

Combined General Meeting of Shareholders of May 26, 2021**Answers to written questions from shareholders**

On May 5, 2021, the Board of Directors received the following thirteen questions from a shareholder.

This document, placed online on May 26, 2021, on the Company's website in accordance with Article L. 225-108 of the French Commercial Code and Article 5-1 (2°) of Order No. 2020-321 of March 25, 2020, contains the answers to these questions.

Environment**1. To comply with the Paris Agreement, what amounts of CAPEX are planned between now and 2025? How will this CAPEX be distributed across the entire value chain between maintenance CAPEX and growth CAPEX? What is the breakdown by region?**

Legrand stepped up its commitment to combating climate change in 2020 by announcing its aim of becoming fully carbon neutral for scopes 1, 2 and 3 by 2050. This target comprises two intermediate stages:

- in 2022, aiming for carbon neutrality for scopes 1 and 2 as well as travel by Group employees (part of scope 3);
- in 2030, by stepping up efforts to reduce emissions in order to achieve in 2030 the targets validated by the Science Based Targets initiative, aligning with a contribution to the most demanding goal of the Paris Agreement with the aim of limiting global warming to 1.5°C. This comprises:
 - Rolling out highly energy efficient solutions at Legrand sites;
 - Using renewable energies by producing or buying green energy;
 - Transitioning the vehicle fleet towards hybrid or electric vehicles;
 - Helping the supply chain to reduce carbon dioxide emissions.

Scope 1 and 2 emissions relate primarily to heating, lighting, industrial processes (in particular injection moulding) and the vehicle fleet. Modernisation and/or transition plans have therefore been adopted as part of the strategy of reducing carbon dioxide emissions as stated above and will continue between now and 2025 and beyond.

It is important to note that Legrand's business can be regarded as not very energy intensive, with around 150,000 tonnes of carbon dioxide emitted in 2020.

Against this backdrop, which is specific to Legrand, alignment with the Paris Agreement is not simply a matter of categorizing part of the CAPEX.

Across the scope of the Group's operational emissions, the carbon trajectory in line with the Paris Agreement, and validated by the Science Based Targets initiative, comprises a certain number of measures to reduce carbon emissions.

All these measures do not necessarily require CAPEX, but some represent a type of cost:

- **Absolute reduction in energy consumption** (electricity and gas) of an average of 3% per year. These reductions are based on measures to change industrial processes (changes to injection, extrusion or painting lines, lighting), insulation of certain buildings, improvements to the heating or air conditioning system, and optimising the industrial footprint. Most of these



measures are not related solely to energy targets but also comprise a positive impact in terms of quality, capacity and gains in productivity. These reductions in consumption will also generate savings.

- Solar energy production (installation of photovoltaic panels on our sites) is often financed by means of leasing.
- **Renewable energy is bought through contracts** (power purchasing agreements) or by buying guarantees of origin, which represent a type of cost from an accounting viewpoint.
- The transition of the **vehicle fleet** towards hybrid or electric vehicles. Vehicle fleets are systematically financed by means of leasing.

In addition to the commitments made in terms of the Group's proprietary processes and its value chain, Legrand aims to enable its clients to avoid carbon dioxide emissions by means of offering highly energy efficient solutions.

In 2020 alone, Legrand estimates that it enabled its clients to avoid emitting 3 million tonnes of carbon dioxide thanks to its highly energy efficient solutions, ahead of the schedule for 2019-2021. On a cumulative basis between 2014 and the end of 2020, this figure is 10 million tonnes of carbon dioxide.

These results are driven by a policy of investing in innovation with the intention of developing energy efficient solutions and as part of a circular economy approach. Over the long term, the Group allocates:

- 3% to 3.5% of its sales to industrial investment, around 50% of which to new products; and
- Around 5% of its sales to research and development spending¹.

In addition, Legrand is rolling out the eco-design approach at all its R&D centres by means of a dedicated programme named Legrand "Way for Eco-Design". At the end of 2020, 96.5% of R&D centres had already adopted this approach.

Legrand intends to continue with this investment strategy between now and 2025 and also in the longer term, fitting in fully with its ambition of increasing the proportion of sales from sustainable products and solutions to 80% by 2030 (including (i) energy efficient and assisted living solutions, (ii) solutions arising from an eco-design approach by incorporating the principles of the circular economy into product development and (iii) comfort solutions).

