

FACTS & FIGURES



Legrand

A global player

2

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

Over

37,000
employees

Over

€5.5bn
in total sales
in 2017

Over

80%
of total sales generated
outside France

LEADING POSITIONS

Legrand specializes in electrical and digital infrastructures, offering a comprehensive range of products and systems used in commercial, residential and industrial buildings, with an accessible market estimated at over €100 billion. The Group holds leading positions in countries including France, Italy and the United States—Legrand's #1 country by sales.

A WORLDWIDE BENCHMARK

Legrand is established in nearly 90 countries, and its products are distributed in almost 180. Together, its expertise, the scope of its offering, its international presence and the power of its brands make Legrand a global benchmark.

GROWTH OPPORTUNITIES

Legrand's development is driven by a strategy of ongoing innovation and targeted acquisitions of companies that complement its activities. At the

same time, social and technological megatrends—aging populations, environmental awareness, the Internet of Things and more—offer major growth opportunities. Convinced in particular that new technologies help enhance the user experience, Legrand is using its Eliot program to accelerate development of connected solutions with increased value-in-use, positioning itself at the heart of the connected building ecosystem.

A PORTFOLIO OF FLAGSHIP BRANDS

- LEGRAND • BTICINO • ADLEC • DA-LITE • C2G • CHIEF
- FINELITE • HDL • HPM • INDO ASIAN SWITCHGEAR
- INFORM • MIDDLE ATLANTIC • MINKELS • NEAT
- NUMERIC UPS • ON-Q • RARITAN • SANUS • SEICO
- SHIDEAN • SMS • TYNETEC • VANTAGE • WATTSTOPPER
- ZUCCHINI • AND MORE





1 BUSINESS

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

7 MAIN PRODUCT CATEGORIES*

- User interface (switches, sockets and more)
- Power distribution (distribution panels, circuit breakers and more)
- Building systems (lighting control, security systems and more)
- Cable management (trunking, floor boxes and more)
- Digital infrastructures (enclosures, RJ45 sockets, screen mounts, etc.)
- UPS (Uninterruptible Power Supply devices)
- Installation components (tubes, ducts, extensions and more)

*Each of these product categories is managed by a dedicated Strategic Business Unit (SBU).

2017 NEWS

Six external growth operations

3

In 2017 Legrand pursued its strategy of acquiring companies that complement its activities. Amid favorable economic conditions, the Group engaged in six external growth operations, including the acquisition of Milestone in the United States. In particular, these transactions helped strengthen its positions in segments buoyed by long-term social and technological megatrends.



Eliot gathers momentum

After launching Eliot in France, Italy and the US, in 2017 Legrand rolled out the program in three new countries—China, Australia and Bulgaria. Its pace was reflected in the many Legrand initiatives showcased at CES 2018, including new connected offerings and the launch of “Works with Legrand”, an interoperability program for the Group’s connected solutions.



Key figures & Integrated performance

4

In 2017 Legrand once again showed its capacity to create lasting value for all stakeholders.

+10%

rise in total sales in 2017

€17.2bn

in market capitalization at February 28, 2018

122%

average achievement rate of CSR (Corporate Social Responsibility) targets at year-end 2017*

*2014-2018 CSR roadmap

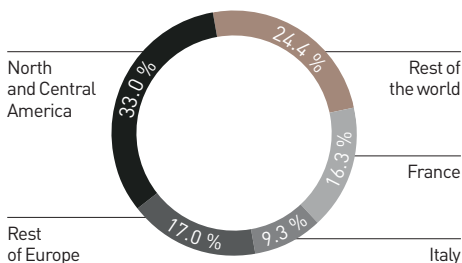
FINANCIAL PERFORMANCE

NON-FINANCIAL PERFORMANCE

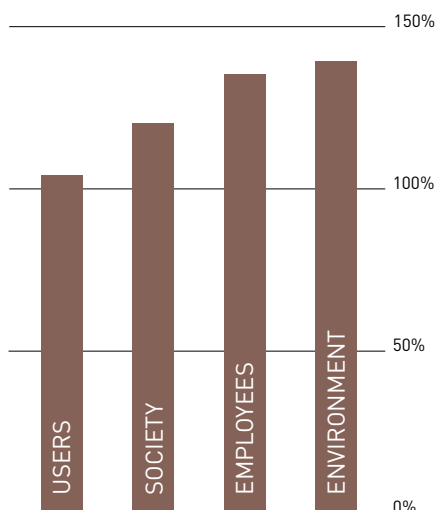
Sales in € million



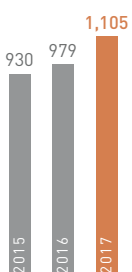
2017 net sales by region



Progress on the 2014-2018 CSR roadmap (achievement rate for 2017 targets)



