

# FACTS & FIGURES

LEGRAND ESSENTIALS

20  
16

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

# Legrand a global player

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

Nearly  
**36,000**  
employees

**€5.0bn**  
in total sales in 2016

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. Altogether 68% of its sales come from products that rank first or second in their markets, and it holds leading positions in such countries as France, Italy and the United States—Legrand's #1 country by sales.

## A WORLDWIDE BENCHMARK

Legrand is established in over 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 worldwide benchmark.

## GROWTH OPPORTUNITIES

Legrand's development is driven by a strategy of ongoing innovation and targeted, bolt-on acquisitions of small and mid-sized 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 offer scope for increasing the value-in-use of its products, in 2015 Legrand launched the Eliot program, aimed at accelerating the development of its offering of connected solutions with enhanced value-in-use.

## A PORTFOLIO OF FLAGSHIP BRANDS

- LEGRAND • BTICINO • ADLEC • ARNOULD • CABLOFIL • C2G
- CP ELECTRONICS • HDL • HPM • INDO ASIAN SWITCHGEAR
- INFORM • MIDDLE ATLANTIC • MINKELS • NEAT • NUMERIC UPS
- PINNACLE • RARITAN • SEICO • SHIDEAN • SMS • TYNETEC
- VANTAGE • WATTSTOPPER • ZUCCHINI and more

ARNOULD

legrand®

bticino®

VANTAGE

CABLOFIL®

# 2016 NEWS

**8 targeted**  
acquisitions

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In 2016 Legrand stepped up its external growth policy, acquiring eight companies representing annual sales of over €170 million, of which more than 80% were made with #1 or #2 positions in their markets. These acquisitions strengthen the Group's market positions, particularly in buoyant new business segments such as energy efficiency and digital infrastructures.



## 1 BUSINESS

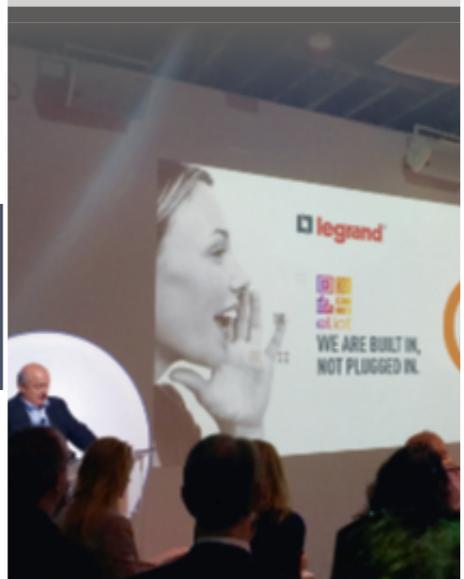
Legrand is the global specialist in electrical and digital building infrastructures.

## 7 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 and more)
- UPS (Uninterruptible Power Supply devices)
- Installation components (tubes, ducts, extensions and more)

**Eliot launched**  
in the US

In 2016 Legrand announced the launch of the Eliot program in the United States, after France and Italy in 2015. Eliot aims to develop innovative connected solutions and promote interoperability for the long-term benefit of both private and professional users.



\*Each of these product categories is managed by a specific Strategic Business Unit (SBU).

# Key figures & Integrated performance

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Legrand's solid integrated performance in 2016 demonstrated once again the Group's capacity to create lasting value for all of its stakeholders.



