

Investor Day

February 20, 2014

Building & Partner Business

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EVP, Building & Partner



We are a worldwide leader
in our field



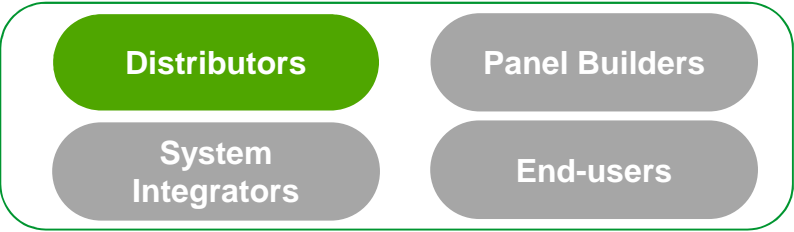
Building & Partner Business is a global leader in low voltage and building automation

Business size

€10.2bn
40% of Group
2013 revenues

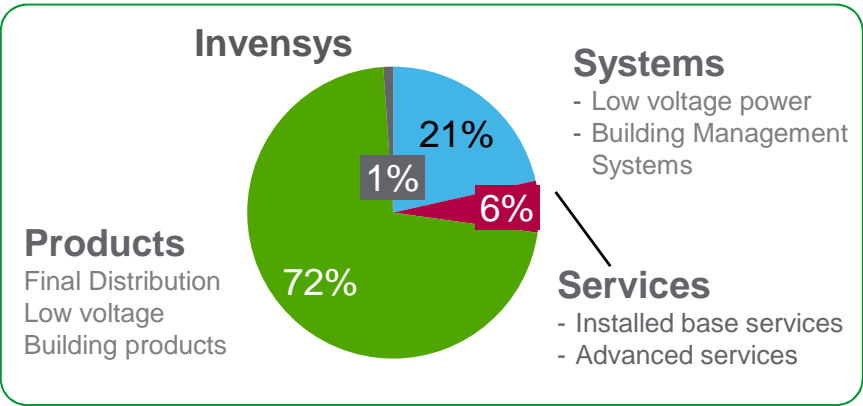
Low voltage &
Building Automation **#1**
worldwide

Key Channels

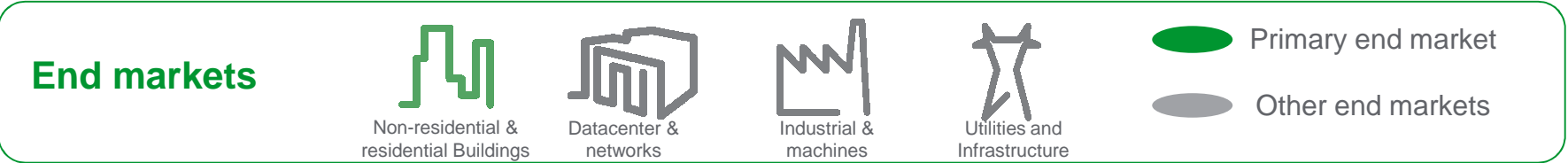
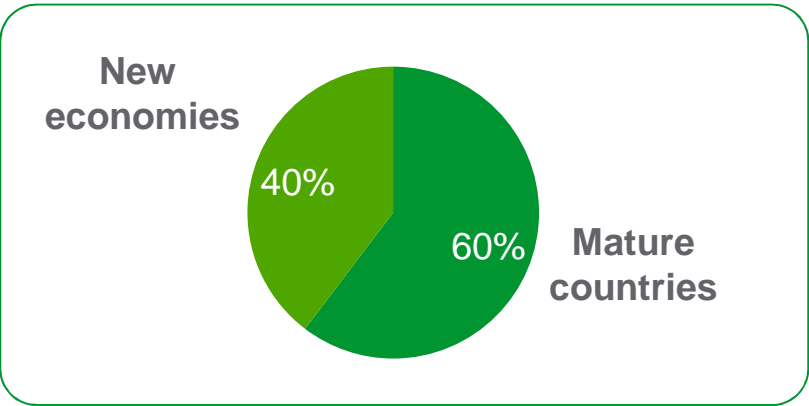


● 1st channel ● Other key channels

Our offer



Geographies



We have a comprehensive portfolio to serve the buildings end-market...

Key technologies

Final distribution & Installation materials



Wiring devices

Cable Management Systems



Final Distribution Panelboard



Miniature Circuit Breaker

Low voltage



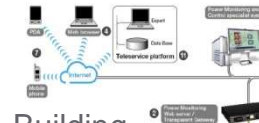
Breakers

Equipment



Renewable inverters

Building & home automation



Building Management System



Lighting control



Home automation



Energy management software

- ✓ A complete offer to serve the **buildings (residential and non-residential) market**
- ✓ The **backbone of our offer** across end-markets
- ✓ Expanded presence in new economies with mid-market offers



... with strong fundamentals for further growth

Market leadership

x2

versus the second largest player

on comparable scope, with further growth potential

A complete offer for the building market

- Low voltage distribution & building automation
- Premium & mid-market ranges

Broad distribution network

- Present in over 1 out of 2 point of sale in the world
- Strong presence in all geographies

Recognized influential brand

- Brand with a strong track record
- Innovation focus: wireless connectivity, ease of installation, energy efficiency
- Strong influence on norms & standards

