



Third Quarter 2021 Earnings Call

October 26, 2021



Forward Looking Statements and Non-GAAP Measures

Forward Looking Statements

Certain statements contained herein may constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These include statements about expectations regarding our financial results, condition and outlook, anticipated end markets, near-term volume, continued opportunity for operational improvement, our ability to drive consistent and differentiated performance, the impact of our high quality portfolio of electrical solutions and utility solutions with strong brand value and best in class reliability, and anticipated effects of the COVID-19 pandemic and the responses thereto, including the pandemic's impact on general economic and market conditions, as well as on our business, customers, end markets, results of operations and financial condition and anticipated actions to be taken by management in response to the pandemic and related governmental and business actions, and our projected financial results set forth in "2021 Outlook" below, as well as other statements that are not strictly historic in nature. In addition, all statements regarding anticipated growth, changes in operating results, market conditions and economic conditions are forward-looking, including those regarding the adverse impact of the COVID-19 pandemic on the Company's end markets, supply chain disruptions and material costs. These statements may be identified by the use of forward-looking words or phrases such as "believe", "expect", "anticipate", "plan", "estimated", "target", "should", "could", "may", "subject to", "continues", "growing", "projected", "if", "potential", "will likely be", and similar words and phrases. Such forward-looking statements are based on our current expectations and involve numerous assumptions, known and unknown risks, uncertainties and other factors which may cause actual and future performance or the Company's achievements to be materially different from any future results, performance, or achievements expressed or implied by such forward-looking statements. Such factors include, but are not limited to: Availability, costs and quantity of raw materials, purchased components, energy and freight, particularly as global economic activity recovers from the effects of the COVID-19 pandemic; the scope, duration or resurgence of the COVID-19 pandemic and its impact on global economic systems, our employees, sites, operations, customers, material costs and supply chain; the outcome of contingencies or costs compared to amounts provided for such contingencies, including those with respect to pension withdrawal liabilities; achieving sales levels to meet revenue expectations; unexpected costs or charges, certain of which may be outside the Company's control; the effects of tariffs and other trade actions taken by the U.S. and other countries; changes in demand for our products, as well as product sales prices and material costs; expected benefits of productivity improvements and cost reduction actions; effects of unfavorable foreign currency exchange rates; the impact of U.S. tax reform and other legislation; general economic and business conditions; the impact of and the ability to complete and integrate strategic acquisitions; the impact of certain divestitures; the ability to effectively develop and introduce new products, expand into new markets and deploy capital; and other factors described in our Securities and Exchange Commission filings, including the "Business", "Risk Factors", and "Quantitative and Qualitative Disclosures about Market Risk" Sections in the Annual Report on Form 10-K for the year ended December 31, 2020 and Quarterly Reports on Form 10-Q.

Non-GAAP Measures

Certain terms used in this presentation, including "Net debt", "Free Cash Flow", "Organic net sales", "Organic growth", "Restructuring-related costs", "EBITDA", and certain "adjusted" measures, are defined under the section entitled "Non-GAAP Definitions." See Appendix, our press releases and SEC filings for more information.



1 Broad-based demand driving substantial orders growth and ongoing backlog build

2 Strong pricing traction mitigating material cost inflation

3 Supply chain disruption affecting shipment and productivity levels

4 Updating 2021 adjusted EPS guidance

Transaction Details

- ✓ Reached definitive agreement to sell Commercial & Industrial Lighting to GE Current, a Daintree company
- ✓ Cash purchase price of \$350 million
- ✓ 2020 sales of ~\$515 million
- ✓ Expected close in first quarter 2022, subject to customary conditions

Key Implications

- ✓ Reshaping of the portfolio with higher growth and margin characteristics
- ✓ Drive strategic investment and resource allocation to most attractive market verticals and applications
- ✓ Deploy net proceeds to accretive bolt-ons and share repurchase

Well Positioned to Continue Delivering Differentiated Long-Term Results

\$1.21B

Sales

(Organic +5.4% | net M&A +3.5%)

- Organic growth driven by strong price realization
- Supply chain disruption affected volumes and drove backlog build amid strong demand

14.3%

Adj. OP Margin

(-210bps y/y)

- Material inflation, supply chain headwinds, higher freight and logistics costs
- Strong price realization and restructuring/productivity benefits

