



2010

# 2010 Full-year Results

February 10, 2011



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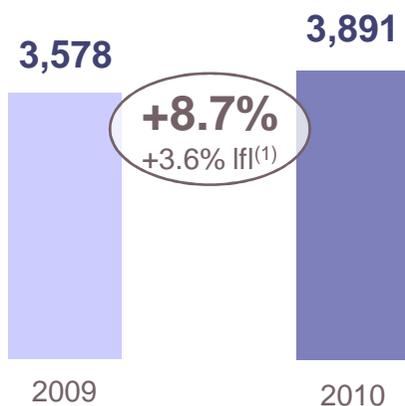
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## Financial review

Antoine Burel  
CFO

# 2010 Full-year Results

## Change in net sales in €m



## Adjusted operating margin in €m & as % of sales

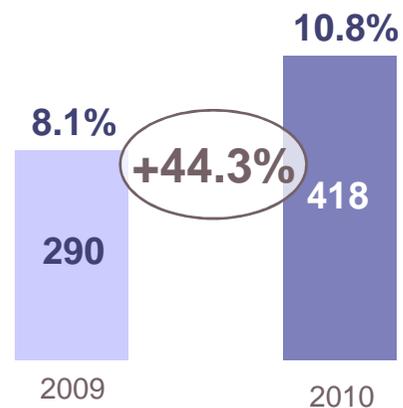


## Free cash-flow generation

**€646m**

16.6% of sales

## Net result in €m & as % of sales



1. Like-for-like: at constant scope of consolidation and exchange rates

# Change in Net Sales

## Group total €3,891m in 2010

- +8.7%
- +3.6% LFL<sup>(1)</sup>

### USA & Canada: €560m

- +3.8% LFL<sup>(1)</sup>
- Good showings for wiring devices
- Vigorous trends for lighting controls and digital infrastructures

### France: €919m

- +0.6% LFL<sup>(1)</sup>
- Good performances in wiring devices
- Success of LCS<sup>2</sup> digital infrastructure solutions
- Firm trends on renovation markets
- Offsetting still convalescent state of the building industry

### Italy: €591m

- +3.2% LFL<sup>(1)</sup>
- Excellent performances in wiring devices
- Success of My Home in residential systems
- Strong showings for cable management in the industrial sector
- Commercial market still convalescent

### Rest of the World: €1,063m

- +10.6% LFL<sup>(1)</sup>
- First geographical region in sales value
- Growth remained on a very vigorous track
- Bearing out the pertinence of Legrand's strategy

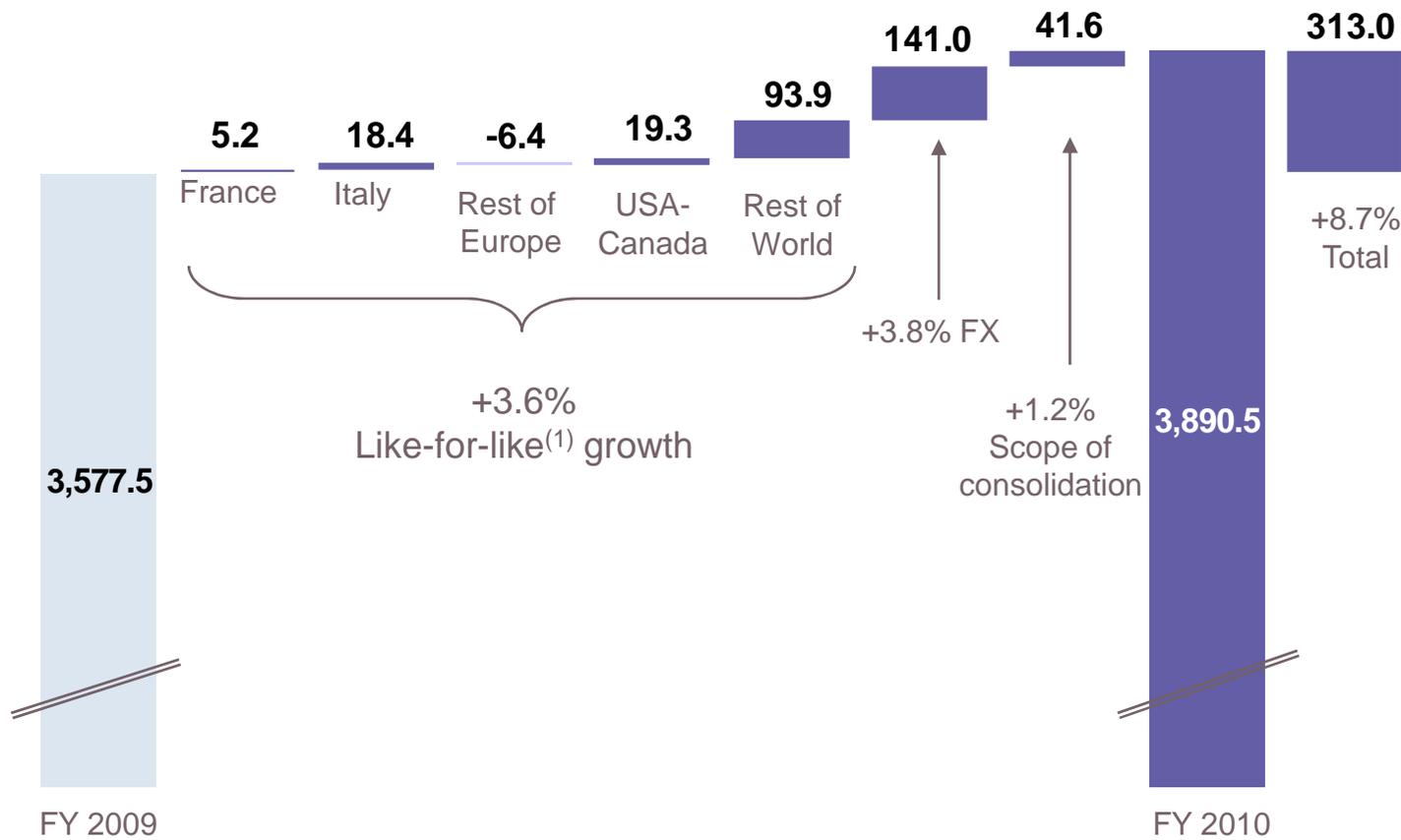
### Rest of Europe: €758m

- -0.9% LFL<sup>(1)</sup>
- Remarkable performances in Russia and Turkey
- Improved trends in most East European countries and the UK
- Persistent difficulties in Greece, Spain, Portugal, Austria and Belgium

1. Like-for-like: at constant scope of consolidation and exchange rates

# Change in Net Sales

## Breakdown of change in 2010 net sales (€m)



1. At constant scope of consolidation and exchange rates

# Change in Net Sales

## New economies

- Strong growth +24.2%
  - LFL<sup>(1)</sup> +11.9%
- 1/3 of total sales today
- Success of new products
- Best performers in 2010
  - Russia, India, China, Brazil, Turkey, Mexico, Chile, etc.

## Mature countries

- Growth +2.6%
  - LFL<sup>(1)</sup> +0.2%
- Success of new products
- Still convalescent state of building markets in many countries in 2010
  - Residential market is only beginning to recover
  - Early sign of stabilization in commercial market

1. Like-for-like: at constant scope of consolidation and exchange rates

# 2010 P&L : Adjusted Operating Margin Up 400 bps

In € millions	2009	2010	% change
<b>Net sales</b>	<b>3,577.5</b>	<b>3,890.5</b>	<b>8.7%</b>
Gross profit	1,876.9	<b>2,092.8</b>	11.5%
<i>As % of sales</i>	52.5%	<b>53.8%</b>	
<b>Adjusted<sup>(1)</sup> operating income</b>	<b>578.8</b>	<b>784.1</b>	<b>35.5%</b>
<i>As % of sales</i>	16.2%	<b>20.2%</b>	
Accounting entries related to the acquisition of Legrand France	(38.1)	<b>(26.5)</b>	
Impairment of goodwill	(16.6)	<b>0.0</b>	
Operating income	524.1	<b>757.6</b>	44.6%
<i>As % of sales</i>	14.6%	<b>19.5%</b>	
Financial income & costs	(88.1)	<b>(71.2)</b>	
Exchange gains & losses	(13.4)	<b>(39.8)</b>	
Income tax expense	(131.3)	<b>(227.1)</b>	
<b>Net profit</b>	<b>291.3</b>	<b>419.5</b>	<b>44.0%</b>
<b>Net profit excluding minorities</b>	<b>289.8</b>	<b>418.3</b>	<b>44.3%</b>

1. Figures restated for accounting entries with no cash impact relating to the acquisition of Legrand France in 2002 and impairment of goodwill

