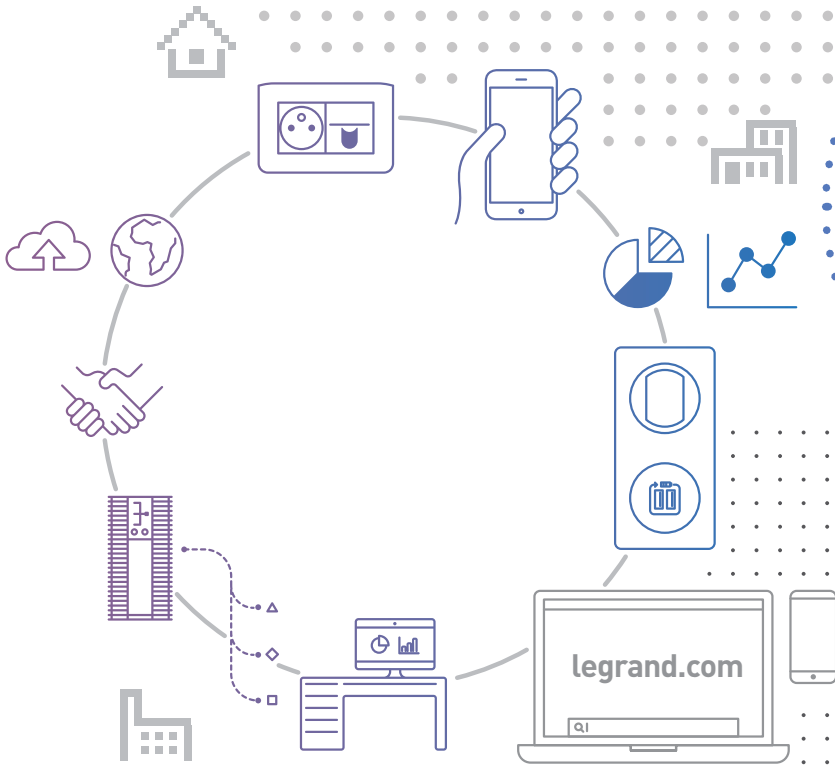


INTEGRATED REPORT

2020





2020

L INTEGRATED REPORT

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	2
RESPONSIBLE APPROACH TO AN UNPRECEDENTED CRISIS	4
STRATEGIC POSITIONING	6
INTEGRATED STRATEGY	10
INTEGRATED PERFORMANCE	12
BUSINESS MODEL	14
RISK MANAGEMENT	16
EXEMPLARY GOVERNANCE	18



MESSAGE

FROM THE CHIEF EXECUTIVE OFFICER



2020, A SINGULAR TEST FOR BUSINESSES

Businesses were tested in so many different ways during 2020, with the pandemic and related economic crisis, unprecedented volatility in sales and a lack of visibility.

As soon as the pandemic struck, our top priority was to act responsibly *vis-à-vis* all our stakeholders:

- **looking after our employees**, by rapidly introducing the strictest of health measures across all our geographies;
- **maintaining service for our customers**, whose activities are essential to the economies in which they operate, by rapidly reopening our manufacturing, logistics and service facilities, including at the peak of the crisis;
- **showing solidarity with our communities**, with a series of local initiatives, such as establishing a dedicated fund for nursing homes in France;
- **making a balanced appeal to all**, such as by reducing the overall compensation for the executive team and leaving the dividend unchanged from the previous year rather than raising it as originally planned.



PERFORMANCE SPOTLIGHTING THE RESILIENCE OF LEGRAND'S BUSINESS MODEL

The resilience of Legrand's business model shone through in our 2020 financial and extra-financial performance:

- sales contracted by a limited -7.9%, reflecting the strength of our market positions and our ability to tap into new growth opportunities, especially in connected products, products for data centers and assisted-living systems;
- our financial performance held up remarkably well, with an adjusted operating margin of 19% of sales (20% excluding exceptional items), net profit of 11% of sales and free cash flow exceeding one billion euros for the second year in a row, standing at 17% of sales;
- our CSR roadmap achievement rate of 128% in 2020 showed our commitment to a responsible business model, even in times of crisis. We maintained a high level of performance, delivering a reduction of -17% at comparable structure in our CO₂ emissions relative to 2019, in line with the 2022, 2030 and 2050 objectives released in July of progressing towards a carbon-neutral profile.



FACING AN UNPRECEDENTED AND HIGHLY UNPREDICTABLE ENVIRONMENT, 2020 WAS A DEMONSTRATION OF LEGRAND'S CLEAR STRATEGY, SOLID BUSINESS MODEL, AND HIGHLY RESPONSIVE TEAMS. ”

STRENGTHENING A MODEL THAT CREATES VALUE OVER THE LONG TERM

We also took steps during 2020 to strengthen our model creating value over the long term.

For example, we rolled out multiple initiatives to lay the foundations for our future growth by:

- pressing ahead with our development program and launching new products, many of them connected, in key areas such as energy efficiency solutions for buildings; improvements to housing to make spaces suitable for living, working or being cared for; security and safety solutions for property and people; and workspace upgrades;
- actively pursuing bolt-on acquisitions that complement the Group's existing activities—four new companies have joined us since the beginning of 2020—as well as integrating and extending the reach of companies acquired in the past;
- digitalizing our front-office and back-office.

We also accelerated the pace of our responsible growth initiatives. As such, we committed to cutting our CO₂ emissions, in line with the most ambitious objective stated in the Paris Agreement, which is to limit the increase in temperatures to 1.5°C. In addition, we intend to make scopes 1 and 2 and employee movements (part of scope 3) carbon-neutral from 2022 onwards. We plan to offer our customers an even broader range of solutions, helping to cut their own residential and non-residential building emissions.



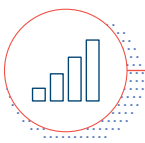
BENOÎT COQUART,
CHIEF EXECUTIVE OFFICER

2021 is also the final year in our fourth CSR roadmap, under which we made bold commitments in terms of reductions in workplace accidents, gender balance and waste recycling, in addition to cutting our CO₂ emissions.