\$2.24

Adj. Diluted EPS

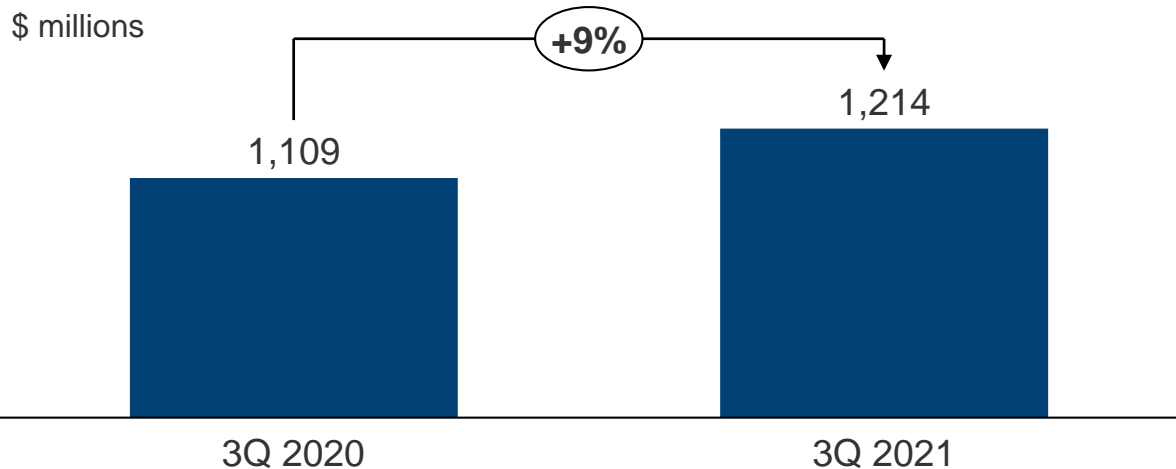
- Modest non-operating tailwinds from lower tax rate and interest expense

\$70M

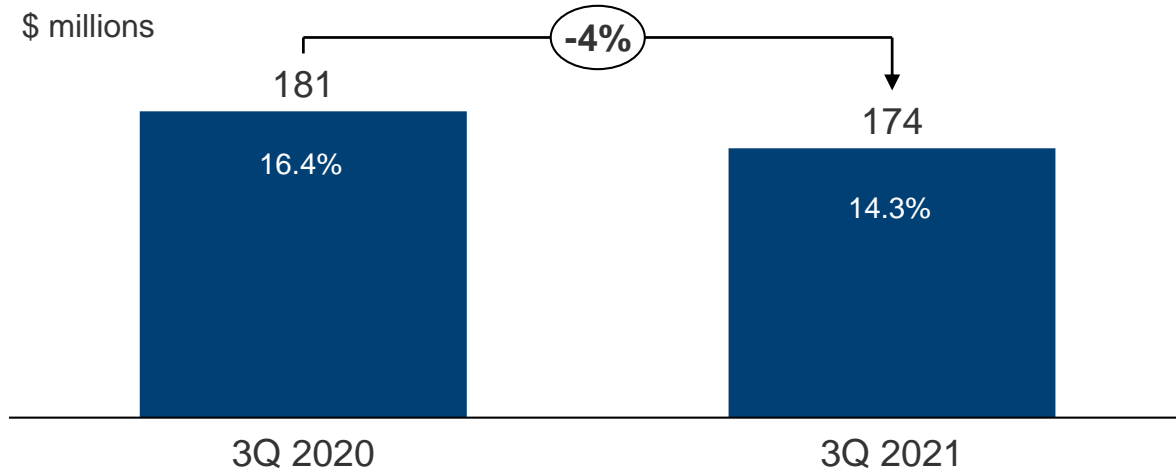
Free Cash Flow

- Working capital investment to secure materials to serve strong customer demand
- Expect seasonally strong fourth quarter FCF generation

