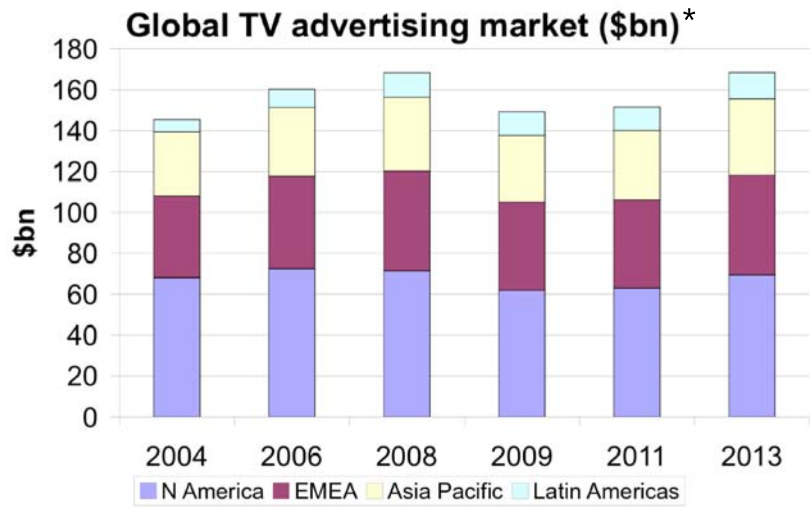
Broadcast and Film market drivers

- **Advertising expenditure**
  - *Main business model for broadcasters*
  - *TV remains #1 advertising medium: 35% of total ad spend*
  - *TV ad revenues:**
    - Fall of 11% (09 vs 08)
    - CAGR 3% (09-13)



*PwC Global Media Outlook (as of mid 2009)

- **HD transition (only 30% complete) and potentially 3D**
  - *Significant installed base of SD cameras and camcorders to be upgraded by broadcasters*
  - *Still the number one issue faced by broadcasters (Big Broadcast Survey 2009)*

- **Proliferation of content consumption**
  - *Mobile phones, broadband TV, iPods*

- **Automation of production**
  - *Cost savings*
- **Concerts and sporting events**

Broadcast market will recover in 2010 with modest growth thereafter

Broadcast and Film key strategies

- **Supports**
  - *Maintain premium market position and share in mainstream product lines*
  - *Expand automated/robotic camera support*
  - *Continue to grow market share in bags, prompters*
  - *Grow spares / support business*
- **Mobile Power**
  - *Maintain premium market position and share*
- **Microwave Systems**
  - *Continue to grow market share especially non-US*
- **Lighting**
  - *Establish and grow LEDs as replacement to traditional lighting*
- **Comms**
  - *Leverage VoIP technology to differentiate from competition*

Vitec will maintain its strong market position and grow fastest in lighting

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Emmy Award for proprietary lighting systems

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B&I market categories

	Market size (£m)*	Market CAGR (%)*	Vitec position*	Vitec competitive advantages
Supports	60	6	1	Highest quality products, brand name
Mobile Power	30	3	3	Highest quality products, brand name
Microwave Systems	10	6	1	Highest quality products
LED Lighting	50	25	1	Brand, highest quality products, innovation
Comms	45	8	1	Brand name, distribution VoIP

*Management best estimates, market size as of 2008, market CAGR for 2009-12

Vitec has very strong market positions in this fast growing market

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B&I market drivers

- **Proliferation of content consumption and creation**
  - *Digital and cost effective production technologies*
  - *Increase in video-enabled broadband and mobile devices*
  - *Growth in independent content producers and owners*

- **Increase in sports, concerts and other live entertainment events**
  - *In-show video displays*

- **High quality visual communications in educational, corporate and legislative applications**

Business and Industry market should continue to grow well

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B&I key strategies

- **Expanding distribution into new vertical markets, eg education and corporate**
- **Specific new product introductions addressing needs of independent cameraman**
- **Extensive 'show and tell' of the unique technologies such as microwave systems, LED lighting and VoIP enabled products**

Vitec should benefit from the expected growth in this market

Overview

Markets	Broadcast & Film	Business & Industry (B&I)	Military, Aerospace and Government (MAG)
Market size	£300m	£195m	£640m*
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*Market size is addressable market for Microwave systems. Vitec are 2008 sales by all Videocom businesses in the MAG market.