Through these initiatives, we have confirmed our commitment to the Sustainable Development Goals for 2030 under the United Nations Global Compact.

They also aim to deliver on **our core purpose of improving lives by transforming the spaces where people live, work and meet, with electrical and digital infrastructures and connected solutions that are simple, innovative and sustainable.**

Our 2020 performance again spotlighted the strength and resilience of Legrand's business model. During 2021, we will endeavor to make further progress towards sustainable, responsible and profitable value creation for all our stakeholders.



Sales
€ 6.1 billion



Over **36,700**
employees
worldwide



Operations
in close to **90 countries**
and products
distributed in close to
180 countries



Market capitalization of around
€ **21.2 billion** at March 31, 2021.
Constituent of the CAC 40
and CAC 40 ESG indices.

RESPONSIBLE APPROACH TO AN UNPRECEDENTED CRISIS

Legrand acted responsibly and in a balanced manner *vis-à-vis* all its stakeholders amid the unprecedented health crisis linked to the Covid-19 pandemic. We implemented multiple initiatives while protecting our profitable and sustainable business model.

FIVE PRIORITIES



PROTECTING OUR EMPLOYEES AND PARTNERS

Our top priority was to protect the health and safety of our employees and our partners by:

- **strictly enforcing the guidelines set by the authorities and the World Health Organization;**
- **rapidly deploying best practices**
Group-wide: adapting methods of working and interacting, basic guidance, working from home, digitalization of commercial relationships, etc.



SUPPORTING CUSTOMERS AND FULFILLING OUR COMMITMENTS

Our second priority was to maintain continuity of service for our customers whose activities are essential to the smooth operation of the economy, while meeting the commitments we made:

- **keeping almost all our logistics and manufacturing units open;**
- **no interruption to our customer support services** in most geographical regions, including at the peak of the crisis;
- **abiding by scheduled payment dates,** including for our suppliers.

IN RESPONSE TO THE UNPRECEDENTED CONDITIONS OF 2020, LEGRAND ROLLED OUT MANY RESPONSIBLE INITIATIVES



HELPING COMMUNITIES AND THE MOST VULNERABLE INDIVIDUALS

Various solidarity initiatives, led by employees in many cases, including:

- in **Europe**, delivery of critical equipment for healthcare facilities, and production of components for ventilators;
- in the **United States**, rapid development of cable management products for hospitals, production of masks;
- in **India and Cambodia**, supplying UPSs to hospitals, distributing meals to populations in need, and providing protective health equipment to the power industry.

The Legrand Foundation pledged to establish a **solidarity fund dedicated to helping nursing homes**, including Ehpads in France (support provided to 228 facilities and their 15,000 members of staff).



BALANCED APPEAL TO ALL STAKEHOLDERS

Given the demands placed on us by the pandemic, **our responsible approach was to make a balanced appeal to all our stakeholders:**

- **senior executives:** the CEO's total annual compensation was reduced by 25%, with the Executive Committee and directors also making a contribution;
- **employees and partners:** measures included having staff take paid leave, temporary salary adjustments, changes to targets and fulfilling commitments to pay partners on time;
- **shareholders:** the dividend was left at €1.34 per share, rather than increased to €1.42 as originally announced; and
- **society and governments:** we made sure we limited our use of public support measures.



PREPARING FOR THE FUTURE AND STRENGTHENING THE CORE PILLARS OF OUR INTEGRATED PERFORMANCE

In 2020, at Legrand, we:

- **launched a host of sales and marketing initiatives**, accelerating the digitalization of our sales and marketing relationships and introducing a number of new products, as well as actively rolling out the "Eliot" program of connected objects;
- **maintained our ongoing and sustained drive for innovation**, investing over 5% of our sales in research and development to expand and enhance **offerings catering to long-term trends**, such as energy efficiency, data centers, security, new ways of working, comfort and assisted-living systems;
- **pushed ahead with our acquisitions strategy** buying four companies in 2020 (Champion One, Compose, Borri and Focal Point) while continuing to efficiently dock the companies we have acquired recently;
- **took the necessary structural and temporary measures to adjust our cost base and organization** by streamlining our manufacturing and logistics footprint, with €76 million in restructuring costs⁽¹⁾ during the year;
- accelerated **our CSR initiatives**, including **our climate commitments**, and the aim is now for all our operations to be carbon-neutral by 2050.

(1) Excluding net gains on building disposals recorded in 2020.

STRATEGIC POSITIONING

MEGATRENDS

SOCIETAL MEGATRENDS



- Growing and aging populations
- Rise of the middle class in new economies
- Climate change and energy savings
- Health and well-being
- Growing urbanization
- Pandemic crisis

CUSTOMER-RELATED MEGATRENDS



- Mobility
- Workspace upgrades
- Working from home
- Connected living
- Need for health protection
- E-commerce
- Internet of Me
- Collaborative and remote working
- Personal data protection
- Responsible consumption

TECHNOLOGICAL MEGATRENDS



- Wireless
- Anti-viral and anti-bacterial products
- Voice control
- Sensors
- Fiber optics
- Big data & blockchain
- Artificial intelligence



AN ADDRESSABLE MARKET WORTH OVER €100 BILLION, DRIVEN BY MEGATRENDS

Legrand is a global player in electrical and digital building infrastructure.

Social and technological megatrends, and those relating to customer habits, open up the prospect of long-term growth for our Group. Buildings are the central focus of these developments.

