Legrand
A global player

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

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.

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 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

Over
37,000
employees

Over
€5.5bn
in total sales
in 2017

Over
80%
of total sales generated outside France
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.

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.

**BUSINESS**

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

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

### Key figures & Integrated performance

#### FINANCIAL PERFORMANCE

- **+10%** rise in total sales in 2017
- **€17.2bn** in market capitalization at February 28, 2018

#### 2017 net sales by region

<table>
<thead>
<tr>
<th>Region</th>
<th>2016 (€ million)</th>
<th>2017 (€ million)</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>North and Central America</td>
<td>4,810</td>
<td>5,521</td>
<td>+14.4%</td>
</tr>
<tr>
<td>Rest of Europe</td>
<td>799</td>
<td>1,105</td>
<td>+38.5%</td>
</tr>
<tr>
<td>Rest of the world</td>
<td>779</td>
<td>930</td>
<td>+19.9%</td>
</tr>
<tr>
<td>France</td>
<td>666</td>
<td>679</td>
<td>+1.9%</td>
</tr>
<tr>
<td>Italy</td>
<td>551</td>
<td>673</td>
<td>+22.1%</td>
</tr>
<tr>
<td>Other</td>
<td>696</td>
<td>817</td>
<td>+17.5%</td>
</tr>
</tbody>
</table>

#### Adjusted operating profit in € million

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales in € million</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>4,810</td>
</tr>
<tr>
<td>2017</td>
<td>5,521</td>
</tr>
</tbody>
</table>

#### Net profit attributable to the Group in € million

- **2016**: €930 million
- **2017**: €1,105 million

#### Free cash flow in € million

- **2016**: €666 million
- **2017**: €679 million

### NON-FINANCIAL PERFORMANCE

- **122%** average achievement rate of CSR (Corporate Social Responsibility) targets at year-end 2017*

*2014-2018 CSR roadmap

**Net profits attributable to the Group, adjusted for the net favorable effects of significant non-recurring gains and expenses resulting from restructuring 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.**

**Adjusted operating profit in € million**

<table>
<thead>
<tr>
<th>Year</th>
<th>Profit in € million</th>
</tr>
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<tbody>
<tr>
<td>2016</td>
<td>930</td>
</tr>
<tr>
<td>2017</td>
<td>1,105</td>
</tr>
</tbody>
</table>

**Progress on the 2014-2018 CSR roadmap**

- **Users**: 150%
- **Society**: 100%
- **Employees**: 50%
- **Environment**: 0%

**Share price on April 6, 2006, date of IPO (Initial Public Offering)**

<table>
<thead>
<tr>
<th>Month</th>
<th>Price (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr. 2006</td>
<td>19.75</td>
</tr>
<tr>
<td>May 2007</td>
<td>40</td>
</tr>
<tr>
<td>Jun. 2008</td>
<td>60</td>
</tr>
<tr>
<td>Jul. 2009</td>
<td>80</td>
</tr>
</tbody>
</table>
2017 NEWS

An award for Legrand’s connected thermostat

Legrand took the 2017 prize in the Building Technology category of the prestigious IF Design Awards for its new Smarther 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.

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.

4-2018 CSR roadmap
7 targets

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Committed to responsible development

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.

15% of the world’s population has no access to electricity*

*S Source: International Energy Agency (IEA)

LEARN MORE ABOUT LEGRAND’S CSR APPROACH AT www.legrand.com [see “Our Responsibility”]

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.

35% of the world’s energy is consumed by buildings*

*Source: International Energy Agency (IEA)

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)
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.

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.

COMMITTED TO 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.

LIMITING ENVIRONMENTAL IMPACT

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.

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MEMORIAL OF SUSTAINABILITY

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.

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Corporate governance

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

(1) Based on Board composition following Director representing employees.

(2) An Independent Director is defined as a Director who is free of any conflict of interest with management, the company or its management that could impair his/her independence.

(3) The Lead Director’s main role is to ensure the proper functioning of the Board of Directors.

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

- INNOVATION
- CUSTOMER FOCUS
- ETHICAL BEHAVIOR
- RESOURCE OPTIMIZATION

2017 NEWS

Legrand wins 2017 Annual General Meeting prize

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)

56% (1) of directors are women
78% (1) of directors are independent (2)
5 (1) nationalities are represented on the Board

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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.

(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 its group.
(3) The Lead Director’s main role is to ensure that the company’s governance bodies are able to operate properly.
Link up with Legrand

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 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.
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.

In 2017 Legrand launched LCS³, an expanded 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.

Over 33.2M 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.

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investor.relations@legrand.fr
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 Smarther 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.
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.

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.
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.
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.

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.

Legrand’s successful financing

Connected recharging for electric vehicles

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.

* NFC = Near Field Communication.