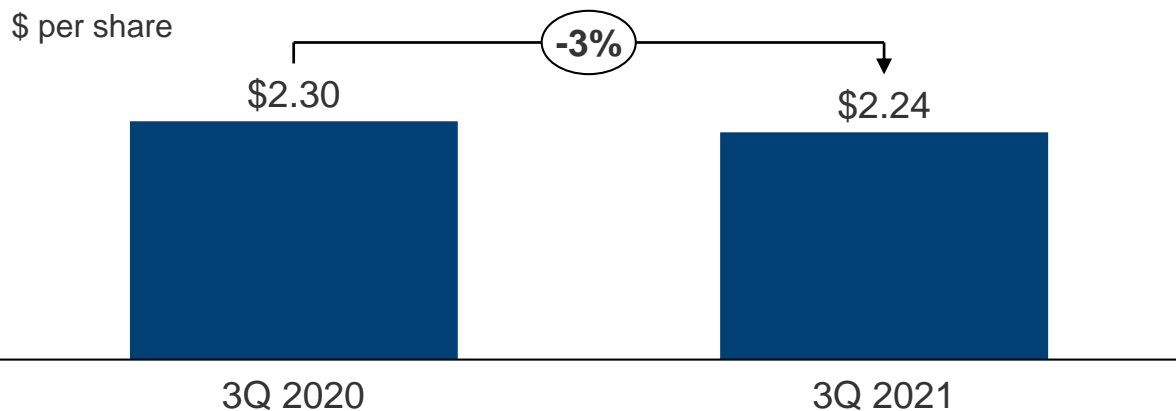
NET SALES



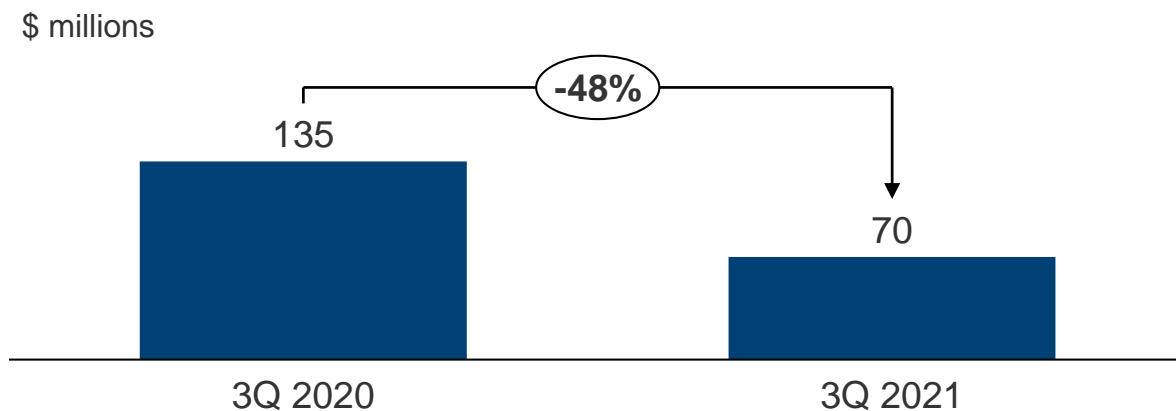
ADJUSTED OPERATING PROFIT



ADJUSTED DILUTED EPS



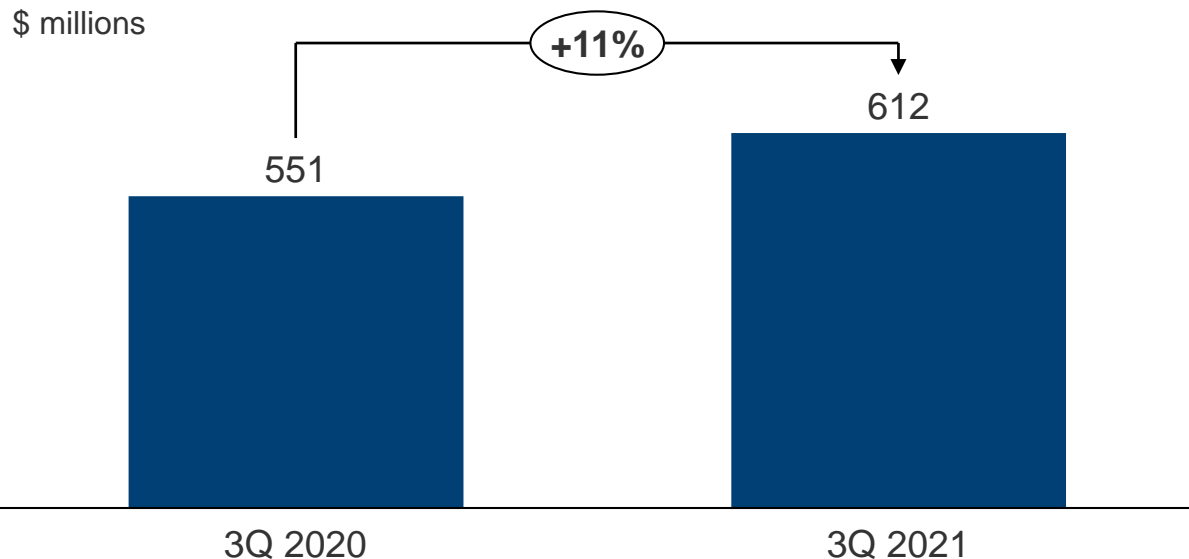
FREE CASH FLOW



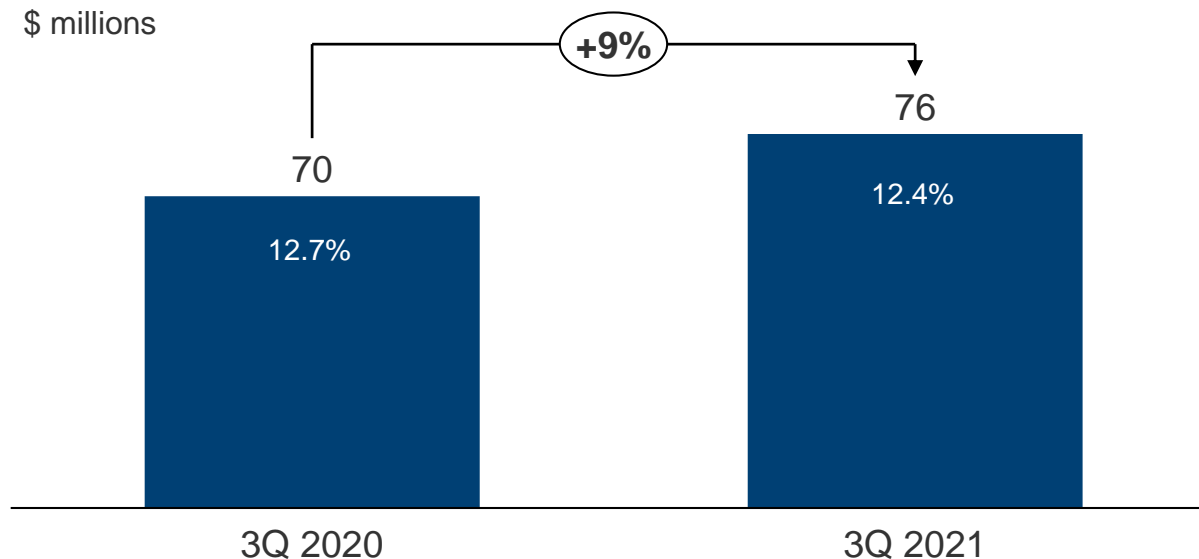
Higher Sales Driven by Price and Acquisitions; Margins Impacted by Material and Supply Chain Headwinds

