

# Hubbell Incorporated 2022 Investor Day

June 7, 2022





# Welcome & Opening Remarks

Dan Innamorato | VP, Investor Relations



# 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, and all statements set forth on the “Strategic Growth Verticals”, “Where We are Going”, “Balanced Capital Allocation”, “Future Strategic Innovation Approach”, “Hubbell Five Year Innovation Transformation Journey”, “Key Takeaways”, “Near-Term Update”, and “Hubbell Playbook for Growth and Margin Expansion Through 2025” slides in this presentation, 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. 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: our ability to effectively execute our business plan in light of the ongoing and dynamic COVID-19 pandemic; the effectiveness of the actions that we take to address the effects of the COVID-19 pandemic; 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 trade tariffs, import quotas and other trade restrictions or actions taken by the U.S., U.K., and other countries, including changes in U.S. trade policies; changes in product sales prices and material costs; failure to achieve projected levels of efficiencies, cost savings and cost reduction measures, including those expected as a result of our lean initiatives and strategic sourcing plans; effects of unfavorable foreign currency exchange rates and the potential use of hedging instruments to hedge the exposure to fluctuating rates of foreign currency exchange on inventory purchases; regulatory issues, changes in tax laws, or changes in geographic profit mix affecting tax rates and availability of tax incentives; general economic and business conditions as well as inflationary trends; the impact of and the ability to complete and integrate strategic acquisitions; the impact of certain divestitures, including the benefits and costs of, the recent sale of the Commercial and Industrial Lighting business to GE Current, a Daintree Company; 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”, “Forward-Looking Statements” and “Quantitative and Qualitative Disclosures about Market Risk” Sections in the Annual Report on Form 10-K for the year ended December 31, 2021 and Quarterly Reports on Form 10-Q.

## Continuing Operations

As a result of the previously announced closing of the divestiture of Commercial & Industrial Lighting, the Company is reporting the results of that business as discontinued operations and has restated full year 2020 and 2021 results on a continuing operations basis. All results referenced throughout this presentation are on a continuing operations basis unless otherwise stated.

## 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 in the Appendix.” See Appendix, our press releases and SEC filings for more information.

8:30 am

## WELCOME & OPENING REMARKS

Dan Innamorato | VP, Investor Relations

## HUBBELL OVERVIEW & STRATEGIC VISION

Gerben Bakker | Chairman, President & CEO

## CAPITAL ALLOCATION

Bill Sperry | EVP & CFO

## STRATEGIC TOPICS

### *Customer: Differentiation through Scale & Agility*

Terry Watson | VP, Customer Experience

### *Growth: Innovation in Action*

Alexis Bernard | CTO

### *ESG: Sustainability as a Business Strategy*

Katie Lane | SVP, General Counsel

10:15 am

Q&A

10:30 am

BREAK

10:45 am

## HUBBELL UTILITY SOLUTIONS (HUS)

Allan Connolly | President, Utility Solutions Segment

## HUBBELL ELECTRICAL SOLUTIONS (HES)

Pete Lau | President, Electrical Solutions Segment

## FINANCIAL OVERVIEW

Bill Sperry | EVP & CFO

## CLOSING REMARKS

Gerben Bakker | Chairman, President & CEO

12:00 pm

Q&A



# Hubbell Overview and Strategic Vision

Gerben Bakker | Chairman, President & CEO





**1**

Uniquely positioned to solve critical infrastructure problems for customers

**2**

Strategically aligned around grid modernization and electrification

**3**

Evolving for the future while sustaining our foundational strengths

**4**

Focused strategy delivering for all key stakeholders

## Company Statistics

**1888**  
Founded

**~\$10.3B**  
Market-cap

**Shelton, CT**  
Headquarters

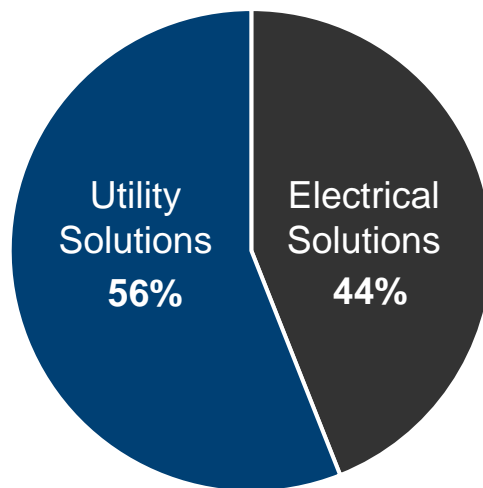
**~17K**  
Total Employees

**~2,400**  
Patents

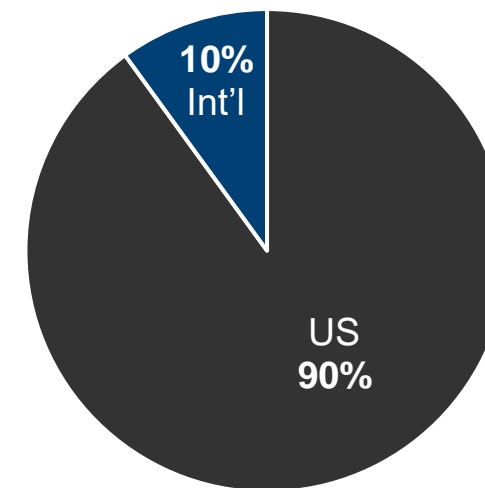
## 2021 Financial Highlights

Sales	\$4.2B
Adj. Operating Margin	14.5%
FCF	\$424M
Adj. FCF Conversion	96%
Adj. Diluted EPS	\$8.05

## Sales by Segment

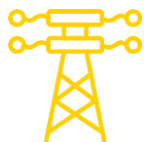


## Sales by Geography



**Mission-critical Utility and Electrical Solutions with best-in-class reliability and efficiency**

# Two Complementary Business Segments



## In Front of the Meter: Hubbell Utility Solutions

### Products

- Electrical arresters, insulators, connectors, switches, fuses, bushings, anchors and hardware
- Utility and telcom enclosures
- Gas connectors, fittings, excess flow valves and meter set assemblies

### Markets

- Electrical distribution
- Electrical transmission
- Gas distribution
- Telcom

Utility T&D  
Components

Utility  
Communications  
and Controls

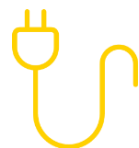
- Smart meters
- Advanced metering infrastructure
- Distribution Automation protective relays and controls

- Electrical distribution
- Water distribution
- Gas distribution

\$2.3B

HUS

2021 Sales



## Behind the Meter: Hubbell Electrical Solutions

### Products

- Wiring systems
- GFCI
- Electrical enclosures, covers and fittings

### Markets

- Non-residential
- Light industrial
- Datacenter and Telcom

Electrical  
Products

- Connectors
- Grounding and bonding
- Specialty tooling

- Light industrial
- Electrical T&D and Solar/Wind
- Datacenter and Telcom
- Transportation

Connection  
and Bonding

- Explosion proof devices
- Power quality solutions

- Harsh and heavy industrial
- Industrial manufacturing

Industrial  
Controls

- Lighting fixtures

- Residential

Residential  
and Retail

\$1.9B

HES

2021 Sales

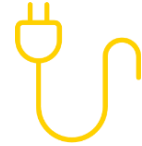
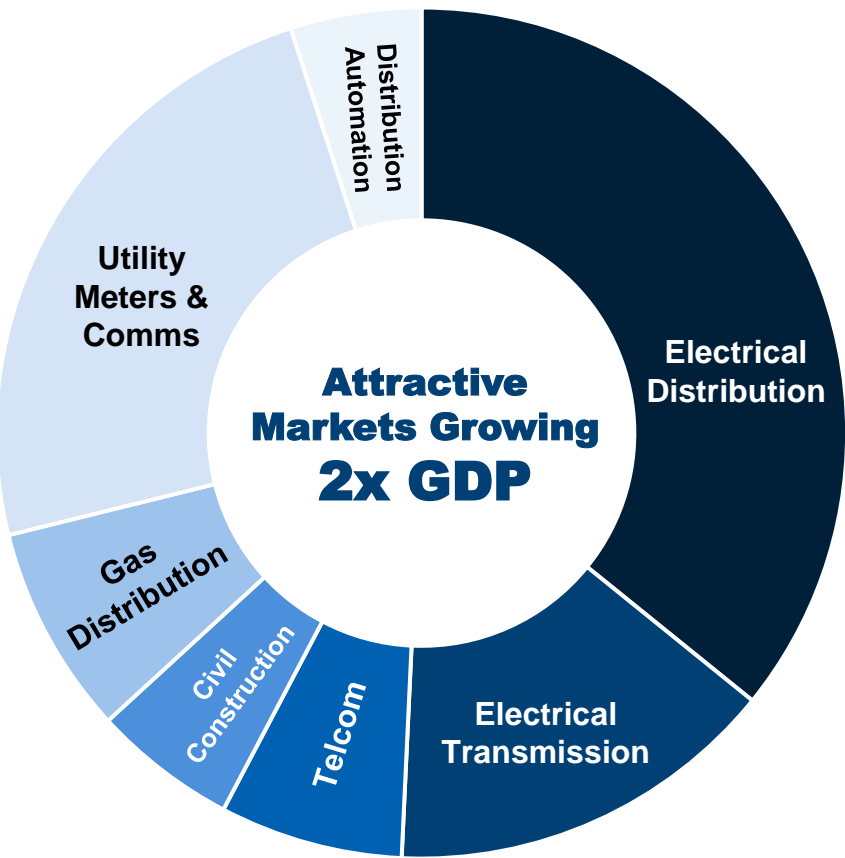
Focused portfolio with strong growth and margin characteristics



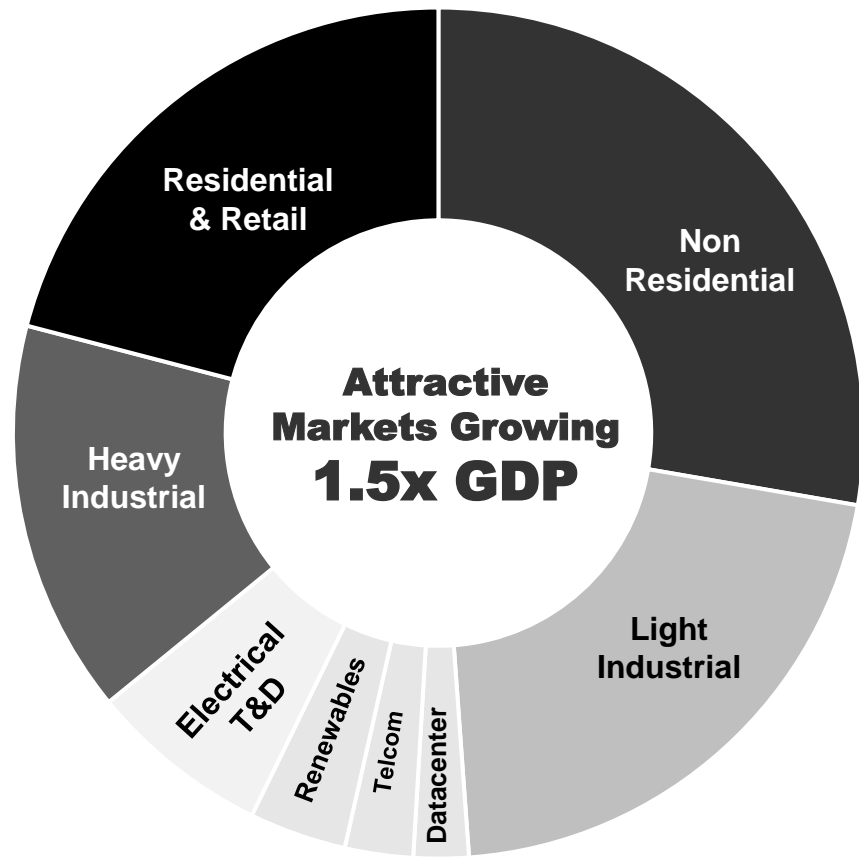
# Serving Attractive End Markets



## In Front of the Meter: Hubbell Utility Solutions



## Behind the Meter: Hubbell Electrical Solutions



Positioned for sustainable GDP+ market growth

# Strategically Aligned Around Clean Energy Megatrends

## Grid Modernization

~70% of US T&D lines **more than 25 years old**

\$15B+ federal **infrastructure investment** to modernize electrical grid

2X increase in **outage lengths** over last 10 years

- Replacement of **aging grid infrastructure** enables improved system reliability
- **Proliferation of renewables** increases grid complexity and drives need for **smart grid solutions with data-driven insights**
- **Climate change** and extreme weather events highlight importance of **programmatic grid hardening** investment

- **“Electrification of Everything”** drives need for innovative power management and electrical solutions
- Heightened emphasis on **energy efficiency** and reducing energy consumption necessitates renovation/retrofit solutions

## Electrification









~50% of total energy consumption in **industry, transport and buildings** from electricity by 2050

>50% of US power supply from **renewables** by 2035

~40% **electric vehicle** penetration by 2030

**More things are getting plugged into an aging grid infrastructure which needs to be upgraded and modernized**

# Uniquely Positioned to Solve Critical Infrastructure Problems

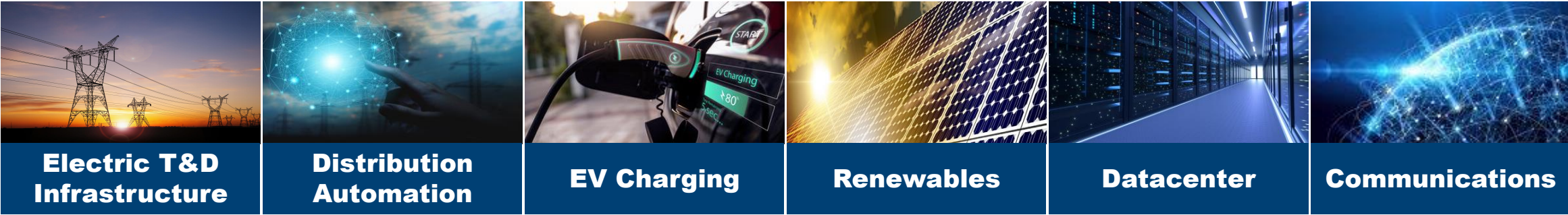
In Front of the Meter		The Edge	Behind the Meter	
Utility	Transmission & Distribution	Communication and Control	Diversified Applications	Owner/Operator
Electric	 	 	   	Industrial Manufacturer Electrical Contractor Building Operator Homeowner
Gas				
Water				
Telcom				

Leading Positions Across the Energy Infrastructure



Leading positions across the energy infrastructure in components, communications and controls

# Strategic Growth Verticals



**Electric T&D Infrastructure**

**Distribution Automation**

**EV Charging**

**Renewables**

**Datacenter**

**Communications**

**MARKET PROFILE**

## Growing Mid to High Single Digits through 2025

**CURRENT POSITION**

**Industry leading position**

**Small position, but strong right to play and ability to win**

**Nascent, but uniquely positioned to solve utility-scale grid integration challenges**

**Leading “balance of system” solution set**

**Small, growing presence**

**Strong in enclosures, connection and bonding**

**GROWTH STRATEGY**

Capacity expansion to serve strong demand  
Maintain service differentiation  
Bolt-on M&A

Power Systems + Aclara AMI  
Layer comms and controls over installed components base  
Bolt-on M&A

Pilot programs to validate and refine solution

Direct salesforce for EPCs  
Bundle and cross-sell  
Application engineering  
Bolt-on M&A

Bundle and cross-sell  
Bolt-on M&A

Capacity expansion to serve strong demand  
Maintain service differentiation  
Bolt-on M&A

**Approximately half of portfolio exposed to high growth market verticals**

# Building on 130+ Year Legacy of Performance for Customers and Shareholders

## WHERE WE ARE

- Integrated operating company united around a common strategy
- High quality portfolio strongly positioned in secular growth markets
- Consistent execution in delivering on commitments
- Operational transformation in early-mid innings

## VALUE DELIVERED FOR SHAREHOLDERS

- ✓ Top quartile 3-year TSR versus capital goods peer group
- ✓ Double digit organic CAGR 2020 through 2022E
- ✓ Average 3-year FCF conversion >110% of adjusted EPS



## WHERE WE ARE GOING

- Cultivating an innovation mindset while sticking to our core competencies
- Competing and winning in high growth/margin verticals
- World-class operator with optimized and automated manufacturing/distribution footprint
- Dynamic and diverse organizational culture; people and development focused

## HOW YOU CAN MEASURE US

- ✓ GDP+ organic growth
- ✓ Consistent margin expansion
- ✓ Double digit EPS growth

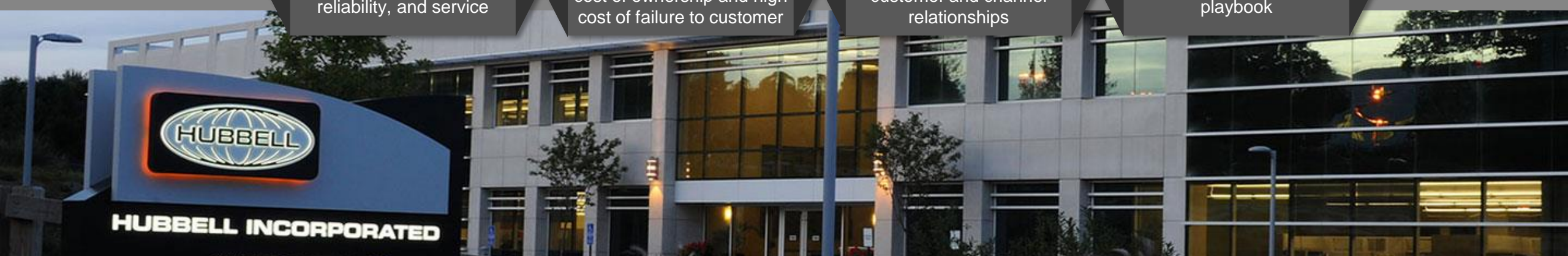
## FOUNDATION

Premium brands with best-in-class quality, reliability, and service

Mission-critical Utility and Electrical solutions w/ low cost of ownership and high cost of failure to customer