Adjusted operating profit in € million



Net profit attributable to the Group in € million



*Net profits attributable to the Group, adjusted for the net favorable effects of significant non-recurring gains and expenses resulting from announced changes in corporate taxation, primarily in France and in the United States (€61.2 million in 2016 and €85.5 million in 2017). These net favorable effects are adjusted as they do not reflect an underlying performance.

Free cash flow in € million

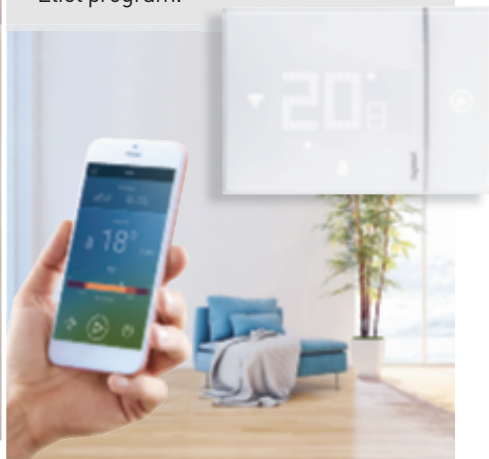


2017 NEWS

An award for Legrand's connected thermostat

5

Legrand took the 2017 prize in the Building Technology category of the prestigious IF Design Awards for its new Smarter connected thermostat. This prize is a tribute to the innovative and original design of a product aimed at efficient control of heating and air conditioning—and made under the Eliot program.



SHARE PROFILE

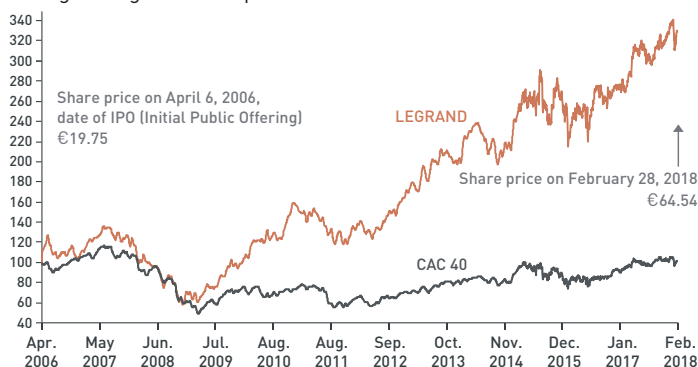
- ISIN: FR 0010307819
- Ticker code: LR
- Listed on: Euronext Paris
- Market: Euronext Paris – Eurolist Compartment A (Blue Chips)
- PEA- and SRD-eligible
- Included in the CAC 40 and other indexes

KEY FINANCIAL DATES

- 2018 first-quarter results: May 3, 2018
- General Meeting of Shareholders: May 30, 2018
- Ex-dividend date: June 1, 2018
- Dividend payment date: June 5, 2018
- 2018 first-half results: July 31, 2018

LEGRAND AND THE STOCK MARKET

Change in Legrand share price

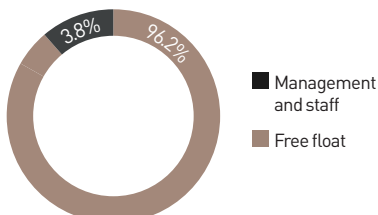


Dividend per share in €



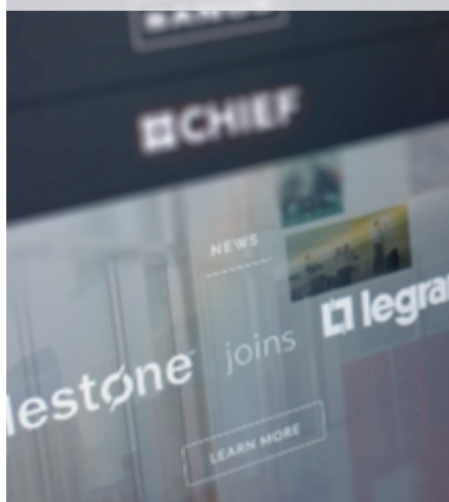
*Subject to approval by shareholders at the General Meeting on May 30, 2018.

