Combined General Meeting of Shareholders
May 27, 2014
Agenda

- Sales and financial results
- A solid and sustainable business model driven by key global challenges
- CSR\(^{(1)}\) roadmap and Legrand foundation
- Governance and statutory auditors’ reports
- Q&A
- Vote of resolutions

1. CSR: Corporate Social Responsibility
SALES AND FINANCIAL RESULTS
2013 Results

2014 First-Quarter Results
2013 Change in Net Sales

- **Organic**<sup>(1)</sup> growth: +0.5%
  - New economies: +6.1%
  - USA/Canada: +4.7%
  - Other mature countries: -5.7%

- **External growth**: +2.4%

- **Exchange rate**: -3.0%

- **Total growth**: -0.1%

---

1. Organic: at constant scope of consolidation and exchange rates
## 2013 Full-Year Results

<table>
<thead>
<tr>
<th>In € millions</th>
<th>2012</th>
<th>2013</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>4,467</td>
<td>4,460</td>
<td>-0.1%</td>
</tr>
<tr>
<td><strong>Adjusted(^1) operating income</strong></td>
<td>874</td>
<td>882</td>
<td>+0.9%</td>
</tr>
<tr>
<td><strong>Net income excluding minorities</strong></td>
<td>506</td>
<td>531</td>
<td>+4.9%</td>
</tr>
</tbody>
</table>

1. Operating income 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.
2013 Results

2014 First-Quarter Results
2014 First-Quarter Change in Net Sales

- **Organic**<sup>(1)</sup> growth: +2.0%
  - New economies: +5.0%
  - USA/Canada: +1.9%
  - Other mature countries: -0.5%

- **External growth**: +2.7%

- **Exchange rate**: -5.3%

- **Total growth**: -0.8%

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1. **Organic**: at constant scope of consolidation and exchange rates
## 2014 First-Quarter Results

<table>
<thead>
<tr>
<th>In € millions</th>
<th>Q1 2013</th>
<th>Q1 2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>1,093</td>
<td>1,084</td>
<td>-0.8%</td>
</tr>
<tr>
<td><strong>Adjusted(^1) operating income</strong></td>
<td>216</td>
<td>219</td>
<td>+1.3%</td>
</tr>
<tr>
<td><strong>Net income excluding minorities</strong></td>
<td>125</td>
<td>130</td>
<td>+4.0%</td>
</tr>
</tbody>
</table>

1. Operating income 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.
A SOLID AND SUSTAINABLE BUSINESS MODEL DRIVEN BY KEY GLOBAL CHALLENGES
- A solid business model
- A development strategy driven by key global challenges
- A development under control
- A business model that looks after all stakeholders
A solid business model

- A development strategy focusing on key global challenges
- A development under control
- A business model that looks after all stakeholders
A Solid Business Model

- Organic growth
- Acquisitions

Market share ➔ Profitability and cash generation

SELF-FINANCING
Two Growth Engines For Self-Financed Development

- Organic growth
- Acquisitions

→ Market share
→ Profitability and cash generation

A SOLID AND SUSTAINABLE BUSINESS MODEL DRIVEN BY KEY GLOBAL CHALLENGES

SELF-FINANCING
1st Engine: Organic Growth Fueled by Innovation (1/2)

**R&D headcount**
- Over **2,000**

**% of sales invested in R&D**
- Nearly **5%**

**Number of active patents**
- Nearly **4,000**

2013 data
1st Engine: Organic Growth Fueled by Innovation (2/2)

Mature economies

New business segments

- New Eco-meter (France)
- New PDU (Worldwide)
- Fascic Auto Wiremesh (Worldwide)
- Linkeo VDI enclosures (Worldwide)
- Intersoc-R Power desk modules (Worldwide)

Key historic segments

- Drivia Distribution boards (France)
- Kickspot Emergency lighting (France)
- IndoAsian Miniature Circuit Breakers (India)
- TX3 Miniature circuit breakers (China, Russia)
- Ysalis and Silkia Wiring devices (China)
- Glint Wiring Devices (India)
**2nd Engine: External Growth (1/2)**