Innovation efforts are spread out worldwide, with over 2,600 people in 2020 dedicated to R&D within the Group's three main regions (Europe, North and Central America and Rest of the World), including more than a quarter in New Economies.

2. How do you limit the impact of the loss of biodiversity on your future revenues? Please specify the indicators used and measures taken.

Legrand does not directly use soil or biodiversity within the framework of its operations.

The majority of the Group's production sites are located within commercial or industrial areas subject to specific regulations. The manufacturing nature of the Group's activities can allow for sites to be configured on separate floors, thereby limiting their footprint. Aware of the risks of soil pollution relating to its activities, the Group has taken preventive measures.

Legrand also attaches great importance to the concept of "grey biodiversity". Similar to grey energy, grey biodiversity corresponds to the cumulative impact on ecosystems and biodiversity for the entire lifecycle of a material or product: extraction of raw materials, manufacture, transportation, implementation, use and end of life. Each of these stages generates an impact on the living world (such as destruction of species or natural habitats, consumption of resources, pollution, greenhouse gas emissions, etc.). Grey biodiversity can be assessed on the basis of PEPs (Product Environmental Profiles), the many impact indicators of which (intermediary indicators), such as air toxicity, water toxicity and eutrophication, make it possible to estimate the potential impact on biodiversity (indicators of damage).

¹ Research and development spending (including capitalised costs) calculated excluding the impact of depreciation relating to the acquisition of Legrand France.

With PEPs covering 67% of its sales, the Group has a relatively large starting point for assessing its indirect impact on biodiversity.

3. How do you anticipate the scarcity of certain natural resources and difficulties in obtaining supplies of your strategic resources? How does this affect your business models and how are you securing your supply chains?

The shortage and scarcity of materials is one of the Group's operating risks that is monitored by the Group Purchasing Department within the framework of its risk management policy. Historically, Legrand has a policy of multiple supply sources, particularly for its strategic resources. We identify and estimate the potential risk as well as the timescale of the shortage. We work with R&D centres and materials laboratories to find substitution solutions.

Within the framework of the current crisis in supply tensions, we have organised a specific crisis management procedure as of the end of the third quarter of 2020. We secure supplies of our high rotation products and implement multi-source alternatives where there are risks of a shortage.

Social

4. Solidarity between members of the economy, small and large businesses, seems necessary in order to limit the negative effects of the current crisis. How is your group adapting, on a national and international levels, its purchasing or sales practices in order to support its suppliers or clients who are affected by the crisis? Do you apply different policies for small businesses and SMEs? Has the crisis forced you to make structural changes to your policies in this area?

Since the crisis began, Legrand has endeavoured to have a responsible attitude towards all its stakeholders, and in particular towards its clients and suppliers.

First of all, the Group worked actively on ensuring continuity of service for its clients, whose activity is essential to the functioning of the economy. Almost all logistics and production centres remained open, while also continuing to provide support services for clients (sales and service teams) in most countries in which the Group operates, in accordance with best health practices. We sometimes had to help clients, for example in terms of access to foreign currencies in their country of establishment, by temporarily increasing our levels of credit to above the usual amounts. Overall, we have not seen a significant increase in client defaults.

Furthermore, Legrand's procurement policy is oriented towards partnerships and supporting its ecosystem.

In France, for example, this policy is confirmed by the Responsible Supplier Relations label obtained as from 2012, which in particular certifies the high quality of the processing time for invoices received. Like other members of the French economy, the Group is also subject to ad hoc checks by the public authorities with regard to respecting payment times. The last was in 2020 and did not result in any comments from the authorities.

More generally, in the face of the Covid-19 crisis, the Group's responsible attitude towards its suppliers is reflected by its commitment to:

- Strictly respect payment delays and even temporarily pay earlier the few partners affected by the crisis; and
- Receive orders agreed before the crisis.

In order to support small businesses and SMEs, Legrand has also shared with the French National Purchasing Board its reliable supply sources for protective health equipment against Covid-19 in order to help small businesses and SMEs obtain this equipment.

In addition, Legrand has adopted fair and responsible treatment of all its partners, including small businesses and SMEs. In this regard, the Group has not made any specific changes to its policy as a whole. However, Legrand has ensured that the companies in its economic chain that are most exposed to the consequences of the current crisis, particularly in terms of cash flow, benefit, where possible, from specific conditions and support measures.

5. How do you manage, at Group level, the social impacts associated with the mass rise in working from home since the start of the pandemic? Particularly in terms of managing the risk of work-related stress, expenses, employee satisfaction, reversal of employee choice, the proportion of employees working from home, etc.?

