



# LEGRAND INVESTOR DAY

June 30, 2016 – Afternoon

# INVESTOR DAY – AGENDA

Introduction	<b>Gilles Schnepf</b> <b>Antoine Burel</b>	<i>Group Chairman and CEO</i> <i>Executive Vice-President – CFO</i>	8:30 AM – 8:50 AM
Legrand in North America	<b>John Selldorff</b>	<i>President and CEO – Legrand North &amp; Central America</i>	8:50 AM – 9:50 AM
Factory & Legrand Experience Center visits			9:50 AM – 11:50 AM
<i>Lunch break</i>			11:50 AM – 12:50 PM
Operations fully committed to serving business change towards IoT and digital	<b>Patrice Soudan</b> <b>Manish Narain</b>	<i>Deputy CEO and Executive Vice President – Operations</i> <i>Vice President of Operational Excellence and Logistics – Legrand North &amp; Central America</i>	12:50 PM – 1:35 PM
Legrand’s fundamental assets unique and dynamic	<b>Paolo Perino</b> <b>Brian DiBella</b>	<i>Executive Vice President – Strategy and Development</i> <i>President, Electrical Wiring Systems – Legrand North America</i>	1:35 PM – 2:15 PM
<b>Legrand opens doors to the World of Things</b> <b>User powered product design</b> <b>Technology-driven products: higher value in use and more business opportunities</b>	<b>Ernesto Santini</b> <b>Milka Eskola</b> <b>Pierre-Yves Hasbrouck</b> <b>Tom Lowery</b>	<i>Vice President Innovation &amp; Systems</i> <i>Vice President Art &amp; Design</i> <i>Eliot Project Manager</i> <i>President, Building Control Systems – Legrand North America</i>	2:15 PM – 3:35 PM
Final Q&A and wrap-up			3:35 PM – 4:00 PM



# Operations fully committed to serving business change towards IoT and digital

Patrice Soudan – Deputy CEO and Executive Vice President – Operations

Investor Day – June 30, 2016

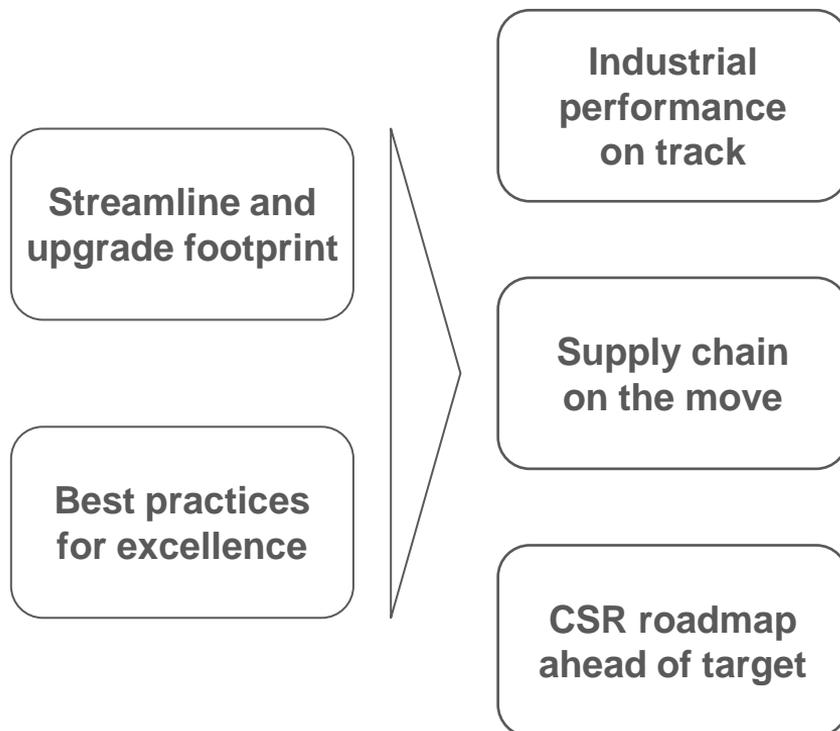
# AGENDA

**1 KEEP DOING THE JOB ON THE BASICS**

**2 TRANSFORMING R&D FOR ENHANCED INNOVATION**

**3 ADDITIONAL LEVERS: THE FACTORY OF THE FUTURE**

## KEEP DOING THE JOB ON THE BASICS



- Electronics industrial plan
- Legrand Way continuous enrichment
- New developments in supply chain
- Purchasing performance levers
- New systematic management processes
- And more

KPIs	2003-2008	2015	Ambition
Indirect labor / Direct labor	0.43	0.32	0.30
Fixed Cost / Production	~17% <sup>(1)</sup>	12.2%	~12%
Inventory / Sales	~15%	13.7% <sup>(2)</sup>	~12% <sup>(2)</sup>
Capex / Sales	4%	2.8%	3% to 3.5%
WCR / Sales	13%	7.1%	≤ 10% w/o acquisitions
CSR <sup>(3)</sup> roadmap achievement	n/a	120%	100%

1. 2005-2008.

2. At comparable structure (excluding recent acquisitions).

3. CSR: Corporate Social Responsibility.

## TRANSFORMING R&D FOR ENHANCED INNOVATION (1/2)

### Needs and opportunities

**Advanced Innovation**

**Innovative functions**

**Innovative technologies**



### Transformation initiatives

**Organization lever**

**Multipolar organization**

**Platform concept**

**Performance**

## TRANSFORMING R&D FOR ENHANCED INNOVATION (2/2)

### Transformation initiatives

Organization lever

Multipolar organization

Platform concept

Performance

- Innovation & System missions and roadmap
- Specific governance for cross-SBU programs
- Collaborative innovation & partnerships
- Platforming all SBUs (including electronics)
- Skills: from electromechanics to electronics / software
- Best practices: Legrand Way, User-Centered Design, etc.

KPIs	Until 2008	2015	Ambition
% of sales covered by platform	n/a	~60%	70%
Development cycle (months)	> 36	25	< 24
R&D / Sales	4.7% (2003-2008 average)	4.6%	4% to 5%

## ADDITIONAL LEVERS: THE FACTORY OF THE FUTURE

	Globally implemented	Deployment in progress	Current pilots or investigation
Product / Process design	Computer Aided Design Computer Aided Manufacturing	Digital simulation Reverse engineering	Single Product Life Management (PLM)
Industrial process	Relevant automation	Manufacturing Execution System Electric presses	Cobots / Sensors
Additive manufacturing	Prototypes Tooling	Plastic small series	Metal small series / Medium series
Maintenance	Preventive maintenance	Remote maintenance	Predictive maintenance
Digital supply chain / Flow	Manufacturing Resources Planning Distribution Resources Planning	Bar code	Auto Guided Vehicles / RFID Collaborative tower
Work organization	Empowering organization Lean structure	Learning organization	Meaningful organization
Eco-efficiency	ISO 14001/50001	Real time energy monitoring	Utilities services



# Operations fully committed to serving business change towards IoT and digital

## US illustration

Manish Narain – Vice President of Operational Excellence and Logistics –  
Legrand North & Central America

Investor Day – June 30, 2016

# WE CONTINUE TO CONSOLIDATE OUR OPERATIONAL FOOTPRINT TO SUPPORT GROWTH AND PROFITABILITY OBJECTIVES.

## Key enablers

- ❑ Optimize customer responsiveness and cost savings
- ❑ New economy multi polar capability
- ❑ Legrand Way
- ❑ Light automation

