



Assemblée Générale Ordinaire de Leclanché SA

Présentation du CEO, Anil Srivastava

Yverdon-les-Bains, 4 mai 2016



Leclanché in numbers

100+ MWh

opportunity through 2017 from identified projects in advanced stages of our pipeline

> 100 patents

covering our proprietary Lithium-ion technology, our manufacturing processes and our systems expertise

\$18 billion

forecasted market size for Li-Ion energy storage for stationary, commercial & industrial and mass eTransport applications in 2020

> 150 FTEs

including 50 engineers (5 PhDs), with 20 in software development, operating from offices located in Switzerland, Germany and Belgium

> 100 years

company history, with rich heritage as one of the oldest battery manufacturers in the world

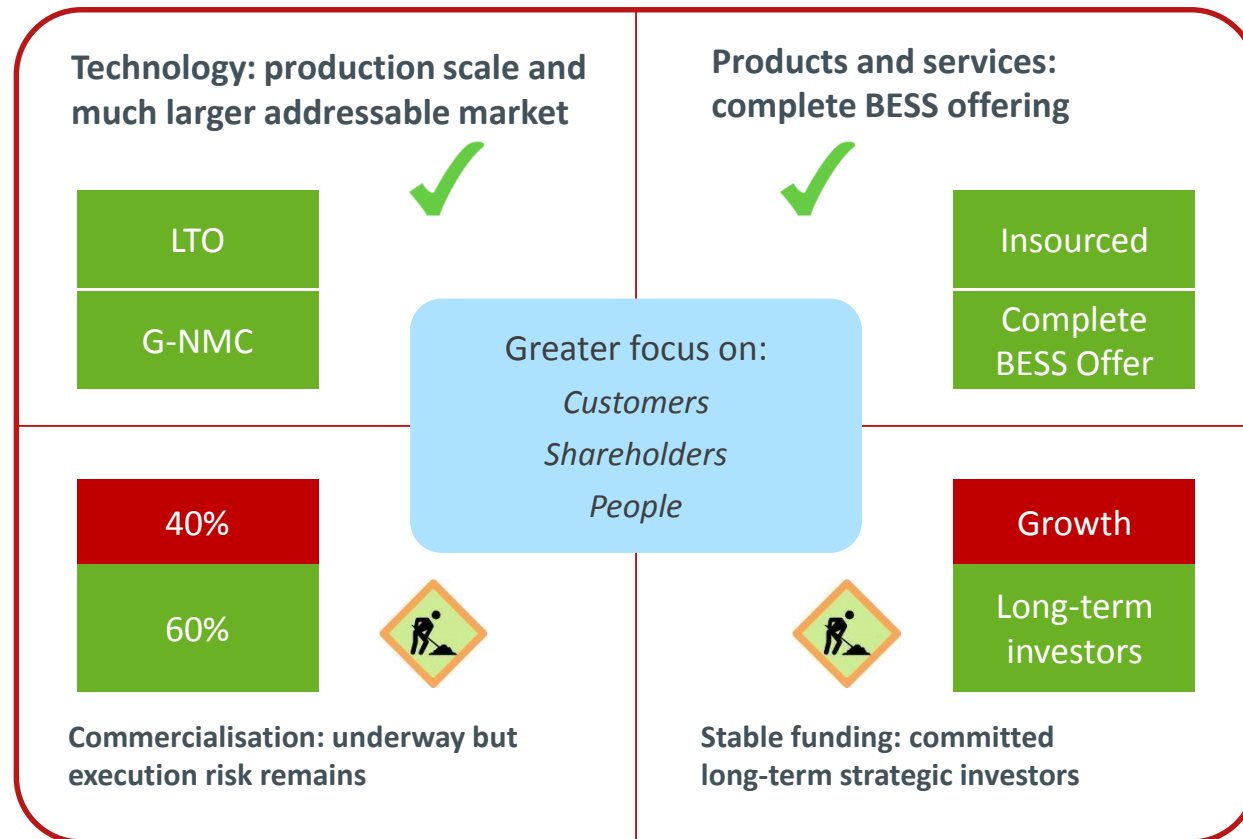
100% growth

revenue growth target for 2016

The work underway from 2015 through to 2017

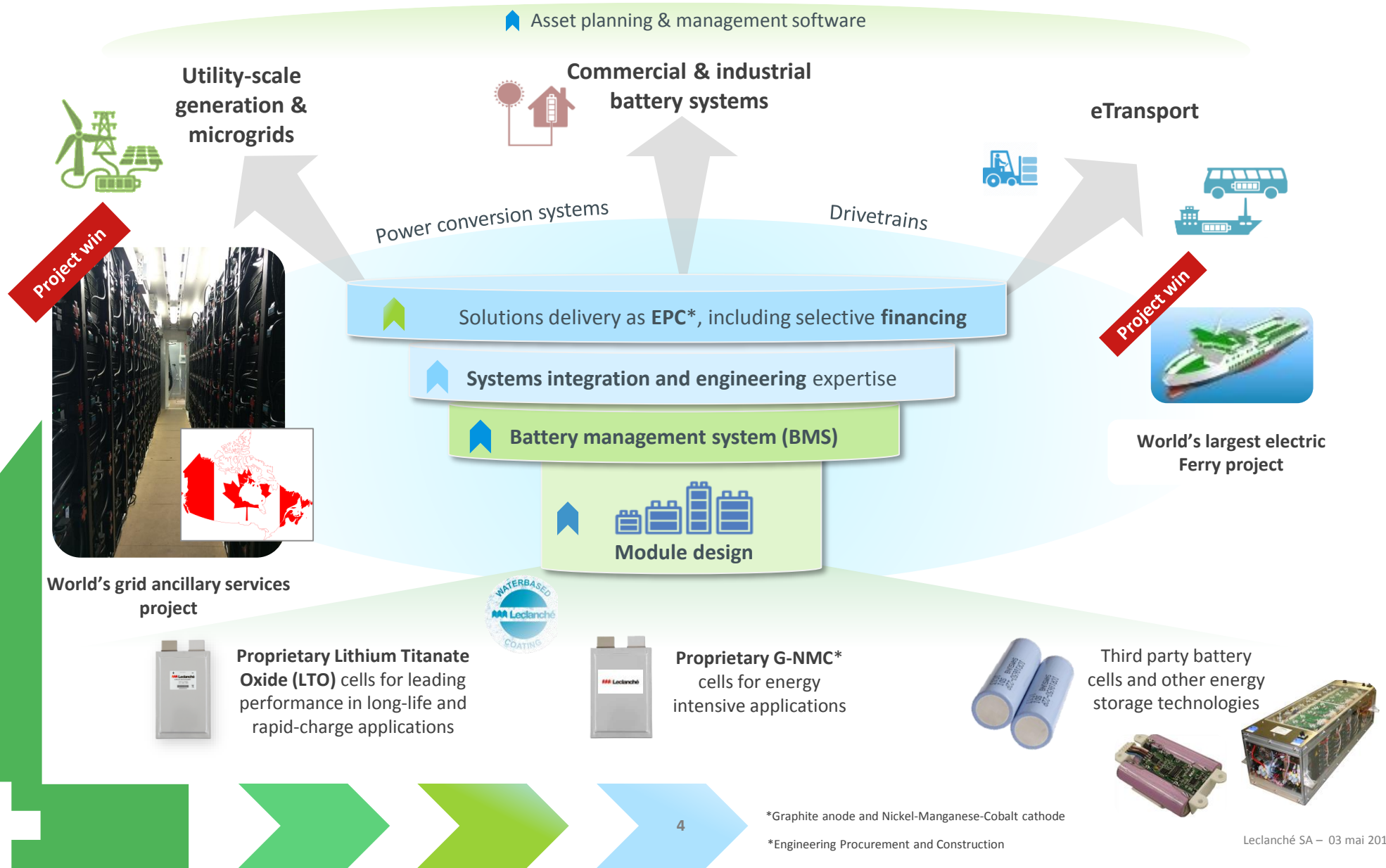


We are delivering on our plan, noting that the market is calling for increasingly vertically integrated execution capabilities



2015, the journey of transformation

Leclanché now serves customers with a unique fully integrated solutions



Objectives communicated at 21st January 2016

Assemblée Générale Extraordinaire

We are on track to achieve our 2016 objectives:

1. Increase backlog to 75 MWh
2. Double revenue
3. 20% product cost reduction
4. Reduce EBITDA loss by further 50%
5. Secure funding for growth plan and future operations

But execution risks remain as we work toward fulfilling our objectives

- *Activating contingency plans to alleviate the loss of production due to the fire accident*
- *Plan to deliver 30MWh in 2016 to meet demand which is 6x our 2015 volume*



