



LACROIX

CONNECTED
TECHNOLOGIES
FOR A **SMARTER**
WORLD

PRESS KIT

2018

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LACROIX GROUP

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LACROIX, CONNECTED TECHNOLOGY SPECIALIST

LACROIX, through our three business units, is an electronic systems supplier. We build strong partnerships with our customers, who include carmakers and parts manufacturers, aggregators, developers, municipalities and businesses. LACROIX designs applications in a wide variety of fields, including electronic systems, telemetry and SCADA systems for utilities, smart systems for roads, public lighting and connected cars. But all our systems share a common purpose, namely to connect humans and machines to help create a smarter world. These are practical applications.

LACROIX has developed its own specific approach. We focus on what people want, what's possible now and what will be needed in the future.

We examine today's challenges and fundamental issues to develop solutions in terms of energy, environment, mobility and industrial renewal. These areas are priorities for us, and we have already provided practical, innovative and powerful solutions to promote renewable energy, connected and autonomous vehicles, mobile and smart technologies, robotics and cloud systems.

LACROIX has extensive experience and expertise with disruptive technologies such as mobile Internet, advanced robotics, renewable energy and autonomous vehicles, which are changing society as we know it. At LACROIX, we have a "Connected Technologies" culture that supports our identity as a supplier of smart systems.

LACROIX SOFREL, CREATOR OF A SMART ENVIRONMENT

The scarcity of water, energy and raw materials means that the distribution networks must be vastly improved. Everyone knows that failing to address the problems will cost more than providing a solution, which makes it even more essential to take action now. LACROIX Sofrel designs systems to manage this type of infrastructure that measure, alert, automate and execute real time and background tasks. The products are designed to automate and remotely manage water or energy networks in the Industrial Internet of Things (IoT), capturing and controlling technical data such as levels, pressures, flow rates, quality, temperature etc. These systems can also communicate Machine to Machine (M2M) to optimise the remote operation of the facilities.

As an undisputed leader, LACROIX Sofrel has extensive experience in electronics, industrial IT, telecommunications, automation and cybersecurity, providing innovative solutions to water and energy network operators.

LACROIX Sofrel is the partner of major private operators (Veolia, Suez, Saur, Dalkia, Engie) as well as a number of municipalities and integrators or installers. We have a global reach, with

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more than 500,000 facilities on all five continents. We are represented internationally by subsidiaries (Spain, Italy), branch offices (Asia, Africa) and a network of certified partners in more than 40 countries.

LACROIX ELECTRONICS, PIONEER OF THE SMART INDUSTRY

We were named "Showcase Industry of the Future" in 2016, celebrating our status as a pioneer.

LACROIX Electronics manufactures the electronic systems needed by the major industrial sectors, in France and worldwide. This is a growth market, with a huge increase of electronic systems in all areas (+ 6% in Europe). The European industry remains strong with steady growth on the segments where LACROIX Electronics is active: automotive, health, home automation, industries, civil aeronautics and defence.

LACROIX Electronics has become a European leader in the design and manufacture of electronic systems for industrial electronics, with the ability to produce both small volumes (aeronautics, defence, medical, industry) and medium volumes (automotive, home automation, industry).

We embrace nearshoring, with four plants in France, Poland, Germany and Tunisia and design offices in France and Germany. And we recently expanded into North America by signing an alliance with Firstronic, which has facilities in the US and Mexico.

LACROIX Electronics is part of a totally connected world and builds fully digitised and collaborative relationships. Our personnel, our working methods and technologies are focused on developing new relationships with our customers/partners to embrace Smart Industry.

LACROIX CITY, SMART MOBILITY IN ACTION

LACROIX City manufactures smart systems for roadways, including road signage and street furniture, traffic management and public lighting.

Municipalities in France and around the world, as well as infrastructure operators, all have new requirements when it comes to urban mobility, smart public lighting, user safety and more. New smart technologies must be added to existing systems.

