







Contents

 Highlights	3 to 4
 Robust performances	5 to 10
 2012 Targets	11 to 12
 Appendices	13 to 36

HIGHLIGHTS





Highlights

■ Robust performances

- Rise in total net sales: +5.9%
- Adjusted operating margin: 20.3%
- Free cash-flow: 13.4% of sales and up 16.7% vs 2011

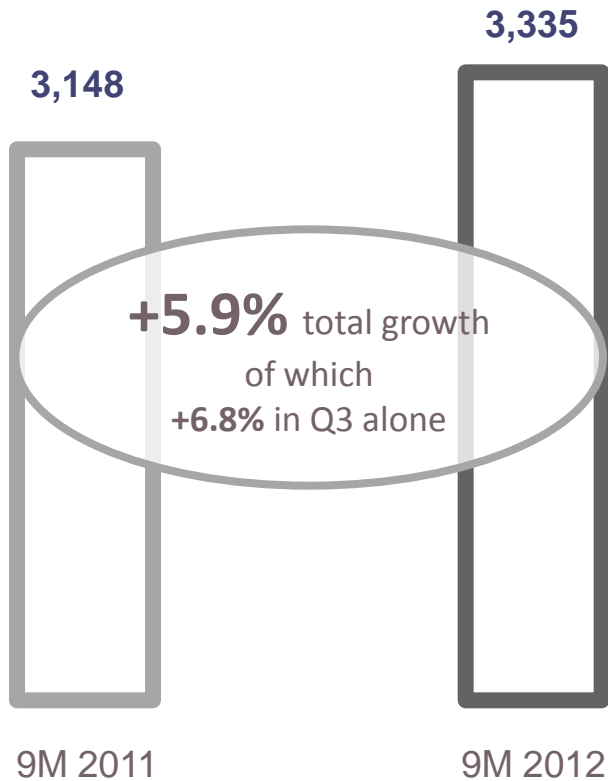
■ 2012 Targets



ROBUST PERFORMANCES

Change in Net Sales (1/3)

€ millions



- Healthy +5.4% acquisition-driven growth (please refer to pages 15 to 18)
- -1.6% organic⁽¹⁾ change in sales
 - +3.7% growth in the US
 - +3.6% growth in new economies
 - Unfavorable calendar effect in Q3 2012
 - Less buoyant economic environment
- +2.1% FX effect

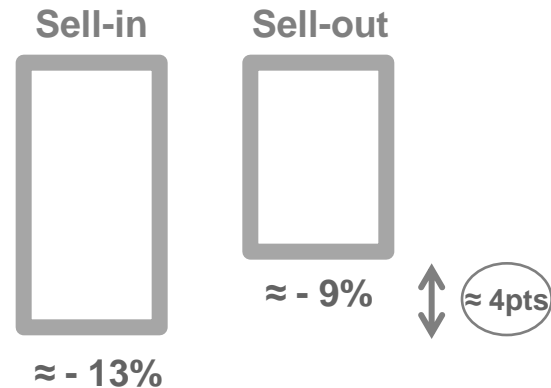
Change in Net Sales (2/3)

France

- -3.0% organic⁽¹⁾ growth
- Better resilience of sales in segments where Legrand holds strong market positions, such as wiring devices and emergency lighting

Italy

- -12.6% organic⁽¹⁾ growth
- Sell-out % better than sell-in %



- In still difficult market conditions, benefiting from robust leaderships, such as in wiring devices



Change in Net Sales (3/3)

Rest of Europe

- -2.2% organic⁽¹⁾ growth
- Eastern Europe continued to rise in the third quarter, without reaching the high growth rates recorded in H1 2012
- Activities in Southern Europe (Spain, Portugal, Greece) still experiencing difficulties

USA/Canada

- +3.7% organic⁽¹⁾ growth
- Good showings in wiring devices and home systems
- Improvement in the residential market, even if it remains well below historic levels
Non-residential activity remained flat

Rest of the world

- +2.6% organic⁽¹⁾ growth
- Good performances in new economies in Asia, Latin America and the Middle-East more than offset a lower activity in mature countries (Australia, South Korea)

