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.

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

A GLOBAL PLAYER

LEADING POSITIONS

Legrand’s prime growth drivers are innovation 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 many new economies, such as Brazil, China, India and Russia.

MANY OPPORTUNITIES FOR GROWTH

Driven by major social trends such as environmental awareness and aging populations, as well as technological trends from Big Data to the Internet of Things and beyond, the market for electrical and digital infrastructures in buildings is changing. It now offers enriched features and scope for lasting growth. Legrand’s development in new business segments is a response to the global challenges derived from these trends.

2014 highlights

- Over 36,000 employees in 2014
- 29% of Group sales generated in new business segments in 2014
- 38% of Group sales generated in new economies in 2014
1 BUSINESS,
7 STRATEGIC FIELDS OF ACTIVITY

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

- User interface (switches, power sockets, VDI sockets and more)
- Energy 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, patch panels, RJ45 sockets and more)
- UPS (uninterruptible power supply devices)
- Installation components (tubes, ducts, extensions and more)

ACQUISITION OF LASTAR Inc. IN USA


CÉLIANE: INSPIRED DESIGN, A GAMECHANGER

Céliane’s latest wiring device collection sets a new benchmark for sockets and switches, with five innovative functions tailored to consumers’ new lifestyles: flush sockets, silent switches, direct USB plugs, motion detectors and wireless remote controls. Céliane also offers 31 new finishes and all-new textures that make the most of materials and light.

GLOBAL LAUNCH OF NEW UPS RANGES

In 2014 Legrand successfully launched several new UPS ranges—including Archimod HE and Keer HP—that combine innovation and service. These new products are stepping up the international roll-out of the Group’s UPS offering.
Performances in 2014 demonstrate once again the soundness of Legrand’s business model.

**SALES**
€ million

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,891</td>
<td>4,250</td>
<td>4,467</td>
<td>4,460</td>
<td>4,499</td>
</tr>
</tbody>
</table>

**2014 NET SALES BY REGION**

<table>
<thead>
<tr>
<th>Region</th>
<th>%</th>
<th>€ million</th>
</tr>
</thead>
<tbody>
<tr>
<td>FRANCE</td>
<td>20%</td>
<td>4,499</td>
</tr>
<tr>
<td>ITALY</td>
<td>10%</td>
<td>449</td>
</tr>
<tr>
<td>REST OF THE WORLD</td>
<td>33%</td>
<td>1,451</td>
</tr>
<tr>
<td>USA/CANADA</td>
<td>19%</td>
<td>834</td>
</tr>
<tr>
<td>REST OF EUROPE</td>
<td>18%</td>
<td>833</td>
</tr>
</tbody>
</table>

**ADJUSTED OPERATING INCOME***
€ million

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>797</td>
<td>857</td>
<td>874</td>
<td>882</td>
<td>880</td>
</tr>
</tbody>
</table>

**NET INCOME EXCLUDING MINORITIES**
€ million

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>418</td>
<td>479</td>
<td>506</td>
<td>531</td>
<td>532</td>
</tr>
</tbody>
</table>

**FREE CASH FLOW**
€ million

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>646</td>
<td>523</td>
<td>563</td>
<td>563</td>
<td>607*</td>
</tr>
</tbody>
</table>

*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.

**KEY FINANCIAL DATES**

- 2015 first-quarter results: May 7, 2015
- General Meeting of Shareholders: May 29, 2015
- Ex-dividend: June 2, 2015
- Dividend payment: June 4, 2015
- 2015 first-half results: July 30, 2015

**2014 highlights**

- 13.5% of 2014 net sales

---

*Rest of World*
Legrand also brought innovation in services to customers, with the opening of InnovaLyon (France), its first “project store,” at the end of 2014. This all-new concept gives customers an opportunity to explore group offerings in operation in a connected, interactive showroom and provides training in the installation of Legrand solutions.

Legrand Presents New Connected Objects at 2015 Consumer Electronics Show in Las Vegas

In early 2015, at the International Consumer Electronics Show (CES) in Las Vegas, Legrand presented new connected objects integrated into the Group’s wiring device ranges, and which are designed for connected smart homes.

Assisted Living: Legrand No. 2 in Europe

In 2014, Legrand continued to reinforce its positions in assisted living, with the signature of a joint venture agreement with Neat, the Spanish leader in assisted living and a major player in this market Europe-wide. The Group now ranks no.2 in this business in Europe with leading positions in the main European markets: France, Great Britain, Spain and Germany.
Legrand’s corporate social responsibility (CSR) strategy builds on its sustainable development approach and aims to give the Group what it needs to ensure profitable, long-term growth.

Legrand’s CSR strategy is designed to allow everyone to have access to electricity on a sustainable basis. An integral part of the Group’s core business, it offers solutions to the new challenges that Legrand faces.

Committed to Responsible Development

Sustainable Solutions for Users

Users and their needs are the prime focus at Legrand. Every day, the Group’s employees seek innovations that will provide sustainable solutions to 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 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.

Committed to Employees

In all its host countries, Legrand is committed to the progress of Human Rights at work. The group is also committed to ensure the safety and health of all employees, develop their skills and promote diversity.

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.

