

Combined Meeting of Shareholders, May 29, 2024

Answers to shareholders' written questions

The Board of Directors received 10 written questions from a shareholder.

This document, made available on the Company's website on May 29, 2024 in accordance with the law, contains the answers to these questions.

Written questions from the *Forum pour l'Investissement Responsable* of April 29, 2024 (questions reproduced *in extenso*, without modification)

Environment

Question 1

a) What are your short-, medium- and long-term decarbonization targets for your three scopes (in absolute terms and in terms of intensity)? For each of your objectives, explain the main actions planned to achieve these objectives (please specify the percentage contribution of each action to the objective).

How much of your strategy is devoted to negative emissions (absorption and storage, etc.), avoided emissions or carbon credits (as distinct from your decarbonization objectives)?

To help you answer, you can fill in the table in Appendix 1.

In early 2024, Legrand committed to become Net Zero by 2050 across its entire value chain, a commitment validated by SBTi in April 2024.

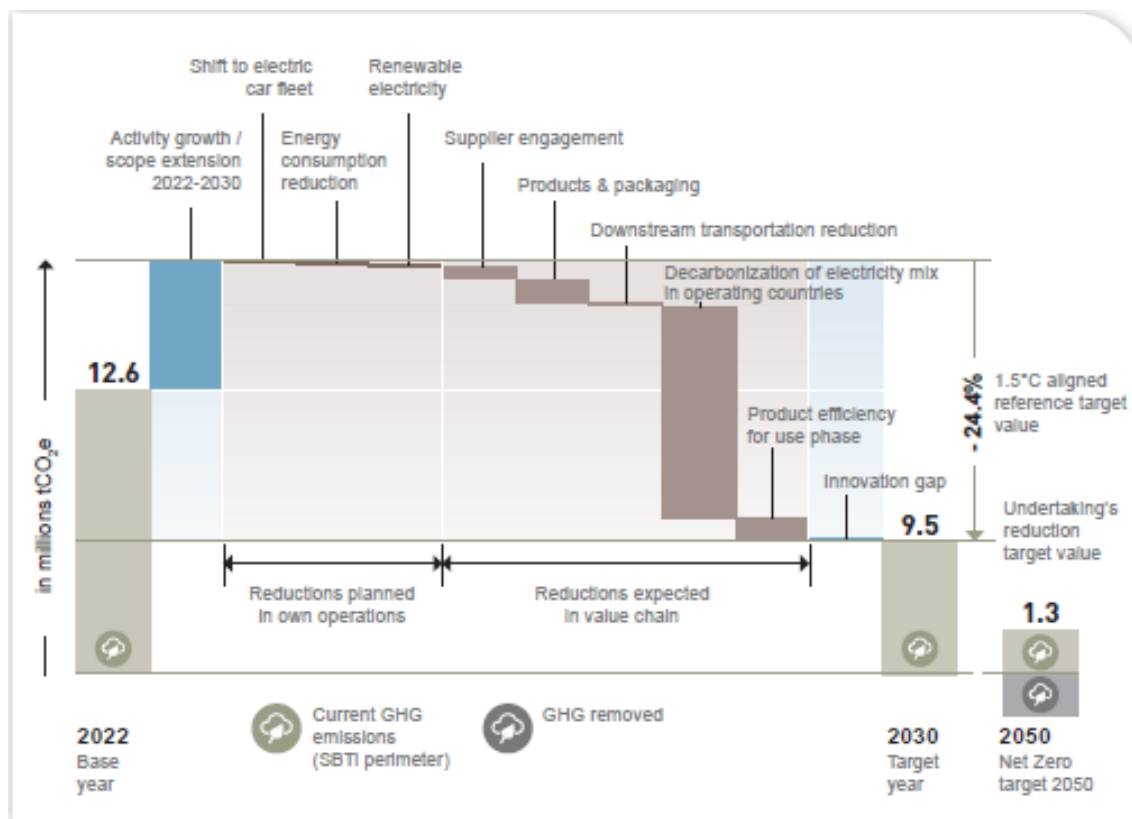
This objective will be achieved by reducing the Group's greenhouse gas emissions by 90% for Scopes 1, 2 and 3, i.e. all emissions from the Group and its value chain, and by neutralizing emissions that cannot be avoided (carbon capture).

This long-term carbon trajectory is accompanied by an acceleration of the Group's emissions reduction targets for 2030, compared with 2022:

- a 42% reduction in *Scopes 1&2*;
- a 25% reduction in *Scope 3*, from goods and services purchased and the use phase of products sold.

You will find below the details of Legrand's decarbonization trajectory (climate transition plan presented in the Universal Registration Document (URD) 2023, page 112):





Legrand is committed to neutralizing emissions from its *Scopes 1&2* and 2 items of its *Scope 3* (business travel and employee commuting) through voluntary carbon offsetting. The Group offset 204,533 t CO₂e in 2023, 156,110 t CO₂e (or 1.2% of Legrand's global GHG emissions in 2023) for 2023 emissions and, following the update of the Group's 2022 carbon footprint, 48,422 t CO₂e for 2022. The carbon offset projects selected by Legrand to meet its 2024 targets concern:

- preservation of flora and fauna in Kenya: 74,598 t CO₂e ;
- extension of the New Delhi metro in India: 129,935 t CO₂e.