Dedicated and capable workforce with deep customer and channel relationships

Proven capital allocation strategy and bolt-on M&A playbook



Evolving for the future while sustaining our foundational strengths

# Strategic Pillars



## SERVE OUR CUSTOMERS

- ✓ Quality, reliability and service
- ✓ On-time delivery
- ✓ Omni channel strategy
- ✓ Enterprise marketing

**Be the partner of choice**



## GROW THE ENTERPRISE

- ✓ Innovate to accelerate growth
- ✓ Invest in high return acquisitions
- ✓ Vertical market strategy
- ✓ Enterprise selling

**Profitably grow sales GDP+**



## OPERATE WITH DISCIPLINE

- ✓ Price and productivity
- ✓ Footprint and SKU optimization
- ✓ Working capital management
- ✓ ESG and sustainability

**Consistently expand margins**



## DEVELOP OUR PEOPLE

- ✓ Career development
- ✓ Hubbell University
- ✓ Pay for performance
- ✓ Inclusion and diversity

**Attract, engage, retain and advance talent**

**Focused strategy delivering for all key stakeholders**

# Deep and Capable Leadership Team



**Gerben Bakker**  
Chairman, President  
& CEO



**Bill Sperry**  
EVP & CFO



**Allan Connolly**  
Segment President,  
Utility Solutions



**Pete Lau**  
Segment President,  
Electrical Solutions



**Alexis Bernard**  
Chief Technology  
Officer



**Alyssa Flynn**  
Chief Human  
Resources Officer



**Katherine Lane**  
SVP, General Counsel



**Drew Marquardt**  
Chief Information  
Officer



**Terry Watson**  
VP, Customer  
Experience

Experienced senior leadership team with diverse perspectives and capabilities



# Capital Allocation

Bill Sperry | EVP & CFO







**1**

Strong balance sheet and cash flow generation

**2**

Actively managing the portfolio

**3**

Investing strategically in targeted growth verticals

**4**

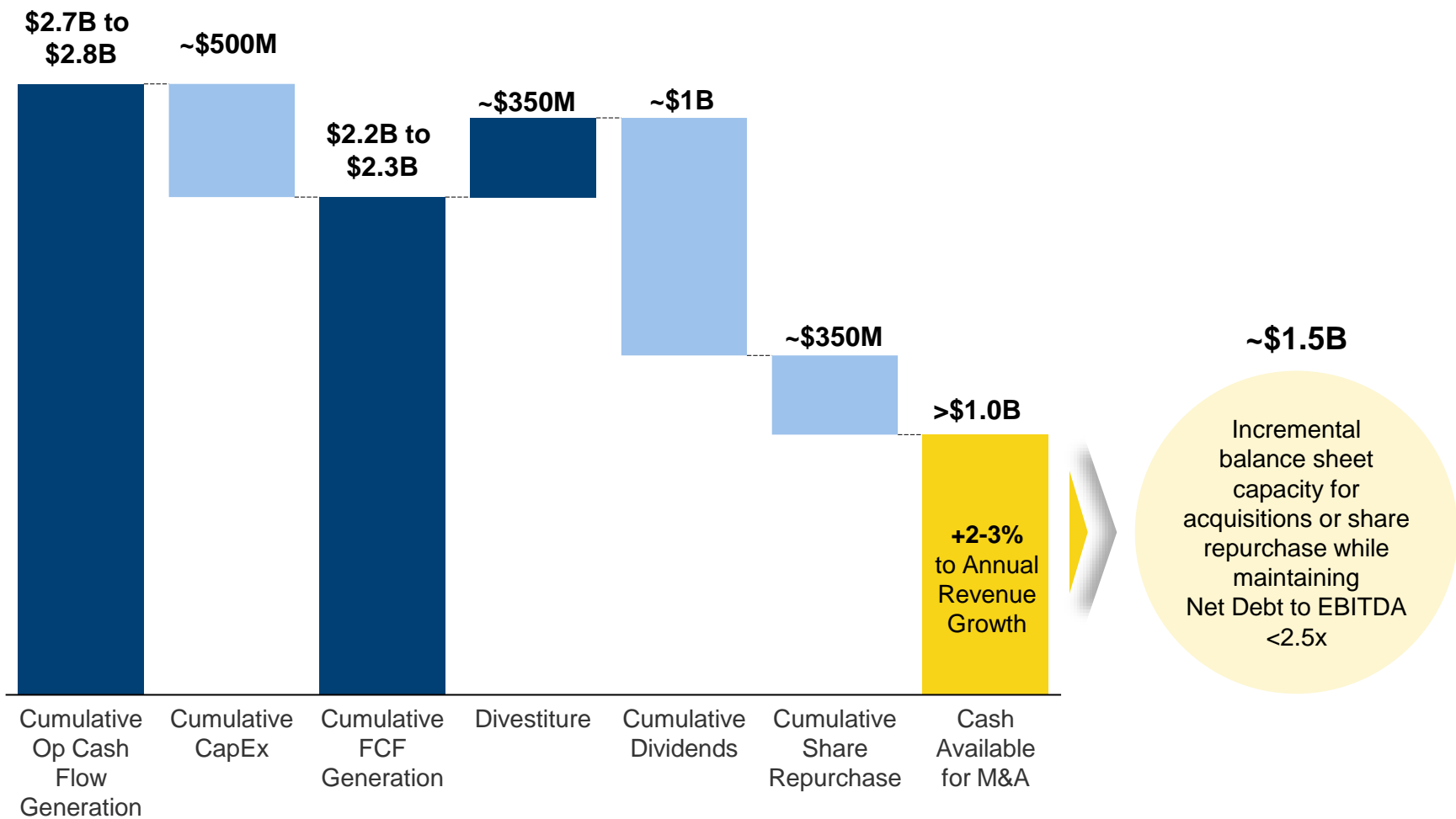
Proven capital allocation track record and bolt-on acquisition playbook

# Balanced Capital Allocation

## CAPITAL ALLOCATION STRATEGY

- Stepped up investment in CapEx to serve customer needs and invest in automation
- Grow dividend in line with earnings
- Repurchase shares to at least offset dilution
- Deploy excess cash to acquire differentiated brands and products in attractive industries

## 2022 – 2025 Expected Generation and Use of Cash



**Strong balance sheet and cash flow generation support active capital deployment**

# Active Portfolio Management

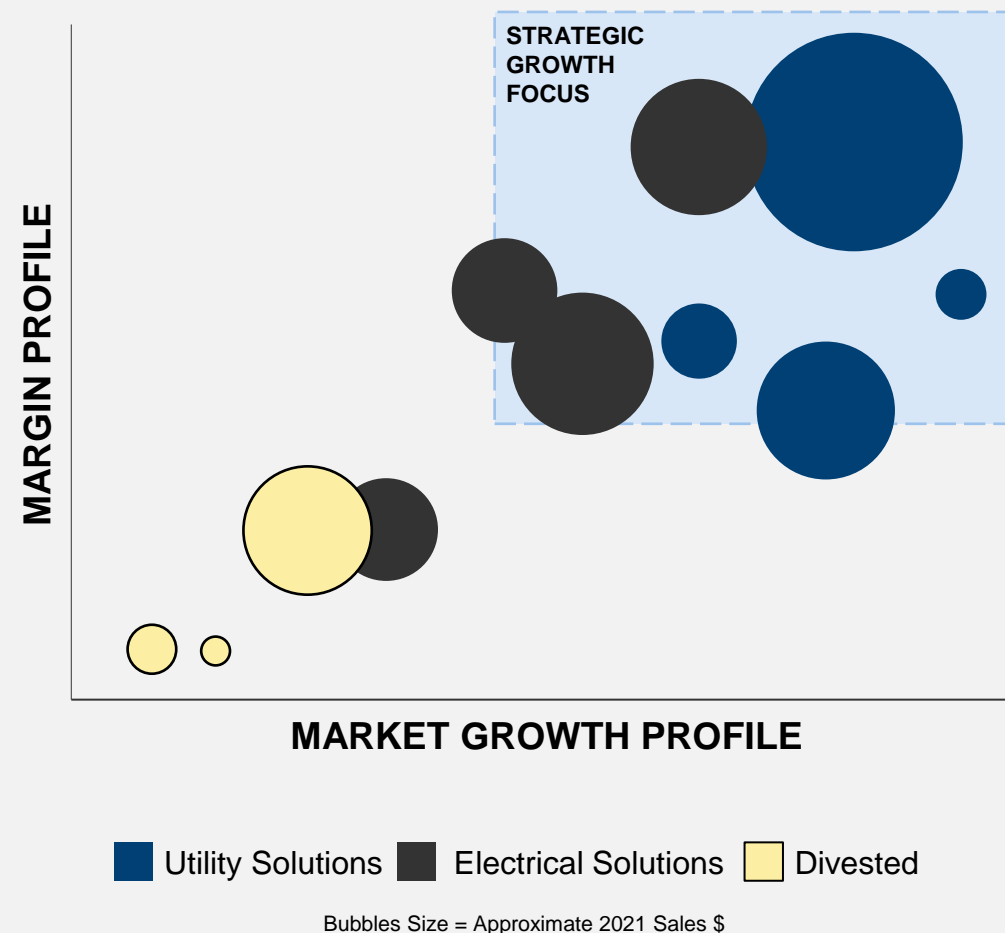
## DIVESTITURES

- Sold C&I Lighting, Haefely high voltage, and Aclara consumer engagement
- ~\$400M in proceeds
- >100bps adjusted OP margin improvement from divestitures
- Historical 5-year organic growth performance below GDP
- Exited more cyclical and competitive businesses with lower return profiles

## ACQUISITIONS

- ~\$300M deployed in last 2.5 years
- Organic growth running above segment averages
- Bolstered strong positions in industrial/utility connectors (**Connector Products**), utility components (**Cantega**), and utility/telcom enclosures (**Armorcast**)
- Established presence in strategic growth areas of Distribution Automation (**Beckwith**) and wireless communications (**Acceltex**)

## HUBBELL PORTFOLIO BY BUSINESS UNIT



**Exiting low growth/margin businesses and doubling down in attractive areas**

# Strategic Growth Verticals (Inorganic) – Acquisitions in Last Five Years



**Electric T&D Infrastructure**



**Distribution Automation**



**EV Charging**



**Renewables**



**Datacenter**



**Communications**

*Opportunity for Product Development*

*Bolt-on datacenter acquisition signed and expected to close in 2H22*

**Targeted investment in verticals with strong financial profile and strategic fit**

Note: Signed acquisition is subject to closing conditions

# Hubbell Bolt-on Acquisition Playbook

## TARGET PROFILE

- Typically, **privately-held**
- Cultivate **long-term relationships** with owners
- **Differentiated positions in attractive industries**
- Fills existing **product/technology gap**
- **Strong brand** and product quality
- **Talented management** team

## HOW WE CREATE VALUE

- Enhanced market access through our distribution network **accelerates sales and reduces cost**
- R&D and engineering collaboration across product families feeds **NPD**
- Long-term footprint consolidation opportunity drives **scale efficiencies**
- Back-office consolidation drives cost **synergies**

## VALUE GENERATED FOR SHAREHOLDERS

- **Double-digit ROIC**
- Driving **above-market sales growth** over the long-term
- Providing investors **unique access** to attractive private market deals

Leading positions in fragmented industries create unique consolidation opportunities

# Bolt-on Acquisition Scorecard



	PAST 5 YEARS	PAST 10 YEARS	PAST 20 YEARS
<b>Amount Invested</b>	~\$400M	~\$1.2B	~\$2.3B
<b># of Acquisitions</b>	9	32	54
<b>Average Purchase Price</b>	~\$50M	~\$40M	~\$40M
<b>Average Sales</b>	~\$30M	~\$25M	~\$25M
<b>Average EBITDA Multiple</b>	~10.0x	~9.0x	~8.5x
<b>Average ROIC</b>	Low teens	Low teens	Low teens

Deploying capital prudently, programmatically and effectively

# Key Takeaways



## GROW THE ENTERPRISE

### *Active portfolio management*

- ✓ Streamlined, higher quality portfolio
- ✓ Exiting low growth/margin areas
- ✓ Doubling down on attractive areas
- ✓ Driving organic growth and margins above historical averages

**>100bps adj. OP margin improvement**



## OPERATE WITH DISCIPLINE

### *Proven bolt-on M&A playbook*

- ✓ Consolidating fragmented industries
- ✓ Focused on bolt-on acquisitions
- ✓ Prudent, programmatic and effective
- ✓ Value creation through synergies

**Double digit ROIC**



## SERVE OUR CUSTOMER

### *Balanced capital allocation strategy*

- ✓ Investing in growth and productivity
- ✓ Returning cash to shareholders
- ✓ Attractive private market deals
- ✓ Strong balance sheet optionality

**+2-3% annual revenue contribution from M&A**

**Significant shareholder value creation**



# Customer

## *Differentiation through Scale & Agility*

Terry Watson | VP, Customer Experience







**1**

Effective go-to-market strategy utilizing combination of scale and agility in the channel

**2**

Leading brands known for quality, reliability and service drive differentiation to the customer

**3**

Vertical end market strategy enables solutions selling in high growth areas

# How We Differentiate in the Channel

## Industry-leading Sales Organization...

**~600 Person  
Salesforce**

Direct and focused solely on Hubbell with deep industry knowledge

**~75 Brands**

Positioned to support vertical markets and solutions through depth/breadth of portfolio and leading brand equity

## ...Partnered with a Diverse Channel

**~70% Sales Transacted  
through Distribution**

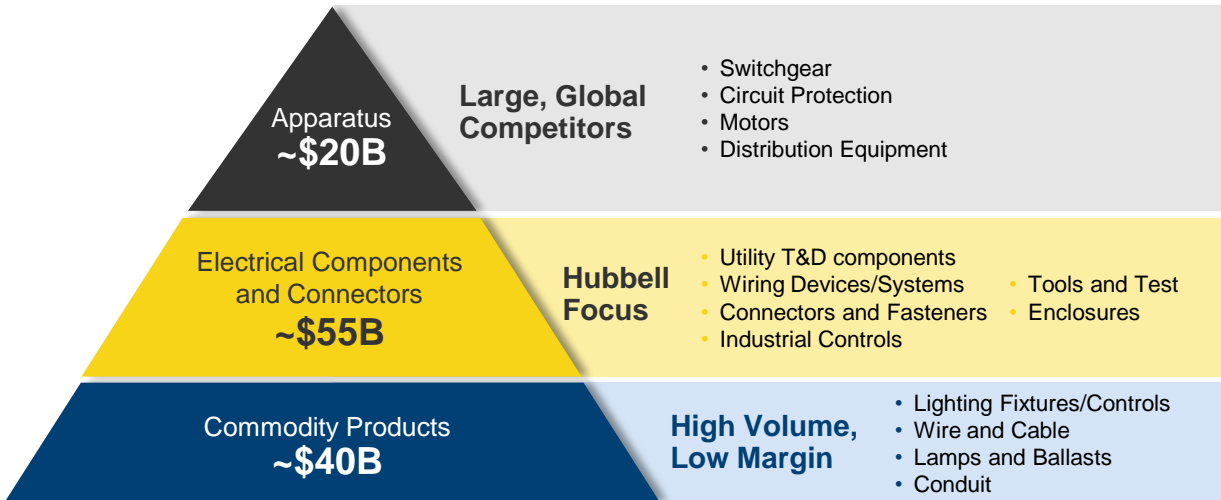
Key in reaching fragmented electrical contractor base and efficiently serving utilities

**>5,000**

**Distributor Partners**

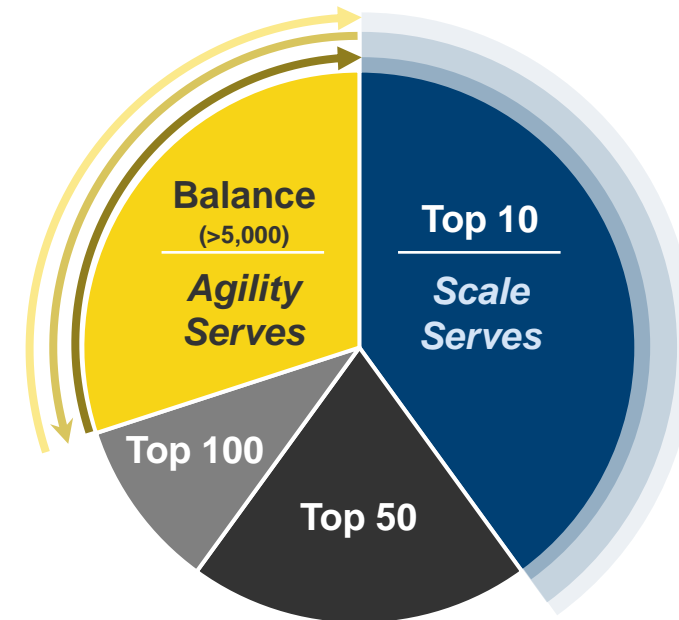
Long-term relationships based on reputation and built over decades

### US ELECTRICAL PRODUCTS MARKET ~\$115B



**Focused on playing where we can win and earn attractive returns...**

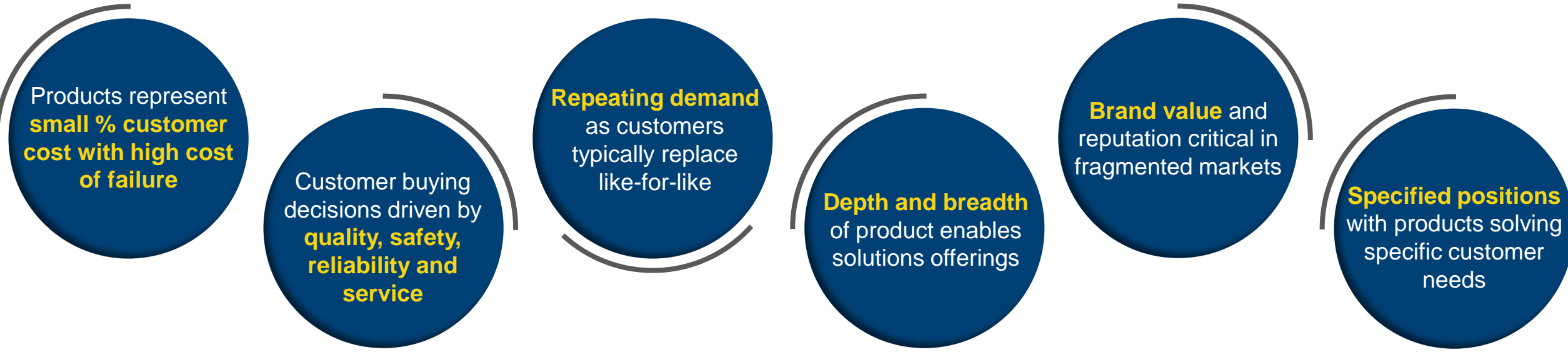
### SALES THROUGH DISTRIBUTION CHANNEL BY PARTNER