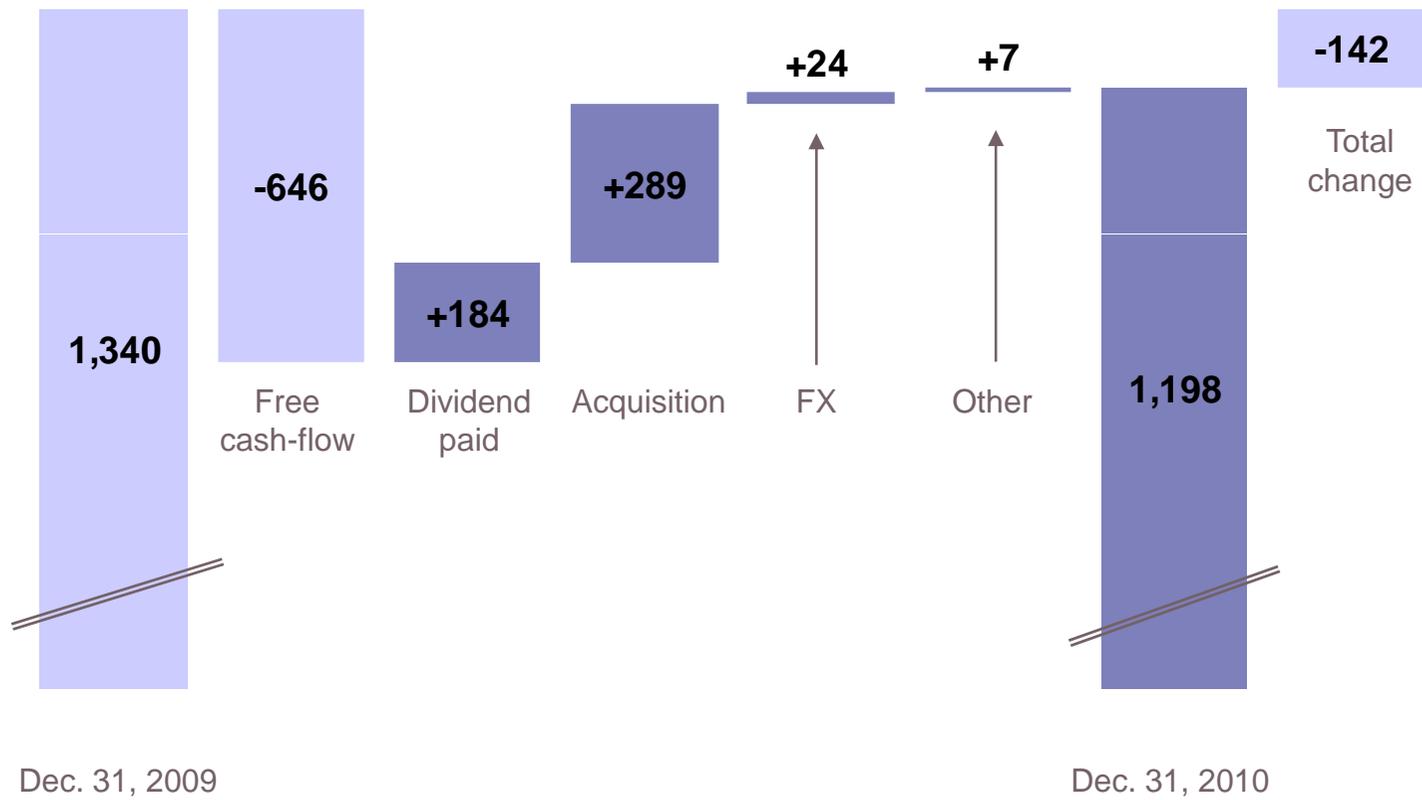
# Exceptional Cash Generation

In € millions	2009	2010	% change
<b>Cash-flow from operations <sup>(1)</sup></b>	<b>484.1</b>	<b>673.0</b>	<b>39.0%</b>
<i>As % of sales</i>	13.5%	17.3%	
Change in working capital requirement	242.2	76.4	
Net cash provided by operating activities	726.3	749.4	3.2%
<i>As % of sales</i>	20.3%	19.3%	
Capital expenditures (including capitalized R&D)	(115.6)	(112.8)	
Net proceeds from sales of fixed assets	43.8	8.9	
<b>Free cash-flow</b>	<b>654.5</b>	<b>645.5</b>	<b>-1.4%</b>
<i>As % of sales</i>	18.3%	16.6%	
<b>Normalized <sup>(2)</sup> free cash-flow as % of sales</b>	<b>13.0%</b>	<b>13.0%</b>	

1. Cash flow from operations is defined as the sum of net cash provided by operating activities and change in working capital requirement
2. Normalized: assuming working capital requirement equal to 10% of sales in 2009 and 2010

# Net Debt Reduction

## Change in net debt (€m)



# Sound Balance-sheet Structure

- Structural improvement
- Rating <sup>(1)</sup>: BBB, positive credit watch
- Significant financing headroom: €1.2bn
- Wise debt management : main credit-line maturities running to 2013 at the earliest and to 2025 at the latest

1. *Standard & Poor's*

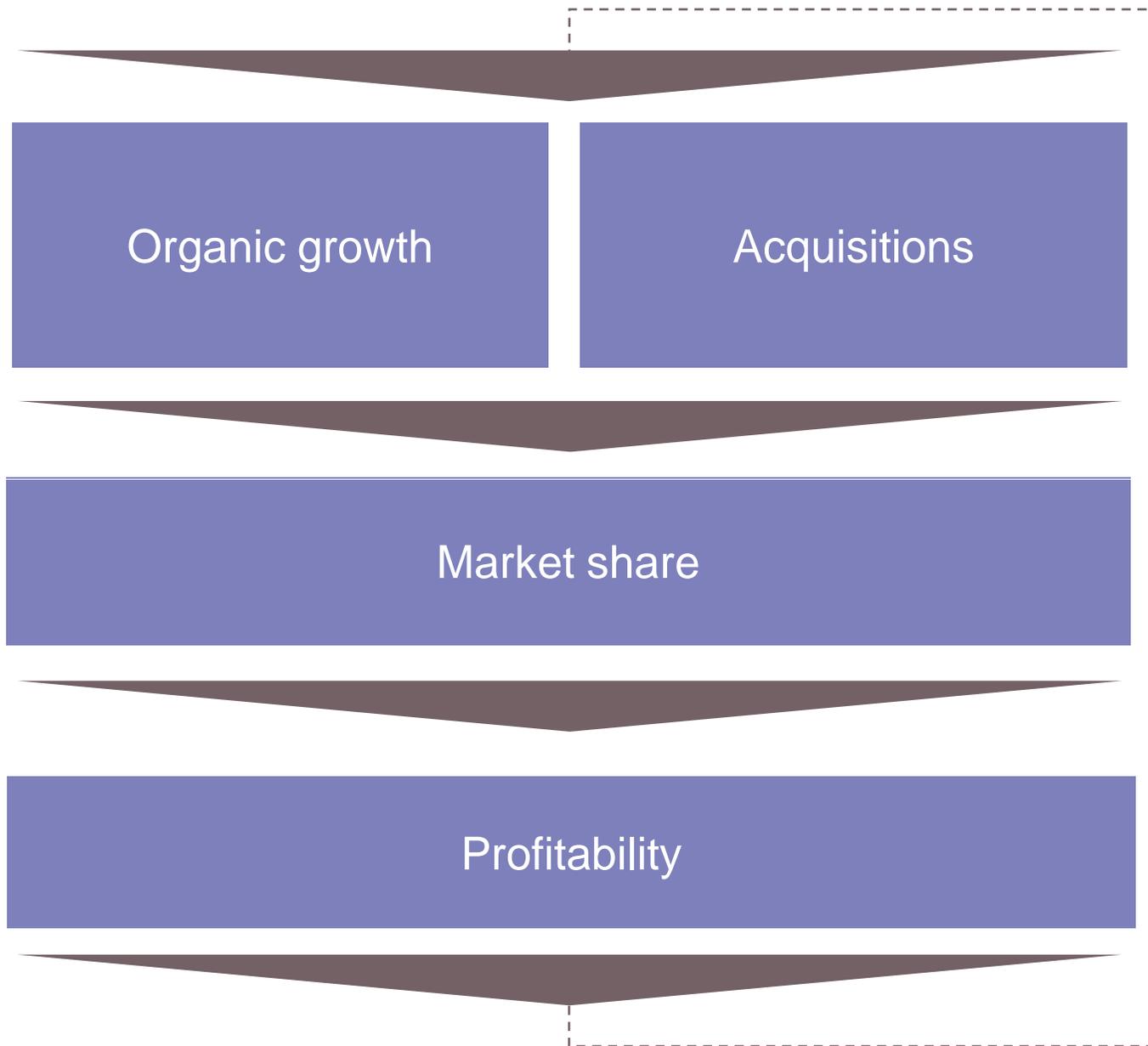


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## Lastingly robust fundamentals

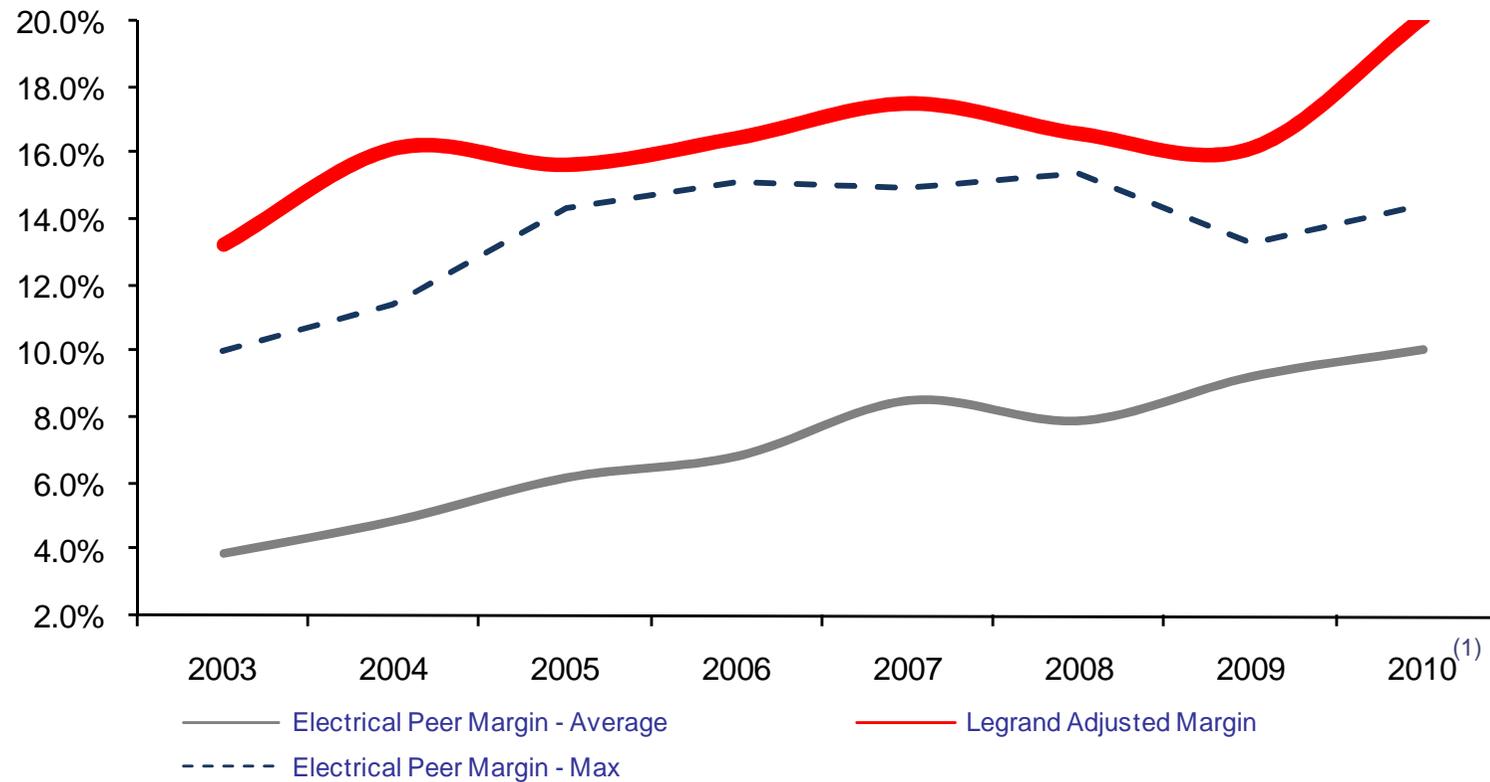
Gilles Schnepp  
Chairman & CEO

# A Profitable, Virtuous Business with Two Growth Drivers



# Best-in-class Operating Margin

## Operating margin: Legrand vs peers



1. Actual figures for Legrand, I/B/E/S consensus for peers

# Non Dilutive Self financed Business Model

- Non-dilutive self-financed business development through innovation and bolt-on acquisitions
- Attractive dividend policy with no dividend cut
- Solid balance-sheet structure

# Sustainable Growth – A Natural Fit With Our Business Model, Examples of 2010 Initiatives

## Environment

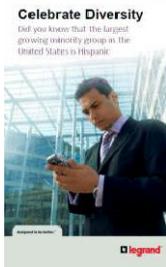


### ■ Eco-design

NILOE Wiring device - Every stage of the Niloé life cycle has been designed for maximum reduction in environment impact vs previous range (-20% for switches and -30% for sockets compared to the previous offer).

