Forward Looking Statement

This presentation contains forward-looking statements, within the meaning of the Private Securities Litigation Reform Act of 1995. Statements made herein that may be considered forward-looking include statements incorporating terms such as "expects," "believes," "intends," "anticipates" and similar terms that relate to future events, performance, or results of the Company, including, without limitation, statements made regarding the forecast for the non-residential construction market and expected future results.

Forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from the historical experience of Acuity Brands and management's present expectations or projections. These risks and uncertainties include, but are not limited to, customer and supplier relationships and prices; competition; ability to realize anticipated benefits from initiatives taken and timing of benefits; market demand; litigation and other contingent liabilities; and economic, political, governmental, and technological factors affecting the Company's operations, tax rate, markets, products, services, and prices, among others. Please see the risk factors more fully described in the Company's SEC filings including the Annual Report on Form 10-K filed with the Securities and Exchange Commission on October 29, 2013.
Agenda

Market Leader

Market Dynamics

Profitable Growth Strategy
Market Leader

COMPANY OVERVIEW

Leading Brands

North American Market Leader

2013 Sales & Mix

- 98% North America
- 2% Other

$2.1 Billion

Capabilities

- Mfg. Facilities: 16
- Sales Channels: 14
- Associates: ~6,500
### Market Leader

#### Products

<table>
<thead>
<tr>
<th>Indoor</th>
<th>Outdoor</th>
</tr>
</thead>
<tbody>
<tr>
<td>• General Purpose</td>
<td></td>
</tr>
<tr>
<td>• Architectural</td>
<td></td>
</tr>
<tr>
<td>• Downlighting</td>
<td></td>
</tr>
<tr>
<td>• Track Lighting</td>
<td></td>
</tr>
<tr>
<td>• Emergency</td>
<td></td>
</tr>
<tr>
<td>• Relight</td>
<td></td>
</tr>
<tr>
<td>• Rough Service</td>
<td></td>
</tr>
<tr>
<td>• Surface</td>
<td></td>
</tr>
<tr>
<td>• Flexible Wiring</td>
<td></td>
</tr>
<tr>
<td>• Controls</td>
<td></td>
</tr>
<tr>
<td>• Area &amp; Parking</td>
<td></td>
</tr>
<tr>
<td>• Sports</td>
<td></td>
</tr>
<tr>
<td>• Roadway &amp; Street</td>
<td></td>
</tr>
<tr>
<td>• High-Mast</td>
<td></td>
</tr>
<tr>
<td>• Flood Lighting</td>
<td></td>
</tr>
<tr>
<td>• Building Mounted</td>
<td></td>
</tr>
<tr>
<td>• Security</td>
<td></td>
</tr>
<tr>
<td>• Poles &amp; Post</td>
<td></td>
</tr>
<tr>
<td>• In-grade</td>
<td></td>
</tr>
<tr>
<td>• Underwater</td>
<td></td>
</tr>
<tr>
<td>• Accent &amp; Border</td>
<td></td>
</tr>
<tr>
<td>• Controls</td>
<td></td>
</tr>
</tbody>
</table>

#### Applications

- Education
- Office
- Healthcare
- Commercial
- Warehouse
- Industrial
- Infrastructure
- Roadway & Street
- Architectural
- Residential
Market Leader

NORTH AMERICAN MARKET

2013 - $13 Billion

**Lighting Solutions**

- Comm. & Inst. 33%
- Residential 20%
- Outdoor 21%
- Industrial 10%
- Other 7%
- Controls (Sensors & Modules) 9%

**Channels**

- Electrical Wholesalers 62%
- ESCO 10%
- Direct/Nat'l Accts 6%
- Utilities 7%
- Lighting Showrooms 4%
- Home Centers 10%
- Other 1%

