

# 2010 Trimble Navigation Annual Report



MARKETS SERVED	PRODUCT EXAMPLES	REPRESENTATIVE CUSTOMERS
<p><b>Engineering and Construction</b></p> <p>55% of revenue</p>	<p><b>Survey</b> Integrated surveying solutions combine technologies such as GNSS, optical, 3D laser scanner &amp; 3D spatial imaging with field-rugged, mobile computing, advanced mobile and office software, and real-time communications, providing surveyors with productivity enhancing solutions. The Trimble branded solutions are complemented by the Spectra Precision™ and Nikon branded solutions which target a different market segment.</p> <p><b>Construction</b> Connected Site™ solutions utilize GNSS, optical, laser and advanced information technologies to provide automated construction machine control, site positioning, measurement and alignment systems, Building Information Modeling (BIM) and life cycle project management solutions. These solutions enhance construction operations, provide project management and asset management, reducing waste and improving efficiency.</p> <p><b>Infrastructure</b> GNSS reference networks, software and service.</p> <p><b>GeoSpatial</b> Integrated LiDAR, photogrammetry and GNSS/INS systems, coupled with advanced processing and analysis tools, for road asset management, pavement inspection, mobile and airborne surveying.</p>	<p>Surveyors &amp; civil engineers in the public and private sectors Cities and governmental agencies Cadastral agencies and companies Utilities Industrial plant engineers Oil and gas engineers Power generation facilities Mapping contractors Architects Specialized applications such as railway tunneling, monitoring and mining</p> <p>Earthmoving contractors General construction contractors Concrete contractors Mechanical, electrical, and plumbing contractors Wall and ceiling contractors Transportation agencies Civil engineering and design firms Construction rental companies Civil engineers</p> <p>Public and private sector GNSS network operators Utilities Natural resource agencies National &amp; local government agencies Survey and civil engineering companies</p> <p>Transportation agencies Aerial mapping companies Government agencies</p>
<p><b>Field Solutions</b></p> <p>25% of revenue</p>	<p><b>Agriculture</b> Connected farm solutions provide manual and automated steering systems for farm vehicles and implements to improve efficiency and reduce environmental impact; flow and overlap control for efficient chemical, fertilizer and seed application; grade control systems for irrigation and drainage; all coupled with farm reporting and planning software.</p> <p><b>Mapping and GIS</b> Handheld GNSS data collectors with integrated field and office application software provide accurate solutions for Geographic Information System and digital mapping users.</p> <p><b>Utilities</b> Utility outage management, incident management, asset management, work management and field inspection solutions enable utility operators to reduce outage times, improve safety and meet compliance requirements.</p>	<p>Farmers Agricultural contractors Agrichemical companies</p> <p>Government agencies Environmental/natural resource agencies Utilities Transportation companies</p> <p>Water, electric and gas utilities</p>
<p><b>Mobile Solutions</b></p> <p>12% of revenue</p>	<p><b>Fleet and Mobile Worker Management</b> Integrated mobile resource management solutions for fleet operators provide scheduling and dispatch, as well as vehicle diagnostic and field service solutions that enhance driver safety, reduce fuel consumption costs and environmental impact, while improving customer service.</p> <p><b>Forestry</b> Connected forest solutions integrate fleet management with forestry management software and measurement tools to optimize logging operations and improve efficiency.</p> <p><b>Public Safety</b> Advanced public safety solutions provide systems for electronic citations and field-based reporting to improve accuracy and efficiency, along with solutions for accident scene measurement and investigation.</p> <p><b>Embedded GNSS Products</b> GNSS and communications component solutions for original equipment manufacturers, including GNSS chipsets, boards, embedded silicon and firmware.</p>	<p>Construction supply contractors Transportation and distribution companies Private fleets Communications companies Direct store delivery Field service Energy Utilities Government agencies</p> <p>Forestry management companies Land management companies</p> <p>Police and sheriffs' departments National park, campus and business security agencies</p> <p>Electronics OEMs Portable appliance manufacturers Systems integrators</p>
<p><b>Advanced Devices</b></p> <p>8% of revenue</p>	<p><b>Timing</b> 3G and 4G base station GNSS clocks for telecommunications network synchronization; time and frequency boards and instruments for high-precision, GPS-based timing and synchronization.</p> <p><b>Applanix</b> Very high precision integrated inertial/GNSS positioning and orientation systems used for positioning in land, marine and airborne data collection applications. Trimble indoor mobile mapping solution provides accurate and seamless 3D modeling of the interior of buildings and underground structures.</p> <p><b>Defense</b> Military specification GPS receivers for aircraft; military time and frequency boards.</p> <p><b>Trimble Outdoors™ Service</b> Web-based mapping and outdoor enthusiast social networking software used on a wide variety of GPS-enabled mobile phones.</p>	<p>Wireless infrastructure providers Wireless location solution providers</p> <p>Land, marine and airborne surveying and mapping contractors and systems integrators Building owners and facility managers</p> <p>U.S. Department of Defense Allied defense ministries Defense contractors</p> <p>Outdoor enthusiasts</p>

