



THE YEAR
AT A GLANCE
2009

GROUP PROFILE

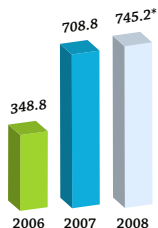
Engineering and industrial integration

Legris Industries designs and produces customized equipment and turnkey plants for industries around the world. We draw on outstanding expertise in industrial processes and project management to offer customers solutions that meet the dual demands of productivity and sustainability.

- **Savoie:** an international pacesetter for the design and integration of equipment, software and automated systems for warehouses and distribution centers;
- **Keyria:** a world leader in turnkey solutions, equipment and services for the production of building materials (clay for bricks and tiles, gypsum, concrete and technical ceramics);
- **Clextral:** a world leader in twin-screw extrusion technology and turnkey production lines for food processing, plastics, paper pulp and specialty chemicals.

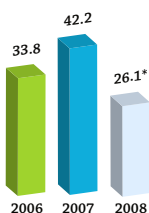
FINANCIAL PERFORMANCE

SALES
(€ millions)



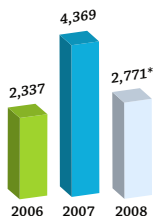
* INCLUDING €181.2 M FROM THE LEGRIS DIVISION, SOLD IN OCTOBER 2008.

OPERATING INCOME ON ORDINARY BUSINESS
(€ millions)



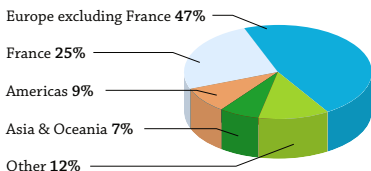
* SALE OF LEGRIS DIVISION IN OCTOBER 2008.

EMPLOYEES
(at Dec. 31, 2008)



* EXCLUDING LEGRIS DIVISION, SOLD IN OCTOBER 2008.

GEOGRAPHICAL BREAKDOWN OF SALES



24 industrial sites worldwide
37 sales offices

GLOBAL REACH AND NEW DIRECTIONS

AMERICAS
9% of sales
3 sales units
1 test center

FRANCE
25% of sales
11 sales units
16 industrial sites
(1 test center)

OTHER
12% of sales
2 sales units

Sale of the Legris Division

In October 2008, the Group turned an important page in its history with the sale of its founding Legris Division, an industry leader in its sector, to Parker Hannifin of the US.

Extending international reach...

- New Savoye subsidiaries in the US and Russia.
- New Keyria subsidiary in China.

EUROPE EXCLUDING FRANCE

47%
of sales

18
sales units

7
industrial sites

ASIA AND OCEANIA

7%
of sales

3
sales units

**75% of sales
outside France**

... Bolstering R&D

- KeyriaLabs has formed partnerships with France's national research institute CNRS in Rennes and engineering institute *École des Mines* in Saint-Étienne. Resulting innovations have already allowed the installation of thermo-booster systems that significantly reduce energy consumption in tunnel kilns used to fire bricks and tiles.
- Clextral has backed up its research centers in France and the US with special development platforms for certain customers, as it did in Australia in 2008.



GOVERNANCE - JUNE 30, 2009

REALISM AND AMBITION

The Legris Industries business model combines the advantages of family ownership, favoring long-term strategic vision, with a commitment to strict standards of corporate government.

Our Management Board takes responsibility for operational control. It is chaired by Erwan Taton, who is assisted by CEO Bénédicte Peronnin.

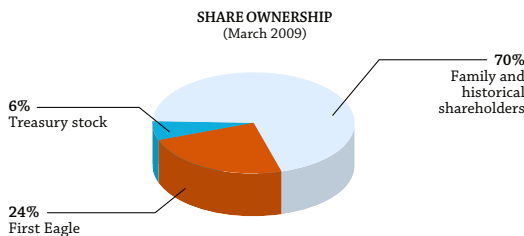
A Supervisory Board oversees operational management, and reviews and approves major investment projects and strategic initiatives. It is chaired by Pierre-Yves Legris.

A Development Committee supports strategic decision-making and monitors implementation. It is made up of Management Board members and the principal members of Group management teams.