- Bolt-on acquisitions

- Enlarging accessible market

♫ Achievements since 2004
  - 38 companies acquired
  - €1.3bn of annual sales acquired in total
### 2nd Engine: External Growth (2/2)

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Region</th>
<th>Sales (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A frontrunner in pre-terminated solutions for VDI and A/V networks</td>
<td>USA</td>
<td>$130m</td>
</tr>
<tr>
<td>2</td>
<td>A key player in distribution boards</td>
<td>India</td>
<td>€23m</td>
</tr>
<tr>
<td></td>
<td>#1 in industrial metal cable trays</td>
<td>Saudi Arabia</td>
<td>Annual sales of €23m</td>
</tr>
<tr>
<td></td>
<td>Specialist in UPS</td>
<td>France</td>
<td>€20m</td>
</tr>
<tr>
<td></td>
<td>#2 in assisted living solutions</td>
<td>UK</td>
<td>€15m</td>
</tr>
<tr>
<td></td>
<td>A frontrunner in digital infrastructures for datacenters</td>
<td>Singapore</td>
<td>€10m</td>
</tr>
</tbody>
</table>

* (1) indicates data as of January 2018.
A SOLID AND SUSTAINABLE BUSINESS MODEL DRIVEN BY KEY GLOBAL CHALLENGES

Gaining Market Share

- Organic growth
- Acquisitions

Market share

Profitability and cash generation

SELF-FINANCING
Increasing Leadership Positions

% of sales with products #1 or #2 on their markets: 68%

# of countries with at least a #1 or #2 position: 45

2013 data
Profitability and Cash Generation

- Organic growth
- Acquisitions
- Market share

Self-financing

Profitability and cash generation
Profitability and Cash Generation\(^{(1)}\)

As a % of sales

<table>
<thead>
<tr>
<th>Measure</th>
<th>~ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted operating margin</td>
<td>20</td>
</tr>
<tr>
<td>Net margin</td>
<td>11</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>13</td>
</tr>
</tbody>
</table>
A solid business model

A development strategy driven by key global challenges

A development under control

A business model that looks after all stakeholders
Macro Trends and Global Challenges

**MACRO TRENDS**

- Protection of the environment
- Need for communication
- Aging populations
- Expansion of new economies

**GLOBAL CHALLENGES**

- Energy efficiency
- Increase in dataflows and digitization
- Assisted living
- Access to electricity
- Cost of energy
- Growing middle class

Legrand driven by global challenges
Key Global Challenges

1. Source: International Agency for Energy
2. Source: Greenpeace

- Energy efficiency: 40% of energy consumption worldwide in buildings\(^{(1)}\)
- Increase in dataflows and digitization: x50 rise in Internet data flows by 2020\(^{(2)}\)
Legrand’s responses

- Contributing to energy transition

  - Lighting management
  - Electric vehicle charging socket
  - Eco-meter
  - Direct current protection

- Expanding in new business segments\(^{(1)}\)

  - Sales as a % of group total
    - 17%
    - 26%

- Facilitating communication inside buildings

  - Voice-Data-Image enclosures
  - Voice-Data-Image cabling

\(^{1}\) Energy efficiency, digital infrastructures, residential systems, wire-mesh cable management
Key Global Challenges

Aging populations

Assisted living

x3.3 rise in the world population aged over 80 by 2050\(^{(1)}\)

80% of the French population wishes to stay at home as long as possible\(^{(2)}\)

1. Source: United Nations Organization
2. Source: Direction de la Recherche, des Etudes, de l'Evaluation et des Statistiques (DREES)
Legrand’s responses

Innovation

2011

- #1 for connected security systems in France

2013

- Frontrunner in assisted living in the UK

2014

- #1 in assisted living in Spain and frontrunner in Europe

Legrand #2 in assisted living in Europe
Key Global Challenges

Access to electricity
- 20% of the world population has no access to electricity\(^1\)

Cost of energy
- 30/40% of emerging populations’ incomes are spent on energy\(^2\)

Growing middle class
- x3 rise in the middle class in BRIC\(^3\) countries between 2010 and 2020

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1. Source: International Agency for Energy
2. Source: United Nations Organization
3. BRIC: Brazil, Russia, India, China
Legrand’s responses

- Partner of “Electriciens Sans Frontières”