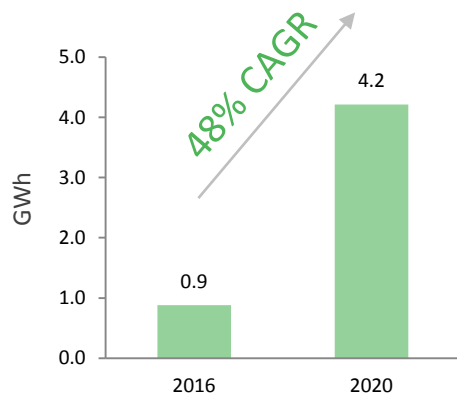
We have a sharpened focus on high growth end-markets



Utility-scale generation & microgrids



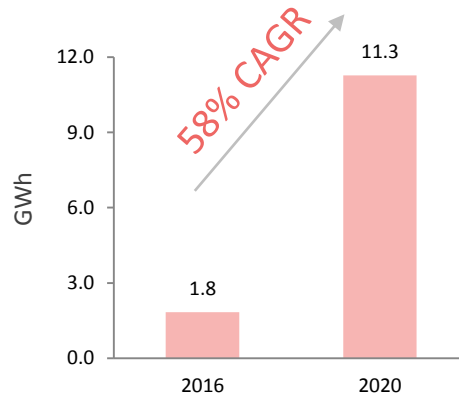
- Micro-grids: renewable integration
- Grid stabilisation and peak shifting



Commercial & industrial battery systems



- Commercial, industrial & residential
- Solar lighting, medical, telecoms, security & defence
- Branded consumer (selected markets)



