

# FACTS & FIGURES

LEGRAND ESSENTIALS

20  
15

[www.legrand.com](http://www.legrand.com)

# Legrand a global player

02

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

Over  
**36,000**  
employees in 2015

Over  
**€4.8bn**  
in total sales in 2015

Over  
**80%**  
of total sales  
generated outside  
of 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. Over two-thirds of its sales are from products that rank first or second in their respective markets. Legrand holds leading positions in such countries as France, Italy and the United States—which became the #1 country by sales in 2015.

## 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, and its international presence make Legrand a worldwide benchmark.

## GROWTH OPPORTUNITIES

Legrand's development is driven by a strategy of ongoing innovation and targeted acquisitions. Social megatrends such as environmental awareness and aging populations, as well as technological megatrends—Big Data, the Internet of Things and more—offer major growth opportunities. New technologies, in particular digital ones, offer scope for increasing the value-in-use of Legrand products for users. The Group has stepped up its initiatives in this area.

## A PORTFOLIO OF FLAGSHIP BRANDS

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

ARNOULD

legrand®

bticino®

VANTAGE

CABLOFIL®

# 2015 NEWS

## Launch of Eliot

Legrand is convinced that the Internet of Things is opening a new era for buildings, and in 2015 announced the launch of Eliot, a program aimed at speeding up deployment of the Internet of Things in its offering. With Eliot, Legrand is developing connected, interoperable solutions that deliver sustainable benefits to individual users and professionals.



03

## 1 BUSINESS

Legrand is the global specialist in electrical and digital building infrastructure

## 7 STRATEGIC FIELDS OF ACTIVITY

- 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 infrastructure (enclosures, RJ45 sockets and more)
- UPS (Uninterruptible Power Supply devices)
- Installation components (tubes, ducts, extensions and more)

## Acquisition of Raritan, Inc. in the USA

In 2015, Legrand continued to strengthen its positions in digital infrastructures by acquiring Raritan, Inc. a North American frontrunner in intelligent power distribution units (PDUs) and KVM switches, which enable users to control multiple computers from a single Keyboard, Video and Mouse console. Raritan's solutions round out Legrand's offer in digital infrastructure—a market offering promising prospects given the continuous rise in data volumes flowing through buildings.



# Key figures & Stock market

04

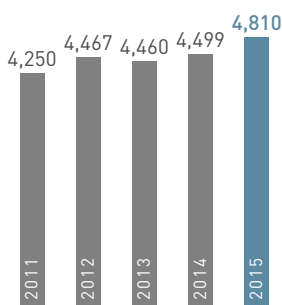
Legrand's 2015 financial performance is solid, demonstrating once again the Group's capacity to create value.



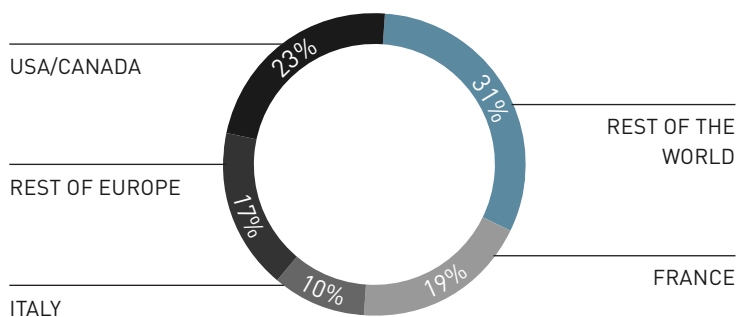
**+6.9%**  
rise in total sales  
in 2015

**€12.3bn**  
market capitalization  
at February 29, 2016

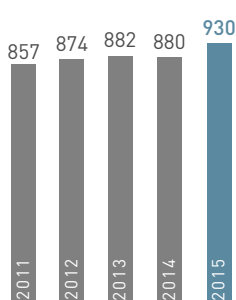
**SALES**  
€ million



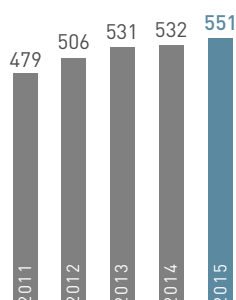
**2015 NET SALES BY REGION**



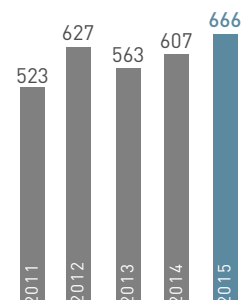
**ADJUSTED\* OPERATING PROFIT** € million