- “Legrand Electricity for All”

- Development of ranges adapted to new economies

Expanding in new economies

Sales as a % of group total

<table>
<thead>
<tr>
<th>Year</th>
<th>% Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>29%</td>
</tr>
<tr>
<td>2013</td>
<td>40%</td>
</tr>
</tbody>
</table>

Average annual growth in total sales: +8%
A solid business model

A development strategy driven by key global challenges

A development under control

A business model that looks after all stakeholders
Risk Management

Audit Committee

Group Risk Committee & Compliance Committee

Operational Risk Committee

Risk mapping

CONTROL AND AUDIT
- Group internal auditors
- Local internal controllers
- External auditors
A solid and sustainable business model driven by key global challenges

- A solid business model
- A development strategy driven by key global challenges
- A development under control
- A business model that looks after all stakeholders
A Business Model That Looks After Stakeholders

Breakdown of the added value created by Legrand\(^{(1)}\)

1. €2.1bn after payment of suppliers, including €1.0bn in personnel expenses (excluding R&D), €0.5bn in development investments (including R&D personnel expenses) and €0.6bn to third-parties
Shareholders (1/2)
Change in Stock Price Since IPO(1)

1. 10-day moving average over the period from April 6, 2006 to May 23, 2014
Shareholders (2/2)
Promoting Loyalty and Communicating

Promoting loyalty

- Dividend:
  2013 proposal\(^{(1)}\)
    - €1.05 per share
    - Payable on June 3, 2014

- Double voting rights for all shares held in registered form for over 2 years

Communicating

- Quarterly earnings releases
- Toll-free number
- Dedicated shareholders’ corner on Legrand’s website
- Digital letter to shareholders
- Site visits

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1. Subject to the approval by the shareholders at the General Meeting on May 27, 2014 of the dividend related to 2013
CSR ROADMAP
AND
LEGRAND
FOUNDATION
24 objectives out of 28 were reached at 2013 year-end

Applying ethical commitments
(3 / 3 objectives reached)

Integrating suppliers into the sustainable development process
(3 / 3 objectives reached)

Developing products with high environmental performance
(3 / 4 objectives reached)

Limiting the Group’s environmental impacts
(3 / 3 objectives reached)

Investing in Group’s staff
(10 / 13 objectives reached)

Developing access to electricity
(2 / 2 objectives reached)
A New 2014-2018 Roadmap

- Some solid basics …
  - CSR stakes fully embedded into Group’s strategy
  - Strong contribution to the Group’s growing new business segments

- … While increasing Group’s ambitions:
  - a longer term involvement
  - quantified objectives
  - incentives based on contributors’ results
2014-2018 Roadmap Structure
4 Axis – 21 Priorities

Staff
Helping our staff to progress.

Environment
Having a sustainable consumption of environmental resources.

Society
Acting respecting ethics and contributing to human development.

User
Progressing within our sector and for our users.
2014-2018 Roadmap Structure
Staff Axis – 3 Thematics for 6 Priorities

“Respecting Human Rights”

“Guaranteeing safety and health at work”

“Developing skills and promoting diversity”

100% of subsidiaries mapped on Human Rights risks infringement

92% of staff covered by health and safety committees

89% of managers benefit from individual appraisal reviews
2014-2018 Roadmap Structure
Environment Axis – 2 Thematics for 3 Priorities

“Reducing the Group’s environmental footprint”

87% of Legrand industrial sites are ISO 14001 certified

“Innovating for a circular economy”

80% of design departments conduct product life cycle analysis
2014-2018 Roadmap Structure
User Axis – 2 Thematics for 7 Priorities

“Providing sustainable solutions”

47% of 2013 turnover made with products with PEP (*)

(*) : Product Environmental Profiles

“Playing a driving role in the electrical sector”

80,000 customers trained during 2013
2014-2018 Roadmap Structure
Society Axis – 3 Thematics for 5 Priorities

“Acting ethically”

“Ensuring responsible purchasing”

“Enabling access to electricity for all”

100% of subsidiaries involved in the compliance program deployment

60% of strategic purchases made with Global Compact signatories suppliers.