GROUP EXECUTIVE COMMITTEE:

LEFT TO RIGHT: 1 - ERWAN TATON (CHAIRMAN), 2 - BÉNÉDICTE PERONNIN (CHIEF EXECUTIVE OFFICER), 3 - DAVID NOGRÉ (GROUP TAX AND LEGAL AFFAIRS OFFICER), 4 - RÉMY JEANNIN (CHIEF HUMAN RESOURCES OFFICER), 5 - GUILLAUME PASQUIER (GROUP CHIEF FINANCIAL AND IT OFFICER), 6 - GEORGES JOBARD (CHAIRMAN CLEXTRAL), 7 - JEAN-MICHEL GUARNERI (CHAIRMAN, SAVOYE), 8 - CHARLES-ANTOINE DE BARBUAT (CHAIRMAN, KEYRIA).



A SHARED MODEL FOR VARIED EXPERTISE

...Methods...

...Rigor...

...Imagination...

...Proximity...

...Transparency

Over time, Legris Industries has developed tools and methods for a uniquely effective approach to support for business development and value creation.

Our priority is to achieve lasting standards of performance for the benefit of our customers, staff members and shareholders.

Strategic independence and long-term vision

Family control is a special strategic strength for our Group, ensuring our independence and favoring the long-term

vision essential to planning and achieving lasting growth. That approach is shared by all Group businesses, and the operating methods and management style that result bear the hallmark of a corporate spirit rooted in our fundamental values – imagination, commitment to demanding standards, proximity and transparency.



Collective excellence for the benefit of all...

The Legris Industries model also means sharing expertise and resources to enable each of our Divisions to focus on its goals with the best possible backup. Support for Divisions also takes original forms, reaching out into other key areas with an introduction to business economics for all staff members, programs for the development of competencies, broad emphasis on management quality and the deployment of innovation.

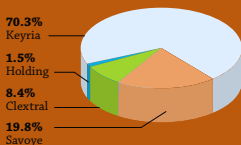
... Leveraging individual competencies for shared success

Our Divisions deploy advanced know-how to design and implement solutions for global markets, each in its own area of expertise. That know-how gains added impact from their proximity to customers, their capacity to provide support in all parts of the world, and their strategic versatility.

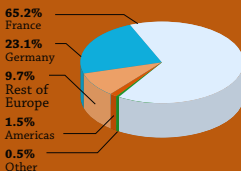
Which adds up to greater strength for our Group as a whole.

DIALOG AND COMMITMENT

BREAKDOWN OF STAFF BY DIVISION



EMPLOYEES BY REGION



Human-resource policies applied within the Legris Industries Group are based on a common culture – shared values and practices – favoring attitudes that create a positive environment for individual commitment and progress.

Dialog

While strategic direction is clearly the responsibility of management, staff dialog allows everyone's voice to be heard. In 2008, meetings of the Group Staff Committee were the occasion for open discussion of strategic decisions that included in particular the sale of Legris SA. The scope of discussions was extended with the attendance of

representatives from operations outside France.

Lending meaning to action

Annual Performance and Development Reviews make an essential contribution to dialog, and in 2008, 46% of employees took part, up from 20% the previous year. The aim is to give all staff members an opportunity for full, frank discussion



with their supervisors. The Legris Industries University offers a program under the name Cap Dialog to help all participants understand their role and responsibilities in a process that lends meaning to action.

A new intranet enhances information sharing

Our new Intralina site gives employees personalized access to their own data; information about their function, their Division and the Group. Intralina also provides links to communities across the Group and offers areas for cooperative exchange. Special access points are to be installed for staff members without their own computer link.

Staff empowerment

Aiming to reinforce competencies throughout the workforce, in 2004 the Group set up the Legris Industries University, which has developed three modules designed for all staff members:

- **CAP éco**, to enable all employees to understand the basic mechanisms of business economics;
- **CAP dialogue**, to help employees make a success of annual performance reviews;
- **CAP innov'**, to stimulate creativity and bolster each individual's capacities for innovation.

INNOVATION FOR RENEWAL

...Creativity...