Legrand's Net Zero 2050 commitment will eventually require neutralizing the remaining 10% of CO₂e emissions (after 90% reduction of *Scopes 1, 2 and 3* emissions). Details of Legrand's CO₂e emissions by Scope are presented in the 2023 URD, pages 113 to 120.

b) Could you please indicate the amount of investment required for each of the main actions deployed across the three scopes? Please specify the timeframe covered by these investments.

Often, the information expected here is different from the CAPEX/OPEX amount aligned with the European taxonomy, which concerns only investments in your sustainable activities and not those for your overall decarbonization plan.

This information has not yet been published. Tracking of financial costs/investments and financial opportunities related to CSR initiatives (not limited to climate) will be made available in the coming years, in accordance with the CSRD.

c) On which reference scenario(s) is your decarbonization strategy based (on the three scopes)? Is it aligned with a 1.5°C scenario? Has it been validated by an independent third party (SBTi, ACT-ADEME...)?

Please indicate the name of the scenario(s) and the reference organization(s) (e.g. IEA, IPCC, etc.).

Legrand's Net Zero commitment to 2050 is aligned with the 1.5°C scenario for *Scopes 1 and 2* and Well Below 2°C for *Scope 3*. This commitment was validated by the SBTi in April 2024.

We invite you to refer to the April 30, 2024 Press Release on the subject: [Legrand validates its Net-Zero 2050 commitment with SBTi - Legrand \(legrandgroup.com\)](#)

Question 2

Biodiversity-related risks, impacts, dependencies and opportunities are still insufficiently taken into account in business activities (internal, supply chain, products, customer services, etc.). But as the context and tools (TNFD, SBTN, GRI, etc.) progress, so do practices. While this subject may appear to be of little material interest to some sectors, we believe it is nevertheless worthy of analysis by all.

a) Have you carried out any work to assess, monitor and reduce your dependencies and risks, on the one hand, and your footprint, on the other, but also your opportunities (investment in projects with a net positive impact on nature, services in favor of biodiversity, etc.) in relation to biodiversity and nature?

Is this assessment up to date and does it cover your entire value chain (direct operations, upstream and downstream)? If it covers only part of your value chain, do you plan to extend the scope of this assessment? If not, why not?

In 2023, Legrand carried out its biodiversity footprint (GBS approach) with the support of CDC Biodiversité and I-Care.

b) Do you publish the results of this work? If not, do you plan to publish it? Please justify your answer.

Do you plan to rely on voluntary frameworks such as TNFD, SBTN, GRI101... to report on nature-related risks and opportunities?

The result of this calculation of the Biodiversity footprint is presented in the 2023 URD, page 125.

c) Do you publish or plan to publish quantitative indicators to report on the risks and opportunities that biodiversity poses or offers your company (value of assets, liabilities, or investments devoted to nature-related opportunities, etc.)? If so, which ones, and do you set targets? Justify your choice of indicators. If not, why not?

The double materiality study is currently being finalized, and biodiversity is considered as non-material in this study.

However, work on sector standards has not yet begun. We believe that this work will enable us to decide collectively with our peers whether biodiversity should be material for our sector. We will be starting these discussions by early 2025, so the materiality of biodiversity could evolve within 2 years.

Question 3

a) What role does the circular economy play in the company's strategy?

Criteria to be assessed:

- ***Objectives (quantitative, ambitious, scope)***
- ***Ambition and quality of strategy***
- ***Links with other sustainable development topics (in particular decarbonization and biodiversity)***

The circular economy is one of the 4 pillars of Legrand's CSR Roadmap 2022-2024. It is a major topic, both for preserving resources, eliminating single-use plastic and innovating with new circular business models.

The objectives set by Legrand are the following:

- **Use of recycled materials:** achieve a usage rate of 15% recycled plastics and 40% recycled metals in products manufactured by the Group.
- **Stop using single-use plastic:** eliminate 100% of single-use plastic in *flow pack* plastic and expanded polystyrene packaging.

- **Environmental declarations:** cover 72% of the Group's annual sales with Product Sustainability Profiles (*Environmental Product Declaration* type, including Product Environmental Profiles).

Details of these priorities and 2023 achievements are presented in the 2023 URD, pages 127 to 131.

b) What are the resource-related risks identified by the company, the induced costs and the amount of CAPEX and OPEX in favor of the circular economy?

