



FACTS &  
FIGURES

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

 **legrand**<sup>®</sup>

## PROFILE

**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.

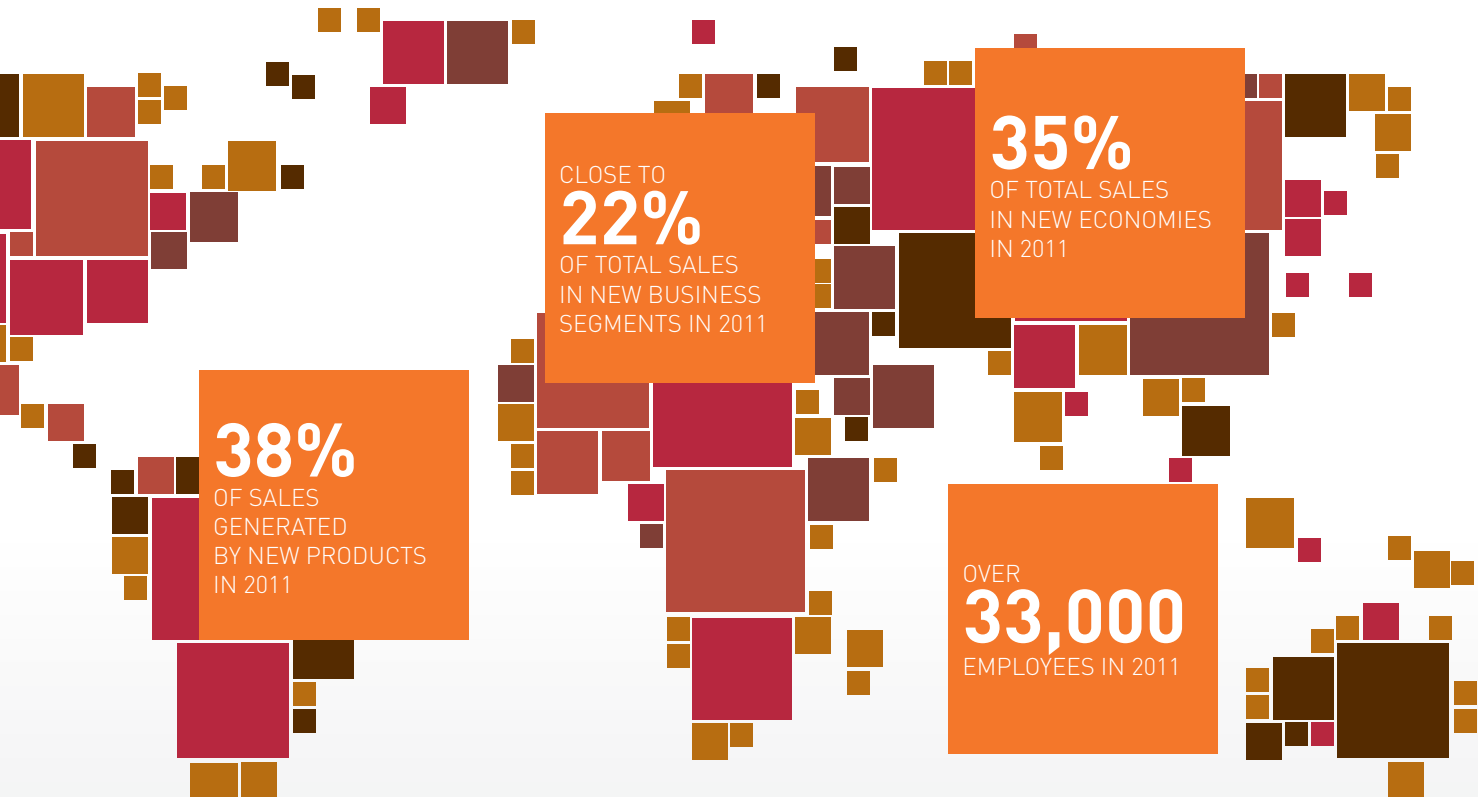
02

## 2011 NEWS

### 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

Legrand — BTicino — Cablofil — Ortronics — Anam — Arnould — HPM — Indo Asian Switchgear — Inform — On-Q — Middle Atlantic — Pass & Seymour — Pial — Shidean — SMS — TCL — Tegui — Van Geel — Vantage — Watt Stopper — Wiremold — Zucchini, etc.