### 2010 In Review

2010 represented a transition from a badly damaged marketplace in 2009 to an environment with opportunities. Although some of our markets remained constrained throughout the year we were able to demonstrate meaningful improvement in 2010 with revenue up 15 percent, non-GAAP operating income up 27 percent, and non-GAAP EPS up 55 percent. Entering 2011, we find conditions that are undoubtedly better than they have been for almost three years but that cannot yet be described as universally robust. This improvement has allowed us to turn our relative focus from cost control and margin maintenance back to growth.

Our experience across the reported segments varied:

- Engineering and Construction segment results demonstrated the most significant recovery with revenue growth of 24 percent and non-GAAP operating earnings growth of 84 percent. The most significant improvement was demonstrated in our heavy and highway business. Although most other businesses in the segment also demonstrated some level of recovery, a return to our historical growth trajectory awaits some recovery in commercial and residential construction in the U.S. and Europe.
- Field Solutions segment results also demonstrated recovery with particularly strong results in the second half of the year. Revenue growth was 9 percent and non-GAAP operating earnings grew by 12 percent. Agriculture benefited from an improving farm economy and GIS also reflected the improving economy, partially offset by the effects of lower government spending.

- Mobile Solutions segment results remained unimpressive. Revenue was effectively flat and operating earnings reflected a significant decline. The key issues in this segment were the loss of a large key account early in the year, the continued effects of the economy and, in some cases, our own execution.

- Advanced Devices segment results reflected small revenue and operating earnings increases. Slower economic conditions and price pressure constrained the performance of the segment.

### Looking Forward

We currently expect 2011 revenue growth to accelerate closer to 20 percent as a result of organic growth and acquisitions. We expect the growth in non-GAAP operating income will be consistent with operating leverage of approximately 25 percent. This scenario assumes economic conditions remain relatively unchanged. Any economic shocks would moderate growth while any revival in commercial and residential construction, or an acceleration in U.S. or European economies, could provide us with meaningful upside.

From 1999 through 2008 we demonstrated a compound annual revenue growth rate of almost 20 percent. The economic meltdown that intensified in late 2008 negatively impacted this trajectory. Regaining our long-term growth momentum will require us to demonstrate a combination of traditional growth enablers as well as new capabilities. Let me describe some of these requirements.

## **Adjacencies**

One factor that enables Trimble's growth strategy is the aggressive application of the concept of adjacency. Adjacencies can be either vertical or horizontal. A vertical adjacency is the expansion of solutions provided to our existing customers, leveraging our brand, our channel, and our domain knowledge. A horizontal adjacency occurs when we bring our existing product platforms into new market segments. Our current efforts in forestry, railroads, and utilities represent horizontal extensions.

## **End-to-End Solutions**

We differentiate ourselves by emphasizing solutions that meet the total continuum of customer requirements. The solution extends beyond the physical product and includes support, applications software, service, documentation, and training. One continuing example of this commitment is the Trimble Dimensions user conference, which provides a comprehensive educational forum for our users. The 2010 conference was held in Las Vegas with over 2,900 participants.