LACROIX City provided a number of solutions in 2016, with SensyCity® for public street lighting, a connected motion sensor ecosystem that controls street lighting, the Mx4® mast (see section on Reinventing Cities) and LACROIX Neavia (see inset).

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LACROIX Neavia: a strategic acquisition for LACROIX City

LACROIX Neavia joined LACROIX City in September 2016. LACROIX Neavia improves the safety of the road infrastructure using multi-sensor detection systems, radiocommunications and situational analysis. It also brings with it an impressive R&D centre to add to our existing know-how on connected road infrastructure.

LACROIX Neavia is a leader with three product lines in intelligent transportation systems, detection solutions (wrong way, origin/destination metrics and journey times), video solutions (autonomous video cameras and 360° video cameras) and roadside units and embedded devices.

LACROIX City expands further into connected road infrastructure

LACROIX City acquired LACROIX Neavia to complement its offering and expertise in a strategic area: smart roads. France authorised the testing of autonomous cars on public roads on August 3, 2016, and analysts are predicting tens of millions of autonomous vehicles worldwide by 2035.

With LACROIX Neavia, LACROIX City enhances its position in the field of ITS (Intelligent Transportation Systems) by equipping roads and cities with traffic regulation and management solutions designed to communicate with connected vehicles, and with autonomous vehicles in the future. LACROIX Neavia's technology is embedded in LACROIX City's equipment to create a unique offering in cooperative ITS, with a full range of connected equipment including traffic lights, traffic controllers, variable message signs, smart street lighting, radar speed signs, temporary lights, etc.

REINVENTING CITIES, SMART CITIES

Cities are changing, becoming safer, more environmentally-conscious and more community-oriented. Smart cities are being developed, with a number of concrete and visible achievements. As a leader in ITS, the LACROIX Group works with elected officials and municipal leaders, as well as start-ups, clusters, schools and research centres to invent the mobility of tomorrow.

LACROIX City's mission is to guide, optimise and secure the flow of vehicles and people. Today's cities require concrete and effective actions, support over the long term and the confidence to successfully negotiate this technological and cultural transition to becoming smart cities.

LACROIX systems are interoperable, in other words, they can communicate. In the past, the systems were unique and gave just one piece of information. Today, they are connected and can adapt and integrate disruptive technologies. By creating new uses, they will make the cities of tomorrow smarter.

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LACROIX is recognised as an expert in flow regulation. Our engineers, technicians and developers have expertise in five major areas integrated into an open ecosystem, to offer innovative connections.

LACROIX City aims to create smart road systems in these five major areas of expertise.

Urban traffic. Traffic signals regulate the flow of traffic and control intermodal solutions in cities. Sensors and smart road systems provide the information needed to regulate traffic based on the data collected: schedules, traffic conditions, pollution, etc.

Public street lighting becomes smart lighting that benefits users, municipalities and the planet. “The right lighting, in the right place, at the right time”. It makes things safer, more comfortable and saves energy and maintenance costs.

Street furniture is part of the urban setting, in styles that fit right in to a historic centre, a suburb or a newly built district. Safety is integral to a pleasant and protected city.

Interurban traffic requires technical expertise when it comes to connected information on the roads and with vehicles.

Road signage is needed to complete the digital information of tomorrow and ensure safety and security. This is the historical core business of LACROIX City, which has continued to grow while also integrating innovations. Our solutions combine elegance and safety to provide safe, well-marked roads.

As an innovative French market leader, LACROIX City leverages its 70 years of expertise to design, manufacture and market its products and services.

Present in France and abroad, our expert teams and advisors reflect our culture of attentive customer service.

On November 22, the French Institute of Design bestowed on LACROIX City the *Janus de la Cité* award for its Mx4[®] passive safety mast. The ceremony took place at the French Ministry of Foreign Affairs and International Development, a symbol for LACROIX, whose international reputation is growing steadily. This Janus award “rewards businesses and municipalities sustainably engaged in a process benefiting people, industry and cities”.