#### 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)

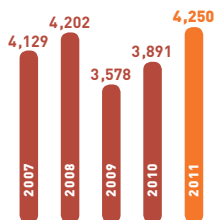
In 2011, Legrand strengthened its position in Brazil with the acquisition of SMS, the country's market leader for UPS (Uninterruptible Power Supply). The Group is already number 1 in Brazil in wiring devices, door entry systems, miniature circuit breakers and industrial enclosures. This acquisition also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



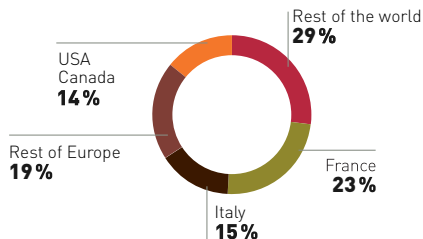
# KEY FIGURES

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

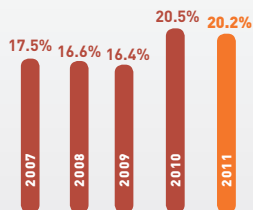
## SALES € millions



## 2011 NET SALES BY REGION



## ADJUSTED OPERATING MARGIN\* % of sales



## NET INCOME EXCLUDING MINORITIES € millions



## FREE CASH FLOW € millions



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

## 2011 NEWS



Part of my life.

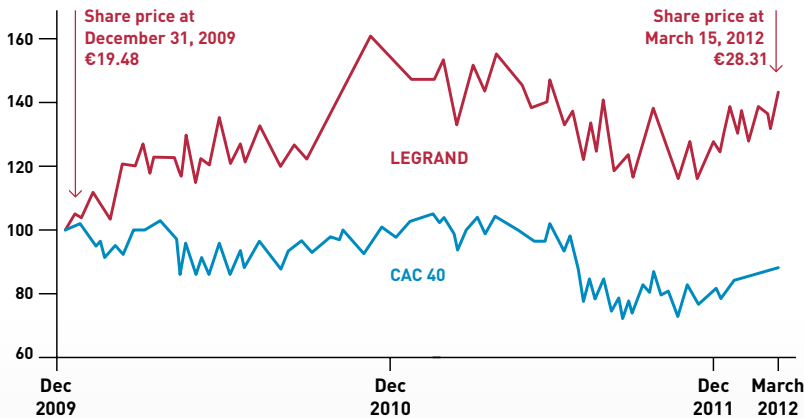
LIVINGLIGHT

### 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.

# STOCK MARKET

## CHANGE IN LEGRAND SHARE PRICE



## DIVIDEND PER SHARE

in €



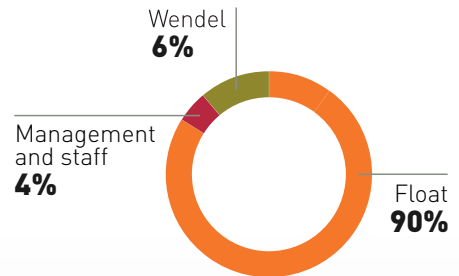
\*Subject to approval at the General Meeting of Shareholders on May 25, 2012.

## SHARE PROFILE

- /// 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

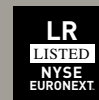
## SHARE OWNERSHIP

at March 15, 2012



## KEY FINANCIAL DATES

- /// 2012 first-quarter results: May 4, 2012
- /// General Meeting of Shareholders: May 25, 2012
- /// 2012 first-half results: July 27, 2012



€7.5 BILLION  
MARKET  
CAPITALIZATION  
AT MARCH 15, 2012

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## CAC 40 LISTING

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.



# SUSTAINABLE DEVELOPMENT



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.

FOR MORE INFORMATION:  
[legrand.com](http://legrand.com)  
Sustainable Development section

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## 2011 NEWS

### BETTER BUILDINGS CHALLENGE

Organizations Leading the Way to Greater Energy Efficiency

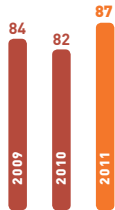


### "BETTER BUILDING, BETTER PLANTS"—IMPROVING ENERGY PERFORMANCE

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.

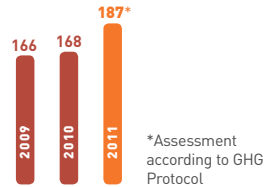
## ISO 14001-CERTIFIED SITES <sup>(1)</sup>

