



CAPITAL MARKETS DAY 2024

#LegrandImprovingLives

 legrand®

Video Purpose / Values



Introduction

Benoît Coquart, CEO

Reliable and disciplined profitable growth

Where we stand after the 2021 CMD

WHAT REMAINS

1. We remain **the only sizeable pure player** in our industry
2. We have a unique position of a **"giant in niches"**
3. Natural barriers to entry with the depth of our **innovative product offering** and our broad local presence
4. We have the sector's **best cash flow** and **profitability**
5. We have **committed governance** and **highly engaged and accountable teams**

WHAT HAS CHANGED

1. We have **enlarged** our **addressable market** to €130 bn
2. We have **reinforced our growth profile** with "faster expanding segments" representing 36% of our sales
3. We have **major datacenter exposure**
4. We have further strengthened the core of our model: **customer satisfaction and product vitality**
5. We have **raised our ambitions on CSR**

We do what we promise

	2021 CMD MID-TERM TARGETS	4 YEARS AS OF 2024 ¹	
Sales growth	+5% to +10% Organic + M&A CAGR	+9.2% Organic + M&A CAGR	<ul style="list-style-type: none"> ⊗ Adverse market conditions ✓ New adjacencies ✓ Faster expanding segments²
Profitability	~20% of sales Average adjusted Ebit margin	~20.6% of sales Average adjusted Ebit margin	<ul style="list-style-type: none"> ⊗ High input inflations ✓ Pricing power ✓ Solid productivity ✓ Full absorption of M&A dilution, investments & restructuring
Cash generation	13% to 15% Normalized Free Cash Flow / sales	~14.8% Average Free Cash Flow / sales	<ul style="list-style-type: none"> ✓ Solid balance sheet ✓ Balanced capital allocation ⊗ Supply chain tensions

1. Considering for the full-year 2024 the latest consensus compiled by the company and published on the legrand.com website as of Sept. 6, 2024. 4-year trend with 2020 as base.

2. Faster expanding segments: datacenters, connected products, energy efficiency solutions

Our roadmap to 2030

1. Legrand strategic model pillars

- A dependable pure player
- Delivering solid value creation and impactful CSR performance

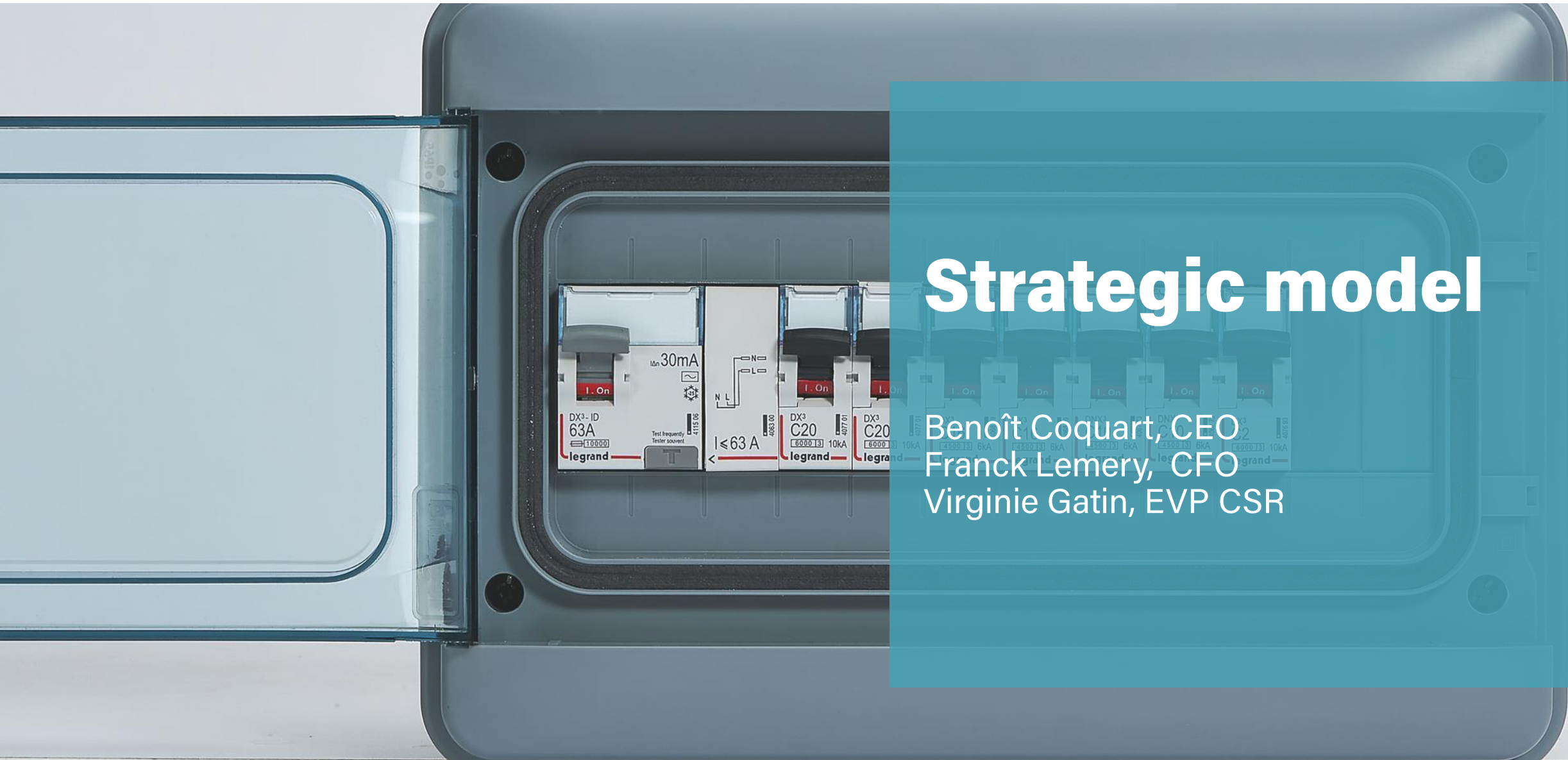
2. Paths to 2030 & growth pillars

- Key trends shaping the future
- Priority actions by business segments
- Transversal growth enablers

3. 2030 ambitions

4. Conclusion

5. Q&A



Strategic model

Benoît Coquart, CEO
Franck Lemery, CFO
Virginie Gatin, EVP CSR

Our purpose, our values

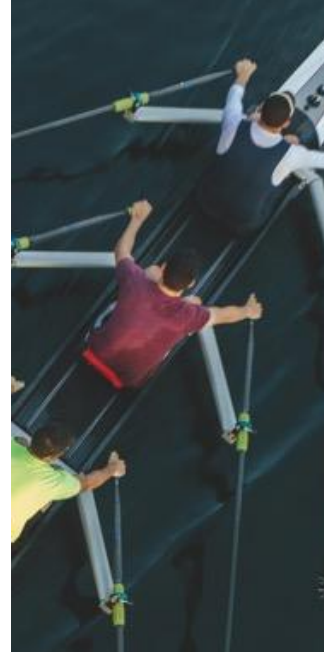
Legrand's purpose is to **improve lives by transforming the spaces** where people live, work and meet, with electrical and digital infrastructures and connected **solutions** that are **simple, innovative and sustainable**



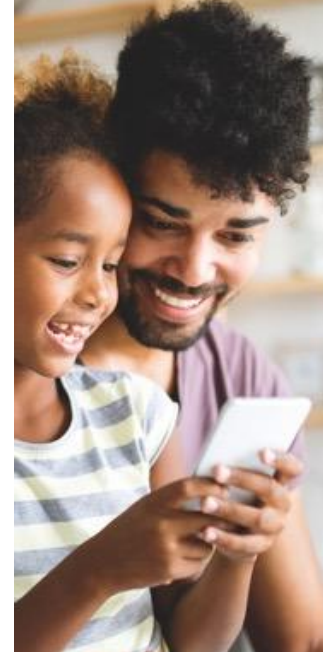
We seize
THE FUTURE



We embrace
INCLUSION



We move
IN SYNC



We strive for
SIMPLICITY



We are
DEPENDABLE

The broadest range in the industry with ~300,000 SKUs of standard products



Control electrical installations



Make power available, incl. to workstations



Ensure the flow of data and power



Remotely manage / control all infrastructures



Provide a secure power supply



Protect electrical installations



Recharge electric vehicles



Measure and control energy consumption



Install structured cabling



Distribute audio and video signals



Organize datacenters' white-space infrastructures



Provide connected care / assisted living solutions



Manage and optimize lighting



Regulate temperature and sunlight



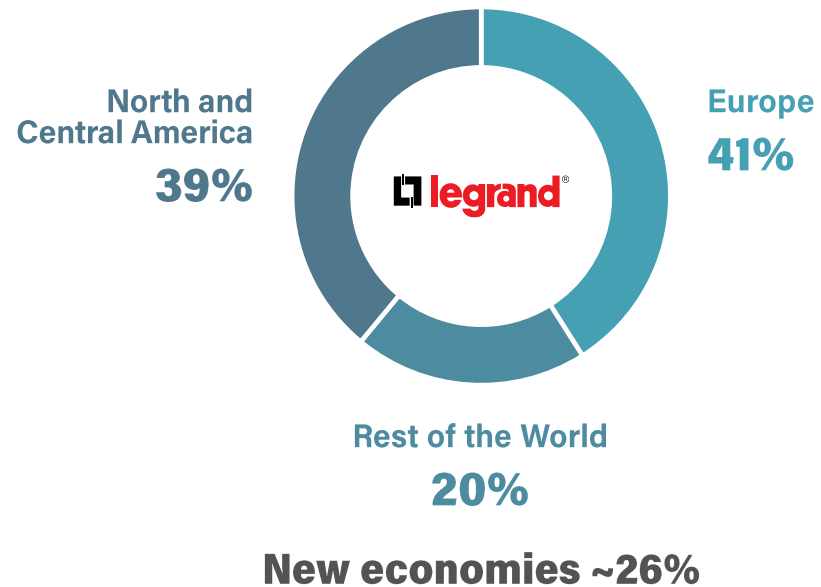
Ensure safety and security of buildings



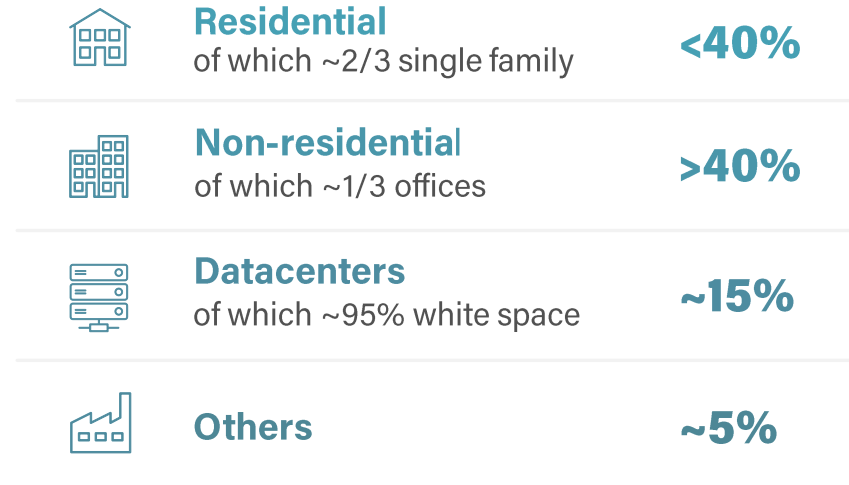
Welcome and screen visitors

Balanced exposure¹ across geographies & verticals

3 GEOGRAPHICAL REGIONS



4 MAIN END MARKETS

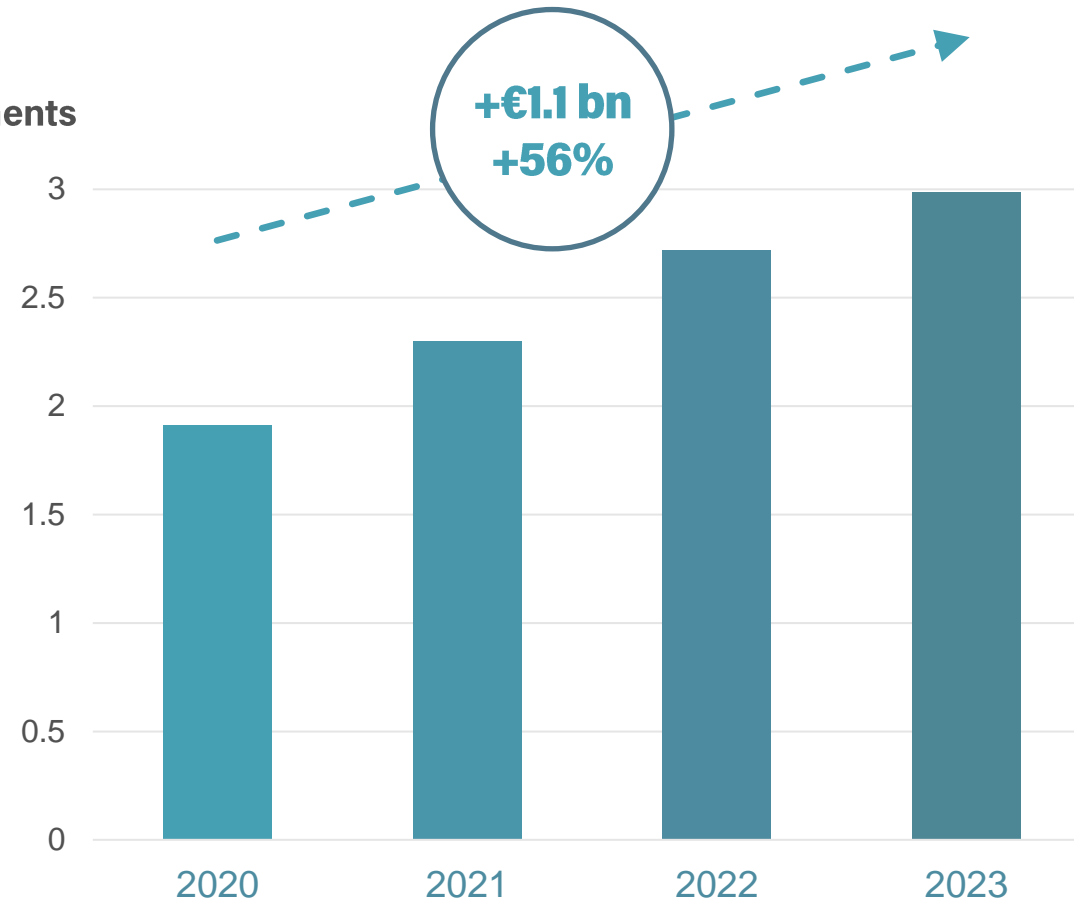


Renovation ~45%

1. 2023 figures

Faster Expanding Segments¹: already 36% of sales in 2023

Faster Expanding Segments
Sales in € bn



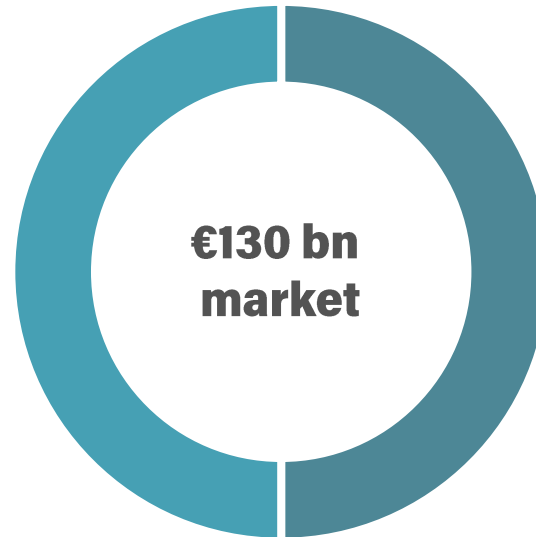
1. Fasted Expanding Segments include datacenters, connected products and energy efficiency solutions

Uniquely positioned as the only sizeable pure player in building electrical & digital infrastructure

LARGE COMPANIES

- Could be electrical giants, conglomerates, GAFAM...
- Strong financial & technological capabilities
- But **less focus on Legrand's core strategic markets**