Our external environment
brings us further growth
opportunity



Our business benefits from promising macro drivers

Favourable trends

Increased specialization of business partners

Energy efficiency

Continued growth in new economies & recovery in mature countries

Digitization

Business opportunities

Differentiated needs by channel

- Need specialization by channel type to maximize business opportunities

Demand for energy efficiency

- Efficiency needs in mid-sized buildings and high-end applications (data centers, hospitals)
- Rise of new business opportunities

Further investment in certain countries

- Opportunities to expand territory coverage and broaden channel coverage

Increasingly connected partners

- Facilitated intimacy with partners & end-users
- Connected devices driving new offers and cloud-based services

We reinforce our
leadership through
targeted growth initiatives



Channel oriented initiatives allow us to reinforce our leadership position

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We help distributors expand their e-business channel

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We build intimacy with electricians to enhance their loyalty

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We target consumers to drive demand

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We leverage the current Partner Projects business model

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The untapped small & medium sized buildings market is a major opportunity

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We capture cloud-based service opportunities

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Our focus is geared to targeted geographies

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We leverage digitization to provide a differentiating customer experience

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We continue to innovate to maintain our technology leadership...

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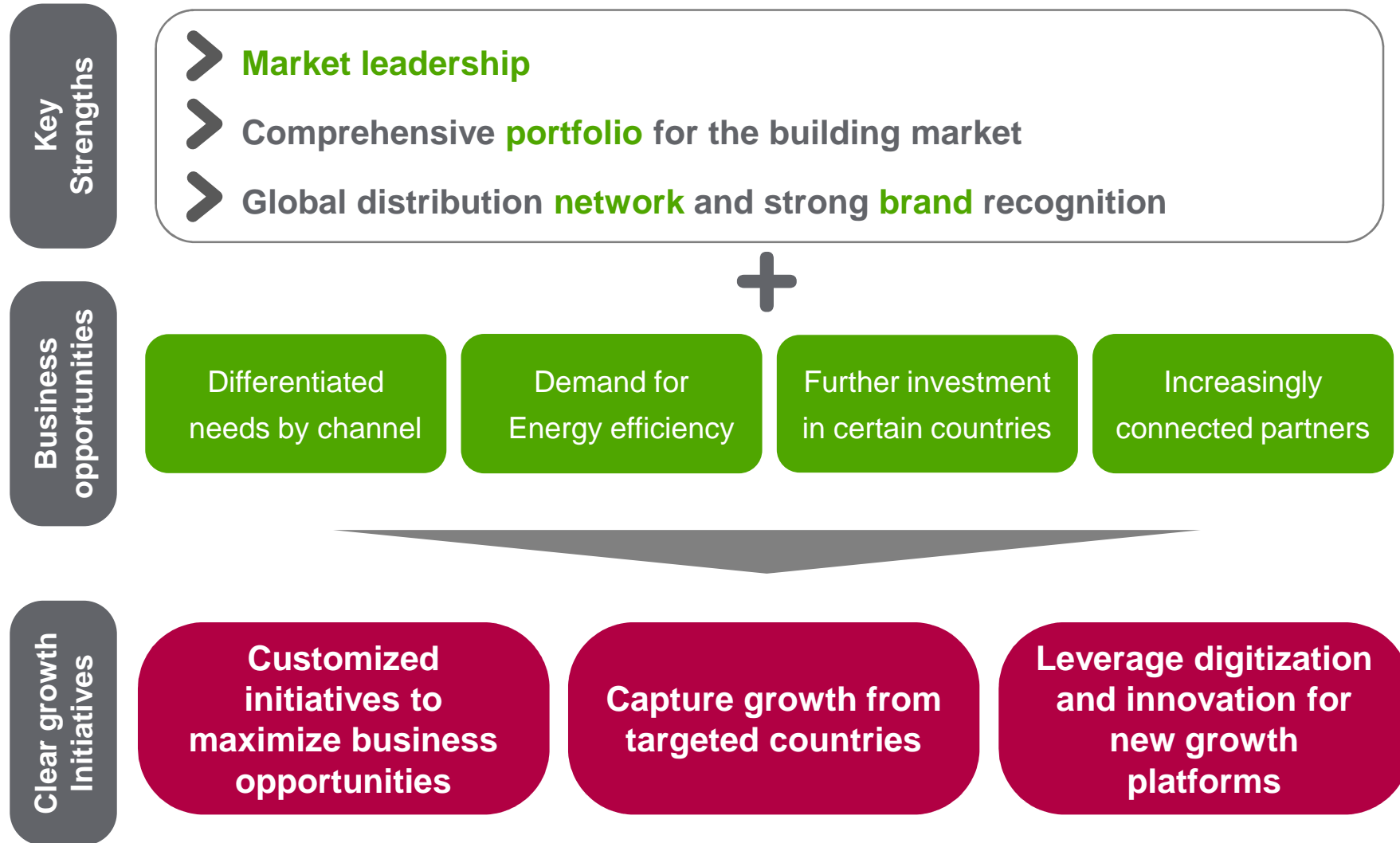
... and to foster new ideas

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Conclusion



Our largest and most profitable business is well positioned for further growth



**Help people make the
most of their energy**