Since July 1, 2018, we have had a “France” agreement signed by all trade union organisations. This agreement was adopted with the guiding thread of working from home as a choice rather than a requirement. It includes the notion of flexibility and reversibility with a clear and straightforward process.

The implementation of this means of organisation has been accelerated and reinforced due to the Covid-19 pandemic in 2020 and 2021 and in accordance with government recommendations, in order to help protect the health of our employees.

We are currently negotiating a new agreement to take account of our increased experience in this area.

As regards taking account of the risk of work-related stress, we have set up a multidisciplinary team (occupational health professionals, occupational psychologist, work-related stress prevention officer, coach and partnership with a service provider, Stimulus) to complement the work of human resources officers in monitoring and supporting people who may experience difficulties.

We have also introduced training programmes for managers and employees on the theme of working from home, as well as discussion groups for managers needing to discuss and develop their professionalism with regard to these new management methods.

As regards the other countries in which the Group operates, priority has also been given to protecting the health of employees. A crisis unit has been set up at all subsidiaries to monitor and adapt procedures according to how the situation evolves. Where functions permitted, working from home has become the norm, in accordance with government recommendations in each country.

A guide to working from home has been made available to all HR teams to help them implement this system while also adapting it to their specific context.

Pulse surveys have been conducted and around 70-80% of answers to the question relating to measures taken to protect employees' health were positive.

Communications have been stepped up in order to maintain dialogue with staff working from home.

A number of Employee Assistance Programmes have been set up, notably in the US, the UK, India, Germany, Spain, Australia, Mexico and Colombia, providing information and training on mental health, work-life balance, remote management, information relating to Covid-19 and psychological support from professionals.

For example, faced with the second wave of the pandemic that has hit India, we have introduced numerous measures to ensure our employees are protected:

- creation of an internal team to manage the situation and in particular support affected employees and organise vaccination campaigns;
- adoption of immediate measures such as specific paid leave, reimbursement of medical expenses relating to Covid-19 and reimbursement of the vaccination of the employees and their families;
- providing oxygen concentrators at our key sites;
- supporting employees, in particular by means of personalised monitoring and daily checks on employees tested positive for Covid-19, as well as help with hospitalisation. In addition to the financial support provided by the Group, this personal commitment and psychological support have made it possible to help manage the stress and anxiety caused by the pandemic. New initiatives are still in progress.

6. Do you have a definition of “decent wage” that is not limited to the local legal minimum wage? If yes, what? How does your company ensure that its employees, as well as its suppliers' employees, receive a decent wage?

Remuneration paid to the Group's employees around the world is regularly assessed and compared to the local market of the subsidiary in question. Based on these reviews, we adapt the remuneration paid to our employees where necessary.

Since 2017, we have also rolled out a global employee benefits system called "Serenity On", allowing for parents to be offered 14 weeks of maternity leave and one week of paternity leave, as well as covering the main risks of hospitalisation, incapacity and death of employees. This programme was more than 92% rolled out at the Group's subsidiaries at the end of 2020.

As regards suppliers, we do not have a definition of "decent wage" as such, or verification during audits. In terms of remuneration, we refer to ILO Convention No. 100 on equal remuneration (one of the ILO's eight fundamental conventions) in our various documents: procurement specifications, general procurement terms and conditions, CSR scorecard questionnaire.

7. Within the framework of profit-sharing agreements for your employees in France, do you take account of environmental and social criteria? If yes:

- **What are these criteria? Have they changed since April 1, 2020?**
- **What is the proportion of these criteria in the profit-sharing formula? Has it changed in the past year?**
- **What proportion of employees are concerned?**

The very large majority of the Group's employees in France benefit from national profit sharing and incentive agreements allowing them to benefit from more than one month's additional remuneration on average over the last few years. These agreements are valid for three years and are currently being renewed for the period 2021-2023. Previous agreements did not include social or environmental criteria.

Furthermore, CSR represents 17.5% of target total annual compensation paid to the Chief Executive Officer (20% of variable annual compensation and 25% of the long-term compensation). It also represents nearly 20% of compensation paid to country managers, and 10-15% of compensation paid to key managers and members of the Management Committee.