## **Internationalization**

Our market opportunities are global and Trimble's success is intimately tied to our increasingly global footprint. This is reflected in our physical and organizational infrastructure with more than 100 facilities in 26 countries and dealer representation in virtually every country. We also emphasize a strong element of localization in our product solutions, particularly in the emerging economies. In many of those cases, we must be humble enough to reinvent ourselves when our world solution is not appropriate for the local market.

## **Channels**

A number of fundamental long-term trends favor Trimble. These include infrastructure development in emerging economies, higher fertilizer costs, increasing environmental regulation, higher fuel prices, escalating

labor costs, and higher expectations for supply chain performance. Our challenge will be to develop effective go-to-market strategies that can successfully capture the resulting opportunities. Central to the strategy is a strong and viable channel which will remain heavily reliant on third-party dealers. However, pioneering and penetrating our markets will require us to be conceptually flexible. In most cases we do not sell a product in competition with other products but we sell an alternative way of performing work. An innovative new channel currently being rolled out is the SITECH® Technology Dealership, a worldwide, commonly branded distribution network developed in collaboration with Caterpillar.

## **Acquisitions and Alliances**

Although deal activity has never been central to our strategy it has played a supporting role. In 2010 we invested \$147 million in acquisitions. In addition, we finalized a number of joint ventures during the year including the Rusnavgeoset joint venture with Russian Space Systems, and Intelligent Construction Tools, a joint venture with Hilti. These acquisitions and joint ventures allow us to establish or expand market beachheads and to fill in technology or product gaps. Virtually all of the more than fifty acquisitions we have made since 2000 have flourished under Trimble ownership as they provided access to increased distribution, sources of new technology, and adequate capital resources.

## **Innovation**

Research and Development spending in 2010 was 11 percent of revenue, which is consistent with our business model. Our challenge is to be alert to continually evolving capabilities that can be useful in our user applications. New wireless standards, faster processors, new materials technologies, high-speed networks, and larger memory storage have all contributed to the creation of products and solutions. We are continuously

evaluating new technologies that enable us either to create new classes of products and solutions or to significantly extend the capabilities of current product categories. For example, we have recently added RFID solutions to our range of capabilities.

### **Commitment to Financial Returns**

The current Trimble portfolio is capable of generating a non-GAAP operating margin of greater than 20 percent—a level we achieved prior to the late 2008 economic crisis. This margin performance, combined with our relatively low level of capital intensity, has historically enabled us to generate superior long-term returns. Our performance in 2009 and 2010 reflects the robustness of our financial model in adverse circumstances and the adaptability of the Trimble organization.

### **Organization**

The foundation for creating value is the Trimble organization. The quality, capabilities, and behavior of our organization enable us to undertake challenges that our competitors may not be equipped to take on. Our primary organizational challenge is to effectively map our significant technological capabilities onto a wide range of market opportunities without losing our inherent entrepreneurial edge.

Our core organizational concept remains centered on focused divisions with an emphasis on responsiveness, accountability and transparency. This has resulted in a relatively large number of businesses, with each assigned a clear market task and the resources necessary to achieve it. These relatively autonomous units have been the engines that have created much of our market and financial success over the last ten years. We continue to augment this core structure to better leverage the expanding Trimble technology capabilities, to address the requirements of international markets, to pursue larger-scale industry opportunities, and to more effectively participate in alliances with other companies.

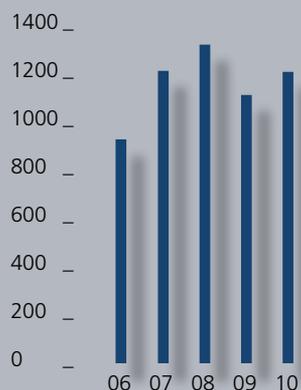
We have been through a demanding three-year period which posed significant challenges and uncertainties. The Trimble organization has responded to the challenges and elevated itself. My thanks to everyone who contributed. In particular, I want to acknowledge the approximately 200 Trimble employees in Christchurch, New Zealand. Christchurch suffered two major earthquakes within a six-month period in late 2010 and early 2011, both of which have been followed by innumerable aftershocks. In spite of the disruption and uncertainty, these Trimble employees have persevered in good Kiwi style.