~50%

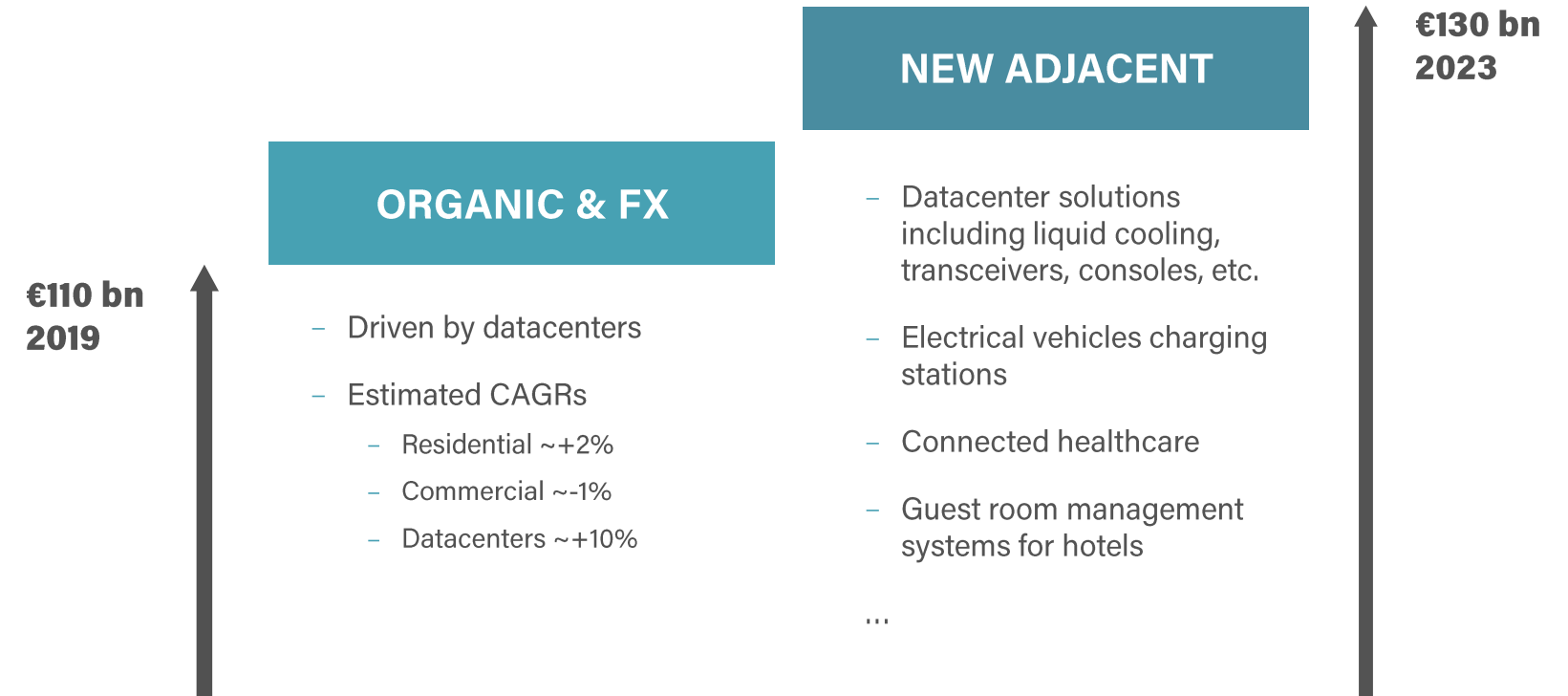


~50%

SMEs

- Close to 5,000 local players
- Strong intimacy with local customers, channel, standards, etc.
- Also the **core acquisition targets for Legrand**

A vast addressable market creating many growth opportunities



A giant in profitable niches: 2/3rd of sales in leadership positions¹

	EUROPE	NORTH & CENTRAL AMERICA	SOUTH AMERICA	ASIA PACIFIC	AFRICA & MIDDLE EAST
% sales #1 or #2	>2/3	>2/3	>2/3	<2/3	<2/3
Leadership positions examples:	<p>#1 in wiring devices</p> <p>#1 in cable management</p> <p>#2 in assisted living</p> <p>#1 in door entry systems in Italy</p> <p>...</p>	<p>#1 in datacenter PDUs</p> <p>#1 in datacenter busways</p> <p>#1 in AV infrastructure</p> <p>#2 in lighting controls</p> <p>...</p>	<p>#1 in wiring devices</p> <p>#1 in door entry systems</p> <p>#1 in modular protection in Chile & Colombia</p> <p>#1 in UPS in Brazil</p> <p>...</p>	<p>#1 in modular protection in India</p> <p>#1 in datacenter PDUs in China</p> <p>#2 in emergency lighting in Australia</p> <p>#2 in wiring devices in India</p> <p>...</p>	<p>#1 in wiring devices</p> <p>#2 in floor & workstations</p> <p>#1 in datacenter busways in South Africa</p> <p>#2 in door entry systems in Morocco</p> <p>...</p>

1. Leadership positions (#1 or #2 in a product family in a given country), estimated at the end of 2023

Delivering major benefits to all stakeholders



Large and preferred offer

Brand recognition

Substantial **installed base**

Easy to distribute, install & maintain

Support & training

Design & technology

Quality & safety



PRODUCT SPECIFIERS

>10 mm worldwide



DISTRIBUTORS

>100 k worldwide



INSTALLERS / CONTRACTORS

>10 mm worldwide



END USERS

Billions worldwide

Enhancing customer value proposition

"BEST OF US": CUSTOMER EXPERIENCE PROGRAM

Customer satisfaction in 2023

CSAT¹ **78%**

NPS² **44**

PRODUCT VITALITY

Cash invested in R&D 2023 vs. 2018

+27%

Top 3 customer satisfaction items³

Product installation, product quality
& product features

~90%

1. CSAT: Customer SATisfaction: number of satisfied and very satisfied customers on number of customers' responses

2. NPS: Net Promoter Score: percentage of promoters minus percentage of detractors. "Great" level from 30%

3. As per latest worldwide customer survey in 2023

A crisis-proof organization and performance model

RELEVANT & ACCOUNTABLE ORGANIZATION

Organization combining scale & flexibility

- *Global back office* making the most of our size and driving deployments of programs: operations, strategy, M&A, HR, finance, IT, CSR
- *Local front office* in tune with local markets, highly flexible and owners of integrated performance

“Built-in” reactive decision-making process

- Lean central functions, flat organization charts, simple yet solid processes

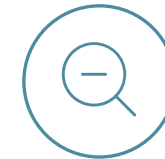
Strong incentivization to perform throughout the group

- 12% of managers with long term incentive plan
- Full alignment between CEO / Executive Committee / teams & external commitments

WITH HIGHLY ENGAGED TEAMS



80%
Engagement rate
in 2024



~7%
Low turnover¹
Average 2019-2023

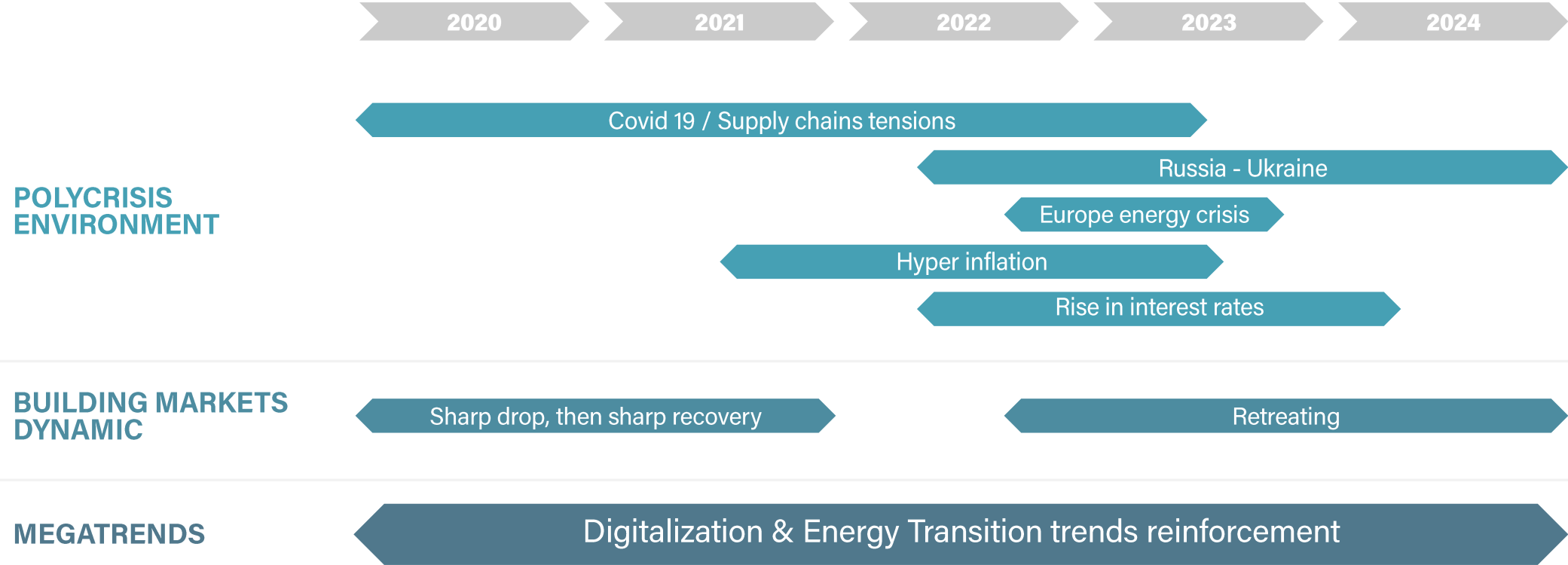


>36%
Participation to the 1st
international ESP²

1. Voluntary open-ended contract turnover (resignations)

2. ESP: Employees Share ownership Plan (through subscription and non dilutive)

2 powerful tailwinds in a 5-year challenging environment



Last 5 years, as of 2023

Delivering solid sales growth despite adverse market conditions

SALES

+7.2%

Organic + M&A CAGR
o/w +3.7% LFL / +3.4% M&A

ADVERSE MARKET CONDITIONS...

In many of Legrand's markets

such as

Residential new construction

US offices

China

...

...FASTER EXPANDING SEGMENTS SUCCESS

+15%

CAGR
o/w ~10% LFL

Last 5 years, as of 2023

Robust productivity offsets M&A dilution

5 YEAR ADJUSTED EBIT MARGIN

+20.2%
of sales in average

VERY ROBUST PROFITABILITY...

	2023	Impact on margin vs. 2018
Gross Margin	52.3%	+20 bps
SG&A	29.1%	+110 bps
Others (incl. restructuring)	2.2%	-50 bps
Adjusted EBIT margin	21.0%	+80 bps

...WHILE ABSORBING M&A DILUTION

-130 bps
5y cumulated M&A dilution

Last 5 years, as of 2023

Long term pricing power, a strategic asset

BALANCED MANAGEMENT OF INFLATION

5y cumulated

+23%	Selling price
+24%	Raw material & components inflation
+23%	Wage inflation

Last 5 years, as of 2023

Constant productivity gains, cornerstone of the business model

PRODUCTIVITY ACCELERATION

Productivity as a % of production costs

2021	2022	2023
3.2%	3.6%	4.0%

FOOTPRINT CONSOLIDATION

Number of manufacturing sites

2018	126
M&A	+20
Closures	-40
Openings	+5
2023	111

HEADCOUNT OPTIMIZATION

5y cumulated

Production	-17%
Administration (excl. R&D)	-8%

RESTRUCTURING INITIATIVES

5y cumulated

>€240 mm

BEST PRACTICES

Factory 4.0

% of industrial Capex 2023 >10%

Legrand Way

Best practices deployment

Last 5 years, as of 2023

Best in class cash generation

FREE CASH FLOW

15.5%

5y average
Free Cash Flow to Sales

CASH CONVERSION

125%

5y average
Free Cash Flow to Net Income

Supported by lean Working Capital & Capital Expenditure

9%

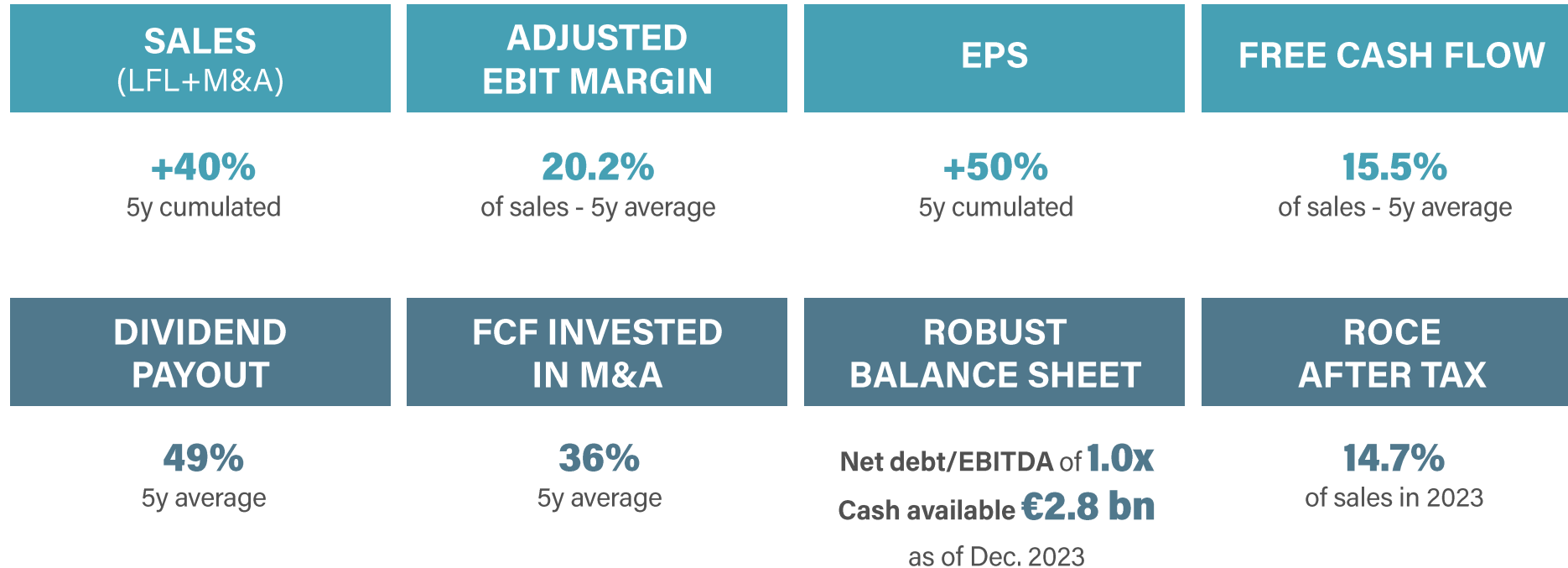
5y average
Working Capital to Sales

2.7%

5y average
Capex to Sales

Last 5 years, as of 2023

Consistent & dependable value creation



Video Productivity / I.4.0

CSR

Delivering an impactful performance

CREATING VALUE FOR OUR CUSTOMERS

Providing **energy efficient products** and solutions to help **Legrand customers reduce their CO₂ emissions**

Focusing on **customer satisfaction**

Examples

- 92% of sales made with satisfied customers
- 9.5 million tons of CO₂ avoided by customers thanks to Group solutions (scope 4) in 2 years
- 73% of sales covered by Product Sustainability Profiles
- -39% Scope 1&2 CO₂ emissions in 2 years, 82% renewable electricity

CREATING VALUE FOR OTHER STAKEHOLDERS

Helping **our ecosystem to implement best CSR practices**

Examples

- 195 key suppliers committed to reduce their GHG emissions by an average of -30% by 2030
- 4,171 new opportunities offered to early-in-careers
- Continued support to local communities (Morocco earthquake, active support to victims in 2023)

CREATING VALUE FOR OUR EMPLOYEES

Ensuring a **safe, inclusive & stimulating** environment

Examples

- 19% less accidents since 2021 (FR2)
- 80% employee engagement in 2024
- 90% employees benefitting from "Serenity On", Group extended social program
- 95% of employees were trained at least 6 hours
- >29% of management positions held by women (+5.6 points vs. 2019 – Hay Grade 14+)
- ~70% employees in GEEIS-Diversity labeled entities
- 98% achievement rate on business ethics initiatives of the CSR roadmap

NB: 2023 data unless specified otherwise / GEEIS-Diversity: Gender Equality European & International Standard

CSR

A core part of the Group's integrated performance & growth strategy

20-YEAR COMMITMENT

- CSR department created in **2004**
- The 2022-2024 roadmap is Legrand's **5th CSR roadmap**

A SIZEABLE PART OF OUR INCENTIVE SCHEME

- A **KPI**-based approach with yearly, mid and long-term targets
- **~1,400 people directly incentivized** on CSR
- CSR represents **17.5%** of the **CEO's** total target **compensation**

WITH AUDITED RESULTS

- Non-financial reporting **externally audited since 2015**
- CSR results **published alongside financial** results

CSR

Our performance is recognized by key CSR ratings & indices



CDP climate change
"A-" list



A rating: leader in suppliers'
engagement



Platinum rating since 2021
[Top 1% - all companies]



"Prime" Status
since 2011



"Negligible risk"
2nd out of 315 in
Electrical Equipment



"AA" rating
since 2013



FTSE4Good

Inclusion since 2007



Moody's Vigeo Eiris
Euronext Eurozone & Europe 120
[Notation: 67/100]



2023 CSR
Excellence
Awards



DJSI World & DJSI
Europe
[Score ESG: 73]



CAC 40 ESG
Equileap Gender Equality
Eurozone 120 and France 40
CAC SBT 1.5

Legrand is well-positioned in energy efficiency

A MARKET WITH STRONG & SUSTAINABLE GROWTH FACTORS

Buildings = ~40% of global GHG emissions

Regulation and government plans to reduce the energy impact of buildings

Growing scarcity of resources, inflation

Rising environmental awareness



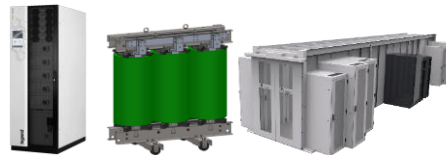
Smart PDUs, metered busbars & UPS systems

WHERE LEGRAND OFFERS HIGH VALUE-ADDED SOLUTIONS

Up to 35% energy savings for customers, for all types of buildings

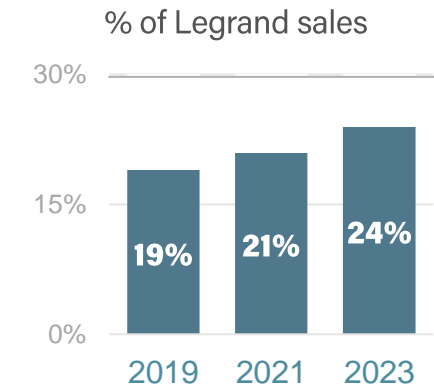
Measurable and short term pay-back

Open architecture, interoperable with market leading protocols & infrastructure



UPS, transformers and cooling

DELIVERING GROWTH



PDUs supporting DCIM



Smarter AC thermostats

Conclusion

We have undisputed strategic positioning and assets

Structurally sound industry boosted by powerful megatrends

We have delivered as per our plan and our commitments

Over 5 years: sales +40%, EPS +50%, carbon direct emissions -40%

We have prepared Legrand to make the most of the next cycle

Acquisitions, innovation, customer, pricing, cost management...