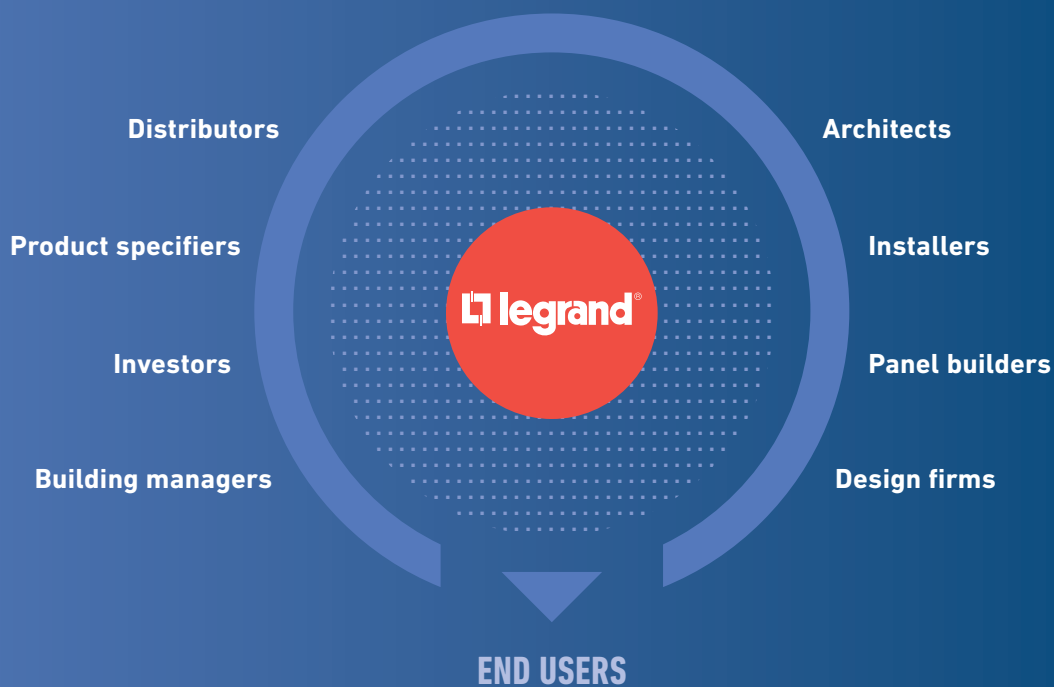
85% of businesses accelerated digitalization of collaboration systems for employees and customer relationships in 2020*

Buildings are responsible for **36% of energy consumption**. They generate close to **40% of greenhouse gas emissions****

The number of people aged over 80 is **expected to triple** between now and 2050 ***

* Source : McKinsey Global Business Executives Survey 2020. ** Source: International Energy Agency (IEA). *** Source: United Nations.

LEGRAND: GLOBAL SPECIALIST IN ELECTRICAL AND DIGITAL BUILDING INFRASTRUCTURE



A PACESETTER IN ITS MARKET

We set the global standards, thanks to the breadth of our offering for low-voltage applications in all types of buildings (residential, data center, non-residential, industrial), for all the players in our economic chain:

Distributors,
to whom we sell
our products

Electrical contractors,
who install our
solutions in buildings

Product specifiers
(architects and design
firms), who recommend
the Group's solutions

End users (individuals,
companies and
building managers)



AN EXTENSIVE PRODUCT OFFERING TAILORED TO NEW TYPES OF DEMAND

Legrand offers a wide range of more than 300,000 product references and solutions that are simple, innovative and sustainable.

Our solutions are installed in places where people live (individual and collective housing, hotels, etc.), work (offices, data centers, industrial sites, etc.) and meet (shops, hospitals, schools and universities, etc.).

Worldwide, our catalogs offer more than 100 product categories that:

- **control electrical installations** (switches, user interfaces, etc.);
- **make power available** (domestic and industrial power sockets, USB connectors, etc.);
- **supply power to workstations** (mobile or flush-mounted sockets, floor boxes, etc.);
- **provide a secure, stable and optimized power supply** (Uninterruptible Power Supply (UPS), transformers, harmonic filters, etc.);
- **protect electrical installations** (residential or power-system protection panels, circuit-breakers, etc.);
- **ensure the flow of electricity** around a building (cable management, busbar trunking, etc.);
- **secure buildings** (intrusion alarms, access controls, technical alarms, smart locks, etc.);
- **welcome and screen visitors** (audio and video door-entry systems, doorbells, etc.);
- **regulate temperature and sunlight** (thermostats, shutter controls, etc.);
- **install structured cabling** (cabinets and enclosures, patching racks, copper and fiber-optic connectors, etc.);
- **organize** a data center's white-space **infrastructure** (Power Distribution Units (PDU), cabinets and racks, busways, etc.);
- **manage lighting control systems** (detectors, lighting control systems, specification-grade architectural lighting for commercial buildings, etc.);
- **distribute audio and video signals** (support systems, video-conferencing solutions, etc.);
- **ensure that people can move around in and exit buildings** in complete safety (emergency lighting, pathway marking solutions, etc.);
- **provide assisted living solutions** (personal alarm systems, sockets for easy unplugging, etc.);
- **measure and control power consumption** (smart electrical panels, eco-meters, load-shedding devices, etc.);
- **recharge electric vehicles** (kits, sockets and recharging stations, etc.);
- **remotely control and manage** all infrastructure and systems in homes and all kinds of smart buildings.



The Eliot connected objects program

IN 2020, LEGRAND GENERATED €801 MILLION IN SALES FROM CONNECTED PRODUCTS WITH ENHANCED VALUE IN USE, OR 13% OF OUR GROUP SALES.

EFFECTIVE, CUSTOMER-FOCUSED ORGANIZATION

The **front office** is organized by country and consists of sales activities and operational marketing, aimed at meeting the specific needs of each market. We accelerated the digitalization of our organization in 2020.