**...with a go-to-market strategy leveraging our combination of scale and agility**

**Leading salesforce and strong partnerships are key competitive advantages**

# How We Differentiate to Customers



## UTILITY SOLUTIONS

- Leading scale with all markets served (electric, gas, water, telcom)
- VIP alliances drive high customer loyalty
- Storm response and end-user training critical service differentiators

*Long-term relationships supported by customer intimacy and best-in-class quality, reliability and service*

## ELECTRICAL SOLUTIONS

- HES unification drives channel efficiency and ease of doing business
- Vertical market strategy leverages scale to enable solutions
- Contractor intimacy drives brand preference and spec positions

*Deep and broad channel partnerships combined with industry leading brands and solutions serving specific customer needs*

**Executing on a core strategy that works across two unique segments**

# Strategic Growth Verticals (Organic) – Sales & Marketing

	 <b>Electric T&amp;D Infrastructure</b>	 <b>Distribution Automation</b>	 <b>EV Charging</b>	 <b>Renewables</b>	 <b>Datacenter</b>	 <b>Communications</b>
<b>KEY BRANDS</b>	<b>HUBBELL</b> Power Systems, Inc. <b>OHIO BRASS</b> <b>CHANCE</b> <b>ANDERSON</b> <b>Quazite</b>	Aclara. BECKWITH ELECTRIC CO. INC. <b>RFL</b>	WIRING DEVICE-KELLEMS Aclara.	<b>BURNDY</b> <b>BELL OUTDOOR</b> Chalmit <b>RACO</b> <b>KILLARK</b> <b>WIEGMANN</b>	<b>RACO</b> <b>TayMac</b> Hubbell Premise Wiring <b>BURNDY</b> <b>GAI-TRONICS</b>	<b>HUBBELL</b> Power Systems, Inc. <b>Quazite</b> <b>RFL</b> <b>CHANCE</b> <b>OPTI-LOOP™</b> <b>ARMORCAST</b>
<b>DIRECT SALES FORCE</b>	 Industry Leading	 Newly Established	 Beginning Utility Pilot Programs	 Newly Established	 Newly Established	 Industry Leading
<b>SALES &amp; MARKETING STRATEGY</b>	Double down on strengths Differentiate on service Invest in capacity	Expand share of utility mind and wallet through unique combined value of Power Systems + Aclara	Partner with customers to enhance learning and explore new potential business models	Focus on EPC needs Ease of doing business Market full “Balance of System” solution	Increase spec positions Market full “Balance of System” solution	New product development Invest in capacity

**Dedicated and direct salesforces focused on selling full Hubbell solution set in high growth verticals**

# Accelerating Growth with Key Channel Partners

## POSITIONED FOR CHANNEL CONVERSIONS AND CROSS-SELLING OPPORTUNITIES

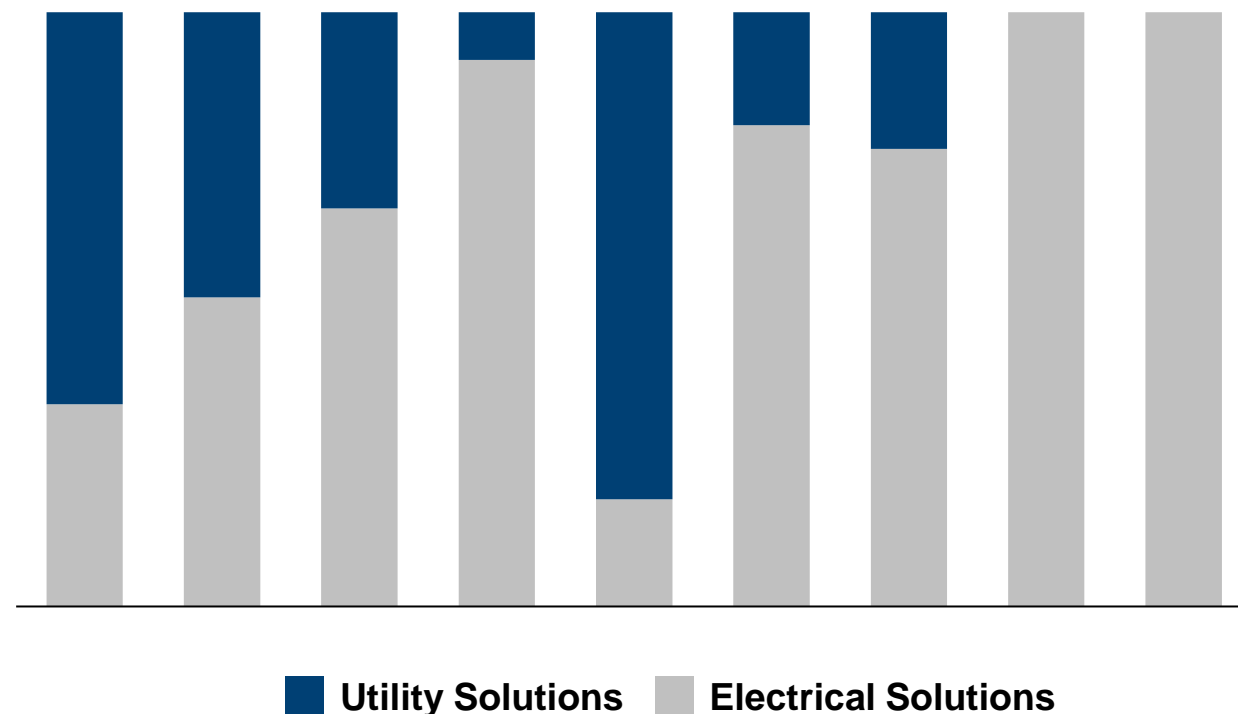
### BACKGROUND

- Scale a differentiator in working with top 10 channel partners
- Senior sales executive dedicated to each strategic account
- Where we play in the market makes us a highly profitable supplier to distribution partners

### OPPORTUNITY

- More coordinated go-to-market strategy across HUS/HES and within a unified HES creates cross-selling opportunities
- Vertical strategy enables partners to capitalize on growth areas and drives channel conversions through ease of doing business
- C&I Lighting divestiture driving increased focus and mindshare

**% SALES THROUGH DISTRIBUTION CHANNEL BY TOP PARTNER**



**\$50M to \$100M potential sales opportunity through 2025 from channel conversions and cross-selling**

# Key Takeaways



## SERVE OUR CUSTOMER

### *Customer experience and intimacy*

- ✓ Sell on quality, reliability and service
- ✓ Relationship driven
- ✓ Customer first approach
- ✓ OMNI channel



## GROW THE ENTERPRISE

### *Strategic growth verticals*

- ✓ Dedicated direct salesforces
- ✓ Collective go-to-market strategy
- ✓ Solutions selling



## SERVE OUR CUSTOMER

### *Cross selling and solutions focus*

- ✓ Utilizing portfolio depth and breadth
- ✓ Driving channel conversions
- ✓ Strategic account white spaces

**Initiatives expected to contribute 0.5% above market organic growth**

**Continue to position Hubbell as the partner of choice**



# Growth

*Innovation in Action*

Alexis Bernard | CTO





**1**

Attractive megatrends warrant renewed commitment to organic growth investments

**2**

Optimizing RD&E productivity through process and technology management

**3**

Balanced portfolio of high potential initiatives to accelerate organic growth



# Reinvigorated Innovation Process to Capitalize on Attractive Megatrends

## MARKET MEGA-TRENDS



Big Data



SmartGrid



Climate Change



Aging Grid



Renewables



EV



Electrification



Labor

## STRATEGIC INNOVATION APPROACH

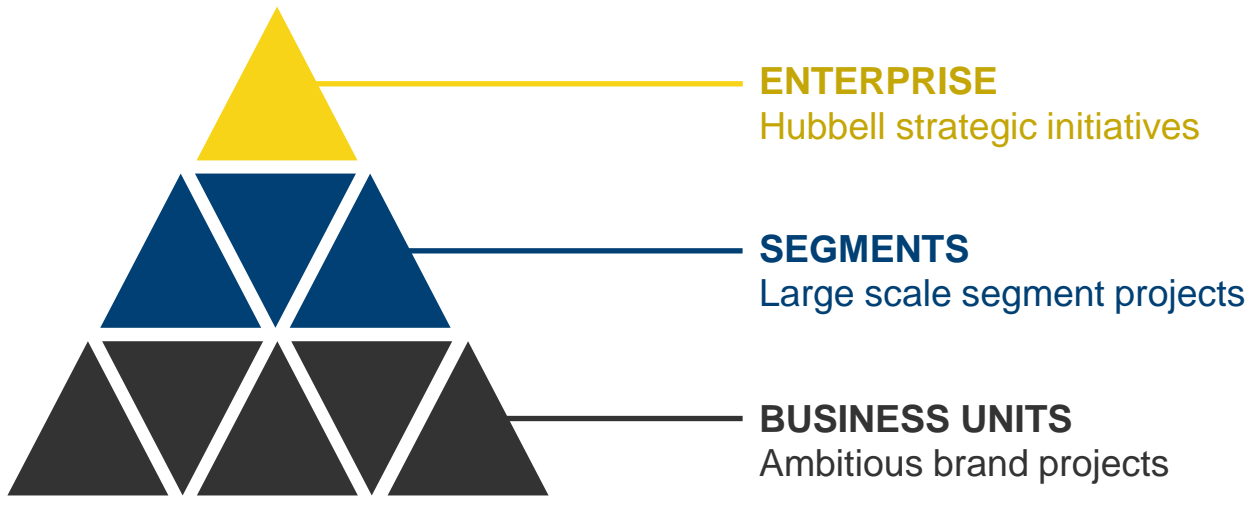
- RD&E productivity savings
- Redeploy to higher value innovative projects
- Bigger thinking and willingness to fail
- Collaboration across brand, business unit and segment
- Dedicated strategic innovation governance
- Balanced portfolio of high value opportunities

▶ **Engineering, process and technology management; proactive and strategic innovation mindset**

Committed to accelerating organic growth through strategic innovation

# Enabling Innovative (NPX) and Foundational (NPD) Organic Growth

**NPX**

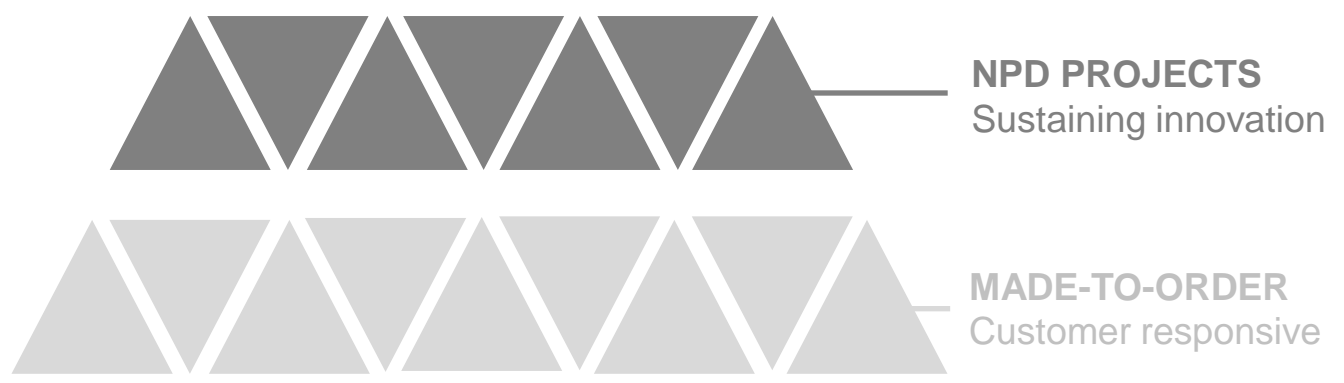


**~\$10M**  
Average Yearly Revenue

**50%**  
Projected Success Rate

**Innovation**  
Commercial and Technical

**NPD**



**~\$100k**  
Median Yearly Revenue

**Foundation**  
Customer and Product Extensions

Encourage larger scale innovation while sustaining the foundation

# Strategic Growth Verticals (Organic) – NPX Projects Identified and Funded



**Electric T&D Infrastructure**



**Distribution Automation**



**EV Charging**



**Renewables**



**Datacenter**



**Communications**

**Aclara NextGen AMI**

Monitoring and Sensing Initiative

**Distribution Automation Initiative**

Compact Recloser

Distribution Automation Initiative

Device Platform Initiative

Methane / Water Loss Detection

**Utility-scale Integrated EV Charging Solution**

**Hubbell Renewables Vertical**

Connector Initiative

**Wiring Management Initiative**

Cable Initiative

Communications Initiative

**HES Datacenter Vertical**

**15 NPX Initiatives**

- 2 Enterprise
- 4 Segment
- 9 BU

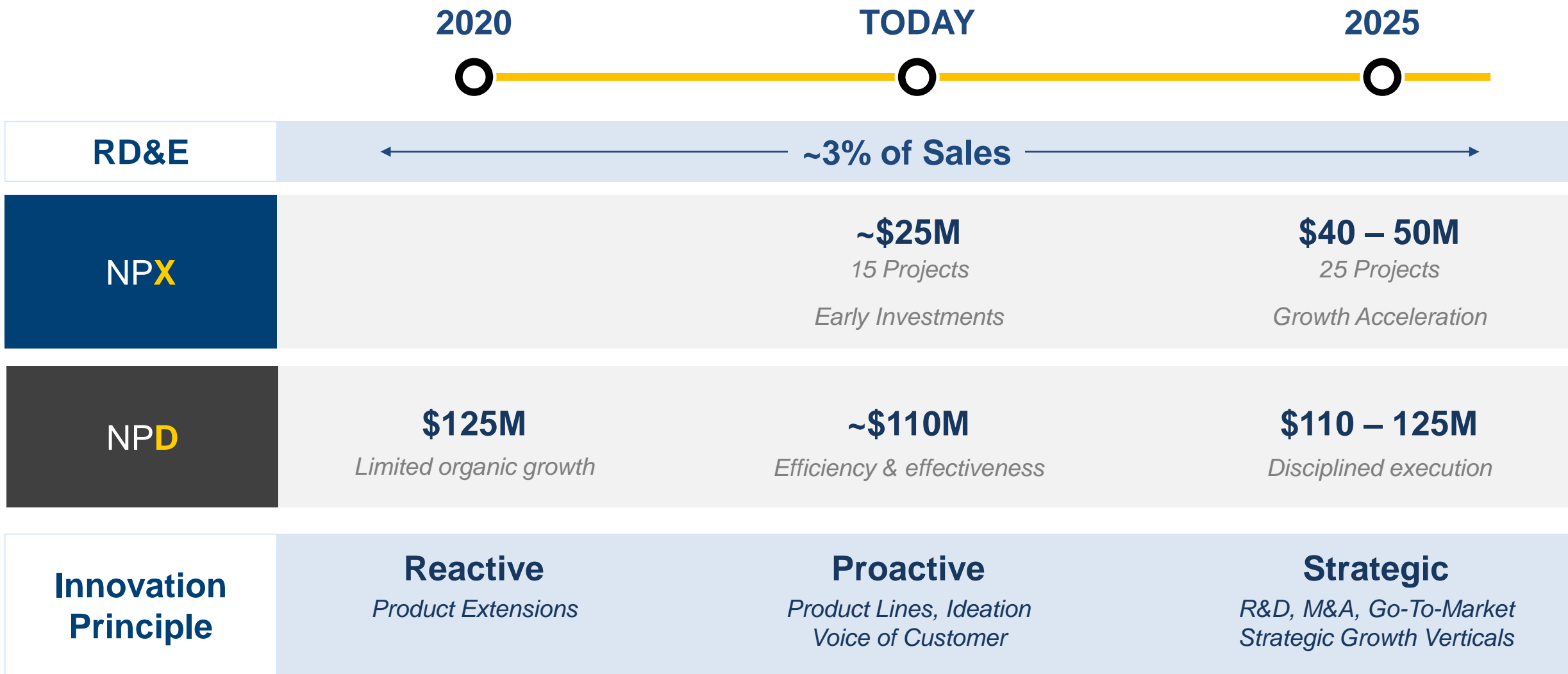
**Core Electrical Markets**

- Screwless Termination

Balanced portfolio of NPX innovation projects

Note: Bolded initiatives referenced elsewhere within presentation

# Hubbell Five Year Innovation Transformation Journey



Optimizing RD&E investment to free up funding for bigger opportunities

# Key Takeaways



## DEVELOP OUR PEOPLE

### *Reinvigorating innovation process*

- ✓ Capitalize on attractive megatrends
- ✓ Coordinated, strategic innovation
- ✓ Optimize and redeploy resources and talent across the enterprise
- ✓ Meaningful projects and coaching



## OPERATE WITH DISCIPLINE

### *Optimizing RD&E investment*

- ✓ Separate sustainment vs. innovation
- ✓ Free up resources to pursue big bets
- ✓ Active, dedicated governance
- ✓ Proactive and strategic mindset



## GROW THE ENTERPRISE

### *Accelerating growth through NPX*

- ✓ Balanced portfolio of high potential innovation projects
- ✓ Bigger ideas and projects
- ✓ Reinvent the core and venture into attractive adjacencies