Paths to 2030 & growth pillars

Paths to 2030 & growth pillars

1. Key trends shaping the future
2. Priority actions by business segments
3. Transversal growth enablers



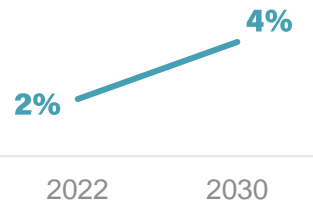
1. Key trends shaping the future

Benoît Coquart, CEO

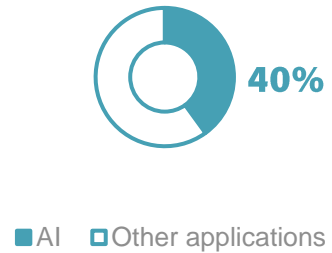
Key trends: digitalization & demographics

DIGITALIZATION

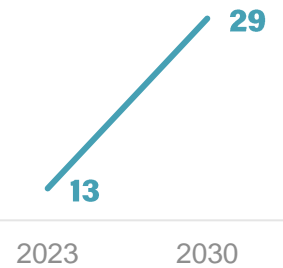
Datacenters
% of world
electricity



Datacenters
capacity by 2030



Connected devices
(bn)



DEMOGRAPHICS

Middle class

+37%
Next decade

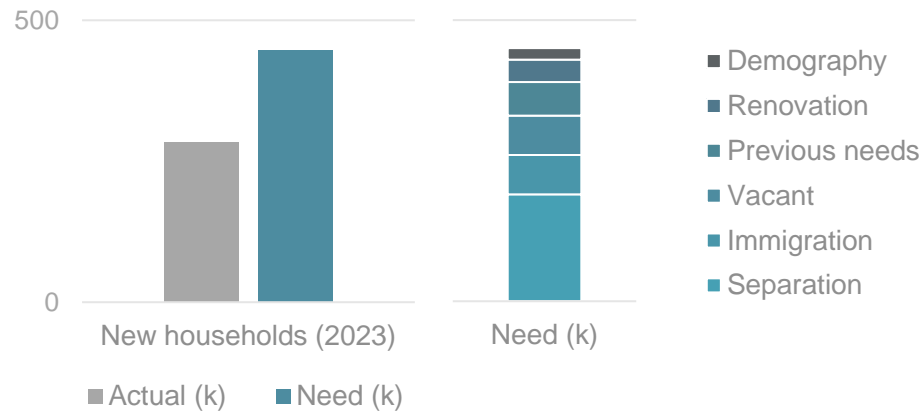
≥ 65 years old

x2
By 2050 (1.6 bn)

Key trends: building market

STRUCTURAL LACK OF HOUSEHOLDS

Example of France



OFFICES ENHANCED CONTENT

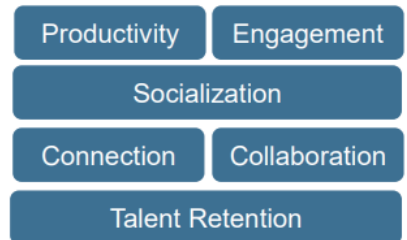
Example of USA

Higher adoption of digital technology and operational sustainability

Class A offices¹ in the USA

30%
of existing
in the US

85%
of future
construction



>90% of occupiers willing to pay a premium for tech-enabled space

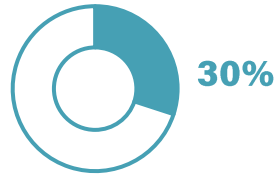
1. Class A offices: modern premises that offer top-notch amenities and facilities, along with advanced infrastructure and a central location

Key trends: environmental urgency

ENERGY EFFICIENCY

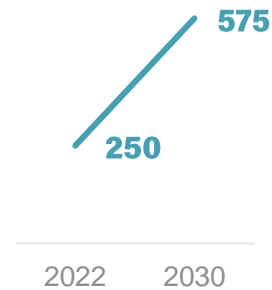
Worldwide

Share of buildings operations in global energy consumption

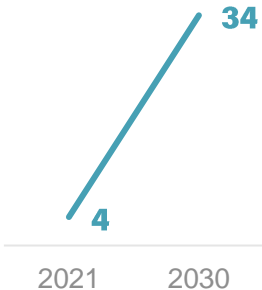


■ Building operations (excl. Construction phase)

Energy efficiency expenses (\$ bn)



Certified green building (bn sqm)

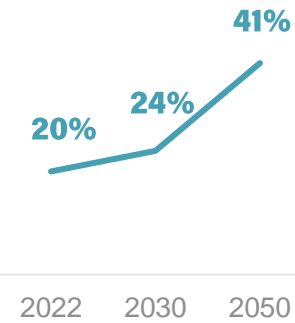


1. Within global energy consumption mix

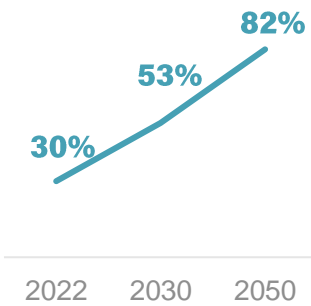
ELECTRIFICATION

Worldwide

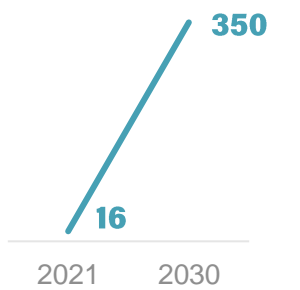
Share of electricity¹



Share of renewable in electricity

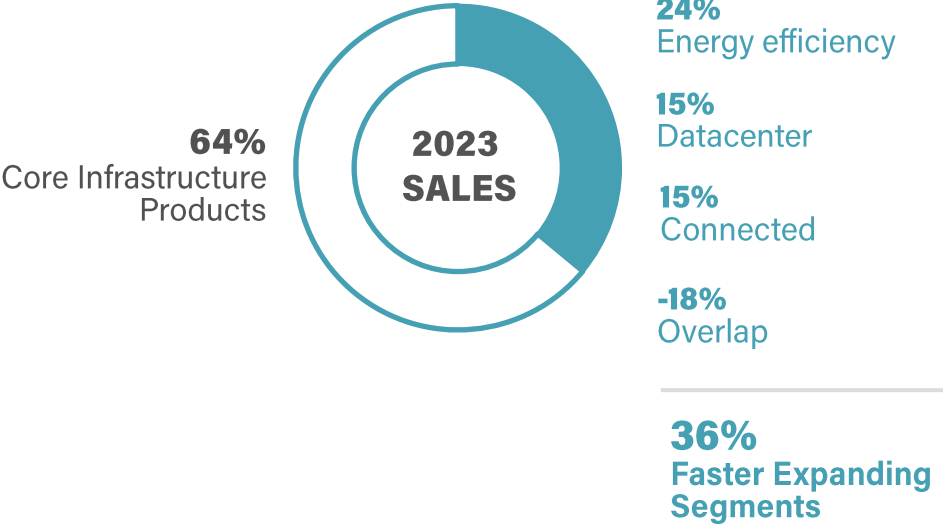


Electric vehicles (m)

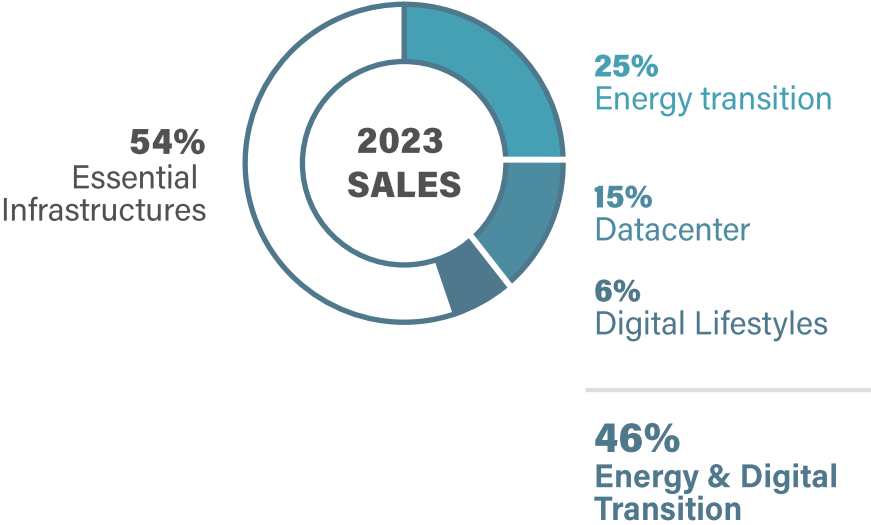


Simplifying our market segmentation for better alignment with market trends

PREVIOUS SEGMENTS



NEW SEGMENTS



Steady growth in essential infrastructure while accelerating in energy & digital transition

BREAKDOWN OF OUR SALES

Essential electrical infrastructures (54% of sales)

- **Steady growth** on the long run
- **Following building construction and renovation cycles**

54%
Essential
Infrastructures



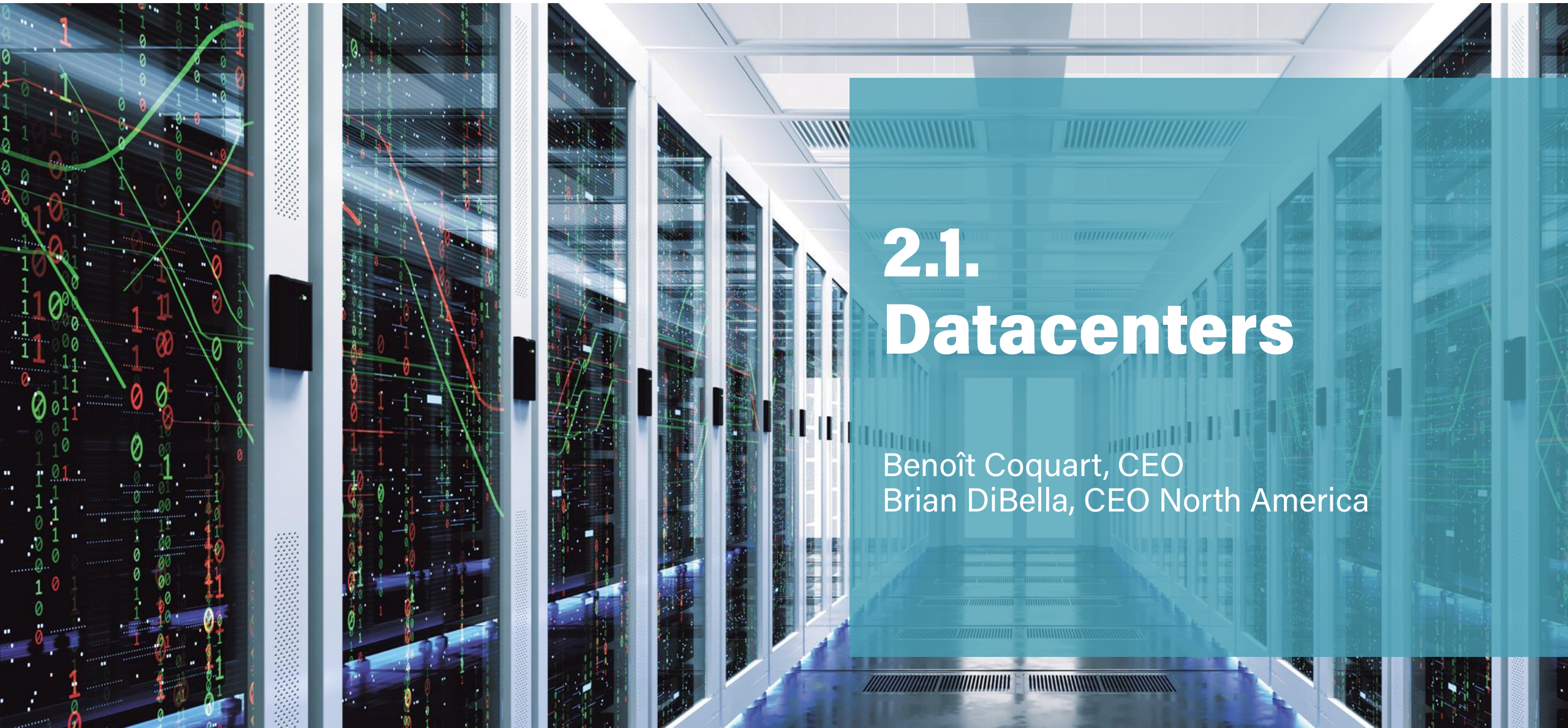
25%
Energy transition

15%
Datacenter

6%
Digital Lifestyles

Energy & Digital transition (46% of sales)

- **Above construction market growth** in the long run
- **Correlated to buoyant megatrends**

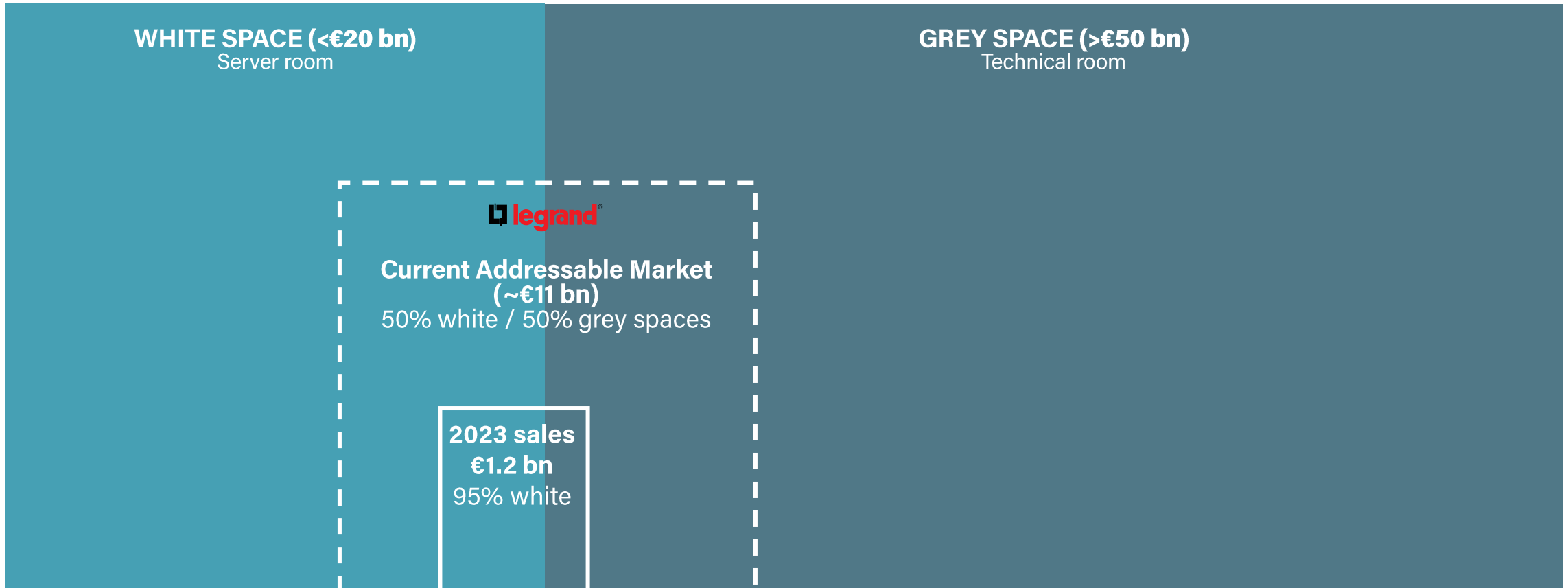


2.1. Datacenters

Benoît Coquart, CEO
Brian DiBella, CEO North America

Datacenters: we are a market leader in mission critical niches

Legrand's Potential Market (~€70 bn)



Best-in-class mission-critical solutions

WHITE SPACE

BUSWAY



Revolutionary busway modular system

RACKS



From standard to optimized airflow to AI ready heavy duty racks

EZ-PATH®



Optimal protection against fire spreading, any cables load factor

KVM & SERIAL CONSOLES



High performance, reliable, secure monitoring of datacenter infrastructure

OVERHEAD CABLE MANAGEMENT



Customized solutions using strong, cleverly-designed cable trays from wire-mesh to heavy duty solutions

TRANSCEIVERS



Interoperability, availability and reliability from copper to fiber

SMART PDU



Provides reliable power distribution for IT equipment racks, offers metering and remote monitoring

COOLING



From optimized air flow management, cold corridors to rear-door heat exchangers

CONTAINMENT



Flexible and modular containment solutions

STATIC TRANSFER SWITCH



Ensure uninterrupted operation for critical IT equipment

OPTICAL FIBER & COPPER CABLING SYSTEMS



Complete solutions designed to deliver the most advanced network performance, with a variety of density and connector options for maximum compatibility

BUSBARS



Busbar systems offering simplicity, speed and flexibility during planning and installation

MAIN DISTRIBUTION BOARD, CABINETS & PROTECTION DEVICES



Reliable energy distribution, metering and protection solutions ensuring continuity of service

UPS



Power continuity and quality with 1P to modular 3P solutions including power factor correction

TRANSFORMERS

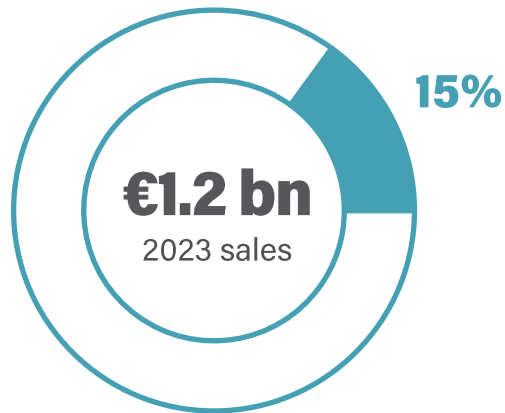


Wide portfolio of high-quality, environmentally friendly cast resin transformers range from 50kVA up to 20MVA