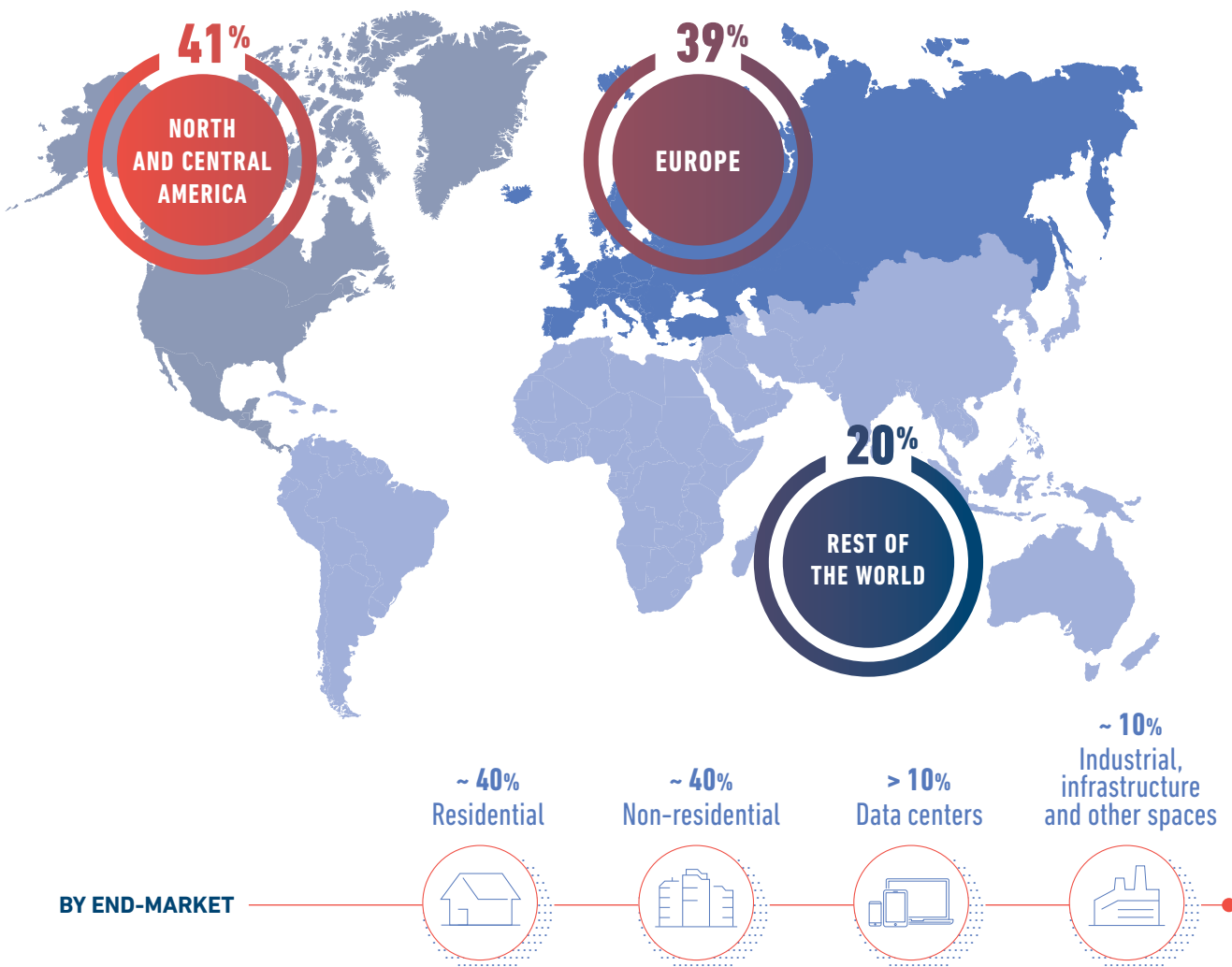
The **back office** is organized globally and brings together activities linked to strategy, operations (innovation, research and development, manufacturing, purchasing and supply chain), and general administration.

GLOBAL PRESENCE

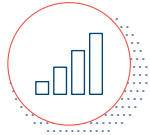
We sell our products under more than **70 brands** across close to 180 countries. We have sales and manufacturing operations in close to **90 countries**.

2020 SALES

SALES BY GEOGRAPHICAL REGION (BY DESTINATION)



INTEGRATED STRATEGY



5%
of sales
invested in R&D
in 2020

14
acquisitions
completed in 8
different countries
between 2018 and 2020

Over €680 million
in additional sales
related to acquisitions
between 2018
and 2020

TWO GROWTH DRIVERS: ORGANIC AND EXTERNAL GROWTH

Organic growth powered by innovation and by sales and marketing initiatives

Organic growth is driven by **innovation**, through **regular new product launches** and ongoing **sales and marketing initiatives**.

In addition, we have established **technological and commercial partnerships** to spur on innovation, speed up development and drive the entire industry forward.

Our commercial success is underpinned by pioneering technologies catering to long-term trends:

- energy efficiency,
- digital infrastructure and data centers,
- new modes of working,
- security,
- comfort, architectural lighting, universal audio systems, etc.

External growth linked to a strategy of selective acquisitions

Our acquisitions strategy focuses on bolt-on acquisitions of small- and medium-sized companies, that complement our existing activities, strengthen our positions and expand our addressable market.

We have made 175 acquisitions since 1954 and invested an average of €500 million per year between 2010 and 2020.

In 2020
we made
four
acquisitions:

Focal Point,
a US specialist in architectural lighting solutions. Over 750 employees. More than \$200 million in sales, mainly in the United States.

Borri,
a UPS specialist. Acquisition of all of Borri after a three-year joint venture. Based in Italy. Around 200 employees. Sales of approximately €60 million.

Champion One,
an American provider of fiber-optic transceivers. About 100 employees. Around \$60 million in the United States.

Compose,
a Dutch specialist in fiber-optic network solutions. Close to 20 employees. Sales of around €7 million in the Netherlands and Germany.

We continue to focus on efficiently docking the companies we have acquired recently and maximizing synergies with our existing operations.

In 2020, we accelerated the roll-out of our product lines outside their home countries, including systems used by data centers (PDUs made by Raritan, Server Technology and Shenzhen Clever Electronic; and Starline busways), and connected solutions sold under the Netatmo brand.



