



FACTS 2014

FIGURES

www.legrand.com

LEGRAND

Legrand is established in over 80 countries, offering a comprehensive range of products and systems for electrical and digital infrastructures used in residential, commercial and industrial buildings.

The scope of its offering and its leading positions make the Group a worldwide benchmark.

38%

OF GROUP SALES GENERATED IN NEW ECONOMIES IN 2014

A GLOBAL PLAYER

LEGRAND IS THE GLOBAL SPECIALIST IN ELECTRICAL AND DIGITAL BUILDING INFRASTRUCTURES.

LEADING POSITIONS

Legrand's prime growth drivers are innovation and acquisitions. 68% of sales are from products that rank first or second in their respective markets, and the Group holds leading positions in France, Italy and the US, as well as in many new economies, such as Brazil, China, India and Russia.

MANY OPPORTUNITIES FOR GROWTH

Driven by major social trends such as environmental awareness and aging populations, as well as technological trends from Big Data to the Internet of Things and beyond, the market for electrical and digital infrastructures in buildings is

changing. It now offers enriched features and scope for lasting growth. Legrand's development in new business segments is a response to the global challenges derived from these trends.

29%

OF GROUP SALES GENERATED IN NEW BUSINESS SEGMENTS IN 2014

OVER

36,000

EMPLOYEES IN 2014

2014 highlights



19%

OF GROUP SALES IN THE UNITED STATES/CANADA REGION IN 2014

1 BUSINESS, 7 STRATEGIC FIELDS OF ACTIVITY

Legrand is the global specialist in electrical and digital building infrastructures.

- **User interface** (switches, power sockets, VDI sockets and more)
- **Energy distribution** (distribution panels, circuit breakers and more)
- **Building systems** (lighting control, security systems and more)
- **Cable management** (trunking, floor boxes and more)
- **Digital infrastructure** (enclosures, patch panels, RJ45 sockets and more)
- **UPS** (uninterruptible power supply devices)
- **Installation components** (tubes, ducts, extensions and more)

A PORTFOLIO OF FLAGSHIP BRANDS

• Legrand • BTicino • Adlec • Arnould • Cablofil • C2G • HDL • HPM • Indo Asian Switchgear • Inform • Laster • Middle Atlantic • Minkels • Neat • Numeric UPS • On-Q • Ortronics • Pass & Seymour • Seico • Shidean • SMS • Vantage • Watt Stopper • Wiremold • Zucchini and more

wattstopper

legrand

bticino

VANTAGE

CABLOFIL

arnould

ACQUISITION OF LASTAR Inc. IN USA

In 2014, Legrand pursued expansion in the United States and in digital infrastructures by acquiring Laster Inc., a US frontrunner in pre-terminated solutions for Voice-Data-Image (VDI) and audio-video (A/V) networks. The move rounds out Legrand's offering in structured VDI cabling, while strengthening its commercial positions in the US VDI, A/V and datacenter markets.

CÉLIANE: INSPIRED DESIGN, A GAMECHANGER



Céliane's latest wiring device collection sets a new benchmark for sockets and switches, with five innovative functions tailored to consumers' new lifestyles: flush sockets, silent switches, direct USB plugs, motion detectors and wireless remote controls. Céliane also offers 31 new finishes and all-new textures that make the most of materials and light.



GLOBAL LAUNCH OF NEW UPS RANGES

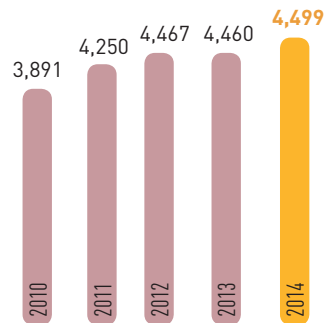
In 2014 Legrand successfully launched several new UPS ranges—including Archimod HE and Keor HP—that combine innovation and service. These new products are stepping up the international roll-out of the Group's UPS offering.