Share ownership at February 28, 2018



Milestone acquisition

In 2017, Legrand acquired Milestone, a US frontrunner in audio-video (AV) infrastructure and power. Thanks to Milestone's leadership in these markets, Legrand continues to gain ground in this high-value segment and has rounded out its solid positions through its Middle Atlantic Products brand.



Committed to responsible development

6

Every day, over 37,000 Legrand employees work hard to help develop connected buildings and provide sustainable access to electricity for people around the world, furthering the Group's philosophy of progress for all stakeholders. This CSR strategy fuels Legrand's long-term growth and is built into the current CSR roadmap, detailing priorities for 2014-2018.

35%

of the world's energy is consumed by buildings*

*Source: International Energy Agency (IEA)

15%

of the world's population has no access to electricity*

*Source: International Energy Agency (IEA)



SUSTAINABLE SOLUTIONS FOR USERS

Users are Legrand's prime focus. The Group meets today's social and technological megatrends, innovating to deliver sustainable solutions that improve comfort and quality of life for 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 that apply to all partners, especially suppliers. Solidarity is another key value, driving Legrand's commitment to promoting sustainable access to electricity for the greatest number.

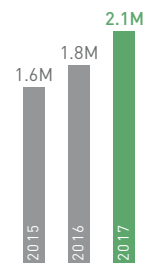


LEARN MORE ABOUT
LEGRAND'S CSR APPROACH AT
www.legrand.com
[see "Our Responsibility"]



Environmental data

(% of total sales representing products with a PEP—Product Environmental Profile)



Beneficiaries of access-to-electricity initiatives

(total number of people directly or indirectly impacted by Electricians Without Borders projects backed by Legrand since 2007)

2017 NEWS

Serenity On: baseline for social protection

7



Materiality survey

Listening to stakeholders

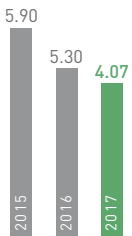
To prepare its next CSR roadmap, in the first half of 2017 Legrand conducted a new materiality survey, polling all of its stakeholders in 70 countries. This survey helped identify key CSR challenges for the Group, including human rights, and confirmed existing priorities such as the health and safety of both consumers and employees.

Legrand believes that it has a responsibility to ensure the safety and protection of its workforce, and in 2017 it launched a program designed to provide a baseline for social protection to Group employees around the world. Called Serenity On, this is geared around the three core areas of parenting, healthcare and life insurance, and is set to be rolled out at all Legrand subsidiaries by 2021.



COMMITTED TO EMPLOYEES

Legrand pays special attention to respect for human rights around the world—wherever it does business. The Group is also committed to safeguarding the health and safety of all, helping employees develop their skills, and promoting diversity.



Frequency of workplace accidents
(number of accidents x 1,000,000/number of hours worked)

LIMITING ENVIRONMENTAL IMPACT

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



Percentage of waste recovered (in %)

Renewed commitment to climate

In 2017 Legrand signed the French Business Climate Pledge, reaffirming its longstanding commitment to fight global warming. This follows its signature of the Climate Manifesto, as well as its membership of the Global Alliance for Energy Productivity, and supports the Group's 2030 goal for reducing CO₂ emissions set under the Science Based Targets initiative.



FRENCH BUSINESS CLIMATE PLEDGE

Corporate governance

8

EXECUTIVE COMMITTEE

Legrand's eight-member Executive Committee is responsible for managing sustainable, profitable growth for the Group.



Benoît COQUART
CEO



Karine ALQUIER-CARO
Executive VP Purchasing



Bénédicte BAHIER
Executive VP Human
Resources



Antoine BUREL
Executive VP
and Group CFO



Paolo PERINO
Executive VP Strategy
and Development



John SELLDORFF
President and CEO,
Legrand North
and Central America



Patrice SOUDAN
Deputy CEO and Executive
VP Operations



Frédéric XERRI
Executive VP Export

2017 NEWS

Legrand wins

2017 Annual General Meeting prize

9

56%⁽¹⁾ of directors are women

78%⁽¹⁾ of directors are independent⁽²⁾

5⁽¹⁾ nationalities are represented on the Board



In 2017 Legrand was awarded the CAC 40 *Grand Prix de l'Assemblée Générale*. This came in recognition of the originality and relevance of the presentation on creating value for all stakeholders that was made at its Annual General Meeting.

