

& FACTS
& FIGURES

2012

www.legrand.com

38%
of total sales generated
in new economies in 2012

25%
of total sales generated
in new business segments in 2012

37%
of total sales generated
by new products in 2012

Over
35,000
employees in 2012

LEGRAND A GLOBAL PLAYER

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

Legrand is established in over 70 countries, with a comprehensive offering of products and systems for electrical and digital infrastructures in commercial, industrial and residential buildings. A wide-ranging offer and leading positions make the group a worldwide benchmark.

Prime growth drivers are innovation, leading to a steady stream of high value-added product launches and acquisitions. Two-thirds of sales are from products that rank number one or number two in their respective markets, and Legrand holds leading positions in France, Italy and the US, as well as in new economies such as Brazil, Russia, China and India.



ONE BUSINESS, FOUR FIELDS:

■ Control and command

Wiring devices (switches, sockets, dimmers), home systems (controls for blinds, lighting, building access and home entertainment systems), security systems (emergency and pathway lighting, entry phones, burglar alarms, security cameras, etc.), energy efficiency solutions (power consumption monitoring, presence detectors, heating controllers, etc.).

■ Cable management

Cable trays and trunking, floor boxes, flexible ducts, busbar systems, etc.

■ Power distribution

Distribution panels, circuit breakers, power connectors, low-loss transformers, supply inverters, surge protectors, UPS (uninterruptible power supplies), etc.

■ Data distribution

RJ45 sockets, patch panels, audio and video enclosures, wireless access points, etc.

NEW ECONOMIES AND NEW BUSINESS SEGMENTS: PROMISING MARKETS

Legrand is expanding in promising new economies as well as in growing new business segments such as digital infrastructure and energy efficiency, where the digital economy and emerging needs have created opportunities.

A PORTFOLIO OF FLAGSHIP BRANDS:

- Legrand • BTicino • Cablofil • Ortronics
- Anam • Arnould • HPM • Indo Asian Switchgear
- Inform • Middle Atlantic • Numeric UPS • On-Q
- Pass & Seymour • Pial • Shidean • SMS
- TCL • Tegui • Van Geel • Vantage • Watt Stopper
- Wiremold • Zucchini and more

wattstopper

legrand®

bticino®

VANTAGE

CABLOFIL®

arnould

2012 HIGHLIGHTS



ACQUISITION OF NUMERIC UPS (INDIA)

The 2012 acquisition of Numeric UPS, India's market leader for low- and medium-power UPS solutions, strengthened Legrand's presence in India, where it already holds strong positions in miniature circuit breakers, distribution enclosures and high-end wiring devices. Numeric UPS also underpins Legrand's ongoing expansion in the UPS market, and brings the group a portfolio of quality products, strong brand awareness, and an extensive sales and service network to extend its reach in India.



NEW SFERA: DOOR-ENTRY SYSTEMS REVISITED

Legrand continued to innovate in 2012 with New Sfera, a new offering of audio and video door-entry systems that combines striking modern design with advanced functions. This new line was rolled out in Italy first, then deployed internationally.



ACQUISITION OF NUVO TECHNOLOGIES (UNITED STATES)

In 2012, Legrand reinforced its positions in US home systems by acquiring NuVo Technologies, a US specialist in multi-room audio systems. With a network of 40 distributors and around 1,000 dealers in the United States, NuVo strengthens Legrand's presence in the US market for home systems.

KEY FIGURES



Solid performances in 2012 demonstrated, once again, the soundness of Legrand's self-financed business model and capacity to create value on a sustainable basis.