GREY SPACE

Datacenters already represent 15% of our sales

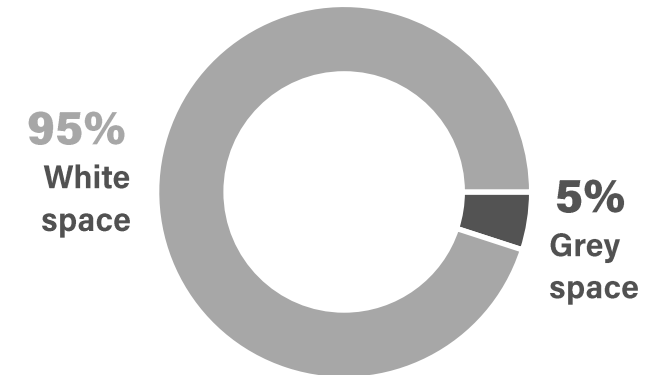
% OF GROUP SALES



BY REGION

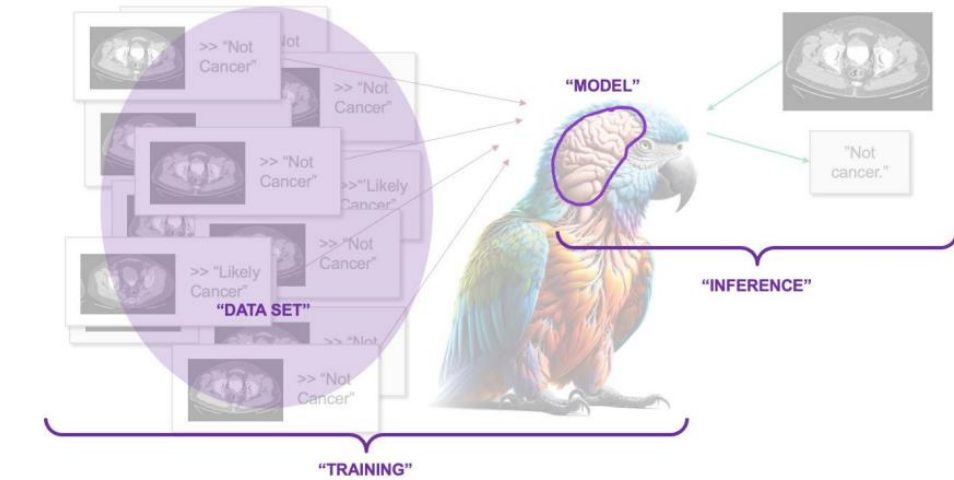


BY SPACE



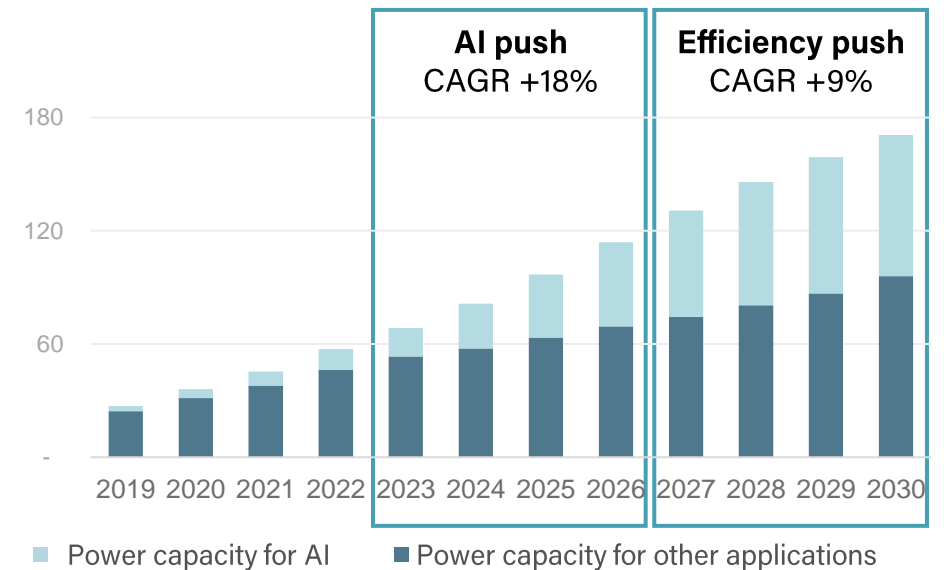
Accelerating datacenter investments over the next decade

General knowledge (or large language) models training require colossal amount of datasets and computing power...



... spurring waves of datacenter investments with strong Capex on IT equipment

Installed datacenter power capacity for IT loads (in GW)

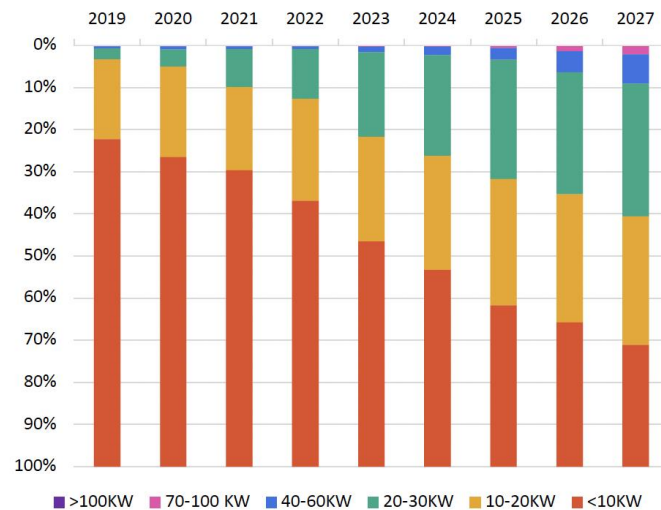


Source: Omdia research 2024

Datacenter market maturing & innovating at pace

SERVER RACK DENSITY RISING STEADILY

Annual data center rack installations split by density



In 2027: 40% of racks to have over 20 kW capacity (vs. 5% in 2019)

As CPU & GPU consume more energy, new IT investment cycles push for higher rack power density
Real estate shortage demands higher computing per square meter

INCREASE DIVERSITY IN DATACENTER TYPES

Core

Central datacenters

Hyper-scale cloud hubs
Hundred-Megawatt facilities

Near edge

In-country datacenters

Regional & Metropolitan locations
Point-of-presence for Cloud providers
Megawatts-scale Colocation

Far edge

On-premise datacenters

On-site secure locations
Under-megawatt setups

Less latency critical

More latency critical

Lower deployment cost per kW

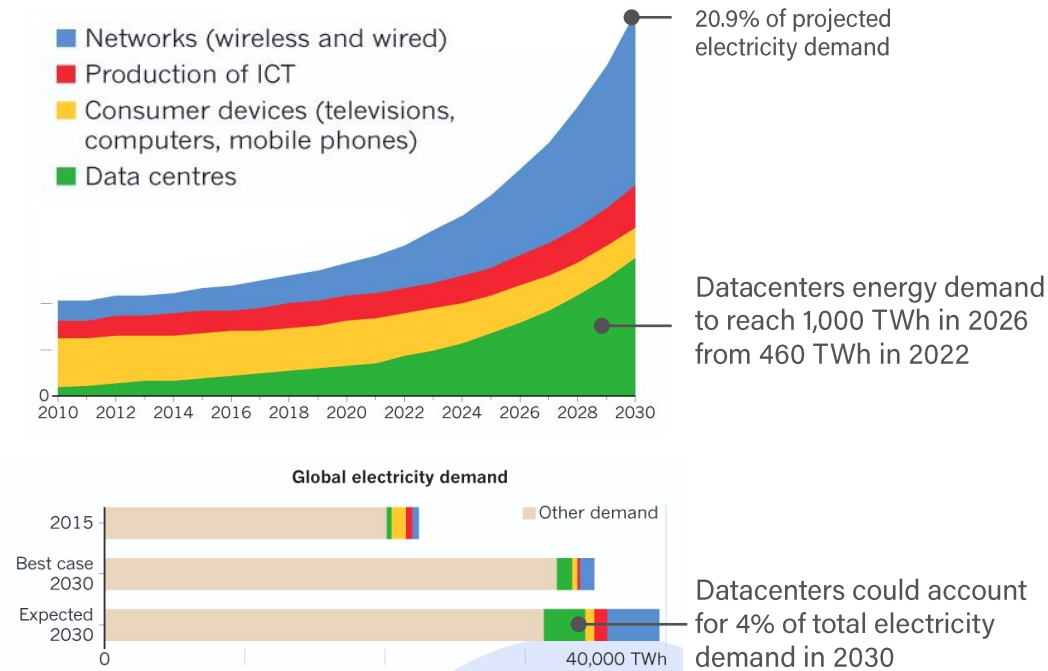
Higher deployment cost per kW

Owned & op. by service providers

Owned and operated by users

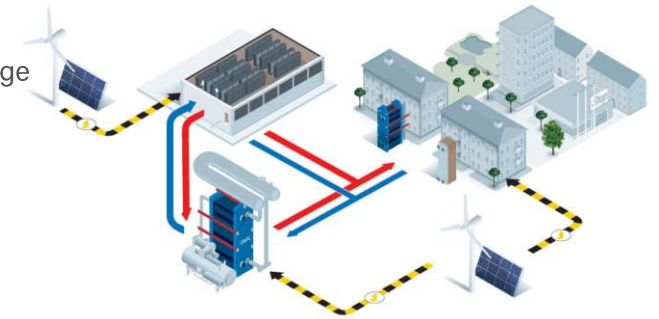
Increasing demand for datacenter resource efficiency

ENERGY DEMAND TO KEEP GROWING



ENERGY AND WATER EFFICIENCY AND REUSE

- More renewable energy usage
- Higher efficiency in power & cooling
- Increased waste heat reuse



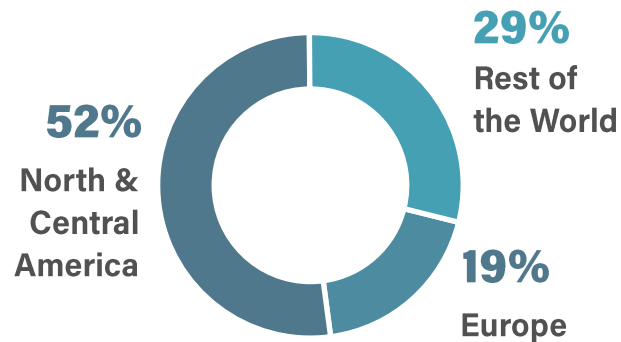
- **Constrained power demand.** Potential moratoriums in some geographies
- **Accelerating regulation:** Germany: 1.2 PUE¹ requirement by 2027
- **Customer table stakes.** Vendor sustainability requirements
- **Race for efficiency.** Best in class efficiency driven by design

Optimal power & water usage and CO₂ emissions reduction

1. PUE: Power Usage Effectiveness. Ratio total energy consumed by the datacenter to the energy used by the IT equipment

Datacenter: new hubs arising globally

% OF DATACENTER MARKET (white + grey, in 2023)

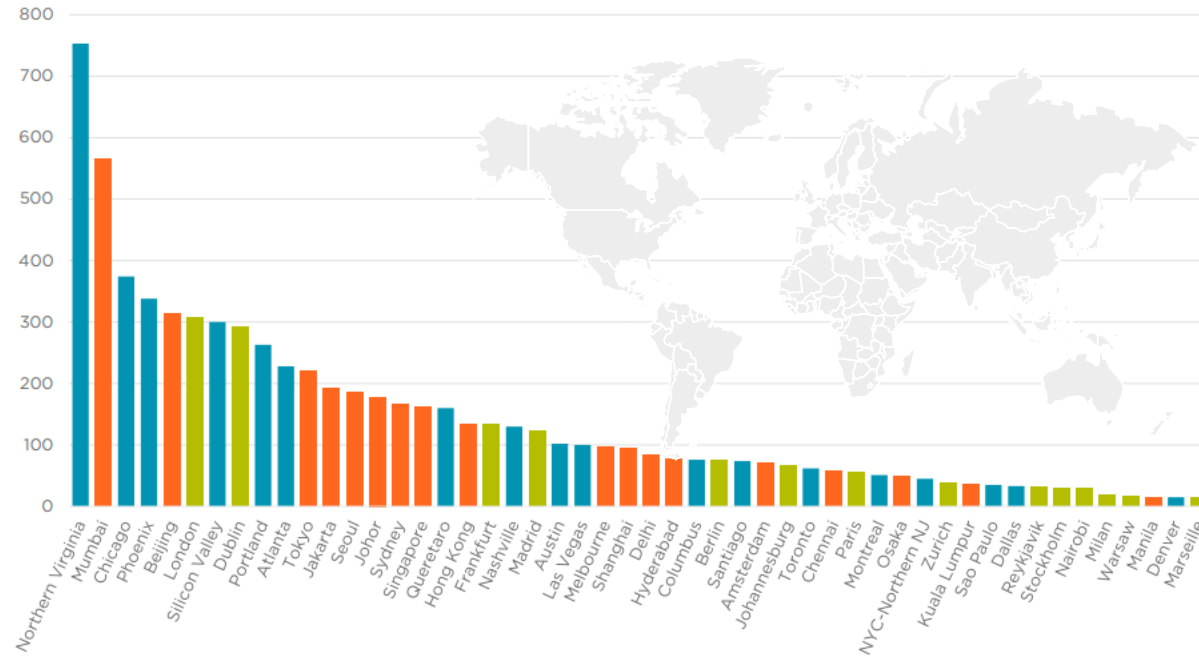


NEW DATACENTER HUBS ON THE RISE

Under Development (MW)

Next 1 to 3 years

Americas APAC EMEA



Factors driving geographical choices

- Proximity to customers
- Land availability and cost
- Building permit approval
- Fiber carrier interconnectivity
- Power availability (renewable)
- Skilled labor availability
- Geo-political aspects

Our unique value proposition

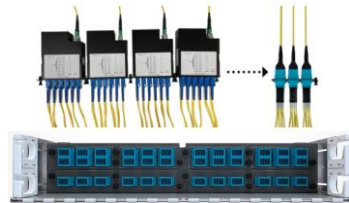
“A **best of breed** suite of technological solutions for **mission critical applications** to improve datacenter **efficiency and sustainability**”

AI-READY OFFER



E.g.: USystems rear door heat exchanger can cool up to 200 kW in a single rack through a closed loop water circuit, ensuring optimum thermal & energy performances. No specialist infrastructure needed, fitted to standard racks, retrofit capability, occupies small footprint, easy to install, simple to roll out.

BEST OF BREED TECHNOLOGY



E.g.: Infinium acclAIM fiber system offering high-speed data transmission in the most energy-efficient and sustainable manner possible. Introducing direct mating breakout connections (instead of cassette entirely), resulting in a system that offers near-lossless mating and almost unlimited scalability.

DCIM/BMS AGNOSTIC



E.g.: Raritan PX4 smart PDU which works with all kinds of DCIM. High Density Outlet Technology design to provide space for more outlets in a PDU. Intuitive outlet & power cord locking system. Hybrid C13 & C19 outlet accommodating both C20 & C14 power cables in a single flexible outlet.

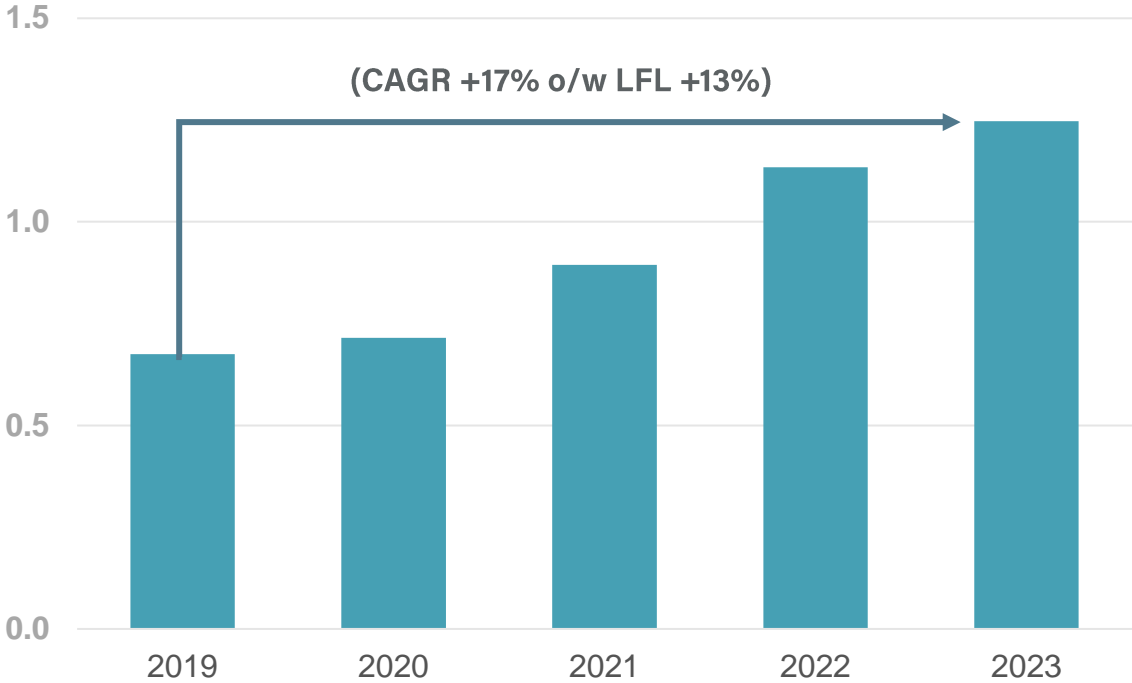
FOR ALL TYPE OF DATACENTER



E.g.: Legrand DMX3, DPX, DX with integrated measurement, tailor-made protection up to 6,300 A and optimum continuity of service for all types of datacenters. Measurement, diagnostics, and monitoring: 3 actions applied to energy consumption helping making real savings.

Datacenters, our rapid sales growth since 2019

Datacenter Sales
in € bn



Our business priorities: continue to outperform the datacenter market

INVEST IN TECHNOLOGIES, SERVICES & CAPACITY

Leading edge technology

E.g.: Raritan PX4 PDU new generation (US)



Platforming

E.g.:
Power Flex Busway (China)
Linleo Smart PDU (RoW)
Nexpand cabinets (Worldwide)
USystems rear door cooling (Worldwide)



Capacity deployment

ACCELERATE DEPLOYMENT OF EXISTING SOLUTIONS

Strengthen our commercial approach

Central key account management & local LDCS (*Legrand Datacenter Solutions*) teams (>45 countries)
Deploy back-office and front-office platforms

Leverage the massive growth potential of our **white space offering** and focusing on **AI-driven solutions**



...