LEXIC 2 MCB – The environmental impacts have been reduced by nearly 20% vs the previous range, especially resistive heat dissipation and packaging mass.

## Social



### ■ Access to electricity

Emergency Relief in Haiti - product deliveries throughout the year for local projects (Médecins Sans Frontières hospital, refugee camps, orphanages, etc)

### ■ Diversity

Launch of awareness-raising programs within the group entities. For example: the diversity week in France and in the USA punctuated by distribution of brochures, event, etc.

## Governance



### ■ Legrand share included in main SRI indexes

- FTSE4Good
- DJSI
- Aspi
- Ethibel Excellence Europe

### ■ Fair Competition Group Charter

# Sustainable Growth – Healthy Progress in 2010 Targets

Performance Indicator	2010 targets	
ISO 14001 certified sites (%)	Maintain rate at above 70%	● ● ● ● ●
% of recycled waste	Maintain rate at above 75%	● ● ● ● ●
Reduce carbon dioxide emissions linked to energy consumption	10% reduction relative to 2006	● ● ● ● ●
Emissions of volatile organic compounds (VOC)	20% reduction relative to 2006	● ● ● ● ●
R&D centers applying eco-design principles, % of group total	60% worldwide and 100% in France, Italy and North America	● ● ● ● ○
Contribution of products covered by environmental profiles to sales in France, Italy and the United States	50%	● ● ● ○ ○
Percentage of group employees covered by formal risk assessment	Rise to over 80%	● ● ● ● ● <sup>(1)</sup>
Percentage of group employees within the scope of consolidated risk data	Rise to over 95%	● ● ● ● ● <sup>(1)</sup>
Percentage of group employees represented by a committee	Maintain rate at over 85%	● ● ● ● ● <sup>(1)</sup>

1. Excluding Inform and Indo Asia Switchgear



What has changed?

Olivier Bazil  
Vice-Chairman & COO

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# 2002 – Reshape Group Organization

**From...**

local  
organizations  
responsible for  
back-office and  
front-office

**..to**

a dual organization with

- Global back-office organizations:
  - 3 industrial divisions in charge of R&D and production:
    - Cost and capex optimization
    - Acceleration of new product launches
  - Global purchasing organization
  
- Local front offices responsible for and incentivized on
  - Market share gains
  - Profitable sales growth
  - Optimization of working capital requirement

# 2009 – Re-engineering of Processes

- R&D: new processes in product design<sup>(1)</sup>
  - Increase number of new products
  - Decrease time to market by one-third
  
- Production processes: rationalization of product platforms<sup>(1)</sup>
  - 60% to 70% decline in the number of components
  - Increase utilization rate of equipment
  - Reduce product update, complexity and inventories

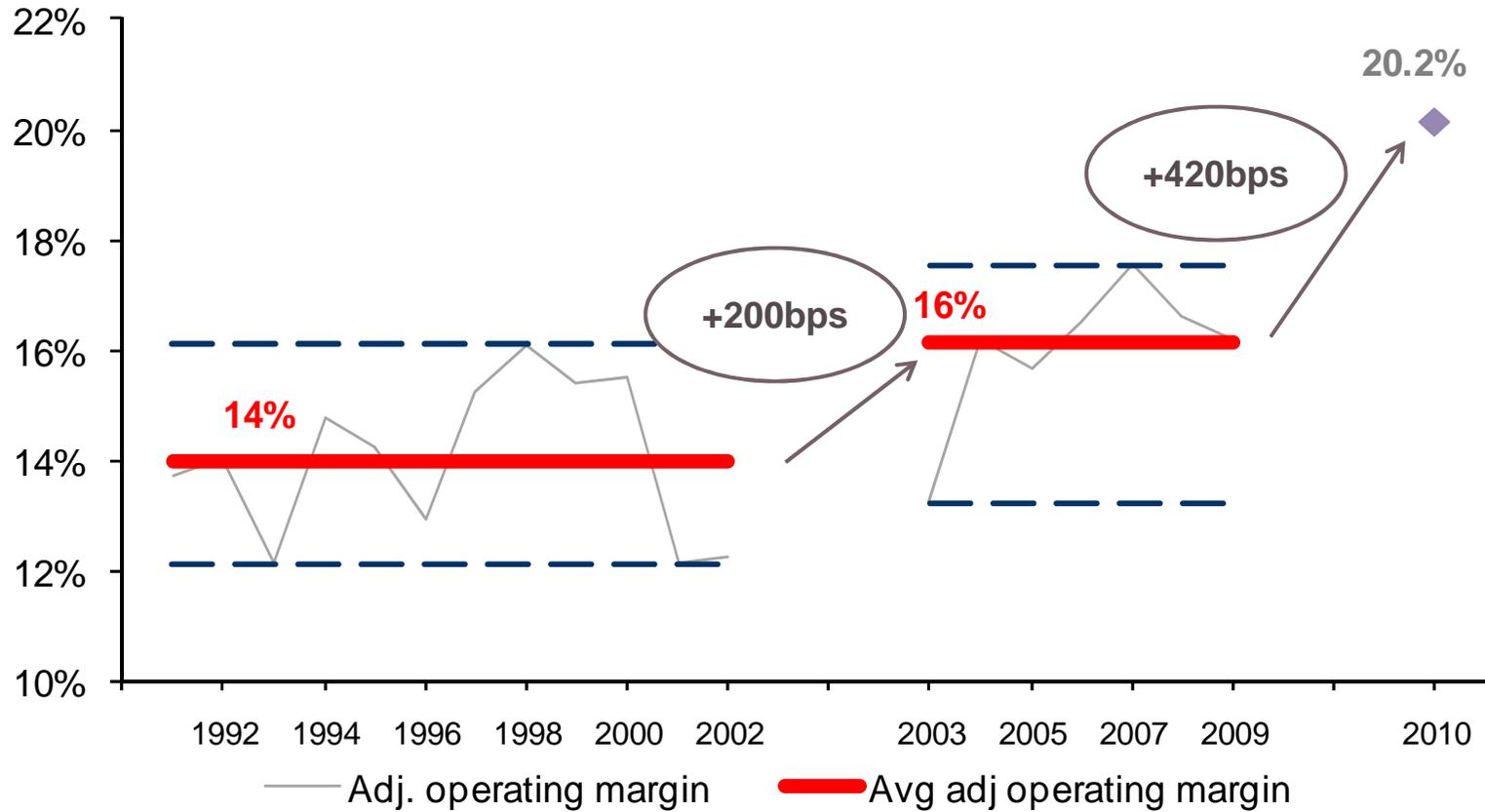


1. Example for wiring devices & home systems

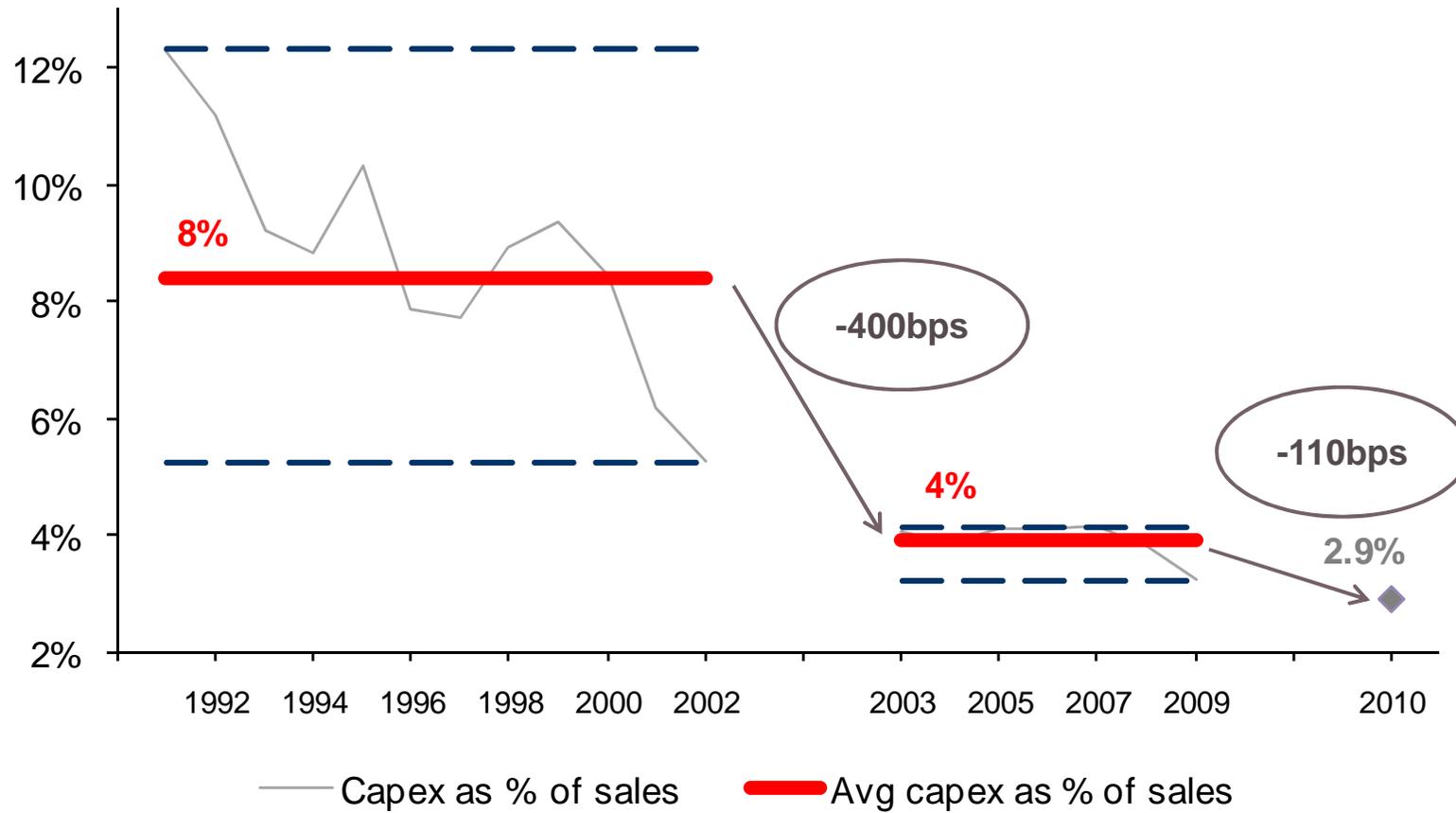
# Structural Improvement in Operational Performances

- Higher adjusted operating margin
- Lower capex needs
- Lower working capital requirement
- Higher free cash flow generation