**Innovation expected to contribute 0.5% above market organic growth**

**Strategic innovation mindset and culture to accelerate organic growth**



# ESG

## *Sustainability as a Business Strategy*

Katie Lane | SVP, General Counsel





**1**

Sustainability and ESG are core to our business model

**2**

Achieved 2025 sustainability goals; re-baselining to set new long-term targets

**3**

Generating long-term value for all key stakeholders through products with impact, environmental stewardship, effective governance and employee/community engagement

# Sustainability and ESG are Core to Our Business Model

## WHO WE ARE

Best-in-class **Utility and Electrical solutions** enabling customers to operate critical infrastructure **Reliably and Efficiently**

## WHAT WE DO

**Empower and Energize** communities in front of and behind the meter

## WHY IT MATTERS

Strategically aligned around sustainability megatrends in **Grid Modernization and Electrification**

### Problems We Are Solving

Enabling the efficient use of natural resources across utility infrastructure

Facilitating the transition to renewable energy

Increasing energy efficiency in buildings and homes

Protecting critical infrastructure for enhanced safety and resilience

### Solutions We Are Offering

- Industry leader in Utility T&D components with best-in-class reliability/quality/service
- Comprehensive offering of smart grid solutions across Electric/Water/Gas
- Leading “balance of system” electrical solutions provider for solar and renewable applications
- Electrical solutions for non-res, manufacturing, communications, datacenter and transportation applications

### Investments We Are Making

- Expanding capacity to effectively serve strong Utility T&D demand
- Investing to build a leading Distribution Automation platform in protection/control
- Building vertical end market teams targeting high impact growth niches in Electrical Solutions
- Reinvigorating innovation strategy



**Reliable and efficient critical infrastructure solutions enabling grid modernization and electrification**



# Hubbell ESG Evolution



**Conducted materiality assessment,** which continues to inform our global sustainability commitments, strategies and goals



**Published inaugural Sustainability Report** and achieved 2025 sustainability goals



**Conducting materiality assessment (new)** and plan to announce new sustainability goals



Continue to **build a cohesive ESG strategy** which drives **long-term value and accountability** through meaningful progress and credible disclosures

**ACHIEVED 2025 GOALS WELL AHEAD OF TARGET**  
*Re-baselining Goals in 2022*



**10% Reduction in Scope 1 and 2 GHG Emissions by 2025,** compared to 2019 Baseline



**10% Reduction in Water by 2025,** compared to 2019 Baseline

**Achieved significant initial progress on sustainability goals with more to come**

# Sustainability Highlights

## ENVIRONMENT

**15%**

Reduction in Scope 1 and 2 emissions and

**14%**

Reduction in water usage (2021 vs. 2019)



Achieved GhG and water goals

**50%**

of steel in Hubbell products is recycled

**60%**

Corrugated packaging material is recycled



**1.36M**

Electric, gas, and water meters recycled through Hubbell's smart meter recycling program in 2021

## PRODUCT

**>50%**

of revenue attributable to products with impact: electrical grid protection and control solutions, renewable energy infrastructure, and energy efficiency solutions

Screen suppliers for social and environmental risk



**~7%**

US procurement spend comprised of diverse suppliers



## WORKFORCE

**98,000+**

Learning hours delivered annually to our

**17,000+**  
workforce

**32%** Female representation across our global workforce



**44%** Racial and ethnic diversity representation across our US workforce



**45%** Decrease in overall TRIR since 2015

## COMMUNITY

**\$1M+**

Donated annually to charities through The Hubbell Foundation

**170+**

Charities and non-profits supported by our employees, Directors, and the company through donations or employee volunteerism

Community impact initiatives focused on health, food and housing insecurity, education, social and racial justice, and disaster relief



## GOVERNANCE

**40+**

Compliance-related audits conducted annually



Recognized for the second time as one of the 2022 World's Most Ethical Companies

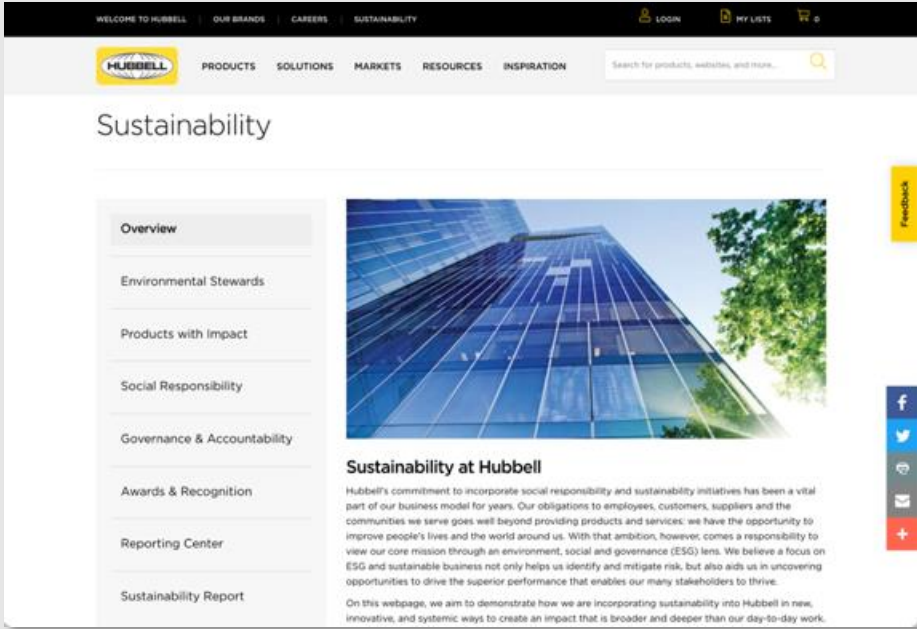


Diverse Board focused on corporate governance and enterprise risk oversight

**Deep commitment to environmental stewardship, social responsibility and corporate governance**

**DOWNLOAD OUR FULL 2022 SUSTAINABILITY REPORT [HERE](#)**

**VISIT OUR SUSTAINABILITY WEBSITE [HERE](#)**



Contact us at [Sustainability@Hubbell.com](mailto:Sustainability@Hubbell.com)

# Key Takeaways



## SERVE OUR CUSTOMERS

### *Products with impact*

- ✓ Enabling efficient use of natural resources across utility infrastructure
- ✓ Facilitating transition to renewables
- ✓ Increasing energy efficiency in buildings/homes
- ✓ Protecting critical infrastructure for enhanced safety and resilience



## OPERATE WITH DISCIPLINE

### *Environmental stewardship*

- ✓ 15% reduction in Scope 1 and Scope 2 emissions from 2019 to 2021
- ✓ 14% reduction in water usage from 2019-2021
- ✓ ~50% steel utilized in products is recycled



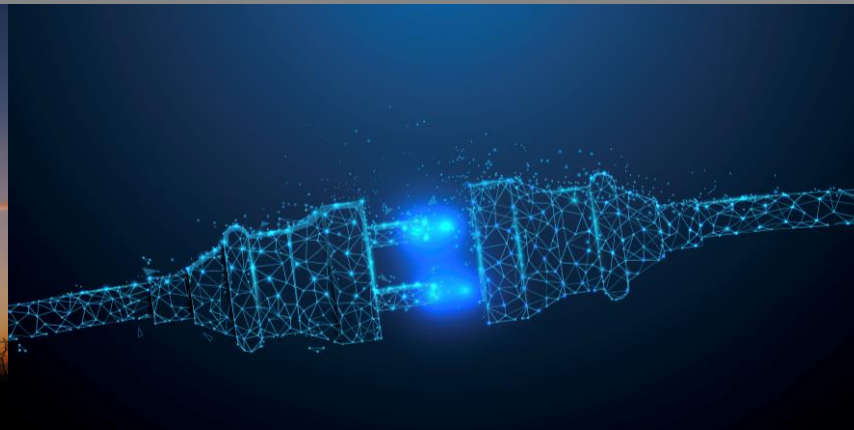
## DEVELOP OUR PEOPLE

### *Social responsibility and effective governance*

- ✓ 2x World's Most Ethical Companies recognition
- ✓ Culture of compliance and ethics
- ✓ Community impact initiatives
- ✓ Engaged and accountable Board of Directors

**Generating long-term value for all key stakeholders**

**Sustainability and ESG are core to our business model**



# Hubbell Incorporated 2022 Investor Day

Q&A





# Hubbell Utility Solutions (HUS)

Allan Connolly | President, Utility Solutions Segment





**1**

Best-in-class Utility Solutions platform strongly positioned for reliable, consistent growth

**2**

Secular grid modernization trends driving acceleration in Utility T&D investment

**3**

Uniquely positioned to solve critical Utility problems for the grid of the future

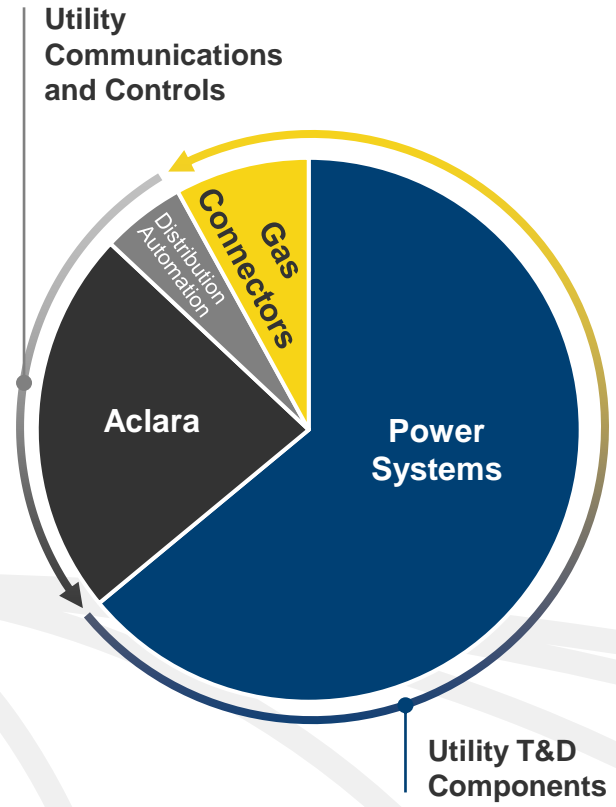
**4**

Investing to support the critical infrastructure needs of our customers

# HUS Overview

## SALES BY BUSINESS

**\$2.3B**  
2021 Sales



	Power Systems	Aclara	Distribution Automation	Gas Connectors
Products	Arresters • Insulators • Switches • Fuses • Bushings • Enclosures • Connectors • Anchors • Pole-line Hardware	Smart Meters • Advanced Metering Infrastructure	Reclosers • Controllers • Smart Switches • Relays	Connectors and Fittings • Excess Flow Valves
Brands				
End Markets	<p><b>ELECTRICAL DISTRIBUTION</b></p> <p>Electrical Transmission Telcom Water/Civil/Gas</p>			<p>Water Distribution Gas Distribution</p> <p>Gas Distribution</p>
Growth Drivers	<p><b>GRID MODERNIZATION and AGING INFRASTRUCTURE</b></p> <p><b>RENEWABLE ENERGY</b></p> <p><b>ELECTRIFICATION</b></p>			
Strategy	<p>Invest to serve strong demand and bolster leading position</p>	<p>Grow Meters and AMI profitably</p>	<p>Leverage installed base of components and communications</p>	<p>Safety Housing</p> <p>Invest to serve strong demand and bolster leading position</p>

**Best-in-class Utility Solutions platform**



# HUS Playbook for Growth and Margin Expansion



## 1. MARKETS

- Grid modernization
- Infrastructure
- Renewables
- Electrification
- 5G/telcom

Sustainable GDP+ Growth Profile

## 2. CUSTOMER

- Quality and reliability
- Service
- Depth/breadth/scale
- Customer intimacy
- Solutions selling

Serving Utilities with the Full HUS Platform

## 3. INNOVATION

- NPD and NPX
- Distribution Automation
- Aclara AMI

Innovative Solutions to Critical Utility Problems

## 4. P | C | P

$$\begin{matrix} \text{Gears} + \text{Handshake} \\ \text{Pricing} \\ + \\ \text{Productivity} \\ \geq \\ \text{Cost Inflation} \end{matrix}$$

Proven Execution Over Cycles

## 5. OPTIMIZE FOOTPRINT

- Optimize capacity to support growth
- Automation
- Digital factory

Capacity as a Strategic Differentiator

## 6. PORTFOLIO

- Strategic entry into Distribution Automation
- Bolt-on acquisitions

Accelerate Growth with Disciplined M&A

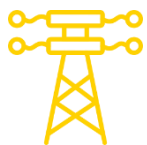
**+7-8%**

**5-Year Organic CAGR**  
*Double-digit organic 2021-22E*  
*+MSD organic 2023-25E*

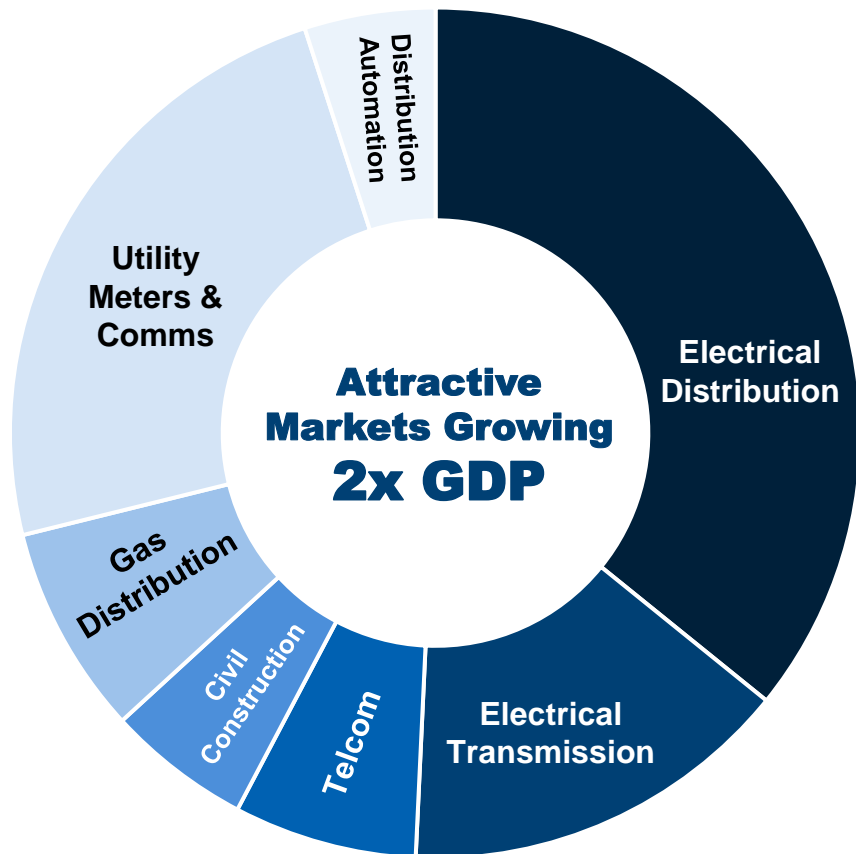
**≥17.5%**

**Adj. OP Margin by 2025**

# Grid Modernization Megatrends



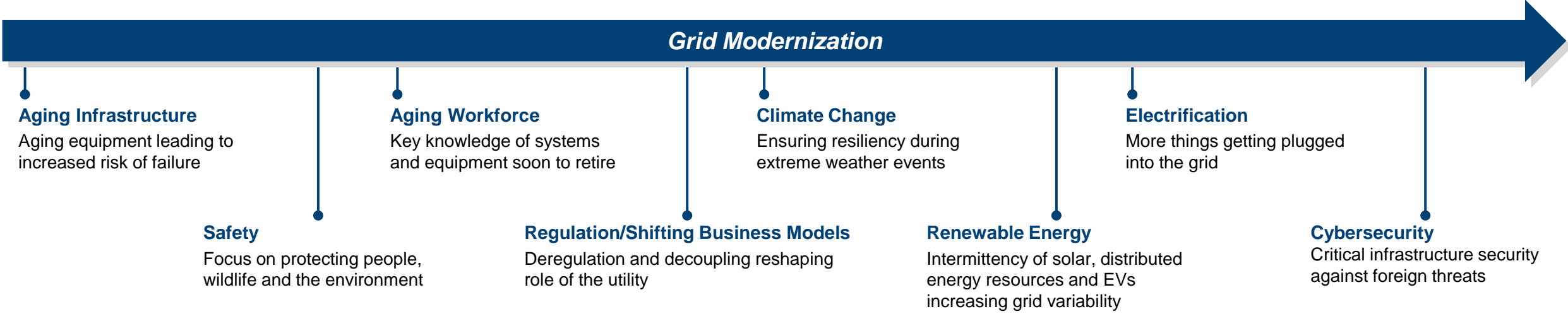
## In Front of the Meter: Hubbell Utility Solutions



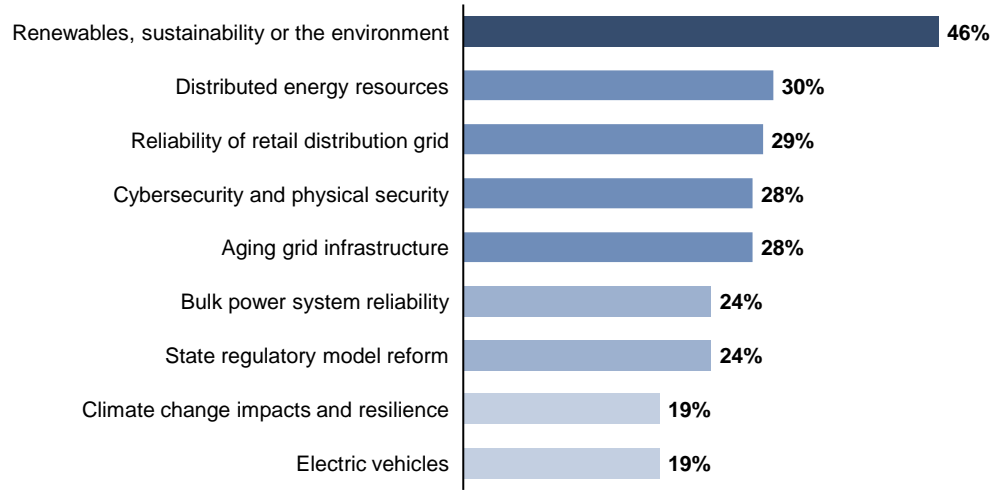
<b>~70%</b>	US T&D lines <b>more than 25 years old</b>
<b>\$15B+</b>	federal <b>infrastructure investment</b> to modernize electrical grid
<b>&gt;30%</b>	increase in length of <b>US T&amp;D grid</b>
<b>2x</b>	increase in <b>outage lengths</b> over last 10 years
<b>&gt;50%</b>	US power supply from <b>renewables</b> by 2035
<b>~40%</b>	<b>electric vehicle</b> penetration by 2030
<b>~50%</b>	<b>fiber-to-the-home</b> penetration in US by 2025

