



FACTS 2013
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.

40%
of group sales generated
in new economies
in 2013

26%
of group sales generated
in new business segments
in 2013

A GLOBAL PLAYER

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

LEADING POSITIONS

Legrand's prime growth drivers are innovation—leading to a steady stream of high value-added product launches—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 new economies such as Brazil, Russia, China and India.

NEW ECONOMIES AND NEW BUSINESS SEGMENTS: HIGH POTENTIAL

Legrand is continuing to expand in new economies and to strengthen its positions in growing new business segments such as digital infrastructure and energy

efficiency, where the digital economy and emerging needs have combined to open up new opportunities.

36,000
nearly
employees in 2013

2013 highlights





1 BUSINESS, 4 FIELDS

Legrand is the global specialist in electrical and digital building infrastructures. Its product offering covers:

- **control and command of electric power** (wiring devices, home systems, security systems, energy efficiency solutions and more),
- **cable management** (cable trays and trunking, flexible ducts, floor boxes and more),
- **power distribution** (circuit breakers, distribution panels, Uninterruptible Power Supply and more),
- **voice-data-image distribution** (enclosures, patch panels, RJ45 sockets and more).

A PORTFOLIO OF FLAGSHIP BRANDS

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

wattstopper

legrand

bticino

VANTAGE

CABLOFIL

arnould

ASSISTED LIVING: A PROMISING MARKET

Legrand—a frontrunner in the “silver economy” and already France’s leader in electrical systems for assisted living following its 2011 acquisition of Intervox—strengthened its positions in this area in 2013 by acquiring Tynetec, the UK’s second largest contender in the field. In early 2014, this was followed by the signature of a joint venture agreement with Neat, Spain’s leader in assisted living systems.

DRIVIA: A NEW GENERATION OF RESIDENTIAL CABINETS



Launched in early 2013, Drivia is an all-new generation of residential cabinets. Featuring completely revamped functionalities and design, Drivia is designed to allow an increasing number of devices to be installed on residential electrical panels. The range is perfectly integrated into electrical installations, delivering flexibility and comfort.



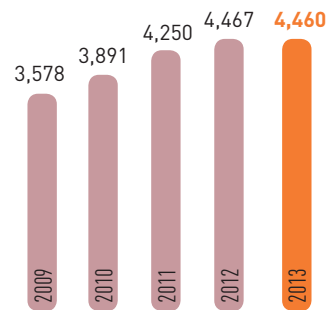
ACQUISITION OF SEICO (SAUDI ARABIA)

Legrand’s acquisition of Seico, the Saudi leader in industrial metal cable trays, expanded the group’s presence in this country, a promising market where it already leads the field in wiring devices. The move also strengthens Legrand’s positions in the oil and gas vertical market in the Gulf.

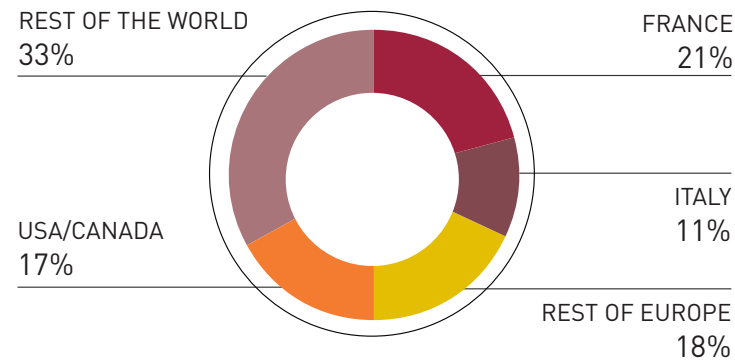
KEY FIGURES & STOCK MARKET

Solid performances in 2013 demonstrated once again the soundness of Legrand's value-creating business model.

SALES € million



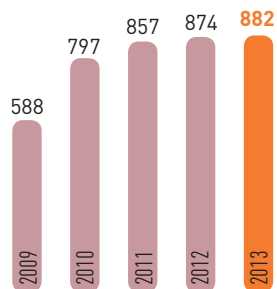
2013 NET SALES BY REGION



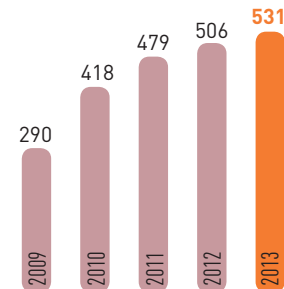
FINANCIAL AGENDA

- 2014 first-quarter results: May 7, 2014
- General Meeting of Shareholders: May 27, 2014
 - Ex-dividend: May 29, 2014
 - Dividend payment: June 3, 2014
- 2104 first-half results: July 31, 2014