For further information :
please refer to chapter 2
of our Universal Registration Document

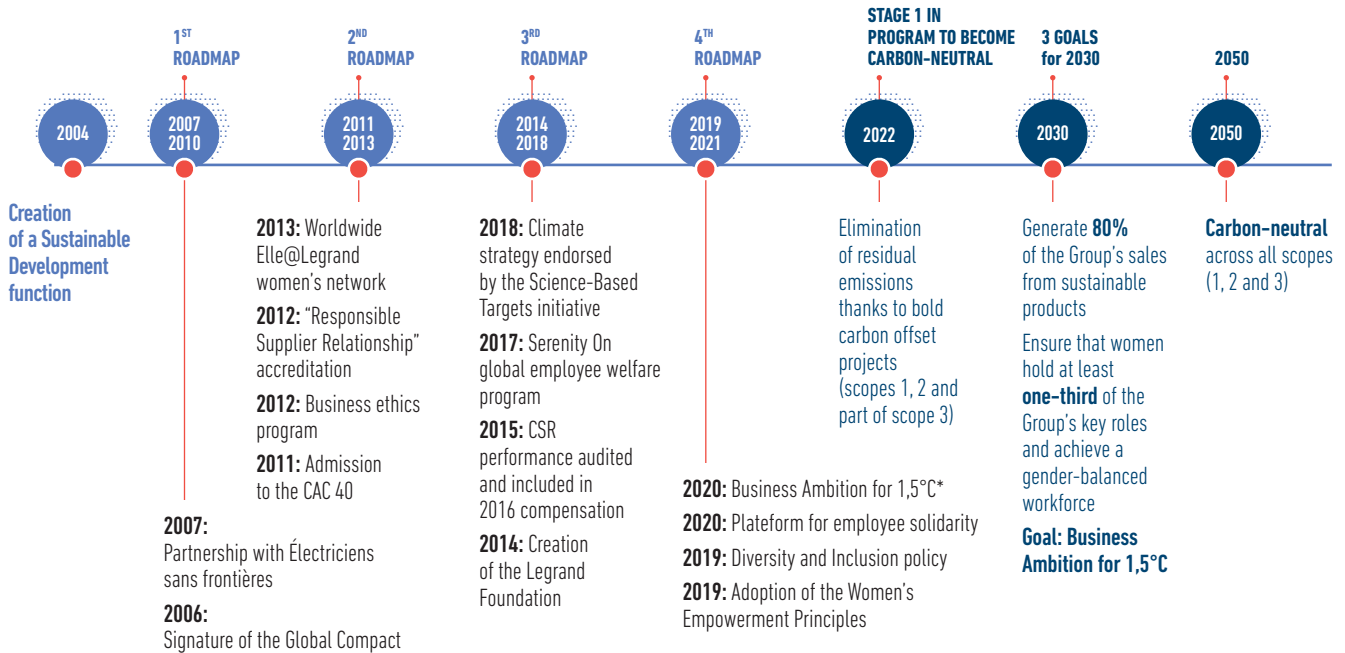
“OUR CORE PURPOSE: IMPROVING LIVES BY TRANSFORMING THE SPACES WHERE PEOPLE LIVE, WORK AND MEET, WITH ELECTRICAL AND DIGITAL INFRASTRUCTURES AND CONNECTED SOLUTIONS THAT ARE SIMPLE, INNOVATIVE AND SUSTAINABLE.”



A LONGSTANDING CSR APPROACH



CSR roadmaps set out the priorities and targets for the Group and each of our subsidiaries



Integrated with the business model

The CSR program covers the environmental, ethical and societal aspects of our operations and growth plans around the world. Subsidiaries around the world implement the program.

Co-designed with stakeholders

Risks and priorities arising from the business model are identified through a materiality survey of stakeholders and also through our risk mapping exercises.

Reflected in compensation

At least 10% of the annual variable compensation of senior management and 25% of their long-term incentives are linked to extra-financial performance. For other key positions, it accounts for one-third of long-term incentives.

Aligned with priorities and global standards

Our strategy covers the 10 Global Compact principles and contributes to some of the 17 United Nations Sustainable Development Goals for 2030. It is aligned with international standards, including ISO 26000 and the GRI.

Principal contributions to the United Nations Sustainable Development Goals

	Protect and improve the security, safety and well-being of the occupants of living spaces.
	Encourage diversity and inclusion at work.
	Equip buildings with more reliable and efficient energy supplies to help combat climate change.
	Supply products and solutions that are sustainable, safe, resource efficient, and transparent on their impact.

* Contribution to keeping global warming to below 1.5° C.

INTEGRATED PERFORMANCE

MID-TERM OUTLOOK DRIVING VALUE CREATION

Backed by a proven growth model and offers driven by long-term market trends, Legrand is developing its mid-term model further.

Over a full economic cycle and excluding a major economic slowdown, the Group aims for:

- an average annual growth in sales, excluding exchange-rate effects, of between +5% and +10%;

- an average adjusted operating margin of approximately 20% of sales;
- a normalized free cash flow of between 13% and 15% of sales on average.

At the same time, Legrand will continue to deploy a bold and exemplary ESG approach, driven by demanding roadmaps, with a particular focus on the fight against global warming and the promotion of diversity.



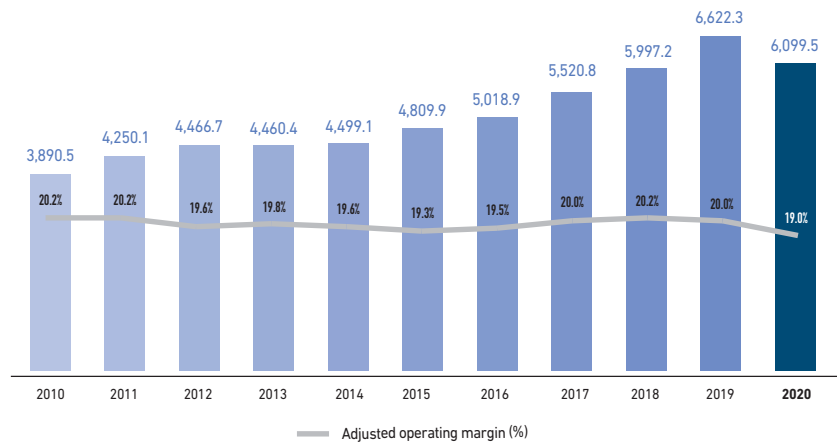
CAGR of +5%
of total sales
from 2010 to 2020