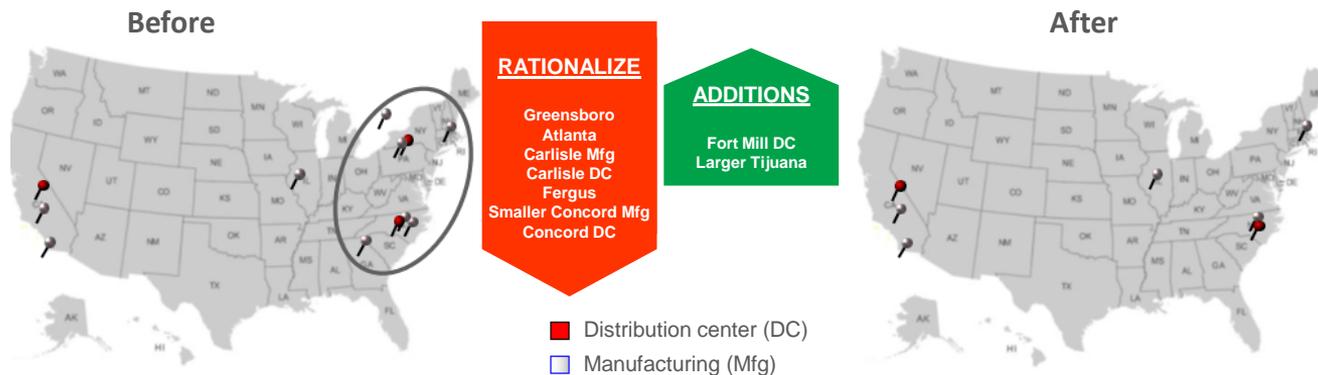


## Consolidation program

**% FTE<sup>(1)</sup> in new economies**  
(Manufacturing including subcontracting)

2003-08	2015
10	8 (2009-15)
40%-61%	72%

## Example of consolidation program for Electrical Wiring Systems



	% change
Manufacturing area	- 34%
Fixed costs	- 29%
Net fixed asset	- 30%
Fixed headcount	- 36%
COGS in new eco.	+ 62%
Labor rate	- 27%

1. FTE: Full Time Equivalent.

# WE ARE OPTIMIZING MANUFACTURING PROCESSES WITHIN OUR EXISTING FACILITIES, ESPECIALLY NEW ACQUISITIONS.

## LASTAR Dongguan, China

Before



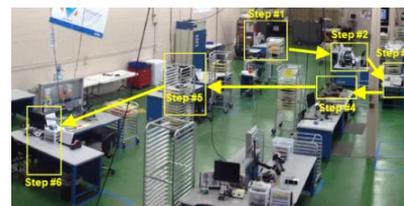
After



- ❑ Improved productivity by ~20%
- ❑ Reduced space requirement by 50%

## LASTAR Hickory, NC

Before



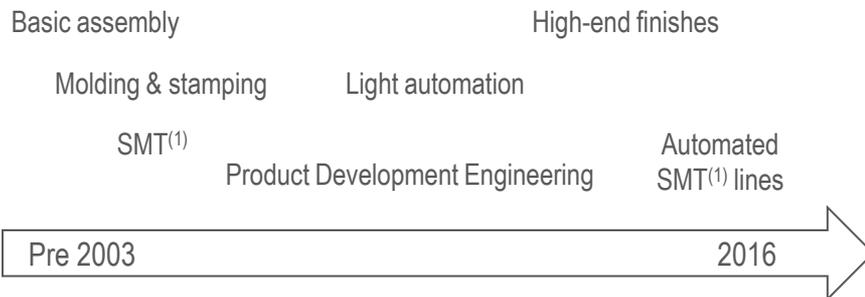
After



- ❑ Improved productivity by ~20%
- ❑ Substantial reduction in space – closed Albia facility and moved production to Hickory
- ❑ Reduced lead times

# WE ARE CONTINUALLY ENHANCING MANUFACTURING CAPABILITIES IN NEW ECONOMIES.

## ROCOM Dongguan, China



Molding and stamping

Metal fabrication

Basic assembly

Light automation

Welding

Powder coating

Custom wiring

## Tijuana, Mexico



1. SMT: Surface Mount Technology.

# WE ARE ADVANCING OUR INDUSTRIALIZATION CAPABILITIES TO SUPPORT ONGOING GROWTH OF ELECTRONIC PRODUCTS.

## □ Product development strategy

- Iterative product development with marketing and industrial design
- Leverage platform expertise and standardization
- Ecosystems with open communication protocols
- Simulation and rapid prototyping

## □ Operations strategy

- Partnership/Collaboration with strategic suppliers in new economies
- Engineers collocated with manufacturing in new economies
- Certified on-site UL<sup>(1)</sup> lab for witness testing
- Remote diagnostics, monitoring, and firmware upgrades



1. *UL: Underwriters Laboratories.*



# Legrand's fundamental assets unique and dynamic

Paolo Perino – Executive Vice President – Strategy and Development

Investor Day – June 30, 2016

# AGENDA

**1 KNOWING OUR CUSTOMERS**

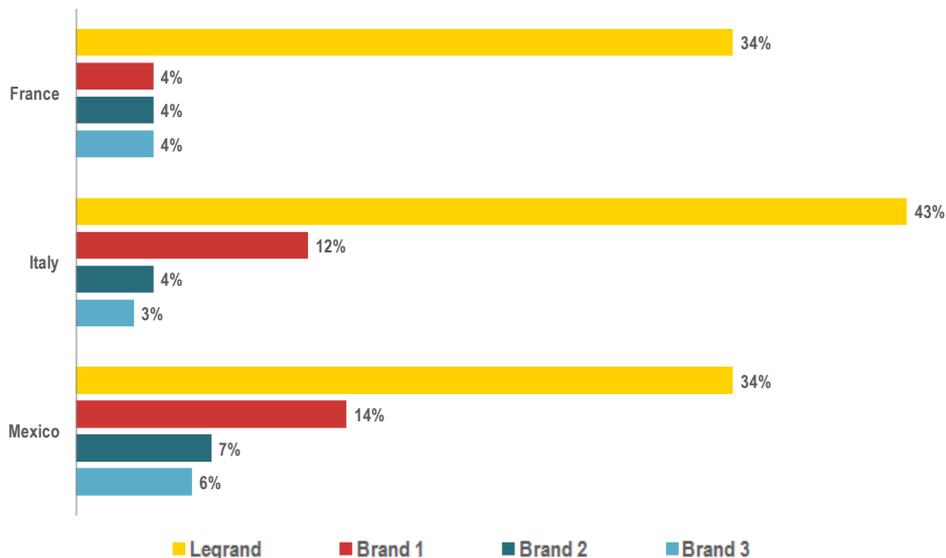
**2 ROUTE TO MARKET EXPERTISE**

**3 GLOBAL AND LOCAL ORGANIZATION**

**4 COMPETITIVE LOCAL CAPABILITIES**

## STRONG BRAND RECOGNITION

### □ Spontaneous awareness

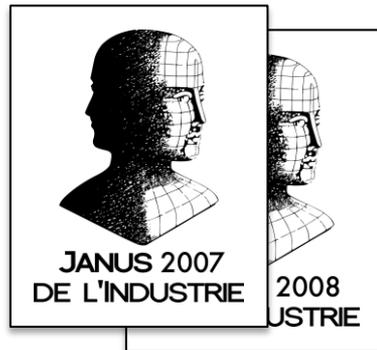


### □ Testimonials

*“Legrand is good for design. Strong, tough & unique” – End User*

*“I only like to use Legrand. It just blends in with the space” – Architect*

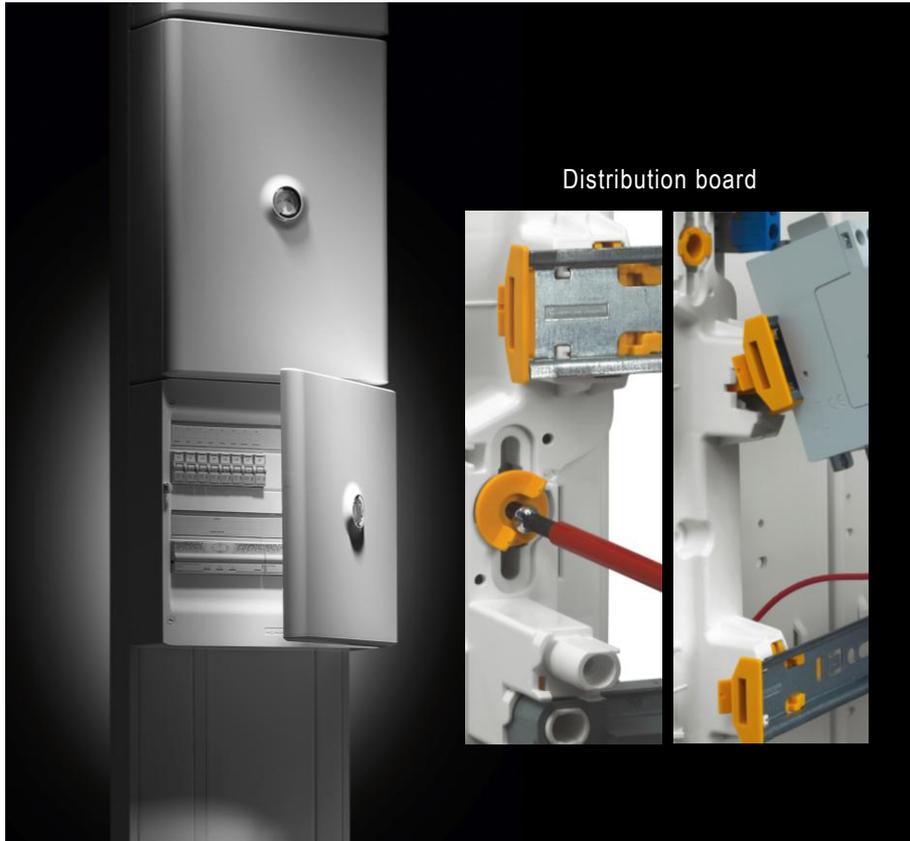
*“Have used Legrand for years, so confident about it. I don’t have to worry about quality” – Panel Builder*