%



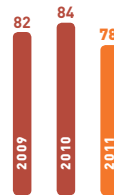
## CO<sub>2</sub> EMISSIONS LINKED TO ENERGY CONSUMPTION <sup>(1)</sup>

in '000 tonnes of CO<sub>2</sub> equivalent

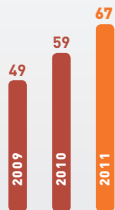


## WASTE RECOVERED <sup>(1)</sup>

%

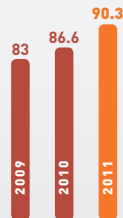


## % OF R&D UNITS PERFORMING LIFE-CYCLE ANALYSES <sup>(1)</sup>



## RISK ASSESSMENT <sup>(1)</sup>

% of Group workforce covered by formal risk assessments



## BREAKDOWN OF WORKFORCE

%

Age	Women	Men
Under 26	16%	9%
26 - 35	30%	30%
36 - 45	26%	32%
46 - 55	21%	22%
56 and over	7%	7%

(1) Excluding Inform and Indo Asian Switchgear



## 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 Schnepf**  
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



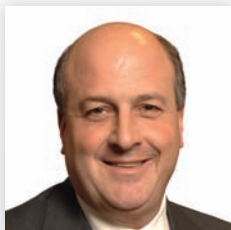
**Xavier de Froment**  
Executive VP France



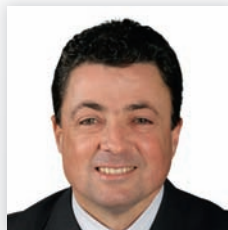
**Jean-Paul Leduc**  
Executive VP Export



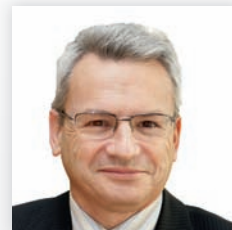
**Paolo Perino**  
CEO, BTicino



**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 Schnepf**, Chairman of the Board — **Olivier Bazil**, Director — **Mattia Caprioli**, Director — **Thierry de la Tour d'Artaise**, Independent Director <sup>(1)</sup> — **Jacques Garaïalde**, Director — **François Grappotte**, Director and Honorary Chairman — **Gérard Lamarche**, Independent Director <sup>(1)</sup> — **Frédéric Lemoine**, Director — **Eliane Rouyer-Chevalier**, Independent Director <sup>(1)</sup> — **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.





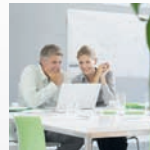
CUSTOMER  
AWARENESS



ETHICS OF  
BEHAVIOR



INNOVATION



OPTIMIZATION  
OF RESOURCES



## 4 values

for sustainable  
and profitable growth

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.

FOR MORE  
INFORMATION:  
[legrand.com](http://legrand.com)

## 2011 NEWS

### 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 DPX<sup>3</sup> circuit breakers offer protection solutions that incorporate remote measurement and control of power consumption.

## CONTACTS

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### PRESS:

■ Édith Dumas  
+33 (0) 5 55 06 89 24  
edith.dumas@legrand.fr

■ Vilizara Lazarova  
+33 (0) 1 44 82 46 34  
(Publicis Consultants)  
vilizara.lazarova@consultants.publicis.fr

### INVESTOR RELATIONS:

■ +33 (0) 1 49 72 53 53  
investor.relations@legrand.fr

### SHAREHOLDER RELATIONS:

■ +33 (0) 1 53 38 79 56



### 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.

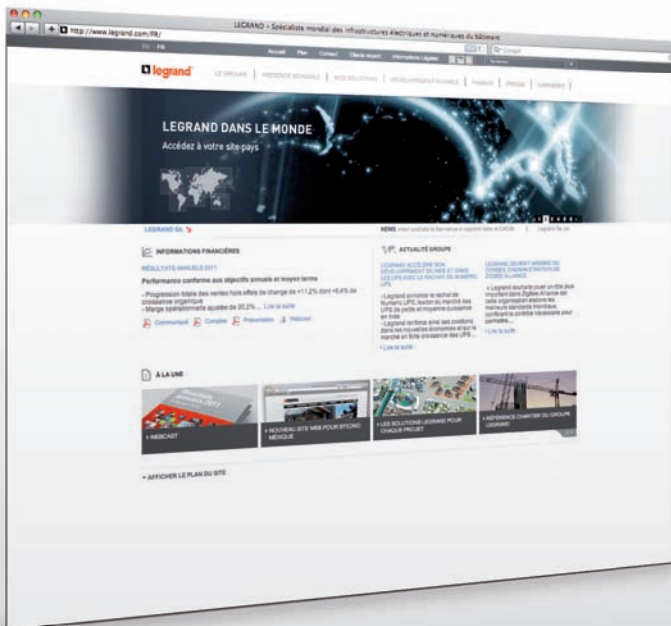
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[www.legrand.com](http://www.legrand.com)



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## 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.

**COMPANY HEADQUARTERS**

128, avenue de Lattre de Tassigny  
87045 Limoges Cedex – France  
+33 (0) 5 55 06 87 87

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

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