1.1 million people helped by Legrand / Electriciens Sans Frontières
Legrand Foundation
Foundation Purpose and Areas of Action

**Combating Exclusion and Electricity Poverty**

- **Loss of Independence**
  - For a habitat that allows people to continue living at home

- **Employment**
  - Supporting access to employment

- **Electricity Poverty**
  - Combating electrical risk and improving energy efficiency

- **Education**
  - Building a career plan in the electrical sector
Foundation Under the Aegis of FACE(1)

FACE in figures:
- 15 founding corporations
- 4,750 volunteer leaders involved
- 47 business clubs, including 3 abroad
- 5 structures of social mediation
- 3 regional federations
- 345 cities

1. Fondation Agir Contre l'Exclusion – a registered non-profit organization
Foundation Initiatives (1/2)

**LOSS OF INDEPENDENCE**
- Identify ways in which dwellings can be adapted
- Train professionals in assisted living solutions
- Explore the creation of show apartments

**ELECTRICITY POVERTY**
- Educate households in financial difficulty
- Implement skills sharing platforms
- Participate in the creation of demonstrators
EDUCATION

- Boost the employability of young people in the electrical sector
- Facilitate professional integration after sandwich-course training
- Mobilize professionals and education

EMPLOYMENT

- Facilitate social and professional integration in the electrical sector
- Facilitate the continued employment or re-employment of discriminated persons
CSR ROADMAP AND LEGRAND FOUNDATION

Foundation Executive Committee

Alain Franco
Professor of Geriatrics and Gerontology

Hervé Pernat
Legrand Group Vice President of Sustainable Development and Strategic Processes

Gilles Schnepp
Legrand Group Chairman and Chief Executive Officer

Nathalie Lacombe
Legrand Group Sustainable Development Coordinator

Vincent Baholet
Delegate General of Fondation Agir Contre l’Exclusion (FACE)
GOVERNANCE AND STATUTORY AUDITORS’ REPORTS
- Governance
- Say on Pay
- Presentation of resolutions
- Statutory Auditors’ Reports
Executive Committee

- Number of members: 11 including the Chairman and Chief Executive Officer
- Average seniority in the Group: 21 years
- Experienced members and varied, complementary skills

Functional Directions: 40%  
Operational Directions: 20%  
Country Directions: 40%
Board of Directors (1/2)

- **Varied and complementary backgrounds** - Strategic, financial and other specific skills (financial communication, CSR, talent management, marketing)

- **70% of Independent Directors**, a proportion in excess of the 50% recommended by the Afep-Medef Code

- **40% of women**, a proportion compliant since 2013 with the requirements of the French Commercial Code (applicable from 2017) and the Afep-Medef Code (applicable from 2016)

- **5 nationalities**, with Directors who are Belgian, Chinese, French, Italian, and Spanish

- **4 personnel representatives**, in an advisory capacity
Board of Directors (2/2)

Proposed renewal of the following Directors’ mandates:

- Olivier Bazil: Member of the Nominating and Compensation Committee, Member of the Strategy and Social Responsibility Committee

- François Grappotte: Honorary Chairman

- Dongsheng Li: Independent Director

- Gilles Schnepp: Chairman and Chief Executive Officer, Member of the Strategy and Social Responsibility Committee
Specialized Committees

- **Audit Committee**: Chaired by an independent Director, 3 members, all independent
- **Nominating and Compensation Committee**: Chaired by an independent Director, 3 members, 2 of whom independent
- **Strategy and Social Responsibility Committee**: Chaired by an independent Director, 4 members, 2 of whom independent

Specialized Committees that are **engaged, active, strongly committed**

- In 2013, 11 meetings of Specialized Committees
- Average attendance rate of 96%
- Multiple individual meetings with the Group’s operational management staff or with Statutory Auditors
- Committees entrusted with expanded responsibilities including CSR
An Independent Director: Angeles Garcia Poveda

- Chairwoman of the Nominating and Compensation Committee
- Member of the Strategy and Social Responsibility Committee

Precise assignments, powers, and resources
Evaluation of the Board of Directors and Its Specialized Committees

- **Annual evaluation** of the Board of Directors and its Committees, henceforth *supervised by the Lead Director*

- **Satisfaction expressed by Directors**, concerning especially:
  - Board membership
  - Quality of information provided
  - Quality of discussions