Criteria to be assessed:

- **Identification of upstream and downstream risks (scarcity, supply, access difficulties, waste management, regulations, etc.).**
- **Associated financial costs**
- **CAPEX and OPEX (in %)**

The risks associated with the circular economy identified by Legrand are as follows:

- **Physical and operational risks:** the difficulty of sourcing recycled materials, in particular the very specific recycled plastics used by Legrand in its products, and finding alternatives to plastic packaging can represent operational risks, such as slowing production rates or impacting both the sustainability of raw material supplies and industrial cost prices.
- **Financial risks:** the integration of recycled materials in products, the elimination of plastics in product packaging and the eco-design of products may represent additional costs for Legrand.
- **Transition risks:** if the deployment of eco-design, reparability and reuse of products, and the use of recycled materials were not sufficiently rapid at Legrand, this could have an impact on the company's reputation with its customers and the financial community in particular.
- **Strategic risks:** the complexity for Legrand of eco-designing all its product ranges (over 300,000 references) and the difficulty of finding reliable and sustainable recycled material channels worldwide could represent a strategic risk for the company. Similarly, the importance of implementing new circular business models and working on the reuse of products that allow this are essential to meeting customer expectations and maintaining a competitive edge, particularly in Europe.

Tracking of financial costs/investments and financial opportunities related to CSR initiatives (not limited to climate) will be made available in the coming years, in line with the CSRD.

c) What key actions has the company taken to circularize its business model? What proportion of sales does this represent?

Criteria to be assessed:

- **Integration of the various pillars of the circular economy (reduction of resource consumption/sobriety, eco-design, sustainable sourcing, re-use, industrial and territorial ecology, recycling, etc.).**
- **Scaling up circular economy initiatives and projects**
- **% of sales linked to circular economy offers (or any other relevant circular economy indicator)**

As part of its CSR Roadmap 2022-2024, Legrand has set the following objectives:

- **Use of recycled materials:** achieve a usage rate of 15% recycled plastics and 40% recycled metals in products manufactured by the Group.
- **Stop using single-use plastic:** eliminate 100% of single-use plastic in flow pack plastic and expanded polystyrene packaging.

Details of our 2023 achievements are presented in the 2023 URD, pages 127 to 131.

With regard to circular business models, certain developments are currently being evaluated before being presented and deployed more widely.

Social

Question 4

a) In France, the "Climate and Resilience" law of August 22, 2021 and the national interprofessional agreement (NIA) on ecological transition and social dialogue of April 11, 2023 have extended the environmental prerogatives of the CSE and strengthened the role of local representatives. Over the past twelve months, what initiatives are likely to significantly illustrate a change in the way these bodies operate within your Group as a result of these provisions?

The Group has long involved employee representatives in important issues, including the environment. Our CSR Roadmaps, which have defined our ambitions for the past 17 years, are presented to employee representative bodies when they are set, along with their level of achievement. Continuing along this path, Legrand submitted its new Environmental Policy to national employee representative bodies in the autumn of 2023, and added environmental information to the BDESE (economic, social and environmental database).

Legrand's actions, whether in terms of its activities (aiming for a neutral carbon impact) or as a supplier of solutions for its customers (energy savings, sustainability, circular economy) are also discussed with employee representatives.

To help them in their assignments, the choices they make, and for which they are called upon to take a stand through their mandates, must be better understood by employees.

To this end, and convinced that this subject is everyone's business, Legrand is pursuing its actions to popularize the social benefits of the ecological transition. Wishing to involve all employees in this approach, Management and the Representative Trade Unions have included a CSR criterion in the new profit-sharing agreement.

These measures help to raise the level of knowledge and understanding of these issues, and thus enrich exchanges in various forums and negotiations.

b) In the context of these new prerogatives, the training and expertise of social partners is fundamental. Have you recently developed, or do you plan to develop in the near future, programs specifically dedicated to social partners to strengthen their expertise in environmental matters that go beyond legal obligations?

Legrand is pursuing its policy of acculturating its employees to the challenges of tomorrow, so that these are not just matters for experts. This decompartmentalization of the issue, beyond employee representative bodies and trade unions, should enable us to move from an environmental policy to an environmental culture.

We offer a wide range of training courses. The in-house catalog includes training courses on the climate fresco, as well as a number of *e-learning* and face-to-face courses for employees not connected to the Internet. In addition, more than thirty QSE (Quality Safety Environment) training initiatives are planned for 2024.

This popularization helps to legitimize the missions and positions of our social partners.

c) International framework agreements reinforce the quality of labor relations within a group. Does your group have a framework agreement that extends beyond the European Union? If so, how have you integrated the issue of ecological transition and, more broadly, environmental issues? If not, are there any plans for such a project? In any case, in your five main geographic markets outside France, can you list any major initiatives that show a recent strengthening of social partners' involvement in the company's environmental policy?

The Group does not have a framework agreement. At European Works Council level, environmental issues and, more broadly, the Group's CSR approach are regularly discussed at plenary meetings. The objectives of the Group's CSR Roadmap were presented in detail. As part of these presentations, detailed information was provided to employee representatives on the reduction of the Group's carbon

footprint and on the theme of the circular economy, in particular in relation to the Group's objectives on the use of recycled materials.

This type of exchange also takes place with employee representative bodies, where they exist, in our various geographies. At this level, and in addition to information on the Group's overall approach, discussions focus on concrete measures and investments carried out within the respective perimeters.