BOARD OF DIRECTORS

- Gilles Schnepf, Chairman
- Olivier Bazil, Director
- Isabelle Boccon-Gibod, Independent Director⁽²⁾
- Christel Bories, Independent Director⁽²⁾
- Angeles Garcia-Poveda, Independent Director⁽²⁾ and Lead Director⁽³⁾
- Edward A. Gilhuly, Independent director⁽²⁾
- Patrick Koller, Independent director⁽²⁾
- Annalisa Loustau Elia, Independent Director⁽²⁾
- Eliane Rouyer-Chevalier, Independent Director⁽²⁾



(1) Based on Board composition following the General Meeting of Shareholders held on May 30, 2018, excluding the Director representing employees.
 (2) 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.
 (3) The Lead Director's main role is to ensure that the company's governance bodies are able to operate properly.

Grand Prix

de la Transparence

for Legrand

In 2017 Legrand won the *Grand Prix de la Transparence* in the Website category. Awarded by a scientific committee, the prize recognizes the accessibility, accuracy, comparability and availability of legally required information on the Group's website, especially in the areas of financial performance and governance.



4 VALUES FOR SUSTAINABLE & 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

Link up with Legrand

10

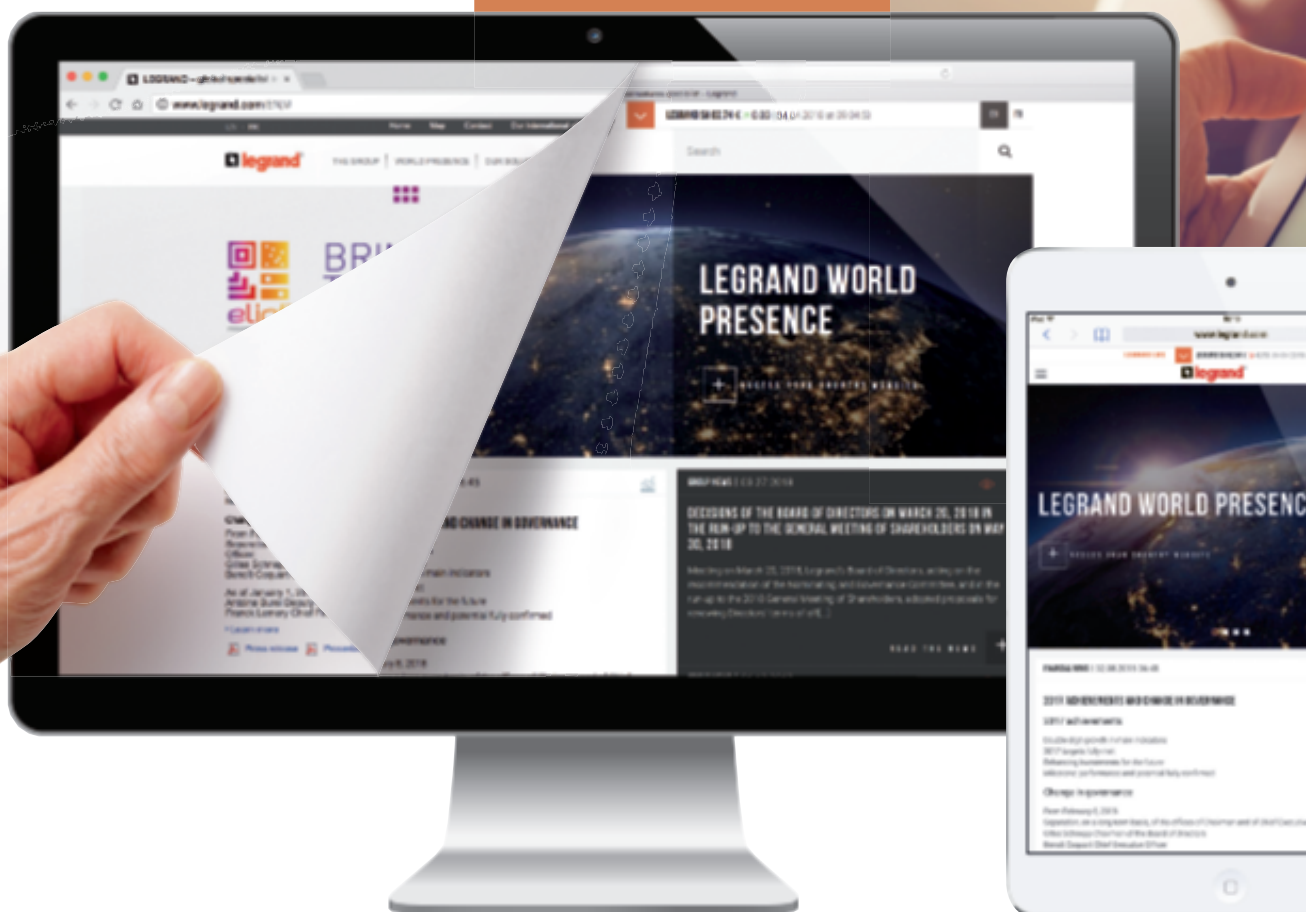
From websites to social media and news feeds, Legrand continues to increase real-time access to Group information.