# Market Leadership

<table>
<thead>
<tr>
<th>Lighting Solutions</th>
<th>North America 2013 Market Size $12.9 Billion</th>
<th>Acuity Brands Market Share Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>$4.3</td>
<td></td>
</tr>
<tr>
<td>Outdoor</td>
<td>$2.7</td>
<td></td>
</tr>
<tr>
<td>Residential</td>
<td>$2.5</td>
<td>1</td>
</tr>
<tr>
<td>Industrial</td>
<td>$1.3</td>
<td>2-4</td>
</tr>
<tr>
<td>Lighting Controls</td>
<td>$1.2</td>
<td>&gt;4</td>
</tr>
<tr>
<td>Emergency</td>
<td>$0.5</td>
<td></td>
</tr>
<tr>
<td>Daylighting</td>
<td>$0.3</td>
<td></td>
</tr>
</tbody>
</table>

Note: Market Size includes $0.1B of LED Commercial Lamps not reflected in table.

Source: Company Estimates

Source: Company Estimates
## Market Leader

### Channel Leadership

<table>
<thead>
<tr>
<th>Sales Channel</th>
<th>Commercial</th>
<th>Industrial</th>
<th>Renovation</th>
<th>Residential</th>
<th>Controls</th>
</tr>
</thead>
<tbody>
<tr>
<td>C &amp; I</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Direct</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Showroom</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nat’l Accts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 14 Channels Served
- Broadest Channel Access
- #1 Sales Force in Key Markets

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![AcuityBrands Logo](logo.png)
## Financial Summary

<table>
<thead>
<tr>
<th>($ millions, except Diluted EPS)</th>
<th>2013</th>
<th>2012</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>$2,089</td>
<td>$1,934</td>
<td>8%</td>
</tr>
<tr>
<td>Adjusted Operating Profit Margin</td>
<td>11.8%</td>
<td>11.7%</td>
<td>10 bps</td>
</tr>
<tr>
<td>Adjusted Diluted EPS</td>
<td>$3.31</td>
<td>$3.00</td>
<td>10%</td>
</tr>
<tr>
<td>Cash Flow from Operations</td>
<td>$132</td>
<td>$172</td>
<td>($40)</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>41</td>
<td>31</td>
<td>10</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>91</td>
<td>141</td>
<td>(50)</td>
</tr>
<tr>
<td>Cash</td>
<td>$359</td>
<td>$285</td>
<td>$74</td>
</tr>
<tr>
<td>Operating W/C as % of Sales</td>
<td>13.0%</td>
<td>11.6%</td>
<td></td>
</tr>
<tr>
<td>Net Debt/Capital Ratio</td>
<td>(0.6%)</td>
<td>7.6%</td>
<td></td>
</tr>
<tr>
<td>Cash Flow Return on Investment</td>
<td>24%</td>
<td>24%</td>
<td>Flat</td>
</tr>
</tbody>
</table>

- 2013 Adjusted Operating Profit Margin and Adjusted Diluted EPS exclude $8.5 million ($0.12 per diluted share) of special pre-tax charges for streamlining activities, $8.4 million ($0.12 per diluted share) of pre-tax manufacturing inefficiencies directly associated with the closure of the Cochran production facility, and $8.1 million ($0.12 per diluted share) of pre-tax costs as a result of fraud perpetrated at a freight payment and audit service firm formerly retained by the Company.
- 2012 Adjusted Operating Profit Margin and Adjusted Diluted EPS exclude $13.3 million ($0.21 per diluted share) of special pre-tax charges for streamlining activities and related pre-tax non-cash impairments of $1.2 million ($0.02 per diluted share) for the abandonment of inventory and $3.2 million of manufacturing inefficiencies directly associated with the closure of the Cochran production facility.
- Free Cash Flow is defined as Cash Flow from Operations less Capital Expenditures.
- Operating Working Capital is defined as Accounts Receivables plus Inventories less Accounts Payable.
- Cash Flow Return on Investment is defined as the sum of Net Income adjusted for special charges (including non-cash impairments and manufacturing inefficiencies), fraud-related expenses, and non-cash compensation expense, plus Depreciation & Amortization Expense, less Purchases of Property, Plant, and Equipment, which is divided by the sum of gross Property, Plant, & Equipment plus net working capital.
Agenda

