



Employee Share Purchase Plans; Are They Really Worth It?

Tom Blake – Group Head of Reward, Laird PLC
November 2017



Smart Technology. Delivered.™

Laird PLC

We **CONNECT** and **PROTECT** electronic devices for millions of people



VISION

A world where smart technology enables virtually everything to sense, think and communicate; transforming our way of life and empowering us to do more than we can imagine



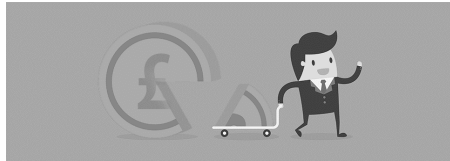


Our Share Schemes – Our Story

The Laird Story

Create the scheme

What's a "Share Scheme?"



Jan 2015

TIME

Create the scheme



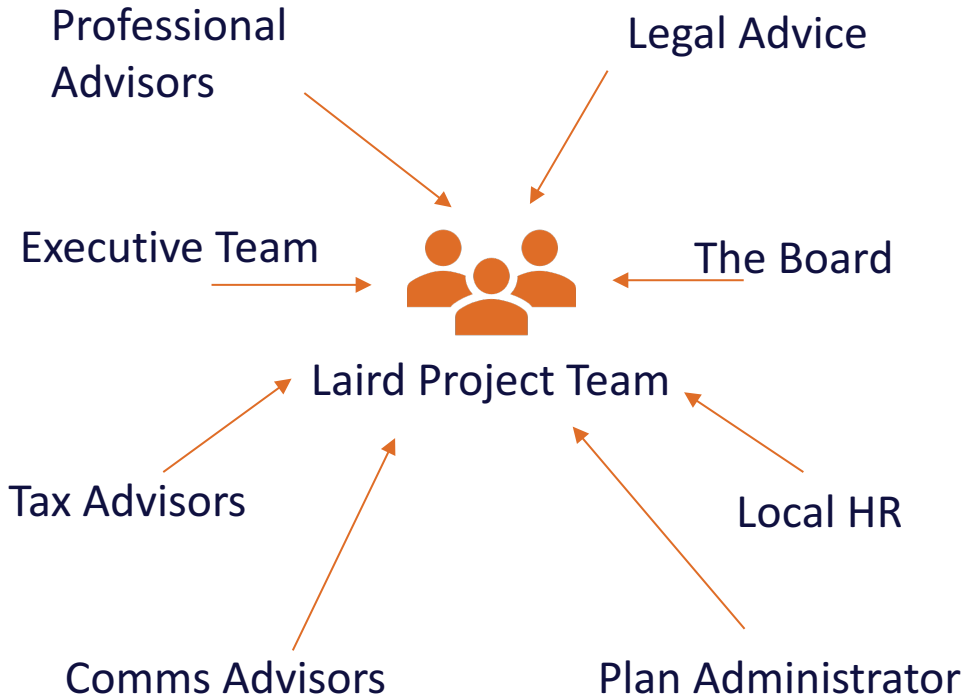
"In my travels across the company, I consistently hear from people who want to invest in the company we're building together. This plan is our response, and it's a new opportunity for our people to take ownership of the company they are working so hard to build."

David Lockwood, CEO

PAGE 1

INVEST IN THE SUCCESS WE'RE BUILDING TOGETHER

Create the scheme



Create the scheme

Global ESPP Design

UK SiP

USA s423

Rest of World
ISPP

Cash Plan

2 Open Enrollment Periods per year
Suspend or withdraw at any time

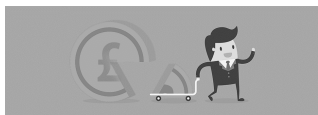
Laird Confidential

Laird

The Laird Story

Create the scheme

Ahhh...So *that's* a Share
Scheme.....



Launch the scheme

Communicate,
Kommunizieren,
Komunikovat, 通信



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Jan 2015

June 2015

TIME

Launch the scheme



5,500 Employees



19 Countries



14 Languages



On-Line



Launch the scheme

Laird
Smart Technology Solutions

MyShare

TAKE A CLOSER LOOK...

www.laird-myshare.com

What is MyShare?

Welcome to Laird's new MyShare plan. We've created a global share plan for our employees around the world. It allows each of us to invest in our company and share in the success we're building together.