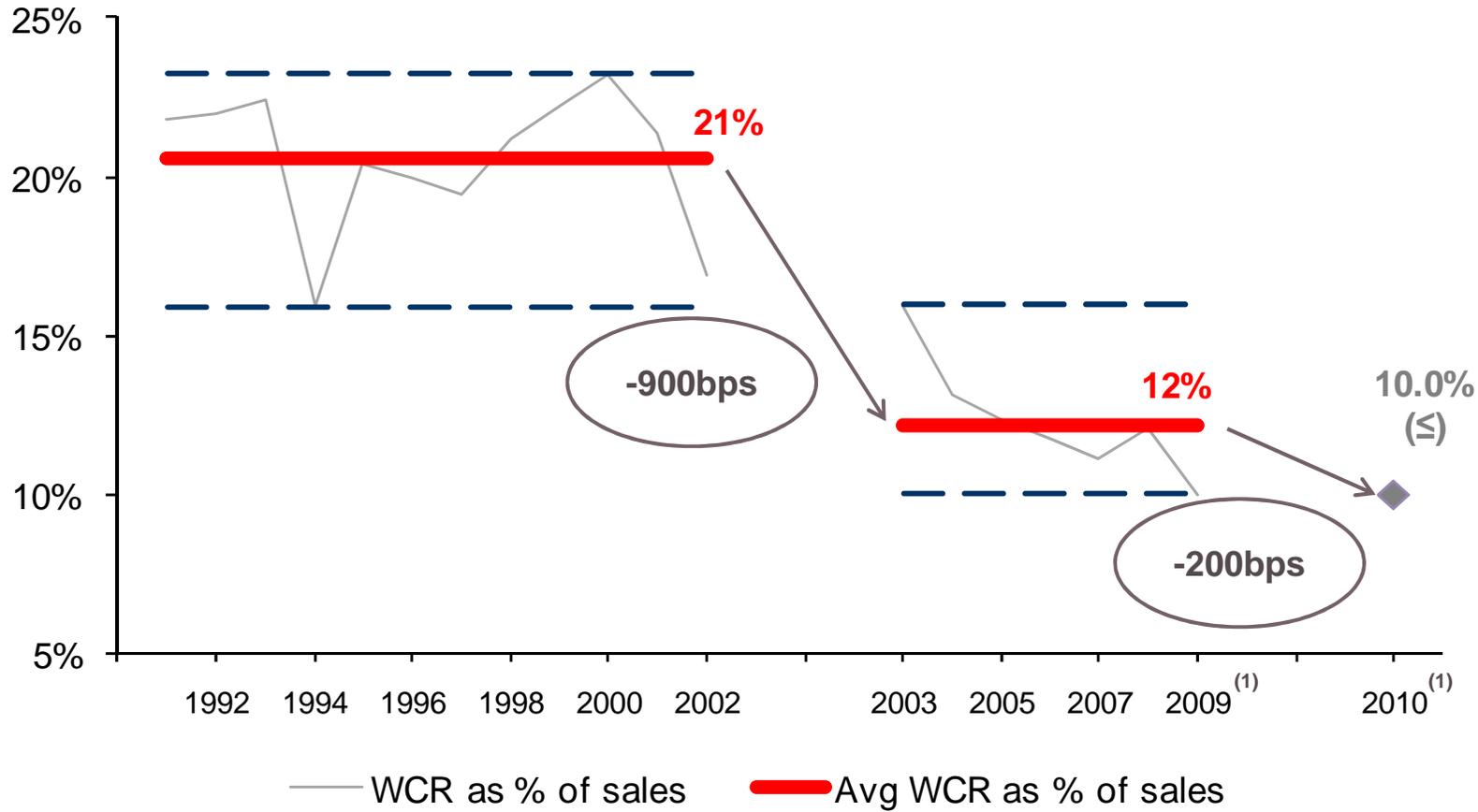
# Higher Adjusted Operating Margin



# Lower Capex Needs

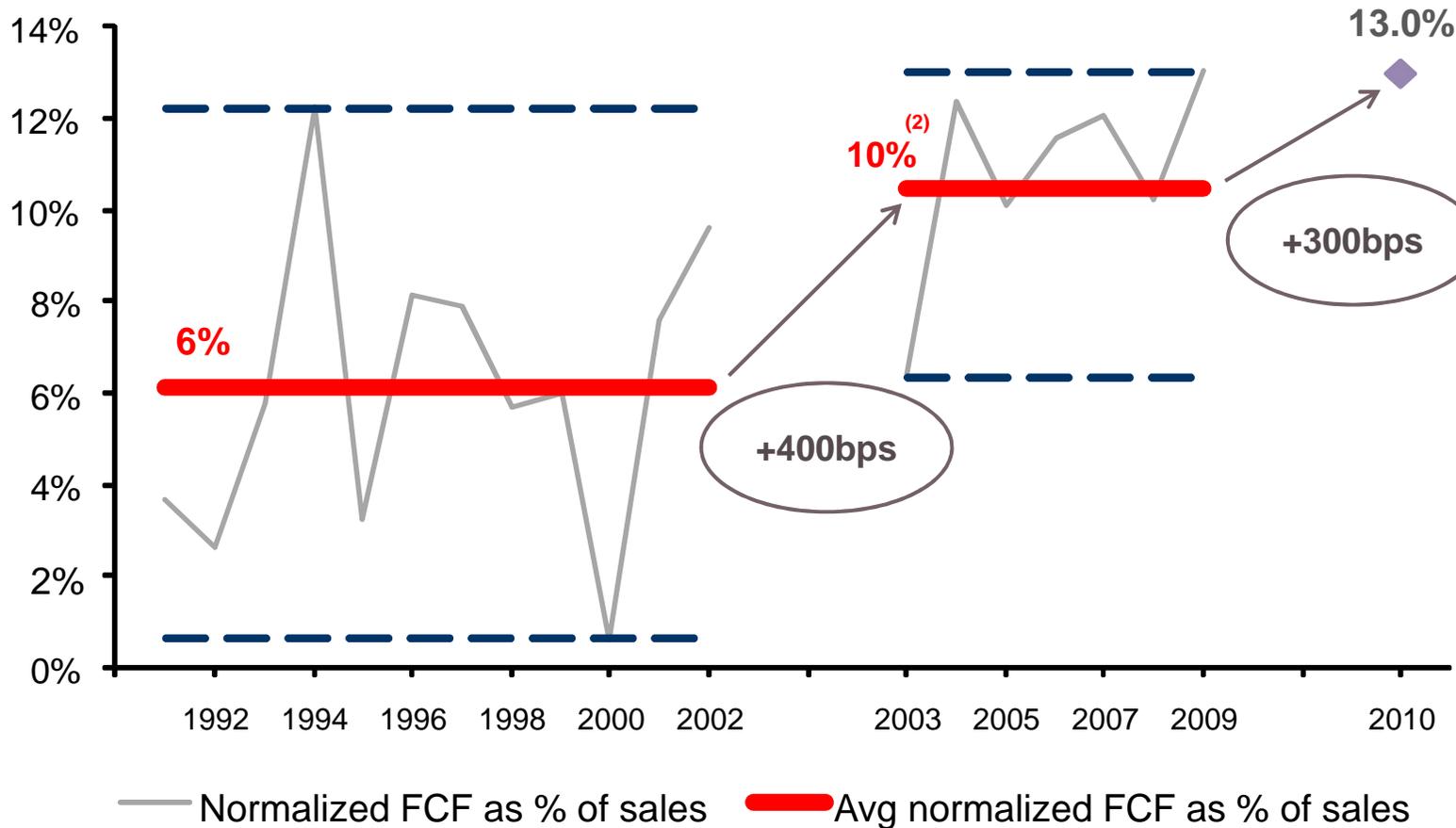


# Lower Working Capital Requirement



1. 2009 and 2010 data are normalized

# Higher Normalized Free Cash Flow<sup>(1)</sup>



1. Excluding the positive impact of tax loss carry forward in 2006 and 2007 and assuming WCR equal to 10% of sales in 2009 and 2010  
 2. Excluding 2009

# Enhanced Growth Profile Fueled by Improved Operating Performance

- Higher adjusted operating margin
- Lower capex needs
- Lower working capital requirement
- Higher free cash flow generation



## Added resources to fuel growth

- Accelerate new product launches
- Speed up bolt-on acquisitions
- Seize market opportunities
  - New economies
  - New business segments
  - Medium term drivers



## Enhanced growth profile

Gilles Schnepp  
Chairman & CEO

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# Enhanced Growth Profile

- Accelerate new product launches
- Speed up bolt-on acquisitions
- Seize market opportunities
  - New economies
  - New business segments
  - Medium term drivers

# Accelerate New Product Launches

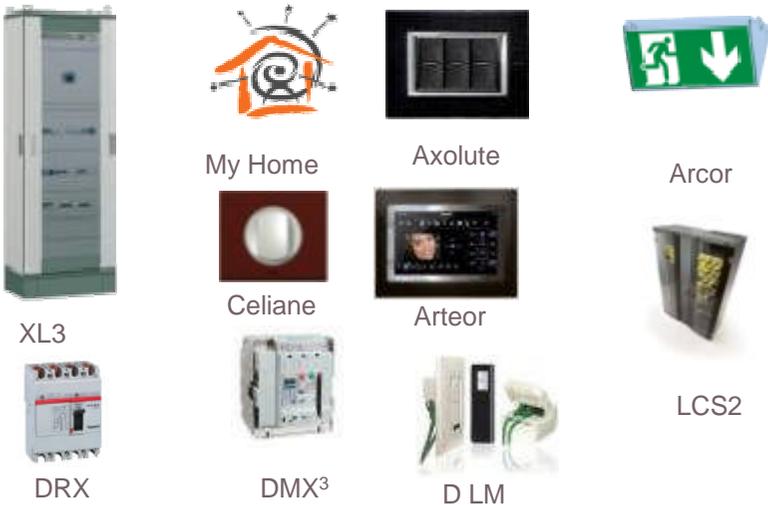
**4 to 5%**  
of sales invested  
in R&D every  
year

**Higher  
R&D efficiency:**

- Shorter time to market
- More projects
- Partnerships

A steady flow of major new products launches in 2003-2010

Much more to come from 2011 onwards

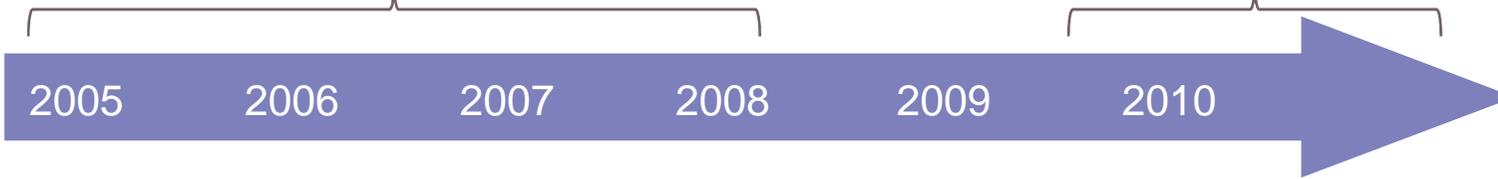


- Wiring devices
- Energy distribution
- Cable management
- Etc.