**NET INCOME EXCLUDING MINORITIES**  
€ million



**FREE CASH FLOW**  
€ million



\*Operating profit adjusted for amortization of revaluation of intangible assets at the time of acquisitions and for expense/income relating to acquisitions and, where applicable, for impairment of goodwill.



# 2015 NEWS

05

## MyHome Driver manager gateway to interoperability

Launched in early 2015, MyHome Driver Manager is a gateway that ensures interoperability between Legrand home systems and systems made by other manufacturers, simplifying their integration into the MyHome universe.



eliot  
PROGRAM BY LEGRAND

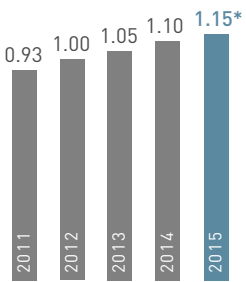
### SHARE PROFILE

- ISIN: FR 0010307819
- Ticker code: LR
- Listed on: Euronext Paris
- Market: Euronext Paris – Eurolist Compartment A (Blue Chips)
- PEA: eligible
- SRD: eligible
- Main indexes: CAC 40, FTSE4Good, MSCI World, ASPI, DJSI

### KEY FINANCIAL DATES

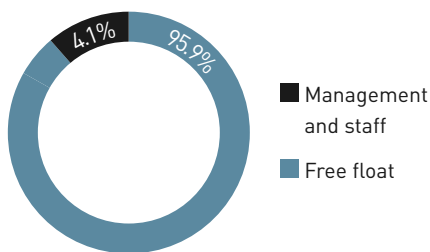
- 2016 first-quarter results: May 4, 2016
- General Meeting of Shareholders: May 27, 2016
- Ex-dividend date: May 31, 2016
- Dividend payment: June 2, 2016
- 2016 first-half results: August 1, 2016

### DIVIDEND PER SHARE in €

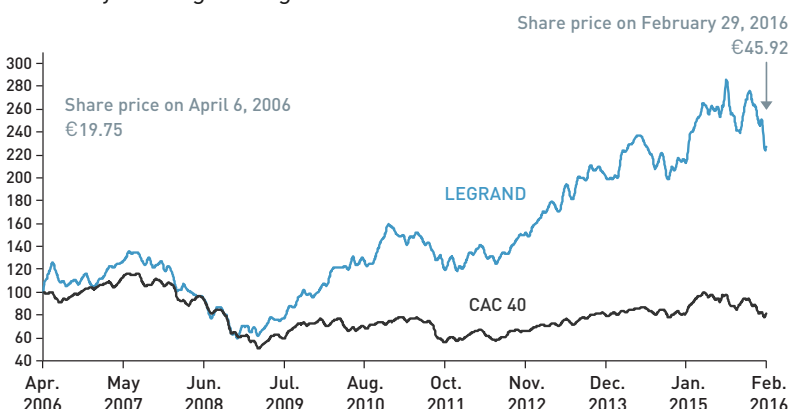


\*Subject to approval by shareholders at the General Meeting on May 27, 2016.

### SHARE OWNERSHIP at February 29, 2016



### LEGRAND SHARE PRICE 10-day moving average



## Acquisition of QMotion in the USA

In 2015 Legrand continued to strengthen its positions in the United States by acquiring QMotion, a specialist in natural light control for residential buildings. QMotion's solutions enable Legrand to offer solutions for both artificial and natural lighting control.



# Committed to responsible development

06

Legrand is committed to enabling everyone to have access to electricity on a sustainable basis.

To meet the global challenges it faces, the Group has drawn up a roadmap for 2014-2018 that sets down its CSR priorities for the period.