**Markets support sustainable 2x GDP growth profile**

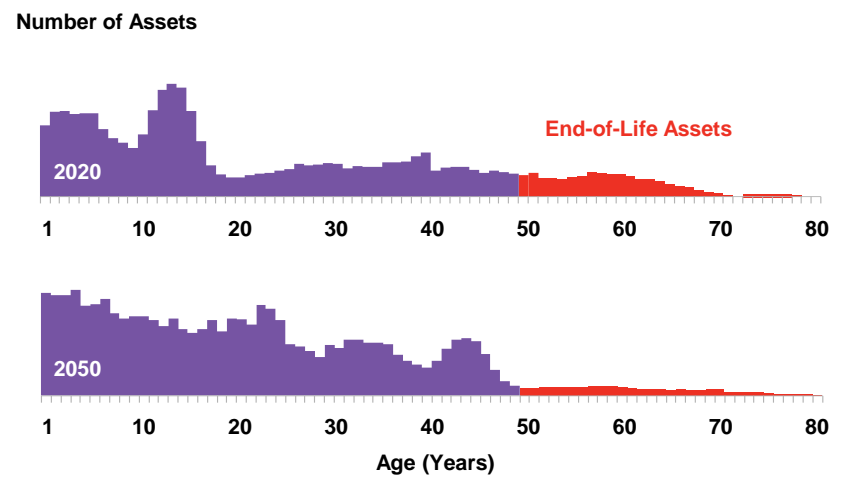
# Secular Trends Driving Utility T&D Investment



## Top Issues Most Important to Utilities



## Estimated US Grid Asset Age

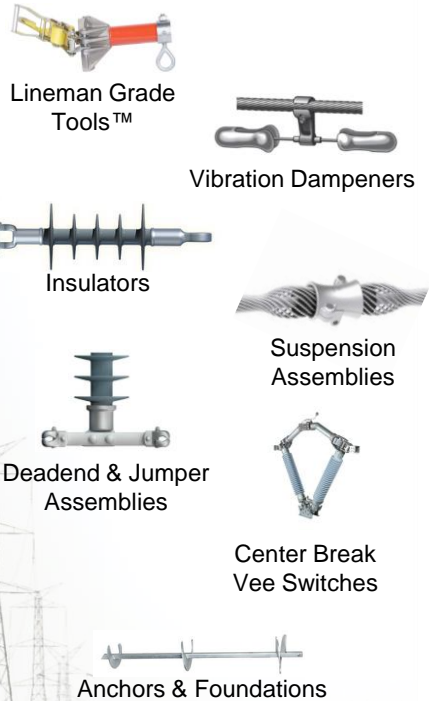


**Legacy of underinvestment leaves grid vulnerable to emerging challenges**

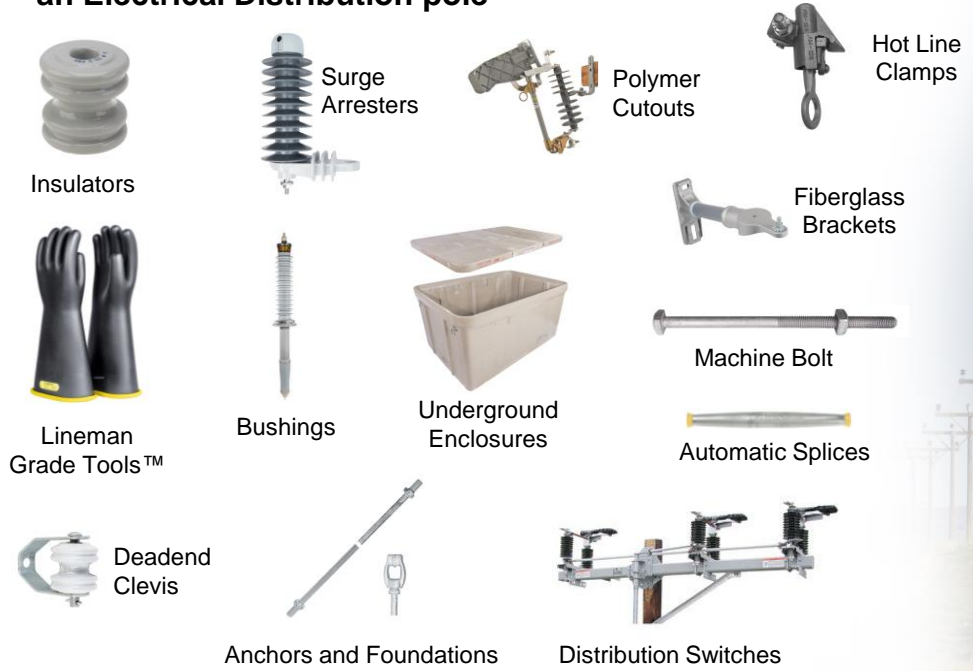
# The Leader in Utility T&D Components

## Electric Transmission & Distribution

Lead the industry in Electrical Transmission product breadth



Servicing 85% of products on an Electrical Distribution pole



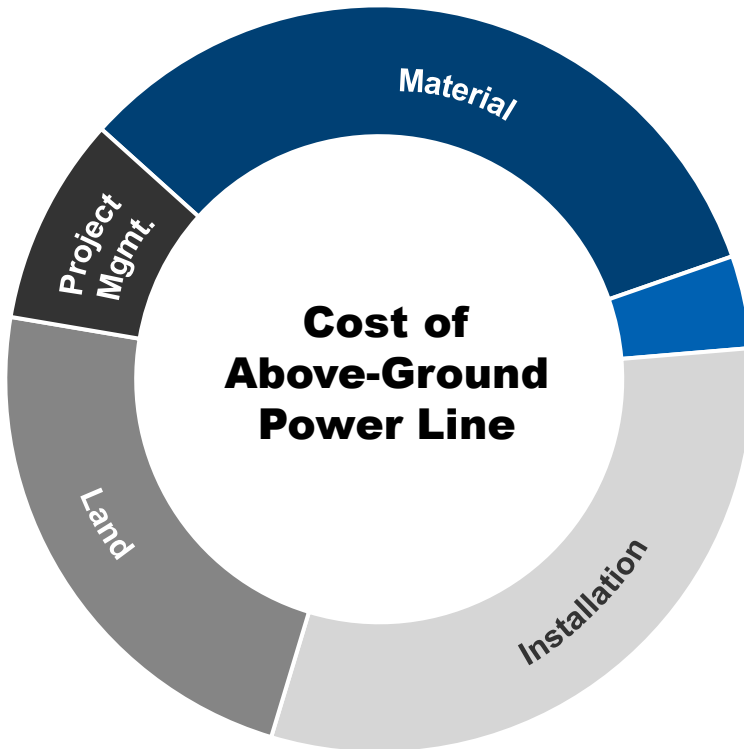
## Gas Distribution



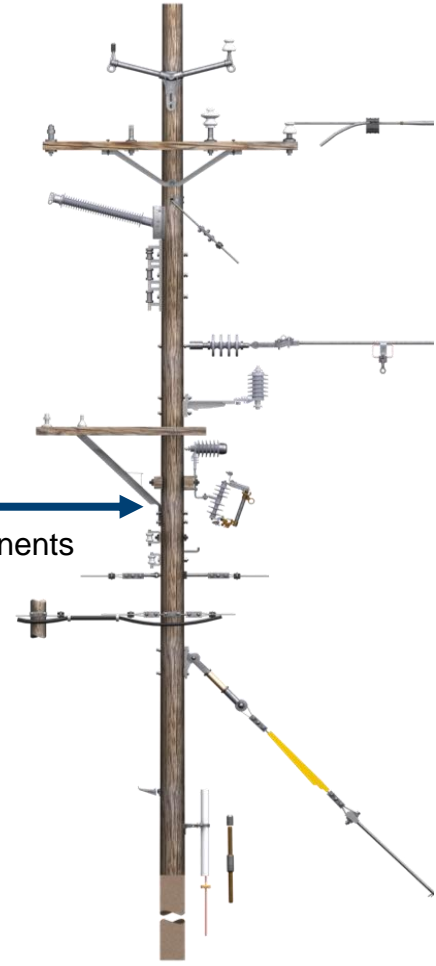
One stop shop for main to meter Gas connections and fittings

Strong franchise value leading the industry in depth and breadth

# Utility T&D Components: Where We Play and How We Win



Where We Play  
Hardware/Components



## HOW WE WIN

**Essential components with low cost of ownership and high cost of failure**

- Quality and reliability
- Customer intimacy
- Service levels
- Depth, breadth and scale
- Brand value
- Like-for-like replacement

Similar business models and value drivers across Power Systems and Gas Connectors

# Investing to Support Visible **Utility T&D Components** Growth

## **CASE STUDY** **HUS ENCLOSURES CAPACITY EXPANSION**

### **BACKGROUND**

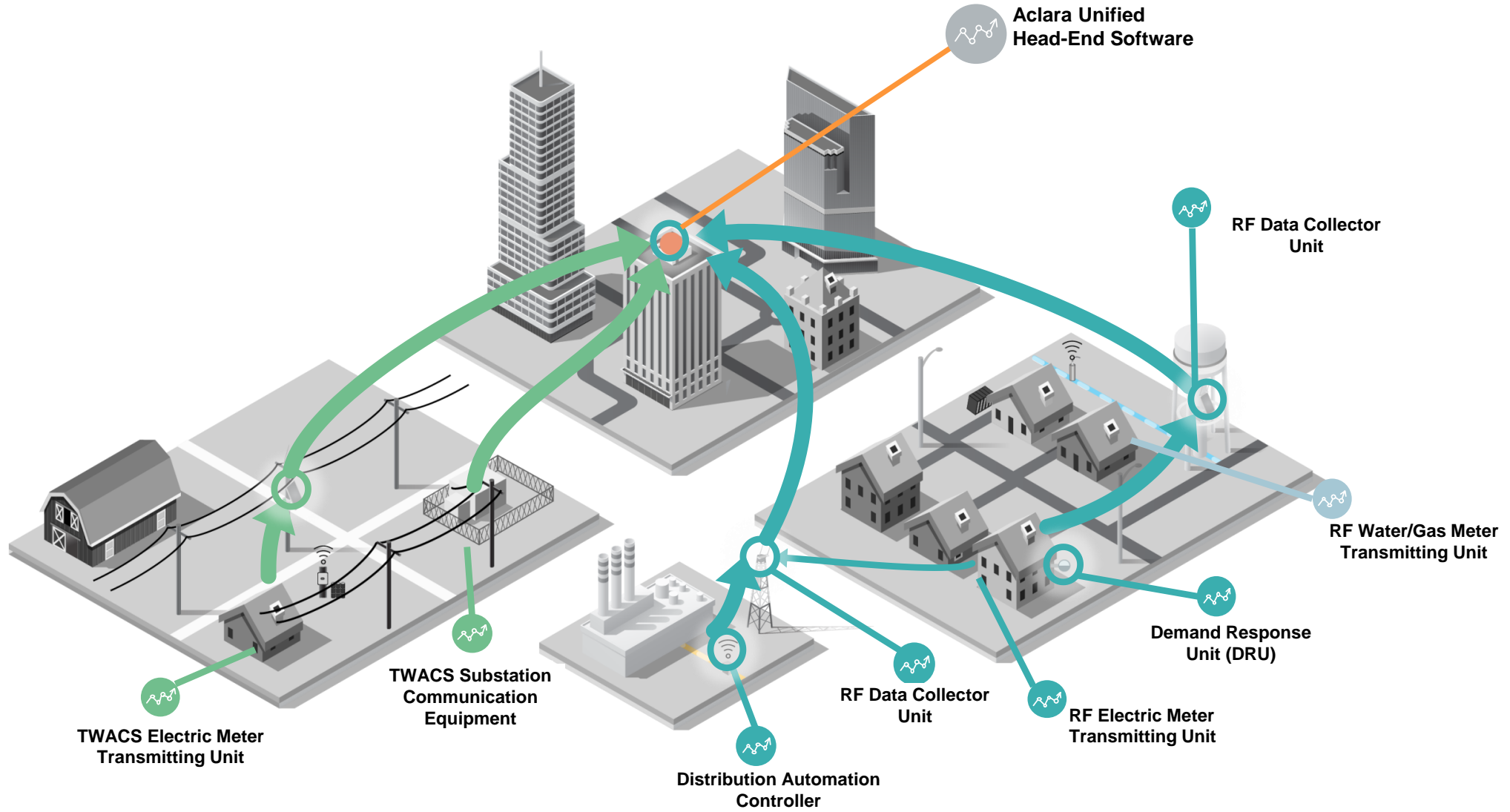
- Significant growth in utility/telcom enclosures (+HSD over last 3 years)
- Customers investing heavily in 5G/broadband buildout and electric/water system hardening
- Industry is capacity constrained with extended lead times
- Consolidating 3 sub-scale facilities into optimized site in Oklahoma City

**~\$40M investment generating >30% ROIC for shareholders while supporting customer infrastructure investment goals**

**Opportunity for further capacity expansion and optimization projects over next 3-5 years with similar return profiles**



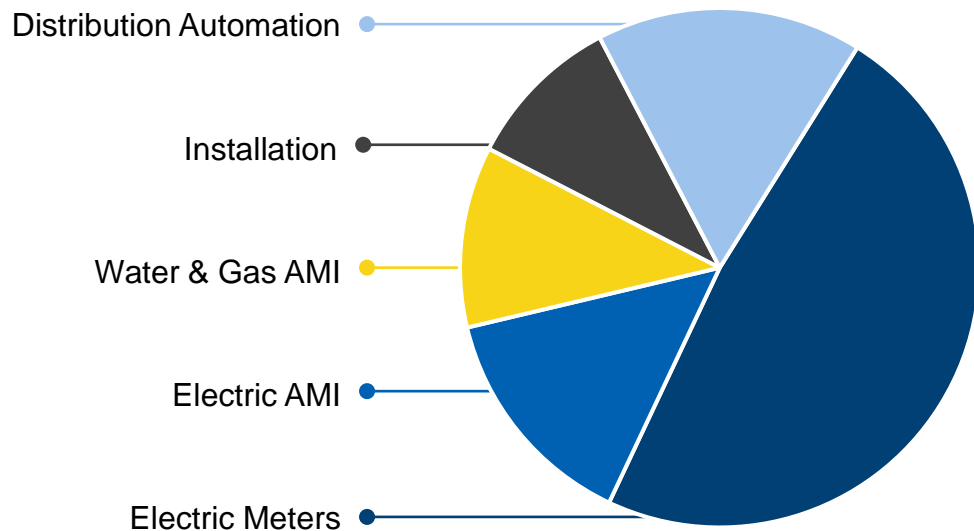
# Well Positioned in **Utility Communications and Controls**



**Positioned to win across electric, water and gas**

# Utility Communications and Controls: Where We Play and How We Win

## Utility Comms & Controls



### Leading player in electric meters

Strong franchise with leading profitability

### Leading player in muni/co-op AMI

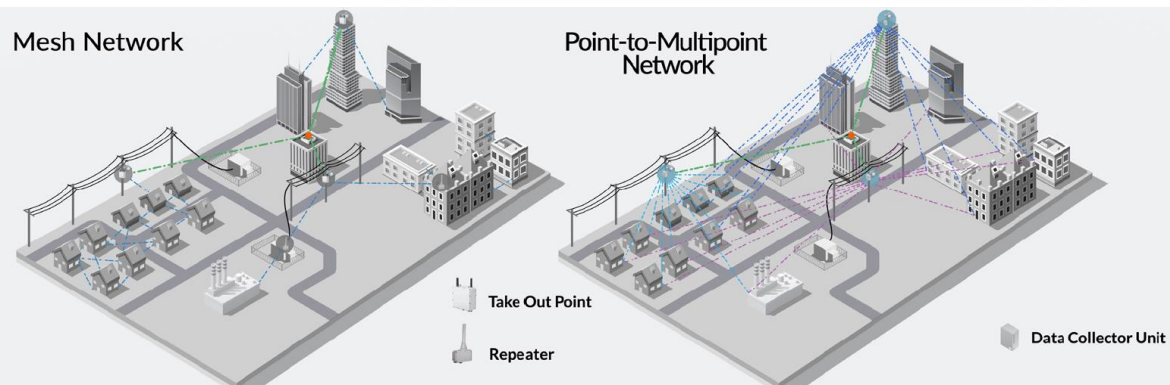
Highly profitable position across electric/water/gas

### Emerging position in AMI for electric IOUs

Investing to grow; unique technology solution positioned to win

## Electric RF Strategy

- Point-to-multipoint communications architecture is uniquely differentiated and critical for grid automation applications
- Positioned to:
  - Penetrate large IOUs
  - Win combo (electric/water/gas) accounts
  - Provide upgrade path for existing customers
- Electric RF market ~10x larger than PLC
  - Key recent wins with large co-ops