# Speed Up Targeted Bolt-on Acquisitions

About €200m invested on average per year ...

about €400m

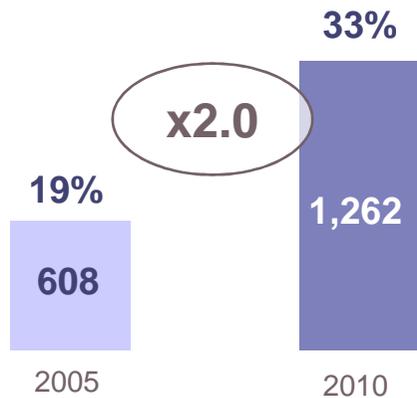


New economies  
New business segments  
Complements

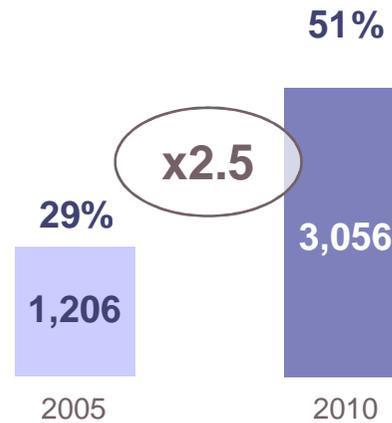


# New Economies – Increases In Group Resources and Presence Over the Past 5 Years

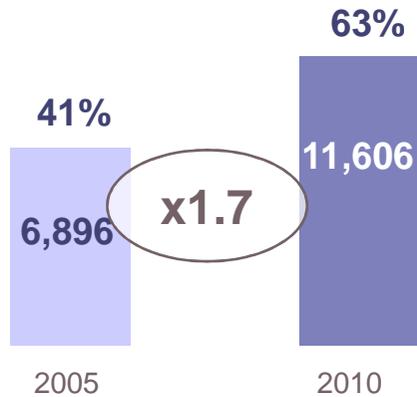
**Net sales**  
in €m & as % of total group sales



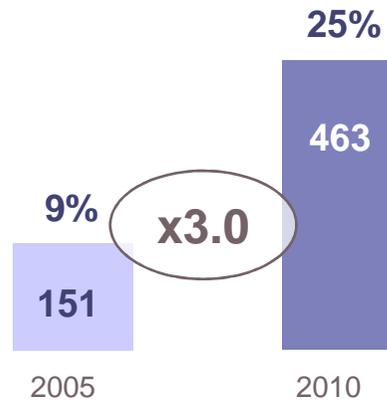
**Sales & marketing headcount**  
in number and as % of group total



**Production headcount**  
in number and as % of group total

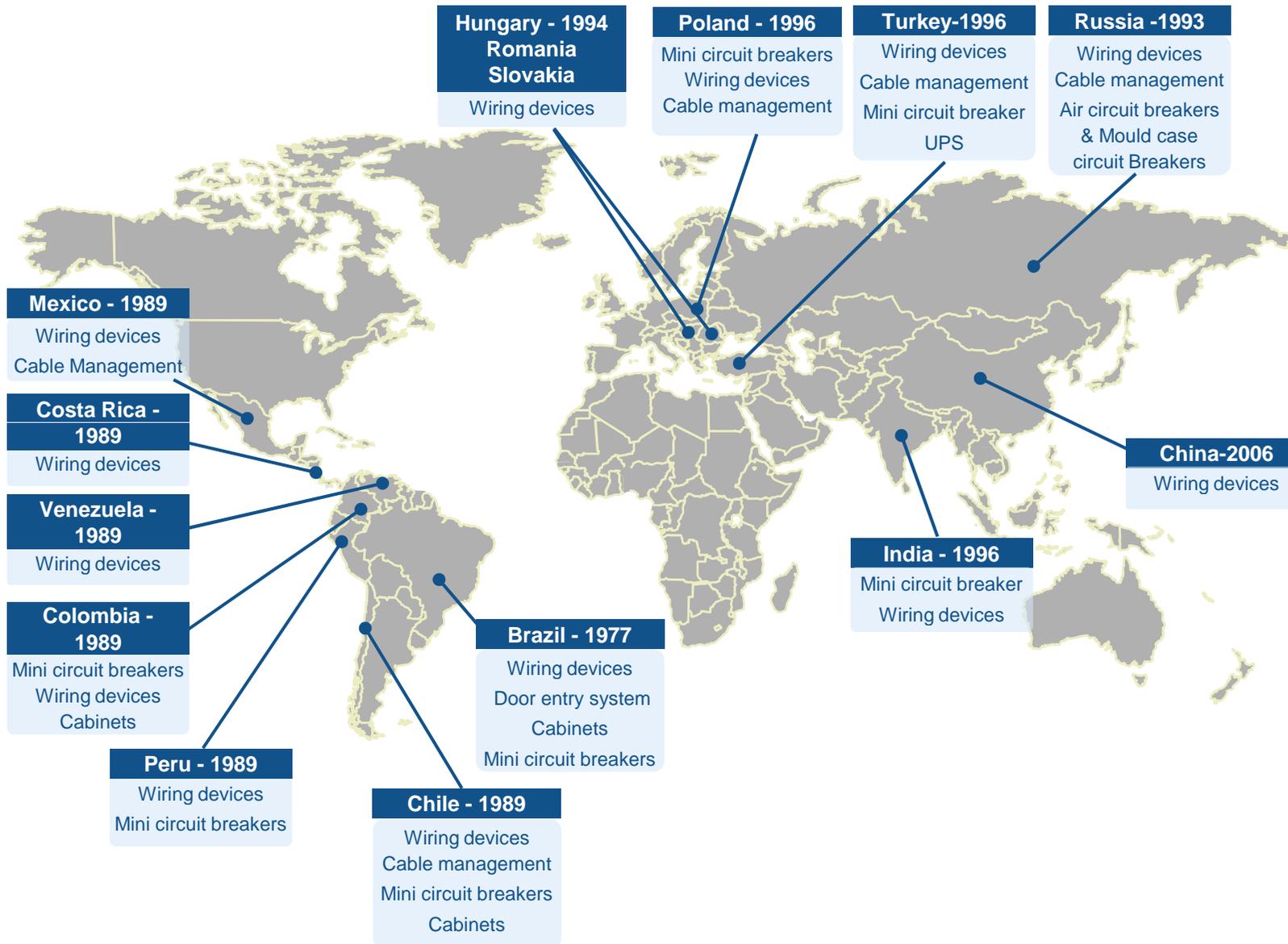


**R&D headcount**  
in number and as % of group total



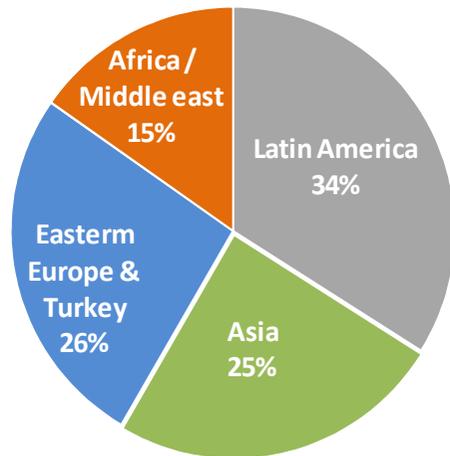
**New economies**

# New Economies – Strong and Long Standing #1 and #2 positions



# New Economies –Robust, Well-balanced Local Footprint

Balanced exposure  
breakdown of sales in new economies



**About 2/3**  
of sales in new  
economies with products  
**#1 or #2**  
on their market

Production in 10 main countries  
including:

- China
- India
- Russia
- Brazil

Local R&D centres

- China
- India
- Brazil
- Russia
- Hungary
- Turkey

New economies

# New Economies – Legrand Geared for Growth

- +14% like-for-like average growth over the past 5 years<sup>(1)</sup>, 12 points above like-for-like growth in mature countries
- 33% of group sales today in 2010 vs 19% in 2005



