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. Our wide-ranging offer and leading positions make us a worldwide benchmark.

Innovation plus a steady stream of high value-added product launches and acquisitions are prime vectors driving our growth. Two-thirds of our sales are achieved with products that enjoy number 1 or number 2 positions in their respective markets, and we hold front-line positions in France, Italy and the US, as well as new economies such as Brazil, Russia or China.

ONE BUSINESS, FOUR FIELDS:

- **Control and command**
  Wiring devices (switches, sockets, dimmers), home systems (controls for blinds, lighting, heating, 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.

**ACQUISITION OF MIDDLE ATLANTIC PRODUCTS INC. (USA)**

In 2011, Legrand continued to expand in the digital infrastructure market by acquiring Middle Atlantic Products Inc., North America’s leader in audio and video enclosures. Middle Atlantic Products Inc. brings Legrand leading positions in a fast-growing segment with very promising prospects, along with a nationwide network of over 3,500 integrators specialized in commercial and residential markets.
Flagship brands

New economies and new business segments
Legrand is expanding into fast-growing new economies and new business segments—such as digital infrastructures and energy performance—created by the digital economy and emerging needs.

ACQUISITION OF SMS (BRAZIL)
In 2011, Legrand strengthened its position in Brazil with the acquisition of SMS, the country’s market leader for UPS (Uninterruptible Power Supply). The Group is already number 1 in Brazil in wiring devices, door entry systems, miniature circuit breakers and industrial enclosures. This acquisition also accelerates Legrand’s development in energy performance technology.
KEY FIGURES

Pursuing its strategy of profitable, value-creating growth, Legrand stepped up its development in 2011.

SALES
€ millions

2011 NET SALES BY REGION

2007 2008 2009 2010 2011
3,891 4,202 3,578 4,129 3,578

2011 NEWS

LIVINGLIGHT: A NEW HIGH VALUE-ADDED RANGE

The LivingLight wiring-device range was launched in early 2011, revolutionizing BTicino’s commercial and residential offer in Italy. LivingLight offers innovative technology—high performance core mechanisms, electronic energy-saving solutions and integrated Zigbee® radio technology—plus unprecedented functions and sleek modern design.
Following a rise in share price, increased free float and market capitalization and a rise in trading volume, Legrand became a CAC 40 component stock in December 2011.

**Certificates and Ratings**
- **ISIN Code**: 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

**Key Financial Dates**
- **2012 first-quarter results**: May 4, 2012
- **General Meeting of Shareholders**: May 25, 2012
- **2012 first-half results**: July 27, 2012

**Share Ownership at March 15, 2012**
- **Wendel** 6%
- **Management and staff** 4%
- **Float** 90%

**Change in Legrand Share Price**
- Share price at December 31, 2009: €19.48
- Share price at March 15, 2012: €28.31

**Dividend Per Share in €**
- 2007: 0.70
- 2008: 0.70
- 2009: 0.88
- 2010: 0.93* (Subject to approval at the General Meeting of Shareholders on May 25, 2012.)
For Legrand, there can be no responsible growth in business without a commitment to social progress, good governance and the environment. And in each of these three areas, the Group has adopted measures set out in its 2011 roadmap.

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

**GOOD GOVERNANCE**
Legrand is committed to business ethics, transparency and dialog with stakeholders in all of its activities. One key goal is to make suppliers and customers part of its commitment to sustainable development.

**The ENVIRONMENT**
Legrand demonstrates care for the environment at all levels—from Group sites to logistics flows and product design. Research into improving the energy performance of buildings is a major focus of this policy.