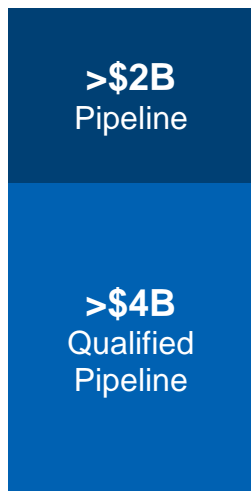


**Strong core position with emerging share gain opportunities**



# Utility Communications and Controls: Attractive Pipeline

## 2021 Total Pipeline >\$6B



## Opportunity Pipeline

- Early adopter IOUs begin to “age out” over next few years
  - 5-10 IOUs with 15+ year old AMI systems
  - >20 IOUs with 10-15 year old AMI systems
- Targeted customer engagements underway
- Key recent wins with large co-ops

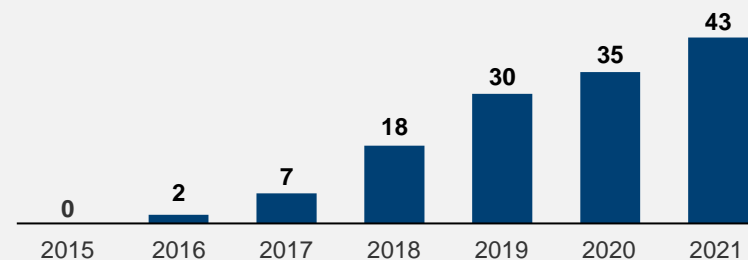
**20M+**

Potential endpoints due for AMI refresh

**\$1.5B+**

Potential AMI refresh market value

## Cumulative Electric RF Utility Customers

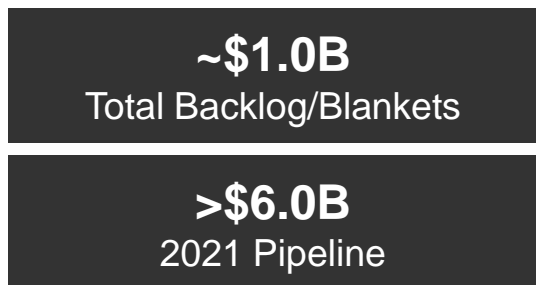


**100+**

Newly targeted RF customers in next 10 years

**2023**

Targeting first IOU win



**Support MSD+ Revenue Growth**

**Backlog and pipeline provide visible revenue growth trajectory**

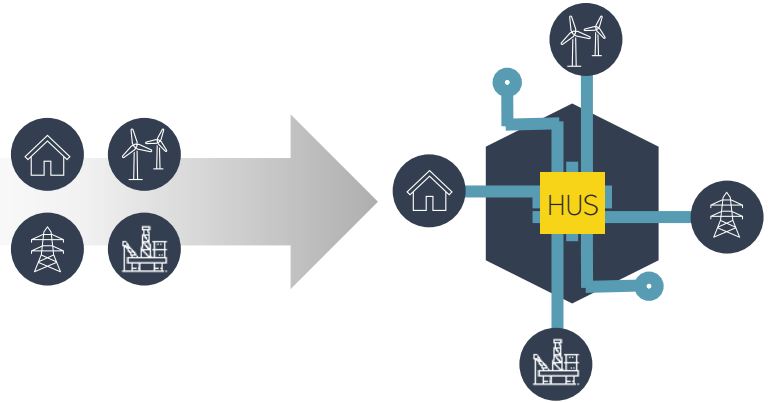
# Components + Comms + Controls = Uniquely Differentiated Utility Solutions Platform

## The Grid Today *Individual Components*

## The Grid Tomorrow *System Solutions*

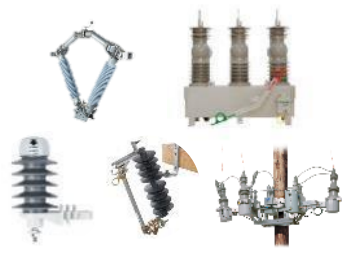
HUS is a leading and trusted provider across the value chain

Large breadth residing in individual pockets  
Competitor landscape is similarly segmented with no single company providing a comprehensive solution to Distribution Automation



HUS uniquely positioned to provide utility solutions, providing grid:

- Visibility
- Predictability
- Control
- Prevention



**Grid Components**

*Power Systems  
Gas Connectors*



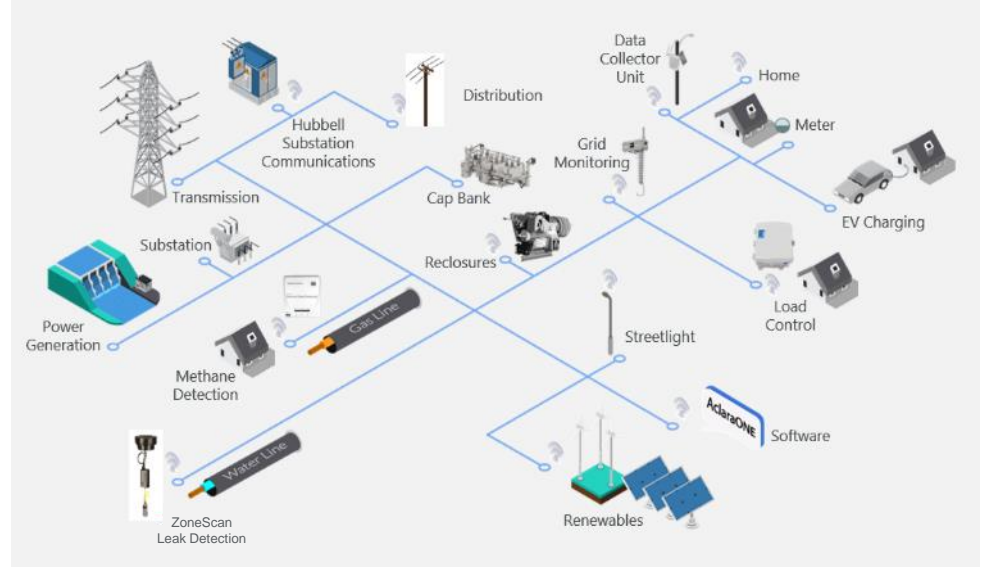
**AMI and Meters**

*Aclara*



**Sensing and Control**

*Aclara + Beckwith*



**Leading mission-critical Utility T&D Components franchise meets industry's most robust AMI**

# Innovation in Action: Distribution Automation

## Beckwith Case Study (Inorganic Acquisition)

- ~\$50M annual sales growing DD
- Utility controls and protective relays
- Strong brand in grid automation
- Complementary products/technology
- Hubbell Power Systems** components  
+ **Aclara** comms + **Beckwith** controls  
= fully automated **Utility Solution**



### HUBBELL POWER SYSTEMS

- Components
- Connectors
  - Insulators
  - Enclosures
  - Switches
  - Hardware
  - Bushings



**Grid Structure**  
To give the grid form...



Field Controllers



Relays

### DISTRIBUTION AUTOMATION

- Controls
- Controllers
  - Switches
  - Sensors
  - Relays
  - Edge Comms
  - Device SW



**Grid Control**  
To make the grid act and react...



Smart Switches



Edge Communications

### ACLARA

- Communications
- AMI Network
  - DA Network
  - Automation
  - Software
  - Meters
  - Installation



**Grid Communications**  
To make the grid talk...



Sensors

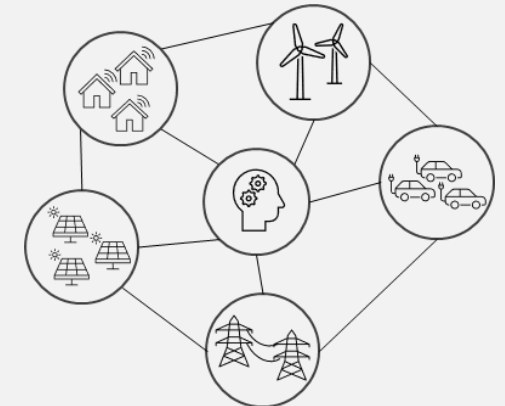


Device Control Software

**1/3<sup>rd</sup> of NPX projects targeted in Distribution Automation space**

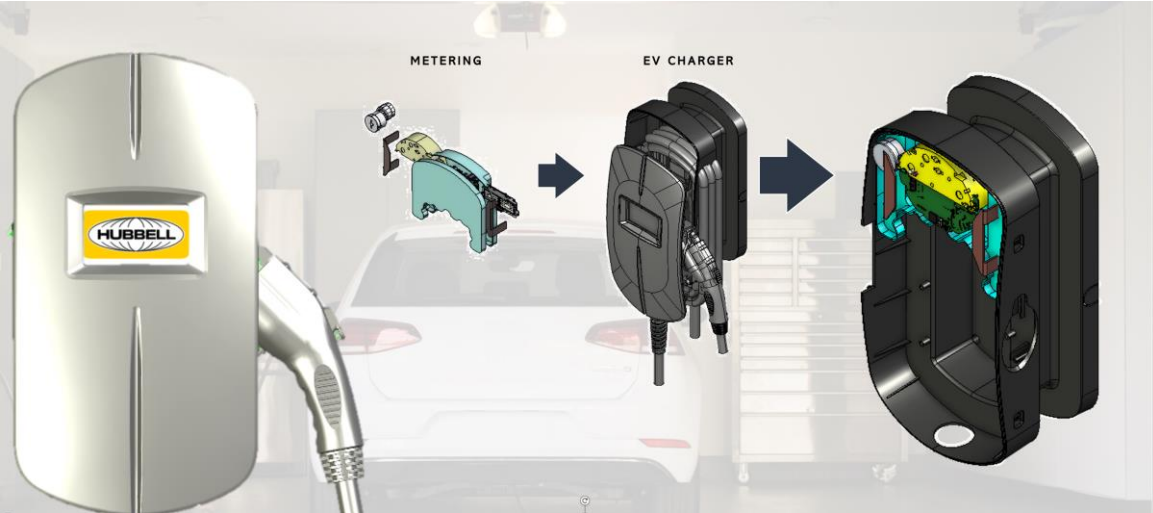
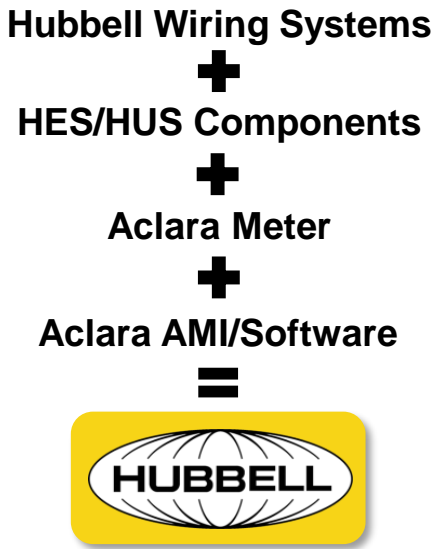
## Aclara AMI Case Study (Organic NPX)

- Next generation RF Communications
- Platform to enable Distribution Automation
  - Lower latency
  - Greater bandwidth
  - Improved visibility, protection and control
  - Enhanced cyber security
  - Evolving standards



**Hubbell has a unique right to play and ability to win in Distribution Automation**

# Innovation in Action: Utility-Scale EV Charging Solution



### Full Integration with AMI

- Enable demand response and peak shaving to improve system reliability
- Ease installation and reduce cost by integrating with existing utility front-end
- Generate real-time data at the edge

### Revenue Grade Metering at Point of Charge

- Ensure accurate time-of-use rates to effectively incentivize off-peak charging
- Accelerate consumer EV adoption through ability to offer lower rates

### Utility Ownership of Infrastructure

- Win/Win/Win opportunity to improve reliability and reduce cost to consumer
- Drive cost savings versus current model of 3<sup>rd</sup> party licensing and maintenance

*Early-stage concept in pilot discussions with targeted utility customers*

Leveraging unique Hubbell capabilities in front of and behind the meter to develop fully integrated, utility-scale EV solution

# Key Takeaways



## SERVE OUR CUSTOMERS

*Continued commitment to solutions with best-in-class quality, reliability and efficiency*

- ✓ Differentiate on service
- ✓ Innovate to solve big problems
- ✓ Invest in capacity to serve

**Reliable solutions at Utility scale**



## GROW THE ENTERPRISE

*Harness unique combination of components, comms and controls to solve big utility problems*

- ✓ Grid modernization megatrends
- ✓ Invest in attractive adjacencies
- ✓ Sell full HUS solutions

**Above market organic growth**



## OPERATE WITH DISCIPLINE

*Optimize capacity to efficiently and effectively serve customer critical infrastructure needs*

- ✓ Strategic capacity expansion
- ✓ Focus on service and OTD
- ✓ Automation and lean

**Consistent margin expansion**



## DEVELOP OUR PEOPLE

*Mission-driven culture focused on enabling the reliable, efficient and smart grid of the future*

- ✓ HPS/Aclara cross-pollination
- ✓ Innovation pipeline creating new opportunities and career paths
- ✓ Industry leading expertise

**HUS as a best-in-class platform**

**Strong franchise positioned to deliver strong performance on accelerating customer demand**



# Hubbell Electrical Solutions (HES)

Pete Lau | President, Electrical Solutions Segment





**1**

Well positioned for electrification megatrends

**2**

Investing in high growth verticals

**3**

Competing collectively to drive efficiency, scale and speed

**4**

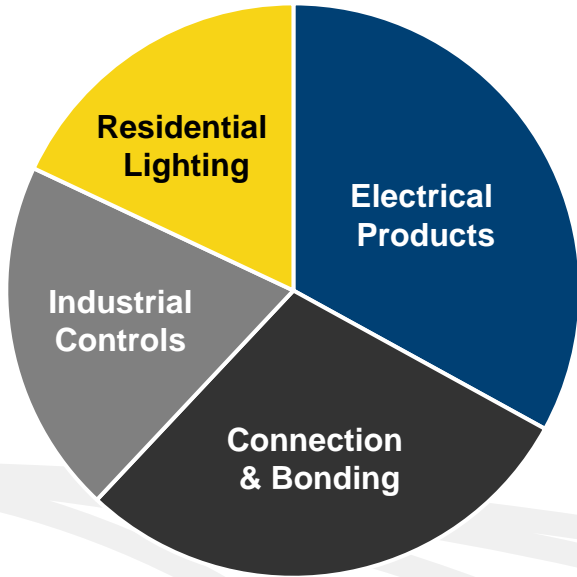
Significant opportunity for long-term margin expansion

# HES Overview

## SALES BY BUSINESS

**\$1.9B**

2021 Sales



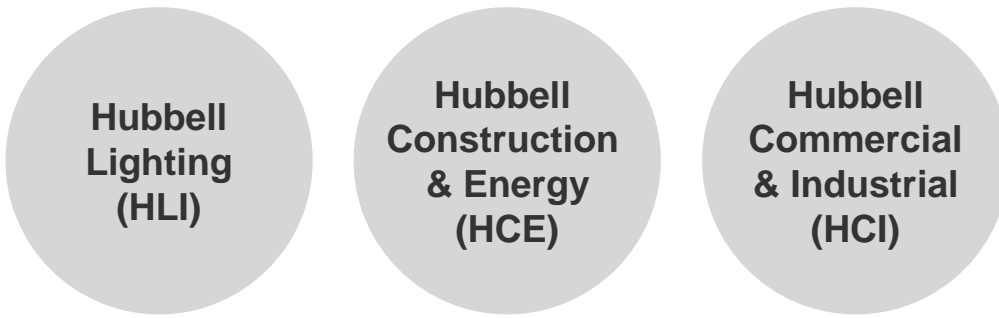
	Electrical Products	Connection and Bonding	Industrial Controls	Residential Lighting
Products	Wiring Systems Receptacles   GFCI Enclosures Boxes and Fittings	Connectors and Lugs Bonding and Grounding Specialty Tooling Industrial Fittings	Power Quality Solutions Reels and Resistors Harsh Protection Industrial Controls	Fixtures and Fans
Brands				
End Markets	<p><b>INDUSTRIAL</b></p> <p>DATACENTER   DATACOMM</p> <p>Non-residential      Utility T&amp;D   Renewables</p>			<p>Residential and Retail</p> <p>Heavy Industrial Harsh &amp; Hazardous</p>
Growth Drivers	<p><b>INDUSTRIAL NEAR-SHORING</b></p> <p>ELECTRIFICATION</p> <p>ICT EXPANSION</p> <p>Channel Consolidation Pre-fab solutions</p> <p>Renewable energy Infrastructure upgrades</p>			<p>Homebuilding Residential remodel E-Commerce</p> <p>Factory Automation EH&amp;S standards Energy production ESG</p>
Strategy	<b>Expand into attractive adjacencies</b>	<b>Invest to serve attractive end markets</b>	<b>Focus and invest in key end markets</b>	<b>Drive value in existing channels</b>

**Well positioned with leading brands and differentiated solutions in attractive industries**



# HES Transformation Journey

## From: Three Operating Groups Serving Same End Markets (2020)



## To: Unified Operating Segment (2022)



- Disparate strategies
- Duplicate management structures
- Dedicated operations
- Different operating approaches
- Multiple sales forces
- Product centric approach

- Aligned, customer focused strategy
- Single leadership team
- Optimizing manufacturing and distribution network
- Competing collectively in the market
- One salesforce
- Vertical market solutions

**Unified operating Segment positioned to accelerate growth and expand margins**

# HES Playbook for Growth and Margin Expansion



## 1. MARKETS



- Infrastructure
- Electrification
- Renewable and datacom megatrends

Positioned for Growth

## 2. CUSTOMER



- Invest in key verticals
- Leverage brand and channel partnerships
- Industry leading salesforce
- Easier to do business

Serving Customers as Hubbell

## 3. INNOVATION



- Solutions for verticals
- Installation efficiency
- Reliable connectivity
- Safety solutions

Focused on Solving Customer Pain Points

## 4. P | C | P



Pricing  
+  
Productivity  
≥  
Cost Inflation

Execution Focus

## 5. OPTIMIZE FOOTPRINT



- Reduce complexity
- Optimize capacity to support growth
- Accelerate automation
- Supply resiliency