**50% of sales  
in new  
economies  
five years from  
now**

1. 14% like-for-like average annual growth excluding 2009

16% of average annual growth total sales over the past 5 years including 2009

# New Business Segments – Opportunities in Our Core Business

- Digital infrastructures



- Energy performance



- Wire mesh



- Residential systems



Close to  
**20%**  
of total group  
sales

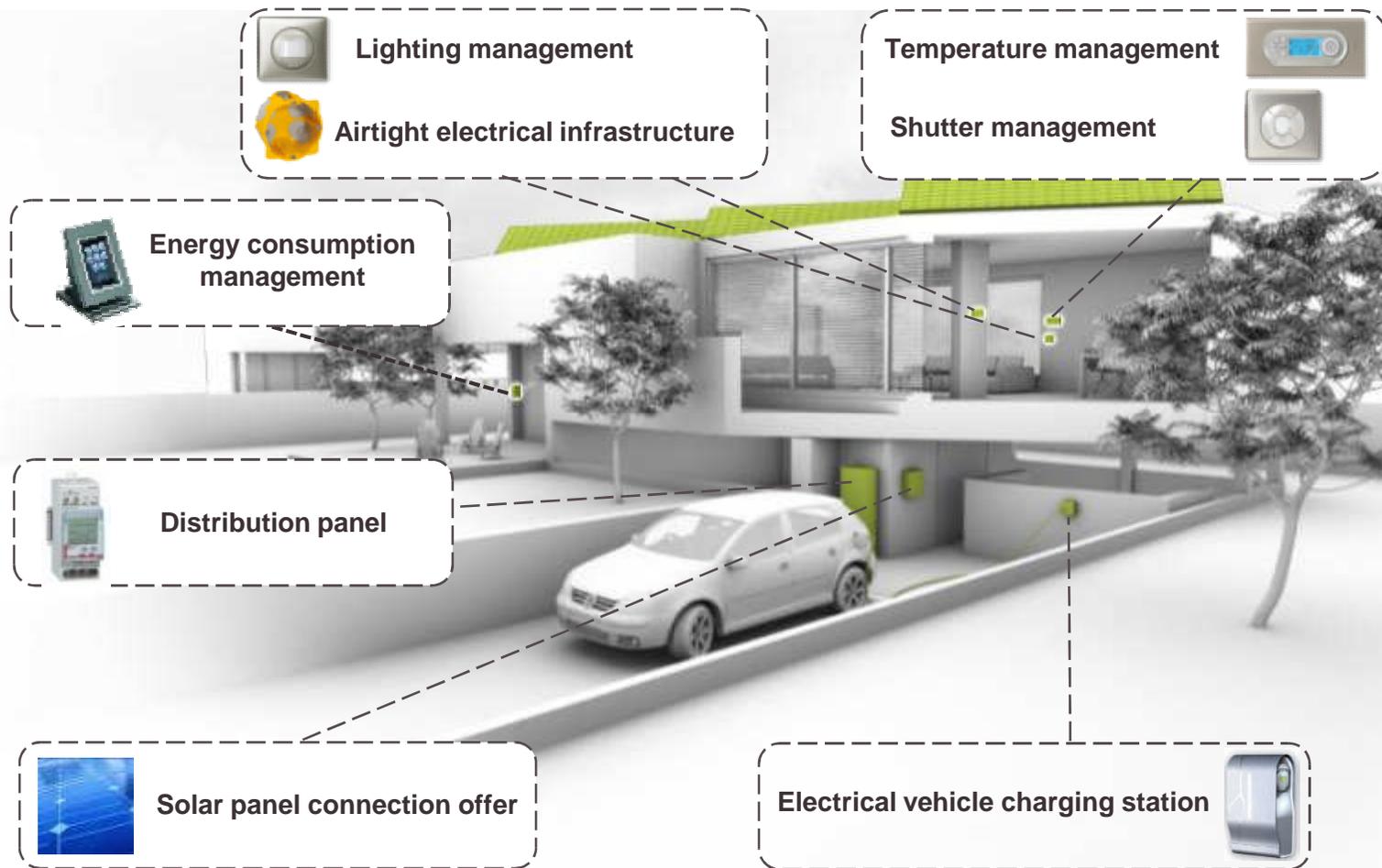
**13%**  
CAGR since  
2005

# Energy Efficiency – Meeting Needs at the Heart of Legrand's Area of Expertise

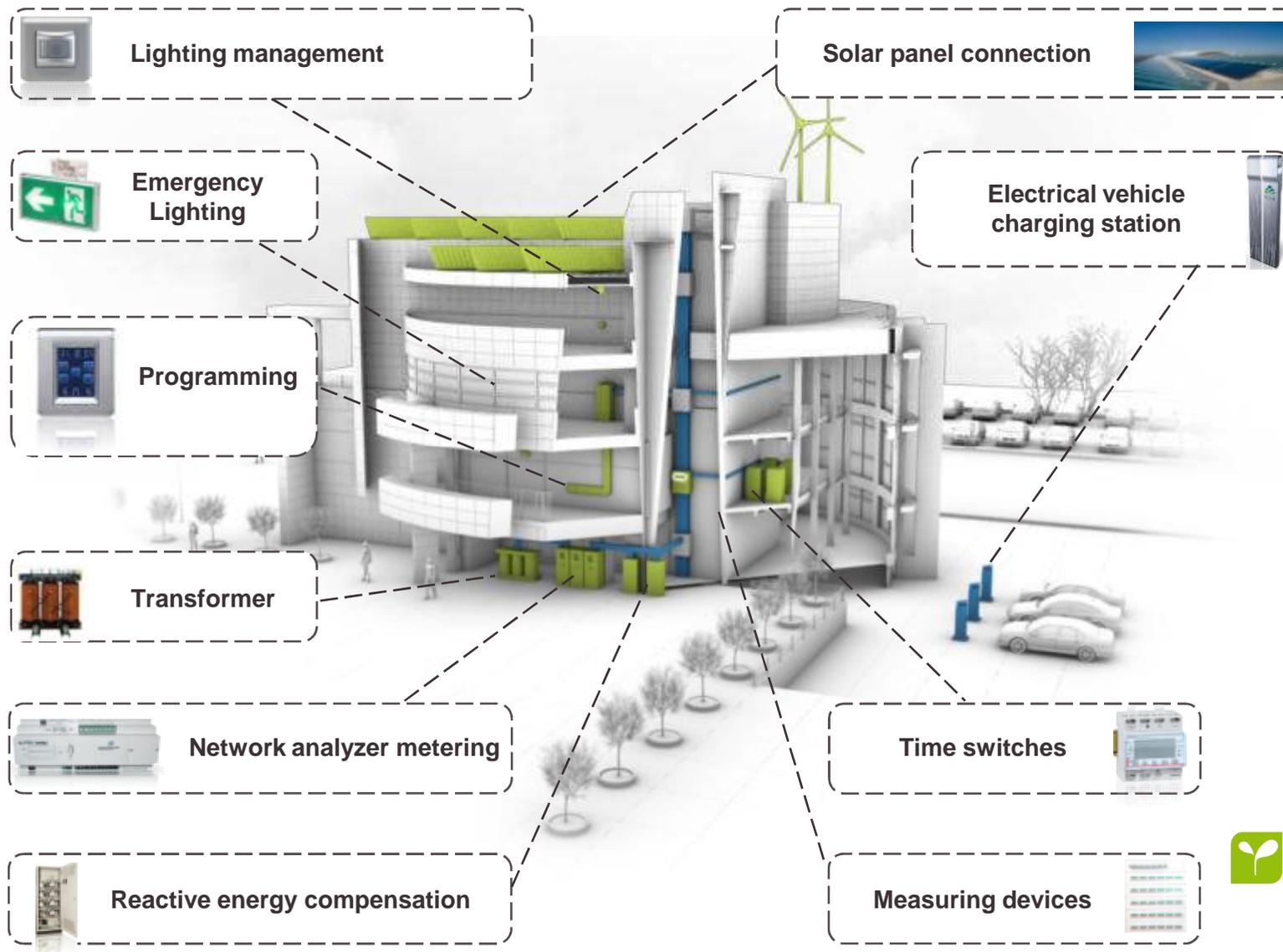
- **Buildings** alone account for **40%** of all energy used
- More than **90%** of buildings are **small/medium size**<sup>(1)</sup> : at the heart of Legrand's area of expertise

1. In France, area < 2000 sqm

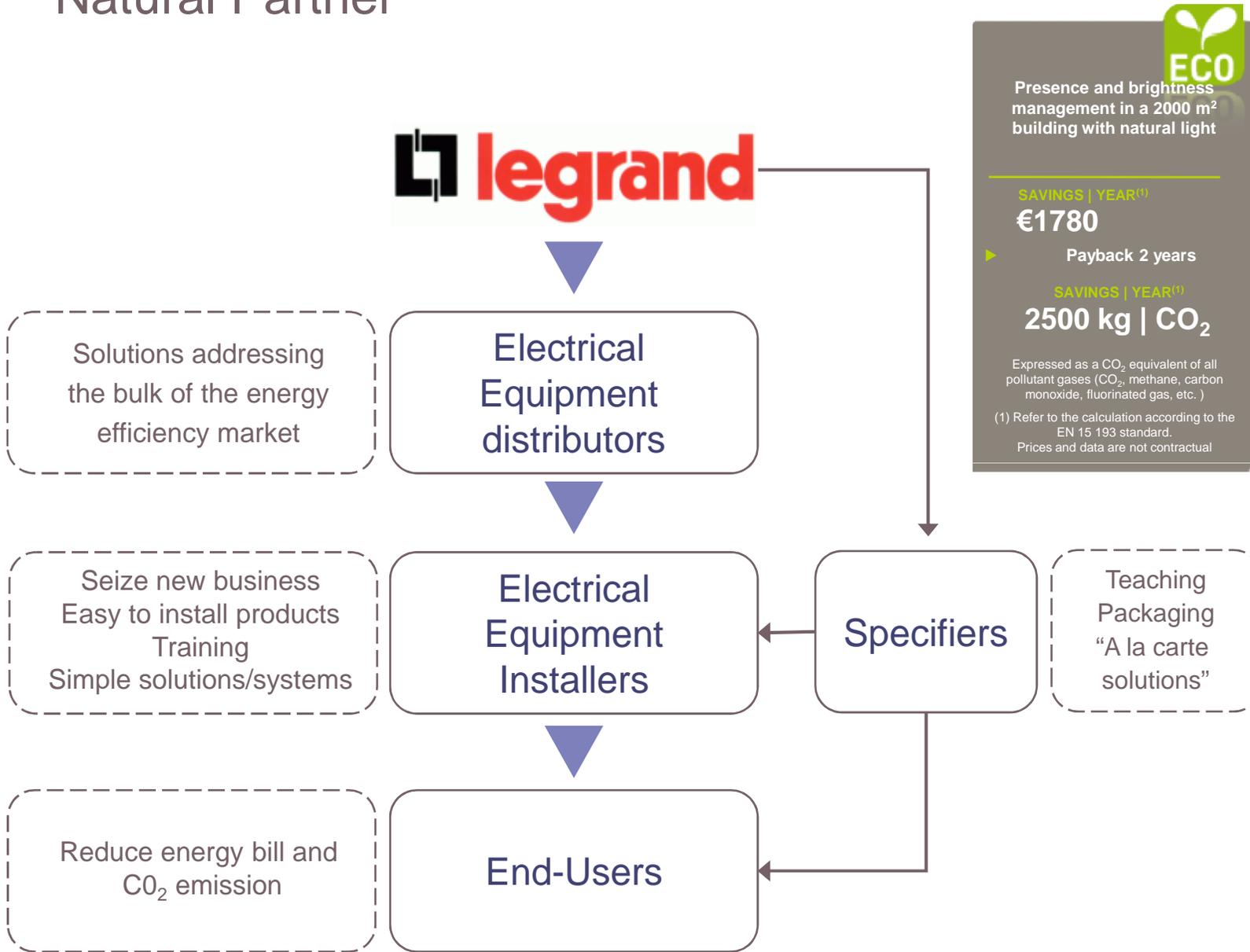
# Energy Efficiency – Addressing All Needs in Residential Buildings



# Energy Efficiency – Addressing All Needs in Commercial Buildings



# Energy Efficiency– Strong Demand for Legrand’s Natural Partner



# Medium-Term Opportunities – New Needs in Buildings Go Through the Digital and Electrical Infrastructures => Legrand's Area of Expertise

- Electrical-vehicle charging station
- Demand response / smart grid
- People care

# Electrical Vehicle Charging Station For Residential and Commercial Buildings



Public charging station

## A market at its beginnings / French case study

- France expected to count 2 million electric vehicles<sup>(1)</sup> by 2020
  - 0.4 million public charging stations
  - 4 million private charging stations
- New offerings from car manufacturers to be released in 2011
- Government support
- Legrand “Green Up” offering on the market from July 2011