ROBUST
PERFORMANCES

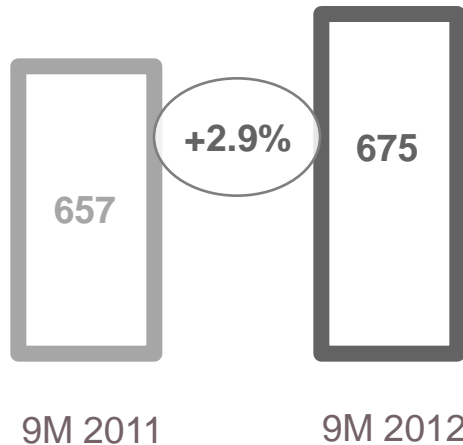
Adjusted⁽¹⁾ Operating Margin

in € millions
and as % of sales

20.9%

20.3% including acquisitions

20.6% excluding acquisitions



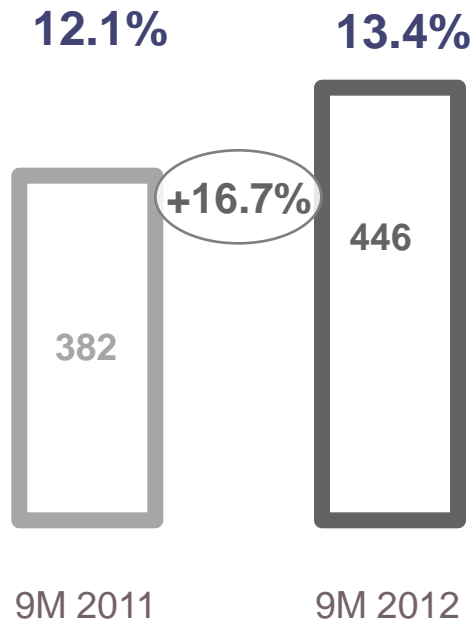
- High quality market positions and pricing management under control
- Active cost management
 - Policy of ongoing productivity
 - Structural adaptation wherever needed
 - Responsive teams

1. Operating profit adjusted for amortization of the revaluation of intangible assets and for expense/income, relating both to acquisitions (€24.5 million in 9M 2011 and €20.3million in 9M 2012), as well as, if applicable, for impairment of goodwill (€0 in 9M 2011 and 9M 2012)



Free Cash Flow Generation

in € millions
and as % of sales



- Strong free cash flow generation – Self financed business model:
 - High cash flow from operations: €538m, i.e., 16.1% of sales
 - Overall capital employed under control
 - ✓ Working capital requirement: 8.6% of sales
 - ✓ Capex: 2.4% of sales



2012 TARGETS



2012 Targets

- Given less buoyant macroeconomic conditions, Legrand is aiming for organic⁽¹⁾ change in sales of between -1% and -2% in 2012, close to its initial annual target.
- However, backed by its solid business model, Legrand has adapted its 2012 target for profitability from an adjusted operating margin equaling or exceeding 19% of sales⁽²⁾, to an adjusted operating margin of around 19.5% of sales⁽²⁾.

1. Organic: at constant scope of consolidation and exchange rates

2. Including small and mid-size bolt-on acquisitions



APPENDICES

Innovation New-Product Launches on All Market Segments

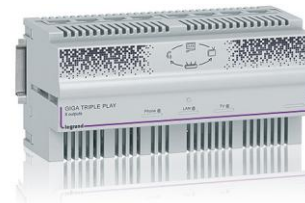
Mature economies

New economies

New business segments



Zigbee
energy management
(Netherlands)



Home Network systems
(Worldwide)



Linkeo
cabling systems
(Eastern Europe)



CCTV offer
(Worldwide)

Key historic segments



Adorne
wiring devices
(USA)



New Sfera door-entry systems
(Italy)



Mingzhi
wiring devices
(China)



New Modus
wiring devices
(Latin America)



Practice emergency lighting unit
(France)



Forix wiring devices
(Eastern Europe)



Acquisition Strategy

3 acquisitions announced⁽¹⁾ so far in 2012

- Self financed
- Small to mid-size bolt-on acquisitions
 - Total annual sales over €140 million
 - Around +4.5% of scope of consolidation impact on group sales expected in FY2012 (on the basis of acquisitions already announced, see page 35)
- Frontrunners
 - All 3 are #1 on their market
- New business segments or new economies
 - 75% of sales in new economies
 - 81% of sales in new business segments
- Docking process under control

1. Numeric UPS, Aegide and Daneva (joint venture agreement with Daneva subject to the approval of Brazil's competition authorities)

Acquisitions Numeric UPS (Announced in February 2012)