...Teamwork...

...Performance...

...Exchange...

...Process

Innovation is the most effective way to create value, which makes it central to our Group's business project. Two principles define our approach: innovation is everyone's business and effective methodology is needed to turn ideas into tangible progress.

Involving all staff members

Innovation is critical to business performance, since the renewal of customer offerings also means renewal of margins. It also concerns every area of business, from solutions, markets and organization to processes and team relations. We are convinced that every individual has a contribution to make. And our approach

is pragmatic, focusing on concrete results and tangible benefits, which makes it all the more important to apply effective methods to select, adopt and apply new ideas.

In 2007, we launched our SPID program – for Superior Performance through Innovation Deployed – to generate added momentum and catalyze new initiatives.



Action has included in particular the Innovation Tour seminars and “CAP innov” training sessions, both designed for all employees. Their aim is to spur curiosity and the development of a common language, along with attitudes favoring creativity.

Structuring innovation processes for each market

In many cases, innovation involves co-development in association with customers. Partnerships with technical centers, competitiveness clusters, universities and engineering institutes can also make a valuable contribution. All Legris Industries divisions have taken specific

initiatives to back innovation. At Clextral, the *Mouv'idées* committee has launched research into the formation of ideas, while Savoye's *Ateliers de l'Innovation* teams are looking into the key issues involved. At Keyria, the aim is to consolidate a lead in economical solutions with continuing efforts to reduce energy consumption in production lines.

CLEAR COMMITMENTS RALLYING STAKEHOLDERS



Legris Industries defines its business project within the framework of a broad commitment to sustainability and social responsibility. This also extends to community programs, in particular for the promotion of literacy.

The Legris Industries model is perfectly attuned to the demands of sustainability in terms of social responsibility, preservation of the environment and harmonious economic development.

Eco-friendly industrial solutions

Legris Industries puts its expertise and innovative capacities to work in developing solutions that limit environmental

impact. To take just one example, Clextral's twin-screw extrusion technology significantly reduces consumption of water and energy in a wide range of applications for food processing, green chemicals and paper-pulp production.

Spelling out good practice

As a member of the UN Global Compact since 2004, we are attentive to legal requirements and cultural standards in all the countries where we operate.



In 2008, we moved to create a formal framework for best practice with the adoption of our Code of Good Business Conduct. Copies of the Code were distributed to all employees.

Emphasis on training

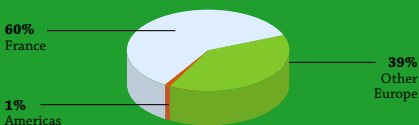
Legris Industries encourages all units to provide every employee with at least four days' training in any three-year period. In 2008 1,973 employees benefited from a total of 5,113 days' training or an average of 2.6 days. The proportion of the total workforce benefiting showed a rise from the previous year, reaching 71%.

Combating illiteracy

Looking beyond business operation, Legris Industries also demonstrates its commitment to corporate social responsibility through support for community initiatives combating illiteracy. These initiatives are selected by staff members in Solidarity Committee. Under a recently introduced program, employees can also benefit from special leave and payment of expenses to participate in humanitarian assignments in Africa, where they provide teaching and technical assistance for local people in Benin. Conducted in partnership with an association specialized in the field, the program also offers staff members participating a uniquely rewarding experience.

SAVOYE, AUTOMATED LOGISTIC AND WAREHOUSING SYSTEMS

GEOGRAPHICAL BREAKDOWN OF SALES



Savoie develops and deploys innovative solutions that optimize customers' distribution centers. Some 800 sites already benefit for the management of physical flows, with Savoie's offering covering every step from design and production to on-site installation, integration and commissioning.

Engineering and consultancy services

Savoie experts at nine sales subsidiaries in Western Europe, Russia and the US offer customers full support for preliminary studies and planning as well as the management, implementation and monitoring of their projects.

Automated systems

Savoie teams integrate equipment produced in house or supplied by original equipment manufacturers for applications that include automated order preparation, mechanized packaging, automated packing and shipping, automated pallet storage, high-speed sorting and racking.