PURSUE BOLT-ON ACQUISITIONS

11 acquisitions in 5 years, of which 4 in 2024 YTD



~€1 bn new (adjacent) markets added over 5y

E.g.: transceivers (Champion One), racks rear door cooling (USystems)

Many opportunities remain

Video Datacenter Project in Italy

Datacenters, focus on North America

1. Our footprint
2. Market fundamentals
3. Project examples



We hold leading positions in critical whitespace infrastructure categories



Open Track Busway

- #1 share position
- Power provisioning speed, flexibility, and reliability
- High customization
- Scalability and safety



KVM

- #2 share position
- Highly secure provisioning and control
- Improved productivity
- Reduces downtime



Intelligent PDUs

- #1 share position
- High reliability with robust firmware support included
- Secure macro and micro level monitoring and control
- Custom co-development



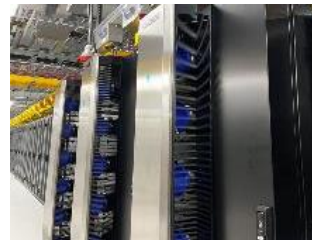
Custom Cabinets

- #3 share position
- Extreme density for hardware, power, and cooling
- Cable and airflow management



Overhead Cable Tray

- #1 share position
- Global manufacturing
- Max flexibility system
- Specified by all major datacenter customers



RDHX

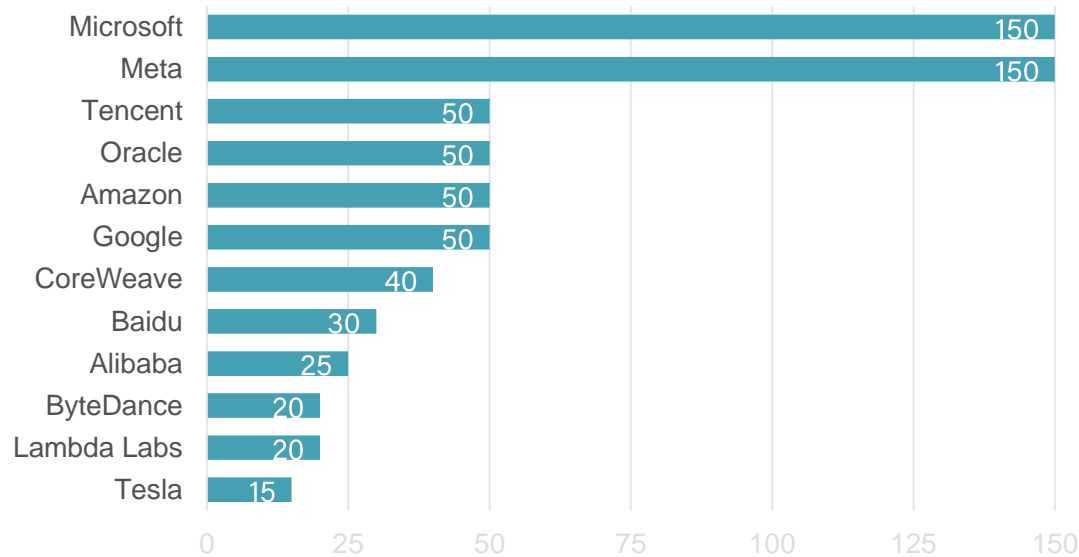
- #3 share position
- Cooling up to 200 kW
- Leading energy efficiency
- High reliability with less maintenance

AI installations demand high performance infrastructure

Legrand offering represents \$50 k to over \$150 k in supporting infrastructure per AI rack

2023 nVidia H100 GPU shipments by end user

(k units - estimated)



Source: Omdia - 2024Q1

Legrand's busway and rack PDUs have been cited in leading AI reference designs for over 3 years

\$50 k
Legrand
opportunity

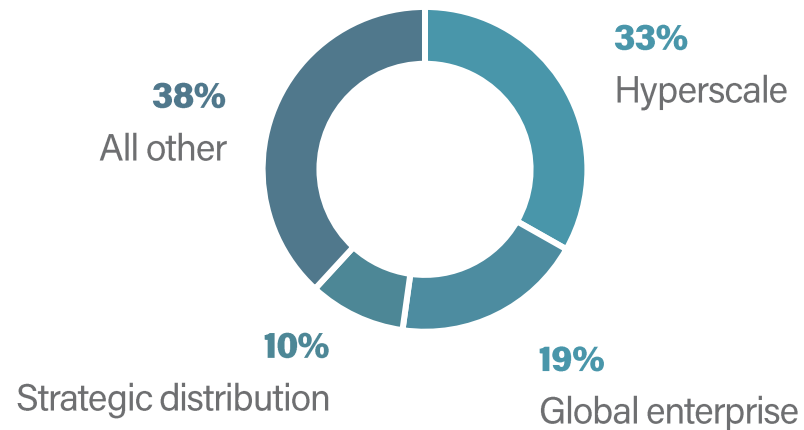


Source: nVidia

End-users are complex, global, and highly specialized

The majority of customers support datacenters which are mission critical for their business

2023 LEGRAND REVENUE BY CUSTOMER TYPE



By customizing & optimizing solutions for the world's largest datacenter operators, we create customer loyalty & above-market growth

Case study: \$100 mm 2023 account revenue



Application

- SaaS leader
- More efficient and standardized global datacenter deployments

Customer decision drivers

- Global reach
- Reputation and reliability
- Agile partner to solve specific project needs

Legrand differentiator

- Legrand solutions were specifically designed for high-speed deployment – a critical competitive advantage for the customer

AI hardware leader designed its own AI supercomputing infrastructure around Legrand solutions

Case study: \$25 mm 2023 account revenue



Busway
Rack PDUs
Cabinets

Application

- Extremely dense AI compute clusters powered by custom servers
- Rack supplies over 65 kVA of power (~5x datacenter norm)
- AI Cloud platform

Customer decision drivers

- Proven technology platform
- Cutting edge designs to accommodate power density and cooling

Legrand differentiators

- Embedded high performance firmware technology provides energy management and environment monitoring for critical servers
- Custom engineering allowed customer to design PDUs and Cabinets capable of handling high-power servers and advanced liquid cooling

We reduced a new AI platform time to launch by 66%

Case study: \$3 mm 2023 account revenue



Application

- Expedited ramp-up of AI
- Integrated power and cable management in rear of cabinet, component hot-swap capability
- "Rack and Stack" solution for rapid deployment

Customer Decision Drivers

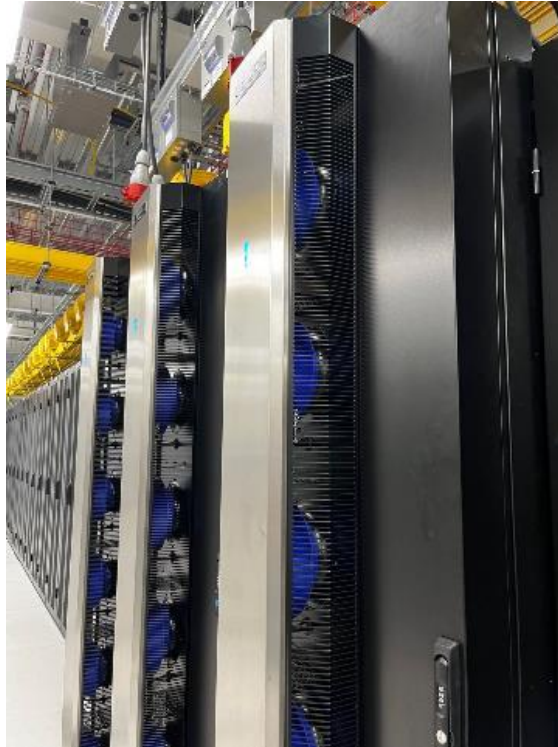
- Speed to market
- Custom design capability

Legrand Differentiator

- Skilled manufacturing and testing capabilities allowed Legrand to deliver cabinets rated for extreme weight capacity and shipping durability
- Dynamic supply chain and flexible capacity reduced deployment by 60 days for mission critical datacenter site

Our rear door heat exchanger provides maximum cooling efficiency for high performance computing work

Case study: Cooling Power Usage Effectiveness¹ (PUE) to 1.035



Application

- High performance compute colocation and AI
- Reduced carbon emissions

Customer Decision Drivers

- Reliability + Scalability
- Industry leading efficiency

Legrand Differentiator

- Innovative design offers best in class 200 kW per rack cooling capacity
- Better energy efficiency: up to 30% Legrand's ColdLogik power savings vs. traditional cooling methods

1. Power Usage Effectiveness (PUE): total energy consumption / IT equipment energy consumption

Upcoming solutions and new technologies ensure we are positioned to lead the market forward

4TH GENERATION RACK PDU



- Flexible, multi-site manufacturing
- Best-of-breed features
- Utility grade power quality metering

M70 POWER MONITOR



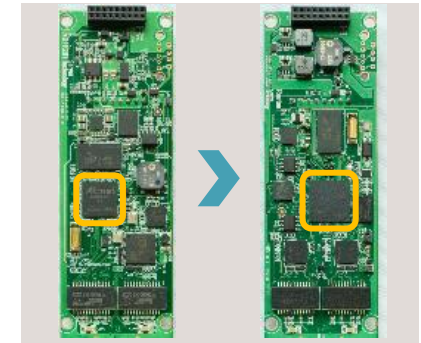
- Industrial grade IoT sensors
- Touchscreen and WiFi
- Highly secure
- Improved protection

IP54 BUSWAY




- Hardened solution for harsh environments, including industrial applications
- Sustainable materials support customer CSR requirements

MICROPROCESSOR REFRESH



- Redesign for multiple vendor sourcing
- Complete re-layout, recode, and retest

A close-up photograph of a device's internal components, showing several yellow insulated wires connected to metal terminals. The wires are bundled together and enter from the left side. The metal components are arranged in a row, with some showing signs of wear or oxidation. A semi-transparent teal overlay covers the right portion of the image, containing the title and speaker information.

2.2. Energy transition

Benoît Coquart, CEO
Amélie Zegmout, CEO Iberia

A broad offer dedicated to energy transition

POWER PRODUCTS



Ensuring safety and continuity of service with high performance solutions in all types of buildings

UPS AND ENERGY QUALITY



Comprehensive range of UPS (1p to modular 3p) for all types of buildings and usage, power factor correction systems

ENERGY MANAGEMENT



Providing energy management systems for significant consumption savings

DC PROTECTION FOR RENEWABLES ENERGIES



Protection and management solutions for solar panels

LIGHTING CONTROLS



Energy-efficient lighting management systems ensure the right amount of light when and where is needed, reduce expenses and are code compliant

BUSBARS



Busbar systems offering simplicity, speed and flexibility during planning and installation

EV CHARGING STATIONS



Suitable for homes, corporate and public parking areas

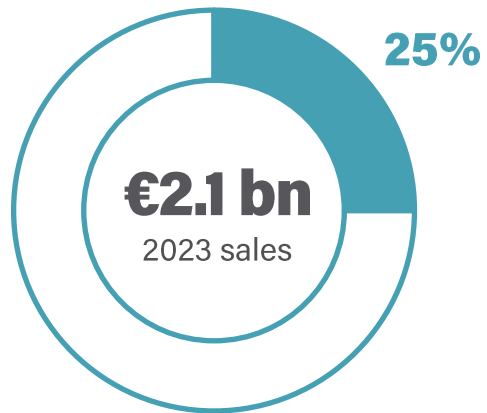
TRANSFORMERS



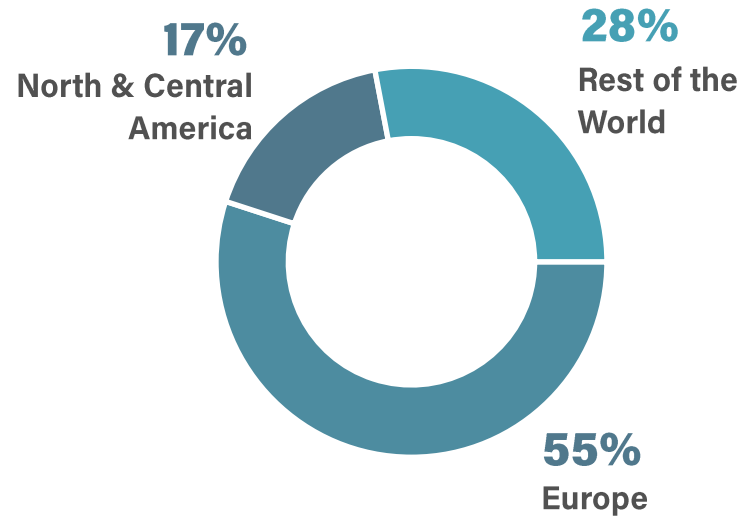
Wide portfolio of high-quality, environmentally friendly cast resin transformers range from 50 kVA up to 20 MVA

Energy transition represents 25% of our sales

% OF GROUP SALES



BY REGION

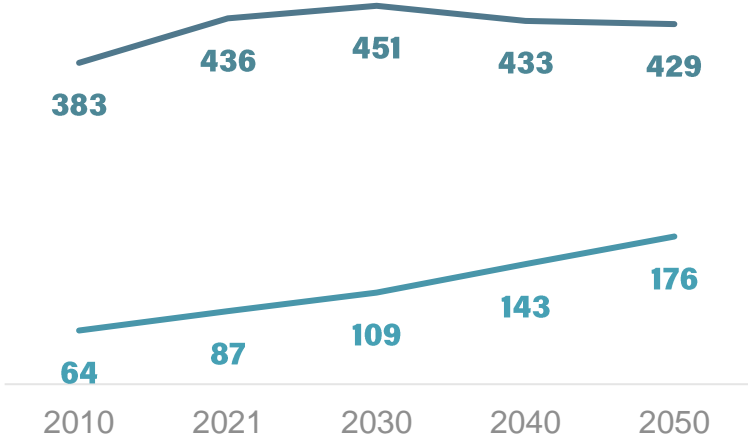


BY VERTICAL



Electricity demand will double by 2050

WORLDWIDE ENERGY DEMAND (IN EJ¹)



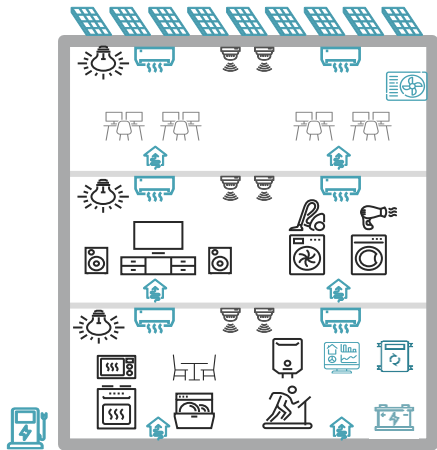
Final energy consumption: **-2%**
between 2021 and 2050

Electricity use: **+102%**
between 2021 and 2050

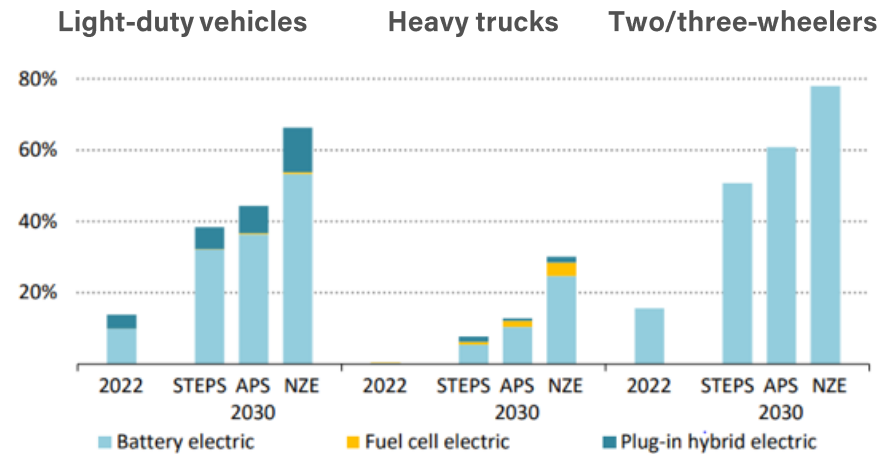
1. EJ: Exajoules

... driven by increasing living standards and the electrification of transportation & heating

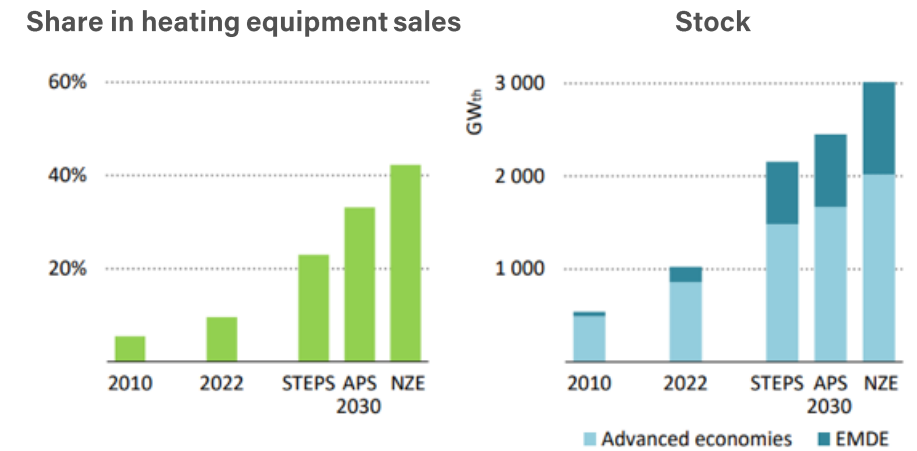
Appliance inflation, new loads, new supply solutions