MAG equipment - law enforcement

Airborne Transmitter

Rugged Portable Transmitter

RECEIVER TYPES

Hand-held

Mobile Command Center

Portable

MAG - relevant market categories

	Market size (£m)*	Market CAGR (%)*	Key drivers
Law enforcement	280	10	*Improving situational awareness of police eg during disasters*
Military vehicles (manned and unmanned)	200	10	*Minimising loss of life by recognising threats and deploying troops more effectively*
Military surveillance	160	4	*New miniature technology for additional functionality*
Total relevant markets	640	9% growth	**Key market characteristics** *Long term contracts* *High barriers to entry*

Three addressable markets - Law enforcement most attractive

*Management best estimates, market size as of 2008, market CAGR for 2009-12

RF Extreme (RFX) capabilities in the MAG market

Market requirements		RF Extreme's competence
Technology superiority	→	Highest video quality with robust reception Compact design solution
Corporate track record	→	Gaining significant traction with $10m+ orders in first year
Knowledge of industry, its players and needs	→	150+ man years of MAG industry experience in management team and dedicated sales force
Specialist development capability	→	Rapid custom prototyping capabilities based on solid technology building blocks makes RFX unique

Vitec well positioned to respond successfully to market requirements

MAG key strategies

- **Law enforcement**
  - *Expand initial wins to other police departments around the US and win a portion of Auction 66 tender*

- **Success to date**
  - *Police forces in Houston, Jefferson Texas,*
  - *Broward Florida & G20 Summit (Pittsburgh,*
  - *multiple police helicopters)*

- **Military vehicles (manned and unmanned)**
  - *Grow into other Unmanned Systems especially Unmanned Ground Vehicles (robot) projects*

- **Success to date**
  - *Government entity (multi-year contract for ‘000’s of video links) for unmanned vehicle systems*

- **Military surveillance**
  - *Leverage newly developed technology into video surveillance areas for Electronic Warfare and Radar installations*

Our strategy has been successful to date
We expect to grow our MAG business significantly initially in RF

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Videocom summary

	Market size £m*	Market CAGR (%)*	Strategy
Broadcast and Film	300	2-3	▪ Maintain premium market position and share ▪ Grow microwave systems (non US), lighting and robotics
Business and Industry	195	11	▪ Develop specific products focussed on needs of the independent cameraman ▪ Grow especially in lighting and bags
MAG	640	9	▪ Grow microwave systems initially in law enforcement, then military, based on unique technology propositions and partnerships ▪ Leverage other Videocom technologies on the back of Microwave systems success

*Management best estimates, market size as of 2008, market CAGR for 2009-12

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Strategy

Services Division

Jerry Gepner (Divisional CEO)

VITEC GROUP
Services Division

Overview

Markets	Broadcast
Market size	£255m
Vitec	£29m

The Services division currently focuses on the Broadcast market

Services

- Equipment Rentals
  - *Bexel Broadcast Equipment Rentals*
- Used Equipment Sales
  - *Bexel Broadcast Video Gear*
- Major Event Systems
  - *Bexel Broadcast Services*
- Professional Audio Services & Sales
  - *Audio Specialties Group*
- Fiber Optic Solutions
  - *Bexel Fiber Services*

Services market categories

	Market size (£m)*	Market CAGR (%)*	Vitec Position*	Vitec competitive advantages
Large Events and System Rentals	45	2	1 (US)	Reputation for handling large events flawlessly. Close relationships with major networks. Strong relationships with major technology providers.
Basic Equipment Rentals	60	3	2 (US)	Extensive equipment base. Nationwide network of branches.
Speciality Services	150	2-3	N/A	Expanding range of service offerings that complement broadcast rentals and leverage existing relationships.