- India's market leader in low- and medium-power UPS⁽¹⁾
 - Nearly €80 million annual sales
 - Strong brand awareness, and extensive nationwide sales and service network of over 1,500 employees
 - Over 2,500 employees in total
-
- Rounding out Legrand's strong positions in India



- Stepping up expansion in the promising UPS market

1. *Uninterruptible Power Supply*



Acquisitions Aegide (Announced in February 2012)



- Market leader in Voice-Data-Image cabinets for data centers in the Netherlands and a front-running European contender
- €36 million annual sales
- 170 employees



■ Ideal complement to Legrand's offer for data centers

■ Strengthening positions in digital infrastructures

Acquisitions Daneva ⁽¹⁾ (Announced in June 2012)



- Brazil's leader in connection accessories (including extension cords, multi-sockets and adaptors)
- Around €28 million annual sales
- Nearly 500 employees in total



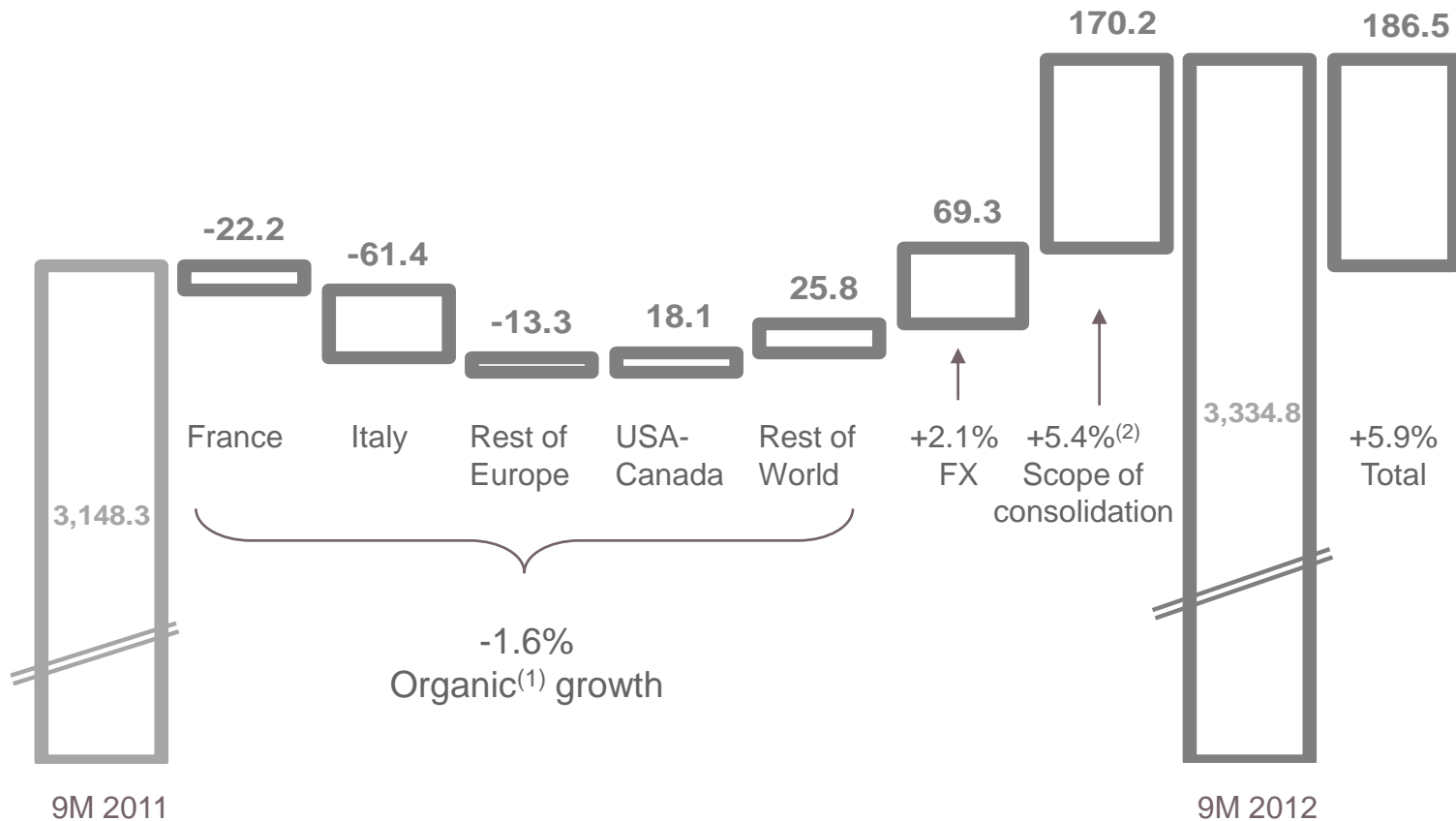
- Rounding out Legrand's offering and strong positions in Brazil