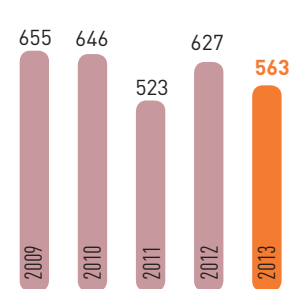
ADJUSTED OPERATING INCOME* € million



NET INCOME EXCLUDING MINORITIES € million



FREE CASH FLOW € million

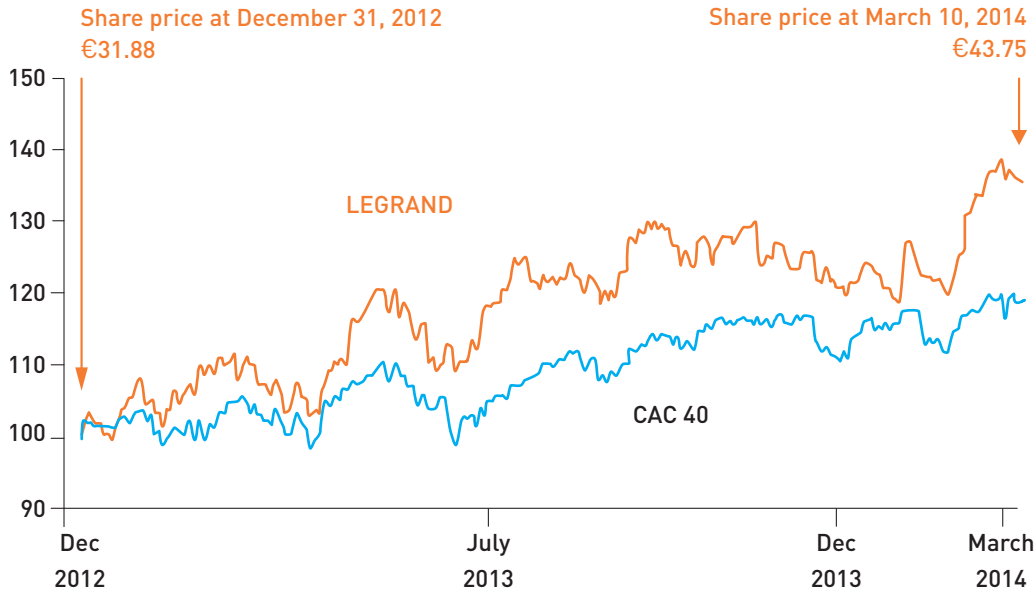


*Operating income adjusted for amortization of the revaluation of intangible assets and for expense/income relating to acquisitions, and, if applicable, for impairment of goodwill.

2013 highlights



CHANGE IN LEGRAND SHARE PRICE



€11.6 bn
Market capitalization
at March 10, 2014

LEGRAND—BEST REPUTATION IN THE CAC 40

A survey conducted by Burston-Marsteller i&e and Reputation Institute in 2013 placed Legrand first in a ranking of CAC 40 companies in terms of corporate reputation—a performance that acknowledges the group's expert knowhow, capacity for innovation and strategy of responsible development.



SHANGYUN AND YIXIAN: PREMIUM WIRING DEVICES FOR CHINA

In 2013, Legrand renewed its high-end offering in China, rolling out two new wiring device ranges: Shangyun and Yixian. As showcases for Legrand's know-how in China, both offer multiple finishes and a wide selection of functions. They satisfy the habits and installation features of the local premium market.

LINKEO—A COMPREHENSIVE RANGE



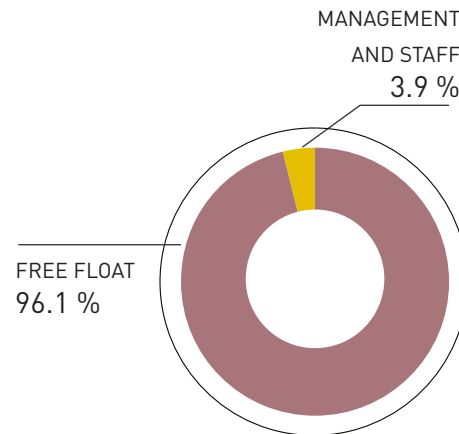
As the entry-segment range for LCS², Linkeo's new VDI enclosures offering is designed to provide the essential functions for data cabling. Thanks to a series of accessories associated with Linkeo enclosures, installers now have a comprehensive offering that can meet all of the requirements of commercial projects.

DIVIDEND PER SHARE in €



*Subject to approval at the General Meeting of Shareholders on May 27, 2014.