Question 5

a) For each of the last five years, please indicate the number of shares bought back (including the number of shares held under liquidity contracts), the number of shares issued and the number of treasury shares held at the beginning and end of each year. For each of these years, can you break down: the number of shares cancelled; the number of shares allocated as performance shares (as well as the number of beneficiaries and their proportion in relation to all Group employees); the number of shares distributed as part of employee shareholding operations (as well as the number of eligible employees, the number of actual beneficiaries and their proportion in relation to all Group employees); other uses (giving details)?

To help you answer, you can fill in the table in Appendix 2.

Information on share buybacks and cancellations, as well as on performance shares, is published annually in the universal registration document, in particular, as regards the 2023 URD, in notes 4.1.2 "Share buybacks and liquidity contract" and 4.2 "Share subscription or purchase plans and performance share plans" in Chapter 8.

	2023	2022	2021	2020	2019
Number of shares bought back	5,087,013	450,000	1,200,000	515,000	600,000
Number of shares bought back under liquidity contracts	Total: 1,659,052 Net acquisitions: 78,284	Total: 3,041,854 Net acquisitions: 78,284	Total: 2,402,773 Net disposals: 64,781	Total: 3,547,937 Net acquisitions: 58,114	Total: 1,527,922 Net acquisitions: 310,219
Number of shares issued	N/A	N/A	N/A	436,618 (2010 stock option plan)	82,578 (2009 stock option plan) 248,401 (2010 stock option plan)
Number of treasury shares held at the beginning of each year	149 515	678 176	125 407	313 406	905 347
Number of shares held in treasury at year-end	1,863,478 shares (149,515 at December 31, 2022, including 38,285 for share buybacks and 111,230 under the liquidity contract)	149 515	678 176	125 407	313 406
Number of shares cancelled	2 786 454	630 000	0	265 000	550 000

Shares allocated as performance shares					
Number of shares allocated in respect of performance shares	506 455	514 981	491 477	461 861	617 818
Number of beneficiaries and proportion of total Group employees	around 1,400 people - 13% of managers	around 1,400 people - 12% of managers	around 1,300 people - 12% of managers	around 1,900 people (performance shares and long-term incentive plans)	around 2,000 people (performance shares and long-term incentive plans)
Shares distributed under employee shareholding plans					
Number of shares distributed under employee shareholding schemes	N/A	N/A	N/A	N/A	N/A
Number of eligible employees / proportion of total Group employees	N/A	N/A	N/A	N/A	N/A
Number of employees benefiting / proportion of total Group employees	N/A	N/A	N/A	N/A	N/A
Other uses	N/A	N/A	N/A	N/A	N/A

b) In the case of performance share plans, and where relevant, how do you "neutralize" the effects of treasury shares or cancelled shares when calculating target attainment?

The number of performance shares definitively allocated to beneficiaries is determined after application of a condition of effective presence in the Group at the end of the vesting period and several performance criteria:

- Objective of organic sales growth,
- Objective of adjusted operating margin before acquisitions,
- Achievement rates of the Group's CSR roadmap,
- Performance of Legrand's share price compared with the performance of the CAC 40 index (performance criteria applicable only to executive officer and members of the Executive Committee).

The number of treasury shares held or cancelled has no impact on these criteria. There is no neutralization of treasury shares held or cancelled when calculating the achievement of these targets.

c) How much have you invested (R&D and capex) over the past 5 years (year by year)? What amounts of capital have you repurchased and cancelled over the same period? To help you answer these questions, you can complete the table in Appendix 3.

	2023	2022	2021	2020	2019
Amount of R&D investment	362.1	340.3	321.3	308.7	316.8
Capex investment amount	253.3	205.7	170.5	155.1	202.2
Amount of capital redeemed	439.4	44.6	91.7	32.4	18.0
Amount of capital cancelled	239.7	45.8	-	16.2	34.9

As part of the overall approach to value sharing, do you scale the amount allocated to share buybacks in relation to the amount of investments - in particular those dedicated to the ecological transition - made by the company (an essential element in the creation of value and the company's sustainability)?

Yes.

Legrand's business model is to deliver free *cash flow* of 13% to 15% of sales, after investing an average of 5% of sales in R&D and an average of 3% to 3.5% of sales in capitalized investments (Capex). These ratios have been stable for over 10 years.

The Group's high level of recurrent growth enables it to allocate incremental R&D and Capex budgets every year to themes dedicated to the ecological transition.

Examples of this are the reduction in energy consumption over 2 years by almost 17%, and the reduction in Scopes 1 and 2 by -39% over the same period (2023 vs. 2021). Over 5 years (from the end of 2018 to the end of 2023), the Group's Scopes 1 and 2 have fallen by -53% (in current terms), while total sales have risen by +40%.

Capital allocation policy is then clearly defined: dedicate just over half of free *cash flow* to acquisitions, pay a dividend with a payout ratio of almost 50%, and use the remainder to purchase shares delivered on the market as part of employee shareholding plans and the delivery of performance shares to employees. Share buybacks remain relatively marginal, and are mainly dedicated to employees in order to avoid dilution.