40%

of the world's energy is consumed by buildings\*

\*Source: International Energy Agency (IEA)

20%

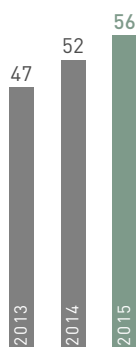
of the world's population does not have access to electricity\*

\*Source: International Energy Agency (IEA)



## SUSTAINABLE SOLUTIONS FOR USERS

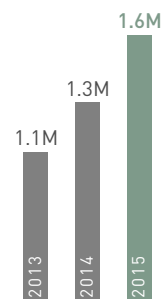
Users and their needs are the prime focus at Legrand. Every day, Group employees seek innovations that will provide sustainable solutions to users and move the electrical sector forward.



**Environmental data** (% of sales of products with a PEP (Product Environmental Profile))

## 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.



**Beneficiaries of access to electricity initiatives** (total number of people directly or indirectly impacted by Electricians Without Borders projects backed by Legrand)

# 2015 NEWS

## ISO 50001 certification

07

In 2015 Legrand earned ISO 50001 certification for its Energy Management System, becoming the first French manufacturer to achieve ISO 50001 certification for multiple sites over a large portion of Europe. The certification, which covers Legrand's headquarters and 24 European sites, reflects the Group's willingness to meeting the challenges of the energy transition. This certification is in line with Legrand's commitment to fight climate change as stated in the French Business Climate Pledge ahead of the COP21 meetings—a pledge signed by Legrand in 2015.



## India: telehealth for isolated communities

In 2015 Legrand India and Legrand Indo Asian made an unprecedented move, joining forces with Neat, a specialist in products for assisted living, to provide telehealth terminals to populations in isolated villages in India's Telangana state. The equipment supplied is used to make a preliminary diagnosis and transmit the data to the nearest hospital.



LEARN MORE ABOUT LEGRAND'S CSR APPROACH: [www.legrand.com](http://www.legrand.com) [see "Our responsibility"]

### LIMITING ENVIRONMENTAL IMPACT

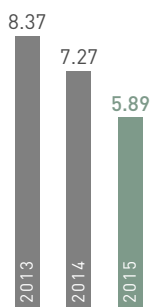
At Legrand, environmental protection concerns both manufacturing sites and product design. The challenge: innovating to limit the environmental impact of Group activities, in particular by working to make the circular economy a reality.



ISO 14001 certification (% of Group manufacturing and logistics sites)

### COMMITTED TO EMPLOYEES

Legrand pays special attention to ensure that human rights are respected wherever it does business. Legrand is committed to ensuring the safety and health of all employees, developing their skills, and promoting diversity.



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

# Corporate governance

08



## EXECUTIVE COMMITTEE

The 10-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



**Antoine BUREL**  
Executive VP and Group  
CFO



**Benoît COQUART**  
Executive VP France



**Xavier COUTURIER**  
Executive VP Human  
Resources



**Paolo PERINO**  
Executive VP Strategy  
and Development, and  
Chairman of Bticino



**John SELLDORFF**  
President and CEO,  
Legrand North and  
Central America



**Patrice SOUDAN**  
Deputy CEO and Executive  
VP Group Operations



**Frédéric XERRI**  
Executive VP Export



# 2015 NEWS

## Legrand rewarded at the "2015 Best General Meeting Awards"

At the "2015 Best General Meeting Awards" ceremony, Legrand won the Special Jury Prize for incorporating CSR considerations at every level—outlook, strategy, business, performance and governance. The awards honor companies whose General Meeting corresponds to the best practices on the market.



## Board wins Governance bronze award

In 2015, for the second year in a row, Legrand was honored at the "Agefi Corporate Governance Awards" for the composition of its Board of Directors. The group placed third in the Corporate Governance Awards, receiving the bronze trophy for a range of Board attributes, including the independence of its members, the percentage of women directors, and its international flavor.