SHARE OWNERSHIP at March 10, 2014



SHARE PROFILE

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

COMMITTED TO RESPONSIBLE DEVELOPMENT

Legrand has designed a roadmap for sustainable development that aims to ensure profitable, responsible and sustainable growth. An integral part of the group's business strategy, this approach is deployed across all of its business segments and entities with a focus on progress



GOVERNANCE

Governance is Legrand's way of growing its business responsibly, while doing its best to meet the expectations of stakeholders, particularly suppliers. These principles apply to business decisions and ethics.

THE ENVIRONMENT

Legrand demonstrates concern for the environment at all levels, from group sites to logistics flows and product design. Making buildings more energy-efficient is a major priority.

SOCIAL RESPONSIBILITY

As a responsible employer, Legrand invests in its employees, with a particular focus on health and safety, diversity and personal development. As a stakeholder in society, the group is also committed to promoting sustainable access to electricity and solutions for independent living.

KEY CHALLENGES

Legrand's commitments to sustainable development are set out in a roadmap that defines the group's priorities. The 2011-2013 roadmap set 28 goals, of which 24 had been 100% achieved by the end of 2013. A new roadmap for 2014-2018 will be released in 2014.

LEARN MORE ABOUT
LEGRAND'S APPROACH TO
SUSTAINABLE DEVELOPMENT
AT: www.legrand.com

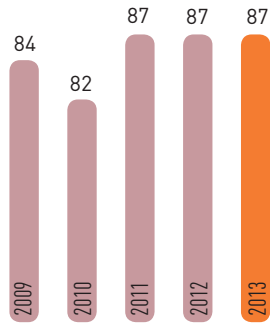


2013 highlights



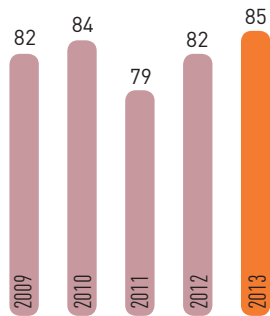
ISO 14001-CERTIFIED SITES

in %



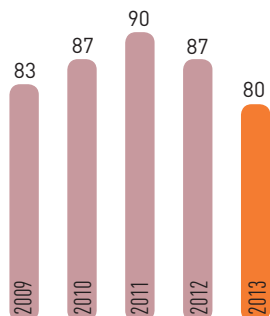
WASTE RECOVERED

in %



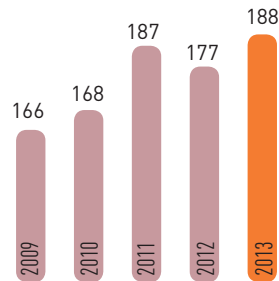
RISK ASSESSMENT

% of Group workforce covered by formal risk assessments



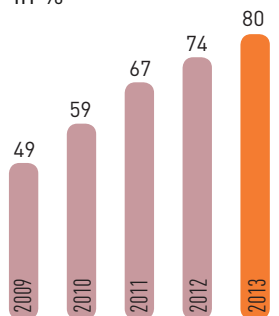
CO₂ EMISSIONS LINKED TO ENERGY CONSUMPTION

in '000 tons of CO₂ equivalent



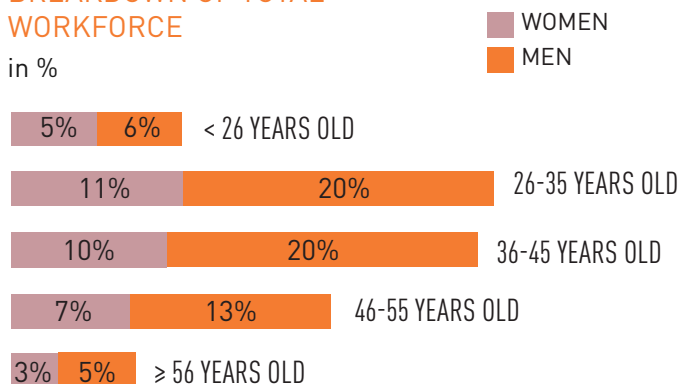
% OF R&D UNITS PERFORMING LIFE-CYCLE ANALYSES

in %



BREAKDOWN OF TOTAL WORKFORCE

in %



LEGRAND INCLUDED IN OEKOM RESEARCH'S CORPORATE RATING

The group's efforts and initiatives developed in the three areas of Sustainable Development—social responsibility, the environment and governance—were recognized as contributing to better CSR (Corporate Social Responsibility) worldwide.



EMERGENCY RELIEF IN THE PHILIPPINES

As part of its partnership with the French NGO Electriciens Sans Frontières (Electricians without borders), Legrand provided logistic support to the organization's teams assisting victims of Typhoon Haiyan in the Philippines.



BETTER COMMUNITIES: CORPORATE VOLUNTEERS TO THE FORE

Launched by Legrand North America in 2013, the Better Communities program is designed to make it easier for corporate volunteers to donate time and expertise to improve housing for communities in difficulty. The program highlights volunteer efforts and illustrates Legrand's commitment to social responsibility.