Drive Productivity and Improve Service

## 6. PORTFOLIO



- Bolt-on acquisitions
- Expand in key verticals
- Margin enhancement

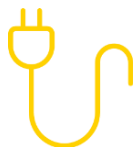
Accelerate Growth with Disciplined M&A

**+6-7%**

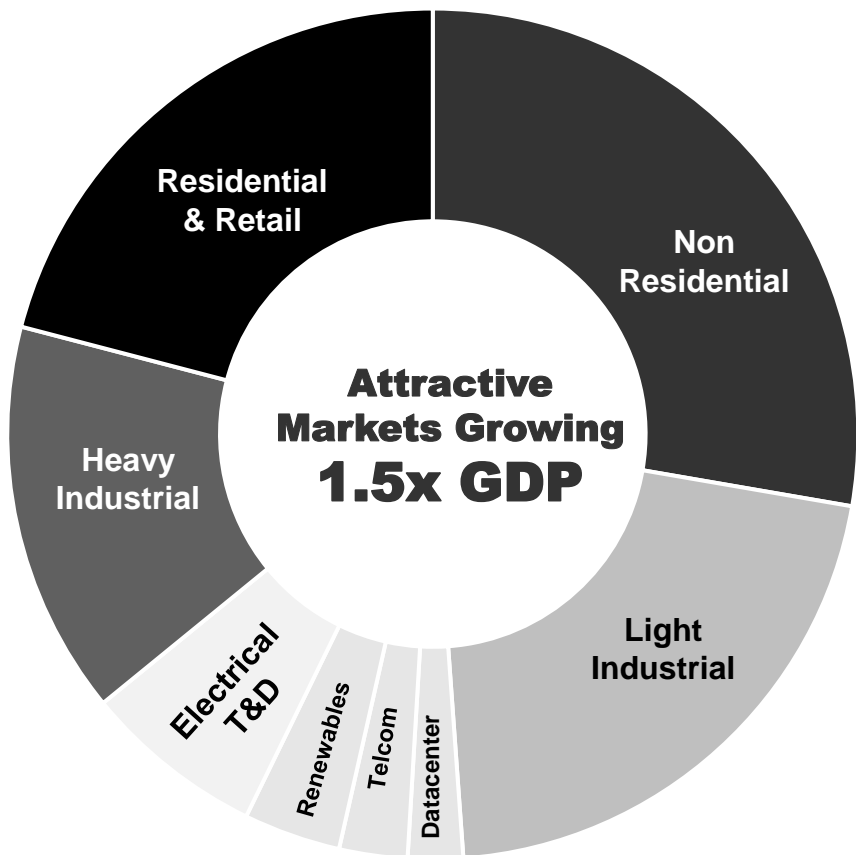
**5-Year Organic CAGR**  
Double-digit organic 2021-22E  
+3-4% organic 2023-25E

**≥15.5%**  
Adj. OP Margin by 2025

# Electrification Megatrends



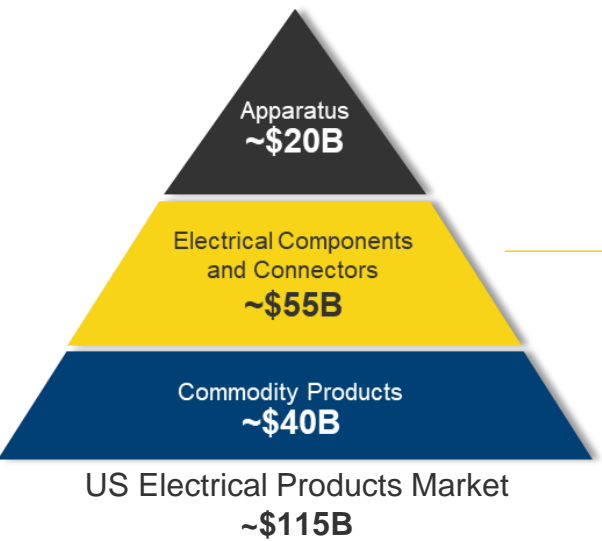
## Behind the Meter: Hubbell Electrical Solutions



- ~50%** use of electricity in **industry, transport and buildings** of total energy consumption, up from 19% today
- Double Digit** CAGR in **data center** spend through 2026
- Double Digit** CAGR in **cloud/edge computing** investment through 2025
- ~\$45B** in **pre-fab building systems** by 2026
- >50%** US power supply from **renewables** by 2035
- ~40%** **electric vehicle** penetration by 2030
- ~50%** **fiber-to-the-home** penetration in US by 2025

**Opportunity to invest further in high growth markets**

# Where We Play and How We Win



## Competing in the Middle of the Electrical Bid Package

Grounding and Bonding	Electrical Products	Industrial Equipment	Lighting
<p><b>Connectors And Grounding</b></p>	<p><b>Wiring Devices</b></p>	<p><b>Reels</b></p>	<p><b>Residential Lighting</b></p>
<p><b>Lugs</b></p>	<p><b>Enclosures</b></p>	<p><b>Transformers</b></p>	
<p><b>Hangers and Support</b></p>	<p><b>Outlet Boxes and Covers</b></p>	<p><b>Resistors</b></p>	
<p><b>Cables</b></p>	<p><b>Floor Boxes</b></p>	<p><b>Crane Controls</b></p>	
<p><b>Fittings</b></p>	<p><b>Datacom</b></p>	<p><b>Emergency Phones</b></p>	
		<p><b>Harsh Lighting</b></p>	

## HOW WE WIN

Essential components with high cost of failure to customer

- Our People (Team)
- Customer led culture
- Quality and reliability
- Spec position
- Service levels
- Depth, breadth & scale
- Strong Brands
- Vertical Solutions

Competing collectively to “out nimble” large global players and “out breadth” specialty players

# Harnessing Depth and Breadth of the Hubbell Portfolio in High Growth Verticals



**Datacenter**



**Telcom**



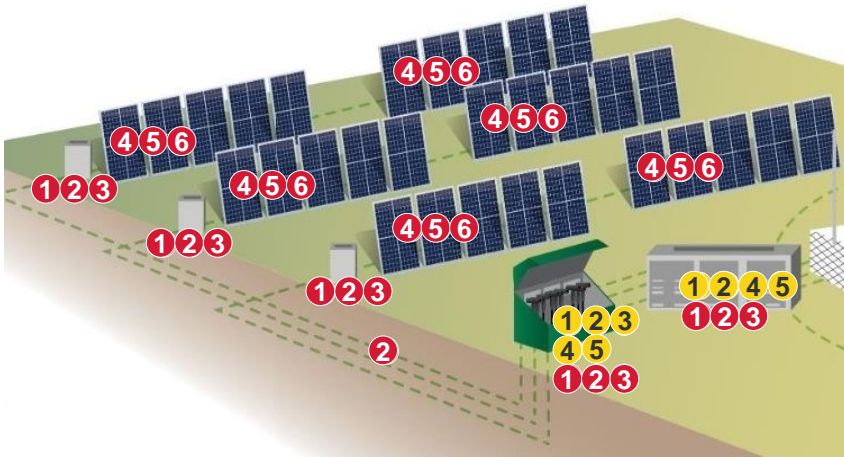
**Renewables**



**Transportation**

## Solar 'Balance of System'

- 1 Medium & Large Compression Terminals & Splices
- 2 Grounding Solutions
- 3 Cold Shrink
- 4 Wiley Bonding & Grounding
- 5 Burndy® UNIRAP™ Cable Ties
- 6 Wiley Wire Management



- 1 Elbow Arresters
- 2 Primary Pedestals (Sectionalizing Cabinets)
- 3 Box Pads & Ground Sleeves
- 4 T-Bodies/Elbows
- 5 Accessories

**Leader in  
"Balance of System"  
Components**

**Dedicated Vertical  
Teams**

**Strong Brands with  
Specification Positions**

**Expanding Solutions  
through Innovation  
and M&A**

**Leverage Channel  
Partners to Pull  
through Business**

**Strategically investing in high growth opportunities**

# Cultivating Innovation

## Market Drivers

Declining Skilled Workforce

Enhanced Power Continuity

Tightening Regulatory Requirements

IOT

## Innovation Focus

Installation Efficiency

Reliable & Protected Connections

Regulatory compliance

Connected solutions and enabled infrastructure

## Solutions



Screwless Terminations



Prefab Solutions



Cell Tower Clamp



Connector with Spring Assist



Communication Array



Rapid Connection Glands

“Innovation Focus” organizational commitment to deepen customer solutions and expand share

# Innovation in Action: Screwless Termination Receptacles

## Market Drivers

Declining Skilled Workforce

Enhanced Power Continuity

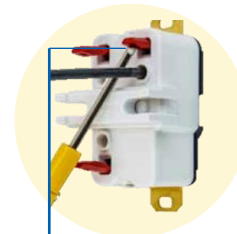
Tightening Regulatory Requirements

IOT

## Screwless Termination



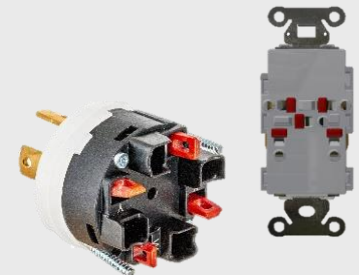
Less Labor



Simply move the plunger upwards to unwire

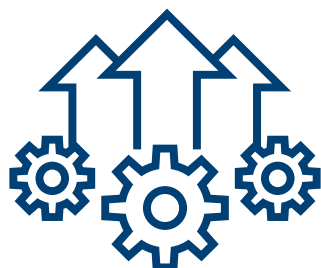
## Hubbell's Value Story

- ✓ Screwless termination
- ✓ 80% labor reduction
- ✓ No tools required
- ✓ Connection gets stronger over time
- ✓ Improved field installation safety



Differentiated solution solving customer pain points

# Intense Focus on Operational Excellence



## Operational Capability and Development

- Pricing excellence
- Intensified operating system
- Continued productivity investments

**≥0**

Price + Productivity - Inflation



## Optimize Footprint in North America

- Optimize manufacturing footprint
- Optimize DC network
- Regionalized supply chain

**~20%**

Reduction in Square Footage



## Investment in Automation

- Expand capacity to serve growth
- Reduce reliance on skilled workforce
- Leverage previous acquisition

**2x**

Automation Investment

**Disciplined operating system continuing to drive margin expansion**

Note: Square footage reduction expectation excludes square footage added through acquisition



# Key Takeaways



## SERVE OUR CUSTOMERS

*Build an efficient organization aligned with our customers and designed for our people*

- ✓ Go to market collectively
- ✓ Reduce complexity
- ✓ Expand offering

**Unified HES – ease of doing business**



## GROW THE ENTERPRISE

*Go to market in a way that utilizes our scale and focuses on key strategic growth markets*

- ✓ Investing in high growth verticals
- ✓ Acquire attractive adjacencies
- ✓ Intensify innovation focus

**Above market organic growth**



## OPERATE WITH DISCIPLINE

*Drive efficiency by optimizing our manufacturing processes and distribution network*

- ✓ Reduce manufacturing footprint
- ✓ Optimize DC network
- ✓ Focused on Service

**Consistent margin expansion**



## DEVELOP OUR PEOPLE

*Create meaningful career paths by operating at scale and driving organizational excellence*

- ✓ Exciting career opportunities
- ✓ Invest in our world class team
- ✓ People focused culture

**World-class talent**

**HES strong execution and progress – still plenty of runway to accelerate growth and expand margins**



# Financial Overview

Bill Sperry | EVP & CFO





**1**

Tracking to upper half of 2022 adjusted EPS outlook

**2**

Organic growth accelerating from LSD to MSD

**3**

Management playbook delivering attractive financial results

**4**

2025 financial framework anticipates double digit adjusted EPS CAGR

# Near-term Update

## Standing 2022 Hubbell Outlook



**+11-13%**

**Organic Sales Growth y/y**  
(+4-6 Volume; +7% Price)

**\$9.00-\$9.40**

**Adjusted EPS**

**90-100%**

**Free Cash Flow  
Conversion on  
Adj. Net Income**

## COMMENTS

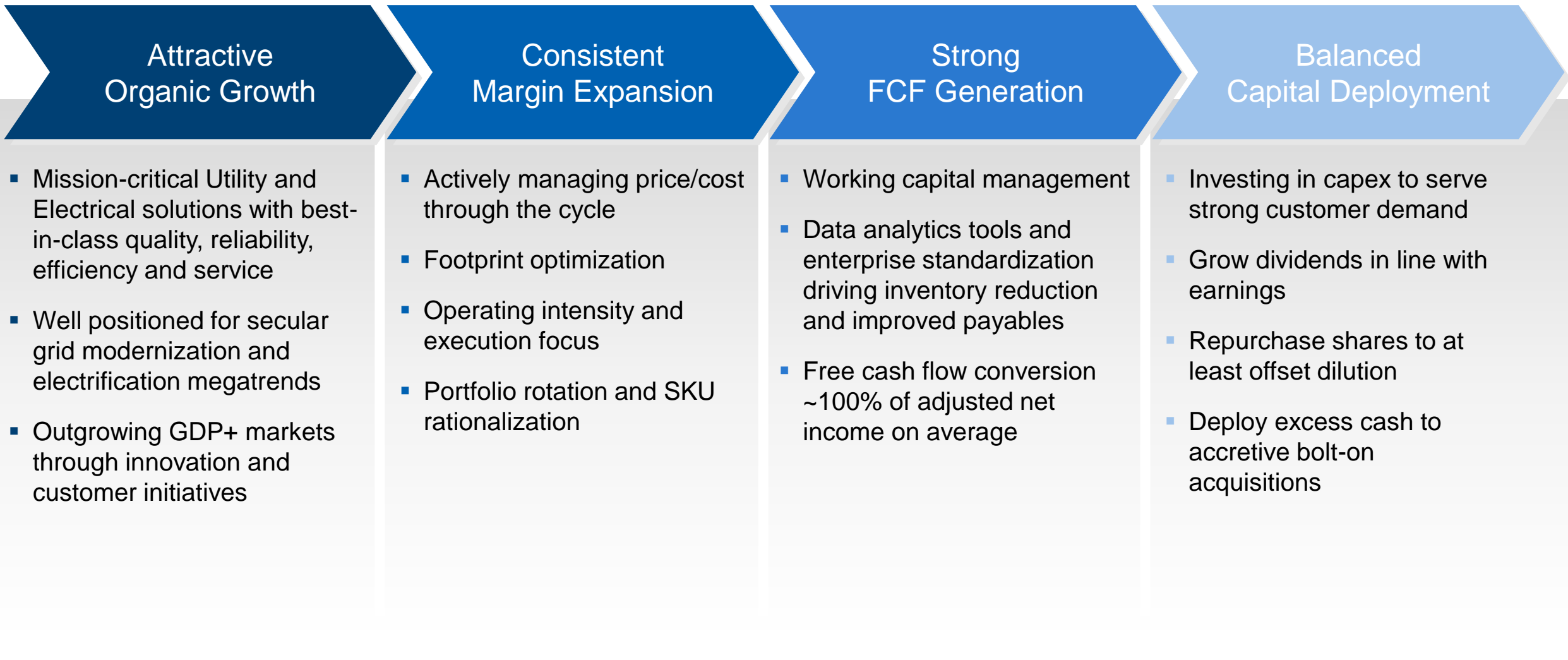
- Tracking to high end of 2022 sales outlook
- Markets healthy and orders remain strong
- Price traction continues to gain momentum
- Inflationary and supply chain headwinds persist
- Accelerating investments (innovation and R&R) in 2H
- Non-operating assumptions tracking in line



***Anticipate Mid Teens y/y  
Adj. EPS Growth in 2022***

**Tracking to upper half of 2022 adjusted EPS outlook range**

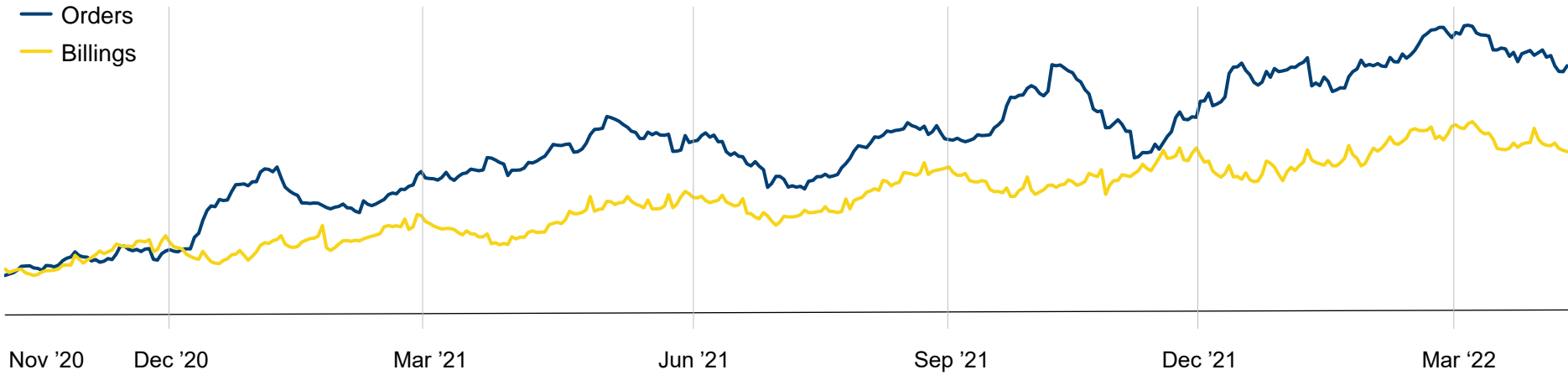
# Hubbell Strategy Drives the Financial Model