The Mx4[®] passive safety mast obtained this award, which was presented by the Minister.

Mx4[®], which is protected by an international patent, is a mast that adapts the failure mode depending on the speed of the vehicle impact. LACROIX City innovates to save lives.

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HELPING PROTECT THE ENVIRONMENT AND THE CLIMATE, SMART ENVIRONMENT

The LACROIX Group looks at the issue of the environment and the climate in two ways. How does our product design protect the environment, and how do our products or applications help improve environmental conditions when used?

For a telemetry and SCADA system, for example, should we focus on eco-designing the system or on saving water during its many years of use? Both, of course, but it's clear that the true benefit for our environment will come from the use of our products. In this sense, the LACROIX Group can be seen as a particularly important partner in the CSR policy of municipalities, energy and water companies, motorway operators and cities. Businesses that use LACROIX services all benefit from added value when it comes to the environment.

LACROIX SOFREL, SMART ENVIRONMENT

LACROIX Sofrel is actively creating a smart environment by designing and manufacturing telemetry and SCADA systems and connected data loggers for monitoring water use in district metered areas and leak detection.

Water has become a societal issue, and fair water use is an obligation for water companies, cities and users alike. In this sense, the systems designed and manufactured for water companies are essential tools for good management. The international development of LACROIX Sofrel gives a new dimension, and the countries, regardless of their level of development, are focusing on controlling their networks to conserve water as a scarce natural resource, and improve their performance in serving the community. It is with this mindset that LACROIX Sofrel is expanding with concrete actions into other sensitive resources such as energy.

ECO-DESIGN AND ECO-USES FOR LACROIX SOGEXI

LACROIX Sogexi set up continuous improvement systems early on in order to earn certification. The unit was certified ISO 9001 for quality management in 2000 and ISO 14001 for environmental management in 2012.

This is the basis for building an innovative system with a constant focus on the environment. LACROIX Sogexi constantly seeks to protect the environment through actions such as designing products with longer life cycles and providing warranties that go beyond today's recommendations. All our products are designed in compliance with the new WEEE and RoHS2 Directives for reducing waste production and the cost of recycling and maintenance,

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but the real benefit comes from improving the yield and energy efficiency of our products. They reduce the carbon impact and protect the nocturnal environment, for which we obtained French Energy Savings Certificates. These systems designed in compliance with the Paris Agreements and the new EuP Directive provide real benefits for our customers and users.

LACROIX ELECTRONICS: ENVIRONMENTAL PERFORMANCE AND ENVIRONMENTAL PROTECTION.

LACROIX Electronics operates in a competitive climate that is not always transparent. We want to share our fundamental values and ethics requirements with all our partners, in France, Germany, Poland and Tunisia. This means respecting human rights and the fundamental rights at work, and requiring all our suppliers to do the same.

Above and beyond these fundamentals, LACROIX Electronics focuses on environmental protection, with ISO 14001 certification of all our industrial sites and compliance with European and international regulations (RoHS, REACH, etc.).

Our staff help customers choose non-polluting products in printed circuit board assembly processes. LACROIX Electronics offers valuable advice and helps customers enrich their own CSR systems. Similarly, our suppliers are required to respect environmental regulations and their duty of alert where deliveries of hazardous or polluting products are concerned.

LACROIX Electronics constantly seeks improvement and aims to reduce our footprint by conducting technology watch on the research into more environmentally friendly products.

Despite the steady decline in the consumption of energy and consumables, LACROIX Electronics still has a footprint that we would like to offset. Through our partnership with Datec Technologies, we are helping combat global warming by planting trees to offset the CO2 emissions generated by our waste treatment.

Finally, the plants make every effort to reduce waste of all kinds to decrease the consumption of raw materials (water, electricity, nitrogen, consumables). The plant in Saint-Pierre-Montlimart has been converted to a smart factory and the other plants have been optimised to achieve these goals.