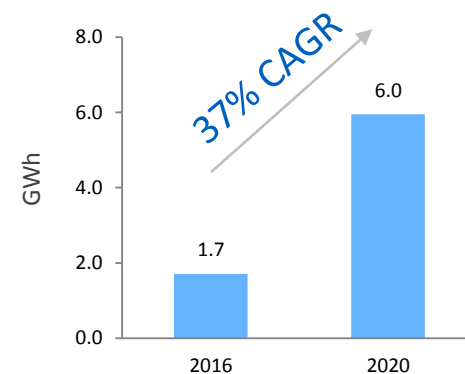
Source: Navigant Research



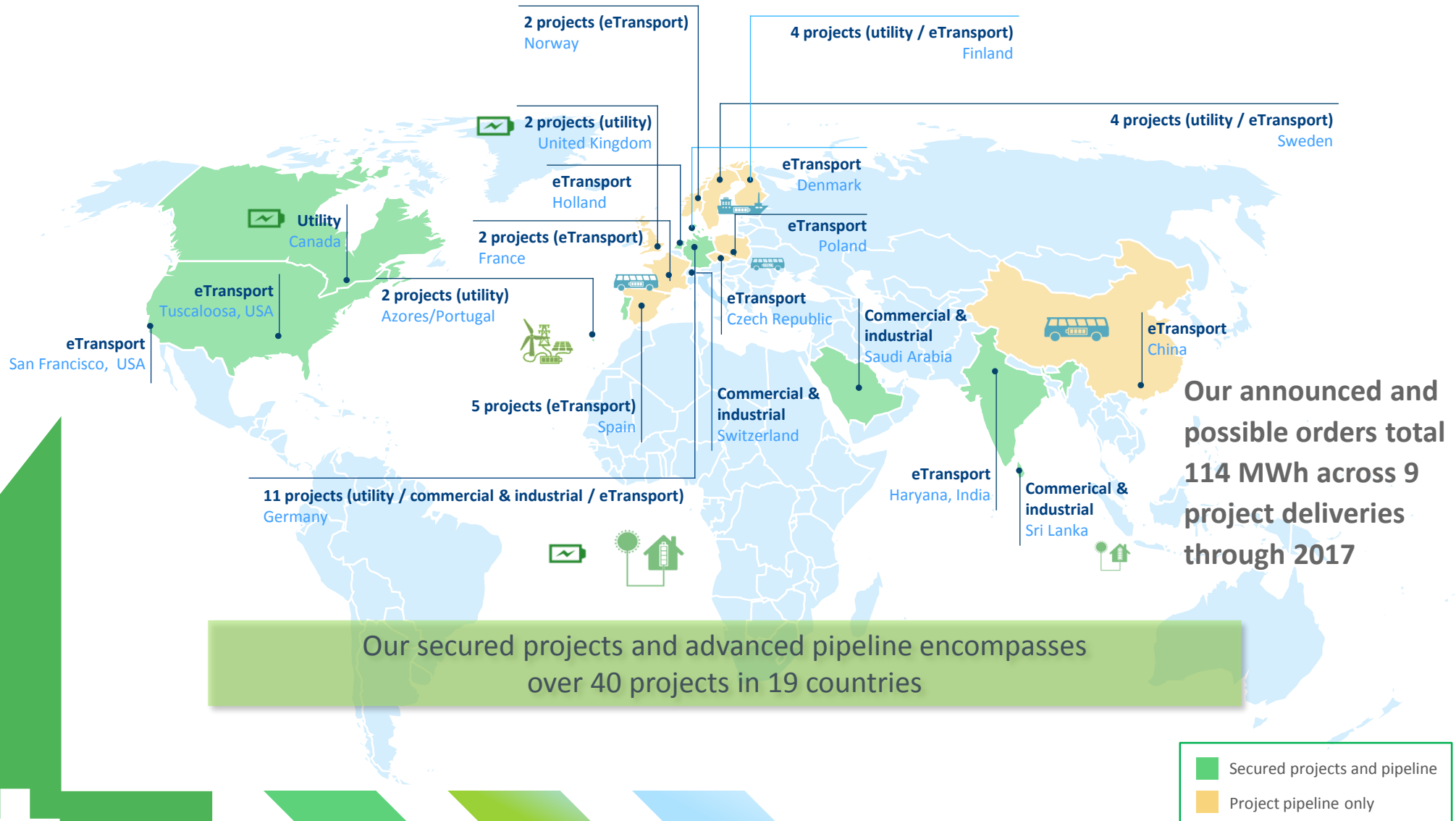
eTransport






- Fleets of buses, trains & trams
- Ferries and tugboats
- Forklifts, cranes, mining vehicles



We are building a diverse global customer base following international demand



We have a sizeable revenue opportunity in our segments

			Estimated market size		Implied market share in 2020		
			2016	2020	1%	5%	10%
Utility-scale generation & microgrids		GWh	0.9	4.2	0.04	0.2	0.4
		\$m	1,200	3,700	40	190	370
Commercial and industrial systems		GWh	1.8	11.3	0.1	0.6	1.1
		\$m	2,300	12,600	130	630	1,300
eTransport		GWh	1.7	6.0	0.1	0.3	0.6
		\$m	700	1,800	20	90	180
Total		MWh	4,400	21,400	200	1,100	2,100
Implied Leclanché revenue opportunity		\$m	4,300	18,100	180	910	1,810

Source: Navigant Research

To accelerate growth, we are making substantial investments in software, controls and integration tools

2016

2018



Battery Cell

Innovation to improve price-performance



Battery Module

Move to lighter, scalable and cost-competitive modules



Battery management systems (BMS)

Single platform across multiple market applications, with apps for bespoke solutions