Electric vehicles sales share



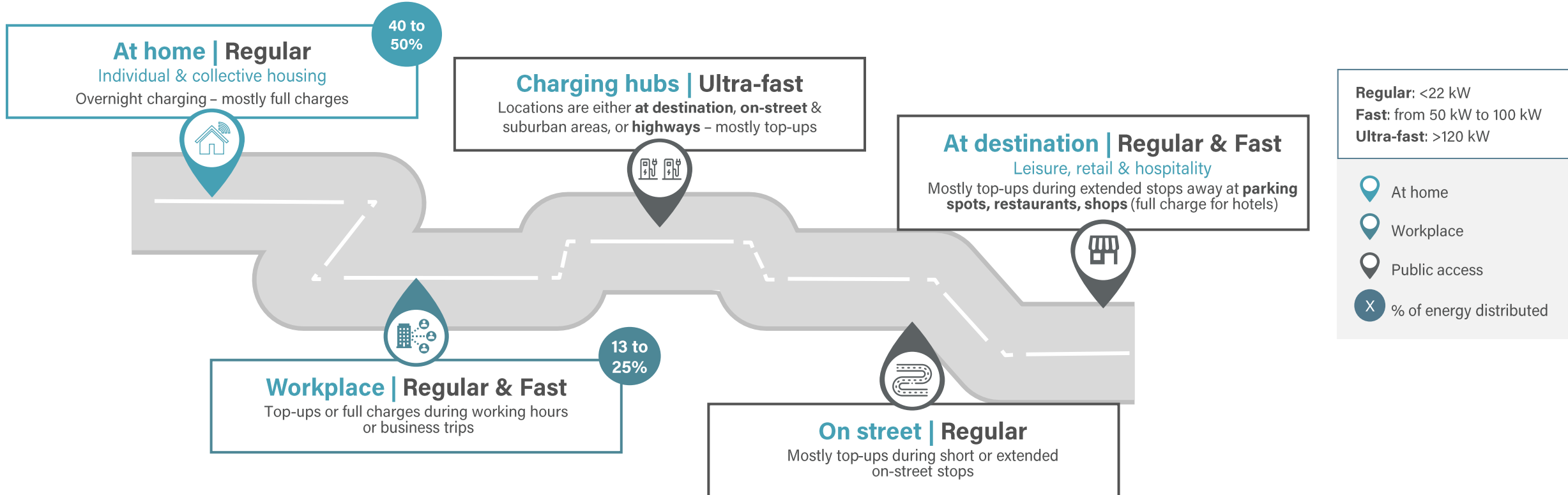
Heat pump sales share and stock



Source: IEA World Energy Outlook 2023, APS scenario
 STEPS (Stated Policies Scenario): provides an outlook based on the latest policy settings, including energy, climate and related industrial policies
 APS (Announced Pledges Scenario): assumes all national energy and climate targets made by governments are met in full and on time
 NZE (Net Zero Emissions by 2050 Scenario): limits global warming to 1.5 °C
 EMDE: Emerging Markets and Developing Economies

More than 50% of Electric Vehicles charging will happen on Legrand strongholds - at home & the workplace

Split of charging acts - Indicative



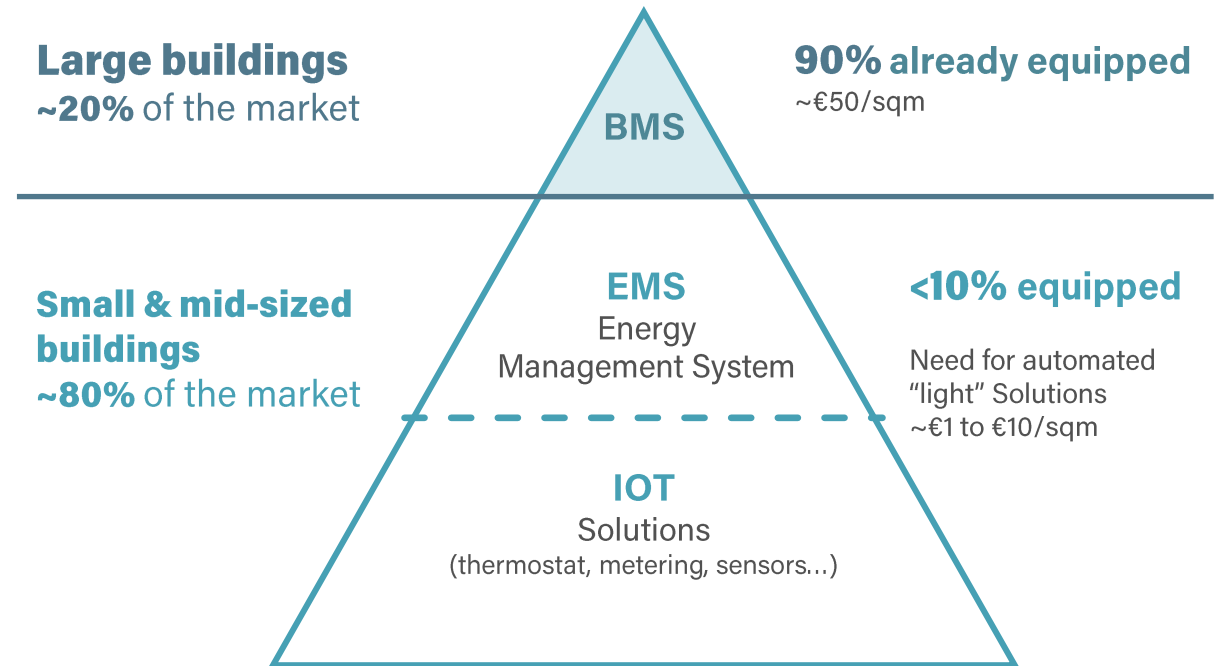
Small & medium sized buildings biggest contributors to CO₂ emissions - but only a minority are equipped with energy management solutions

Buildings are key contributors to the world's energy consumption...

Buildings account for around 40% of world CO₂ emissions and nearly 30% of final energy consumption

- **Small buildings** make a significant contribution to CO₂ emissions due to their numbers and energy inefficiency
- Transforming energy demand can help reduce buildings' energy intensity by up to 38% vs. current levels

... with major opportunities in small and mid-sized buildings that are core to Legrand



Source: a white paper by the World Economic Forum and PwC dated January 8, 2024

Our unique value proposition

“An **open and versatile offering for buildings** with state-of-the-art power distribution & protection products from transformers to EV charging stations”

ADAPTED TO THE MOST DEMANDING WORKS



E.g.: Switchboards including DMX3 ACBs and DPX3 MCCBs breakers for Necker's flagship pediatric hospital in Paris (France)

BMS AGNOSTIC



E.g.: Encelium connected lighting control system, can be integrated into building management system through open standards / protocols

CONCEIVED TO REDUCED CO₂ EMISSIONS



E.g.: Green T.HE cast resin transformer up to 3.15 MVA, providing considerable reduction in energy losses, both when on-load and with no load

SUPPORTED BY SOFTWARE AND SERVICES



E.g.: Nemo Green multi-locations energy management platform (meet regulation, optimize consumption)

Regional leadership built organically & through acquisitions

REGIONAL LEADERSHIP POSITIONS

>24 countries
where Legrand is **#1 or #2** in 2023
on one segment or sub-segment

Power & protection
panels / enclosures
18 countries

Circuit breakers
12 countries

UPS
3 countries

Busbar
12 countries

Transformers
6 countries

Lighting controls
7 countries

EVCS¹
1 country

M&A AND LOCALIZATION ENABLERS

Acquisitions offering
build-up...

Panels, enclosures, breakers,
metering, power quality
6 since 2010

UPS
11 since 2010

Busbar
2 since 2010

Lighting controls
4 since 2010

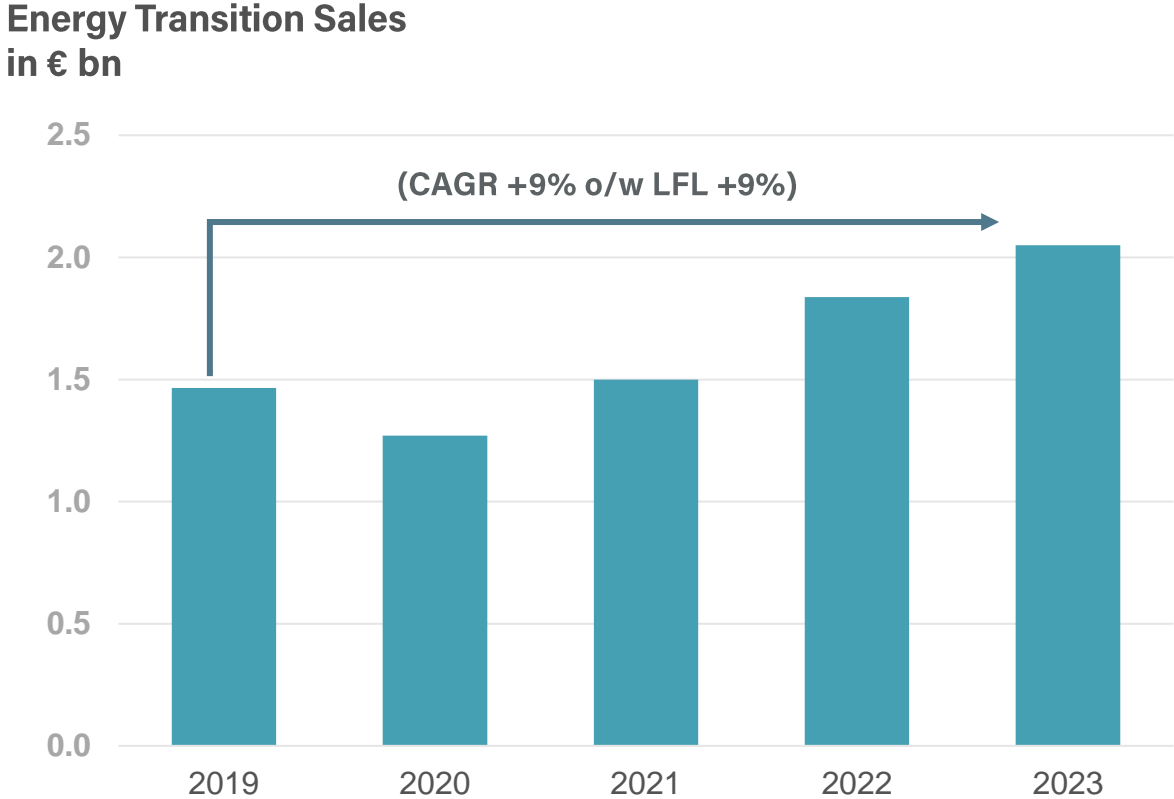
EVCS¹
2 since 2010

...followed by localizations
close to the markets

Such as
China
Colombia
Eastern Europe
Egypt
India
Turkey
...

1. EVCS: Electric Vehicles Charging Stations

Strong sales growth since 2019 driven by electrification megatrend



Our business priorities: maximize the opportunities in electrification trends

ACCELERATE ON POWER INFRASTRUCTURES



Invest in our product offering

More connected, smaller, more sustainable...

Continue to enhance our project approach

- Specification, project management, commissioning, maintenance, after-market...
- Organically and through acquisitions e.g.: Vass.

Targeted capacity expansion when needed

Focused M&A

E.g.: Clamper in Brazil (surge suppressor)

FURTHER EXPAND INTO ENERGY MANAGEMENT



Expand worldwide our lighting controls portfolio

- Wired and wireless
- Connectable to main building BMS systems
- Including unique features (e.g.: AI-powered room occupancy analysis)

Launch our "BMS-light" offering for small and mid-sized buildings

From dashboarding to energy cuts at affordable cost and perfectly suited for renovation

Focused M&A

E.g.: Encelium in the US (wireless lighting controls)

DOUBLE DOWN ON EVCS¹



Expand current offer

- Residential: integration in Home+ Control ecosystem
- Commercial: strengthen DC offering
- Co-develop new ranges on some geographies

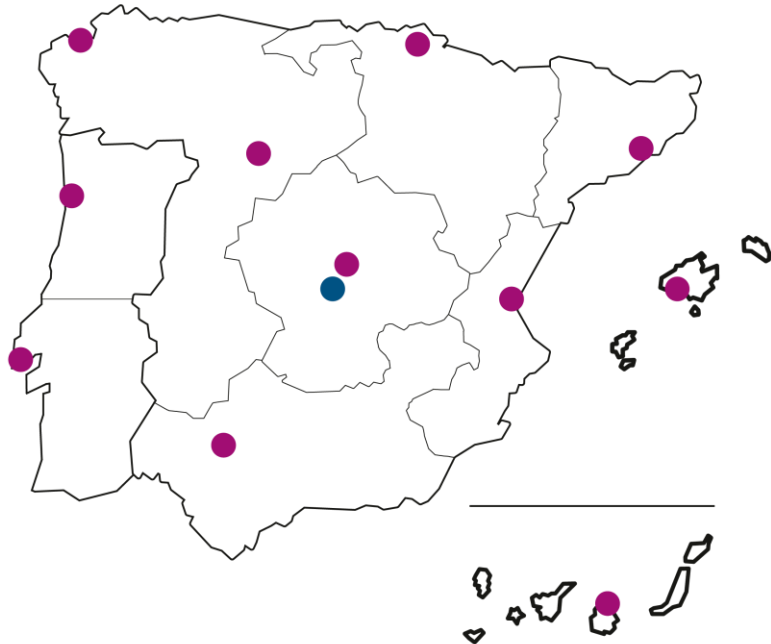
Deploy in a number of geographies

Consider M&A if value creative

1. EVCS: Electric Vehicles Charging Stations

Video BMS Light WEOZ

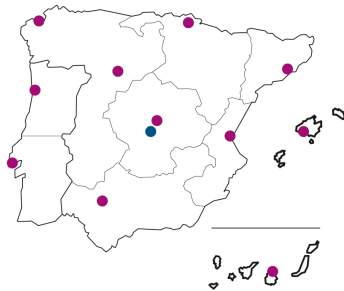
Energy transition, an example from Iberia



Amélie Zegmout
CEO Iberia

Legrand Iberia overview

SALES
~€200 mm



CAGR 2019-2023 ~+MSD%
o/w Energy Transition ~+DD%

STRONG LOCAL FOOTPRINT

- >400 people
- >50 years presence
- Local manufacturing
- 8 commercial regions
- 3 showrooms

TECHNICAL EXPERTISE

- Customer training
- Design & engineering
- Project management
- After-sales service

CUSTOMER-CENTRIC ORGANIZATION

Regional Teams

- Animation of the local value chain
- Dedicated Salesforce
 - per customer type

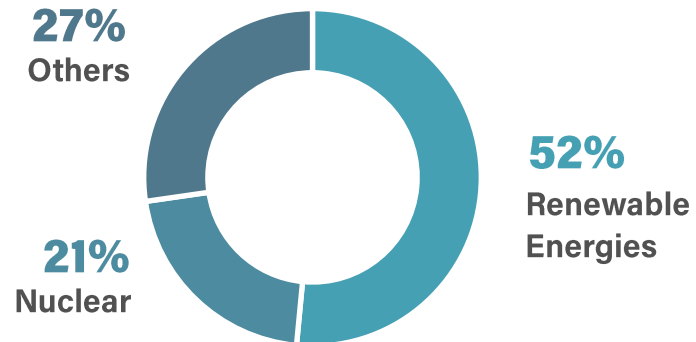
National team

- Dedicated approach
 - key verticals
 - key account management

Spain is leading European decarbonization

THROUGH ELECTRICITY GENERATION (2023)¹

ENERGY MIX (kWh)

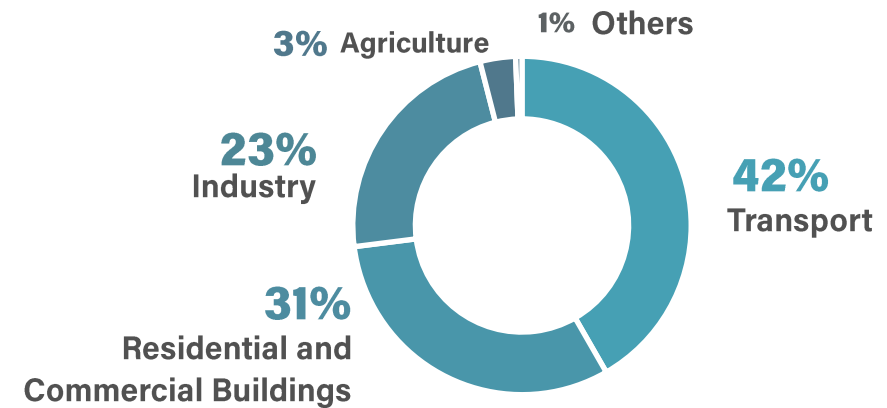


Today: More than 70% of electricity generation is low carbon, and more than 50% from renewable energies.