**+4.3%**

rise in total sales in 2016

**€14.2bn**

market capitalization at February 28, 2017

**122%**

average achievement of CSR targets at year-end 2016\*

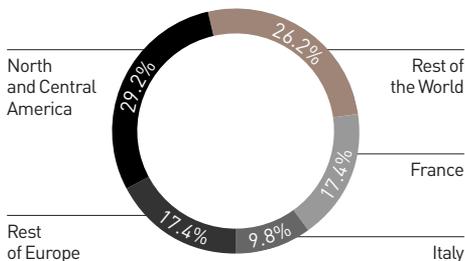
\*2014-2018 CSR roadmap

## FINANCIAL PERFORMANCE

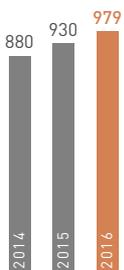
Sales  
€ million



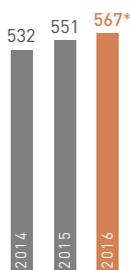
2016 net sales by region



Adjusted operating profit  
€ million

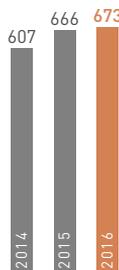


Net income excluding minority interests  
€ million



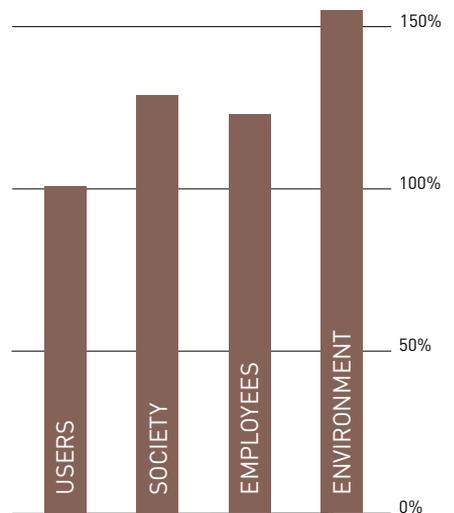
\*Adjusted for the favorable non recurring accounting impact representing a €61.2 million tax income, coming from the announcement of reductions in the corporate income tax rates, mainly in France. This income tax is adjusted as it has no cash impact, and bears no relationship to the Group's performance. The reported net income excluding minority interests is €628.5 million.

Free cash flow  
€ million



## NON-FINANCIAL PERFORMANCE

Progress on the 2014-2018 CSR roadmap  
(achievement rate for 2016 targets)

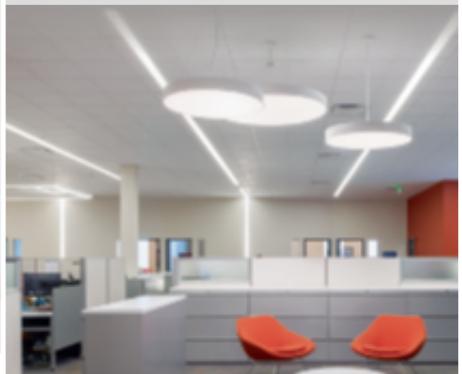


# 2016 NEWS

## Acquisition of Pinnacle Architectural Lighting (US)

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In 2016 Legrand acquired Pinnacle Architectural Lighting, one of the US leaders in architectural lighting solutions for non-residential buildings. The Group thus strengthened its positions on a market underpinned by regular adoption of new energy codes and increased demand for energy-efficient solutions.



### SHARE PROFILE

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

### KEY FINANCIAL DATES

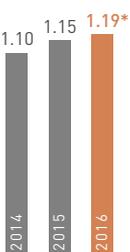
- 2017 first-quarter results: May 10, 2017
- General Meeting of Shareholders: May 31, 2017
- Ex-dividend date: June 2, 2017
- Dividend payment date: June 6, 2017
- 2017 first-half results: July 31, 2017

### LEGRAND AND THE STOCK MARKET

Legrand share price (10-day moving average)

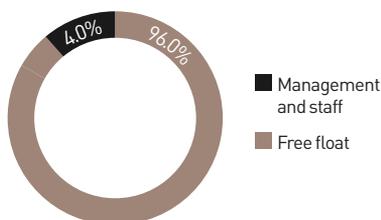


Dividend per share in €



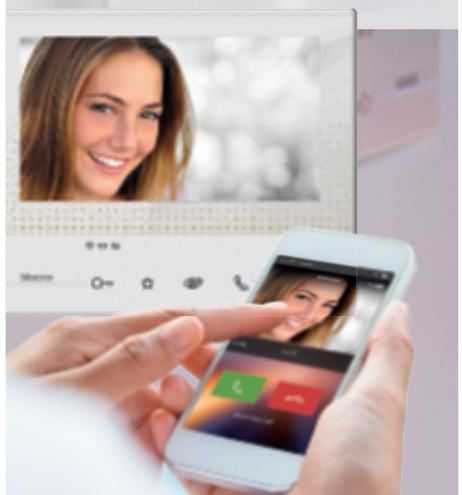
\*Subject to approval by shareholders at the General Meeting on May 31, 2017.