Over

980,000



likes on the Group's Facebook pages



LEGRAND.COM
100%
NEW

Legrand uses its official website to supplement the sites of its subsidiaries, putting all of the Group's essential information in one place. To make user access even simpler and more comprehensive, Legrand revamped the site in 2018 for more seamless and intuitive navigation, moving to 100% responsive technology to facilitate the user experience on mobile devices.

SOCIAL MEDIA: THE CORE OF LEGRAND'S DIGITAL STRATEGY

Websites, Facebook pages, blogs, YouTube channels and more— Legrand has steadily enhanced its presence on digital networks. This strategy applies at both Group and subsidiary level, giving users 24/7 access to all the information they need on Legrand and its activities.

2017 NEWS

Over

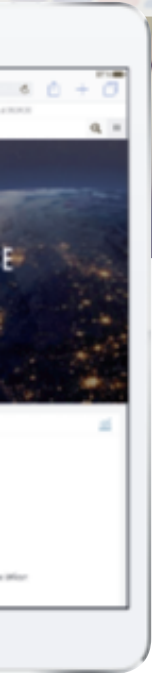
33.2 M

views for the videos on Legrand's YouTube® channels



Visit youtube.com/legrand

TO LEARN MORE ABOUT LEGRAND GROUP'S LATEST PRODUCTS AND INNOVATIONS.



@LEGRAND ON TWITTER



Legrand's Twitter feed delivers live updates on Group news and events to users around the world. In 2018 the number of @Legrand followers topped 14,000.

Digital strategy:

BTicino honored

Following its success on YouTube®, BTicino's web series *Il mistero sottile* won the 2017 "Grand Prix Relational Strategies" award—Italy's benchmark for excellence in digital campaigns. This award recognizes the work of Legrand's marketing teams, who created the innovative, offbeat thriller.



Expanded range of digital infrastructure solutions

In 2017 Legrand launched LCS³, a new range of structured cabling solutions in copper and optic fiber. Innovative, high-performance LCS³ solutions help users handle rising data volumes while optimizing space requirements and simplifying maintenance.

CONTACTS

Press

■ Delphine Camilleri
+33 (0) 5 55 06 70 15
delphine.camilleri@legrand.fr

■ Vilizara Lazarova (Publicis Consultants)
+33 (0) 1 44 82 46 34
vilizara.lazarova@consultants.publicis.fr

Investor relations

+33 (0) 1 49 72 53 53
investor.relations@legrand.fr



2017

MORE LEGRAND HIGHLIGHTS

12

Legrand at CES 2018

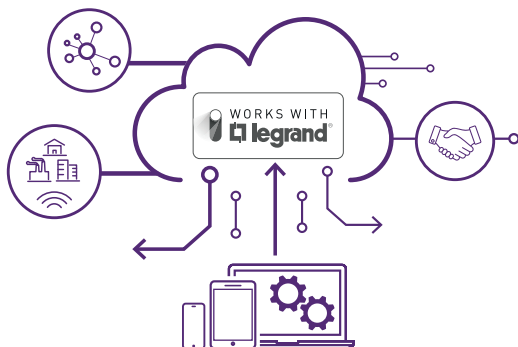
Focus on connected buildings

For the fourth year in a row, Legrand took part in the Consumer Electronics Show (CES), held in Las Vegas in early 2018. The Group presented its entire Eliot program, with deployment now accelerating, and unveiled "Works with Legrand", a program that promotes interoperability between Legrand's offer and products made by other players in connected buildings. CES was also an opportunity to showcase the Group's latest connected innovations dedicated to the user experience. These include its first connected buildings with BNP Paribas Real Estate and Vinci Immobilier; the Guest Room Management solution, developed in partnership with Samsung and Marriott International; the new Radiant range of connected sockets and switches for the US, and more. Legrand also unveiled artificial intelligence and voice-recognition innovations for connected buildings, including the collaboration between the Group's Smarter connected thermostat and the Amazon Echo voice assistant. Finally, Legrand and Microsoft officially announced the interoperability of their technologies, thus accelerating the deployment of connected offers from Legrand.