3Q 2021 Hubbell Electrical Solutions (HES) Segment Results

ELECTRICAL SOLUTIONS NET SALES



ELECTRICAL SOLUTIONS ADJ. OPERATING PROFIT



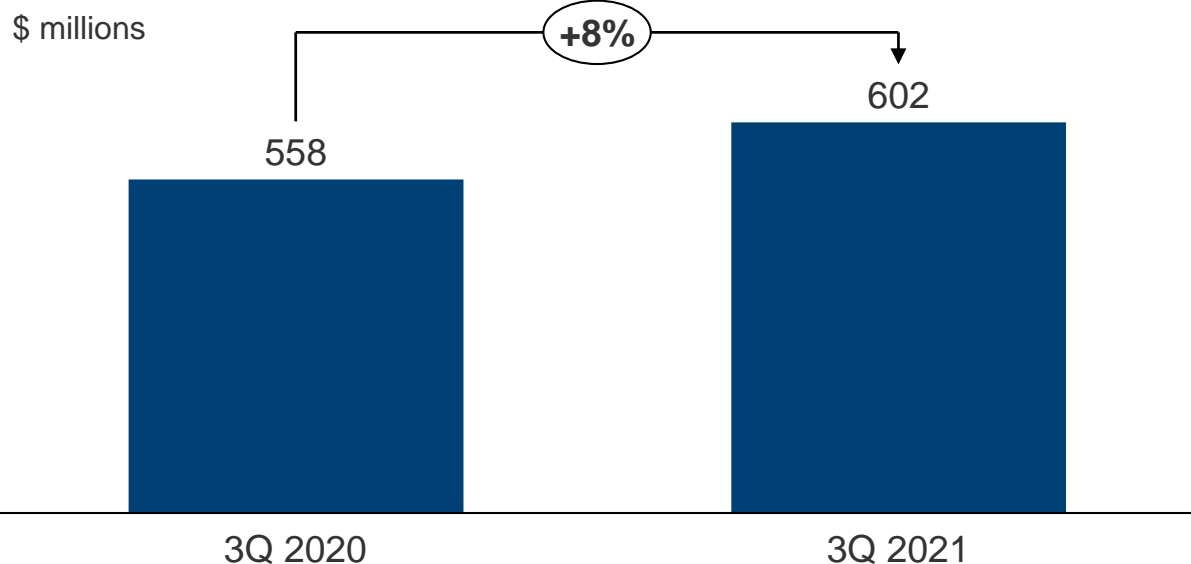
- Organic +9%; Acquisitions +1%; Forex +1%
 - **Industrial:** strong growth in connectors, grounding and wiring solutions driven by communications, solar, and light industrial manufacturing verticals
 - **Non-residential:** electrical products steady; commercial lighting soft
 - **Residential:** slowing into difficult comparisons

- Higher volumes
- Productivity and restructuring benefits
- Price | Material neutral to OP \$, but a headwind to margins
- Increased supply chain costs

Strong Execution and Operating Profit Growth

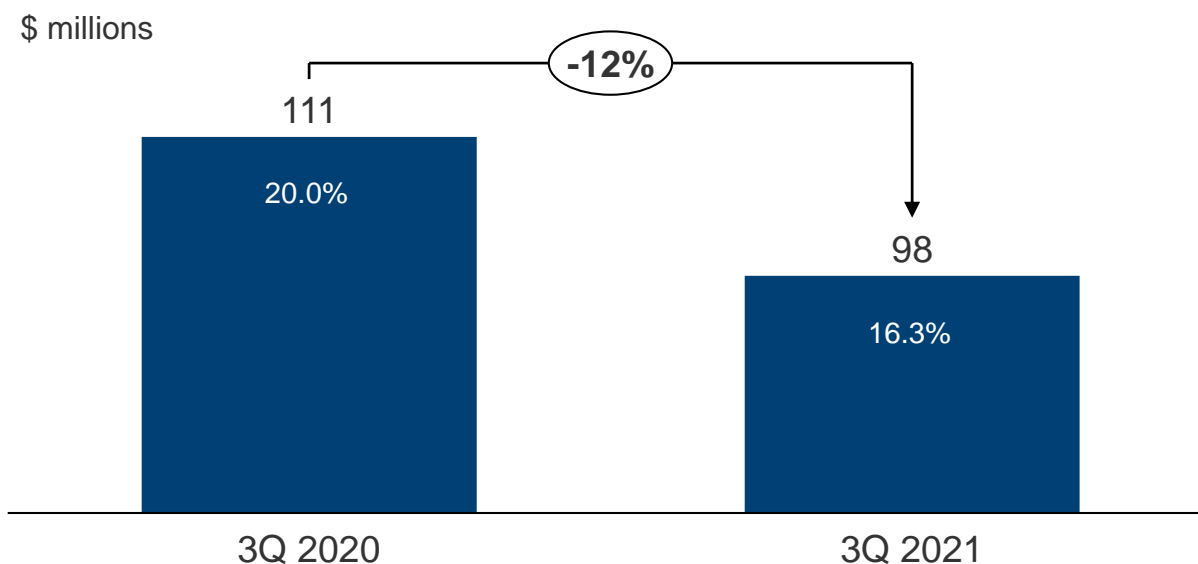
3Q 2021 Hubbell Utility Solutions (HUS) Segment Results