CORPORATE GOVERNANCE & GROUP VALUES



Gilles SCHNEPP
Chairman and CEO

EXECUTIVE COMMITTEE

The 11-member Executive Committee is responsible for managing sustainable and profitable growth for the Group.



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 Commercial Systems & Infrastructures Division and Energy Distribution and Industrial Applications Division



Paolo PERINO
Chairman and CEO, BTicino



John SELLDORFF
President and CEO, Legrand North America



Patrice SOUDAN
Deputy Chief Operating Officer & Executive VP Wiring Devices and Home Systems Division



Frédéric XERRI
Executive VP Export

2013 highlights



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 AWARENESS
ETHICS OF BEHAVIOR
OPTIMIZATION OF RESOURCES



DIVERSITY: WOMEN IN THE SPOTLIGHT

In 2013, Legrand organized its first Workplace Equal Opportunity week, aimed at raising all employees' awareness of the advantages that diversity brings. Themes including stereotypes, mixed gender access to professions and the place of women at Legrand were tackled during the week.



LEGRAND NORTH AMERICA: GROWTH GATHERS MOMENTUM

Sales at Legrand North America exceeded \$1 billion in 2013, thanks to successful sales initiatives which included deployment of Legrand ranges—in particular its premium Adorne wiring device range rolled out in the second half of 2012—in retail distribution and lighting showrooms.



LEGRAND ELECTRICITY FOR ALL PROGRAM

Since Legrand's mission also encompasses enabling the largest possible number of people to enjoy sustainable access to electricity, the group launched a worldwide program called Legrand Electricity for All in 2013. This combines all initiatives at Group and subsidiary level to provide access to electricity and reduce energy poverty.

KEEP UP WITH LEGRAND NEWS

Websites, social networks, news feeds—new vectors for keeping up with Legrand are on the rise.

NETWORKS AT THE CORE OF LEGRAND'S DIGITAL STRATEGY

Websites, Facebook pages, blogs, YouTube channels and more—Legrand is steadily enhancing its presence on digital networks. This strategy is applied at both Group and subsidiary level, giving access to full information on Legrand and its activities at all times.

LEARN ABOUT LEGRAND'S LATEST INNOVATIONS AND PRODUCTS IN VIDEOS AT:

youtube.com/legrand

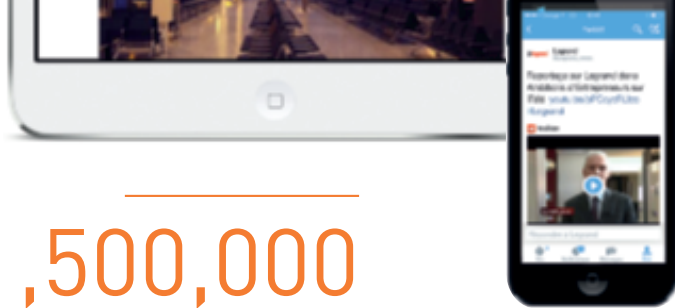


[TWITTER.COM/@LEGRAND_NEWS](https://twitter.com/LEGRAND_NEWS)

Legrand's Twitter feed allows followers—currently over 4,000—to track all Group news and events live and worldwide.

2013 highlights





over **1,500,000**
views of "Le Grand Changement"
campaign on YouTube

over **107,000**
likes for Bticino's Facebook page

over **5,268,000**
views of the videos on Legrand
YouTube channels.



LEGRAND.COM

Corporate website Legrand.com offers comprehensive information on the Group on a single platform.

CONTACTS

Press:

- Edith Dumas
+33 (0) 5 55 06 89 24
edith.dumas@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

GLINT: A NEW RANGE IN INDIA

At the end of 2013, Legrand rolled out its new Glint wiring device range in India. In addition to its appealing design, its modular concept is a key asset in meeting changes and expectations in the Indian super-economy segment.



S2S ONDULEURS

In 2013, Legrand continued to expand in the UPS (Uninterruptible Power Supply) market, acquiring French UPS specialist S2S Onduleurs. The move strengthens Legrand's positions in this market, building on S2S Onduleurs' sales and service network.



"HARTFORD EXPERIENCE CENTER" —A UNIQUE UNIVERSE

After Paris, Milan and Brussels, Legrand opened a new concept store in the US in 2013. The "Experience Center" in Hartford, Connecticut, welcomes visitors to a new world dedicated to innovation and design featuring Legrand products.

www.legrand.com

LEGRAND

COMPANY HEADQUARTERS

128, avenue de Lattre de Tassigny
87045 Limoges Cedex, France
+33 (0) 5 55 06 87 87

