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

- **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 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.

2012 HIGHLIGHTS

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

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 NUMEROUS 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.
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

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**SALES**  
€ million

**2012 NET SALES BY REGION**

- USA/Canada: 17%
- Rest of the world: 32%
- Rest of Europe: 18%
- Italy: 12%
- France: 21%

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**ADJUSTED OPERATING MARGIN***  
as % of sales

**NET INCOME EXCLUDING MINORITIES**  
€ million

**FREE CASH FLOW**  
€ million

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* 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.
**2012 HIGHLIGHTS**

**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.

**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.

**2012 HIGHLIGHTS**

**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

**DIVIDEND PER SHARE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividend in €</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>0.70</td>
</tr>
<tr>
<td>2012</td>
<td>0.88</td>
</tr>
<tr>
<td>2013</td>
<td>0.88</td>
</tr>
<tr>
<td>2014</td>
<td>1.00*</td>
</tr>
</tbody>
</table>

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

**SHARE OWNERSHIP**
At February 28, 2013
- Free float: 90.7%
- Wendel: 5.5%
- Management and staff: 3.8%

**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

**CHANGE IN LEGRAND SHARE PRICE**
- Share price at December 30, 2011: 24.85€
- Share price at February 28, 2013: 35.22€

**2012 HIGHLIGHTS**

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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 %

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

WASTE RECOVERED %

% OF R&D UNITS PERFORMING LIFE-CYCLE ANALYSES

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

BREAKDOWN OF TOTAL WORKFORCE %

*Assessment according to GHG Protocol

LASTING PARTNERSHIP WITH ELECTRICIENSI SAN 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.

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.
CORPORATE GOVERNANCE

Board of Directors
Gilles Schnepp, Chairman of the Board
Olivier Bazil, Director
Christel Bories, Independent Director
Jacques Garaiadé, Director
Angeles Garcia-Poveda, Independent Director
François Grappotte, Director and Honorary Chairman
Gérard Lamarche, Independent Director
Thierry de La Tour d’Artua, Independent Director
Frédéric Lemoine, Director
Dongsheng Li, Independent Director
Eliane Rouyer-Chevalier, Independent Director
Patrick Tanguy, Director

Executive Committee
Gilles SCHNEPP
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 and Energy Distribution and Industrial Applications Division

50% of directors are independent

25% of directors are women

(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

LEGEND 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.
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

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

KEEP UP WITH
LEGRAND NEWS

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

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.

FIND UPDATES ON LATEST PRODUCTS AND INNOVATIONS IN VIDEOS AT youtube.com/legrand

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