UTILITY SOLUTIONS NET SALES



- Organic +2%; Acquisitions +6%
- T&D Components up 10% (*organic +4%*)
 - **Power T&D:** grid investment driving orders; shipments constrained by supply chain
 - **Gas Distribution:** strong demand driven by critical infrastructure upgrades
- Communications & Controls up 4% (*organic -3%*)
 - **AMI/Meters:** chip/component shortages pushing out a growing backlog
 - **Distribution Automation:** acquisitions bolster growing protection/controls presence

UTILITY SOLUTIONS ADJ. OPERATING PROFIT



- Price | Material headwind
- Increased supply chain costs and constraints
- Lower volumes
- Restructuring and productivity benefits

Continued Strong Customer Demand Offset by Supply Chain Headwinds

2021 Outlook

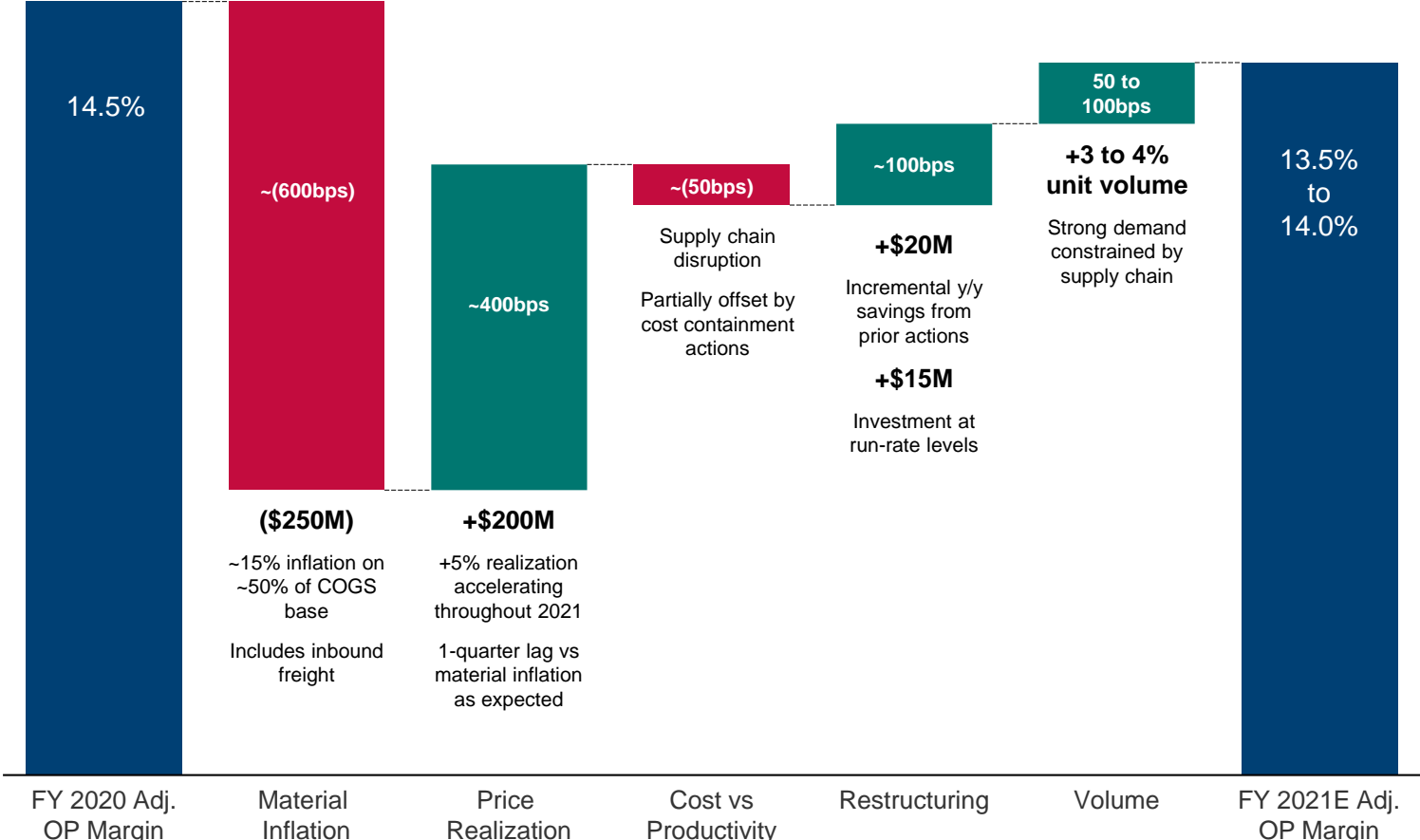
2021 HUBBELL OUTLOOK

+12-13%
Sales Growth y/y
 +8-9% Organic (Incl. +5% Price)
 +3-4% Net M&A; +0-1% Forex