CONNECTING TO LEGRAND SOLUTIONS

"Works with Legrand" is a unique portal providing access to all interoperability resources for Group products. It enables partners to connect with Legrand solutions and offer new services and functionalities that create added value for users.



SMART LIGHTING CONTROLS FROM THE RADIANT COLLECTION

Smart Lighting Controls from the Radiant Collection is a new range of connected sockets and switches for the American market. It lets users control lights, electrical sockets and other connected appliances in the home, both locally and remotely. This range is compatible with over 100 ecosystems, including Google and Amazon, and offers an accessible, customized experience of comfort in the intelligent home.



New Innoval in Mumbai

In 2017 the Innoval network expanded to India, opening a new location in Mumbai. A showroom like no other, Innoval is an international showcase of Legrand innovations that encourages dialogue, gives customers hands-on experience of the Group's products, and trains professionals in the electrical sector.

New range of user interfaces in South Africa

"It's just what you need." These words marked the 2017 launch of Legrand's new Ysalis user interface range in South Africa, which incorporates the latest breakthroughs in technology for energy efficiency and security, along with modular and flexible design. Ysalis meets consumer demand for products that are both reliable and esthetically pleasing.



Finelite acquisition

As part of its continuing strategy of acquiring companies that complement its activities, in 2017 Legrand acquired Finelite, an acknowledged US player in specification-grade linear lighting fixtures for non-residential buildings. This targeted acquisition rounded out Legrand's presence in lighting control in North America, a market driven by demand for ever more energy-efficient solutions.



2017

MORE LEGRAND HIGHLIGHTS

14

Legrand and Electricians Without Borders partnership—10 years have passed!

Electricians Without Borders is an international NGO and charity that helps provide access to electricity in needy communities around the world. Legrand has worked with Electricians Without Borders since 2007, successfully completing 180 electrical projects in nearly 35 countries and enabling nearly 2.1 million people to benefit, directly or indirectly, from access to energy.



A worldwide first: connected residential buildings in France

BNP Paribas Real Estate made Céliane with Netatmo the sole choice for its first French residential building equipped with connected devices. Inaugurated in October 2017 near Paris, the units offer residents a unique level of day-to-day comfort and security. In partnership with La Poste, Legrand and Netatmo, Vinci Immobilier is also offering an unprecedented experience to residents of its new connected housing units near Toulouse: with smartphones, users can manage connected objects in their home via the Docapost digital hub.



Better Communities Hurricane assistance

Through its Better Communities program, Legrand North and Central America (LNCA) supports employees who donate their time and skill to upgrade housing and schools in needy communities. It also provides financial assistance to victims of natural disasters. In 2017, for example, LNCA contributed nearly \$100,000 in aid to people affected by Hurricanes Harvey and Irma.



NFC technology powers new residential eco-meter

Legrand's new residential connected eco-meter, designed to measure a home's energy consumption in real time, was launched in 2017. The easy-to-install device can be programmed using NFC* functions, making it intuitive and simple to use.



Legrand's successful financing

In 2017 Legrand recorded two successful financing operations that raised a total of €1.4 billion. After a first bond issue in the amount of €1 billion to fund the Milestone acquisition, the Group returned to the bond market for refinancing. The success of these transactions demonstrates once again investors' confidence in the soundness of Legrand's business model and the quality of its financial structure.



Connected recharging for electric vehicles

In late 2017 Legrand rolled out IRVE 3.0, a new generation of connected electric-vehicle charging stations that complements the Group's Green'Up range, in its European markets. This new connected station simplifies charge control and maintenance, can be operated remotely, and includes an app allowing users to track consumption.



* NFC = Near Field Communication.

COMPANY HEADQUARTERS

128, avenue de Lattre de Tassigny

87045 Limoges Cedex, France

+33 (0) 5 55 06 87 87

@ www.legrand.com

🐦 @legrand