Tomorrow: In 2030 and 2050, respective targets of 74% and 100% of renewable energies

THROUGH ENERGY CONSUMPTION (2022)²

BREAKDOWN BY SECTOR



Main drivers for decarbonization :

- **Sustainable Mobility** and Electrification of vehicles
- **Energy Efficiency** measures buildings
- **Self-consumption** for homes and businesses

1. Red Electrica, informe del sistema electrico. 2023

2. Global Energy Monitor. 2024

Electrification spans all sectors, and so do our solutions

RESIDENTIAL



- Green retrofit
- Self-consumption

BUILDING



- New energy performance of buildings directive
- BACS¹ regulation

MOBILITY



- Moves III incentive plan for electrical cars

CRITICAL INFRASTRUCTURE



- Digital transformation and Artificial Intelligence

1. BACS: Building Automation and Control Systems

Sustainable mobility

Electrical vehicle charging stations example

BUSINESS CASE

75 EV charging units in petrol stations and public areas



VALUE CHAIN

CLIENT

Leading Oil Company

CPO

In-house charging point operator

SOLUTION

EVCS¹, electrical panels and breakers
6 months of technical discussion,
1 dedicated project manager



Key success factors: SYSTEM CONFIGURATION - TRAINING - AFTERSALES SERVICE

1. EVCS: Electric Vehicles Charging Stations

Infrastructure

Electric boards to support the deployment of supercharging stations

BUSINESS CASE

Energy distribution for supercharging stations

150 stations across Spain & Portugal



VALUE CHAIN

END-USERS

Leading network provider in ultra-fast charging stations

INTEGRATOR

Worldwide player in integrated grid connection solutions

PANEL BUILDER

Local actor specialized in electrical panels assembly

SOLUTION

Electrical panels, energy supervision, circuit breakers (ACB¹, MCCB²)

150 panels in 5 deliveries, as per schedule



Key success factors: DESIGN & ENGINEERING - TIMELY & RELIABLE DELIVERY

1. ACB: Air Circuit Breaker

2. MCCB: Molded Case Circuit Breaker

Electrical & digital infrastructure to support both large & corporate datacenters

BUSINESS CASE

6,500 sqm and 16,000 sqm IT SPACE,
20 MW and 70 MW Power DATACENTERS



VALUE CHAIN

END-USERS

GAFAM

CLIENT

Multi-tenant leading datacenter
developer

PROJECT MANAGEMENT COMPANY

Worldwide leader in project
management

MEP¹ CONTRACTORS

2 of the largest datacenter installers

SOLUTION

WHITE SPACE: Cold-aisle containment, cable
management. **GREY SPACE:** High power busbars



Key success factors: CUSTOMIZATION FROM 3D DESIGN TO INSTALLATION - SPEED OF EXECUTION - COMMISSIONING

1. MEP: Mechanical, Electrical and Plumbing

Commercial space

Simple & efficient solution to support energy consumption reduction

BUSINESS CASE

Redesign of office space, 1,874 offices
New concept deployment: work cafés



VALUE CHAIN

END-USER

Leading Bank in Spain

ENG' CONSULTANT

In-house, end-customer

SOLUTION

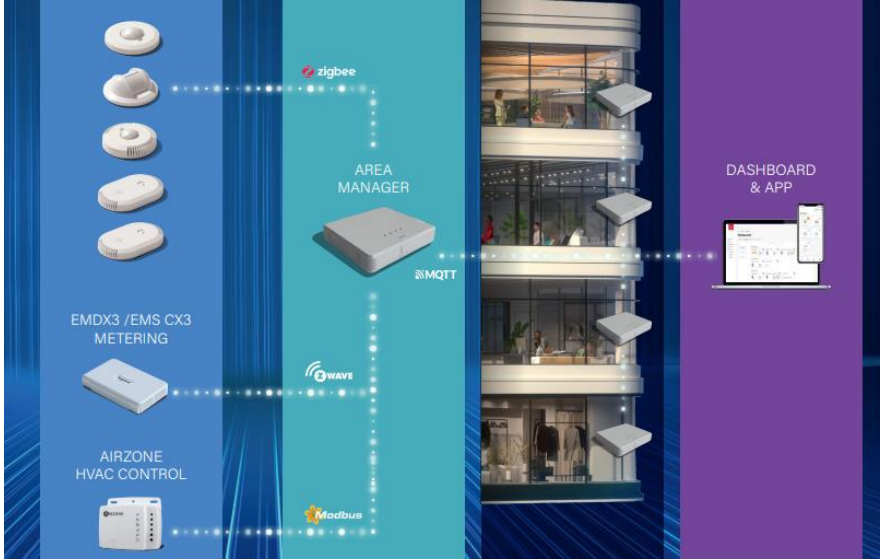
Passive infrared & ultrasound sensors
Wiring devices
Emergency lighting



Key success factors: DESIGN - DUAL TECHNOLOGY - INTEGRATED INTELLIGENCE

Going further: innovation driving new decarbonization solutions

IN COMMERCIAL SPACES



IN HOTELS



SIMPLE - EFFICIENT - IMPACTFUL

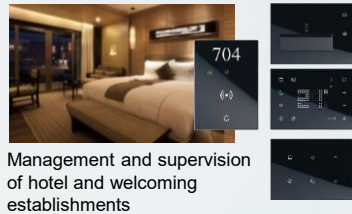


2.3. Digital lifestyles

Benoît Coquart, CEO
Chris Dodd, CEO Legrand Care

A targeted offer around the smart home & connected care

GUEST ROOM MANAGEMENT



Management and supervision of hotel and welcoming establishments

CONNECTED CARE



Customized nurse call system for care facilities. Services and software for care coordination and information exchange

SMART HOME ECOSYSTEM

- Residential security & access control



- Connected comfort



- Energy management



- Full smart home management



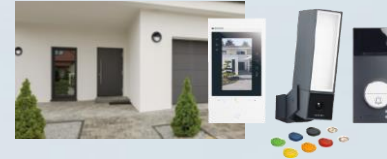
Controlling home thanks to Legrand's connected objects via smartphones, tablets or by voice

ASSISTED LIVING



Maximum comfort for users, the freedom to feel safe always and everywhere Enhanced with AI

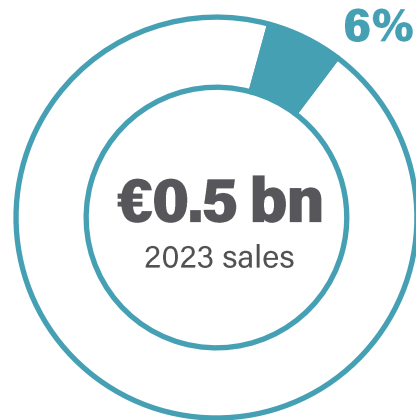
RESIDENTIAL ACCESS CONTROL



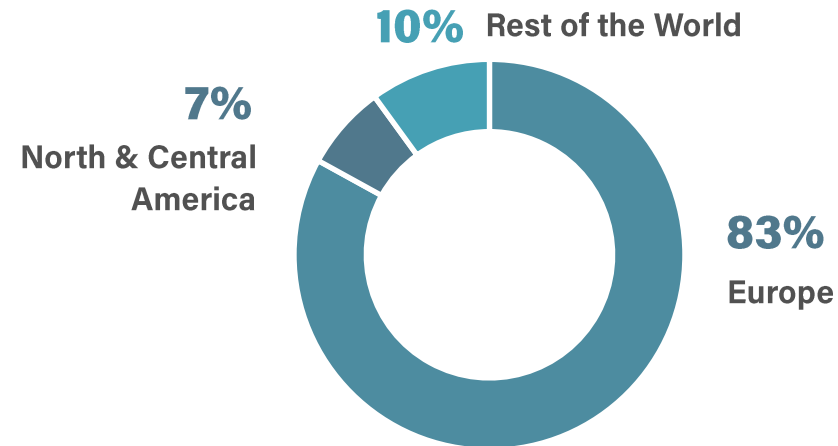
Turning a house into a secure, smart and comfortable home

Niche positions, mostly exposed to Europe

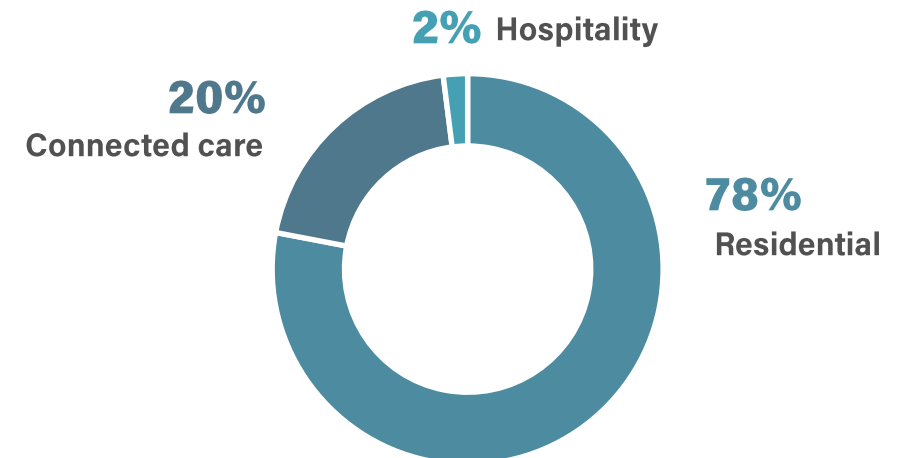
% OF GROUP SALES



BY REGION



BY VERTICAL



Digitalization of the home provides Legrand with great opportunities to fulfill new needs

1 Security and safety

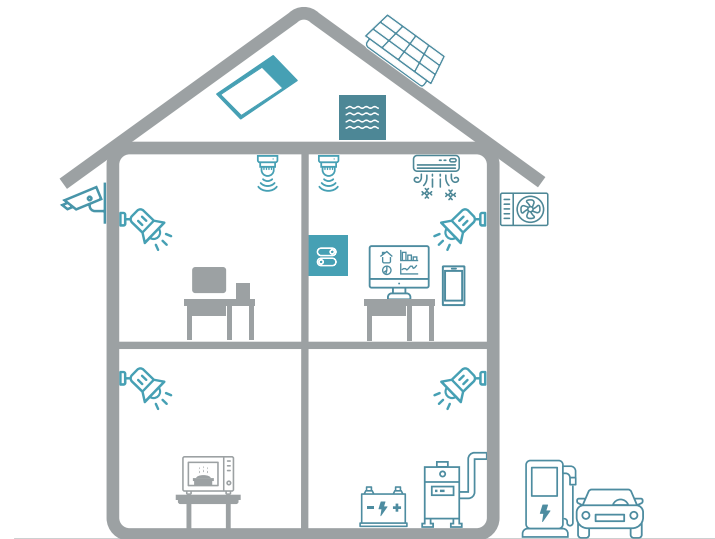
- Access control
- Video surveillance
- Alarm system
- Smoke detection
- ...

2 Energy Supply & Optimisation

- Temperature monitoring and control
- Power metering
- Decentralized energy generation (e.g.: Photovoltaic)
- Energy storage
- Energy management
- EVCS¹ (bi-directional, Vehicle-to-Home)
- ...

THE HOME ECOSYSTEM

versatile, sustainable, functional, and adaptable



3 Automation & Controls

- Automation & controls
- Lighting control
- Connected wiring accessories
- Opening & closing (blinds, windows)
- ...

4 Health & Wellness

- Wearable devices
- Indoor air quality monitoring & control
- ...

5 Entertainment

- Multi-room audio/video systems
- Smart TVs, Speakers
- ...

1. EVCS: Electric Vehicles Charging Stations

... including in connected care where demographics & cost containment needs will drive growth

CONNECTED CARE & HEALTH PROMPTED BY HEALTHCARE TRENDS

AGING POPULATION In Europe¹:

About 100 mm people aged >65 years in 2023

21% of total population today and forecasted to be over 24% by 2030

HIGHER PREVALENCE OF CHRONIC DISEASES In Europe¹:

36% of population aged 16 years or over reported having a long-standing illness or health problem

LACK OF FUNDING & STAFF In Europe²:

- 20% healthcare expenditure waste due to administrative complexity
- 1.3 mm healthcare workers shortfall in EU by 2030

LEADING TO HIGH EXPECTATIONS FOR GREATER EFFICIENCY

PERSONALIZED

Personalized care pathways centered on patient needs and preferences

CONNECTED

Secure access to care with remote patient management and data sharing

INTEGRATED

Integrated patient data for holistic, preventive, and seamless care

1. Source: Eurostat 2022

2. Source: OECD, 2020; WHO, 2020; Int Arch Occup Environ Health, 2022

Our unique value proposition

“Products and software driven-platforms for better and more independent living, with the **best combination of technologies, simplicity of installation and use, and privacy protection**”

**SIMPLE
TO INSTALL & TO USE**



E.g.: Living Now, very easy to configure & install using existing cabling – to command lights, shutters and others from smartphone or simple voice, receive notifications & monitor real-time power consumption.

**CYBERSECURITY & PRIVACY
BY DESIGN**



E.g.: Class 300 EOS directly incorporating security rules into design. Privacy Impact Assessments from the design stage. Security audits & intrusion tests performed by leading cybersecurity companies, throughout product's life.

**STRONG APP AND
INTERFACE CONTENT**



E.g.: NovoGo, telecare solution that encourages independence outside the home, with adapted design and personalization capabilities (intelligent algorithms, real time monitoring, analyzing daily routines).

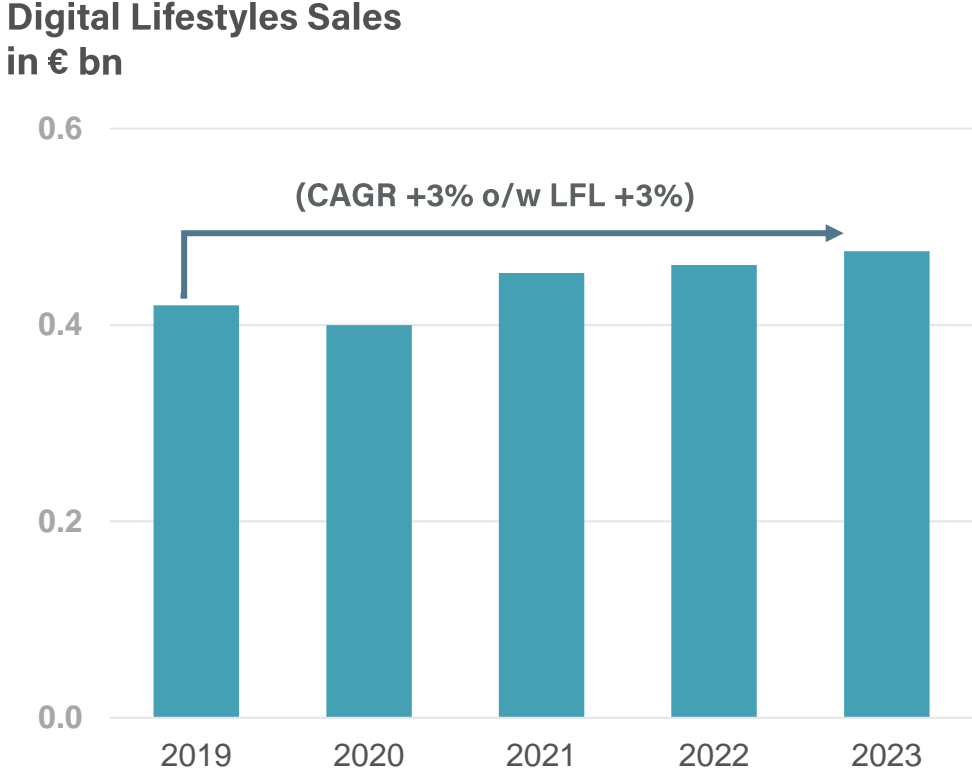
**FROM STANDALONE
DEVICE TO COMPLETE
SYSTEM**



E.g.: Thermostat, from simply connected to fully integrated into HEMS¹ system and App.

1. HEMS or Home Energy Management System: digital system that monitors and controls energy generation, storage and consumption within a household

Sales growth since 2019 despite the European residential building crisis



Our business priorities: expand to additional geographies, products & business models

GROW OUR BASE OF CONNECTED RESIDENTIAL FUNCTIONS

Increase penetration rates



User interfaces Wiring devices



Door entry systems



Protection panels

Digitalize additional segments & bring connectivity to more ranges

Number of user interfaces wiring devices ranges covered



Functions to complete system - HEMS¹

Incorporate new functions (AI, offline mode, etc.)