\$8.30 to \$8.50
Adjusted EPS

~100%
Free Cash Flow conversion on adj. EPS

FULL YEAR 2021 ADJ. OP MARGIN BRIDGE



Solid Execution Amid Significant External Headwinds; Positive Setup Into 2022



Appendix



References to "adjusted" operating measures exclude the impact of certain costs, gains or losses. Management believes these adjusted operating measures provide useful information regarding our underlying performance from period to period and an understanding of our results of operations without regard to items we do not consider a component of our core operating performance. Adjusted operating measures are non-GAAP measures, and include adjusted operating income, adjusted operating margin, adjusted net income, adjusted net income available to common shareholders, adjusted net income attributable to Hubbell, adjusted earnings per diluted share, and adjusted EBITDA. These non-GAAP measures exclude, where applicable:

- Amortization of all intangible assets associated with our business acquisitions, including inventory step-up amortization associated with those acquisitions. The intangible assets associated with our business acquisitions arise from the allocation of the purchase price using the acquisition method of accounting in accordance with Accounting Standards Codification 805, "Business Combinations." These assets consist primarily of customer relationships, developed technology, trademarks and tradenames, and patents, as reported in Note 6—Goodwill and Other Intangible Assets, under the heading "Total Definite-Lived Intangibles," within the Company's audited consolidated financial statements set forth in its Annual Report on Form 10-K for Fiscal Year Ended December 31, 2020. The Company excludes these non-cash expenses because we believe it (i) enhances management's and investors' ability to analyze underlying business performance, (ii) facilitates comparisons of our financial results over multiple periods, and (iii) provides more relevant comparisons of our results with the results of other companies as the amortization expense associated with these assets may fluctuate significantly from period to period based on the timing, size, nature, and number of acquisitions. Although we exclude amortization of these acquired intangible assets and inventory step-up from our non-GAAP results, we believe that it is important for investors to understand that revenue generated, in part, from such intangibles is included within revenue in determining adjusted net income attributable to Hubbell Incorporated.
- Losses recognized in the second quarter of 2021 from the early extinguishment of long-term debt, and the disposition of a business. The Company excludes these losses because we believe it enhances management's and investors' ability to analyze underlying business performance and facilitates comparisons of our financial results over multiple periods.
- Pension charges including a settlement charge in the third quarter of 2020.
- Income tax effects of the above adjustments which are calculated using the statutory tax rate, taking into consideration the nature of the item and the relevant taxing jurisdiction, unless otherwise noted

Adjusted EBITDA is a non-GAAP measure that excludes the items noted above and also excludes the Other income (expense), net, Interest expense, net, and Provision for income taxes captions of the Condensed Consolidated Statement of Income, as well as depreciation and amortization expense.

Net debt, defined as total debt less cash and investments, is a non-GAAP measure. Management believes that net debt to capital is a useful measure regarding Hubbell's financial leverage for evaluating the Company's ability to meet its funding needs.

Free cash flow is a non-GAAP measure and is defined as cash flow from operations less capital expenditures. Management believes that free cash flow provides useful information regarding Hubbell's ability to generate cash without reliance on external financing. In addition, management uses free cash flow to evaluate the resources available for investments in the business, strategic acquisitions and further strengthening the balance sheet.

Organic net sales, a non-GAAP measure, represent net sales according to U.S. GAAP, less net sales from acquisitions and divestitures during the first twelve months of ownership or divestiture, respectively, less the effect of fluctuations in net sales from foreign currency exchange. The period-over-period effect of fluctuations in net sales from foreign currency exchange is calculated as the difference between local currency net sales of the prior period translated at the current period exchange rate as compared to the same local currency net sales translated at the prior period exchange rate. We believe this measure provides management and investors with a more complete understanding of underlying operating results and trends of established, ongoing operations by excluding the effect of acquisitions, dispositions and foreign currency, as these activities can obscure underlying trends. When comparing net sales growth between periods excluding the effects of acquisitions, business dispositions and currency exchange rates, those effects are different when comparing results for different periods. For example, because net sales from acquisitions are considered inorganic from the date we complete an acquisition through the end of the first year following the acquisition, net sales from such acquisition are reflected as organic net sales thereafter

There are limitations to the use of non-GAAP measures. Non-GAAP measures do not present complete financial results. We compensate for this limitation by providing a reconciliation between our non-GAAP financial measures and the respective most directly comparable financial measure calculated and presented in accordance with GAAP. Because non-GAAP financial measures are not standardized, it may not be possible to compare these financial measures with other companies' non-GAAP financial measures having the same or similar names. These financial measures should not be considered in isolation from, as substitutes for, or alternative measures of, reported GAAP financial results, and should be viewed in conjunction with the most comparable GAAP financial measures and the provided reconciliations thereto. We believe, however, that these non-GAAP financial measures, when viewed together with our GAAP results and related reconciliations, provide a more complete understanding of our business. We strongly encourage investors to review our consolidated financial statements and publicly filed reports in their entirety and not rely on any single financial measure.

Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

RECAST SEGMENT INFORMATION

As previously disclosed, beginning in the first quarter of 2021, the Company is reporting the results of its Gas Connectors and Accessories business as part of the Utility Solutions segment. This realignment has no impact on the Company's historical consolidated financial position, results of operations or cash flows. The historical segment information has been recast to conform to the new reporting structure. The recast financial information does not represent a restatement of previously issued financial statements.

Reconciliation of Adjusted Net Income to the most directly comparable GAAP measure (millions):

Hubbell Incorporated	Three Months Ended September 30,			Nine Months Ended September 30,		
	2021	2020	Change	2021	2020	Change
Net income attributable to Hubbell (GAAP measure)	\$ 108.5	\$ 107.1	1 %	\$ 282.0	\$ 270.3	4 %
Amortization of acquisition-related intangible assets	18.7	18.5		61.4	56.6	
Loss on disposition of business	0.1	—		6.9	—	
Loss on extinguishment of debt	—	—		16.8	—	
Pension charge	—	6.6		—	6.6	
Subtotal	\$ 18.8	\$ 25.1		\$ 85.1	\$ 63.2	
Income tax effects	4.6	6.3		20.6	15.9	
Adjusted Net Income	\$ 122.7	\$ 125.9	(3)%	\$ 346.5	\$ 317.6	9 %

Reconciliation of Adjusted Earnings Per Diluted Share to the most directly comparable GAAP measure (millions, except per share amounts):

Hubbell Incorporated	Three Months Ended September 30,			Nine Months Ended September 30,		
	2021	2020	Change	2021	2020	Change
Numerator:						
Net income attributable to Hubbell	\$ 108.5	\$ 107.1		\$ 282.0	\$ 270.3	
Less: Earnings allocated to participating securities	(0.3)	(0.4)		(0.9)	(1.0)	
Net income available to common shareholders (GAAP measure) [a]	\$ 108.2	\$ 106.7	1 %	\$ 281.1	\$ 269.3	4 %
Adjusted Net Income	\$ 122.7	\$ 125.9		\$ 346.5	\$ 317.6	
Less: Earnings allocated to participating securities	(0.4)	(0.5)		(1.1)	(1.1)	
Adjusted net income available to common shareholders [b]	\$ 122.3	\$ 125.4	(2)%	\$ 345.4	\$ 316.5	9 %
Denominator:						
Average number of common shares outstanding [c]	54.3	54.2		54.3	54.1	
Potential dilutive shares	0.4	0.3		0.4	0.3	
Average number of diluted shares outstanding [d]	54.7	54.5		54.7	54.4	
Earnings per share (GAAP measure):						
Basic [a] / [c]	\$ 1.99	\$ 1.97		\$ 5.18	\$ 4.97	
Diluted [a] / [d]	\$ 1.98	\$ 1.96	1 %	\$ 5.14	\$ 4.95	4 %
Adjusted Earnings Per Diluted Share [b] / [d]	\$ 2.24	\$ 2.30	(3)%	\$ 6.31	\$ 5.81	9 %

Reconciliation of Adjusted Operating Margin to the most directly comparable GAAP measure (millions):

Hubbell Incorporated	Three Months Ended September 30,			Nine Months Ended September 30,		
	2021	2020	Change	2021	2020	Change
Net Sales [a]	\$ 1,213.6	\$ 1,108.6	9 %	\$ 3,483.8	\$ 3,148.1	11 %
Operating Income \$						
GAAP measure [b]	\$ 155.3	\$ 162.9	(5)%	\$ 425.6	\$ 413.2	3 %
Amortization of acquisition-related intangible assets	18.7	18.5		61.4	56.6	
Adjusted Operating Income \$ [c]	\$ 174.0	\$ 181.4	(4)%	\$ 487.0	\$ 469.8	4 %
Operating Margin %						
GAAP measure [b] / [a]	12.8 %	14.7 %	-190 bps	12.2 %	13.1 %	-90 bps
Adjusted Operating Margin % [c] / [a]	14.3 %	16.4 %	-210 bps	14.0 %	14.9 %	-90 bps
Electrical Solutions						
	2021	2020	Change	2021	2020	Change
Net Sales [a]	\$ 611.9	\$ 551.0	11 %	\$ 1,761.0	\$ 1,584.1	11 %
Operating Income \$						
GAAP measure [b]	\$ 72.0	\$ 65.9	9 %	\$ 201.3	\$ 171.1	18 %
Amortization of acquisition-related intangible assets	4.1	4.2		12.5	13.2	
Adjusted Operating Income \$ [c]	\$ 76.1	\$ 70.1	9 %	\$ 213.8	\$ 184.3	16 %
Operating Margin %						
GAAP measure [b] / [a]	11.8 %	12.0 %	-20 bps	11.4 %	10.8 %	+60 bps
Adjusted Operating Margin % [c] / [a]	12.4 %	12.7 %	-30 bps	12.1 %	11.6 %	+50 bps
Utility Solutions						
	2021	2020	Change	2021	2020	Change
Net Sales [a]	\$ 601.7	\$ 557.6	8 %	\$ 1,722.8	\$ 1,564.0	10 %
Operating Income \$						
GAAP measure [b]	\$ 83.3	\$ 97.0	(14)%	\$ 224.3	\$ 242.1	(7)%
Amortization of acquisition-related intangible assets	14.6	14.3		48.9	43.4	
Adjusted Operating Income \$ [c]	\$ 97.9	\$ 111.3	(12)%	\$ 273.2	\$ 285.5	(4)%
Operating Margin %						
GAAP measure [b] / [a]	13.8 %	17.4 %	-360 bps	13.0 %	15.5 %	-250 bps
Adjusted Operating Margin % [c] / [a]	16.3 %	20.0 %	-370 bps	15.9 %	18.3 %	-240 bps