Learn more about Legrand’s CSR approach at www.legrand.com
The Legrand Foundation was launched in March 2014 under the aegis of FACE (Fondation Agir contre l’exclusion) to combat exclusion and electricity poverty. Dedicated to helping those who are excluded or discriminated against, it also aims to play a driving role for the electrical sector as a whole. Five projects are already under way, including Bien vieillir chez soi, which helps seniors stay in their own homes, and Ambassadeurs de la sécurité électrique to promote electrical safety.

Continuing on publishing sustainable development roadmaps, in 2014 Legrand issued a new roadmap setting out its CSR commitments for 2014-2018, with 21 priorities until 2018. Each priority is tied to indicators that track the Group’s CSR performance.

Legrand was ranked in the Global 100, the one hundred companies most committed to sustainable development worldwide—highlighting the integral role of CSR in the Group’s development. Legrand also appears in RobecoSAM’s 2015 Sustainability Yearbook.

**ENERGY INTENSITY**
MWh per €M in sales

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>113</td>
<td>106</td>
<td>99</td>
</tr>
</tbody>
</table>

**ENVIRONMENTAL INFORMATION**
% of sales representing products with PEP (product environmental profile)

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>37</td>
<td>47</td>
<td>52</td>
</tr>
</tbody>
</table>

**WASTE RECOVERED**
%

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>82</td>
<td>85</td>
<td>86</td>
</tr>
</tbody>
</table>

**FREQUENCY OF WORKPLACE ACCIDENTS**
Number of accidents resulting in lost-time injuries x 1,000,000 divided by total hours worked

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.72</td>
<td>8.37</td>
<td>7.25</td>
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**BREAKDOWN OF TOTAL WORKFORCE** in %

<table>
<thead>
<tr>
<th></th>
<th>WOMEN</th>
<th>MEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 26 YEARS OLD</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>26-35 YEARS OLD</td>
<td>11%</td>
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<td>7%</td>
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<tr>
<td>≥ 56 YEARS OLD</td>
<td>3%</td>
<td>5%</td>
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**BENEFICIARIES OF ACCESS TO ELECTRICITY INITIATIVES**
Cumulated thousands of people directly or indirectly affected by Electricians Without Borders projects backed by Legrand

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<tr>
<td>780</td>
<td>1,100</td>
<td>1,325</td>
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**ENERGY INTENSITY**
MWh per €M in sales

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<td>5%</td>
</tr>
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EXECUTIVE COMMITTEE

The 12-member Executive Committee is responsible for managing sustainable and profitable growth for the Group.
LeGrAnD wins AGefi corPorAte GoVernAnce AwArD

In 2014 the French business journal Agéfi awarded its “Grand Prix du Gouvernement d’entreprise” to Legrand for its vision in corporate governance demonstrating balanced powers, collegial spirit, risk management and living up to its commitments.

70% OF directOrS Are indePendent (1)

40% OF directOrS Are wOmen

5 nAtiOnalitieS Are rePreSented On the BOArd

(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.

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 FOCUS
- ETHICAL BEHAVIOR
- RESOURCE OPTIMIZATION

LONG-TERM SAVINGS WITH CONNECTED ECO-COMPTEUR

With Legrand’s new connected Eco-compteur, consumers can measure their electricity consumption in real time, displaying results on the Internet, analyzing consumption circuit by circuit, and more. Bottom line: track consumption in real time for better control.

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(2) The Lead Director’s main role consists in verifying that the company’s governance bodies are able to operate properly.
LINK UP WITH LEGRAND

Websites, social networks, news feeds and more—new vectors for staying in touch with Legrand are on the rise.

NETWORKS AT THE CORE OF LEGRAND’S DIGITAL STRATEGY

Legrand constantly enhances its presence on digital networks at both Group and subsidiary level. Through websites, Facebook pages, blogs, YouTube channels and more, users have access to complete information on Legrand Group and its activities at all times.

@LEGRAND ON TWITTER

In 2014, the Group’s @Legrand_News twitter feed became @Legrand and was officially certified by Twitter. The feed allows followers—currently over 6,000—to track all Group news and events worldwide, in real time.

NEARLY 6,000,000 VIEWS OF THE GROUP’S #ONSEFAITUNFILM CAMPAIGN ON YOUTUBE
Over 334,000 likes for the Group’s Facebook pages

Over 14,000,000 video views on Legrand’s YouTube channels

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- 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

LEGRIAND.COM
Visit Legrand.com, our corporate website, to get comprehensive information on the Group on a single platform.

DALLAS CONCEPT STORE OPENS
In 2014 Legrand opened Dallas Market Center, its new concept store in Dallas, Texas. Designed around the Adorne range, the store also offers an overview of the full range of Legrand products.

FLOCOON— A PIONEER IN COMMAND
While exploring alternative interfaces, Legrand’s design team created a cutting-edge concept in wiring-device command, drawing inspiration from natural networks, connected objects and enhanced reality. Intuitive and easy to use, Flocoon is dedicated to creating better relationships between people and buildings.

CHINA—DIGITAL INNOVATION SERVING CUSTOMERS
Legrand China stepped up its digital footprint in 2014 with a digital campaign, development of e-commerce, online training and social media presence. Aim: support customers by being closer to them.