*Management best estimates, market size as of 2008, market CAGR for 2009-11 due to impact of Olympics in 2012

Our greatest strength is in major events

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Services strategy

- **Continue to focus on major events**
  - *Olympics 2010 and 2012*
  - *Olympic Broadcast Services*
  - *AMPAS / Academy Awards*
  - *PGA Golf*
  - *Grand Slam Tennis*
  - *Reality Television*
- **Bring core capabilities to new type of client**
  - *Sony*
  - *Calrec*
  - *NFL*
- **Act as ambassador for Group products**
  - *Litepanels*
  - *Clearcom*
  - *RF Extreme*
  - *Tomcat*
  - *Vinten*

Continue to focus on major events and leverage customer contacts

Strategy
Imaging & Staging Division

Francesco Bernardi (Divisional CEO)

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Imaging & Staging Division

Imaging & Staging Division - overview

Markets	Imaging: Photographic & Video Accessories	Staging: Trusses & Stage Systems
Market size	£830m	£140m
Vitec	£79m*	£21m*

*Vitec sales excluding intercompany sales, (imaging Distribution) and IFF

Our primary focus is on Imaging

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Imaging Division equipment

IMAGING

STAGING

PRODUCT BRANDS

Supports
- *Gitzo*
- *Manfrotto*
- *Avenger*

Bags
- *Kata*
- *National Geographic*
- *Manfrotto*

Distribution
- *Manfrotto Distribution*

Staging
- *Brilliant Stages*
- *Tomcat*
- *Litec*

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Imaging & Staging Division - overview

	Imaging: Photographic & Video Accessories	Staging: Trusses & Stage Systems
Markets	Imaging: Photographic & Video Accessories	Staging: Trusses & Stage Systems
Market size	£830m	£140m
Vitec	£79m*	£21m*

*Vitec sales excluding intercompany sales, (imaging Distribution) and IFF

The division currently focuses almost exclusively on the Pro market

Imaging equipment

SUPPORTS

BAGS

LIGHTING

Imaging market categories

	Market size (£m)*	Market CAGR (%)*	Vitec position*	Vitec competitive advantages
Supports	270	5	1	Installed base, highest quality and innovative products, brand name, global distribution
Bags	345	2	6	Highest quality and innovative products, global distribution
Lighting	215	0	1 (lighting supports) - (other categories)	LED lighting to replace traditional lighting

*Management best estimates, market size as of 2008, market CAGR for 2009-12

Opportunities to grow in supports and gain share in bags and lighting

Imaging market drivers

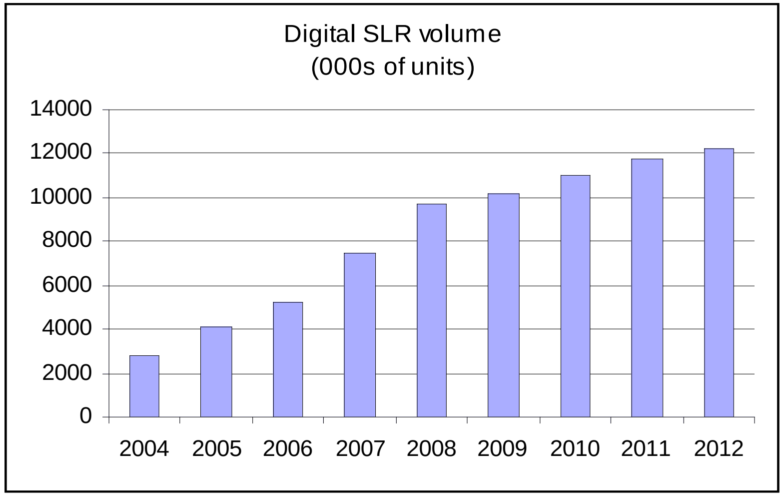
Digital SLR unit sales

- SLR volumes: 10m units pa
- Continuing to grow: 6% CAGR 09-12 (units)
- Fastest growing segment: < €500 price point. 16% CAGR 09-12 (units)

Technology and social trends drive new opportunities

- Digital technology is facilitating photography and image sharing
- Growing importance of social networking internet sites
- SLR cameras smaller and less expensive
- New hybrid HD-SLR cameras with still and video capabilities

Sources: 2004-8: CIPA;
2009-12: GfK



Photography becomes relevant to a wider audience

Existing strategy

- Maintain existing No. 1 Professional market position and margins
  - *Maintain market position with professionals*
  - *Geographical expansion of own distribution*