- Reinforcing Legrand's presence with local retailers

1. Joint venture agreement subject to the approval of Brazil's competition authorities

Change in Net Sales

Breakdown of change in 2012 nine-month net sales by destination (€m)



1. Organic: at constant scope of consolidation and exchange rates
 2. Due to the consolidation of Middle Atlantic Products, SMS, Megapower, Numeric UPS and Aegide

2012 Nine Months – Net Sales by Destination⁽¹⁾

In € millions	Nine Months 2011	Nine Months 2012	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	742.3	722.2	-2.7%	0.3%	-3.0%	0.0%
Italy	487.9	426.5	-12.6%	0.0%	-12.6%	0.0%
Rest of Europe	597.5	605.4	1.3%	3.1%	-2.2%	0.4%
USA/Canada	456.1	556.7	22.1%	7.3%	3.7%	9.7%
Rest of the World	864.5	1,024.0	18.4%	13.4%	2.6%	1.8%
Total	3,148.3	3,334.8	5.9%	5.4%	-1.6%	2.1%

1. Market where sales are recorded

2012 First Quarter – Net Sales by Destination⁽¹⁾

In € millions	Q1 2011	Q1 2012	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	254.4	251.3	-1.2%	0.9%	-2.1%	0.0%
Italy	178.6	154.3	-13.6%	0.0%	-13.6%	0.0%
Rest of Europe	191.2	193.9	1.4%	0.3%	2.5%	-1.3%
USA/Canada	136.4	168.9	23.8%	14.2%	4.1%	4.2%
Rest of the World	275.8	317.8	15.2%	10.8%	2.7%	1.2%
Total	1,036.4	1,086.2	4.8%	5.0%	-0.9%	0.7%

1. Market where sales are recorded

2012 Second Quarter – Net Sales by Destination⁽¹⁾

In € millions	Q2 2011	Q2 2012	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	266.5	255.5	-4.1%	-0.4%	-3.7%	0.0%
Italy	168.4	148.2	-12.0%	0.0%	-12.0%	0.0%
Rest of Europe	199.7	207.4	3.9%	6.0%	-1.9%	-0.1%
USA/Canada	143.0	187.3	31.0%	15.0%	2.0%	11.7%
Rest of the World	293.8	339.1	15.4%	9.8%	3.6%	1.4%
Total	1,071.4	1,137.5	6.2%	5.7%	-1.7%	2.2%

1. Market where sales are recorded

2012 Third Quarter – Net Sales by Destination⁽¹⁾

In € millions	Q3 2011	Q3 2012	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	221.4	215.4	-2.7%	0.4%	-3.1%	0.0%
Italy	140.9	124.0	-12.0%	0.0%	-12.0%	0.1%
Rest of Europe	206.6	204.1	-1.2%	3.1%	-6.6%	2.6%
USA/Canada	176.7	200.5	13.5%	-4.2%	5.0%	12.8%
Rest of the World	294.9	367.1	24.5%	19.4%	1.7%	2.5%
Total	1,040.5	1,111.1	6.8%	5.5%	-2.2%	3.5%

1. Market where sales are recorded

2012 Nine Months – Net Sales by Origin⁽¹⁾

In € millions	Nine Months 2011	Nine Months 2012	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	833.8	808.9	-3.0%	-0.7%	-2.3%	0.0%
Italy	516.8	447.4	-13.4%	0.0%	-13.4%	0.0%
Rest of Europe	582.7	596.4	2.4%	3.4%	-1.5%	0.4%
USA/Canada	464.9	565.6	21.7%	7.4%	3.3%	9.7%
Rest of the World	750.1	916.5	22.2%	16.2%	3.2%	1.9%
Total	3,148.3	3,334.8	5.9%	5.4%	-1.6%	2.1%

1. Zone of origin of the product sold

2012 First Quarter – Net Sales by Origin⁽¹⁾

In € millions	Q1 2011	Q1 2012	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	284.2	280.2	-1.4%	0.5%	-1.9%	0.0%
Italy	187.6	160.6	-14.4%	0.0%	-14.4%	0.0%
Rest of Europe	187.1	189.4	1.2%	0.0%	2.8%	-1.5%
USA/Canada	139.3	172.5	23.8%	14.6%	3.7%	4.2%
Rest of the World	238.2	283.5	19.0%	12.8%	4.1%	1.4%
Total	1,036.4	1,086.2	4.8%	5.0%	-0.9%	0.7%