Services

Savoie's service offering covers full after-sales backup (replacement parts, on-site and remote maintenance, and the "service +" internet site), as well as support for modernization projects and adaptation of existing equipment to changing requirements.

Software solutions

Subsidiary a-SIS publishes and implements comprehensive software solutions for the logistics sector. These include LM7, a supply chain execution application suite offering a very wide selection of logistics management modules for warehousing and shipping centers. The company also acts as a systems integrator through its own teams in Europe and partners in other parts of the world.

€83.5 M
sales 2008

548 employees
at December 31

6 industrial sites

9 sales offices

KEYRIA, DESIGNING FACTORIES FOR SUSTAINABLE HOUSING

GEOGRAPHICAL BREAKDOWN OF SALES



Keyria brings together unique expertise to design and install turnkey plant and process equipment for the production of bricks, tiles and other building materials. Its solutions offer high standards of technical performance combined with economical, eco-friendly operation.

Turnkey factories

Keyria engineers and builds turnkey plant for the production of building materials through five companies – Adler, Ceric, EquipCeramic, Keller and Morando. Keyria's expertise covers materials including:

- clay (tiles and bricks),

- concrete (concrete blocks, paving blocks, edgings, tiles, pre-cast double walls, etc.),
- plaster (molding plaster, plaster blocks and plasterboard, etc.),
- technical and advanced ceramics (thermal equipment, filtering units, etc.).



Process equipment

Keyria units design and produce a wide variety of equipment for applications including:

- preparation and processing of raw materials (extraction, grinding, molding) through Rieter, Pelerin, Morando and Favole,
- drying and firing through Ceric, Keller, CFT, Wistra and Hallumeca,
- handling through engineering companies plus Novocerac, FIMEC and Tecauma.

€427.2 M
sales 2008

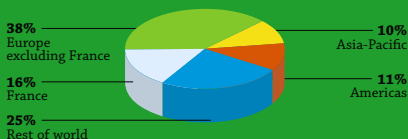
1,947 employees
at December 31

14 industrial sites

23 sales offices

CLEXTRAL, WORLD LEADER IN TWIN-SCREW EXTRUSION

GEOGRAPHICAL BREAKDOWN OF SALES



Clextral designs and installs turnkey equipment used for food processing, plastics and chemicals, and the production of paper pulp. Under its DKM brand, it also supplies special pumps for applications in the nuclear-power industry and other sectors.

Turnkey production lines for:

- the food industry: breakfast cereals, snacks, pasta, couscous, pet food, fish food etc.,
- fine chemicals: plastics recycling and reprocessing, energy-producing materials, etc.,
- specialty paper pulps: banknotes and security papers, etc.,

- dosing pumps for nuclear industries (DKM).

Equipment

Extruders and auxiliary equipment, bagging equipment, bag-in-box machines, dosing pumps for the food, chemical, petrochemical and nuclear industries.



Services

- process and service assistance:
after-sales maintenance and
renovation of existing equipment,
- process assistance to develop new
products,
- regular training programs, drawing
on the support of two test centers.

€53.3 M
sales 2008

233 employees
at December 31

4 industrial sites
(2 test centers)

5 sales offices

LEGRIS INDUSTRIES SAILING TEAM

Legris Industries has long supported competitive sailing, which we see as a standard-bearer for our values.

From 1992 to 2003, we actively backed French challenges for the America's Cup, and in 2006 we followed this up with the launch of the Legris Industries Sailing Team.

Working in close association with the French Sailing Federation and under the guidance of Luc Pillot, himself an Olympic medalist, the team of ten benefited from effective support in their preparations for light sailing events at the 2009 Olympics in Beijing.

This partnership was an unforgettable experience for the winners of our Illustrating Values staff competition, who traveled to China to cheer on the seven team-members selected for the Games.

Our congratulations to Julien Bontemps, member of the Sailing Team who won a silver medal at the 2008 Olympic games in Qinqdao.



Xavier Revil and Christophe Espagnon, members of the sailing team - Tornado.



Legris Industries supporters in Beijing.

Julien Bontemps, member of the sailing team, won a silver medal at the Olympic game in Qinqdao.





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