MyShare is simple. If you decide to join, you'll invest in Laird shares each month from your salary. For every five shares you buy, Laird will give you one more share for free.

It's a great way to take ownership in our company and reap the rewards of future growth.

A great employee benefit

Invest in shares every month from your salary
For every 5 shares you buy we give you another share for FREE

Become a Laird shareholder - you, each of us, own a share in our growth!

What is a share?

A share is simply part of a company. When you buy shares, you are lending to the company and you own a share of the company's profits and losses. This is often why when the market rises, your share price will rise. This is often why when the market falls, your share price will fall.

What is a shareholder?

A shareholder is anyone who buys shares in a company and becomes a part owner of that company. As a shareholder you have certain rights, you can vote at the Company AGM (Annual General Meeting) and you will receive dividends if they are declared.

When can I join?

May 18 - June 21 2015 at 2359 GMT

There will be another opportunity to join later in the year.

How much can I invest?

You have to hold your purchased shares for two years to make any money. You can keep the matching share you receive.

You can sell before then, but you'll lose the matching shares.

You can sell your dividend shares any time you want.

How much can I invest?

When you sign up to MyShare you can:

- Invest from as little as £100 each month, up to 10 percent of your base salary
- Stop your contributions any time you want
- Change or restart your contributions during the two year lock-in period.

How your investment can grow

For every five shares you buy, Laird will give you one more - that we call your matching shares. They'll be added to your MyShare account each month and you'll be able to see them on line. The matching shares are yours to keep as long as you hold your purchased shares for two years - this is the lock-in period.

Any dividend on your shares will be reinvested to buy you more shares - known as your dividend shares. You can sell your dividend shares whenever you want.

You need to join MyShare online at shareworks.solum.com

To join the plan you need your work email address as if you don't have one you can use your Global Employee ID and activation code. Please ask your Local HR Manager if you need any help.

How to join

Your Shares?

- Your money is sent to buy Laird shares each month - these are added to your purchased shares.
- If your contributions can't buy a full share, they will be added to your part of a share - called a fractional share.
- Your contributions will be used to buy Laird shares on the London Stock Exchange on the 23rd of each month.
- As soon as your first share has been bought, you'll see a Laird share icon.

How to find out more

Understanding the plan: If you think MyShare sounds right for you then look for more information on the MyShare website www.laird-myshare.com. It explains how the plan works, the rules and conditions so you can see how your investment might grow and benefits an explanation of how to join the plan.

Getting online: You can use any of the benefits at work to get online and find out about MyShare or you can visit the website from home or any computer with an internet connection. If you have any problems at all just speak to your Local HR Manager.

If you decide to join MyShare, you'll be investing in shares in Laird PLC ("Laird")

What is MyShare?

MyShare is Laird's global share purchase plan for employees around the world. It gives you a chance to invest in our company and share in the success we're all building together!

When can I join?

May 18 - June 21 2015 at 2359 GMT

There will be another opportunity to join later in the year.

Easy to join

Join online before a year as the MyShare website. Use your company email address or activation code to set up your account.

OR Ask your Local HR Manager if you need help.

A great employee benefit

Invest in shares every month from your salary
For every 5 shares you buy we give you another share for FREE.

Become a Laird shareholder - you, each of us, own a share in our growth!

When can I sell?

You have to hold your purchased shares for two years to make any money. You can keep the matching shares you are given.

You can sell before then, but you'll lose the matching shares.

You can sell your dividend shares any time you want.

How your investment can grow

Invest some of your salary each month and your money is used to buy Laird shares on the London Stock Exchange.

For every five share you buy, Laird will give you one more for free.

Your purchased shares

Your matching shares

Your dividend shares

You're now a Laird shareholder and eligible for dividends. Any dividends awarded on the shares you buy will be reinvested to buy more shares.

If you decide to join MyShare, you'll be investing in shares in Laird PLC ("Laird")

MyShare

Laird
Smart Technology Solutions

Create Awareness, Build Understanding, Enable Personalisation, Facilitate Commitment

Off-line

Launch the scheme



- Board Target of 5% participation
- Participation in as many countries as possible

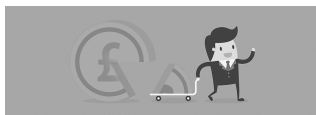


- 11.5% participation rate achieved
- Participation in all countries

The Laird Story

Create the scheme

Ahhh...So *that's* a Share Scheme.....