The non-professional market is larger and growing faster

We want to capitalize on the non-pro market and its growth

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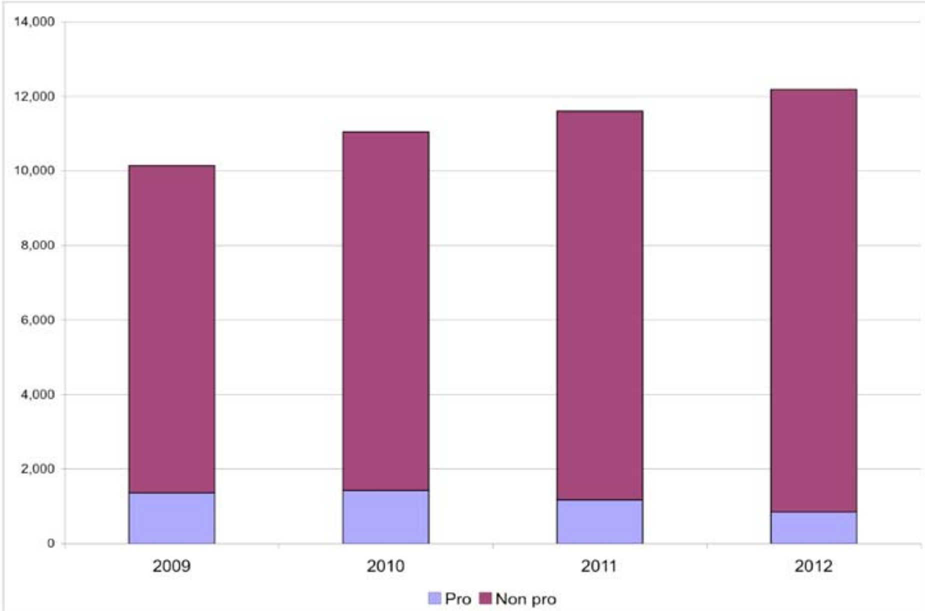
Opportunities
Manfrotto Powerbrand

Non-pro market

- **Non-pro consumer upgrading to SLR is fastest**
  - *DSLR sales to non-pro consumer is the fastest growing segment (source GFK)*
- **Need for and benefit of accessories not yet fully understood**
- **Tripod penetration among SLR owners is low**
  - *Tripods > € 50– attachment rate is 14%*
- **Our share of bag market is low but growing fast**
  - *Our bags revenue has increased by 40% (1H 2009)*
- **Scope to introduce LED technology**
  - *Ideal for new hybrid cameras*

Digital SLR volume (000s of units)



Source: GFK

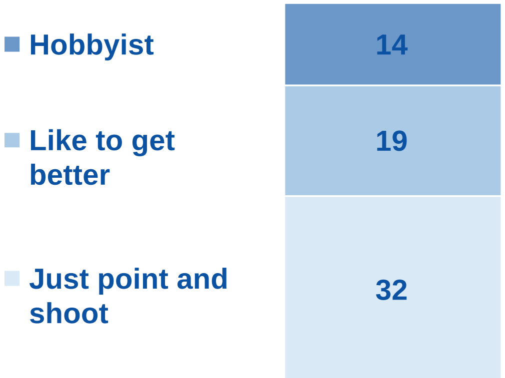
Market features	Market size	Key market characteristics
	£455m	*Additional significant muted market* *New sales channels: Mass - Consumer Electronics - Online*

Major opportunity to grow in non-pro market

Consumer research

Self categorised interest in taking photographs

65% of the UK population are interested in taking photographs fairly frequently, but not at the serious or professional level



Hobbyist
It's a bit of a hobby for me

Improving
I'm getting more interested & would like to be better

Point & Shoot
I take quite a few photos, but only point & shoot

Potential to grow ownership of camera accessories significantly

Base: Omnibus: Nat rep sample 1000
Q1 How often do you take photographs nowadays, with a camera or a phone?

Consumer research

Self categorised interest in taking photographs

Omnibus survey:

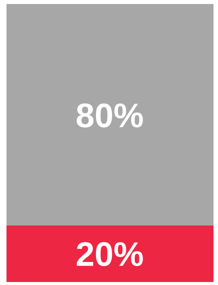
65% of the UK population are keen or interested in taking photographs, but not at the serious or professional level

If we exclude those who take photographs *less than once a month*, this 65% comes down to **55%** in total

Interest in getting any accessories

Screening process for main survey:

80% of respondents who generally qualified had no intention to buy any accessories (camera pouch/ cover/ case/ accessory bag, tripod, monopod, minipod)



The size of the opportunity

The immediate market for photographic accessories is **11%** of the UK adult population

Base: Omnibus: Nat rep sample 1000

Q1 How often do you take photographs nowadays, with a camera or a phone?