Market Leader

Market Dynamics

Profitable Growth Strategy
Market Dynamics

• Drivers
• Trends
• Opportunity

A market poised for significant growth.
<table>
<thead>
<tr>
<th>Market Dynamics</th>
<th>MARKET DRIVERS</th>
</tr>
</thead>
</table>
| **Economy**     | • Clarity on U.S. deficit and budget issues  
|                 | • Rebounding economy  
|                 | • Job growth  
|                 | • Vacancy absorption  
| **Population**  | • Growing population  
|                 | • Changing demographics  
|                 | • Sustainability  
| **Energy**      | • Continuing rise in energy prices  
| **Policy**      | • Tighter regulations and standards  
| **Technology**  | • Solid-state lighting  
|                 | • Software  
|                 | • Smart Grid  

**MARKET DRIVERS**

**Economy**

- Clarity on U.S. deficit and budget issues
- Rebounding economy
- Job growth
- Vacancy absorption

**Population**

- Growing population
- Changing demographics
- Sustainability

**Energy**

- Continuing rise in energy prices

**Policy**

- Tighter regulations and standards

**Technology**

- Solid-state lighting
- Software
- Smart Grid
## Market Dynamics

### MARKET TRENDS

<table>
<thead>
<tr>
<th>U.S. Construction Put-in-Place</th>
<th>Renovation &amp; Retrofit</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Graph showing actual and forecast values from FY2002 to FY2018" /></td>
<td><img src="image" alt="Diagram illustrating installed base and conversion opportunity" /></td>
</tr>
</tbody>
</table>

- **Actual** values show a decline from FY2002 to FY2010 followed by an increase from FY2010 to FY2018.
- **Forecast** shows an increase from FY2010 to FY2018.

- **Installed Base**: $250B
- **Conversion Opportunity**
- **0.8% to 1.3% Conversion Rate**

($ Billions; Constant 2005 Dollars)

Source: Historical Actuals - U.S. Census Bureau; Forecasts – Global Insights

Source: U.S. Dept. of Energy; Company Estimates
Market Dynamics

SUSTAINABILITY TRENDS

U.S. NONRESIDENTIAL BUILDINGS

($ Billions)

Forecast

Nonresidential Buildings

Green Buildings

Market Dynamics

SOLID-STATE LIGHTING TRENDS

NORTH AMERICAN LUMINAIRES

Conventional Lighting

SSL

($ Billions)
Source: Company Estimates

Forecast
Market Dynamics

Customer Value

Capabilities and Expertise

Luminaires & Controls

Integrated Lighting Solutions

Intelligent Lighting Networks

LIGHTING TRANSFORMATION

16
Market Dynamics

NORTH AMERICAN ADDRESSABLE MARKET

($ Billions)

2008  $12.1
2013  $12.9  +49%
2018  $19.2

- Lighting
- Controls
- Daylighting
- Lamps

Source: Company Estimates
Agenda

Market Leader

Market Dynamics

Profitable Growth Strategy
Profitable Growth Strategy

STRATEGY REMAINS INTACT

Expand Earnings and Cash Flow

Grow Market Share

Top Quartile Performance

Operational Excellence “3 C’s”

Organic Growth

Strategic Opportunities
## Strategy

### OPERATIONAL EXCELLENCE

<table>
<thead>
<tr>
<th>TRENDS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATIONAL</strong></td>
<td></td>
</tr>
<tr>
<td>Sales per Associate</td>
<td>▲</td>
</tr>
<tr>
<td>Mfg Footprint (Sq Ft)</td>
<td>▼</td>
</tr>
<tr>
<td>Op. Working Capital*</td>
<td>▼</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>FINANCIAL</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Profit Margin</td>
<td>▲</td>
</tr>
<tr>
<td>Operating Profit Margin</td>
<td>▲</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>▲</td>
</tr>
</tbody>
</table>

*(% of Net Sales)

- “Lean” Business Systems
- Productivity
- Asset Utilization
- Superior Customer Service
- Rapid Product Development