As a result, Legrand's value-added sharing ratios have been stable over the last twenty years, with 54% for employees, 21% for development investments (industrial, R&D and acquisitions) and 25% for other stakeholders (shareholders, lenders, governments and civil society) over the last 5 years.

Legrand announced in early 2023 the implementation of a share buyback plan for cancellation of up to €500 million over 18 months following the outperformance of free *cash flow* over the last 5 years, with all commitments made and investments made to all stakeholders having been met.

If so, do you have any rules?

Yes, see explanations above.

If not, can you explain why you have decided not to take investments into account when setting share buyback amounts?

N/A

Question 6

A living wage can be defined as: "The remuneration received for a normal working week by a worker in a given location, sufficient to ensure a decent standard of living for the worker and his family. The elements of a decent standard of living include food, water, housing, education, health care, transportation, clothing and other basic needs, including provision for unforeseen events", as defined by the Global Living Wage coalition. A living wage is quite distinct from the local legal minimum wage.

a) Have you adopted a definition of living wage such as the one above or equivalent? If so, which one? Have you developed a policy/commitment on the issue of living wages (public commitments, accreditation as a Living Wage Employer, etc.)?

Please note that for the remaining questions, we are specifically looking for elements related to the living wage that we distinguish from the local legal minimum wage. If you have not yet made a commitment, please proceed to question 7.

b) Based on your definition of a living wage, have you begun to calculate it, and what methodologies do you rely on? If so, in which region(s) and for which scope (salaried employees, but also self-employed workers, small farmers, etc. - or/and employees of your suppliers)? What information do you publish on this subject?

c) Have you identified any discrepancies between the minimum wage and the living wage? Can you describe the actions taken to implement a living wage? (e.g.: develop internal management on the subject of living wages, complemented by training, engage with social partners and/or your suppliers, improve purchasing practices, promote freedom of association and collective bargaining...).

d) How do you measure the implementation of decent wages for your employees and suppliers? Please give details of the contribution of any external audits to monitoring.

e) Have you identified any potential obstacles to the payment of a decent wage to your employees and your suppliers' employees (e.g. in a country where labor rights and regulations are less stringent)? If so, what are you doing to mitigate them?

Bonus question: Do you communicate the results of any studies you carry out, and have you set up a whistle-blowing tool for your employees and suppliers?

To go further than respecting legal minimum wages, Legrand considers that being paid a decent wage is a fundamental human right. Legrand defines a living wage as sufficient remuneration to ensure a decent standard of living for the worker and his or her family, covering their basic needs such as food, housing, children's education, clothing, healthcare and any other essential needs, as well as precautionary savings to deal with unforeseen circumstances, all based on a given local standard of living.

Legrand has commissioned the Fairwage organization to carry out a study of all its subsidiaries, in order to take stock of the level of remuneration paid to its employees, compared with the level of decent local wages.

The above definition and this study are mentioned in the 2023 URD. The study is ongoing.

Concerning the employees of Group suppliers, the CSR performance of suppliers, which includes a social pillar and decent wages, is assessed via risk scorecards which have been carried out since the end of 2023 via Ecovadis (852 assessments in 2023, see page 161 of the 2023 URD). This assessment leads to the implementation of improvement action plans in collaboration with the supplier, and sometimes to the search for another supplier. This documentary control is reinforced by external and/or internal on-site Audits (67 in 2023, of which 19 are external).

Question 7

a) France: How many funds are offered to your employees in your employee savings plans? How many and which of the funds offered to your employees have a responsible label (please mention their name as well as the name of the associated label)? What is the amount of labelled assets per fund?

Can you also give the total amount outstanding and the amount outstanding excluding non-labeled shareholders?

To help you answer, you can fill in the table in Appendix 4.

On average, are the matching contributions offered to your employees for your label funds higher than those offered for your other non-label funds?

The range of funds offered to employees in France was reviewed in 2021 with a view to amplifying the responsible theme. To ensure that our approach is easy to understand for employees, we do not wish to change the list of funds offered for employee savings and retirement savings too frequently. As a result, the list is unchanged from last year.

Nine funds are offered to French employees as part of the Group savings plan (PEG) and retirement savings plan (PERECO), including two "Legrand" funds (*Actions Legrand* and *Legrand Obligations privées*).

Of the seven non-Legrand funds, three benefit from responsible ISR, CIES and FINANSOL labels. These label funds are "*Impact ISR Rendement Solidaire*", "*Impact ISR Dynamique*" and "*Multipar Solidaire Equilibre Socialement Responsable*".

With regard to the Group Savings Plan, assets in these 3 funds represent around 47% of total assets (excluding Legrand funds), with the remainder invested in money-market or bond funds (33% of total assets), and the balance (around 20%) in the other funds on offer.

All employees in France covered by national profit-sharing and incentive agreements have access to these funds.

Finally, employees who decide to invest their savings in Legrand funds (Legrand Equities or Legrand Private Bonds) support the Group's CSR policy.