STRONG BRAND RECOGNITION  
DESIGN AWARDS

reddot award 2014  
winner

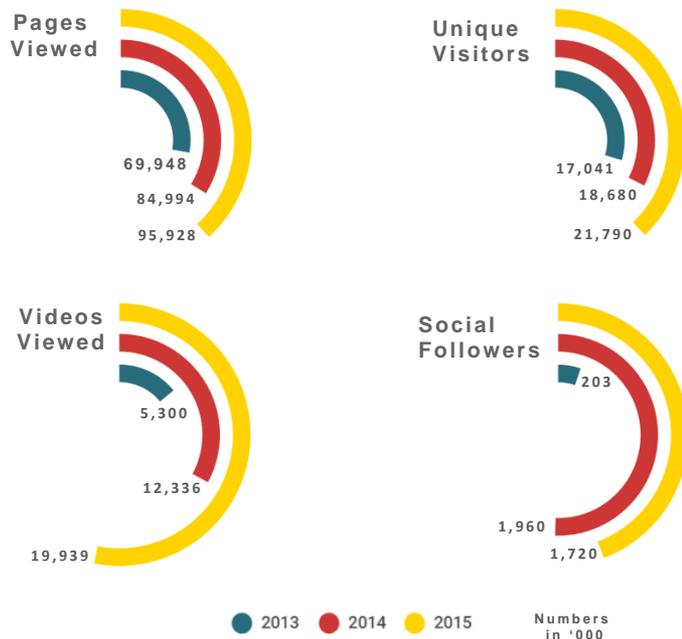


# STRONG BRAND RECOGNITION DESIGN FOR ALL PRODUCTS



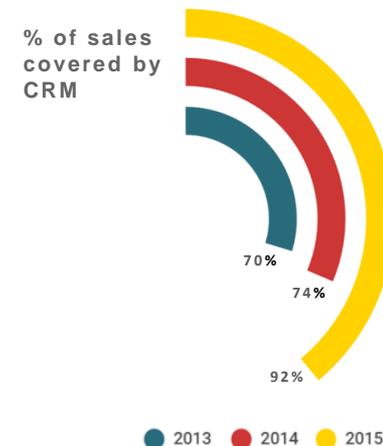
## LEVERAGING DIGITAL TOOLS

### □ Building strong brand recognition



Source: Google Analytics

### □ Enhancing customer engagement through extensive deployment of CRM<sup>(1)</sup> tools



1. CRM = Customer Relationship Management

## LEGRAND IS ORGANIZED TO SERVE MULTIPLE, VALUE ADDED ROUTES TO MARKET. (1/2)

- Many influencers
- Mainly professional players
- Value addition by all stakeholders
- Model varies from country to country and from vertical to vertical
- Need for strong specification capabilities

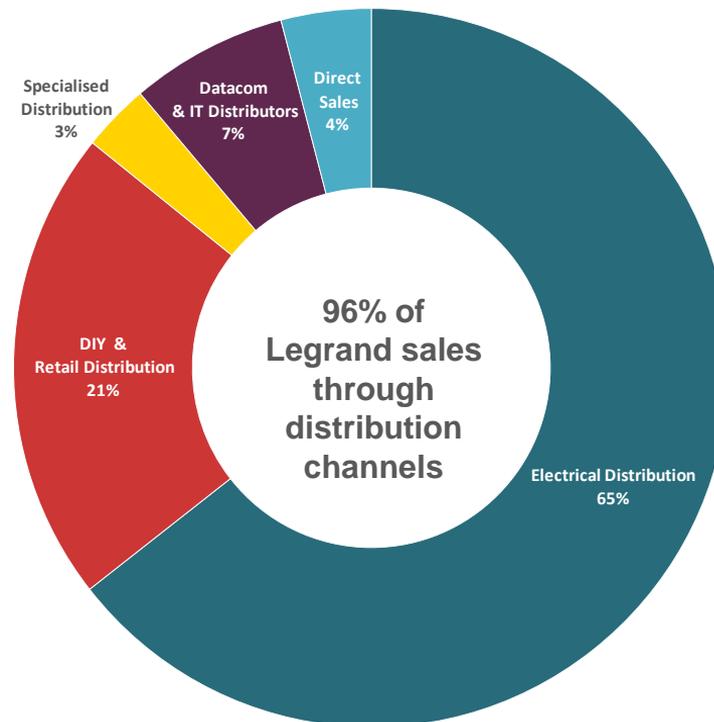
	Architect	Interior Designer	Consultant	Lighting Designer	Distributor	Panel Builder	Electrical Contractor	Electrician	System Integrator	Facility Manager	End User
Hospitality / Retail											
Sports/Museum											
Large Office											
Health											
Small Office											
Industrial											
Large Residential											
Small Residential											
Education											
Datacenter											

## LEGRAND IS ORGANIZED TO SERVE MULTIPLE, VALUE ADDED ROUTES TO MARKET. (2/2)



## MULTIPLE VALUE ADDING DISTRIBUTION CHANNELS

- Long history of strong ties with distribution partners
  
- Distribution partners create value, by
  - Improving customer reach
  - Enhancing customer experience
  - Conveying product benefits and innovations to customers
  - Valuable source of market & customer knowledge



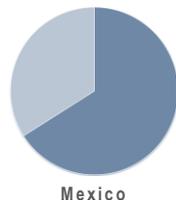
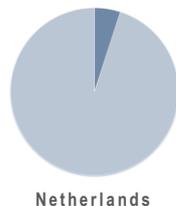
## GLOBAL SCALE, LOCAL KNOWLEDGE

### Global presence

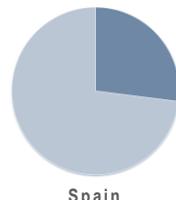
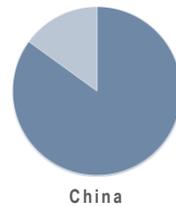
**~90**  
countries with  
Legrand offices

**~180**  
countries where  
Legrand products  
are distributed

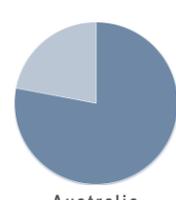
Every country  
has its own business model



■ Resi ■ Non Resi



■ New ■ Renovation



■ Flow ■ Non Flow <sup>(1)</sup>

Numerous local  
standards

**~12**  
product standards  
in wiring devices

**~30**  
product standards  
in modular devices

1. Non Flow = Business that needs close pre-sales and technical support from our commercial organization

## 67% OF SALES FROM LEADERSHIP<sup>(1)</sup> POSITIONS



### Wiring Devices

Leadership<sup>(1)</sup> positions in  
33 countries



### Perimeter CM<sup>(2)</sup>

Leadership<sup>(1)</sup> positions in  
24 countries



### Digital Infrastructure

Leadership<sup>(1)</sup> positions in  
6 countries



### Floor & Workstation

Leadership<sup>(1)</sup> positions in  
20 countries



### MCB<sup>(3)</sup>

Leadership<sup>(1)</sup> positions in  
12 countries

1. Leadership = No. 1 or No. 2 position in the country
2. CM = Cable Management
3. MCB = Miniature Circuit Breaker

# STRATEGIC ACQUISITIONS ENHANCE LOCAL POSITIONS.

## Targeted acquisitions driving growth

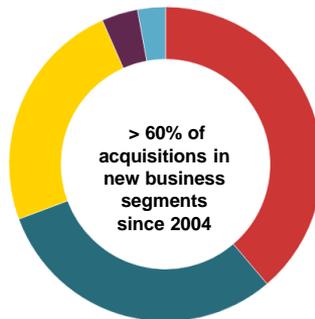
# of acquisitions since 2004 **49**

Total sales acquired since 2004 **~ €1.6bn**

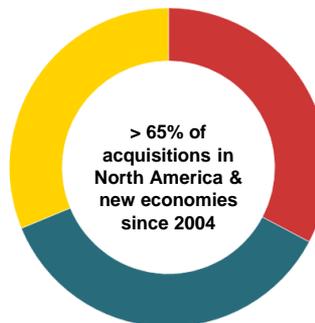
% of sales acquired with #1 or #2 position since 2004 **73%**