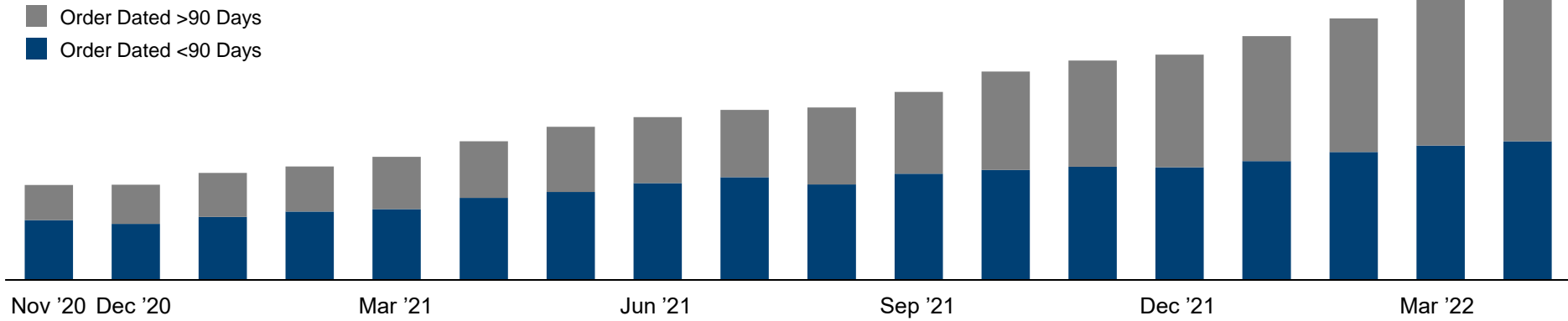
**Financial model expected to drive double digit adjusted EPS growth**

# Strong Orders and Backlog Growth

Hubbell (ex-Aclara) 30-day Rolling Average Orders and Billings



Hubbell (ex-Aclara) Backlog Trend

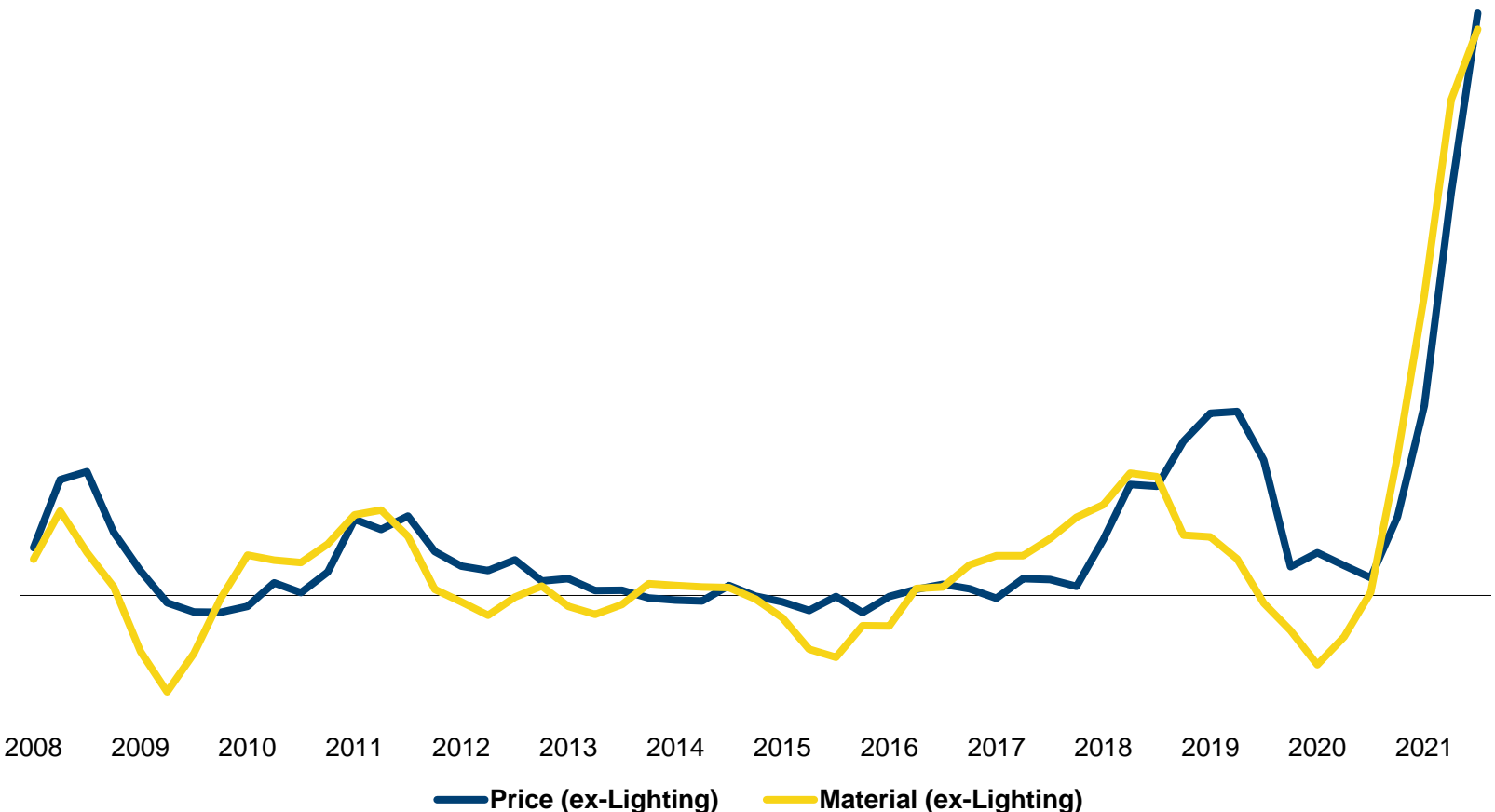


## KEY FACTORS

- Grid modernization and electrification megatrends
- US industrial demand
- Strong price realization
- Portfolio rotation to higher growth verticals
- Customer and innovation initiatives
- Supply chain

Well positioned in attractive markets, driving strong orders and backlog growth

# Strong Price/Material Execution



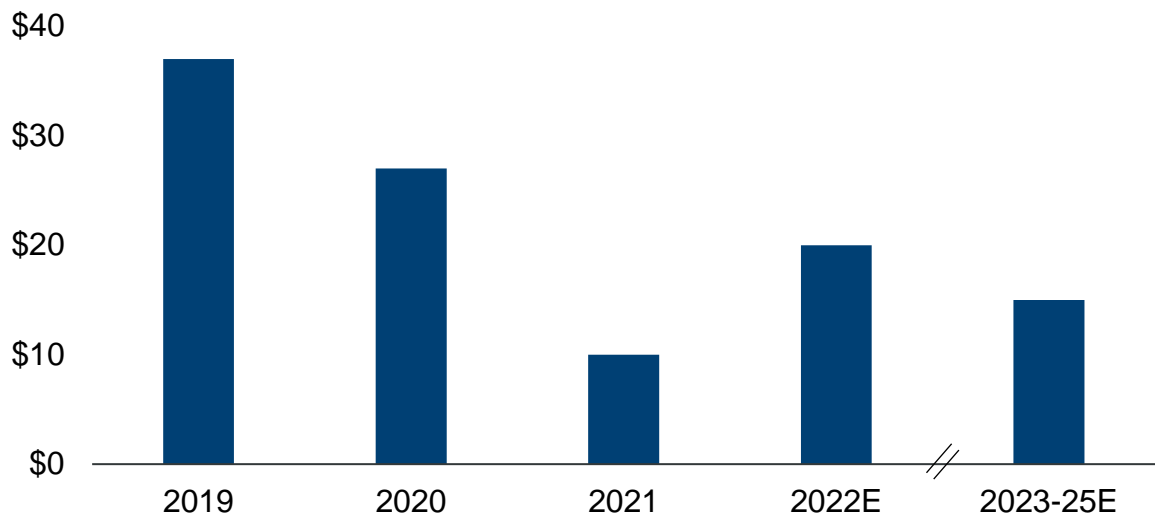
## KEY FACTORS

- Strong brands and differentiated products command premium value
- Intense focus on proactive pricing to offset recent inflationary headwinds
- Typical 1-2 quarter lag between material inflation and price realization
- Manage price/material to net positive through commodity cycles
- Non-material inflation outstripping productivity in 2021-22

Managing price/material more proactively than prior inflationary cycles

# Footprint Optimization Generating Significant Productivity

**Restructuring & Related Annual Expense (\$M)**



**FOOTPRINT OPTIMIZATION**

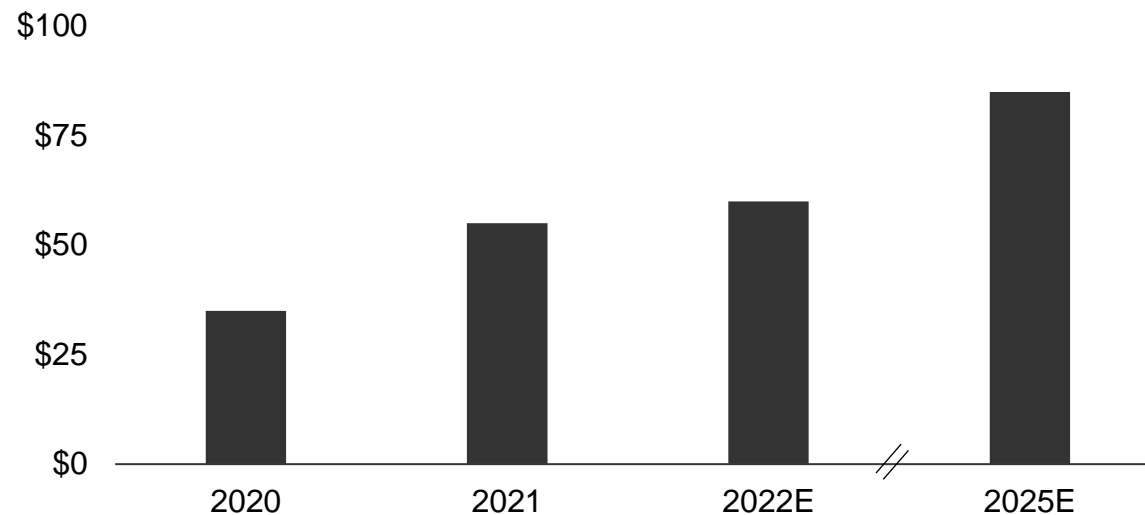
**>20%**

Improvement in sales per square foot from 2018-2022E

**~20%**

Additional reduction in HES square footage by 2025E

**R&R Cumulative Savings (\$M)**



**BENEFITS**

**2 – 3 year**

Average payback period

**~20bps**

Contribution to annual OP margin expansion

**Early to middle innings of operational transformation**

Note: Square footage reduction expectation excludes square footage added through acquisition



# Hubbell Playbook for Growth and Margin Expansion through 2025

**95-100%**  
FCF Conversion on Adj. EPS

**~17.0%**  
Adj. OP Margin by 2025

**+6-8%**  
5-Year Organic CAGR  
*Double-digit organic 2021-22E*  
*+3-5% organic 2023-25E*

## 1. MARKETS

- Grid modernization
- Electrification
- Strategic verticals

Growing  
1.5 to 2x GDP

## 2. CUSTOMER

- Solutions selling
- Leverage brands and channel partnerships
- Depth/breadth/scale
- Vertical market focus

Contributing +50bps  
Market Outgrowth

## 3. INNOVATION

- NPD and NPX
- Strategic innovation
- Solutions for verticals
- Distribution Automation

Contributing +50bps  
Market Outgrowth

## 4. P | C | P



Pricing  
+  
Productivity  
≥  
Cost Inflation

Neutral or Better  
Through the Cycle

## 5. OPTIMIZE FOOTPRINT



- Optimize capacity to support growth
- Accelerate automation
- Reduce complexity

~20bps Annual OP  
Margin Expansion  
From R&R

## 6. PORTFOLIO



- Bolt-on acquisitions
- Expand in key verticals
- Margin enhancement

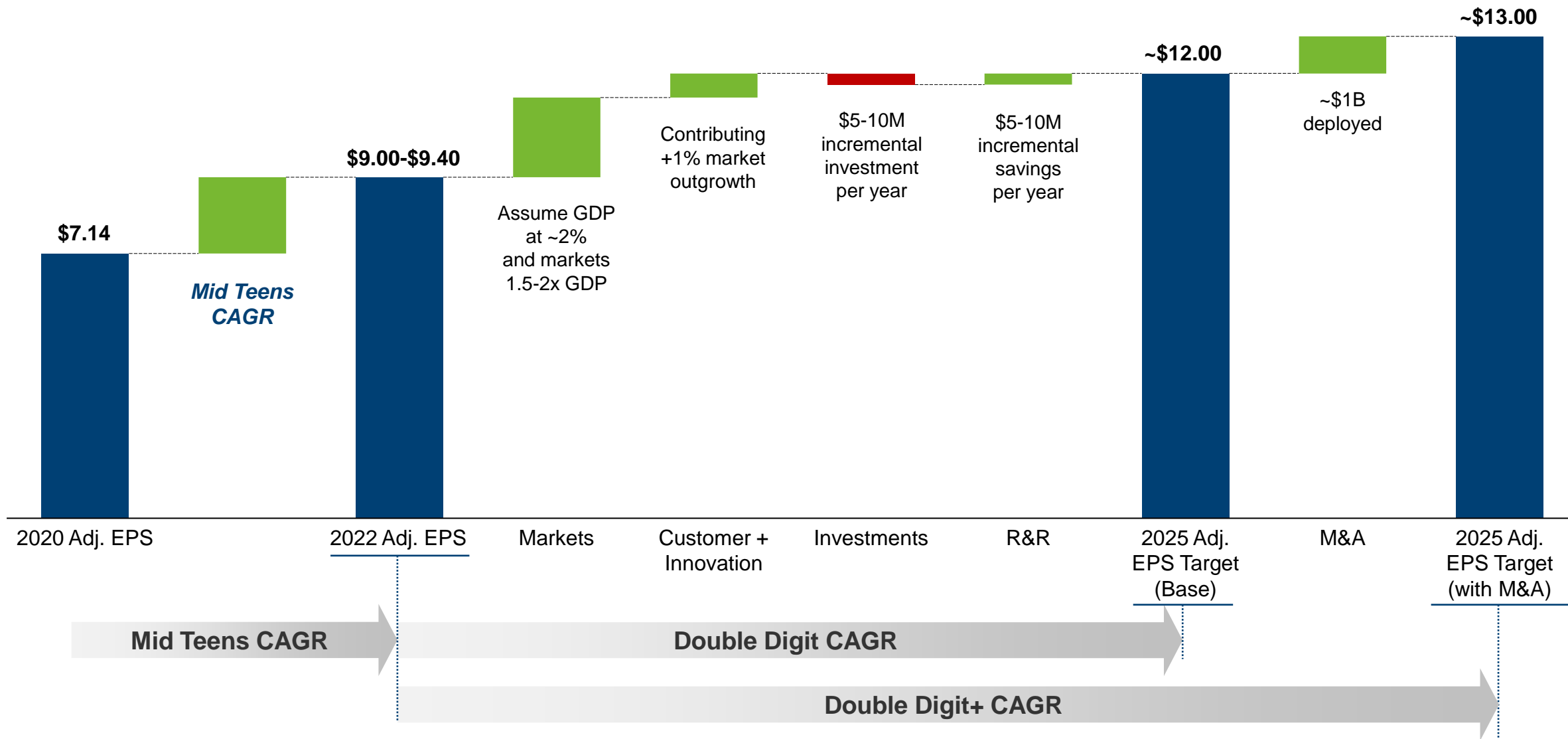
~\$1B M&A Investment  
Contributing 2-3%  
Annual Growth

**+8-11%**

5-Year Total Sales CAGR  
*Double-digit sales 2021-22E*  
*+5-8% sales 2023-25E*



# 2025 Adjusted EPS Bridge



**Double digit adjusted EPS growth**



## Closing Remarks

Gerben Bakker | Chairman, President & CEO





# 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 7—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, 2021. 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 settlement charges in 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.

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.

Free cash flow is a non-GAAP measure and is defined as cash flow from operations less capital expenditures. We define adjusted free cash flow conversion as free cash flow divided by adjusted net income from continuing operations attributable to Hubbell. 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.

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.

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

Hubbell Incorporated	Twelve Months Ended December 31,	
	2021	2020
Net income from continuing operations attributable to Hubbell (GAAP measure)	\$ 365.0	\$ 330.0
Amortization of acquisition-related intangible assets	77.7	72.6
Loss on disposition of business	6.9	—
Loss on extinguishment of debt	16.8	—
Pension charge	—	7.6
Total pre-tax adjustments to net income	\$ 101.4	\$ 80.2
Income tax effects	24.7	19.8
Adjusted net income from continuing operations	\$ 441.7	\$ 390.4

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

Hubbell Incorporated	Twelve Months Ended December 31,	
	2021	2020
<b>Numerator:</b>		
Net income from continuing operations attributable to Hubbell (GAAP measure)	\$ 365.0	\$ 330.0
Less: Earnings allocated to participating securities	(1.1)	(1.1)
Net income from continuing operations available to common shareholders (GAAP measure) [a]	\$ 363.9	\$ 328.9
Adjusted net income from continuing operations	\$ 441.7	\$ 390.4
Less: Earnings allocated to participating securities	(1.4)	(1.4)
Adjusted net income from continuing operations available to common shareholders [b]	\$ 440.3	\$ 389.0
<b>Denominator:</b>		
Average number of common shares outstanding [c]	54.3	54.2
Potential dilutive shares	0.4	0.3
Average number of diluted shares outstanding [d]	54.7	54.5
<b>Earnings per share from continuing operations (GAAP measure):</b>		
Basic [a] / [c]	\$ 6.70	\$ 6.07
Diluted [a] / [d]	\$ 6.66	\$ 6.04
Adjusted earnings per diluted share from continuing operations [b] / [d]	\$ 8.05	\$ 7.14

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

Hubbell Incorporated	Twelve Months Ended December 31, 2021
Net Sales [a]	\$ 4,194.1
Operating Income	
GAAP measure [b]	\$ 532.3
Amortization of acquisition-related intangible assets	77.7
Adjusted operating income [c]	\$ 610.0
Operating margin	
GAAP measure [b] / [a]	12.7 %
Adjusted operating margin [c] / [a]	14.5 %

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

Hubbell Incorporated	Twelve Months Ended December 31, 2021
Net cash provided by operating activities from continuing operations	\$ 513.7
Less: Capital expenditures	(90.2)
Free cash flow	\$ 423.5
Adjusted net income from continuing operations	\$ 441.7
Free cash flow conversion	96 %