8. Within the framework of employee savings, which funds are labelled as responsible (CIES, Finansol, Greenfin, SRI)? For each fund offered, what is the name of the label or labels, what is the percentage of employee savings outstandings and to what percentage of employees is it offered? Furthermore, what proportion of Group employees in France and abroad have access to other forms of savings in a professional plan, particularly in terms of retirement savings? What proportion of assets corresponding to these savings is managed in a socially responsible way and has "signs of quality"? Which ones?

Eight funds are offered to French employees within the framework of the company savings plan (*PEE*) and the retirement savings plan (*PERCO*), including two Legrand funds (Actions Legrand and Legrand Obligations Privées).

Of the six non-Legrand funds, two have SRI, CIES and FINANSOL labels as responsible funds.

Overall, a third of the funds offered by Legrand are labelled responsible and around 25% of savings deposits are invested in these funds (as of April 2021).

Lastly, employees who decide to invest their savings in the Legrand funds (Actions Legrand or Legrand Obligations Privées) thus support the Group's CSR policy.

Governance

9. Do you apply the GRI 207 standard for your public tax reporting?

If yes: does this reporting cover all the information mentioned in this standard and if not, which information have you chosen not to publish and why?

If you do not use this standard: what are the reasons for this and do you plan to apply it in the near future (one to two years)?

What other measures have you taken or do you plan to take to respond to growing demand for tax transparency from your stakeholders?

Legrand's tax policy responds to the GRI 207 standard. The Company's 2020 Universal Registration Document (the "2020 URD"), in particular section 4.2.3.4 "Commit to responsible taxation", provides information about its tax policy (GRI 207-1), information relating to tax governance, risk control and management (GRI 207-2) and information about the involvement of stakeholders (GRI 207-3). The 2020 URD mentions in particular that the Group Tax Department and local experts are committed to refraining from using aggressive tax strategies disconnected from operational reality or artificial tax arrangements.

The 2020 URD also specifies that the Group Tax Department has set up country-by-country reporting (GRI 207-4) in accordance with international recommendations. This reporting, which contains a very detailed level of information, is sent to the French tax authorities, which can then share this information with foreign tax authorities. This declaration contains operational data that Legrand does not wish to be made known to its competitors, which are not subject to the same reporting obligations. For this reason, Legrand does not wish to make this information public for the time being.

As a reminder, the Group's tax rate as at December 31, 2020, was 29.0%.

10. What is the scope taken into account for the equity ratios you publish? What analysis do you conduct on the development of these ratios? Has this analysis prompted you to adapt your remuneration policies? If yes, how?

In accordance with applicable regulations and AFEP guidelines, equity ratios have been published for holding company Legrand SA and in addition, on a voluntary basis, for the Legrand France Economic and Social Unit (UES) representing more than 90% of employees in France.

These ratios, analysed in 2020 at the level of the UES, are down due to the reduction in remuneration paid to the Chief Executive Officer and the moderate increase in employee remuneration.

11. In view of the implementation of the Group's gender equality policy, can you tell us:

(i) The timetable and the targets in figures – achieved or to be achieved – concerning matters relating to this policy (career, training, remuneration, work/life balance, etc.) at all levels of responsibility.

(ii) Whether the application of this equality policy is applied at all Group companies both in France and abroad. If not, why?

(iii) If yes, what specific means do you use to promote equality between men and women in the countries in which you operate where it is difficult to establish this concept?

Legrand firmly believes that diversity and equal opportunity generate greater wellbeing, growth, economic development and competitiveness. As a responsible company, it has made these aspects an integral part of its strategy.

Gender diversity is one of the five core pillars of its Diversity and Inclusion policy.

Since July 1, 2020, the Board of Directors has been chaired by Ms. Angeles Garcia-Poveda. Including today's appointment and excluding offices held by employee representatives, women make up 42% of the Board. Three of the four Board Committees are chaired by women.

Women make up 33% of the Management Committee compared with 25% in 2018.

Within the framework of its 2019-2021 CSR roadmap, Legrand has set the target of increasing the proportion of women in management positions by 20% relative to the end of 2018. This percentage has risen from 22.6% at the end of 2018 to 24.8% at the end of 2020 (excluding 2019 and 2020 acquisitions). The results are reviewed each year by the Board of Directors.

In addition, ambitious targets have been set for 2030:

- One third of key positions held by women (17.5% at end-2020);
- Gender balance in the number of employees (36%/64% at end-2020).

These targets have been established for the Group and relate to each subsidiary, without exception.

Action plans are subject to quarterly and annual steering by operating teams.