+5.1%

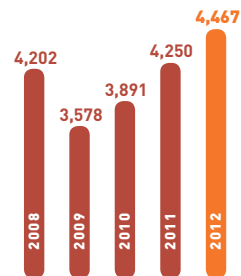
total growth in sales in 2012



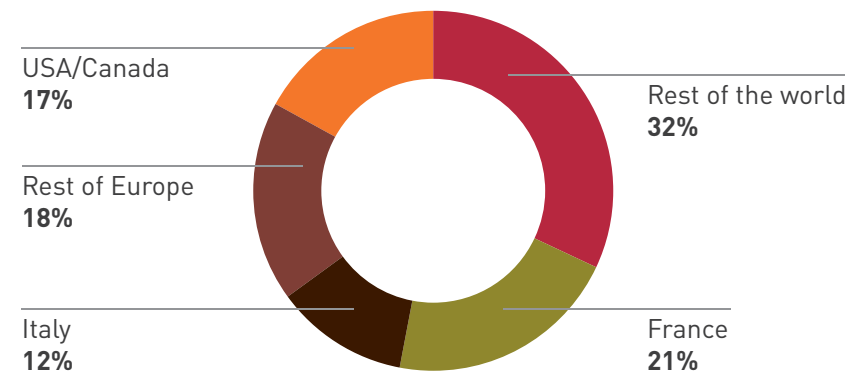
€9.3 bn

market capitalization at February 28, 2013

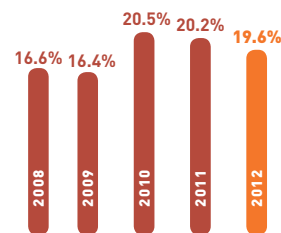
SALES € million



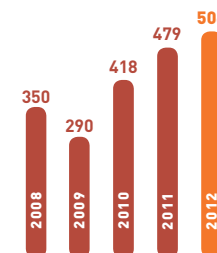
2012 NET SALES BY REGION



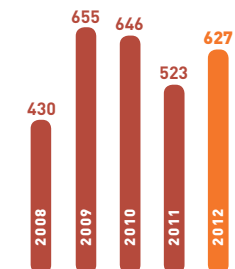
ADJUSTED OPERATING MARGIN* as % of sales



NET INCOME EXCLUDING MINORITIES € million



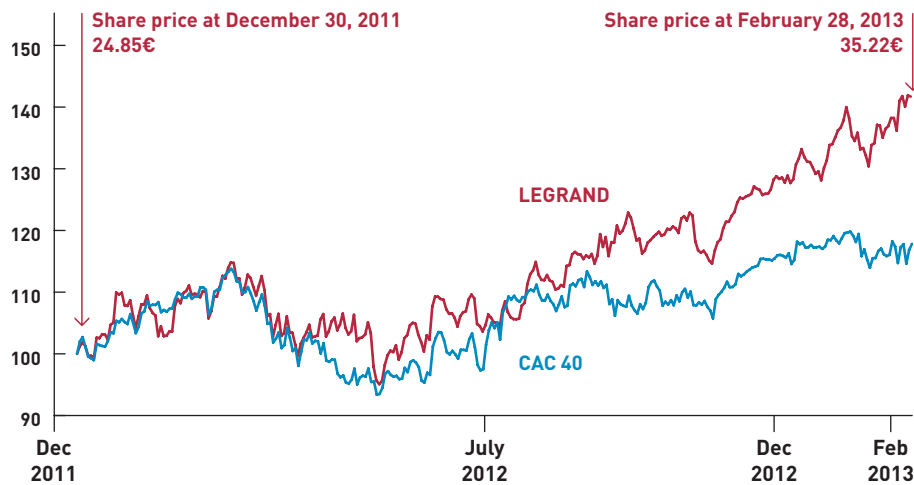
FREE CASH FLOW € million



* From 2009, operating margin is adjusted for amortization of the revaluation of intangible assets and for expense/income relating to acquisitions and, if applicable, for impairment of goodwill. For 2008, operating margin is adjusted for amortization of revaluations of intangible assets related to the acquisition of Legrand France in 2002 and impairment of goodwill.

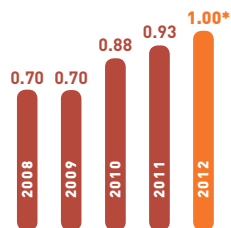
STOCK MARKET

CHANGE IN LEGRAND SHARE PRICE



DIVIDEND PER SHARE

in €



*Subject to approval at the General Meeting of Shareholders on May 24, 2013

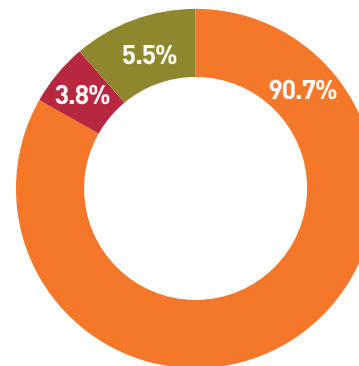
SHARE PROFILE

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

SHARE OWNERSHIP

at February 28, 2013

- Free float
- Wendel
- Management and staff



KEY FINANCIAL DATES

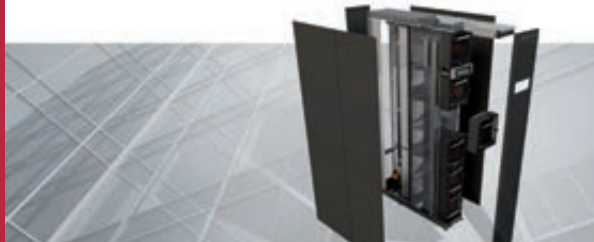
- 2013 first-quarter results: May 7, 2013
- General Meeting of Shareholders: May 24, 2013
- Ex-dividend: May 29, 2013
- Dividend payment: June 3, 2013
- 2013 first-half results: August 1, 2013

2012 HIGHLIGHTS



2012 ANNUAL GENERAL MEETING WINS AWARD

Legrand was singled out for the quality of its 2012 Annual General Meeting, receiving the "Grand Prix de l'Assemblée Générale du CAC 40." This award recognized the relevance and intelligibility of communications with shareholders at the 2012 AGM, with special praise for Legrand's clarity in explaining how its business model creates value.