- **An approach of continuous progress - Examples of initiatives taken in response to specific requests:**
  - Presentation to the Board of several operational topics
  - Organization of a Board Seminar including strategic presentations, guided tours of production facilities and laboratories
  - Extension of the duration of meetings
  - Review of the amount dedicated to attendance fees
Governance

Say on Pay

Presentation of resolutions

Statutory Auditors’ Reports
## Chairman and CEO’s Compensation

<table>
<thead>
<tr>
<th>Compensation paid in respect of the financial year</th>
<th>2012</th>
<th>2013</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed compensation</td>
<td>€625,000</td>
<td>€625,000</td>
<td></td>
</tr>
<tr>
<td>Annual bonus</td>
<td>€844,161</td>
<td>€710,000&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>Benefits in kind</td>
<td>€4,274</td>
<td>€4,308</td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>€1,473,435</td>
<td>€1,339,308</td>
<td>- 9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other items allocated in the course of the financial year</th>
<th>2012</th>
<th>2013</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance shares</td>
<td>€758,230</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Performance units</td>
<td>N/A</td>
<td>€605,221&lt;sup&gt;(2)&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>€758,230</td>
<td>€605,221</td>
<td>- 20%</td>
</tr>
</tbody>
</table>

| Overall total                                             | €2,231,665 | €1,944,529 | - 13%     |

- **Fixed compensation**: unchanged since 2011

1. Calculated according to the method explained on page 61
2. IFRS value - Amount after Gilles Schnepp gave up half of his allocation
Annual Variable Bonus

Precise and transparent criteria

Quantitative portion: 75%\(^{(1)}\)
- Economic result
- Organic growth
- Growth in sales by acquisitions
- Achievement of CSR roadmap priorities

Qualitative portion: 25%\(^{(1)}\)
- Positive variation in sales
- Quality of the external growth policy
- Risk management, labor issues, succession plans

Variation in a range from 0 to 150%\(^{(2)}\) of fixed compensation, according to criteria achievement rate

In 2013, achievement of targets at 113.6% of fixed compensation, i.e. €710,000

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1. Target value expressed as a percentage of fixed compensation
2. Principles applicable from 2013. Before, variation was possible in a range from 0 to 200% of fixed compensation
Long-Term Incentive

Strict performance conditions

2 equally weighted criteria:
- External performance\(^{(1)}\)
- Internal performance\(^{(2)}\)

Service condition

- Over 3 years
- And additional 2-year unavailability period with share price index link

Final allocation ranging from 0 to 150\(^{(3)}\) of fixed compensation, according to criteria achievement rate

2013 attribution: IFRS value estimated at €605,221, according to an independent expert report

1. Comparison of the average EBITDA margin over 3 years with that of the MSCI World Capital Goods
2. Level of normalized free cash flow over 3 years as a percentage of sales
3. Before application of the share price index linking mechanism
- Governance
- Say on Pay
- Presentation of resolutions
- Statutory Auditors’ Reports
Resolutions for the Ordinary General Meeting

- **Resolutions Nos. 1-3**: Resolutions on the approval of financial statements, appropriation of earnings, and distribution of dividend

- **Resolutions Nos. 4-7**: Resolutions on the renewal of 4 Directors’ mandates

- **Resolution No. 8**: Resolution on ‘Say on Pay’

- **Resolution No. 9**: Determination of attendance fees allocated to members of the Board
Resolutions on the buyback and cancellation of Company shares

- **Resolution No. 10**: Authorization granted to the Board of Directors to allow the Company to trade in its own shares

- **Resolution No. 11**: Authorization granted to the Board of Directors to reduce the capital stock by cancellation of shares
# Resolutions on Financial Authorizations