Share ownership at February 28, 2017



### Connected door entry system makes life easier

The market's first connected door entry system, Legrand's new Classe 300X—produced under the Eliot program—was launched successfully in France and Italy in 2016. Using a smartphone or tablet, it allows users interact via voice or video and to control door access, either remotely or from home.



# Committed to responsible development

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Legrand is committed to enabling the sustainable use of electricity and providing access to new technologies—an approach that flows from its philosophy of progress for all stakeholders. This CSR strategy fuels the Group’s long-term growth, and is built into the roadmap that sets out Legrand’s priorities for 2014-2018.

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

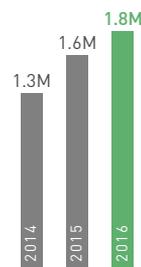
Users are Legrand’s prime focus. The Group is in tune with today’s social and technological megatrends, innovating to offer sustainable solutions and drive progress in the electrical sector.

## CORPORATE ETHICS AND SOCIETY

Legrand’s approach to corporate responsibility is built on strict compliance with ethical guidelines towards all partners, notably its suppliers. Solidarity is another key value, driving Legrand’s commitment to promoting sustainable access to electricity for the greatest number.



**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)

# 2016 NEWS

## Global warming:

### Legrand's commitment

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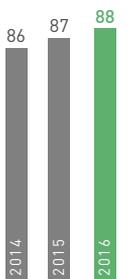
On the occasion of the COP 22 climate change conference, Legrand announced that it had joined two international initiatives that fight global warming: the Science Based Targets program, which calls on companies to commit to targets for cutting CO<sub>2</sub> emissions, and the Global Alliance for Energy Productivity, which works to enhance energy intensity levels.



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 Group sites and product design. The challenge: limit the environmental impact of Legrand's activities, in particular by working to make the circular economy a reality.



Share of waste recovered (in %)

### COMMITTED TO EMPLOYEES

Legrand pays special attention to ensure that human rights are respected wherever it does business. The Group is also committed to ensuring safety and health for all, developing employee skills and promoting diversity.



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

### CSR honors

#### at AGM awards

In 2016 the AGM Awards chose Legrand as its CSR winner. This prize is in recognition of the Group's approach making CSR an integral part of its corporate strategy, as showcased in the release of its first integrated report in 2016.



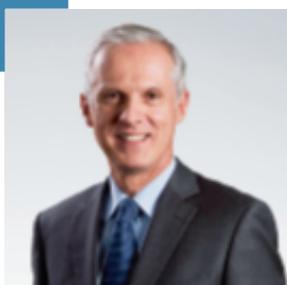
# Corporate governance

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## EXECUTIVE COMMITTEE

The ten-member Executive Committee is responsible for managing sustainable, profitable growth for the Group.



**Gilles SCHNEPP**  
Chairman and CEO



**Karine ALQUIER-CARO**  
Executive VP Purchasing



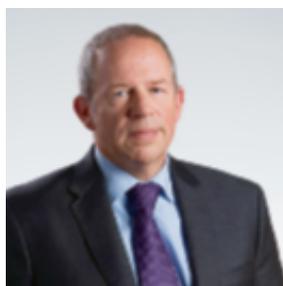
**Bénédicte BAHIER**  
Executive VP Legal Affairs



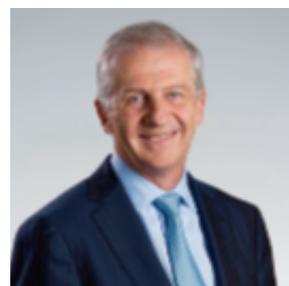
**Antoine BUREL**  
Executive VP and Group CFO