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MANUFACTURING, THE EXPERTISE OF THE LACROIX GROUP, SMART INDUSTRY

Innovate, design, but also manufacture. The LACROIX Group has its own industrial facilities with ten plants in five different countries, all in compliance with the latest industry standards; every year, the Group invests roughly 2% of its revenues in plant upgrades, often far ahead of the curve, as with the plant in Saint-Pierre-Montlimart which has been named a Showcase Industry of the Future, a benchmark in Industry 4.0 (see inset).

The LACROIX Group makes our products near our European markets to ensure the necessary flexibility and agility. This has proved to be a good decision, leading to more and closer collaborations with our customers.

LACROIX Electronics ranks in the top 10 European EMS (Electronics Manufacturing Services). The plant in Saint-Pierre-Montlimart is named "Showcase Industry of the Future". The Industry of the Future Alliance has awarded the label "Showcase Industry of the Future" to LACROIX Electronics' industrial site in Saint-Pierre-Montlimart in Maine-et-Loire, under the government's plan to upgrade French industry.

Anticipating the future and achieving sustainable growth

LACROIX Electronics stays competitive while meeting the needs of our customers by automating collaborative workstations, installing new optical sensors, automating component counting by X-ray and providing digital logistics simulation and project cooperation tools. The project designed for the industrial site in Saint-Pierre-Montlimart constitutes a genuine technological and entrepreneurial leap forward. As a true driver of investment, the project automates and digitises production equipment and processes at the plant and assists employees in embracing the changes.

A symbol of the renewal of French industry

LACROIX Electronics obtained this label for its place in today's digital and cooperative society. And, naturally, the site's interaction with its environment was taken into account. The project also opens our management information systems and business tools to our customers and suppliers.

LACROIX Electronics is the first company in its field to earn this label, which is recognised by industrial leaders in France and Europe who are very interested in digital, transparent and collaborative methods.

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LACROIX, MOBILISING SKILLS

With 3,900 employees, the Group is a French firm with an international presence, both by in terms of manufacturing and sales.

The LACROIX Group is above all an OEM that relies on the skills of its employees, who have highly specialised expertise deployed in a systematic and original manner.

ATTENTIVE TO THE NEEDS OF THE MARKETS AND THE EXPECTATIONS OF THE COMPANY.

Markets are evolving and require new types of goods and services. At LACROIX, we are attentive to today's society, in France and worldwide. The COP 21 and COP 22, the lessons learned at CES in Las Vegas and today's safety requirements are all global issues that do not affect LACROIX directly, and yet our staff review, analyse and integrate these slow but inevitable changes in the design of future products. This means speaking the same future-oriented language as the municipalities and manufacturers to meet the expectations of a rapidly changing society. The LACROIX Group businesses have active business intelligence systems in place and share their visions at meetings specifically dedicated to innovation. Though each team is specialised, we all work together across business units to achieve proactive and informed strategic planning.

INVENTING, INNOVATION IS IN OUR DNA

The word innovation is often overused. So we back it up with facts!

With nine research centres in Europe and more than 120 researchers, developers and marketers, innovation is in the DNA of the LACROIX Group, and the facts bear it out. These research teams are cooperative and each work in a specific ecosystem to acquire the most advanced skills and achieve rapid project development. In this sense, the LACROIX teams have worked on projects in French Tech and at specific clusters.

We went on to create LACROIX Tech in order to unite the R&D and marketing teams and orient our collaborative research efforts towards future solutions.

Company-wide actions are also encouraged by LACROIX Lab, which will develop its own projects in 2017.

Each business unit introduces innovations that meet market expectation, and 2016 was been particularly rich in innovations. LACROIX Sofrel introduced S4W (see inset), LACROIX City released an Mx4[®] mast that adapts the failure mode depending on the speed of the vehicle impact, LACROIX Electronics embraced Industry 4.0, noting that the electronic outsourcing market is changing. With electronic systems increasingly used in many products, the needs for engineering are increasing as companies focus more and more on their core business.

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LACROIX Electronics is stepping up as the partner of innovation for the aeronautics, defence, health and automotive industries.