Furthermore, a number of "qualitative" measures help to achieve these targets:

- Discrimination awareness and training for managers;
- Ensuring that HR processes comply with the principles of non-discrimination;
- Coordinating a network of gender equality officers;
- Combating stereotypes through training;
- Promoting the elle@legrand gender equality network.

It is interesting to note that the Group's Diversity and Inclusion Policy is based on a broad view of diversity:

- Gender diversity;
- Inclusion of disabled people;
- Intergenerational collaboration;
- Social and cultural diversity;
- Inclusion of LGBT+ people.

Our recruitment, promotion and remuneration processes take account of the principle of non-discrimination. Legrand aims for an equal balance of men and women in its talent development programmes.

In 2020, Legrand obtained the GEEIS-Diversity label for its operations in France and at head office, audited by an independent third party, Bureau Veritas. This label confirms that the steering tools, measurement of their impact, HR and managerial practices and dialogue with employee representatives are implemented to promote and develop equality between men and women.

12. How are your lobbying practices formally set out and how are they incorporated into the Group's CSR strategy? Can you describe the company's chain of responsibility in terms of lobbying or institutional relations? In what cases can or should the Group's control body (Board of Directors, Supervisory Board) be informed? What information regarding your lobbying practices do you publish (public positions, allocated budgets, etc.) for each of your global markets?

Lobbying efforts are not part of the Group's strategy. In 2020, no funds were used to finance political parties. In its declaration of activity to the French High Authority for Transparency in Public Life, the Group had nothing to declare in 2019 and 2020.

The Group primarily takes part in joint initiatives with other market operators within professional organisations (GIMELEC, IGNES, ASEC, etc.). By means of its experts, the Group also contributes to technical standardisation committees, for example within the IEC (International ElectroTechnical Commission).

13. In concrete, how to you involve your employee representative partners, at the level of the Group and locally, in engaging your company in a fair transition? Do you intend to publish their opinions concerning your duty of care plan? Do you intend to publish the opinions about your non-financial performance document?

The main social, societal and environmental issues for stakeholders and for the Group are identified in particular by means of materiality analysis.

With a view to drawing up the next roadmap, Legrand conducted a new materiality survey in 2021, open to all its stakeholders.

This consultation enabled it to gather the opinions of more than 9,000 stakeholders, including employees and employee representatives.

CSR roadmaps, non-financial performance documents and the results obtained in terms of non-financial performance are presented to our employee representatives. The definition, implementation and results of the duty of care plan have been presented within this framework. No particular opinion has been expressed on these matters.

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FINANCIAL CALENDAR:

- Ex-dividend date: **May 28, 2021**
- Dividend payment: **June 1, 2021**
- 2021 first-half results: **July 30, 2021**
“Quiet period” starts² June 30, 2021
- Capital Markets Day: **September 22, 2021**
- 2021 nine-month results: **November 4, 2021**
“Quiet period” starts October 5, 2021

ABOUT LEGRAND

Legrand is the global specialist in electrical and digital building infrastructures. Its comprehensive offering of solutions for commercial, industrial and residential markets makes it a benchmark for customers worldwide. The Group harnesses technological and societal trends with lasting impacts on buildings with the purpose of improving life by transforming the spaces where people live, work and meet with electrical, digital infrastructures and connected solutions that are simple, innovative and sustainable. Drawing on an approach that involves all teams and stakeholders, Legrand is pursuing its strategy of profitable and sustainable growth driven by acquisitions and innovation, with a steady flow of new offerings—including Eliot connected products with enhanced value in use. Legrand reported sales of €6.1 billion in 2020. The company is listed on Euronext Paris and is notably a component stock of the CAC 40 and CAC 40 ESG indices (ISIN code FR0010307819).*

<https://www.legrandgroup.com>



**Eliot is a program launched in 2015 by Legrand to speed up deployment of the Internet of Things in its offering. A result of the group’s innovation strategy, Eliot aims to develop connected and interoperable solutions that deliver lasting benefits to private individual users and professionals.*

<https://www.legrandgroup.com/fr/le-groupe/eliot-programme-objets-connectes>

Investor relations

Legrand
Ronan Marc
Tel: +33 (0)1 49 72 53 53

ronan.marc@legrand.fr

Press contact

Publicis Consultants
Laurence Bault
Mob: +33 (0)7 85 90 63 36

laurence.bault@publicisconsultants.com

² Period when all communication is suspended in the run-up to publication of results.