50%<sup>(1)</sup> of directors are women

70%<sup>(1)</sup> of directors are independent<sup>(2)</sup>

4<sup>(1)</sup> nationalities are represented on the board



## BOARD OF DIRECTORS

- Gilles Schnepf, Chairman
- Olivier Bazil, Director
- Christel Bories, Independent Director<sup>(2)</sup>
- Angeles Garcia-Poveda, Independent Director<sup>(2)</sup> and Lead Director<sup>(3)</sup>
- François Grappotte, Director and Honorary Chairman
- Gérard Lamarche<sup>(1)</sup>, Independent Director<sup>(2)</sup>
- Thierry de La Tour d'Artaise, Independent Director<sup>(2)</sup>
- Dongsheng Li, Independent Director<sup>(2)</sup>
- Annalisa Loustau Elia, Independent Director<sup>(2)</sup>
- Éliane Rouyer-Chevalier, Independent Director<sup>(2)</sup>

(1) From May 27, 2016 and subject to approval by shareholders at the General Meeting of that date, Ms. Isabelle Boccon-Gibod will replace Mr. Lamarche.

(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 consists in verifying that the company's governance bodies are able to operate properly.

## 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



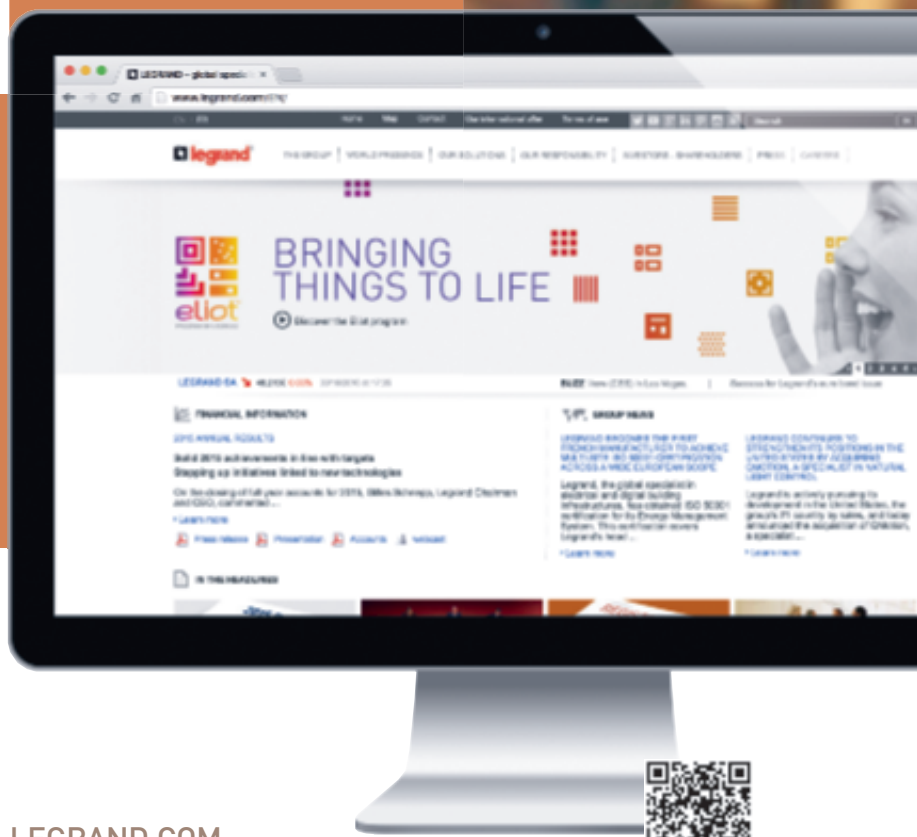
# Link up with Legrand

10

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

Over  
**10,000 K**  
views on Youtube for #onsefaitunfilm campaign

Over  
**433,000**  
likes for the Group's Facebook pages



## 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 Group and its activities at all times.

## LEGRAND.COM

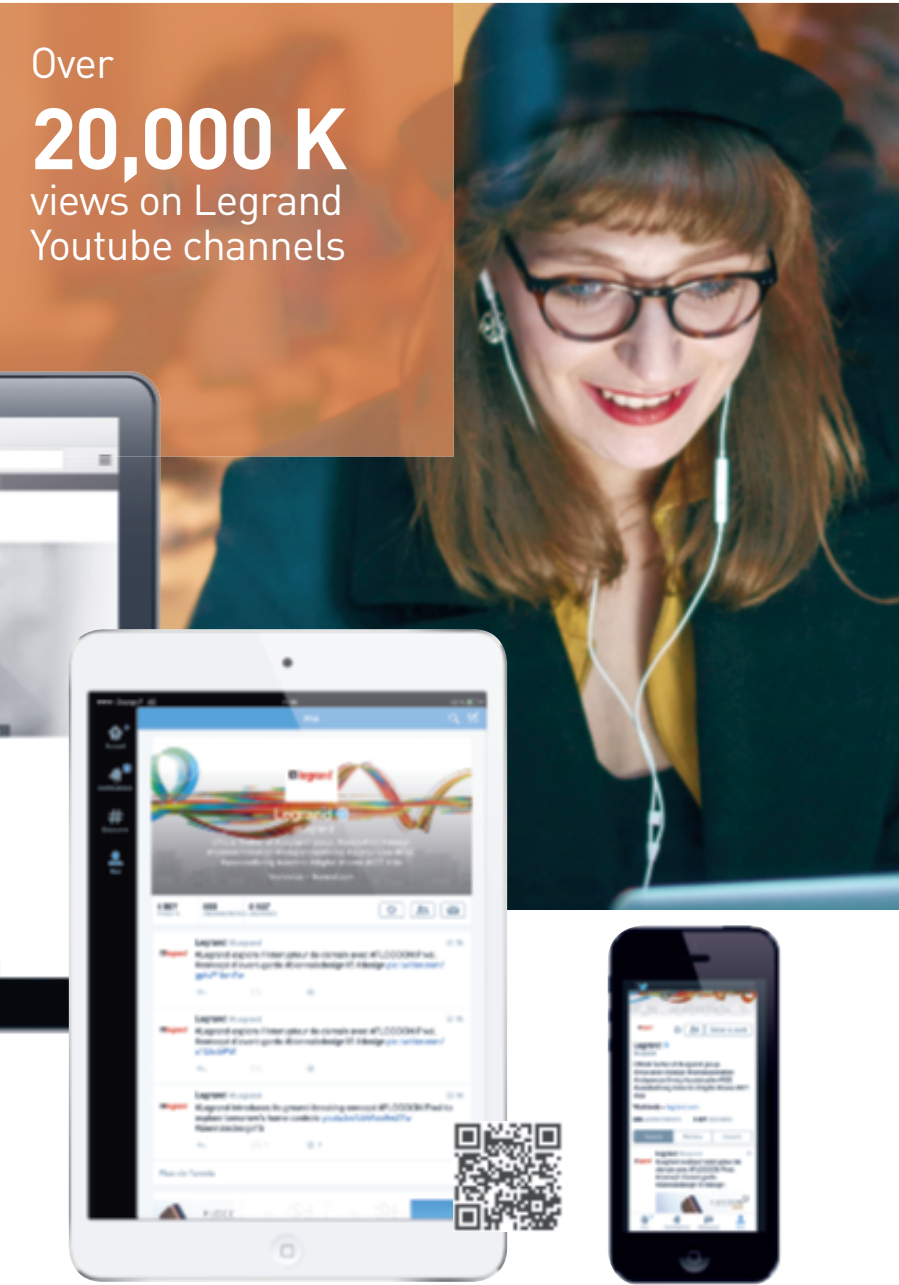
Our corporate website Legrand.com offers comprehensive information on the Group on a single platform.

## @LEGRAND ON TWITTER

Legrand Twitter feed is officially certified, and allows nearly over 8,000 followers to track—live—Group news and events worldwide.