Accessible market since 2004 **> €90bn x 1.8**

## Expanding product & geographical presence



● Traditional businesses ● Digital infrastructure ● Energy Efficiency  
● Home systems ● Assisted Living



● Other Matures ● New Economies ● North America

## Expansion in complementary channels & business models

Retail / DIY



IT / Datacom / AV / UPS



Product Related Service





# Legrand's fundamental assets unique and dynamic

## US illustration

Brian DiBella – President, Electrical Wiring Systems – Legrand North America

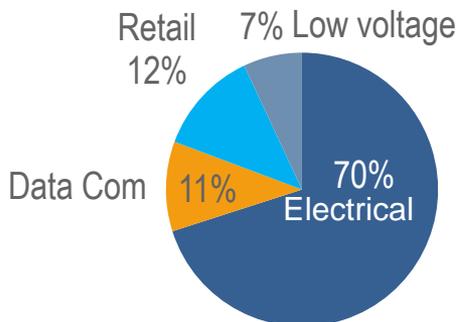
Investor Day – June 30, 2016

# LEGRAND DRIVES GROWTH WITH CUSTOMER PARTNERSHIPS AND ENTRY INTO NEW CHANNELS.

2007

- Key customers in expansion mode
- Legrand gains share by strengthening channel partnerships

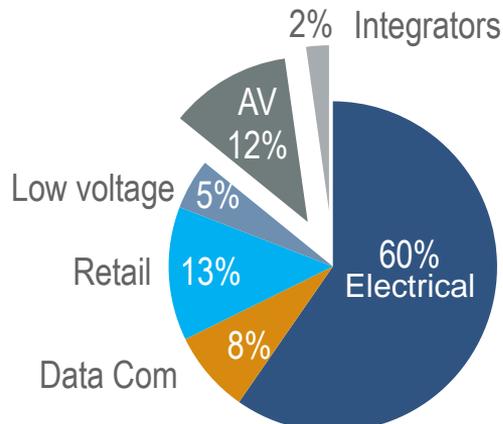
**\$0.9bn**



2013

- Specialized channels serve growing audio/video and datacenter markets
- Legrand gains access to new channels via acquisition and organic development

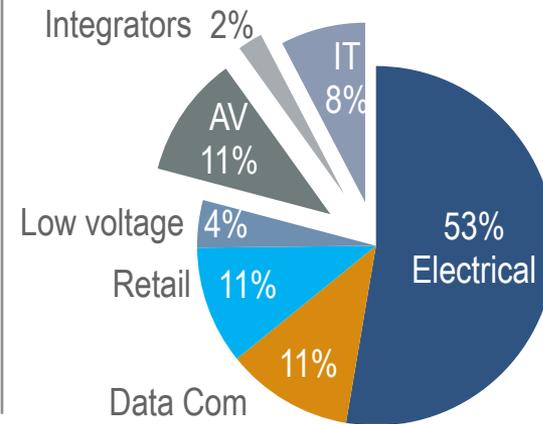
**\$1.0bn**



Today

- Growth rates with top partners exceed 10% CAGR
- Over \$250m in new channel revenue

**\$1.3bn**

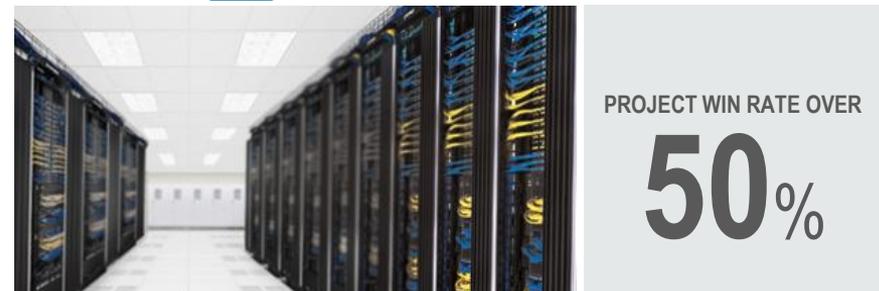


# LEVERAGING TECHNOLOGY AND NEW SALES MODELS INCREASES CUSTOMER INTIMACY AND GROWTH OPPORTUNITIES.

## Digital marketing and eCommerce

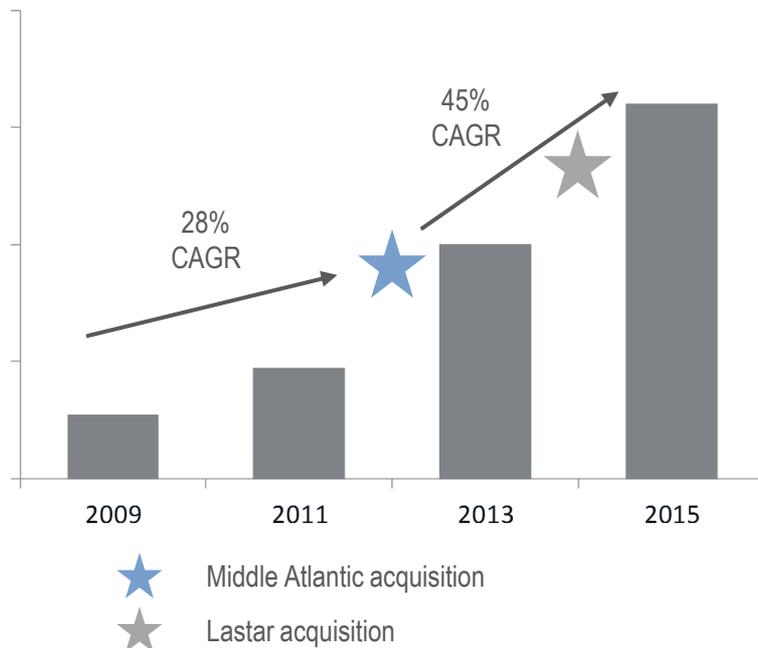


## Global account selling



# COLLABORATION BETWEEN MARKET LEADERS ACCELERATES NEW PRODUCT GROWTH.

Legrand audio/video and low voltage growth in sales (USD)



- Legrand cable management and IT products grow the audio/video business
- Joint product development
  - ↪ Innovative ceiling box system