KEY FIGURES & STOCK MARKET

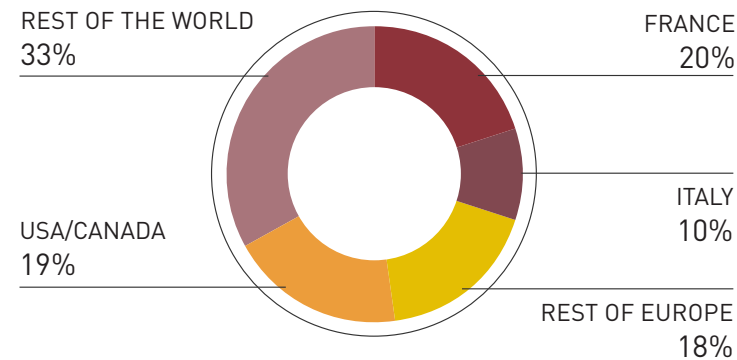
Performances in 2014 demonstrate once again the soundness of Legrand's business model.

SALES

€ million



2014 NET SALES BY REGION

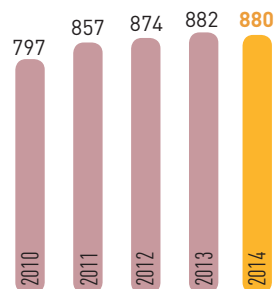


KEY FINANCIAL DATES

- 2015 first-quarter results: May 7, 2015
- General Meeting of Shareholders: May 29, 2015
- Ex-dividend: June 2, 2015
- Dividend payment: June 4, 2015
- 2015 first-half results: July 30, 2015

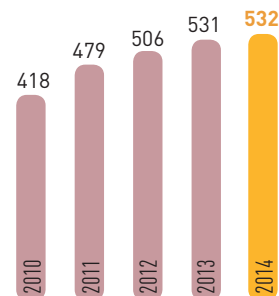
ADJUSTED OPERATING INCOME*

€ million



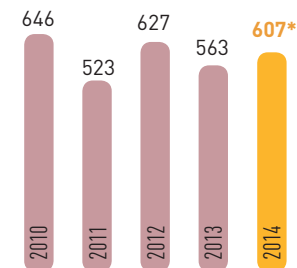
NET INCOME EXCLUDING MINORITIES

€ million



FREE CASH FLOW

€ million



*Operating income adjusted for amortization of the revaluation of intangible assets and for expense/income relating to acquisitions and, if applicable, for impairment of goodwill.

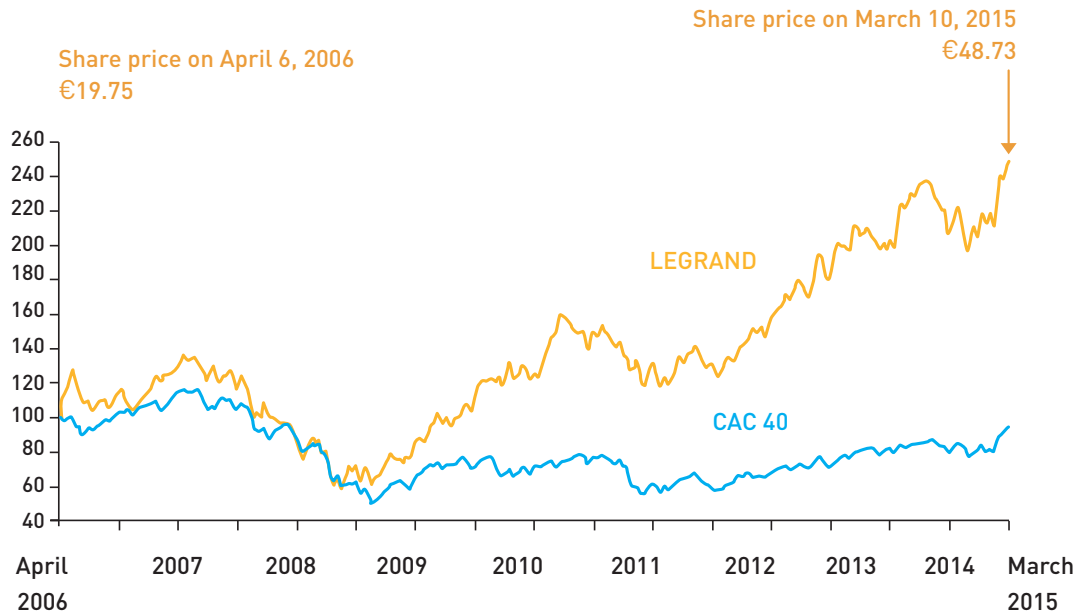
*13.5% of 2014 net sales

2014 highlights



CHANGE IN LEGRAND SHARE PRICE

10-day moving average



€13 bn

MARKET CAPITALIZATION
ON MARCH 10, 2015

FIRST "PROJECT STORE" OPENS

Legrand also brought innovation in services to customers, with the opening of Innoval Lyon (France), its first "project store," at the end of 2014. This all-new concept gives customers an opportunity to explore group offerings in operation in a connected, interactive showroom and provides training in the installation of Legrand solutions.