LEARN ABOUT LEGRAND'S LATEST INNOVATIONS AND PRODUCTS IN VIDEOS AT [youtube.com/legrand](https://www.youtube.com/legrand)

Over  
**20,000 K**  
views on Legrand  
Youtube channels

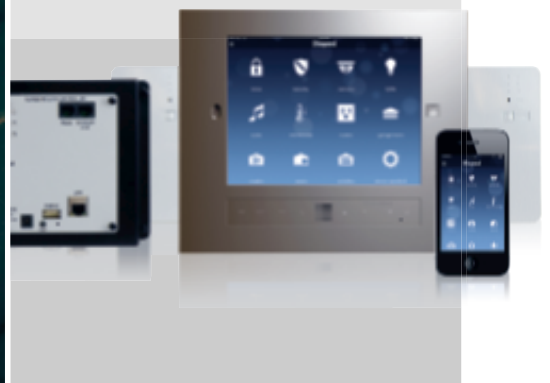


# 2015 NEWS

## New-generation home automation in the USA

11

Intuity, launched in mid-2015, is Legrand's new home automation platform in the United States. Easy to install and compatible with the full Legrand range, Intuity allows users to remotely and centrally control and command all home lighting, heating, entertainment and access functions.



## #onsefaitunfilm : Legrand on screen

Available at [celiane.legrand.fr](http://celiane.legrand.fr), on YouTube and on social networks through a Twitter feed, a Facebook page and Google+, Legrand's latest #onsefaitunfilm web series was a hit in 2015. Its offbeat humor won over 10 million views.

### CONTACTS

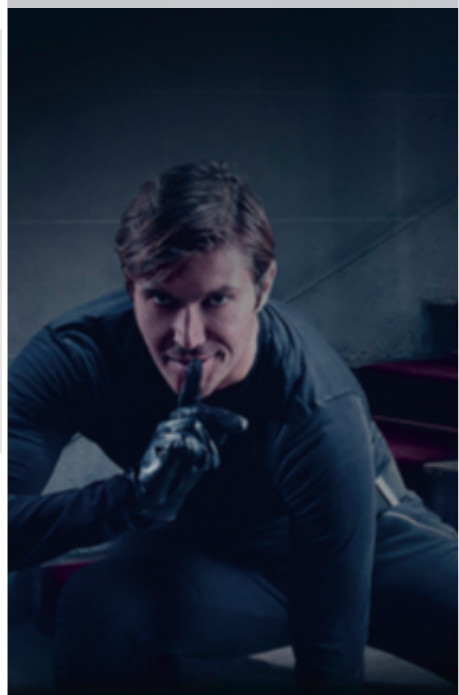
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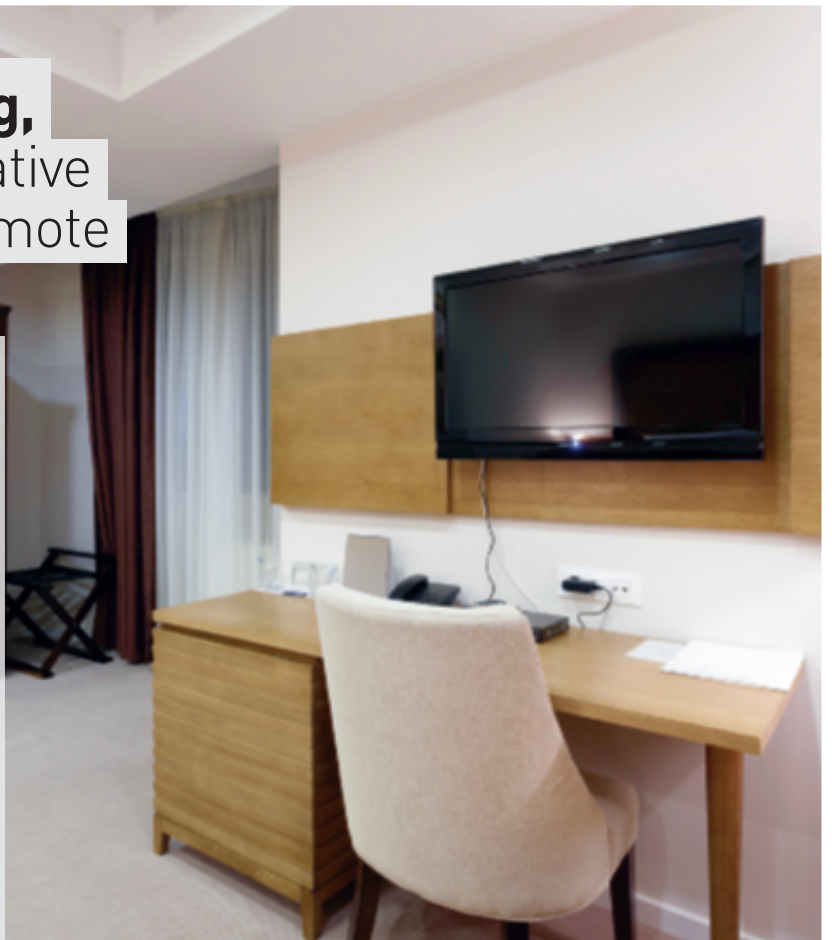