S4W: saving water and ensuring cybersecurity of water distribution.

LACROIX Sofrel is the partner of major water companies in France and worldwide. We develop connected industrial equipment enabling network operators to better control the natural resources (water, energy) and improve their performance in serving their districts. By studying and forecasting future water uses, LACROIX Sofrel takes a proactive stance. In light of environmental issues, global warming and the need to safeguard resources, these uses are going to change. *“Water companies in France and worldwide, as well as the government entities that oversee them, are aware of these new major issues and want to achieve more responsible distribution. We have a solution called Sofrel S4W,”* says Catherine Faillet, Managing Director of LACROIX Sofrel.

This unique new generation of telemetry stations ensures the cybersecurity of water networks (in compliance with the new requirements of the ANSII, French Agency for the Security of Information Systems). This is a timely topic, since a number of intrusions have been observed throughout the world. At the same time, Sofrel S4W makes use of LACROIX Sofrel’s very detailed, instantaneous knowledge of flows and its ability to communicate extremely precise orders in real time to save water.

On the basis of these two imperatives - security and savings - we have developed Sofrel 4W, the digital management system for connected water networks. Using a comprehensive and simple control mode, Sofrel S4W uses innovative digital and connected solutions to immediately detect even the slightest vulnerability, as well as to build consumption forecasts, manage unforeseen events, and take action where necessary.

GOVERNANCE

In 2018, The LACROIX Group wishes to transform its governance and become a « Société Anonyme » (a French Limited Liability Company) with a Board of Directors, after being a SA (LLC) with an Executive Board and Supervisory Board. Vincent Bedouin becomes President & CEO of LACROIX Group, his father Jean Bedouin Honorary Chairman and Nicolas, his brother, COO & EVP Finance. The members of the Supervisory Board take on the duties of Company Directors and get involved in three Committees: Strategic Committee, Remuneration Committee and Audit & Compliance Committee.

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Members of the Board of Directors:

Honorary Chairman, Jean Bedouin

President & Chief Executive Officer, Vincent Bedouin

Chief Operating Officer & Executive Vice-President Finance, Nicolas Bedouin

Company Directors:

Muriel Barnéoud (Director of Societal Commitment at LA POSTE Group),

Marie-Reine Bedouin,

Hubert de Boisredon (Chairman & CEO of ARMOR Group),

Ariane Malbat (Director of Human Resources at SERIS Group),

Hugues Meili (Chairman & CEO of NIJI),

Pierre Tiers (Managing Director of PRO.POSITIONS, President of NOVAPULS)

THE EXECUTIVE COMMITTEE

The EXCOM (Executive Committee) consists of the Executive Managing Directors of our 3 business areas (LACROIX City, LACROIX Sofrel, LACROIX Electronics) and of the functional Executive Vice-Presidents of the LACROIX Group. Its mission will be to ensure with us the consistency of the Group's strategy, as well as relevance in deploying resources and competences. It will also ensure the right level of exchanges and the sharing of best practices across our business areas and our teams in every field.

LACROIX GROUP FACTS AND FIGURES

External growth:

- In June 2015, the LACROIX Group made two acquisitions: DSTA - the Spanish leader in dynamic road signalling and Sogexi, French leader in electrical junction and protection devices for lighting sources, as well as remote management solutions for energy savings and street lighting maintenance.
- LACROIX City acquired Neavia in September 2016 to strengthen its strategic position on smart roads.
- In October 2016, the LACROIX Electronics industrial site in Saint-Pierre-Montlimart received the label "Showcase Industry of the Future".
- In April 2017, LACROIX established a foothold in North America by investing in electronic sub-contracting firm Firstronic to serve LACROIX Electronics' customer base.

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A family-owned listed business:

Une ETI familiale cotée



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Key figures:

Une aventure entrepreneuriale



Une croissance continue
x 2 en 10 ans

Les moyens d'investir
Ratio d'endettement : 0,32

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International presence

Une présence multi-continentale



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