LEGRAND PRESENTS NEW CONNECTED OBJECTS AT 2015 CONSUMER ELECTRONICS SHOW IN LAS VEGAS

In early 2015, at the International Consumer Electronics Show (CES) in Las Vegas, Legrand presented new connected objects integrated into the Group's wiring device ranges, and which are designed for connected smart homes.

DIVIDEND PER SHARE

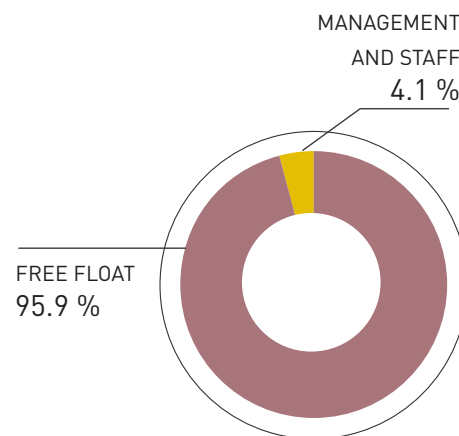
in €



* Subject to approval at the General meeting of Shareholders on May 29, 2015

SHARE OWNERSHIP

on March 10, 2015



SHARE PROFILE

- Code ISIN: FR 0010307819
- Ticker code: LR
- Listed on Euronext Paris
- Market: Euronext Paris – Eurolist Compartment A (Blue Chips)
- PEA: eligible
- SRD: eligible
- Indexes: CAC 40, FTSE4Good, MSCI World, Corporate Oekom Rating, DJSI



ASSISTED LIVING: LEGRAND NO. 2 IN EUROPE

In 2014, Legrand continued to reinforce its positions in assisted living, with the signature of a joint venture agreement with Neat, the Spanish leader in assisted living and a major player in this market Europe-wide. The Group now ranks no.2 in this business in Europe with leading positions in the main European markets: France, Great Britain, Spain and Germany.

COMMITTED TO RESPONSIBLE DEVELOPMENT

Legrand's corporate social responsibility (CSR) strategy builds on its sustainable development approach and aims to give the Group what it needs to ensure profitable, long-term growth.

Legrand's CSR strategy is designed to allow everyone to have access to electricity on a sustainable basis. An integral part of the Group's core business, it offers solutions to the new challenges that Legrand faces.



COMMITTED TO EMPLOYEES

In all its host countries, Legrand is committed to the progress of Human Rights at work. The group is also committed to ensure the safety and health of all employees, develop their skills and promote diversity.

LIMITING ENVIRONMENTAL IMPACT

At Legrand, environmental protection concerns both manufacturing sites and product design. The challenge: innovating to limit the environmental impact of Group activities, in particular by working to make the circular economy a reality.

SUSTAINABLE SOLUTIONS FOR USERS

Users and their needs are the prime focus at Legrand. Every day, the Group's employees seek innovations that will provide sustainable solutions to users and move the electrical sector forward.

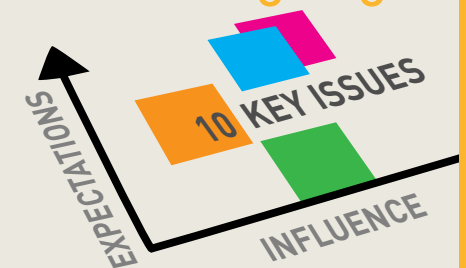
CORPORATE ETHICS AND SOCIETY

Legrand's approach to corporate responsibility is built on strict compliance with ethical guidelines towards all partners, especially suppliers. Solidarity is another important theme, driving Legrand's commitment to promoting sustainable access to electricity for as many people as possible.