Launch the scheme

Well that went well...



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Corporate Action impacts the scheme

What will happen to our share price?



Jan 2015

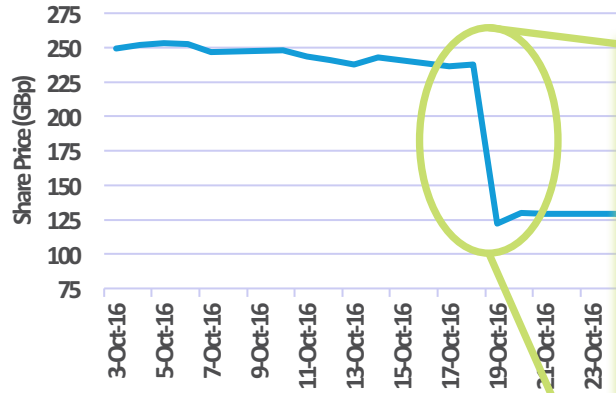
June 2015

Oct 2016

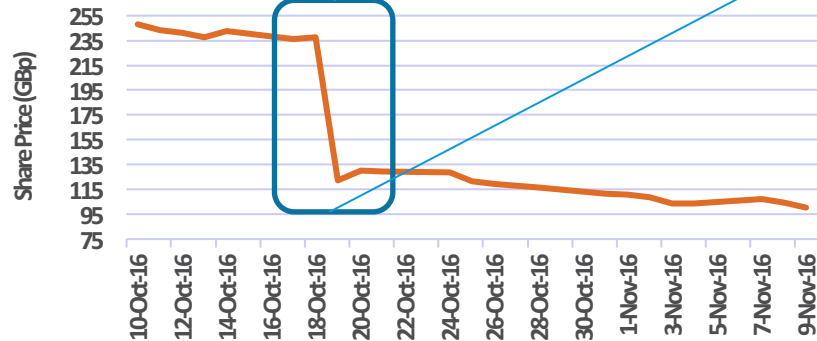
TIME

Corporate Action Impacts the Scheme

Oct '15 to Oct '17 Share Price: Laird PLC



October/Nov '16 Closing Share Price: Laird PLC



49% decrease

Corporate Action Impacts the Scheme

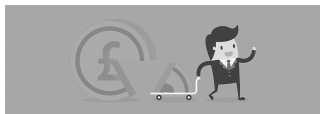


4 for 5 Rights Issue

The Laird Story

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What's a "Share Scheme?"



Launch the scheme

Well that went well...



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Corporate Action impacts the scheme

Employees can purchase more shares with the same contribution



Review the scheme

Is it working?



Jan 2015

June 2015

Oct 2016

May 2017

TIME

Review the scheme



Return on Investment



Management Time



Overall effectiveness



In May 2017 we announced a review of the Scheme. We wanted to look at overall costs and return on investment

Review the scheme



Return on Investment

1.5x Return on total cost
Share Price needs to reach £2.01 for employees to re-coup losses a 45% increase on our share price (as at end of June)



Management Time

A vast amount of time being spent to manage the plans and to constantly review local level requirements and managing a monthly matching process