20%
adjusted
operating margin
on average
from 2010 to 2020

14%
free cash flow
to sales ratio
on average
from 2010 to 2020

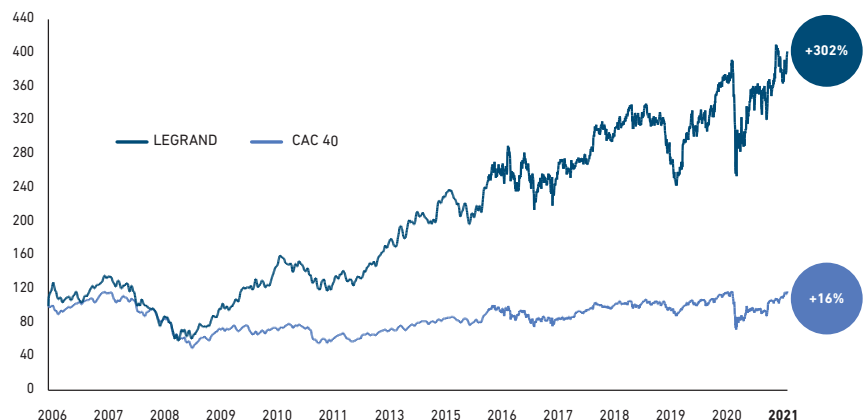
2010-2020 PERFORMANCE

Sales (€ million) and operating margin (as a %)



SHARE PRICE PERFORMANCE

Between April 6, 2006 and March 31, 2021 (rebased 100 in 2006)



113%
2019
performance

128%
2020
performance



EXTRA-FINANCIAL PERFORMANCE

		Outcome 2019	Outcome 2020	
18 PRIORITIES FOR 2021				
BUSINESS ECOSYSTEM				
SUSTAINABLE SOLUTIONS	Protect the health and safety of users <i>100% of sales to be covered by the product risk management procedure</i>	98%	100%	
	Spur on innovation through partnerships <i>10 innovation partnerships to be implemented every year</i>	15	24	
	Raise awareness and provide training about responsible purchasing <i>1,000 staff members to be given responsible purchasing training in 2021</i>	503	651	
SUSTAINABLE PURCHASING	<i>30 countries to incorporate "life cycle cost" in their purchasing policy in 2021</i>	9	23	
	Measure the progress of suppliers identified as at-risk in CSR terms <i>100% of suppliers identified as being at-risk to make improvements in 2021</i>	-	78%	
BUSINESS ETHICS	Provide continuous training for employees in business ethics <i>Business ethics training to be delivered to 3,000 staff members per year</i>	4,151	13,511	
	Track implementation of the compliance program <i>100% of sales to be covered by the business ethics program</i>	97%	95%	
PEOPLE				
HUMAN RIGHTS AND COMMUNITIES	Uphold the Group's commitment to human rights <i>100% of Legrand's locations to uphold human rights</i>	100%	100%	
	Contribute to communities <i>75% of countries to implement a skills-sharing strategy in 2021</i>	61%	80%	
EQUAL OPPORTUNITIES AND DIVERSITY	Encourage diversity at work <i>Ratio of management positions held by women to increase by 20% in 2021</i>	+3%	+10%	
HEALTH, SAFETY AND WELL-BEING AT WORK	Introduce best health and safety at work practices <i>Accident frequency rate (with and without lost time) to be cut by 20% in 2021</i>	-16%	-30%	
	<i>90% of employees to be covered by the Legrand Way "Health and safety rules" in 2021</i>	44%	65%	
	Strengthen the commitment of Group employees <i>100% of scopes to be covered by an "employee engagement" plan</i>	100%	100%	
SKILLS	<i>95% of workforce to be covered by the Serenity On program in 2021</i>	83%	93%	
	Develop the skills and talents of all our employees <i>85% of employees to receive at least 4 hours of training every year</i>	85%	89%	
ENVIRONMENT	<i>90% of managers to be given an annual performance review every year</i>	93%	98%	
	Reduce Legrand's carbon footprint <i>CO₂ emissions to be cut by -7% in 2021 (2018 base, at comparable structure)</i>	-7%	-23%	
	Avoid CO₂ emissions through the Group's energy efficiency offers <i>2.9 million metric tons of CO₂ emissions to be avoided in 2021</i>	2.5 Mt	3 Mt	
CIRCULAR ECONOMY	Incorporate circular economy principles into the development of new products <i>100% of circular economy principles to be introduced at R&D centers in 2021</i>	94%	97%	
	Provide environmental information on the Group's products <i>Two-thirds of annual sales to be covered by audited environmental statements</i>	62%	67%	
	Recover the waste generated by the Group <i>90% of waste to be recovered every year</i>	90%	90%	
AIR POLLUTION	Reduce Volatile Organic Compound (VOC) emissions <i>VOC emissions to be cut by -10% by 2021 (2018 base, at comparable structure)</i>	-4%	-26%	

BUSINESS MODEL

2020 DATA



HUMAN CAPITAL

- Over **36,700** employees (36% women)
- Over **2,600** people working in R&D in more than 20 countries
- Loyal and committed teams



INDUSTRIAL CAPITAL

- Close to **120** manufacturing sites in 30 countries
- **81%** of sites ISO 9001-certified
- **91%** of sites ISO 14001-certified



FINANCIAL CAPITAL

- Solid balance sheet structure
- Net debt equal to **1.9x** EBITDA
- Investment-grade credit rating (S&P A- stable)



INTELLECTUAL CAPITAL

- Around **3,900** patents
- Over **70** brands
- More than **300,000** product references



SOCIAL CAPITAL

- **63%** of purchases from suppliers that have embraced Global Compact principles
- Corporate sponsorship agreements (Electriciens sans frontières, Fondation Agir Contre l'Exclusion), technological alliances, commercial partnerships



NATURAL CAPITAL

- Low level of energy intensity
- Limited use of water
- No direct use of natural resources

Global presence in electrical and digital building infrastructures, a market driven by megatrends

EXTERNAL GROWTH

50 acquisitions
between 2010 and 2020

€5.0 billion invested

ORGANIC GROWTH

Innovation

- 5.1% of sales invested in R&D in 2020
- More than 40 connected products families (Eliot)

Excellence in sales and marketing

- 100,000 product references in ETIM* format
- 125 million page views
- Digital initiatives: e-marketing, data analytics
- Around 100 showrooms and concept stores

* Electro-Technical Information Model.