ACQUISITION OF AEGIDE (NETHERLANDS)

In 2012 Legrand continued to expand in the fast-growing digital infrastructures segment by acquiring Aegide, market leader in voice/data/image cabinets for data centers in the Netherlands and a front-running European contender in this market.



LAUNCH OF LB PLUS BUSBARS

Legrand strengthened its offering in energy distribution with the international launch of Zucchini's LB Plus range—a new suspended busbar solution for 25 to 63A current. These busbar trunking systems are simple, effective and easy to install.

SUSTAINABLE DEVELOPMENT

Learn more at:
legrand.com
under Sustainable Development

Legrand has designed a roadmap for sustainable development around three areas, focusing on profitable, responsible and sustainable growth. An integral part of its business strategy, this approach is deployed across all group business segments and entities, and is dedicated to ongoing progress.

Good GOVERNANCE

Good governance is Legrand's way of growing its business responsibly, while doing everything it can to meet the expectations of stakeholders, particularly suppliers. These principles apply to business decisions and ethics.

The ENVIRONMENT

Legrand shows concern for the environment at all levels, from group sites to logistics flows and product design. Research into making buildings more energy-efficient is a major focus.

SOCIAL responsibility

As an employer and stakeholder in society, Legrand builds its growth around people—investing in employees, as well as promoting access to electricity and solutions for independent living.

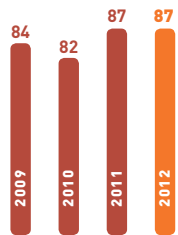


2011-2013 CHALLENGES

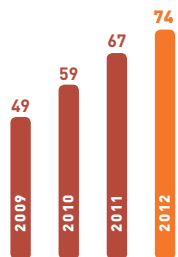
Legrand's operational approach to sustainable development is set out in a roadmap with 28 targets for 2011-2013. This includes training business ethics contacts in each entity, international expansion of Product Environmental Profiles, and compliance with Legrand's Charter for Risk Prevention.



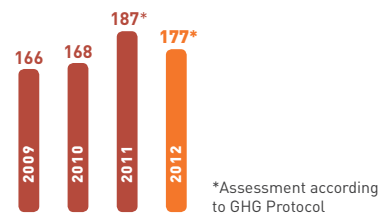
ISO 14001-CERTIFIED SITES %



% OF R&D UNITS PERFORMING LIFE-CYCLE ANALYSES



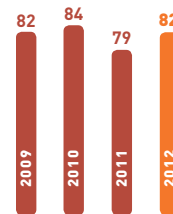
CO₂ EMISSIONS LINKED TO ENERGY CONSUMPTION in '000 tons of CO₂ equivalent



RISK ASSESSMENT % of Legrand Group workforce covered by formal risk assessments



WASTE RECOVERED %



BREAKDOWN OF TOTAL WORKFORCE %

Age	Women	Men
Under 26	6%	5%
26 - 35	12%	19%
36 - 45	10%	19%
46 - 55	8%	13%
56 and over	3%	5%

2012 HIGHLIGHTS



RESPONSIBLE SUPPLIER RELATIONS

In 2012, Legrand was awarded the "Responsible Supplier Relations" seal of approval, recognizing companies in France that have demonstrated their commitment to balanced, sustainable supplier relationships. The seal also validates Legrand's willingness to involve suppliers in its Sustainable Development approach, which makes commitment to environmental and social goals an integral part of assessing and selecting suppliers.



LASTING PARTNERSHIP WITH ELECTRICIENS SANS FRONTIÈRES (ELECTRICIANS WITHOUT BORDERS)

In 2012, Legrand renewed its partnership with *Electriciens Sans Frontières* (an international NGO set up to facilitate access to electricity around the world). Contributions included project financing and donations of equipment. This year ESF and Legrand together tackled 30 projects in 15 countries in Africa and Asia. Legrand contributed actively to "Electricity for health and education in Africa", a fund-raising campaign to bring power to African schools and dispensaries.