# Legrand opens doors to the World of Things

Ernesto Santini – Vice President Innovation & Systems

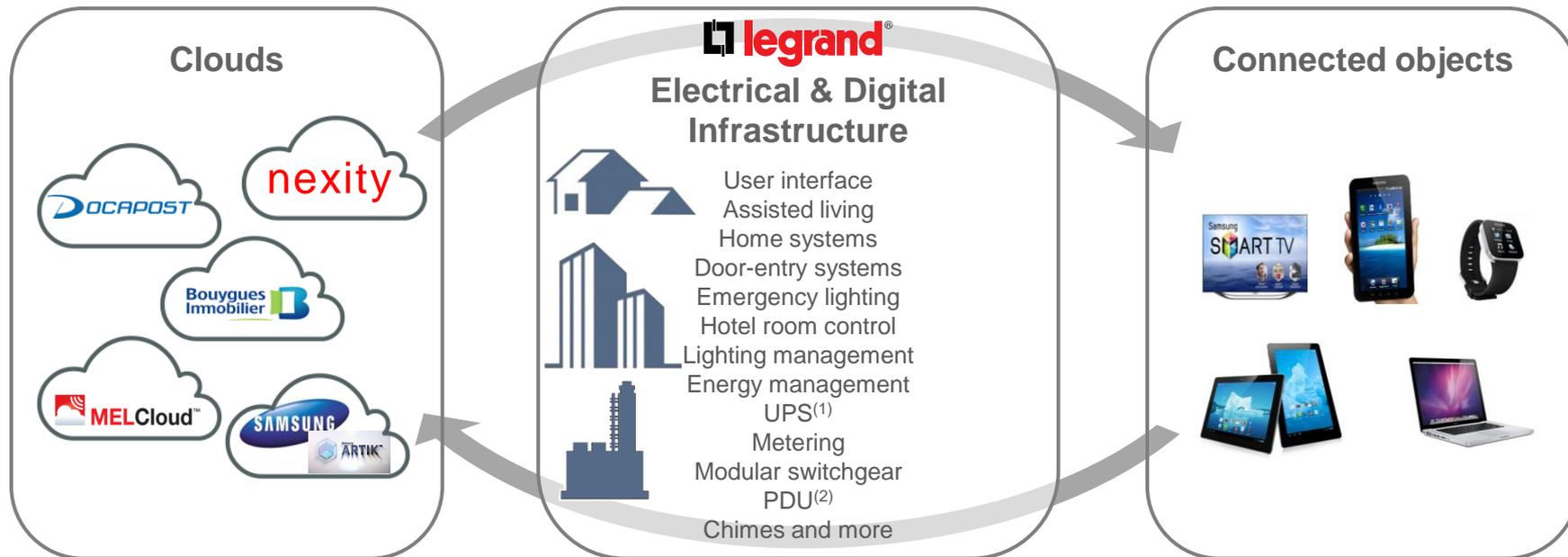
Investor Day – June 30, 2016

# AGENDA

- 1 THE IOT AND LEGRAND
- 2 AN OPEN LANGUAGE TO INTERACT WITH LEGRAND SYSTEMS
- 3 PUBLIC LANGUAGE INITIATIVES AND ALLIANCES
- 4 INTEROPERABILITY AT ANY LEVEL
- 5 IT'S TIME TO TALK BUSINESS

## THE IOT AND LEGRAND

- Systems and Things get connected to the Internet, Legrand is already an experienced player
- Legrand is naturally in the middle, connecting user devices and the web

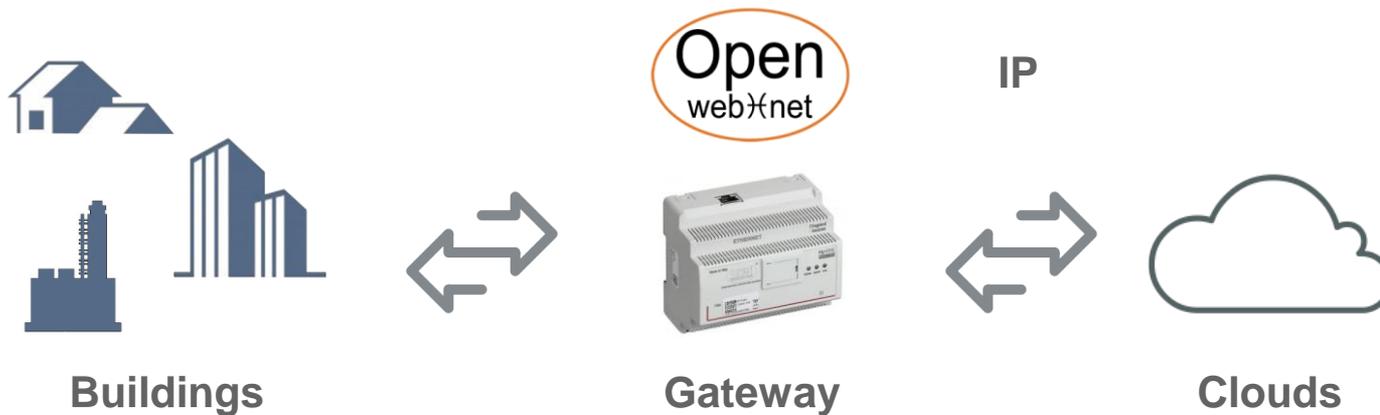


1. UPS: Uninterruptible Power Supply

2. PDU: Power Distribution Unit

## AN OPEN LANGUAGE TO INTERACT WITH LEGRAND SYSTEMS

- **Interoperability** and **Openness** are key success factors
- Since 2006, Legrand has offered an open language, hosted by the Internet Protocol (IP)
  - OPEN webnet language allows third parties to create value, using Legrand connected products
  - A community of more than 16,000 members (developers, integrators, etc.) is now supported



## PUBLIC LANGUAGE INITIATIVES AND ALLIANCES

- Legrand is interested in participating and contributing to public initiatives in interoperable ecosystems for homes and other buildings
- New M2M<sup>(1)</sup> "esperantos" are rising.  
Legrand is working with Allseen, Thread, Nest Weave, Apple HomeKit, Zigbee Alliance, Samsung Artik and more
- Interoperability is also key for optimizing R&D investments, using third-party-ready solutions



Nest Weave



THREAD

## INTEROPERABILITY AT ANY LEVEL

### Device to device







Third party  
device

### Device to ecosystem







Third party  
ecosystem

### Ecosystem to ecosystem



## IT'S TIME TO TALK BUSINESS

Thanks to its interoperability capabilities, Legrand has started to benefit from its partnerships with Nexity, Samsung, La Poste and others.

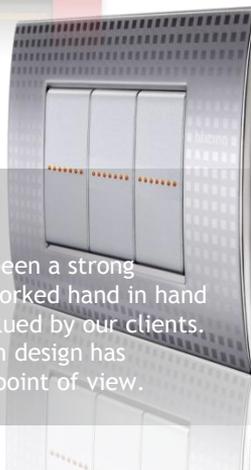
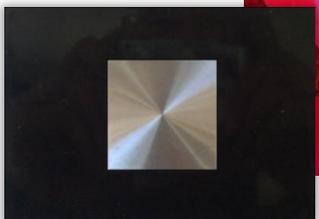
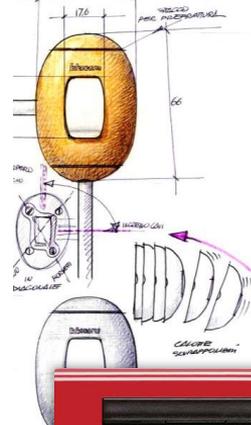




Investor Day – June 30, 2016

# User powered product design

Milka Eskola – Vice President Art & Design



legrand

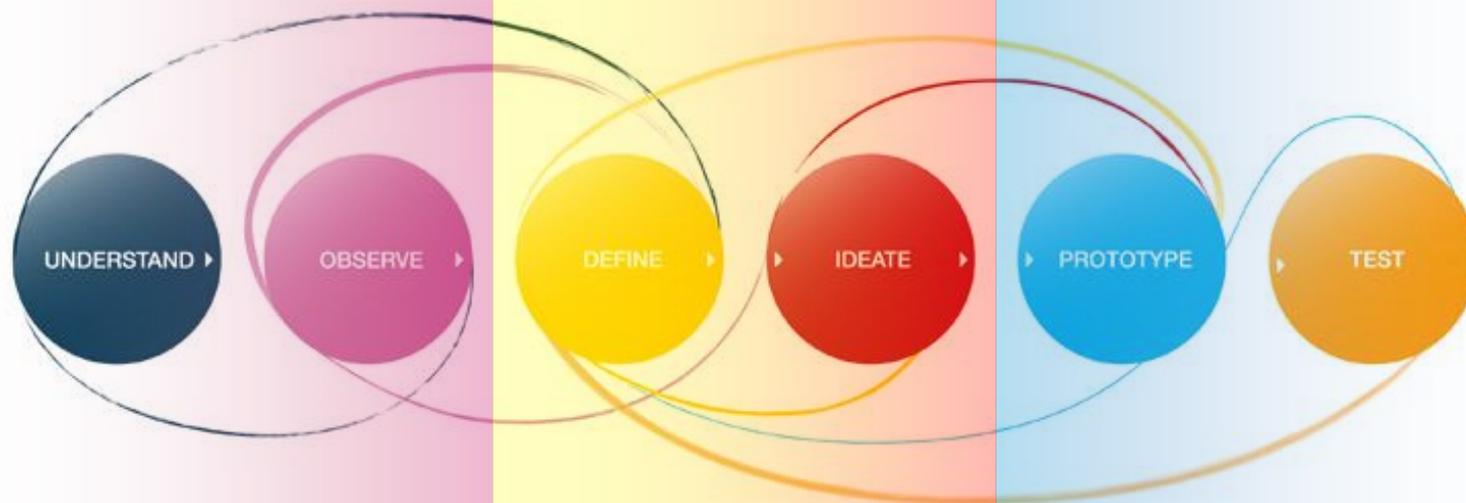
## DESIGN | a historically important value for LEGRAND

Legrand and its brands have valued design throughout decades and it has been a strong differentiating factor against our competition. Design and function have worked hand in hand and created a humanized approach to technical products that has been valued by our clients. Many of our solutions have been driven by technology - combining this with design has guaranteed our products to be on trend both from a functional and visual point of view.