*(Acuity Brands)*
Strategy

U.S. CONSTRUCTION PUT-IN-PLACE
($ Billions; Constant 2005 Dollars)

ACUITY BRANDS
Adjusted Operating Profit Margins

TRANSFORMATION – ACUITY BRANDS
• Operational Excellence – “Lean”
• Customer Service
• Value Proposition – Low → High
• Products – Commodity → Technology
• Portfolio Expansion
• Integrated Lighting Systems

2002 → 2013
• Market ↓ 28%
• Acuity Margins ↑ 650 bps

Adjusted Operating Profit Margins exclude special charges for streamlining activities and related costs.
Strategy

### INNOVATION & TECHNOLOGY

- LED
- Solar
- Remote Phosphors
- Lighting Software
- Integrated Systems
- Wireless
- OLED
- Sustainable Outdoor
- nLight
- Controls

### PRODUCT DEVELOPMENT

- 500+ New Product Families in 5 Years
- Available SKUs ↑ 100%+
- Product Development Cycle ↓ 50%
- Light Sources
  - Conventional
  - LED
  - OLED

Acuity Brands
## Strategy

### Organic Growth

**CONTINUE TO EXPAND PRODUCT PORTFOLIO – BROADEST IN THE INDUSTRY**

<table>
<thead>
<tr>
<th>Indoor</th>
<th>Outdoor</th>
</tr>
</thead>
<tbody>
<tr>
<td>DOWNLIGHTING</td>
<td>PARKING</td>
</tr>
<tr>
<td>COMMERCIAL</td>
<td>FLOOD LIGHTS</td>
</tr>
<tr>
<td>LED LAMPS</td>
<td>WALL</td>
</tr>
<tr>
<td>INDUSTRIAL &amp; WAREHOUSE</td>
<td>AREA &amp; ROADWAY</td>
</tr>
</tbody>
</table>

*CONTINUE TO EXPAND PRODUCT PORTFOLIO – BROADEST IN THE INDUSTRY*
### LEADERSHIP IN INNOVATION

- Recognized Industry Thought Leadership
- World-Class Engineering Capability
- Global Supply Base
- 4 U.S. Innovation Centers
- 4 Lighting Experience Centers
- Leading customer software tools

### AWARDS & RECOGNITION

- Architectural SSL selected Acuity Brands as a Technology Brand Leader at Product Innovation Awards
- Six Acuity Brands products honored with Product Innovation Awards from Architectural SSL
- W-Series LED was awarded Best in Class at NGL ‘13 Indoor SSL Awards along with six other product recognitions
- D-Series Floodlight recognized at NGL ‘13 Outdoor SSL Awards
- Sunoptics received a Green Leadership Award
Strategy

INTEGRATED LIGHTING SYSTEMS

- Building Management
- Quality of Light
- Energy Savings

SMART GRID ENABLES

- 2-Way Digital Communication
- Plug-and-Play
Our focus is to develop and deliver superior lighting solutions using intelligent all-digital components to maximize performance, create better visual environments, and enhance energy savings.
# Strategy

## ACQUISITION STRATEGY

- Market & Channel Access
- Technology
- Portfolio Expansion - Lighting & Controls

## RECENT ACQUISITIONS

- winona lighting
- SUNOPTICS
- sensor switch
- HEALTHCARE LIGHTING
- Pathway Connectivity Solutions
- MARK ARCHITECTURAL LIGHTING
- Renaissance Lighting
- eldoLED
- ADURA TECHNOLOGIES

STRATEGIC OPPORTUNITIES
Profitable Growth Strategy

GROWTH LEVERAGE

- Operational Excellence
- Access to Market
- Lighting Expertise

INVESTMENTS

- Acquisitions
- Technology & Innovation
- Integrated Lighting Systems

Strategy Execution

UPPER-QUARTILE PERFORMANCE

- EPS
- Margins
- Cash Flow
- Market Share
Conclusion

INVESTMENT CONSIDERATIONS

- Market leader
- Favorable market trends
- Strong operating/financial leverage
- Product and innovation leadership

Compelling long-term investment
Expanding the boundaries of lighting™