GUIDE TO BEST BUSINESS PRACTICES

As part of its governance commitments, Legrand finalized a Guide to Best Business Practices in 2012. This spells out the group's commitment to respecting its clients, suppliers and business partners, and not involving them in commercial relationships based on corruption, fraud or conflict of interest.

CORPORATE GOVERNANCE



Board of Directors

Gilles Schnepf,
Chairman of the Board
Olivier Bazil, Director
Christel Bories,
Independent Director⁽¹⁾
Jacques Garaialde, Director
Angeles Garcia-Poveda,
Independent Director⁽¹⁾
François Grappotte,
Director and Honorary Chairman
G rard Lamarche,
Independent Director⁽¹⁾
Thierry de La Tour d'Artaise,
Independent Director⁽¹⁾
Fr d ric Lemoine, Director
Dongsheng Li,
Independent Director⁽¹⁾
Eliane Rouyer-Chevalier,
Independent Director⁽¹⁾
Patrick Tanguy, Director

Executive Committee



Gilles SCHNEPP
Chairman and CEO



Antoine BUREL
Executive VP and Group CFO



Beno t COQUART
Executive VP
Strategy and Development



Xavier COUTURIER
Executive VP
Human Resources



Fabrizio FABRIZI
Executive VP Commercial
Systems & Infrastructures
Division and Energy
Distribution and Industrial
Applications Division

50%

of directors are independent⁽¹⁾

25%

of directors are women



Xavier de FROMENT
Executive VP France



Paolo PERINO
CEO, BTicino



John SELLDORFF
President and CEO,
Legrand North America



Patrice SOUDAN
Deputy Chief Operating
Officer & Executive VP
Wiring Devices
and Home Systems Division



Fr d ric XERRI
Executive VP Export

⁽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.

GROUP VALUES

4 values for sustainable and profitable growth

For decades, Legrand has taken the changing market in stride, building on the strong values that underpin its corporate culture and commitment to stakeholders.

FOR MORE INFORMATION:
legrand.com



2012 HIGHLIGHTS



LEGRAND WINS THE 9TH CEO/HR 2012 BEST TANDEM AWARD
In 2012, Legrand won the “positive duality” award at the 9th CEO/HR Best Tandem ceremony. This recognizes the quality of the group’s Human Resources policy—driven by enthusiasm, a conquering spirit and the determination to innovation—and reflects the strongly complementary profiles of Legrand’s CEO and Head of HR.



ADORNE ROLL-OUT
Adorne is the first high-end, modular wiring device range targeting the North American residential segment. Launched in the second half of 2012, it goes beyond traditional functions, combining striking design and new functions for advanced solutions.

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Learn more about Legrand
and keep up with our news
through our website, blogs,
social media and videos.

@LEGRAND.COM

Visit legrand.com for full information on group strategy, brands, sites, sustainable development policy, results and more.

www.legrand.com

475,000

unique users visited legrand.com in 2012

TWITTER FEED: @LEGRAND

Follow Legrand on Twitter for instant updates on group news and events around the world:

twitter.com/legrand

Over
3,000

followers sur le fil twitter: @legrand_news

More than
1,700,000

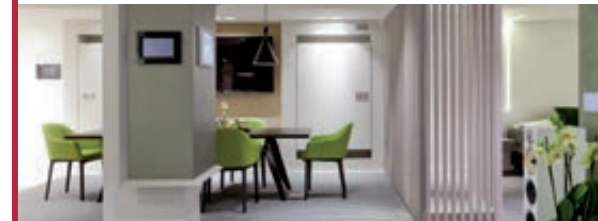
views of the videos and clips
on Legrand's YouTube channels





BUSINESS AWARD IN CHINA

Legrand took honors at the French Business in China competition, winning the 2012 Alliance prize in Beijing. The award recognizes the group's dedication to deploying and expanding in China through partnerships with local manufacturers and distributors, plus its highly successful acquisition strategy.



B INSPIRED CONCEPT STORE SHOWCASES HOME SYSTEMS

On the heels of the Lab by Legrand store in Paris and Bticino's Concept store in Milan, Legrand inaugurated in 2012 its third concept store, B Inspired, in Brussels. A unique site for innovative products and design, B Inspired features all Legrand, Bticino and Vantage brands wiring devices and home systems. The concept store welcomes both professionals and consumers.



LEGRAND AND SOCIAL MEDIA

Legrand took its social media presence up a notch in 2012, creating over 30 Facebook pages in 20 countries. The group is also increasingly present in the blogosphere and on YouTube, with over 1,700,000 video views to date. Aim: step up its presence on social networks to create new forums for exchange.

Contacts

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