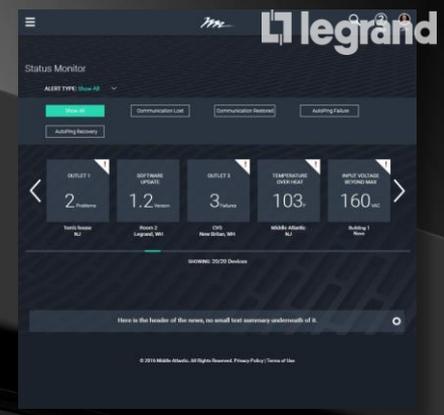
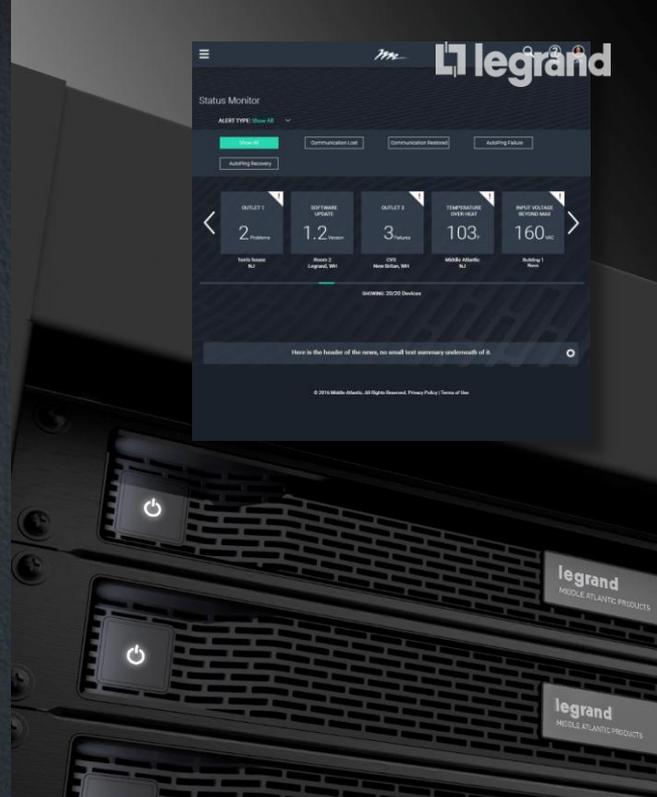
## USER FOCUS

Keeping up with the trends of today, we are faced with the fact that technology alone can not satisfy our clients. They are looking for products that offer an EXPERIENCE. To provide the market with successful product experiences it is important that we put the user at the centre of the design process. At Legrand we take care about the needs of both our PROFESSIONAL USERS as well as the END USERS at home.



## USER-CENTERED DESIGN PROCESS

Putting the user at the center of the design process does not mean that one goes and asks the user what they want. At Legrand Design we monitor trends (both sociological as well as lifestyle and visual trends) and understand the changes that are happening around us. We combine this knowledge with research done with users, observing their behaviour in real life situations and conducting interviews to understand better the underlying reasons. This gives us material for creating solutions that help them in their every day lives. The process from observing, ideating and testing goes back and forth in loops until the best solution is found.



## POP-OUT SOCKET | WAVE SWITCH | SMART POWER

Here are a few examples of solutions created through the process of observing user behaviour. The pop-out socket hides away a compact multi-socket when not needed. The wave switch offers a perfect solution for the entrance of the home, when entering the house hands full - only a gesture is needed to switch on the lights. Our Smart Power solutions provide an enhanced experience both with the physical product as well the digital side for our professional users.



HELLO



amazon books

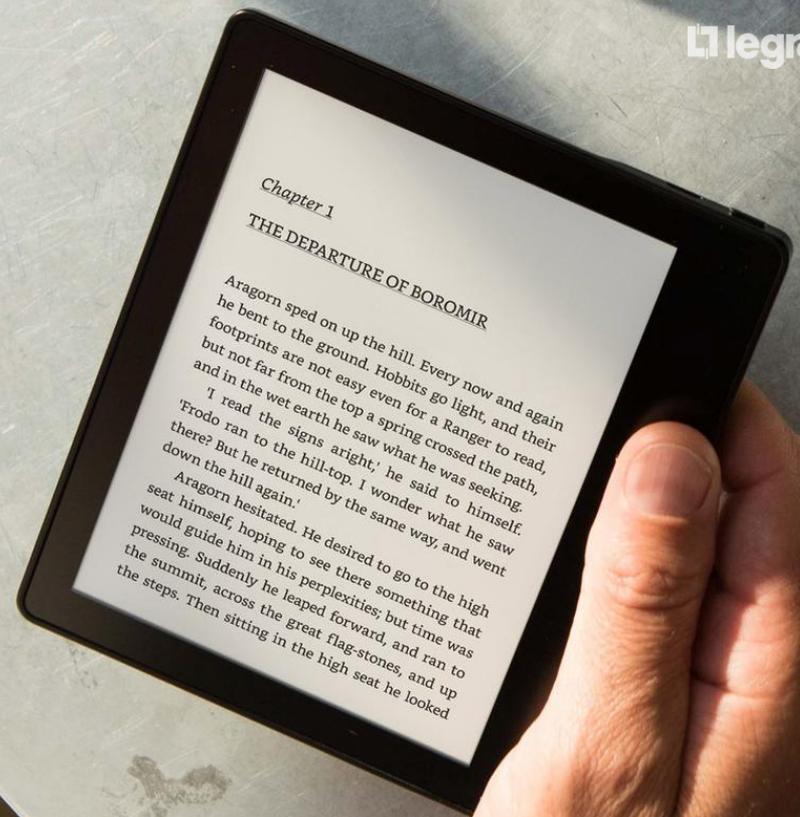


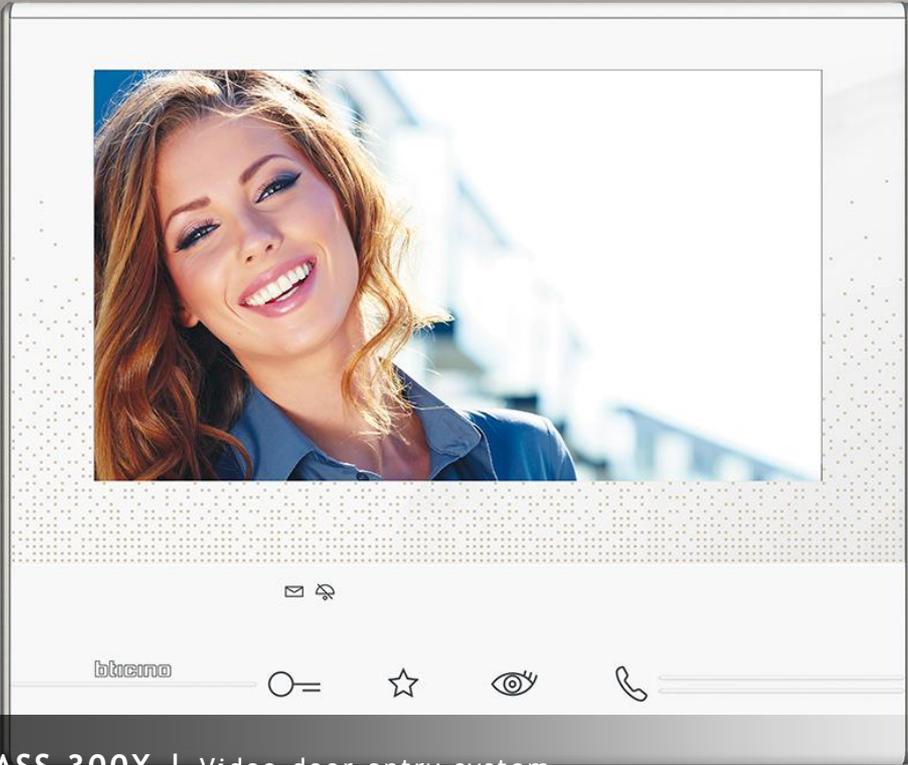
legrand

## PHYGITAL | PHYSICAL and DIGITAL meet

Digitalization is a reality. Physical products add a digital dimension and digital ones seek a physical counterpart. As a good example, we can take Amazon that has gone full circle with the book store experience, first focusing on the digitalization of it and now re-introducing physical bookstores. They have successfully played with the physical and digital aspects creating new opportunities in both worlds. This is an important lesson - using the benefits of both, we can create truly meaningful solutions for our users.