Pack & rack

Standardised to enable efficient systems integration

Double digit % annual cost reduction, in line with ASP reduction thanks to 15 ongoing R&D programs*

Universal platform

Increase in production capacity



Cloud software & services

Enables fleet/asset management

Long-term recurring service revenues from next-generation cloud release



System integration & EPC

Integration with drive lines, inverters & energy management systems

Industry leading system efficiency to reduce total cost of ownership (TCO)

* Average Selling Price

We have announced plans to raise further capital to support our growth



Order pipeline totalling 114 MWh
across 9 project deliveries
through 2017

>20x 2015 deliveries



We have now established growth momentum, but project execution requires capital

- EPC support
- Working capital
- Selective minority equity

We require further investment to maintain our competitive position and reduce execution risks

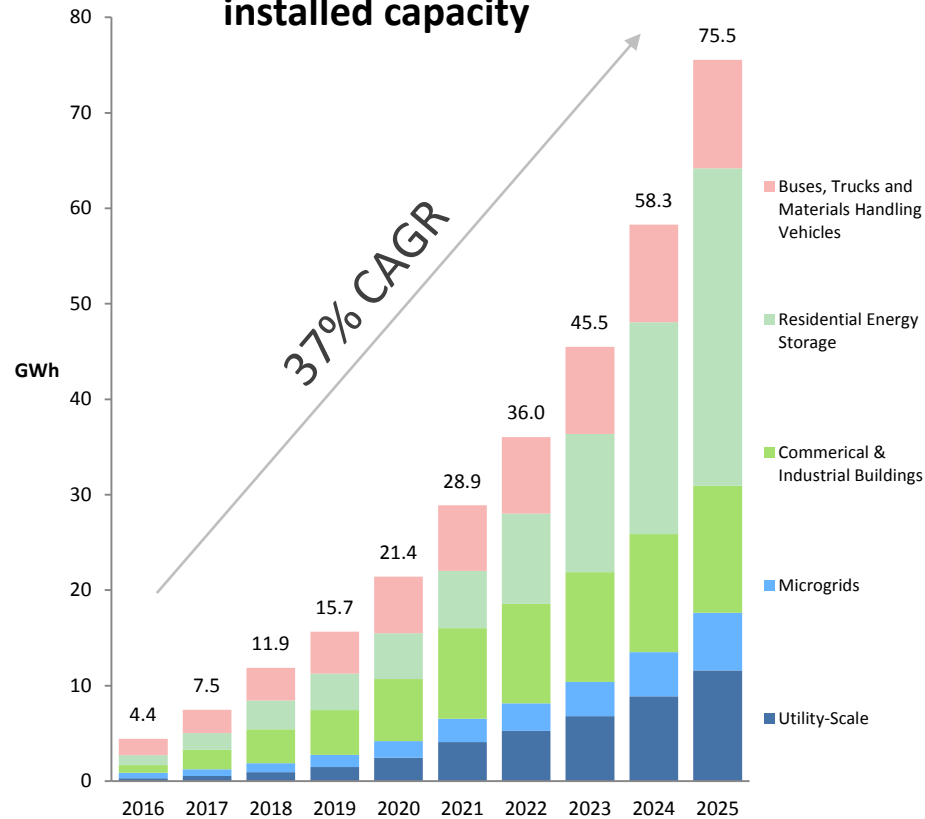
- Support R & D roadmap to improve margins, including downstream acquisitions
- Increase production to 150+ MWh in-house system delivery capacity in 2017
- Product management, sales & marketing