LEARN MORE ABOUT LEGRAND'S CSR APPROACH AT www.legrand.com



2014 highlights



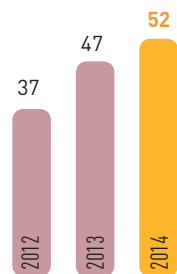
ENERGY INTENSITY

MWh per €M in sales

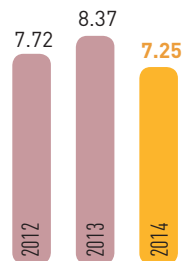


ENVIRONMENTAL INFORMATION

% of sales representing products with PEP (product environmental profile)



FREQUENCY OF WORKPLACE ACCIDENTS



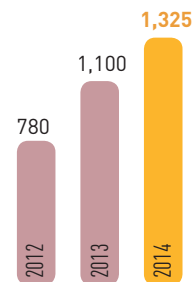
Number of accidents resulting in lost-time injuries x 1,000,000 divided by total hours worked

WASTE RECOVERED

%

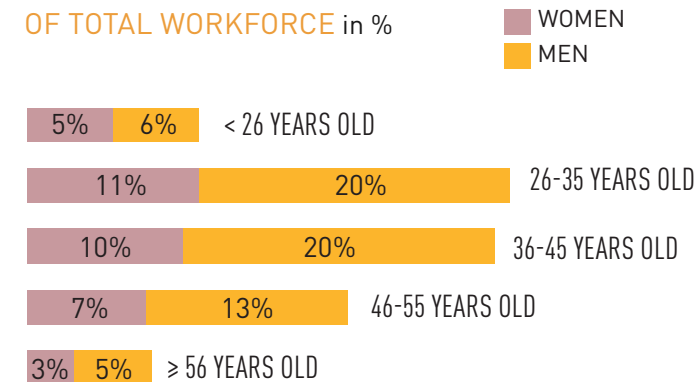


BENEFICIARIES OF ACCESS TO ELECTRICITY INITIATIVES



Cumulated thousands of people directly or indirectly affected by Electricians Without Borders projects backed by Legrand

BREAKDOWN OF TOTAL WORKFORCE in %



CSR: 2014-2018 PRIORITIES

Continuing on publishing sustainable development roadmaps, in 2014 Legrand issued a new roadmap setting out its CSR commitments for 2014-2018, with 21 priorities until 2018. Each priority is tied to indicators that track the Group's CSR performance.



LEGRAND FOUNDATION CREATED

The Legrand Foundation was launched in March 2014 under the aegis of FACE (Fondation Agir Contre l'Exclusion) to combat exclusion and electricity poverty. Dedicated to helping those who are excluded or discriminated against, it also aims to play a driving role for the electrical sector as a whole. Five projects are already under way, including *Bien vieillir chez soi*, which helps seniors stay in their own homes, and *Ambassadeurs de la sécurité électrique* to promote electrical safety.

MEMBER OF

Dow Jones Sustainability Indices

In collaboration with RobecoSAM

LEGRAND HONORED FOR ITS CSR COMMITMENT

In early 2015, Legrand was ranked in the Global 100, the one hundred companies most committed to sustainable development worldwide—highlighting the integral role of CSR in the Group's development. Legrand also appears in RobecoSAM's 2015 Sustainability Yearbook.

CORPORATE GOVERNANCE & GROUP VALUES

EXECUTIVE COMMITTEE

The 12-member Executive Committee is responsible for managing sustainable and profitable growth for the Group.



Gilles SCHNEPP
Chairman and CEO



Karine ALQUIER-CARO
Executive VP Purchasing



Bénédicte BAHIER
Executive VP Legal Affairs



Bruno BARLET
Executive VP France



Antoine BUREL
Executive VP and Group CFO



Benoît COQUART
Executive VP
Strategy and Development



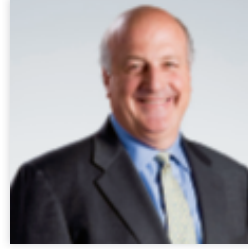
Xavier COUTURIER
Executive VP
Human Resources



Fabrizio FABRIZI
Executive VP Innovation
& Systems, Energy
Distribution SBU and Digital
Infrastructures SBU