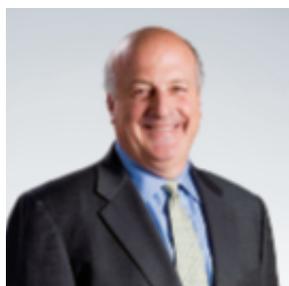
**Benoît COQUART**  
Executive VP France



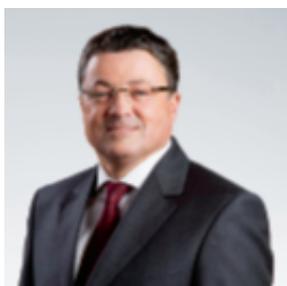
**Xavier COUTURIER**  
Executive VP Human Resources



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



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



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



**Frédéric XERRI**  
Executive VP Export

# 2016 NEWS

Reputation:

## Legrand on the podium

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Legrand placed #2 in the 2016 edition of PR agency Burson-Marsteller's ranking of best reputation among CAC40 companies. Of the criteria assessed, Legrand showed one of the strongest gains in "Products & Services" and "Innovation".



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
- Isabelle Boccon-Gibod, Independent Director<sup>(2)</sup>
- 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
- Thierry de La Tour d'Artaise, Independent Director<sup>(2)</sup>
- Dongsheng Li, Independent Director<sup>(2)</sup>
- Annalisa Loustau Elia<sup>(1)</sup>, Independent Director<sup>(2)</sup>
- Éliane Rouyer-Chevalier, Independent Director<sup>(2)</sup>

(1) Subject to Mrs. Annalisa Loustau Elia's reappointment by a vote of shareholders at the General Meeting on May 31, 2017.

(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.

## India: Legrand

### financial teams honored

In 2016 Legrand India's team was named Best Finance Department of the year by The Asset magazine. This award recognizes the Indian subsidiary's work in the areas of cash and balance sheet management.



## 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

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Websites, social networks, news feeds—channels to link up with Legrand are available in real time whenever and wherever you like.

Over

**26.5M**

views for the videos on Legrand's Youtube channels



Over

**660,000**

likes on the Group's Facebook pages



## NETWORKS—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 levels, giving users access to all information they need on Legrand and its activities, anytime.



## @LEGRAND ON TWITTER

Launched in 2011, the @Legrand twitter feed provides live updates on Group news and events worldwide. In 2016 the number of followers topped 12,300.



@legrand has over  
**12,300**  
followers

## LEGRAND.COM, .FR, .US AND MORE

Legrand uses its corporate website—legrand.com—to supplement the sites of its subsidiaries, bringing all essential information together on a single platform. In 2016 the French and US sites were completely revamped to make access to information faster, easier and more comprehensive.

Over  
**2.2M**  
views for BTicino's web  
series IL MISTERO SOTTILE

## CONTACTS

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# 2016 NEWS

## Legrand teams up with TCL Smart Home in China

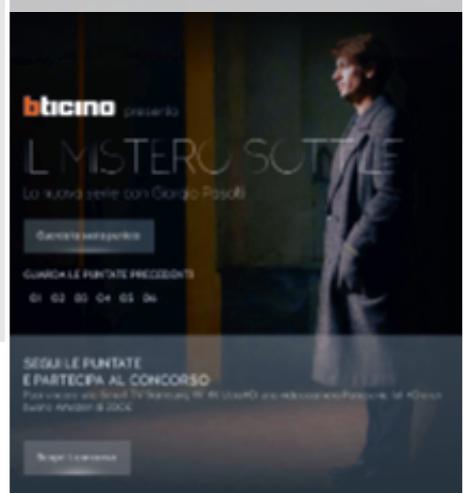
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In 2016 Legrand and the Smart Home subsidiary of Chinese group TCL decided to pool their skills to provide connected solutions for the residential market. Under the tie-up, Legrand provides infrastructures and solutions for integration with various devices in connected homes (audio/video connected door entry systems, connected TV sets and more).



## IL MISTERO SOTTILE BTicino on the screen

Six episodes, more than 2 million views on Youtube, around 25,000 likes on Facebook; released in late 2016, BTicino's web series has been a huge success. A genuine thriller, deliberately quirky, the series delivers 20 minutes of intense suspense.