Legrand's matching contribution policy does not depend on employees' investment choices.

b) If certain funds are not labelled but do include ESG criteria, explain how these criteria demonstrate a robust and selective ESG approach (please indicate the selectivity rate and/or theme of these funds)?

The list of funds on offer is designed above all to offer employees a diversified range in which to invest their savings, from low-risk or no-risk funds (money-market and bond funds) to riskier funds invested in equities. Labelled funds are at intermediate risk levels (between 3 and 5 on a scale of 7). The 2 equity funds on offer are the "CM_AM Stratégie PME-ETI" fund, specifically focused on SMEs and ETIs, and the "Multipar Actions Internationales" fund, which invests in international equities.

Do you plan to work with the social partners to increase the number of label funds over the next three years?

This subject is not on the agenda at present, but will be taken into account when the list of proposed funds is next reviewed.

How do you involve your social partners in the choice of responsible funds (e.g.: training courses, expert who provides educational support for employees, time given to social partners to question the choice of responsible funds)?

The list of proposed funds is the subject of negotiation and agreement with the social partners, who are therefore stakeholders in the choices made.

c) How do you involve your social partners in monitoring the responsible commitment of funds (training of supervisory board members beyond the statutory 3 days, setting up a company savings commission, etc.)?

In France, in particular, employees are involved via employee representatives in the employee savings monitoring commissions set up by our company-wide agreements, as well as in the governance of Legrand funds for which elections have been held.

Governance

Question 8

For corporate fiscal responsibility to be in line with corporate social responsibility, the Board of Directors must be fully involved in the choices built around fiscal citizenship (aligned with principles such as those of the B Team initiative). In line with this, FIR expects a public fiscal responsibility report, reviewed and signed by the Board of Directors, detailed country by country, to exist, and to be aligned with GRI 207.

a) Do you publish a detailed charter describing your commitments in terms of fiscal responsibility (unacceptable tax practices, tax havens)? How often is it reviewed and approved by the Board? How does the Board ensure that the charter is applied?

The Group is committed to a rigorous tax policy based on the values of fairness, transparency and compliance with all tax obligations in the countries in which it operates.

Legrand's tax policy complies with the GRI 207 approach. The 2023 URD, in paragraph 4.8.4 "Responsible taxation" includes in particular information on tax policy, information on tax governance, control and risk management, as well as information on stakeholder involvement.

The 2023 URD also states that the Group's tax department and local experts are committed to avoiding aggressive tax strategies that are disconnected from operating reality, or artificial tax arrangements.

In addition, the Group declares and pays taxes in each of the countries in which it operates. In 2023, the Group's tax charge will therefore amount to €401.1 million, representing a consolidated corporate income tax rate of 25.9%.

The Audit Committee also monitors the annual and consolidated financial statements, with tax issues forming an integral part of this review, including the presentation of the geographical breakdown of taxes. These key data testify to the absence of aggressive tax optimization practices within the Group, and to its commitment to contributing to the economies of the countries in which it operates.

As this is a long-standing and deeply rooted approach at Legrand, demonstrated by the figures and mentioned in its communications, we don't think that drafting a responsibility charter or report is a priority.

b) Do you make your country-by-country tax reporting public for all countries of operation, i.e. going beyond the requirements of the EU directive which is limited to reporting for EU member countries and countries on the list of non-cooperative jurisdictions? If not, please justify your choice? Is the breakdown of taxes country by country discussed by the Board?

Each year, the Group prepares a country-by-country information *report* in line with international recommendations. This *report*, which contains highly detailed financial information such as sales, pre-tax profit, taxes paid and due, etc., is sent to the French tax authorities, which can then exchange this information with foreign tax authorities.

The Group will comply with the European directive and by 2025 will publish data consistent with those submitted to the French tax authorities.

The Group has no plans to publish more detailed information, as this could be used by competitors not subject to the same obligations.

The Audit Committee monitors the annual and consolidated financial statements, with tax issues forming an integral part of this review, including the presentation of the geographical breakdown of taxes.

c) Can you explain your effective tax rate for 2023? How is this rate consistent with your commitment to fiscal responsibility?

Particular attention will be paid to companies with a particularly low tax rate (equal to or below 20%) or a particularly high tax rate (around 30%).

The Group's tax charge for 2023 will be €401.1 million, representing an effective tax rate of 25.9% for 2023. This effective tax rate of 25.9% is in line with the normative tax rate for the Group's countries* (24.2% for 2023), and illustrates the absence of aggressive tax strategies disconnected from operating reality, or artificial tax arrangements.

* The normative country tax rate corresponds to the normal tax rates in each of the Group's countries, weighted by each country's pre-tax income. This rate can be found in the DEU 2023 in "Chapter 8 - Note

2.4 Income taxes" by summing the standard tax rate in France (25.8%) and the impact of foreign rates (-1.6%).

Question 9

As registration in the European Union's transparency register and the register of interest representatives with the Haute Autorité in France is compulsory, the FIR has access to your declarations (human and financial resources, center of interest).