1. Zone of origin of the product sold

2012 Second Quarter – Net Sales by Origin⁽¹⁾

In € millions	Q2 2011	Q2 2012	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	299.0	285.3	-4.6%	-1.4%	-3.2%	0.0%
Italy	180.6	156.2	-13.5%	0.0%	-13.5%	0.0%
Rest of Europe	194.6	204.9	5.3%	6.5%	-1.0%	-0.1%
USA/Canada	144.9	189.9	31.1%	15.3%	1.7%	11.8%
Rest of the World	252.3	301.2	19.4%	12.1%	4.9%	1.5%
Total	1,071.4	1,137.5	6.2%	5.7%	-1.7%	2.2%

1. Zone of origin of the product sold

2012 Third Quarter – Net Sales by Origin⁽¹⁾

In € millions	Q3 2011	Q3 2012	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	250.6	243.4	-2.9%	-1.2%	-1.7%	0.0%
Italy	148.6	130.6	-12.1%	0.0%	-12.1%	0.0%
Rest of Europe	201.0	202.1	0.5%	3.7%	-5.7%	2.8%
USA/Canada	180.7	203.2	12.5%	-4.4%	4.3%	12.8%
Rest of the World	259.6	331.8	27.8%	23.3%	1.0%	2.6%
Total	1,040.5	1,111.1	6.8%	5.5%	-2.2%	3.5%

1. Zone of origin of the product sold

2012 Nine Months – P&L

In € millions	9M 2011	9M 2012	% change
Net sales	3,148.3	3,334.8	+5.9%
Gross profit	1,667.8	1,737.4	+4.2%
<i>as % of sales</i>	53.0%	52.1%	
Adjusted⁽¹⁾ operating profit	656.5	675.3	+2.9%
<i>as % of sales</i>	20.9%	20.3% ⁽²⁾	
Amortization and expense/income related to acquisitions	(24.5)	(20.3)	
Operating profit	632.0	655.0	+3.6%
<i>as % of sales</i>	20.1%	19.6%	
Financial income (costs)	(59.4)	(61.7)	
Exchange gains (losses)	17.2	(12.2)	
Income-tax expense	(200.3)	(189.6)	
Profit	389.5	391.5	+0.5%
Profit excluding minority interests	388.9	390.4	+0.4%

1. Operating profit adjusted for amortization of the revaluation of intangible assets and for expense/income, relating both to acquisitions (€24.5 million in 9M 2011 and €20.3 million in 9M 2012), as well as, if applicable, for impairment of goodwill (€0 for 9M 2011 and 9M 2012)

2. 20.6% excluding acquisitions



Earnings per Share

	9M 2011	9M 2012	% change
EPS basic reported (in €)	1.481	1.483	+0.1%
EPS basic reported excluding FX impact ⁽¹⁾ (in €)	1.438	1.514	+5.3%

1. Excluding exchange gains and losses net of tax impact

2012 First Quarter – P&L

In € millions	Q1 2011	Q1 2012	% change
Net sales	1,036.4	1,086.2	+4.8%
Gross profit	561.7	576.9	+2.7%
<i>as % of sales</i>	54.2%	53.1%	
Adjusted⁽¹⁾ operating profit	218.2	221.9	+1.7%
<i>as % of sales</i>	21.1%	20.4%⁽²⁾	
Amortization and expense/income related to acquisitions	(8.4)	(6.0)	
Operating profit	209.8	215.9	+2.9%
<i>as % of sales</i>	20.2%	19.9%	
Financial income (costs)	(17.9)	(20.3)	
Exchange gains (losses)	6.0	(5.1)	
Income-tax expense	(70.2)	(66.5)	
Profit	127.7	124.0	-2.9%
Profit excluding minority interests	127.5	123.3	-3.3%

1. Operating profit adjusted for amortization of the revaluation of intangible assets and for expense/income, relating both to acquisitions (€8.4 million in Q1 2011 and €6.0 million in Q1 2012, as well as, if applicable, for impairment of goodwill (€0 for Q1 2011 and Q1 2012))
2. 20.8% excluding acquisitions