“**BETTER BUILDING, BETTER PLANTS**”—IMPROVING ENERGY PERFORMANCE
In late 2011, Legrand North America joined “Better Building, Better Plants,” a US government program aimed at improving the energy efficiency of commercial buildings. Working with nine other US manufacturing companies, Legrand is committed to meeting a series of demanding targets for energy saving and energy management.
**SUSTAINABLE DEVELOPMENT**

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**ISO 14001-CERTIFIED SITES**

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>84</td>
<td>82</td>
<td>87</td>
</tr>
</tbody>
</table>

**CO₂ EMISSIONS LINKED TO ENERGY CONSUMPTION**

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>in '000 tonnes of CO₂ equivalent</td>
<td>166</td>
<td>168</td>
<td>187*</td>
</tr>
</tbody>
</table>

*Assessment according to GHG Protocol

**WASTE RECOVERED**

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>82</td>
<td>84</td>
<td>78</td>
</tr>
</tbody>
</table>

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**% OF R&D UNITS PERFORMING LIFE-CYCLE ANALYSES**

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>49</td>
<td>59</td>
<td>67</td>
</tr>
</tbody>
</table>

**RISK ASSESSMENT**

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Group workforce covered by formal risk assessments</td>
<td>83</td>
<td>86.6</td>
<td>90.3</td>
</tr>
</tbody>
</table>

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**BREAKDOWN OF WORKFORCE**

<table>
<thead>
<tr>
<th>Age</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 26</td>
<td>16%</td>
<td>9%</td>
</tr>
<tr>
<td>26 - 35</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>36 - 45</td>
<td>26%</td>
<td>32%</td>
</tr>
<tr>
<td>46 - 55</td>
<td>21%</td>
<td>22%</td>
</tr>
<tr>
<td>56 and over</td>
<td>7%</td>
<td>7%</td>
</tr>
</tbody>
</table>

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**SUPPORT FOR ELECTRICIENS SANS FRONTIÈRES (ELECTRICIANS WITHOUT BORDERS) IN THE HORN OF AFRICA**

In 2011, Legrand supplied electrical equipment to Electriciens sans frontières to power systems used by refugee camps in Somalia. Initiatives like these exemplify Legrand’s commitment to increasing access to electricity around the world.
GOVERNANCE

Management and Executive Committee

Gilles Schneppe, Chairman and CEO
Antoine Burel, Executive VP and Group CFO
Benoît Coquart, Executive VP Strategy and Development

Xavier Couturier, Executive VP Human Resources
Fabrizio Fabrizi, Executive VP Commercial Systems & Infrastructures Division
Xavier de Froment, Executive VP France

Jean-Paul Leduc, Executive VP Export
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

Philippe Weber, Deputy Chief Operating Officer & Executive VP Energy Distribution and Industrial Applications Division

BOARD OF DIRECTORS

Gilles Schneppe, Chairman of the Board — Olivier Bazil, Director — Mattia Caprioli, Director — Thierry de la Tour d’Artaise, Independent Director (1) — Jacques Garaialde, Director — François Grappotte, Director and Honorary Chairman — Gérard Lamarche, Independent Director (1) — Frédéric Lemoine, Director — Eliane Rouyer-Chevalier, Independent Director (1) — Patrick Tanguy, Director.

(1) An Independent Director is defined as a director who has no relationship of any sort 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.
For decades, Legrand has taken changes in the market in its stride, building on the strong values that underpin its corporate culture and its commitment to stakeholders.

**4 values for sustainable and profitable growth**

SUCCESSFUL LAUNCH FOR **PUISSANCE 3**

Puissance 3, a complete range of products that optimize performance at every stage in the life of an electrical panel, was launched in France in 2011. The range’s flagship DPX³ circuit breakers offer protection solutions that incorporate remote measurement and control of power consumption.
2011 NEWS

ALL-NEW CONCEPT STORE MAKES ITS DEBUT IN MILAN

In 2011, Legrand launched a unique new showroom in Milan—a interactive concept store that gives clients an opportunity to experience for themselves BTicino’s wide range of applications and solutions, especially the My Home residential line.
LE GRAND.COM
Visit legrand.com for full information on Group strategy, brands, sites, sustainable development policy, results and more. www.legrand.com

LE LAB: LEGRAND’S DESIGN SHOWCASE
In late 2011, Legrand unveiled Le Lab by Legrand—a new concept store in the heart of Paris. At Le Lab, wiring-device technology meets design, bringing a wealth of expertise from Legrand together under one roof. A unique setting where individuals, architects, decorators, distributors and electrical contractors can experience the Group’s high-end wiring devices.

TWITTER FEED: @LEGRAND
Follow Legrand on Twitter for instant updates on Group news and events around the world: twitter.com/legrand