# 2015 MORE LEGRAND HIGHLIGHTS

12

## **Nest Inc., Samsung, La Poste:** collaborative agreements to promote interoperability

After launching the Eliot program in July 2015, Legrand went on to sign a number of partnerships during the year, to promote interoperability of connected products in buildings. In mid-year, Legrand thus announced that it would be working with US-based Nest, Inc., incorporating the Nest Weave protocol into some of its own products. Legrand also signed an international technology partnership with Samsung to develop products that improve hotel room management and comfort. Finally, Legrand is partnering with La Poste to make its own connected offering compatible with the Digital Hub provided by La Poste.



## **First call for projects**

At the end of 2015, the Legrand Foundation launched its first call for projects from supporters of humanitarian causes and community solidarity. Theme: assisting people living at home who face loss of autonomy. Of the 59 proposals received, 10 were shortlisted. The three winners will receive Foundation funding as well as training and assistance with business plans and communications.





## MyHome Play —meet the connected home

Legrand's new MyHome Play range, launched in 2015, introduces wireless variations on MyHome systems. Designed to work seamlessly with existing installations, the new range makes every home intelligent, allowing users to easily control their home remotely with a smartphone or tablet.



13

## Valena Life for connected devices

Launched successfully in Eastern Europe in 2015, the new Valena Life range of wiring devices harnesses innovation at all levels. Combining new design and functionalities, its switches and sockets—all connected—make it easy for users to customize lighting, sound and temperature management in their home, while tracking their consumption.

## Acquisition of **IME**

In 2015 Legrand continued to expand in the highly promising energy efficiency market by acquiring IME, a leading Italian contender and European specialist in measuring electrical installation parameters.



## Elle@legrand NA women's forum launches in North America

Modeled on the elle@legrand network set up to support equal opportunity among men and women, the North American forum elle@legrand NA aims in particular at helping women move into positions of responsibility.



# 2015 MORE LEGRAND HIGHLIGHTS

14



## 150 years of innovation

1865–2015: Legrand is 150 years old! In 2015 Legrand marked a century and a half of innovation for the users. From its origins in fine porcelain tableware, the company gradually refocused on electrical wiring devices and grew to become today's world specialist in electric and digital infrastructure for buildings. And porcelain is now a decorative element used in some Legrand switch ranges.

## Legrand Campus Challenge —open innovation in action

In 2015 Legrand once again sponsored the Legrand Campus Challenge, teaming up with institutes of higher education to tap into students' innovative flair and energy in strategic areas such as the Internet of Things, energy efficiency and assisted living. The Challenge is also a unique opportunity for the Group to connect and work with future team members.



## Investment in a round of financing for Netatmo

Legrand invested in a round of financing for Netatmo, a specialist in connected objects for the home that is known for its proactive stance and innovative know-how. This link-up will facilitate potential future collaboration between Legrand and Netatmo in developing interoperable electrical and digital infrastructure products with enhanced value in use.





## Legrand attends CES in Las Vegas

In early 2016 Legrand was in Las Vegas, taking part in the Consumer Electronics Show (CES) for the second year running. The Group was present at three booths—AllSeen Alliance, Zigbee Alliance and La Poste—reflecting the scope of its expertise in interoperability. Legrand displayed innovative connected solutions with a clear focus on users and their needs.



## Bticino partners with Electricians Without Borders in Italy

Building on Legrand's partnership with Electricians Without Borders, Bticino decided to back Italy's newly created NGO *Electrici senza frontiere* in 2015. Support will take the form of advice and assistance in deploying international humanitarian missions to improve access to water and electricity around the globe.





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