PROFITABLE, RESPONSIBLE AND VALUE-CREATING GROWTH

LEADERSHIP POSITIONS

Approximately two-thirds of sales generated by no. 1 or no. 2 market positions

At least one leadership position in more than **45** countries

Solutions that are

- reliable
- available

and add significant value through their

- features
- simplicity
- comfort
- security
- esthetics

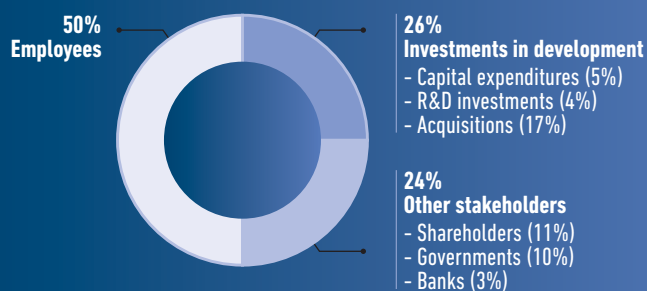
PRIORITY ESG OBJECTIVES

- Carbon-neutral operations
- Energy efficient products
- Circular economy
- Diversity and inclusion
- Exemplary governance

LONG-TERM VALUE CREATION



SPLIT OF VALUE ADDED FOR STAKEHOLDERS (2010-2020)



BUSINESS ECOSYSTEM

- 84 innovation partnerships since 2014
- Over 1 million customers trained since 2014
- 78% of suppliers classified as at-risk from a CSR perspective have improved over the past two years
- Business ethics training delivered to more than 13,000 staff members over the past two years



PEOPLE

- 80% of countries have introduced a charitable giving policy
- 2.7 million people have benefited from electricity supply projects carried out with Électriciens sans frontières since 2007
- -30% reduction in the frequency of workplace accidents since 2018
- 93% of employees covered by the Serenity On program
- 89% of employees received at least 4 hours of training during the year
- +10% increase in the ratio of female managers since 2018



ENVIRONMENT

- 90% of waste recovered
- -23% reduction in direct CO₂ emissions since 2018 (at comparable structure)
- 10 million metric tons of CO₂ emissions avoided since 2014 through our energy efficiency solutions
- 67% of sales covered by PEP (Product Environmental Profiles) ecopassport program

Legrand, the sixth CAC 40 company to be recognized by the Science Based Targets initiative for its commitment to reducing greenhouse gas emissions

RISK MANAGEMENT

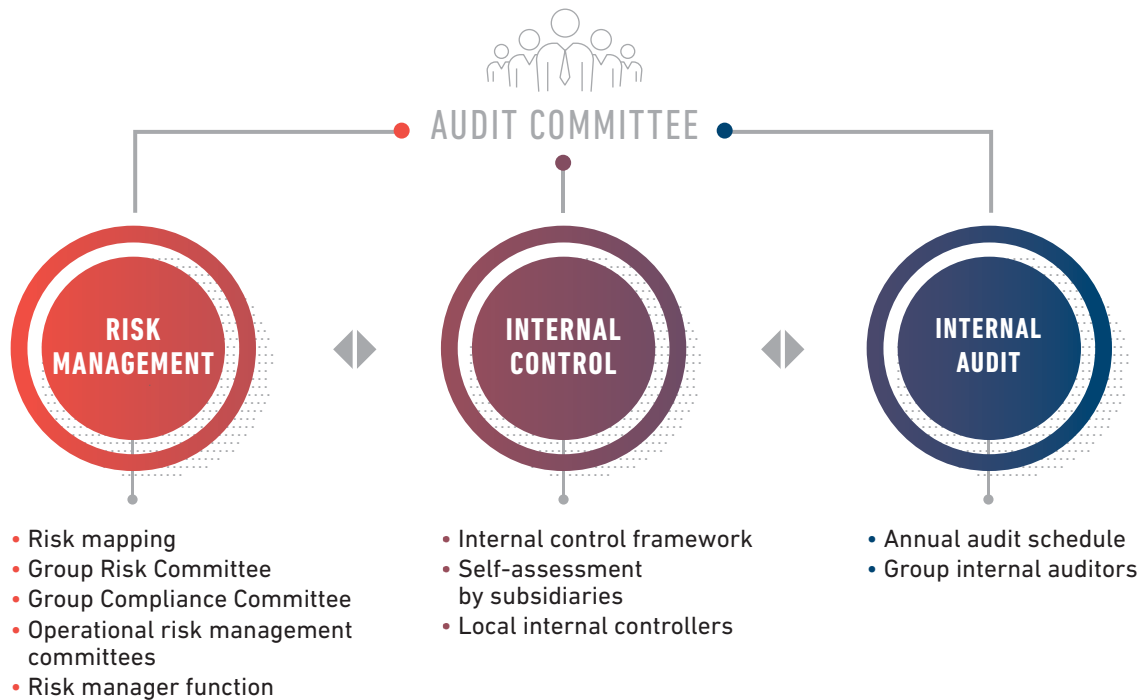
GROUP RISK MAPPING

As our Group and its operating environment evolve, risk mapping aims to identify risks and opportunities that are likely to significantly impact our strategy, operations, financial position or reputation, and to mitigate them.

Risk factors may be external (regulatory changes, cybercrime, technological developments, market trends, climate change, natural catastrophes, etc.) or internal (equipment failure or human failure, fraud, non-compliance with regulations, etc.). Risk management is an ongoing task for which all Group managers are responsible.