Private home charging station

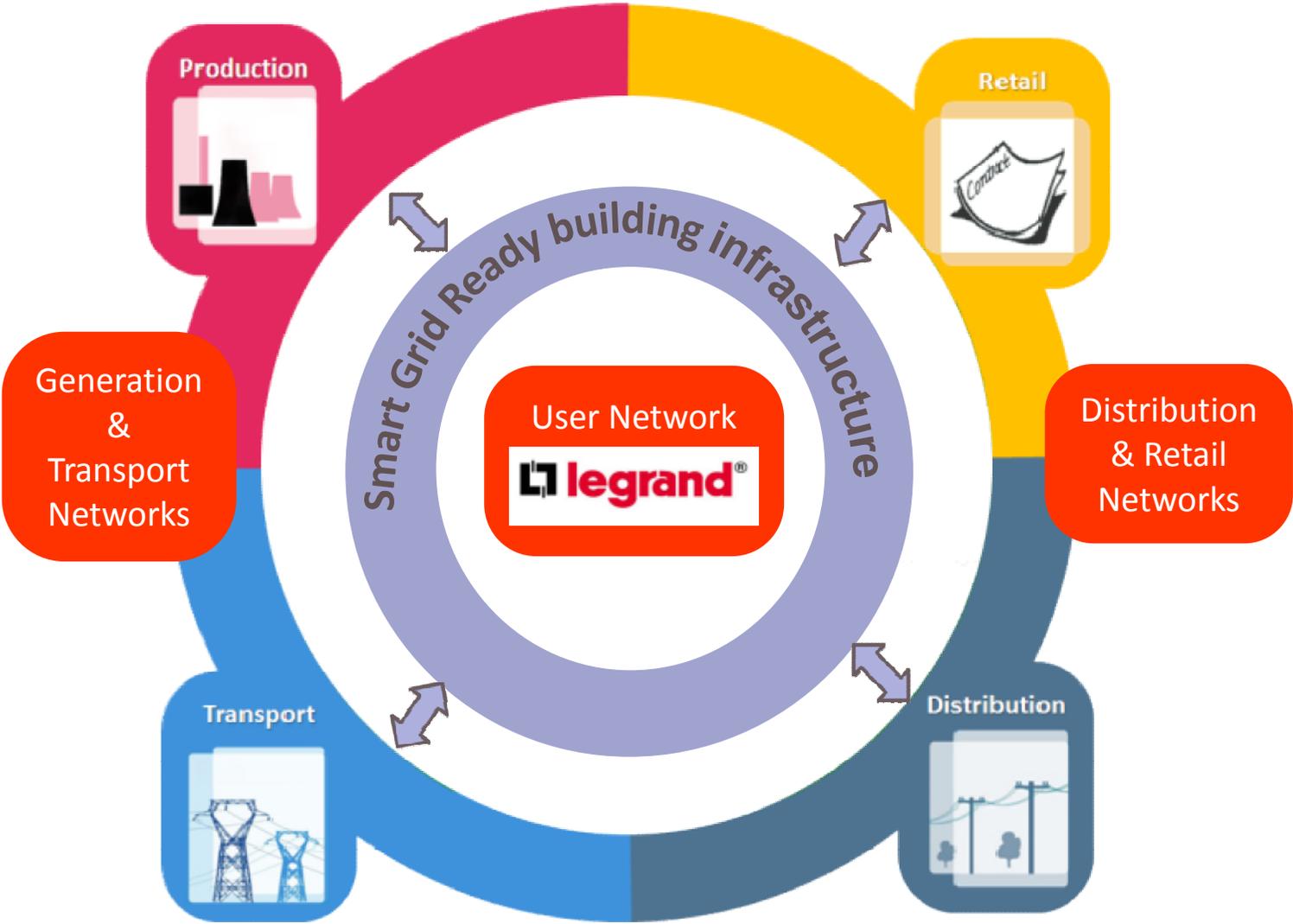


Car park charging station with identification check

Medium term opportunities

1. According to the ministry of Ecology, Energy and Sustainable Development

# Smart Grids – End-user and Utility Both Need the Electrical and Digital Infrastructure of Buildings



Medium term opportunities

# People Care – A Major Social and Economic Challenge



Easy-fit socket



Lighting path



Door entry with teleloop



Remote assistance control

## A future market

- Population over 80<sup>(1)</sup>
    - 109 million as of today
    - 400 million in 2050
- ▶ X 4
- Need for solutions to maintain people at home

Medium term opportunities

1. Source: UNO



## Mid-term objectives, 2010 dividend and 2011 targets

Gilles Schnepp  
Chairman & CEO

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## Mid-term Objectives

- **10% CAGR** total sales <sup>(1)</sup>
- **50%** of sales in new economies five years from now
- **20%** average adjusted operating margin <sup>(2)</sup>

### Resulting in:

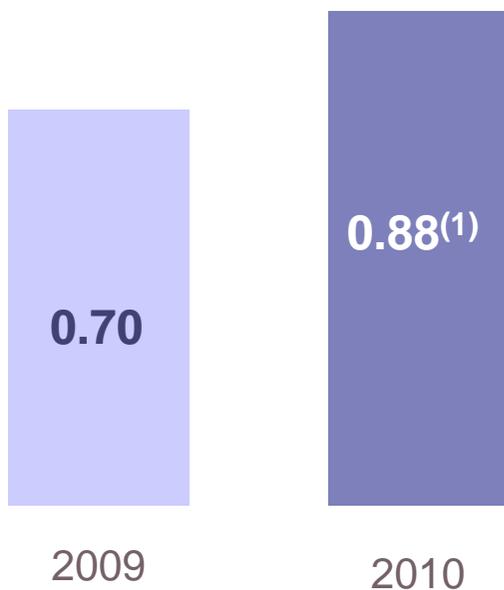
- ⇒ **10% CAGR in adjusted operating income**
- +
- ⇒ **Attractive dividend**

*(1) Including like-for-like and acquisition-driven growth, excluding major FX or economic downturns  
(2) including bolt-on acquisitions*

# 2010 Attractive Dividend Proposal

Dividend per share in €

% yield  
based on January 31, 2011 closing price



1. Subject to the approval of shareholders at the General Meeting on May 26, 2011; payable on June 3, 2011.

# 2011 Objectives

- 5% targeted growth in sales at constant scope of consolidation and exchange rates + bolt-on acquisitions
- Adjusted operating margin above or equal to 20% including bolt-on acquisitions

# Agenda & Contacts

## Agenda

- May 5, 2011:  
2011 first-quarter results
- May 26, 2011:  
2011 Annual General Meeting
- July 28, 2011:  
2011 first-half results

## Contacts

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## Appendices

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## 2010 - Net Sales by Destination (1)

In €m	2009	2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	913.5	919.2	<b>0.6%</b>	0.0%	<b>0.6%</b>	0.0%
Italy	571.5	590.4	<b>3.3%</b>	0.1%	<b>3.2%</b>	0.0%
Rest of Europe	710.6	757.7	<b>6.6%</b>	3.8%	<b>-0.9%</b>	3.6%
USA/Canada	512.6	560.4	<b>9.3%</b>	0.0%	<b>3.8%</b>	5.4%
Rest of the World	869.3	1,062.8	<b>22.3%</b>	1.6%	<b>10.6%</b>	8.8%
<b>Total</b>	<b>3,577.5</b>	<b>3,890.5</b>	<b>8.7%</b>	1.2%	<b>3.6%</b>	3.8%

1. Market where sales are recorded

## 2010 Fourth Quarter – Net Sales by Destination (1)

(€M)	Q4 2009	Q4 2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	231.3	232.8	0.6%	0.2%	0.4%	0.0%
Italy	133.0	136.7	2.8%	0.1%	2.6%	0.1%
Rest of Europe	184.8	221.1	19.6%	13.1%	2.0%	3.7%
USA/Canada	117.0	130.2	11.3%	0.0%	2.1%	9.0%
Rest of the World	237.5	296.1	24.7%	5.3%	7.5%	10.2%
<b>Total</b>	<b>903.6</b>	<b>1,016.9</b>	<b>12.5%</b>	<b>4.1%</b>	<b>3.2%</b>	<b>4.7%</b>

1. Market where sales are recorded

## 2010 Third Quarter – Net Sales by Destination <sup>(1)</sup>

(€M)	Q3 2009	Q3 2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	206.2	210.9	2.3%	0.1%	2.2%	0.0%
Italy	129.8	138.1	6.4%	0.1%	6.2%	0.1%
Rest of Europe	170.6	183.7	7.7%	0.3% <sup>(2)</sup>	2.8%	4.4%
USA/Canada	136.5	154.8	13.4%	0.0%	1.6%	11.7%
Rest of the World	218.7	276.0	26.2%	0.2%	11.6%	12.9%
<b>Total</b>	<b>861.8</b>	<b>963.5</b>	<b>11.8%</b>	<b>0.1%</b>	<b>5.2%</b>	<b>6.1%</b>

1. Market where sales are recorded

2. Due to first consolidation of new entities

## 2010 Second Quarter – Net Sales by Destination (1)

(€M)	Q2 2009	Q2 2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	240.1	249.0	3.7%	-0.1%	3.8%	0.0%
Italy	147.1	155.4	5.6%	0.0%	5.6%	0.0%
Rest of Europe	171.6	180.4	5.1%	0.6% <sup>(2)</sup>	0.5%	4.0%
USA/Canada	128.3	150.3	17.1%	0.0%	10.0%	6.4%
Rest of the World	223.6	263.3	17.8%	0.3%	8.8%	8.0%
<b>Total</b>	<b>910.7</b>	<b>998.4</b>	<b>9.6%</b>	<b>0.2%</b>	<b>5.6%</b>	<b>3.7%</b>

1. Market where sales are recorded

2. Due to first consolidation of new entities

## 2010 First Quarter – Net Sales by Destination <sup>(1)</sup>

(€M)	Q1 2009	Q1 2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	235.9	226.5	<b>-4.0%</b>	-0.1%	<b>-3.9%</b>	0.0%
Italy	161.6	160.2	<b>-0.9%</b>	0.0%	<b>-0.9%</b>	0.0%
Rest of Europe	183.6	172.5	<b>-6.0%</b>	0.7% <sup>(2)</sup>	<b>-8.8%</b>	2.3%
USA/Canada	130.8	125.1	<b>-4.4%</b>	-0.1%	<b>1.4%</b>	-5.6%
Rest of the World	189.5	227.4	<b>20.0%</b>	0.3%	<b>15.7%</b>	3.4%
<b>Total</b>	<b>901.4</b>	<b>911.7</b>	<b>1.1%</b>	<b>0.2%</b>	<b>0.5%</b>	<b>0.4%</b>

1. Market where sales are recorded

2. Due to first consolidation of new entities

## 2010 - Net Sales by Origin <sup>(1)</sup>

In €m	2009	2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	1,018.7	1,043.1	2.4%	0.4%	2.0%	0.0%
Italy	615.1	622.6	1.2%	-0.1%	1.4%	0.0%
Rest of Europe	672.5	737.2	9.6%	5.4%	0.2%	3.8%
USA/Canada	519.6	571.7	10.0%	0.0%	4.4%	5.4%
Rest of the World	751.6	915.9	21.9%	0.3%	10.3%	10.2%
<b>Total</b>	<b>3,577.5</b>	<b>3,890.5</b>	<b>8.7%</b>	<b>1.2%</b>	<b>3.6%</b>	<b>3.8%</b>

1. Zone of origin of the product sold

## 2010 Fourth Quarter – Net Sales by Origin <sup>(1)</sup>

(€M)	Q4 2009	Q4 2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	260.8	264.2	<b>1.3%</b>	0.1%	<b>1.2%</b>	0.0%
Italy	143.4	144.2	<b>0.6%</b>	0.0%	<b>0.6%</b>	0.0%
Rest of Europe	176.9	219.3	<b>24.0%</b>	15.4%	<b>3.4%</b>	3.9%
USA/Canada	119.3	132.1	<b>10.7%</b>	0.0%	<b>1.5%</b>	9.1%
Rest of the World	203.2	257.1	<b>26.5%</b>	4.8%	<b>8.1%</b>	11.7%
<b>Total</b>	<b>903.6</b>	<b>1,016.9</b>	<b>12.5%</b>	<b>4.1%</b>	<b>3.2%</b>	<b>4.7%</b>