Non-pro accessories market attractiveness

	Market requirements	Manfrotto's competence
Existing market	Strong brand	Manfrotto brand authority as market leader in pro photo/video accessories
Muted market	Explain benefit. Adapt products and message	Management experience in consumer market + Qualified external consultants
New sales channels	Capability to reach and serve new channels	Currently serving the top Consumer Electronics, Mass and Online retailers (Best Buy, Amazon, etc.)

Vitec well positioned to respond to market requirements

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Non-pro accessory strategy

- **Grow Manfrotto brand by leveraging its strength**
  - *Into adjacent products*
  - *Into non-pro segments/channels*
- **Increase penetration of accessories**
  - *By explaining better the product benefits*

Products:
- Non pro tripods
- Bags
- Lighting
- Other accessories

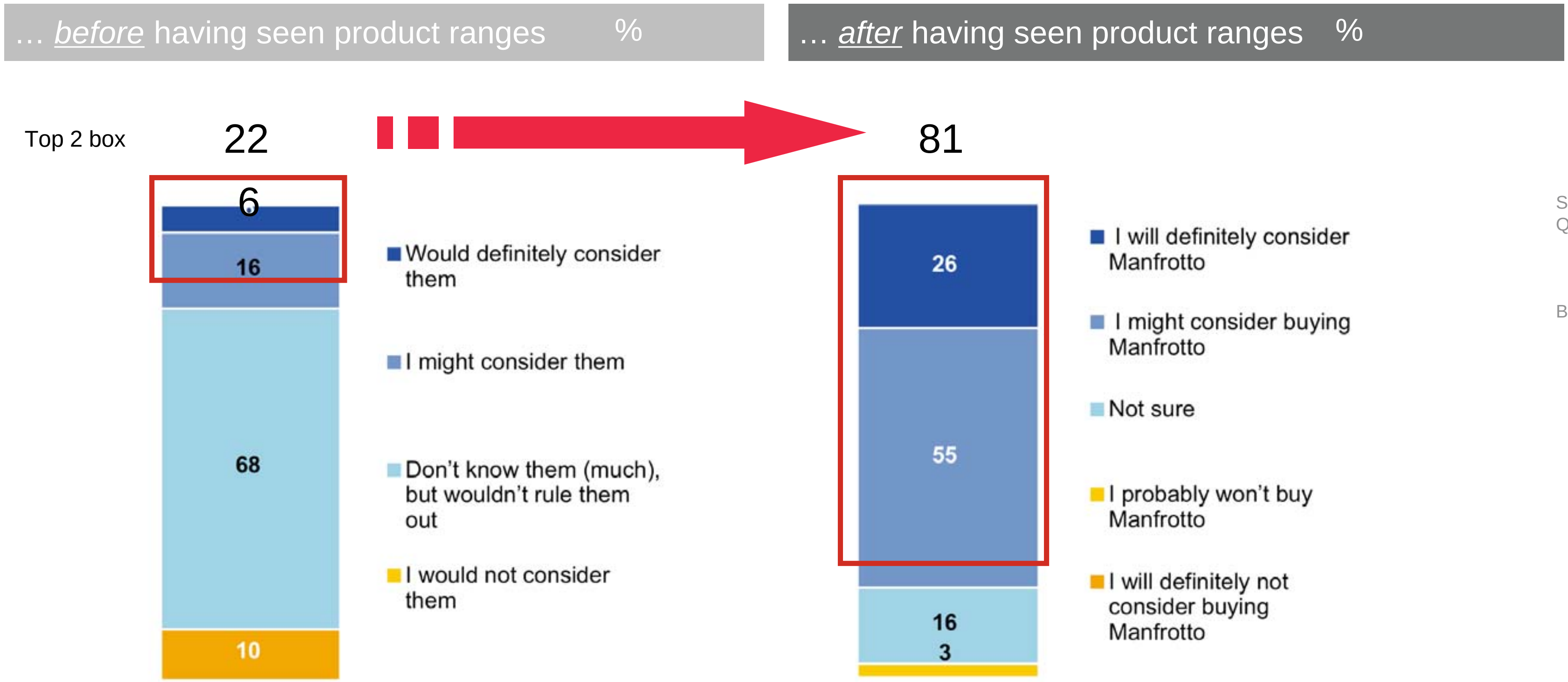
Channels:
- Mass / CE
- Online retailers
- Other channels