Reconciliation of Organic Net Sales Growth to Net Sales Growth (millions):

Hubbell Incorporated	Three Months Ended September 30,				Nine Months Ended September 30,			
	2021	Inc/(Dec)%	2020	Inc/(Dec)%	2021	Inc/(Dec)%	2020	Inc/(Dec)%
Net sales growth (GAAP measure)	\$ 105.0	9.5	\$ (95.4)	(7.9)	\$ 335.7	10.7	\$ (339.6)	(9.7)
Impact of acquisitions	40.7	3.7	11.3	0.9	109.4	3.5	33.2	1.0
Impact of divestitures	(2.2)	(0.2)	(4.5)	(0.4)	(2.8)	(0.1)	(20.3)	(0.6)
Foreign currency exchange	6.2	0.6	(3.4)	(0.2)	15.3	0.5	(11.3)	(0.3)
Organic net sales growth (decline)	\$ 60.3	5.4	\$ (98.8)	(8.2)	\$ 213.8	6.8	\$ (341.2)	(9.8)

Electrical Solutions	Three Months Ended September 30,				Nine Months Ended September 30,			
	2021	Inc/(Dec)%	2020	Inc/(Dec)%	2021	Inc/(Dec)%	2020	Inc/(Dec)%
Net sales growth (GAAP measure)	\$ 60.9	11.0	\$ (86.0)	(13.5)	\$ 176.9	11.2	\$ (267.8)	(14.3)
Impact of acquisitions	7.4	1.3	4.4	0.7	18.6	1.2	12.4	0.7
Impact of divestitures	—	—	(4.5)	(0.7)	—	—	(20.3)	(1.0)
Foreign currency exchange	4.0	0.7	(0.8)	(0.1)	12.4	0.8	(4.2)	(0.2)
Organic net sales growth (decline)	\$ 49.5	9.0	\$ (85.1)	(13.4)	\$ 145.9	9.2	\$ (255.7)	(13.8)

Utility Solutions	Three Months Ended September 30,				Nine Months Ended September 30,			
	2021	Inc/(Dec)%	2020	Inc/(Dec)%	2021	Inc/(Dec)%	2020	Inc/(Dec)%
Net sales growth (GAAP measure)	\$ 44.1	7.9	\$ (9.4)	(1.7)	\$ 158.8	10.1	\$ (71.8)	(4.2)
Impact of acquisitions	33.3	6.0	6.9	1.2	90.8	5.8	20.8	1.3
Impact of divestitures	(2.2)	(0.4)	—	—	(2.8)	(0.2)	—	—
Foreign currency exchange	2.2	0.4	(2.6)	(0.4)	2.9	0.2	(7.1)	(0.3)
Organic net sales growth (decline)	\$ 10.8	1.9	\$ (13.7)	(2.5)	\$ 67.9	4.3	\$ (85.5)	(5.2)

Reconciliation of Free Cash Flow to the most directly comparable GAAP measure (millions):

Hubbell Incorporated	Three Months Ended September 30,		Nine Months Ended September 30,	
	2021	2020	2021	2020
Net Cash Provided By Operating Activities (GAAP measure)	\$ 97.5	\$ 151.9	\$ 306.8	\$ 455.6
Capital Expenditures	(27.4)	(16.7)	(66.5)	(51.7)
Free Cash Flow	\$ 70.1	\$ 135.2	\$ 240.3	\$ 403.9

Reconciliation of Net Debt to the most directly comparable GAAP measure (millions):

Hubbell Incorporated	September 30, 2021	December 31, 2020
Total Debt	\$ 1,563.8	\$ 1,590.0
Total Hubbell Shareholders' Equity	2,168.8	2,070.0
Total Capital	\$ 3,732.6	\$ 3,660.0
Total Debt to Total Capital	42 %	43 %
Less: Cash and Investments	\$ 339.9	\$ 340.0
Net Debt	\$ 1,223.9	\$ 1,250.0
Net Debt to Total Capital	33 %	34 %