1. Zone of origin of the product sold

## 2010 Third Quarter – Net Sales by Origin <sup>(1)</sup>

(€M)	Q3 2009	Q3 2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	232.8	242.5	4.2%	0.6%	3.6%	0.0%
Italy	139.2	146.3	5.1%	-0.2%	5.3%	0.0%
Rest of Europe	163.2	177.8	8.9%	1.2% <sup>(2)</sup>	2.9%	4.6%
USA/Canada	138.2	157.7	14.1%	0.0%	2.1%	11.7%
Rest of the World	188.4	239.2	27.0%	-1.0% <sup>(3)</sup>	11.5%	15.0%
<b>Total</b>	<b>861.8</b>	<b>963.5</b>	<b>11.8%</b>	<b>0.1%</b>	<b>5.2%</b>	<b>6.1%</b>

1. Zone of origin of the product sold

2. Due to first consolidation of new entities

3. Due to change in billing zone for export sales to certain countries

## 2010 Second Quarter – Net Sales by Origin <sup>(1)</sup>

(€M)	Q2 2009	Q2 2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	265.1	282.7	6.6%	0.5%	6.1%	0.0%
Italy	159.1	163.4	2.7%	-0.2%	2.9%	0.0%
Rest of Europe	162.0	174.0	7.4%	2.0% <sup>(2)</sup>	1.1%	4.2%
USA/Canada	129.6	153.5	18.4%	0.0%	11.3%	6.4%
Rest of the World	194.9	224.8	15.3%	-1.4% <sup>(3)</sup>	7.0%	9.3%
<b>Total</b>	<b>910.7</b>	<b>998.4</b>	<b>9.6%</b>	<b>0.2%</b>	<b>5.6%</b>	<b>3.7%</b>

1. Zone of origin of the product sold

2. Due to first consolidation of new entities

3. Due to change in billing zone for export sales to certain countries

## 2010 First Quarter – Net Sales by Origin <sup>(1)</sup>

(€M)	Q1 2009	Q1 2010	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
France	260.0	253.7	<b>-2.4%</b>	0.4%	<b>-2.8%</b>	0.0%
Italy	173.4	168.7	<b>-2.7%</b>	-0.2%	<b>-2.5%</b>	0.0%
Rest of Europe	170.4	166.1	<b>-2.5%</b>	2.4% <sup>(2)</sup>	<b>-7.0%</b>	2.4%
USA/Canada	132.5	128.4	<b>-3.1%</b>	0.1%	<b>2.7%</b>	-5.7%
Rest of the World	165.1	194.8	<b>18.0%</b>	-1.8% <sup>(3)</sup>	<b>15.4%</b>	4.1%
<b>Total</b>	<b>901.4</b>	<b>911.7</b>	<b>1.1%</b>	<b>0.2%</b>	<b>0.5%</b>	<b>0.4%</b>

1. Zone of origin of the product sold

2. Due to first consolidation of new entities

3. Due to change in billing zone for export sales to certain countries

# Adjusted Operating Income By Geographical Zones

( €m)	France			Italy			Rest of Europe		
	2009	2010	%	2009	2010	%	2009	2010	%
<b>Net sales</b>	<b>1,019</b>	<b>1,043</b>	<b>2.4%</b>	<b>615</b>	<b>623</b>	<b>1.2%</b>	<b>673</b>	<b>737</b>	<b>9.6%</b>
<b>Adjusted <sup>(1)</sup> EBIT</b>	<b>192</b>	<b>267</b>	<b>39.1%</b>	<b>164</b>	<b>197</b>	<b>20.4%</b>	<b>51</b>	<b>87</b>	<b>71.3%</b>
% of sales	18.9%	25.6%		26.7%	31.7%		7.5%	11.8%	

( €m)	USA/Canada			Rest of the World		
	2009	2010	%	2009	2010	%
<b>Net sales</b>	<b>520</b>	<b>572</b>	<b>10.0%</b>	<b>752</b>	<b>916</b>	<b>21.9%</b>
<b>Adjusted <sup>(1)</sup> EBIT</b>	<b>57</b>	<b>77</b>	<b>34.7%</b>	<b>115</b>	<b>156</b>	<b>35.6%</b>
% of sales	11.0%	13.4%		15.3%	17.0%	

1. Figures restated for accounting entries with no cash impact relating to the acquisition of Legrand France in 2002 and impairment of goodwill

# 2010 Fourth Quarter – Adjusted Operating Income

In € millions	Q4 2009	Q4 2010	% change
<b>Net sales</b>	<b>903.6</b>	<b>1,016.9</b>	<b>12.5%</b>
Gross profit	483.5	<b>523.3</b>	<b>8.2%</b>
<i>As % of sales</i>	53.5%	<b>51.5%</b>	
<b>Adjusted<sup>(1)</sup> operating income</b>	<b>143.9</b>	<b>180.8</b>	<b>25.6%</b>
<i>As % of sales</i>	15.9%	<b>17.8%</b>	
Accounting entries related to the acquisition of Legrand France	(9.3)	<b>(6.6)</b>	
Impairment of goodwill	(0.4)		
Operating income	134.2	<b>174.2</b>	<b>29.8%</b>
<i>As % of sales</i>	14.9%	<b>17.1%</b>	
Financial income & costs	(15.4)	<b>(19.6)</b>	<b>27.3%</b>
Exchange gains & losses	(4.8)	<b>(6.6)</b>	
Income tax expense	(23.0)	<b>(48.6)</b>	
<b>Net profit</b>	<b>91.0</b>	<b>99.4</b>	<b>9.2%</b>
<b>Net profit excluding minorities</b>	<b>90.6</b>	<b>99.1</b>	<b>9.4%</b>

1. Figures restated for accounting entries with no cash impact relating to the acquisition of Legrand France in 2002 and impairment of goodwill

# 2010 Third Quarter – Adjusted Operating Income

In € millions	Q3 2009	Q3 2010	% change
<b>Net sales</b>	<b>861.8</b>	<b>963.5</b>	<b>11.8%</b>
Gross profit	453.8	<b>516.7</b>	<b>13.9%</b>
<i>As % of sales</i>	<i>52.7%</i>	<b>53.6%</b>	
<b>Adjusted<sup>(1)</sup> operating income</b>	<b>157.7</b>	<b>203.3</b>	<b>28.9%</b>
<i>As % of sales</i>	<i>18.3%</i>	<b>21.1%</b>	
Accounting entries related to the acquisition of Legrand France	(9.5)	<b>(6.7)</b>	
Impairment of goodwill	(0.3)	<b>0.0</b>	
Operating income	147.9	<b>196.6</b>	<b>32.9%</b>
<i>As % of sales</i>	<i>17.2%</i>	<b>20.4%</b>	
Financial income & costs	(20.5)	<b>(18.7)</b>	
Exchange gains & losses	4.3	<b>19.3</b>	
Income tax expense	(39.9)	<b>(70.1)</b>	
<b>Net profit</b>	<b>91.8</b>	<b>127.1</b>	<b>38.5%</b>
<b>Net profit excluding minorities</b>	<b>91.3</b>	<b>126.6</b>	<b>38.7%</b>

1. Figures restated for accounting entries with no cash impact relating to the acquisition of Legrand France in 2002 and impairment of goodwill

# 2010 Second Quarter – Adjusted Operating Income

In € millions	Q2 2009	Q2 2010	% change
<b>Net sales</b>	<b>910.7</b>	<b>998.4</b>	<b>9.6%</b>
Gross profit	472.1	552.1	16.9%
<i>As % of sales</i>	51.8%	55.3%	
<b>Adjusted<sup>(1)</sup> operating income</b>	<b>142.0</b>	<b>213.0</b>	<b>50.0%</b>
<i>As % of sales</i>	15.6%	21.3%	
Accounting entries related to the acquisition of Legrand France	(9.6)	(6.7)	
Impairment of goodwill	(15.9)	0.0	
Operating income	116.5	206.3	77.1%
<i>As % of sales</i>	12.8%	20.7%	
Financial income & costs	(22.0)	(17.4)	
Exchange gains & losses	(1.5)	(27.1)	
Income tax expense	(41.2)	(59.7)	
<b>Net profit</b>	<b>51.8</b>	<b>102.1</b>	<b>97.1%</b>
<b>Net profit excluding minorities</b>	<b>51.4</b>	<b>102.3</b>	<b>99.0%</b>

1. Figures restated for accounting entries with no cash impact relating to the acquisition of Legrand France in 2002 and impairment of goodwill

# 2010 First Quarter – Adjusted Operating Income

In € millions	Q1 2009	Q1 2010	% change
<b>Net sales</b>	<b>901.4</b>	<b>911.7</b>	<b>1.1%</b>
Gross profit	467.5	<b>500.7</b>	7.1%
<i>As % of sales</i>	51.9%	<b>54.9%</b>	
<b>Adjusted<sup>(1)</sup> operating income</b>	<b>135.2</b>	<b>187.0</b>	<b>38.3%</b>
<i>As % of sales</i>	15.0%	<b>20.5%</b>	
Accounting entries related to the acquisition of Legrand France	(9.7)	<b>(6.5)</b>	
Impairment of goodwill	0.0	<b>0.0</b>	
Operating income	125.5	<b>180.5</b>	43.8%
<i>As % of sales</i>	13.9%	<b>19.8%</b>	
Financial income & costs	(30.2)	<b>(15.5)</b>	
Exchange gains & losses	(11.4)	<b>(25.4)</b>	
Income-tax expense	(27.2)	<b>(48.7)</b>	
<b>Net profit</b>	<b>56.7</b>	<b>90.9</b>	<b>60.3%</b>
<b>Net profit excluding minorities</b>	<b>56.5</b>	<b>90.3</b>	<b>59.8%</b>

1. Figures restated for accounting entries with no cash impact relating to the acquisition of Legrand France in 2002 and impairment of goodwill

## 2010 – Reconciliation of Cash-Flow From Operations with Net Profit

In € millions	2009	2010
<b>Net Profit</b>	<b>291.3</b>	<b>419.5</b>
Depreciation & Amortization	222.7	<b>193.5</b>
Change in other non-current assets and liabilities and deferred tax	(23.7)	<b>36.9</b>
Exchange (gains)/losses net	1.4	<b>23.3</b>
(Gains)/losses on fixed-asset disposals and sales of securities	(8.5)	<b>(1.9)</b>
Other Adjustments	0.9	<b>1.7</b>
<b>Cash-Flow From Operations</b>	<b>484.1</b>	<b>673.0</b>

# Scope of Consolidation

2010	Q1	H1	9M	FY
Inform			Balance sheet only	6 months
Indo Asian Switchgear			Balance sheet only	4 months

2011	Q1	H1	9M	FY
Inform	3 months	6 months	9 months	12 months
Indo Asian Switchgear	3 months	6 months	9 months	12 months
Metasystem Energy	3 months <sup>(1)</sup>	6 months	9 months	12 months
Electrorack	3 months <sup>(1)</sup>	6 months	9 months	12 months

1. To be confirmed

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