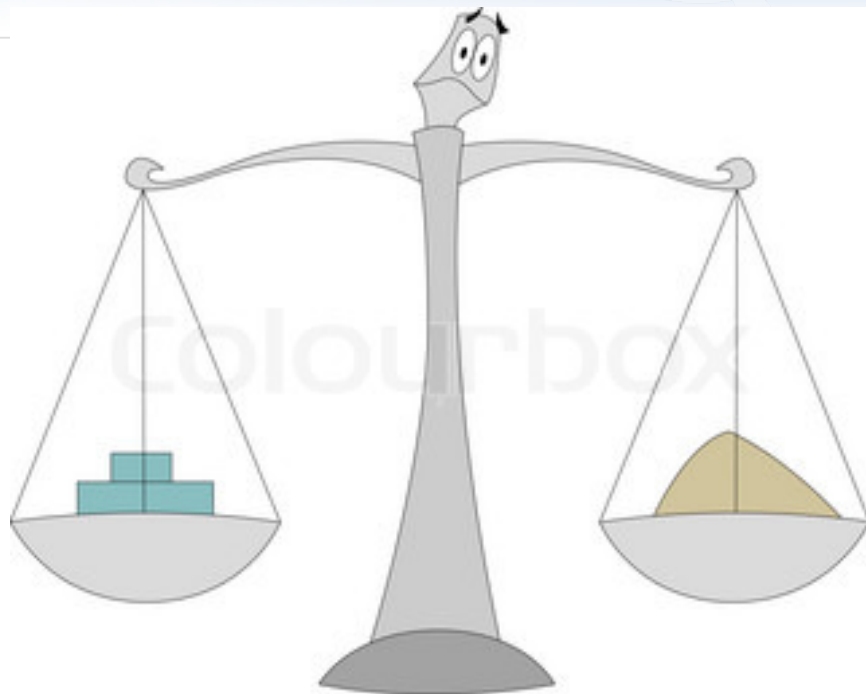


Overall effectiveness

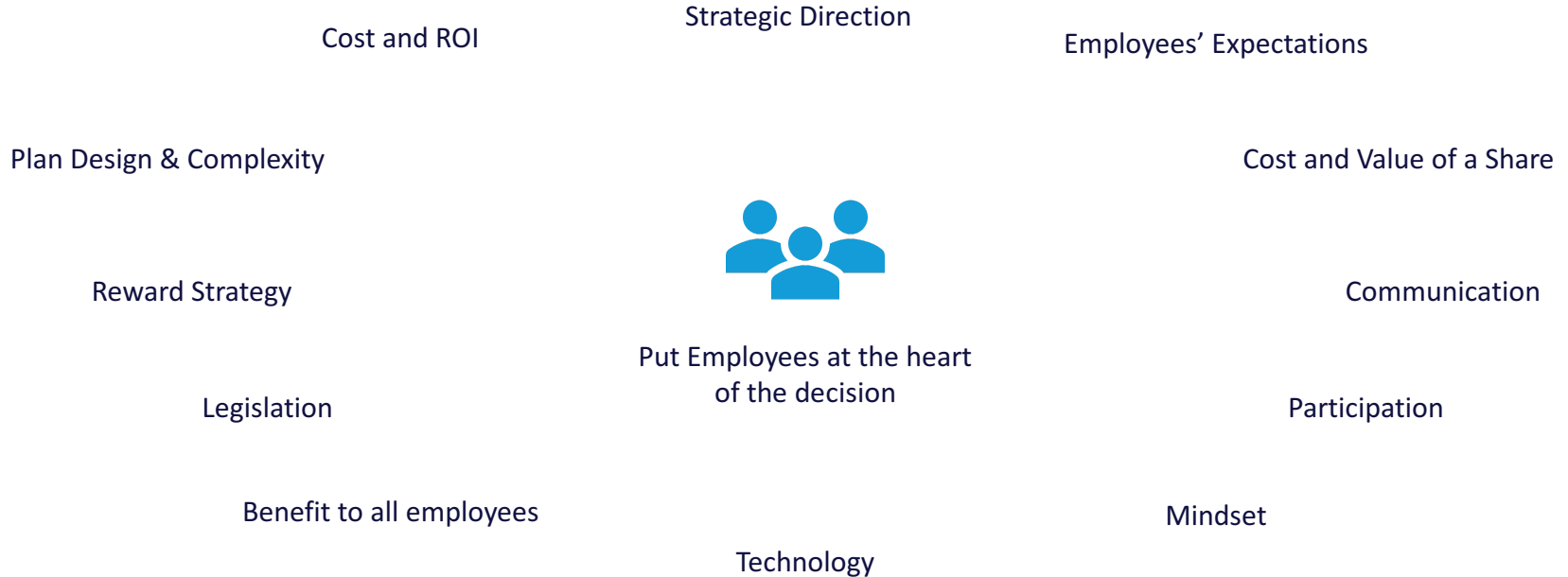
Number of eligible participants increased by 80% but number of participants remained constant, even with a much lower share price. No evidence the scheme was a retention mechanism or that an ownership mindset was being created

What did we decide to do?

On Monday 30th October we announced that we would be closing our Scheme



Are Share Schemes worth it?



keep evaluating your plan against your company goals



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