Through this question, we'd like to focus your answers more on the influencing activities you've carried out (head office, subsidiaries, trade associations, or consultancy firm) on E S G areas. We'd like to understand how interest representation activities are aligned with sustainability objectives / how your interest representation practices fit into your group's CSR strategy.

a) What are the main lobbying activities (e.g. top 3) that you prioritize in relation to your ESG material issues? Can you specify all the jurisdictions where you carry out these lobbying activities?

Lobbying is not part of the Group's strategy. The Good Business Practices Guide deals specifically with lobbying activities in order to establish a framework (prior validation of the approach, rules to be respected, etc.).

In 2023, no funds have been used to finance such actions.

The Group mainly takes part in joint initiatives with other market players within professional bodies (GIMELEC, IGNES, FIEEC, ASEC, etc.). On CSR issues, the Group participates in the CSR and Circular Economy commissions organized within these trade associations.

Legrand is also a member of the *Club des Directeurs du Développement Durable (C3D)*, the *Institut National de l'Économie Circulaire (INEC)*, the *Institut du Capitalisme Responsable* and the Club Global Compact Advanced of Global Compact France.

In 2023, Legrand was particularly active within these various bodies around CSRD-related topics, to better understand the contours of the Directive, the ESRS standards and how to apply them within the Group and the taxonomy so that the activities of Legrand and its peers are recognized by European bodies as contributing to the electrification of economies.

b) How do you ensure alignment between your ESG objectives and the positions of professional associations? How do you manage potential divergences? (Examples: attempts to realign the positioning of associations with your own ESG objectives, or reflections on the possibility of leaving a professional association that is definitely not aligned with your ESG strategy). What do you publish on the subject of alignment and/or divergence?

Within the CSR and Circular Economy commissions in which the Group participates, Legrand puts forward its ambitious positions on climate and circular economy issues, notably to advance practices in its sector. The Group's CSR commitments are known to all those involved in these bodies.

No specific publication is made on these alignments / divergences.

c) What role does the Board of Directors play in implementing your lobbying policy (e.g. activities, budget, meetings)? d) Do you provide training in responsible lobbying to internal or external parties (e.g. firms)? If so, what criteria do you apply when selecting the firms that work with you?

Lobbying is not part of the global Group's strategy.

d) Do you train people internally or externally (e.g., firms) in responsible lobbying? If so, what criteria do you apply in selecting the firms that work with you?

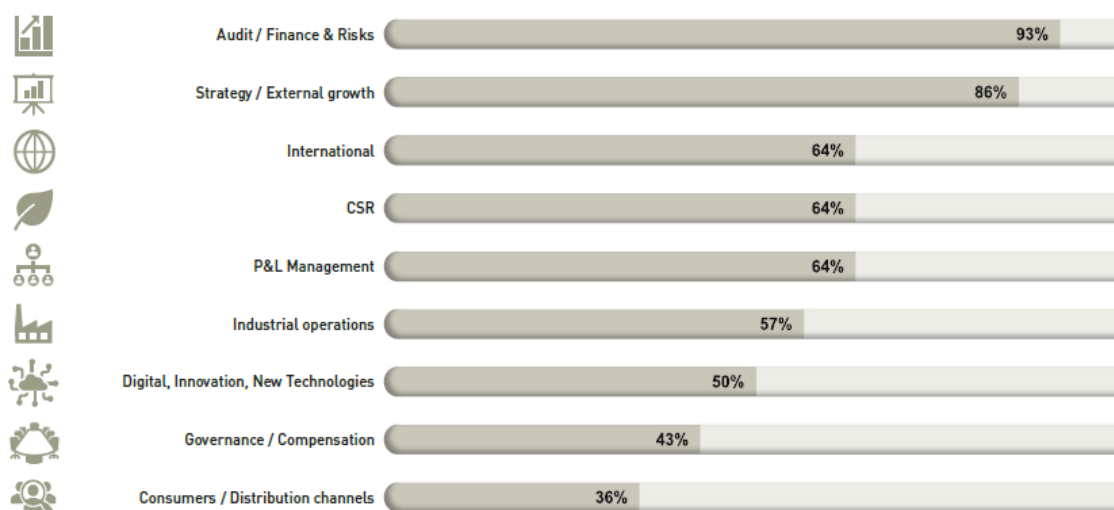
We have compliance training courses that include lobbying actions.

Question 10

a) How many Board members have CSR skills? Who are they and how did they acquire these skills (education, training, professional experience)? Are these skills specific to your sector (biodiversity, energy transition, social and value chain issues, financial impact of climate, etc.)?

To facilitate monitoring of the implementation of its diversity policy, the Appointments and Governance Committee has drawn up a collective matrix of directors' skills. This matrix¹, presented below and on page 238 of the 2023 URD, is updated annually and whenever there are changes in the composition of the Board of Directors.

Directors' skills matrix at the close of the Shareholders' Meeting on May 29, 2024



On the 14 directors who will make up Legrand's Board of Directors at the close of the Annual General Meeting on May 29, 2024¹, 9 have specific CSR skills. These CSR skills have been acquired through their professional experience (detailed in their biographies on p. 218 to 231 of the 2023 URD), or through other mandates or functions. They may also have been supplemented by specific training courses.