A handwritten signature in blue ink, appearing to read "Steve Berglund".

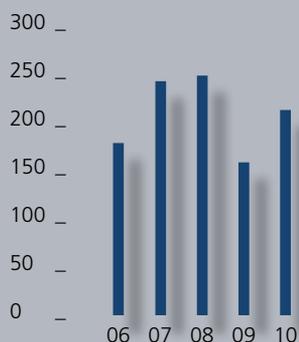
Steve Berglund  
President and CEO

## FINANCIAL HIGHLIGHTS

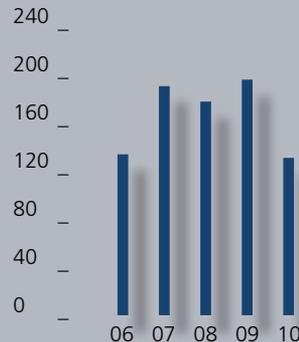
Revenue  
in \$ millions



EBITDA  
in \$ millions

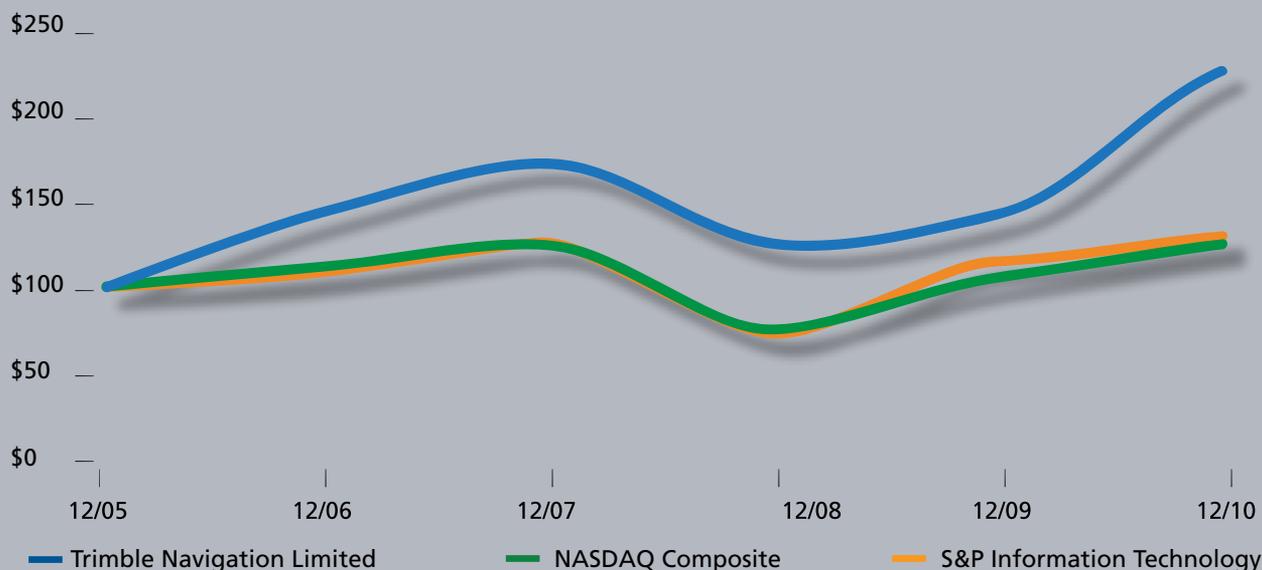


Cash Flow from Operations  
in \$ millions



### COMPARISON OF 5-YEAR CUMULATIVE TOTAL RETURN\*

Among Trimble Navigation Limited, the NASDAQ composite index and the S&P information technology sector index



The above graph compares the cumulative 5-year total return provided shareholders on Trimble Navigation Limited's common stock relative to the cumulative total returns of the NASDAQ Composite index and the S&P Information Technology index. An investment of \$100 (with reinvestment of all dividends) is assumed to have been made in our common stock and in each of the indices on 12/31/2005 and its relative performance is tracked through 12/31/2010. The Company has never paid dividends on its common stock and has no present plans to do so.