<table>
<thead>
<tr>
<th>Resolution</th>
<th>Resolution purpose</th>
<th>Resolution limit</th>
</tr>
</thead>
</table>
| No. 12     | Issuance of securities, with preferred subscription rights maintained | • **Equity securities:** ~19% of capital  
• **Debt securities:** €2 Billion |
| No. 13     | Issuance of securities, with preferred subscription rights waived (public offering) | • **Equity securities:** ~9% of capital  
• **Debt securities:** €1 Billion |
| No. 14     | Issuance of securities, with preferred subscription rights waived (private placement) | |
| No. 15     | Powers to increase the amount of issues made in the event of excess demand | 15% of the initial issuance |
| No. 16     | Capital increase through incorporation of reserves, profit, premiums or other items | €100 Million |
| No. 17     | Issuance of securities in favor of participants in employee share-ownership programs of the Company or Group | €25 Million |
| No. 18     | Issuance of securities as consideration for contributions in kind to the Company | 5% of capital |
- Governance
- Say on Pay
- Presentation of resolutions
- Statutory Auditors’ Reports
Statutory Auditors’ Reports

For the Ordinary General Meeting:
- on Company and consolidated annual financial statements
- on regulated agreements and commitments
- on the report of the Chairman of the Board on corporate governance and internal control
- on the consolidated environmental, labor and social information published in the management report

For the Extraordinary General Meeting:
- on the reduction of the capital stock by the cancellation of treasury shares
- on the issuance of shares and various securities with preferred subscription rights maintained and/or waived
- on the issuance of shares and/or securities in favor of participants in employee share-ownership programs of the Company or Group
Q&A
VOTE OF RESOLUTIONS
APPENDICES
## 2014-2018 ROADMAP

### STAFF AXIS – 6 PRIORITIES

<table>
<thead>
<tr>
<th>STAFF</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Respecting Human Rights</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Mapping and annually assessing workforce exposure to the risk of violation of human rights in the workplace and deploying measures for improvement as appropriate.</td>
</tr>
<tr>
<td><strong>Guaranteeing safety and health at work</strong></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Implementing and maintain a work-related risk control plan covering at least 90% of the workforce.</td>
</tr>
<tr>
<td>3</td>
<td>Implementing the safety and health monitoring and improvement process and maintaining coverage of at least 90% of the workforce, with the objective of reducing by 20% the Group accident frequency rate.</td>
</tr>
<tr>
<td><strong>Developing skills and promoting diversity</strong></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Maintaining a dynamic approach to talent and skills management, suited to employee expectations and market needs.</td>
</tr>
<tr>
<td>5</td>
<td>Increasing by 25% the number of women in key positions.</td>
</tr>
<tr>
<td>6</td>
<td>Reducing by 15% the male/female pay gap in non-managerial positions in the Group.</td>
</tr>
</tbody>
</table>
## ENVIRONMENT

### Reducing the Group’s environmental footprint

1. Decreasing energy intensity by 10%.

### Innovating for a circular economy

2. Achieving a rate above 90% of ISO 14001 certification of the Group's industrial and logistics facilities

3. Deploying the principles of a circular economy from the product design phase and until the end-of-life recovery of products.
## 2014-2018 ROADMAP
### USER AXIS – 7 PRIORITIES

### USER

<table>
<thead>
<tr>
<th><strong>Providing sustainable solutions</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increasing by 50% Group sales of solutions offering improved living conditions and greater comfort.</td>
</tr>
<tr>
<td>2</td>
<td>Extending the deployment of initiatives in favour of product quality and against counterfeiting in the electrical industry.</td>
</tr>
<tr>
<td>3</td>
<td>Providing product environmental data compliant with ISO 14025 for products accounting for $\frac{2}{3}$ of total Group sales.</td>
</tr>
<tr>
<td>4</td>
<td>Avoiding the production of 1.5 million tons of CO$_2$ equivalent.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Playing a driving role in the electrical sector</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Continuing providing training to industry players, with continual innovation in responding to local needs and specifics.</td>
</tr>
<tr>
<td>6</td>
<td>Continuing developing university partnerships and collaborative research projects, and implementing the resulting innovations.</td>
</tr>
<tr>
<td>7</td>
<td>Providing feedback schemes and customer satisfaction measurement for 95% of total Group sales.</td>
</tr>
</tbody>
</table>
## 2014-2018 ROADMAP

### SOCIETY AXIS – 5 PRIORITIES

<table>
<thead>
<tr>
<th>SOCIETY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acting ethically</strong></td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
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<td><strong>Ensuring responsible purchasing</strong></td>
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<td><strong>Enabling access to electricity for all</strong></td>
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