2012 Second Quarter – P&L

In € millions	Q2 2011	Q2 2012	% change
Net sales	1,071.4	1,137.5	+6.2%
Gross profit	565.1	595.5	+5.4%
<i>as % of sales</i>	52.7%	52.4%	
Adjusted⁽¹⁾ operating profit	224.5	234.6	+4.5%
<i>as % of sales</i>	21.0%	20.6% ⁽²⁾	
Amortization and expense/income related to acquisitions	(8.8)	(6.2)	
Operating profit	215.7	228.4	+5.9%
<i>as % of sales</i>	20.1%	20.1%	
Financial income (costs)	(16.5)	(20.2)	
Exchange gains (losses)	4.7	(5.5)	
Income-tax expense	(64.8)	(57.3)	
Profit	139.1	145.4	+4.5%
Profit excluding minority interests	138.9	145.4	+4.7%

1. Operating profit adjusted for amortization of the revaluation of intangible assets and for expense/income, relating both to acquisitions (€8.8 million in Q2 2011 and €6.2 million in Q2 2012, as well as, if applicable, for impairment of goodwill (€0 for Q2 2011 and Q2 2012))

2. 20.8% excluding acquisitions

2012 Third Quarter – P&L

In € millions	Q3 2011	Q3 2012	% change
Net sales	1,040.5	1,111.1	+6.8%
Gross profit	541.0	565.0	+4.4%
<i>as % of sales</i>	52.0%	50.9%	
Adjusted⁽¹⁾ operating profit	213.8	218.8	+2.3%
<i>as % of sales</i>	20.5%	19.7%⁽²⁾	
Amortization and expense/income related to acquisitions	(7.3)	(8.1)	
Operating profit	206.5	210.7	+2.0%
<i>as % of sales</i>	19.8%	19.0%	
Financial income (costs)	(25.0)	(21.2)	
Exchange gains (losses)	6.5	(1.6)	
Income-tax expense	(65.3)	(65.8)	
Profit	122.7	122.1	-0.5%
Profit excluding minority interests	122.5	121.7	-0.7%

1. Operating profit adjusted for amortization of the revaluation of intangible assets and for expense/income, relating both to acquisitions (€7.3 million in Q3 2011 and €8.1 million in Q3 2012, as well as, if applicable, for impairment of goodwill (€0 for Q3 2011 and Q3 2012))
2. 20.1% excluding acquisitions

2012 Nine Months – Reconciliation of Cash Flow From Operations with Profit

In € millions	9M 2011	9M 2012
Profit	389.5	391.5
Depreciation & amortization	128.7	121.0
Change in other non-current assets and liabilities and deferred tax	35.4	18.1
Exchange (gains)/losses net	(7.9)	9.9
(Gains)/losses on sales of assets, net	(2.1)	(3.0)
Other adjustments	0.3	0.7
Cash flow from operations	543.9	538.2

2012 Nine Months – Reconciliation of Free Cash Flow with Cash Flow From Operations

In € millions	9M 2011	9M 2012	% change
Cash flow from operations ⁽¹⁾	543.9	538.2	-1.0%
<i>as % of sales</i>	17.3%	16.1%	
Change in working capital requirement	(77.2)	(18.4)	
Net cash provided by operating activities	466.7	519.8	11.4%
<i>as % of sales</i>	14.8%	15.6%	
Capital expenditures (including capitalized R&D)	(91.6)	(79.4)	
Net proceeds of sales of fixed assets	7.3	6.0	
Free cash flow	382.4	446.4	16.7%
<i>as % of sales</i>	12.1%	13.4%	

1. Cash flow from operations is defined as the sum of net cash of operating activities and change in working capital requirement. Adjusted for cash FX impact, cash flow from operations comes to €534.6m in 9M 2011 and €540.5m in 9M 2012



Scope of Consolidation

2011	Q1	H1	9M	FY
Intervox Systems	Balance sheet only	6 months	9 months	12 months
Middle Atlantic Products		Balance sheet only	4 months	7 months
SMS			Balance sheet only	5 months
Megapower				Balance sheet only

2012	Q1	H1	9M	FY
Intervox Systems	3 months	6 months	9 months	12 months
Middle Atlantic Products	3 months	6 months	9 months	12 months
SMS	3 months	6 months	9 months	12 months
Megapower	3 months	6 months	9 months	12 months
Numeric UPS		Balance sheet only	4 months	7 months
Aegide	Balance sheet only	4 months	7 months	10 months
Daneva				To be defined

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). 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.