We are increasing our capital efficiency, including off-balance sheet financing

- Reduces capital raising risks by recycling working capital for customer projects
- Up to CHF 30 million off-balance sheet funding already secured for 2 projects (Graciosa, Ontario IESO)
- Increasing productivity per person

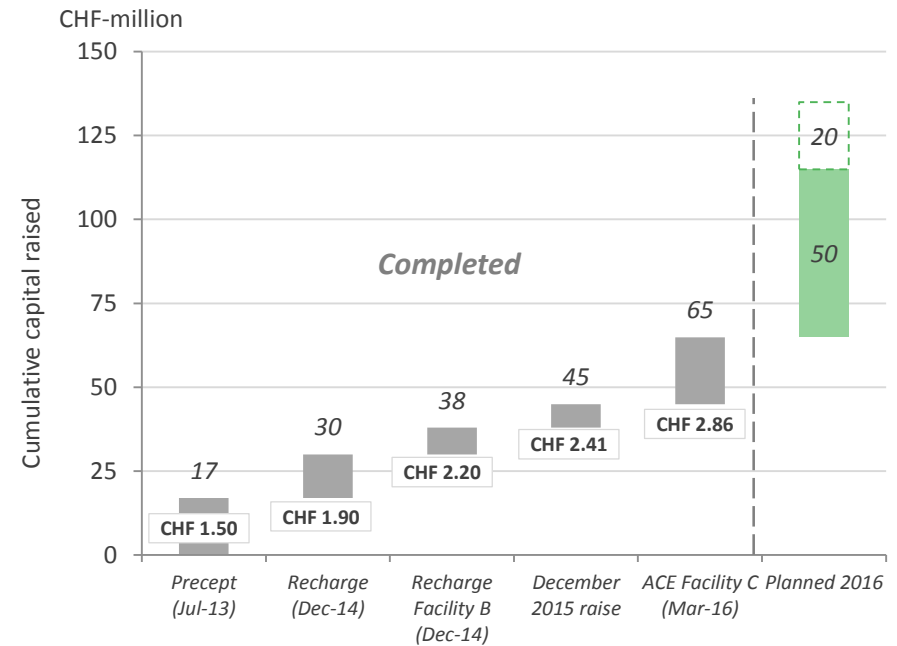
Our announced plans to raise further capital enable us to meet the substantial market growth opportunity

Forecast global Li-Ion battery installed capacity



Source: Navigant Research

Large capital raise at an increased valuation to attain sustainable self financing



CHF 2.86 denotes per share value

In 18 months we have built a solid foundation to execute on Leclanché's substantial growth opportunity



Large, growing, strategic market

c.\$18bn annual market in 2020, with target segment growth rates from 37-58% through 2025



Strong technology differentiation, IP, software and design know-how

Strategically important IP enabling longer battery life, critical software and integration tools



Solid international pipeline with good momentum

100+MWh pipeline with blue-chip customers supporting target 100% revenue growth in 2016



Vertically integrated with strong 'downstream' capabilities

Track record and expertise in project delivery to de-risk opportunity pipeline



Enhanced management to deliver on growth

Team now has >150 years combined executive experience and proven track record



Fin de l'Assemblée Générale Ordinaire de Leclanché SA

Merci de votre participation !