THE PROGRAM IS BASED ON CLASSIFYING RISKS ACCORDING TO THEIR IMPACT, THEIR SEVERITY, PROBABILITY OF OCCURRENCE, AND AN ESTIMATE OF THE DEGREE TO WHICH THEY ARE UNDER CONTROL.

DEDICATED GOVERNANCE FRAMEWORK



RISKS AND OPPORTUNITIES ASSOCIATED WITH THE BUSINESS MODEL

COMPONENTS OF THE BUSINESS MODEL	ASSOCIATED RISKS AND OPPORTUNITIES
Organic growth and innovation	<ul style="list-style-type: none"> • Unfavorable economic conditions • Offerings mismatched with changing market expectations* • Incomplete digital transformation • Cybersecurity* • IT solution to business needs*
External growth	<ul style="list-style-type: none"> • Detecting targets, acquiring and docking them to Legrand
Leadership positions	<ul style="list-style-type: none"> • Disruption of the economic chain • Weakening in brand positions* • Product quality and safety* * • Customer experience
Human capital	<ul style="list-style-type: none"> • Attracting and retaining talent* • Adapting skills to requirements* * • Staff engagement • Social dialog • Diversity and inclusion* • Occupational health & safety and well-being at work*
Intellectual capital	<ul style="list-style-type: none"> • Patent and brand protection, breach of third parties' intellectual property rights, counterfeiting*
Industrial capital	<ul style="list-style-type: none"> • Crisis management and business continuity
Social capital	<ul style="list-style-type: none"> • Personal data protection* * • Working conditions and compliance with human rights, including across the supply chain* • Business ethics* • Local roots and socio-economic development of regions • Responsible taxation • Attentiveness to stakeholders' expectations • Philanthropic activities
Financial capital	<ul style="list-style-type: none"> • Financing for the model • Value of brands and goodwill* • Responsible and transparent governance
Natural capital	<ul style="list-style-type: none"> • Impact on the environment, climate and biodiversity* * • Risks related to climate change (physical and transition risk)* • Protection of natural resources & the circular economy*
Creation of value added	<ul style="list-style-type: none"> • Inadequate global competitiveness of operations* • Reliability of accounts and internal control

* Risks considered as major or significant in the Group's risk mapping.

* Environmental, ethical or social risk or priority identified as having a high level of materiality for our stakeholders.

EXEMPLARY GOVERNANCE

THE BOARD OF DIRECTORS: INDEPENDENCE, DIVERSITY AND VARIETY OF SKILLS

Legrand is listed on Euronext Paris and is a member of the CAC 40 and CAC 40 ESG⁽¹⁾.

Our shareholder base is international, and is mainly located in North America and Europe. Our free float accounts for around 96% of the share capital.

We pay particular attention to our governance, ensuring that it meets the highest standards, not only to comply with legal requirements but to act in the interests of all our stakeholders. We abide by the principles

of corporate governance for listed companies set out in the Afep-Medef Code of Corporate Governance, which you can refer to on Medef's website at www.medef.com.

The Board of Directors exercises the powers vested in it by law to act in the company's interest in all circumstances. Its members possess varied and complementary profiles, including an array of strategic, financial, CSR, risk management, financial communication, talent management and marketing skills.

THE BOARD OF DIRECTORS⁽¹⁾



Angeles GARCIA-POVEDA
Independent Chairwoman of the Board of Directors
Spanish national



Olivier BAZIL
Director
French national



Isabelle BOCCON-GIBOD
Independent director
French national



Christel BORIES
Independent director
French national



Sophie BOURDAIS
Director representing employees
French national



Benoît COQUART
Director
French national



Edward A. GILHULY
Independent director
US national



Philippe JEULIN
Director representing employees
French national



Patrick KOLLER
Independent director
Dual French/German national



Michel LANDEL
Independent director
French national



Annalisa LOUSTAU ELIA
Independent director
Italian national



Éliane ROUYER-CHEVALIER
Independent director
French national



Gilles SCHNEPP
Director
French national

73%

PROPORTION OF INDEPENDENT DIRECTORS*

45.5%



54.5%

GENDER BALANCE ON THE BOARD OF DIRECTORS*

5

NATIONALITIES REPRESENTED ON THE BOARD OF DIRECTORS

* These figures do not include either of the directors representing employees.

(1) On the date this Universal Registration Document was registered.

**“ AS CHAIRWOMAN OF THE BOARD, I WILL ENDEAVOR TO ENSURE
LEGRAND CONTINUES TO UPHOLD BEST PRACTICES
IN CORPORATE GOVERNANCE IN THE INTEREST OF THE GROUP
AND OF ITS STAKEHOLDERS. ”**

Angeles GARCIA-POVEDA,
Independent Chairwoman of the Board of Directors



Since 2017, Legrand has ranked consistently among the top quartile of CAC 40 companies in terms of governance best practices according to the “CAC 40 governance” index launched by Euronext in partnership with Vigeo EIRIS.



THE EXECUTIVE COMMITTEE: AN EXPERIMENTED AND MULTIDISCIPLINARY TEAM

The Executive Committee is made up of a close-knit nine-member team, including three women, with a varied and complementary range of expertise. All its members understand the Group's core business and its development issues.

Name	Position	Year joined the Group
Mr Benoît COQUART	Chief Executive Officer	1997
Mrs Karine ALQUIER-CARO	Executive VP, Purchasing	2001
Mrs Bénédicte BAHIER	Executive VP, Human Resources	2007
Mr Antoine BUREL	Deputy Chief Executive Officer, Executive VP Group Operations	1993
Mr Jean-Luc CARTET	Executive VP Asia-Pacific, Middle East & Africa and South America	1992
Mrs Gloria GLANG	Executive VP, Strategy and Development	2019
Mr Franck LEMERY	Chief Financial Officer	1994
Mr John SELLDORFF	President and Chief Executive Officer of Legrand North & Central America	2002
Mr Frédéric XERRI	Executive VP, Europe	1993

COMPANY HEADQUARTERS

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