In the following pages we will show how we have combined physical with digital.

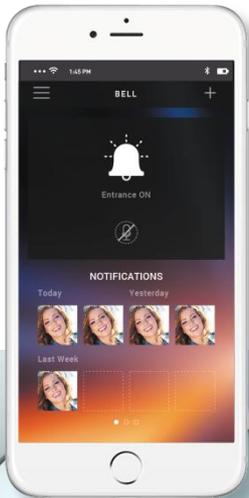




## CLASS 300X | Video door entry system

The Class 300X offers a good balance between the physical and digital product experience. It has an intuitive user interface on a touch display, but the main functions are provided as physical buttons for quick access. Small groove lines guide to the two main functions (speaker and door opening) - to guarantee ease of use also for the visually impaired. The mobile app has the essential functions immediately at hand including the 'call home' button.





## DOOR BELL | SMART SOCKET | STOP & GO | THERMOSTAT

In the coming months we will be launching a series of connected products from the connected Door Bell and Smart Socket to the Stop&Go function on your electrical cabinet as well as a connected Thermostat with a quick boost function. All of these products have their digital counterpart as an app. To guarantee a unified digital experience we have created a common visual language that ties the different interfaces together.



1 - SCAN

2 - LINK

3 - CHECK



## SMART TOOLS | Easy commissioning

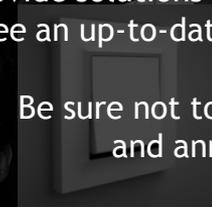
Systems can become increasingly complex and through good user-interface design we can solve a lot of this complexity. Here you can see the new commissioning tool for the MyHome system. It provides an easy 3-step process that any installer can quickly learn without taking long training courses. In step one the installation is scanned automatically, in step two the installer creates links with actuators and commands by dragging them into the two boxes below and in the third step he can go and check the summary and make modifications if needed.



It is an exciting time to be working within design at Legrand.



Living in a world that changes at an ever increasing pace, with the right user focus we can provide solutions that have an appealing appearance that lasts and guarantee an up-to-date digital experience with upgradable software.



Be sure not to miss out on the latest developments and announcements planned for 2017!



# Technology-driven products: higher value in use and more business opportunities

Pierre-Yves Hasbrouck – Eliot Project Manager

Investor Day – June 30, 2016

# AGENDA

**1 ELIOT AT A GLANCE**

**2 A CONSISTENT OFFER, REGULARLY ENRICHED**

**3 CASE STUDIES**

## ELIOT AT A GLANCE



## Eliot—a Group project

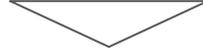
- Across all SBUs<sup>(1)</sup>
- More than 200 people involved
- Development of new skills and expertise



**Speeding up  
development of  
connected products**

## Eliot offers new solutions

- Shared DNA:
  - Provide customers with additional value in use
  - Simple, intuitive for all users; easy to install
  - Relevant content, professional grade, privacy & security
- Connected products already available in 23 product families
- Ambitious targets for the coming years



**Enhancing value in  
use**

## A CONSISTENT OFFER, REGULARLY ENRICHED

Eliot-4 product segments

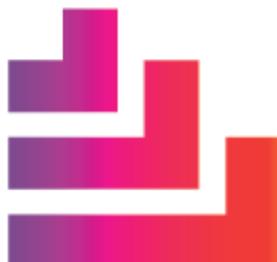
Comfort



Safety &  
Security



Energy  
efficiency



Assisted  
living



A CONSISTENT OFFER, REGULARLY ENRICHED

# A CONSISTENT OFFER, REGULARLY ENRICHED COMFORT



**legrand**<sup>®</sup>



NFC MODULAR DIMMER



MYHOME PLAY



SOUND DIFFUSION



MYHOME SYSTEM



SMART THERMOSTAT



IP ROOM CONTROLLER



SMART LIGHTING CONTROL



INTUITY HOME SYSTEM



DIGITAL AUDIO



VANTAGE SYSTEMS



DRIVER MANAGER



AIR QUALITY

A CONSISTENT OFFER,  
REGULARLY ENRICHED

# A CONSISTENT OFFER, REGULARLY ENRICHED SAFETY & SECURITY



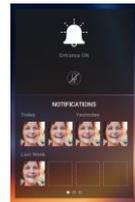
EMERGENCY LIGHTING



COLORE IP DOOR ENTRY SYSTEM



UPS



DOORBELL



IP CCTV



CLASS300X DOOR ENTRY SYSTEM



STOP & GO



BURGLAR ALARM

A CONSISTENT OFFER, REGULARLY ENRICHED

# A CONSISTENT OFFER, REGULARLY ENRICHED ENERGY EFFICIENCY



DIGITAL LIGHTING MANAGEMENT



ENERGY MANAGEMENT OFFICE



BUILDING MANAGEMENT SYSTEM



ECO METER



BRANCH CIRCUIT MONITOR



RACKLINK POWER MANAGEMENT



SMART RACK CONTROLLER



HYBRID TRANSFER SWITCH



POWER DISTRIBUTION UNIT



MOBILE SOCKETS

A CONSISTENT OFFER, REGULARLY ENRICHED

# A CONSISTENT OFFER, REGULARLY ENRICHED ASSISTED LIVING



EMERGENCY CALL & MONITORING SYSTEMS

**neat** TELECARE TELHEALTH DEMENTIA SYSTEMS NURSE CALL SYSTEM

**NEO**  
The complete and service system

The NEO system and services are the ideal care solution for older people who live alone. With its hardware and companion app, it is available 24/7, available 24/7, available 24/7. When the user falls or is unable to answer the emergency call, the system will automatically contact a remote operator who will be able to help you in an emergency call or to help you in an emergency call or to help you in an emergency call.

**ADVANTAGES FOR YOU**

- Continuous 24/7 monitoring and emergency call
- Easy to use and install
- Available 24/7 and mobile phone
- Available 24/7 and mobile phone

Diagram labels: neAt, GATEWAYS, INTERNET, CALL CENTER, REMOTE OPERATOR, CALL CENTER

ACTIVITY MONITORING SYSTEMS



ACTIVITY MONITORING & AID CALL SYSTEMS



PLATFORM MONITORING SOLUTIONS

## COMFORT DRIVER MANAGER



- Function
  - Integration platform (smart translator)
- Target audience
  - Residential buildings
  - Home owners
- Technology driven user experience
  - Integration platform to manage Myhome functions with other manufacturers' systems
  - Very easy configuration, with the driver built in and with multiple drivers to handle multiple systems
  - Allow one central command interface in the smartphone for all applications, including non-Legrand ones



## SAFETY & SECURITY CLASS 300X DOOR ENTRY SYSTEM



- Function
  - Access control with video call
  - New and retrofitted
- Target audience
  - Residential apartments/houses
  - Home owners
- Technology driven user experience
  - Redirect the entrance panel call onto smartphone (inside and outside the home)
  - Intercom between internal units and smartphone
  - Door opening, staircase light and entrance camera activation



## ENERGY EFFICIENCY SMALL OFFICE / HOME OFFICE SOLUTIONS



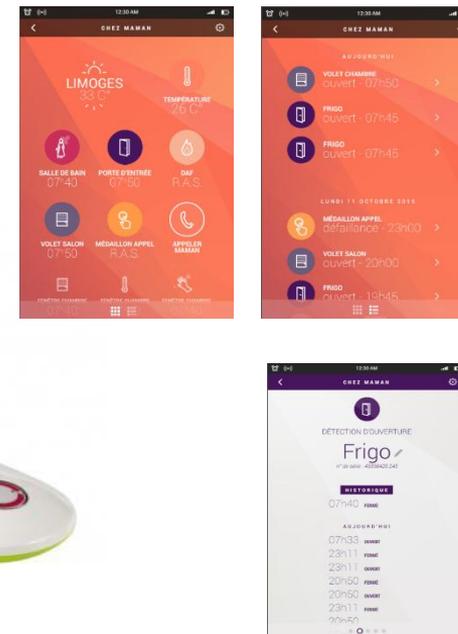
- Function
  - Pre-configured kits to monitor, understand and consume the “just-necessary” quantity of energy
  - Adapted to energy diagnosis and quick optimization, without heavy work
- Target audience
  - Commercial buildings
  - Facility managers
- Technology driven user experience
  - Managing equipment and monitoring consumption data remotely



## ASSISTED LIVING *QUIATIL EASY LIFE*



- Function
  - Assisted living
- Target audience
  - Elderly people living alone & family
  - Telecare call centers
- Technology driven user experience
  - Connect family to the vulnerable person by following activity trackers
  - Alert family in case of problems or abnormal behavior
  - Adapted to IP & GSM technology





# Technology-driven products: higher value in use and more business opportunities

## US illustration: 2 examples

Tom Lowery – President, Building Control Systems – Legrand North America

Investor Day – June 30, 2016

## EXAMPLE 1: DIGITAL LIGHTING MANAGEMENT (DLM) SYSTEM HAS GAINED WIDE MARKET ACCEPTANCE.

- Function
  - Lighting management in buildings for optimal energy performance
  - Infrastructure control at every switch, power outlet and lighting load
  - Open platform that enables easy integration with other building systems such as HVAC, emergency lighting, etc.
  