The Board's CSR skills and expertise have been strengthened for 2023 with the appointment of a CSR expert, Valerie Chort. They will also be strengthened at the close of the Annual General Meeting on May 29, 2024, with the proposed appointment of a new director, Rekha Mehrotra Menon.

We note that Angeles Garcia-Poveda is a member of the advisory board of the Climate Governance Initiative (whose purpose is to raise awareness of climate issues among directors) and the *Institut de la Finance Durable* (whose purpose is to accelerate action by the Paris financial center in the field of sustainable finance, in order to achieve a successful energy transition and economic transformation). Isabelle Boccon-Gibod recently completed the "Governance & Climate" Executive Education course at the *Université Paris Dauphine-PSL*.

b) Do you publish a matrix of the specific skills of each board member? How do you ensure that board members' knowledge of CSR issues is kept up to date (internal or external training processes, expert input, updates on regulatory developments or key issues, etc.)? And how often?

The Board of Directors publishes a collective skills matrix for its members. In order to establish this collective skills matrix, the Nomination and Governance Committee assesses and assigns to each director a number of key individual skills based on professional experience and training.

¹. Subject to approval by the Combined General Meeting of May 29, 2024 of the renewal of Jean-Marc Chéry's term of office as director and the appointment of Rekha Mehrotra Menon as an independent director.

In particular, the Board of Directors is responsible for (i) determining, on the recommendation of Executive Management, the Group's CSR strategy over the next few years, and (ii) ensuring that the CSR strategy implemented by Executive Management includes a plan of action and the timeframes within which the actions will be carried out, and reviewing the methods used to implement this strategy as well as the results obtained on an annual basis.

In this way, Legrand is careful to maintain and, where necessary, strengthen the CSR skills required to carry out the duties of the Board of Directors.

To this end:

- upon appointment and throughout their term of office, each director receives training on the Group's specific characteristics, its business activities and CSR challenges, with particular emphasis on climate issues;
- an induction program is organized to facilitate the integration of new directors and their assumption of duties. It includes meetings with members of the Executive Committee and senior executives of the Company, enabling new directors to deepen their knowledge of the Group's businesses, its competitive environment, its external growth strategy, its HR and Information Systems roadmaps, and to understand the Group's CSR strategy, particularly with regard to climate issues;
- throughout the year, the Board organizes specific training sessions to enable directors to deepen their knowledge of the Group. These sessions take the form of Strategy Seminars or working meetings dedicated to specific subjects, notably extra-financial issues linked to the Board's missions, and involving internal or external experts.

More generally, CSR issues are regularly addressed with by the Board's various committees, according to their respective areas of expertise. Their work is systematically reported on at Board meetings.

Regulatory developments are also regularly presented to the Board and its committees. For example, in 2023, European Union regulatory developments were presented to the Audit Committee, the Commitments and CSR Committee and the Board. These presentations focused in particular on sustainability reporting regulations (CSRD), ESPR (Eco-Design for Sustainable Products Regulation), and CSDDD (Corporate Sustainability Due Diligence Directive).

As part of the annual external assessment of the Board of Directors in 2023, the directors felt that CSR-related issues were well addressed by the Board and its committees, and that they had a good level of information on the main CSR-related issues.

c) How do you assess directors' CSR skills? On what criteria? How often? Is this assessment individual or collective?

Directors' skills, particularly in the area of CSR, are assessed each year when the skills matrix is updated. This is carried out on an individual basis, and is used to formalize the collective skills matrix.

It is also examined by the Nomination and Governance Committee as part of its work on the Board of Directors' succession plan, at the time of renewals and proposals for the appointment of new directors, in line with the Board's diversity policy.

These skills are also reviewed as part of the Board's annual assessment. The aim of this is to ensure that the skills required to carry out the Board's duties are well represented.

d) Do you include a CSR component in the nomination process for new directors?

As part of the process of appointing new directors, the Board of Directors, on the basis of the work carried out by the Appointments and Governance Committee, determines the profiles sought in the light of the Group's diversity policy and the necessary skills identified, notably during the annual assessment of the functioning of the Board and its committees, with particular emphasis on CSR skills.

CSR skills are an essential element of the Board's diversity policy, and are systematically taken into account in the appointment process for new directors.

KEY FINANCIAL DATES:

- Ex-dividend date: May 31, 2024
- Dividend payment: June 4, 2024
- 2024 first-half results: July 31, 2024
- “Quiet period¹” starts: July 1, 2024
- Capital Markets Day 2024: September 24, 2024 – London (UK)

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 responsible growth driven by acquisitions and innovation, with a steady flow of new offerings—including products with enhanced value in use (faster expanding segments: datacenters, connected offerings and energy efficiency programs). Legrand reported sales of €8.4 billion in 2023. The company is listed on Euronext Paris and is notably a component stock of the CAC 40, CAC 40 ESG and CAC SBT 1.5 indexes. (code ISIN FR0010307819).

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¹ Period of time when all communication is suspended in the run-up to the publication of results.