Paolo PERINO
Executive VP Building
Systems SBU and
Chairman of BTicino



John SELLDORFF
President and CEO,
Legrand North America



Patrice SOUDAN
Deputy CEO and
Executive VP Group
Operations



Frédéric XERRI
Executive VP Export

BOARD OF DIRECTORS

Gilles Schnepf, Chairman of the Board

Olivier Bazil, Director

Christel Bories, Independent Director⁽¹⁾

Angeles Garcia-Poveda, Independent Director⁽¹⁾ and Lead Director⁽²⁾

François Grappotte, Director and Honorary Chairman

Gérard Lamarche, Independent Director⁽¹⁾

Thierry de La Tour d'Artaise, Independent Director⁽¹⁾

Dongsheng Li, Independent Director⁽¹⁾

Annalisa Loustau Elia, Independent Director⁽¹⁾

Eliane Rouyer-Chevalier, Independent Director⁽¹⁾

(1) An Independent Director is defined as a director who has no relationship whatsoever with the company, its group or its management that could impair his/her exercise of independent judgment or place him/her in a position of conflict of interest with management, the company or the group.

(2) The Lead Director's main role consists in verifying that the company's governance bodies are able to operate properly.

40%
OF DIRECTORS
ARE WOMEN

70%
OF DIRECTORS
ARE INDEPENDENT⁽¹⁾

5
NATIONALITIES
ARE REPRESENTED
ON THE BOARD

4 VALUES FOR SUSTAINABLE AND PROFITABLE GROWTH

Legrand draws on four key values that underpin its corporate culture and commitment to all stakeholders.

INNOVATION
CUSTOMER FOCUS
ETHICAL BEHAVIOR
RESOURCE OPTIMIZATION



2014 highlights



LEGRAND WINS AGEFI CORPORATE GOVERNANCE AWARD

In 2014 the French business journal Agéfi awarded its "Grand Prix du Gouvernement d'Entreprise" to Legrand for its vision in corporate governance demonstrating balanced powers, collegial spirit, risk management and living up to its commitments.



LONG-TERM SAVINGS WITH CONNECTED ECO-COMPTEUR

With Legrand's new connected Eco-compteur, consumers can measure their electricity consumption in real time, displaying results on the Internet, analyzing consumption circuit by circuit, and more. Bottom line: track consumption in real time for better control.

LINK UP WITH

Websites, social networks, news feeds and more—new vectors for staying in touch with Legrand are on the rise.

LEGRAND

NETWORKS AT THE CORE OF LEGRAND'S DIGITAL STRATEGY

Legrand constantly enhances its presence on digital networks at both Group and subsidiary level. Through websites, Facebook pages, blogs, YouTube channels and more, users have access to complete information on Legrand Group and its activities at all times.

LEARN ABOUT LEGRAND'S LATEST INNOVATIONS AND PRODUCTS ON VIDEO AT

youtube.com/legrand



@LEGRAND ON TWITTER



In 2014, the Group's @Legrand_News twitter feed became @Legrand and was officially certified by Twitter. The feed allows followers—currently over **6,000**—to track all Group news and events worldwide, in real time.

NEARLY
6,000,000

VIEWS OF THE GROUP'S #ONSEFAITUNFILM CAMPAIGN ON YOUTUBE

2014 highlights



OVER
334,000

LIKES FOR THE GROUP'S FACEBOOK PAGES

OVER
14,000,000

VIDEO VIEWS
ON LEGRAND'S YOUTUBE CHANNELS

CONTACTS

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LEGRAND.COM

Visit Legrand.com, our corporate website, to get comprehensive information on the Group on a single platform.



DALLAS CONCEPT STORE OPENS

In 2014 Legrand opened Dallas Market Center, its new concept store in Dallas, Texas. Designed around the Adorne range, the store also offers an overview of the full range of Legrand products.



FLOCOON— A PIONEER IN COMMAND

While exploring alternative interfaces, Legrand's design team created a cutting-edge concept in wiring-device command, drawing inspiration from natural networks, connected objects and enhanced reality. Intuitive and easy to use, Flocoon is dedicated to creating better relationships between people and buildings.



CHINA—DIGITAL INNOVATION SERVING CUSTOMERS

Legrand China stepped up its digital footprint in 2014 with a digital campaign, development of e-commerce, online training and social media presence. Aim: support customers by being closer to them.

www.legrand.com

LEGRAND

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