Benefits:
- High distance shots
- Self portraits
- Low light shots
- Precision framing

Use Manfrotto brand strength to target non-pro markets

Consumer research

Consideration of Manfrotto



Source: Quantitative study
Q32: Knowing a bit more about the brand Manfrotto now – how do you feel about buying a Manfrotto product in the future?
Base: Total sample (450)

Potential to grow Manfrotto significantly

Imaging strategy

- Maintain existing No. 1 Professional market position and margins
  - *Maintain market position with professionals*
  - *Geographical expansion of own distribution*

Enter new consumer segments leveraging Manfrotto brand

Imaging and Staging summary

	Market size £m*	Market CAGR (%)*	Strategy
Professional photo and video	375	2	▪ Maintain premium market position and share
Non-Professional photo and video	455	4	▪ Develop Manfrotto as powerbrand with integrated range of accessories ▪ Target new consumers and channels

*Management best estimates, market size as of 2008, market CAGR for 2009-12

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We can stimulate this market to grow faster

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Our strategic direction

Purpose

“We provide vital products and services that support the capture of exceptional images”

Values – The Vitec Mindset

Our people are the key to Vitec's future. They make the difference not only by what they do, but by how they do it. Their attitude and abilities, talent and commitment create a Vitec culture that naturally supports **product excellence**, **creative solutions** and **integrity**. But, alone these are not enough. In order to be successful, it is imperative that we also increase our levels of **customer focus** and **collaboration**.

Together they form the **Vitec Mindset**, governing the actions, decisions and business practices of the organisation and all those who work within it.

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Capture the moment™

VITEC GROUP

Videocom Division

VITEC GROUP

Services Division

VITEC GROUP

Imaging & Staging Division

Videocom summary

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Broadcast and Film	300	2-3	▪ Maintain premium market position and share ▪ Grow microwave systems (non US), lighting and robotics
Business and Industry	195	11	▪ Develop specific products focussed on needs of the independent cameraman ▪ Grow especially in lighting and bags
MAG	640	9	▪ Grow microwave systems initially in law enforcement, then military, based on unique technology propositions and partnerships ▪ Leverage other Videocom technologies on the back of Microwave systems success

*Management best estimates, market size as of 2008, market CAGR for 2009-12

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Services summary

	Market size £m*	Market CAGR (%)*	Strategy
Broadcast	255	2-3	▪ Continue to focus on live events and leverage customer contacts

*Management best estimates, market size as of 2008, market CAGR for 2009-11 due to impact of Olympics in 2012

Imaging & Staging summary

	Market size £m*	Market CAGR (%)*	Strategy
Professional photo and video	375	2	▪ Maintain premium market position and share
Non-Professional photo and video	455	4	▪ Develop Manfrotto as powerbrand with integrated range of accessories ▪ Target new consumers and channels

*Management best estimates, market size as of 2008, market CAGR for 2009-12

Three market strategy

Broadcast & Video
£750m

Continue to invest
Fast growth from B&I, LED lighting and robotics
>> Expected growth rate of market
2009 - 2012 = 5%

Photographic
£830m

Continue to invest in Pro-market
Grow Manfrotto through product extension
& appealing to wider audience
>> Expected growth rate of market
2009 – 2012 = 2% to 4%

MAG
£640m

Grow RF Extreme organically and by acquisition
>> Expected growth rate of market
2009 – 2012 = 9%

A focused approach to carefully selected markets

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Capture the moment™

Appendix

- Stephen Bird - Group Chief Executive
- Richard Cotton - Group Finance Director
- Joop Janssen - Chief Executive, Videocom Division
- Francesco Bernardi - Chief Executive, Imaging and Staging Division
- Jerry Gepner - Chief Executive, Services Division
- Martin Green - Group Head of Business Development
- Jon Bolton - Group Company Secretary
- Steve Shpock - President, RF Extreme
- Marco Pezzana - Managing Director Imaging Supports

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Notes and sources

1 All Vitec actuals quoted are for 2008 unless otherwise specified.
2 All market sizes, market growth rates and Vitec position are management's best estimates
4 Market sizes are as at 2008
5 Market growth rates are for 2009-12 except for Services which is for 2009-11 due to the impact of the Olympics in 2012
6 Sources include
(A) PwC Global Media Outlook for 2009 to 2013
(B) Saatchi and Saatchi and Gfk research on behalf of Vitec