# 2016

# MORE LEGRAND HIGHLIGHTS

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## Legrand at 2017 CES

### Eliot in action

Legrand took part in the Consumer Electronics Show (CES) in Las Vegas for the third year running. In a sign that its Eliot program was gathering pace, the Group displayed its latest new products. These included a new home management solution (Céliane™ with Netatmo), the market's first connected door entry system (Classe 300X), and a new connected lighting management system for professionals in the US market (DLM). Legrand also presented its innovations in infrastructure—an essential vector for developing the Internet of Things in buildings. And the Group joined its partners—BNP Paribas Real Estate, Zigbee Alliance and La Poste—to promote the interoperability required for products to communicate with each other.



## DLM: Connected lighting controls

DLM (Digital Lighting Management) is a lighting management offering for non-residential buildings in the United States. This connected platform lets users control every switch, socket and lighting point in a building unit—an easy-to-install and adaptable system that optimizes buildings' energy performance.





## Hello Céliane™ with Netatmo

Céliane™ with Netatmo—introduced at CES 2017—is a new connected switch and socket solution co-developed with Netatmo. This management solution lets users control not only lights and connected sockets, but also other connected household appliances—locally or remotely via switch, smartphone or voice activation. With Céliane™ with Netatmo, Legrand contributes to the development of the connected home.

## Golden Peacock Global Award for Legrand

In 2016 Legrand won the Institute Of Directors (IOD)'s Golden Peacock Global Award for Sustainability. This prize recognizes the Group's commitment to CSR, in particular initiatives designed to meet its stakeholders' needs and to make CSR a core component of its development strategy.



## Acquisition of Luxul Wireless

In 2016, Legrand strengthened its positions in infrastructures by acquiring Luxul Wireless, a US leader in the audio/video infrastructures for residential and small- to mid-size commercial buildings. With a high-end positioning, Luxul Wireless solutions are an ideal complement to Legrand's generalist offering of structured cables for housing. They also strengthen the Group's product range in the buoyant market for audio/video applications, where Legrand has already led the field in enclosures since its acquisition of Middle Atlantic Products.



# 2016

# MORE LEGRAND HIGHLIGHTS

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## Continued support for Electricians Without Borders

Through its partnership with Electricians Without Borders, in 2016 Legrand lent active support to *Réflexion Electrique*—“Electrical Thinking”—an initiative organized as part of the French capital’s 15<sup>th</sup> *Nuit Blanche*, contributing human resources and equipment. It also contributed to “*Lumignons du Cœur*”, a symbolic event organized to celebrate the NGO’s 30<sup>th</sup> anniversary.



## Bi-generational housing coming soon



The concept of bi-generational housing won second place in Legrand Foundation’s call for projects to assist people facing a loss of autonomy. Aim: encourage co-housing of seniors and medical students. As project partner, Legrand contributed its expertise to equip housing units with its assisted living solutions. The first pilot home is scheduled to open in France at the end of 2017.



## 2016 IF Design Award for Classe 300X connected door entry system



BTicino won the 2016 “IF Design Award”—in the building technology category—for its connected video door entry system Classe 300X. This prize recognizes the Group’s new connected video door entry system’s esthetic, functional and technology innovations. Classe 300X was selected from a field of over 5,000 products.



AS CLASSY  
YOU.

## India: Legrand reinvents the electric cabinet

Launched in 2016 in India, the new Ekinox3 cabinet range is a raft of innovations. Combining esthetics and safety, the units are easy to install and maintain, and designed for both residential and commercial buildings.

## PDU: intelligent solutions

A new range of PDUs (Power Distribution Units) rounded out Legrand's product offering in 2016. These connected PDUs for Data Centers let users control the internal environment of the cabinets in which they are installed—energy consumption, temperature and more. They can also transmit data, with possible remote controls to reactivate or interrupt a server.

## Legrand in the top three VDI brands in China

Legrand placed among the top three VDI brands in China in 2016 in a ranking created for the China Intelligent Building Summit—testifying to the Group's contribution to innovation for the Chinese data centers market.



**COMPANY HEADQUARTERS**

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