\* The Company adopted a 52-53 week fiscal year effective upon the end of fiscal year 1997 and the actual date of the Company's 2010 fiscal year end was December 31, 2010. Any variations due to any differences between the actual date of a particular fiscal year end and the calendar year end for such year are not expected to be material.

## MANAGEMENT INFORMATION

### EXECUTIVE MANAGEMENT

**Steven W. Berglund**

President and Chief Executive Officer

**Rajat Bahri**

Chief Financial Officer

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Vice President

**Mark A. Harrington**

Vice President

**James Veneziano**

Vice President

**Erik J. Arvesen**

Vice President, Agriculture Division

**Ann Ciganer**

Vice President, Strategic Policy

**Joseph F. Denniston, Jr.**

Vice President,  
Spectra Precision Division

**John E. Huey**

Treasurer

**James A. Kirkland**

Vice President and General Counsel

**Jürgen D. Kliem**

Vice President,  
Strategy and  
Business Development

**Peter O. Large**

Vice President, Channel Development

**Bruce E. Peetz**

Vice President,  
Advanced Technology and Systems

**Julie Shepard**

Vice President, Finance

**Mary Kay Strangis**

Vice President, Human Resources

### BOARD OF DIRECTORS

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**Nickolas W. Vande Steeg**

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Trustee, Azusa Pacific University  
Venture Capital Investor  
Business Consultant Director, Wabtec  
Corporation

**Steven W. Berglund**

President and Chief Executive Officer

**John B. Goodrich**

Secretary  
Business Consultant

**William Hart**

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Business Consultant

**Merit E. Janow**

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Law and International Affairs,  
Columbia University

**Bradford W. Parkinson, Ph.D**

Executive Consultant  
Professor (Emeritus),  
Stanford University

**Mark S. Peek**

Co-President, Business Operations and  
Chief Financial Officer, VMware, Inc.

### SHAREHOLDER INFORMATION

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**Independent Auditor**

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San Jose, California

**Transfer Agent & Registrar**

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Plaza Level  
New York, New York 10038  
(800) 937-5449

**Investor Relations Contact**

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investor\_relations@trimble.com

### ADDITIONAL INFORMATION

The Company's annual report on Form 10-K, as filed with the Securities Exchange Commission, accompanies this annual report to shareholders and is also available on the Investor Relations section of the Company's website at: [www.trimble.com](http://www.trimble.com)

**Trimble Investor Information**

Traded: The NASDAQ Stock Exchange  
Symbol: TRMB

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Fortitude Valley, QLD  
Melbourne, VIC  
Sydney, NSW

**Belgium**

Leper

**Brazil**

Campinas

**Canada**

Kamloops, British Columbia  
Vancouver, British Columbia  
Toronto, Ontario  
Montréal, Québec

**Chile**

Los Condes

**China**

Beijing  
Shanghai

**France**

Fontenay-sous-Bois

**Germany**

Biberach an der RiB  
Braunschweig  
Höhenkirchen-Siegertsbrunn  
Jena  
Kaiserslautern  
Kirchheim u.T.-Jesingen  
Raunheim  
Stuttgart  
Wunstorf

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New Delhi  
Pune

**Ireland**

Cork

**Italy**

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**Japan**

Tokyo

**Kenya**

Nairobi

**Korea**

Seoul

**Mexico**

Tecate, BC

**The Netherlands**

Eersel  
Sliedrecht

**New Zealand**

Christchurch

**Russia**

Moscow

**Singapore****South Africa**

Gauteng

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Danderyd

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Bangkok

**United Arab Emirates**

Dubai

**United Kingdom**

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Glossop  
Hook  
Ipswich

**United States**

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Dayton, OH  
Corvallis, OR  
Knoxville, TN  
Plano, TX  
Chantilly, VA  
Liberty Lake, WA

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