- Target audience
  - Commercial buildings
  - Facility managers
  
- Technology driven user experience
  - Monitor, schedule, parameter and access data
  - Local/Remote control
  - Real time
  - ASHRAE 90.1 & California Title 24 compliant



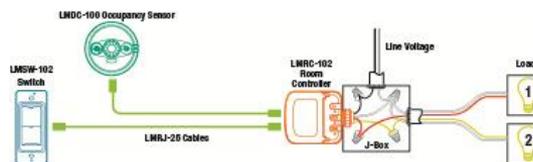
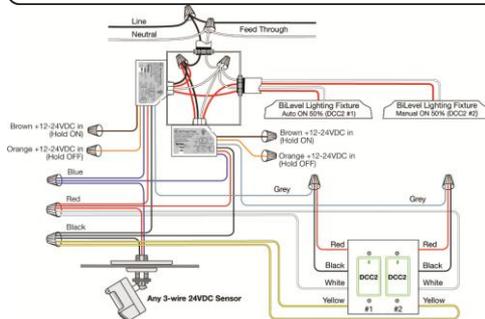
# EXAMPLE 1: DLM MEETS CODE, REDUCES INSTALL COST, AND DELIVERS LONG-TERM SAVINGS.

## Building type: office & warehouse

- ❑ DLM reduces install cost for a code compliant system by 30%
- ❑ Installer saves time – value shift from labor to product
- ❑ Ease of maintenance
- ❑ Long-term energy saving



### Analog wiring vs. Digital wiring



### Wireless programming



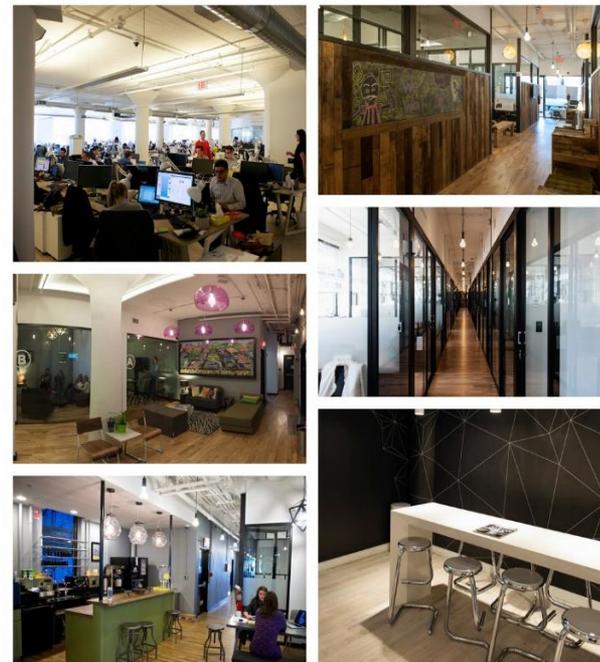
# EXAMPLE 1: OUR ARCHITECTURAL DIMMING SYSTEM DELIVERS A BETTER OCCUPANT EXPERIENCE.

## Building type: office

- Occupant comfort goes beyond code: our architectural dimming system expands our DLM system to deliver unique work environments and user interfaces



ARCHITECTURAL DIMMING	DLM
\$1	+
	\$3



## EXAMPLE 2: TODAY'S DATACENTERS REQUIRE A HIGH DEGREE OF ELECTRICAL MONITORING AT EVER INCREASING CABINET POWER DENSITIES.

- Function
  - Modular and scalable Power Distribution Units – monitored remotely
- Target audience
  - Datacenters
- Technology Driven User Experience
  - Energy monitoring (current, voltage, kVA & KW)
  - Manage power infrastructure
  - Real-time metering
  - Help to reduce energy costs, track power usage, and prevent downtime
  - Sensor (e.g. T&H ) and actuator (door handles) support
  - Asset management support



# EXAMPLE 2: RARITAN PDU'S PROVIDE DETAILED POWER MONITORING INFRASTRUCTURE OPTIMIZED FOR THE END USER'S APPLICATION.

## Building type: datacenter

- eBay objective: maximize compute density
- Delivered a custom design to:
  - Maximize compute power
  - Optimize utilization of power (energy efficiency)
  - Improve uptime and reliability



Custom mounting positions on cabinet

Design tool to calculate & confirm design resilience

**Raritan.**  
A brand of Eaton

**Rack PDU Power Calculator**

Fill out this form assuming only one rack power strip / PDU is energized per cabinet.  
This confirms whether your configuration will be resilient to A/B source failures.

**PDU Model:** P13-40070-02 (10KVA, 10KVA)

**Input Voltage:** 400V (or 480V typical, 415V max)  
**Power Factor:** 0.95 (or 0.95 typical)

IN PDU 1				IN PDU 2			
Slot	U	V	W	Slot	U	V	W
30	C13	15	15	HP-CL-30504-01	500	2.0	0.0
38	C13	15	15	HP-CL-30504-01	500	2.0	0.0
37	C13	15	15			0.0	0.0
36	C13	15	15			0.0	0.0
31	C13	15	15	HP-CL-30504-01	500	2.0	0.0
30	C13	15	15	HP-CL-30504-01	500	2.0	0.0
29	C13	15	15			0.0	0.0
28	C13	15	15			0.0	0.0
23	C13	15	15	HP-CL-30504-01	500	2.0	0.0
22	C13	15	15	HP-CL-30504-01	500	2.0	0.0
21	C13	15	15			0.0	0.0
20	C13	15	15			0.0	0.0
15	C13	9	15	HP-CL-30504-01	500	2.0	0.0
14	C13	9	15	HP-CL-30504-01	500	2.0	0.0
11	C13	9	15	HP-CL-30504-01	500	2.0	0.0
10	C13	9	15	HP-CL-30504-01	500	2.0	0.0
7	C13	6	15	HP-CL-30504-01	500	2.0	0.0
6	C13	6	15	HP-CL-30504-01	500	2.0	0.0
3	C13	3	15			0.0	0.0
2	C13	2	15			0.0	0.0
1	C13	1	15			0.0	0.0

## DISCLAIMER

The information contained in this presentation has not been independently verified and no representation or warranty expressed or implied is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained herein.

This presentation contains information about Legrand's markets and its competitive position therein. Legrand is not aware of any authoritative industry or market reports that cover or address its market. Legrand assembles information on its markets through its subsidiaries, which in turn compile information on its local markets annually from formal and informal contacts with industry professionals, electrical-product distributors, building statistics, and macroeconomic data. Legrand estimates its position in its markets based on market data referred to above and on its actual sales in the relevant market for the same period.

This document may contain estimates and/or forward-looking statements. Such statements do not constitute forecasts regarding Legrand's results or any other performance indicator, but rather trends or targets, as the case may be. These statements are by their nature subject to risks and uncertainties, many of which are outside Legrand's control, including, but not limited to the risks described in Legrand's reference document available on its Internet website ([www.legrand.com](http://www.legrand.com)). These statements do not reflect future performance of Legrand, which may materially differ. Legrand does not undertake to provide updates of these statements to reflect events that occur or circumstances that arise after the date of this document.

This document does not constitute an offer to sell, or a solicitation of an offer to buy Legrand shares in any jurisdiction.

### Un-sponsored ADRs

Legrand does not sponsor an American Depositary Receipt (ADR) facility in respect of its shares. Any ADR facility currently in existence is "un-sponsored" and has no ties whatsoever to Legrand. Legrand disclaims any liability in respect of any such facility.