BECOME THE EUROPEAN LEADER IN CONNECTED CARE & CONNECTED HEALTH

Pursue innovation on products and software



Deploy existing digital care and expand in additional geographies

Use Enovation as a platform to develop into connected health and grow Annual Recurring Revenue (ARR) model

KEEP LOOKING AT ADDITIONAL M&A

Contemplate additional acquisitions



To expand into new geographies



To develop our software capabilities

To expand into new adjacencies

1. HEMS or Home Energy Management System: digital system that monitors and controls energy generation, storage and consumption within a household

Digital lifestyles: focus on Legrand Care

1. Positions
2. Future of care
3. Market
4. Products
5. Ambitions



Legrand Care bridges health & social care with digital solutions & connected care services

OUR CONNECTED CARE SERVICES AND PRODUCTS ENABLE

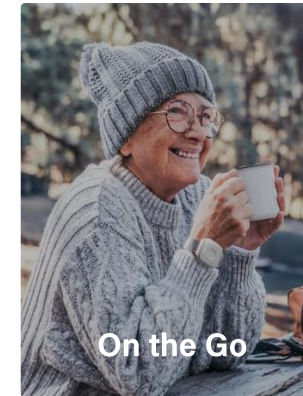
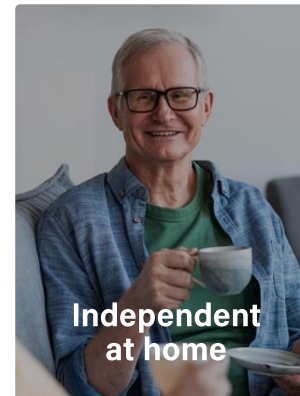
Aging in place

The creation of **safe environments** for users, professionals & caregivers

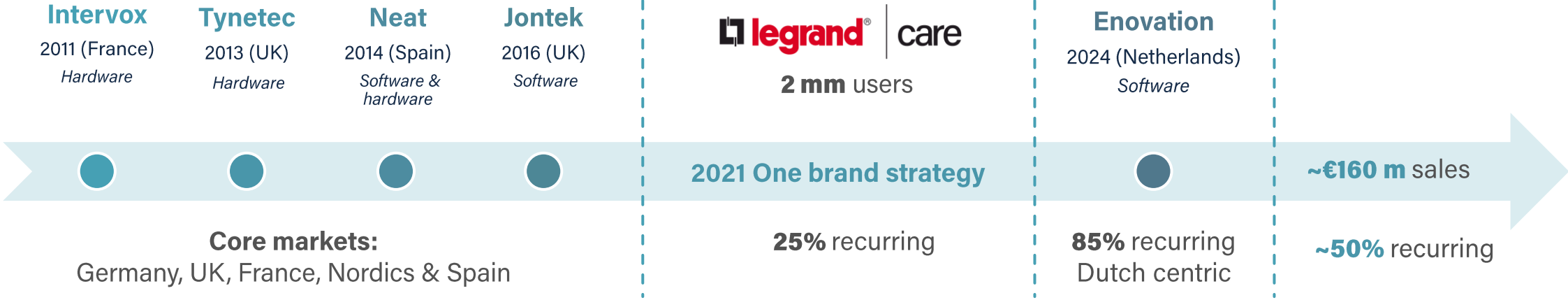
Efficient provision of enhanced care

Healthcare providers and patients across the care continuum

...FOR ALL CARE ENVIRONMENTS AND USER PROFILES



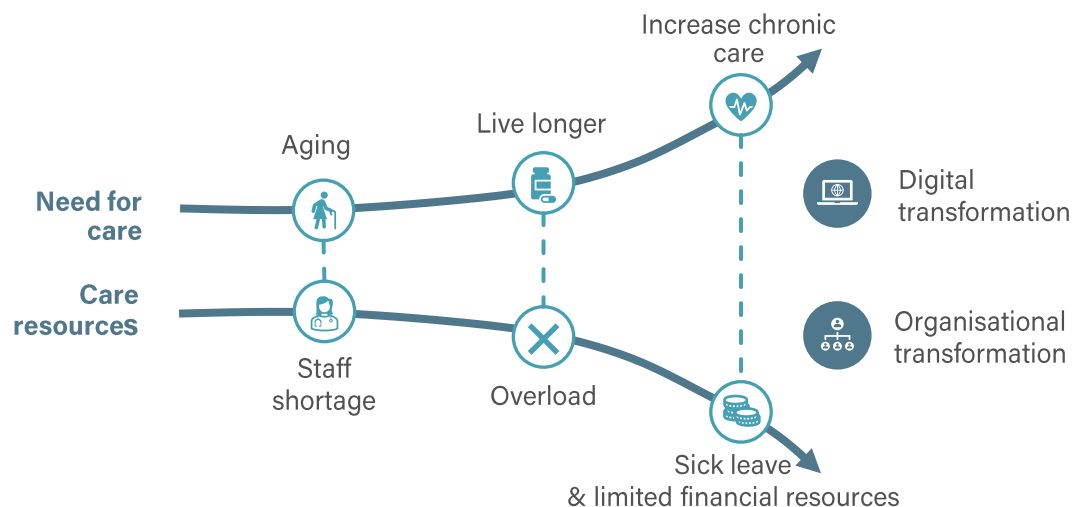
From assisted living products to recurring revenues with digitally connected software & services



Aging population, silver economy, vulnerable individuals' assistance & autonomy

The future of care is at home & demand is accelerating

THE PARADOX OF CARE



2030 the EU may face a shortfall of 1.3 mm healthcare workers
20% of Europe's population aged 65 and older and increasing
42% of physicians report signs of burn out in Europe

ACCELERATING DEMAND OF DIGITAL CARE SOLUTIONS

- **Aging in place** enabling people to stay independent in their own homes for as long as possible
- **Personalized** care pathways centered on patient needs and preferences
- **Connected** remote access to care with patient data sharing and monitoring
- **Integrated** patient data for holistic and seamless care
- **Value-based** and preventive care to control costs and improve overall quality

The European connected care market is driven by a **need for efficiency and cost containment** driving a shift towards primary and community care, requiring remote monitoring and increasing collaboration among professionals

B2B professional services in a non-cyclical market

ASSISTED LIVING MARKET

- Leading position in a specialized niche market
- **Non-cyclical** sector
- **B2B** Professional service
- Largely **publicly funded**
- **Highly regulated** market
- **Tender and project** business
- **Highly customized** solutions and products, TaaS, SaaS, services and turn-key projects

CONNECTED HEALTHCARE MARKET

- Leading position in a healthcare software market
- **Non-cyclical** sector
- **B2B:** private clinics, hospitals, pharmacists, general practitioners, dentists, home care, mental healthcare, alarm receiving centres
- **Public, private, non-profit** organizations
- **Lengthy commercial processes**
- **Favourable regulatory climate** to improve digitisation and data protection
- **Low churn** rates
- **Complex healthcare ecosystem**, comprising many actors and multiple patient journeys

Our priority is to create an integrated connected care platform (hardware, software & subscription services)

PRODUCTS & SERVICES



Connects elderly & vulnerable with service providers & caregivers to ensure accurate & prompt response

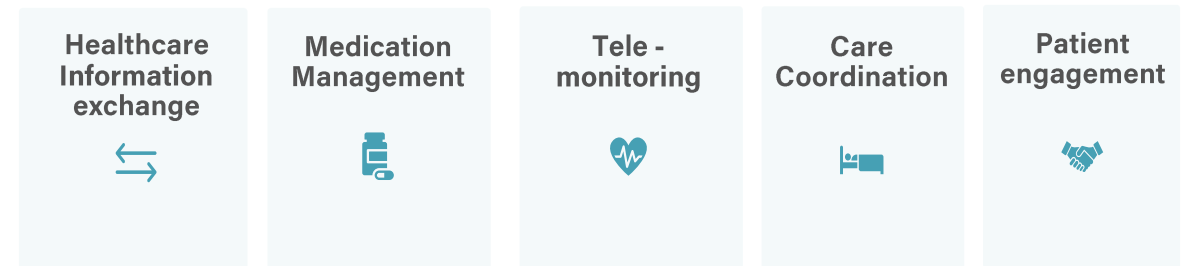
- **Connected products and sensors** that respond to events either personal or environmental (health emergency, fall, fire, flood, etc.)
- **Cloud Management Platform** for device management
- **Intelligent algorithms and real-time monitoring** of alerts and daily routines

All products are 100% digital and include a subscription

SERVICES & SOFTWARE



Enovation's care platform



A unified, modular platform supported by a comprehensive range of functionalities

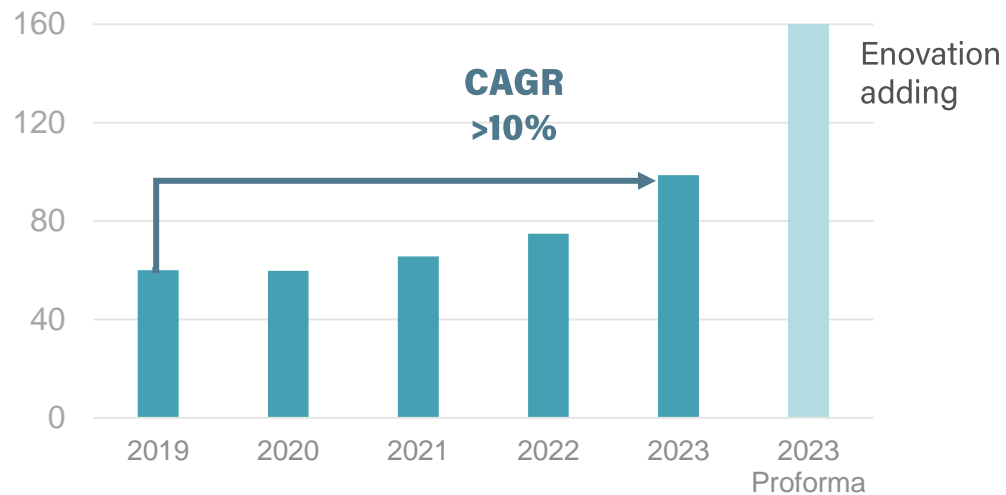
- **Messaging and exchanging** patient information securely is at the heart of the Enovation proposition
- **Connected care solutions support care providers** across the full patient journey, from detection of health-related issues to post-care remote monitoring

Contractual predictable recurring revenues

We will leverage our positions and know-how to make the most of the supportive digital care market trends

LEGRAND CARE REVENUE EVOLUTION

Sales in € mm



OUR VISION TO SHAPE THE FUTURE

GEOGRAPHIC EXPANSION

New partners & acquisition of key players in new markets

MARKET LEADER

in connected care wherever we operate

RE-INVEST

product development to accelerate the program

TRANSFORM

Data driven connected services
Prediction and prevention

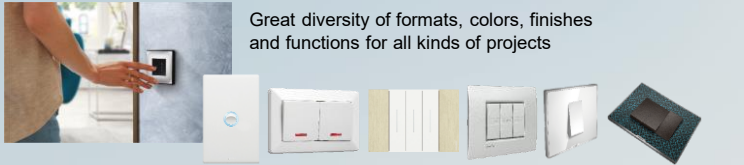


2.4. Essential infrastructures

Benoît Coquart, CEO

A vast essential infrastructures offer addressing both commercial and residential buildings

WIRING DEVICES



Great diversity of formats, colors, finishes and functions for all kinds of projects

BUILDINGS COMPONENTS



Qualitative, innovative and simple to install products for all type of building infrastructure

INDUSTRIAL COMPONENTS



Industrial sockets and combined units providing maximum durability

EMERGENCY LIGHTING



Offerings with long-life low energy LEDs that integrate seamlessly into the building's overall look while being connected and managed remotely

OVERHEAD CABLE MANAGEMENT



Customised solutions using strong, cleverly-designed cable trays from wire-mesh to heavy duty solutions

LIGHTING FIXTURES



High-performance and customized lighting solutions

AUDIO & VIDEO



Video-conferencing integrated solutions furniture for housing equipment

TRUNKING PERIMETER AND FLOOR INSTALLATIONS



Fast-fitting and cost-efficient scalable solution for supplying workstations with power and data

FLOOR SYSTEMS



Easily deliver power and data with in-floor distribution systems

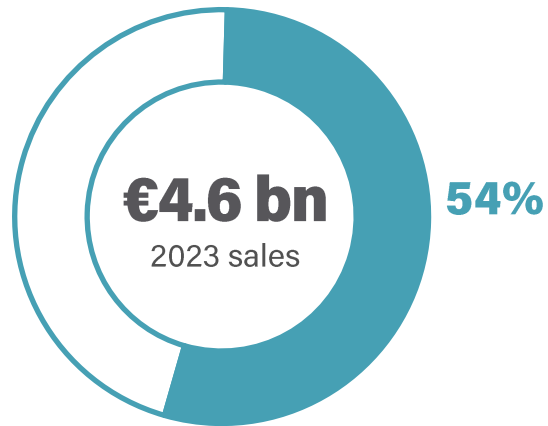
NETWORKS & LOCAL AREA NETWORKS FOR ALL BUILDINGS



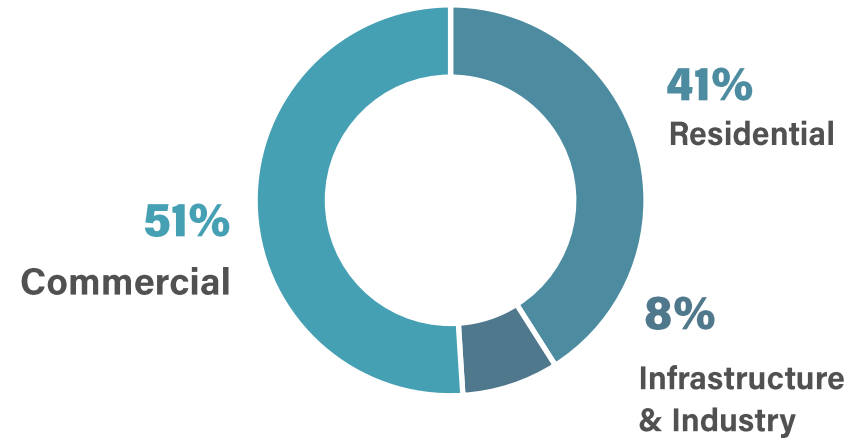
Reliable and innovative data infrastructure systems for all types of buildings

Essential electrical infrastructures represent 54% of our sales

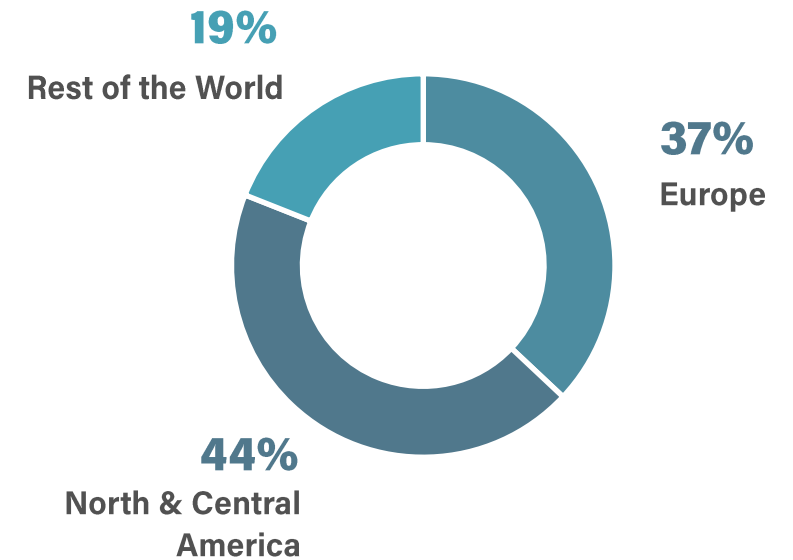
% OF GROUP SALES



BY VERTICAL



BY REGION



Macro signs point to a progressive recovery in building markets

EUROPE

Residential construction should progressively recover after 2 years of strong decrease
-5% cumulated over 2023+2024
+2% 6y CAGR cst 2024 - 2030

Non-Residential construction (structures) expected positive after a soft 2024
Flat in 2024
+2% 6y CAGR cst 2024 - 2030

S&P data as of 07/2024, excl. Russia
New built and renovation together

NORTH & CENTRAL AMERICA

Residential construction in the US showing signs of recovery in 2024 after a difficult 2023
-10% in 2023 and +1% 2024
+2% 6y CAGR cst 2024 - 2030

Office market to rebound after a sever drop since 2020

Offices still negative in 2024 (while other verticals were broadly flattish)
~+2.5% CAGR cst expected from 2025 through 2030 on offices (broadly in line or slightly below other verticals)

S&P data as of 07/2024 for residential
Legrand Strategy department as of 06/2024 for non-residential

REST OF THE WORLD

Residential construction +LSD/MSD in our key countries

2024 - 2030 6y CAGR cst

- India +4.5%
- China +3%
- Australia +2.7%
- Brazil +3.5%

Non-Residential construction (structures) +LSD/MSD in our key countries

2024 - 2030 6y CAGR cst

- India +4.8%
- China +3.0%
- Australia +2.4%
- Brazil +2.5%

S&P data as of 07/2024

Increasing demand for housing starts and need for additional electrical products

MILLIONS OF HOUSING UNITS NEEDED BY 2030

Europe

Projected housing need per year to meet the demand by 2030

Germany : 400 k/y vs. ~200 k currently made

France : 380-430 k/y vs. <300 k currently made

UK : 340 k/y vs. ~200 k currently made

USA: 2.3 mm housing unit gap

Household formation vs. number of SFH and MFH units built over last decade

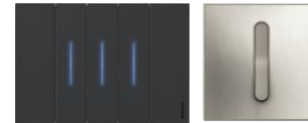
This aging housing stock signals also growing remodeling market

Rest of the World: demography & urbanization

E.g.: India 10 mm/y vs. 1 m currently made

100 mm people moving to cities by 2030

GROWTH IN PURCHASING POWER LEAD TO ADDITIONAL NEEDS FOR ELECTRICAL PRODUCTS



Design & beautification of building



Remote working



Safety



New usages such as gaming & remote health

Health, hospitality & education are supported by strong market trends

HEALTH

Health & Social Services structures
2024 - 2030 6y CAGR cst (S&P)

> +3%

Number of people aged 60 and older
1.0 bn in 2019, 1.4 / 2.1 bn expected by 2030 / 2050
Rapid increase especially in developing countries

Trends:

- Rise in preventive healthcare
- Growth in digital health services
- Investments in health infrastructure in emerging markets

HOSPITALITY

Hotel & Restaurant structures
2024 - 2030 6y CAGR cst (S&P)

+5%

Tourism is expected to grow worldwide by 3% p.a. until 2030, and already accounts for 9% of Global GDP

Trends:

- Sustainability and eco-friendly design
- Technology integration (IoT, AI etc.)
- Health and wellness facilities

EDUCATION

Education structures
2024 - 2030 6y CAGR cst (S&P)

~ +3%

By 2050, almost **half the World's under 18** (~40%) will have been **born & raised in Africa**

Trends:

- Flexible learning spaces
- Focus on sustainability
- Technology integration

Our unique value proposition

“Enhance the **comfort, performance & safety** of buildings with products & solutions that are **simple to distribute, install and use** from the **world #1 company** in essential products for buildings”

SIMPLICITY FROM DISTRIBUTION TO USAGE



E.g.: France emergency lighting, available on all points of sale, easy to install with plug-in connected range enabling remote maintenance monitoring.

FOR ALL TYPES OF CUSTOMERS FROM ENTRY TO PREMIUM LEVELS



E.g.: India wiring devices with 10 different ranges of products, 3 segments (entry, standard and premium) and 3 brands for a full coverage of the market.

DESIGN AND LOOK & FEEL



E.g.: US Focal Point integrated architectural lighting & acoustic solutions, providing optimal illumination and noise control in open, multi-purpose environments with a unified look.

EFFICIENT ASSOCIATED SERVICES



E.g.: US Audio Video offering with easy online tools such as MountFinder, InventoryFinder, Multi-Display Configurator and Screen Designer. Training, certification, assisted installation.

Worldwide or regional leadership on core product families: Example of Wiring Devices



Legrand - Céliane Rotary variator switch

WORLD LEADER

>45 countries
where Legrand is
#1 or #2
in 2023

129 DIFFERENT RANGES

Meeting all worldwide
standards

For all kind of buildings

Entry level to Premium

Basic to Smart (connected)

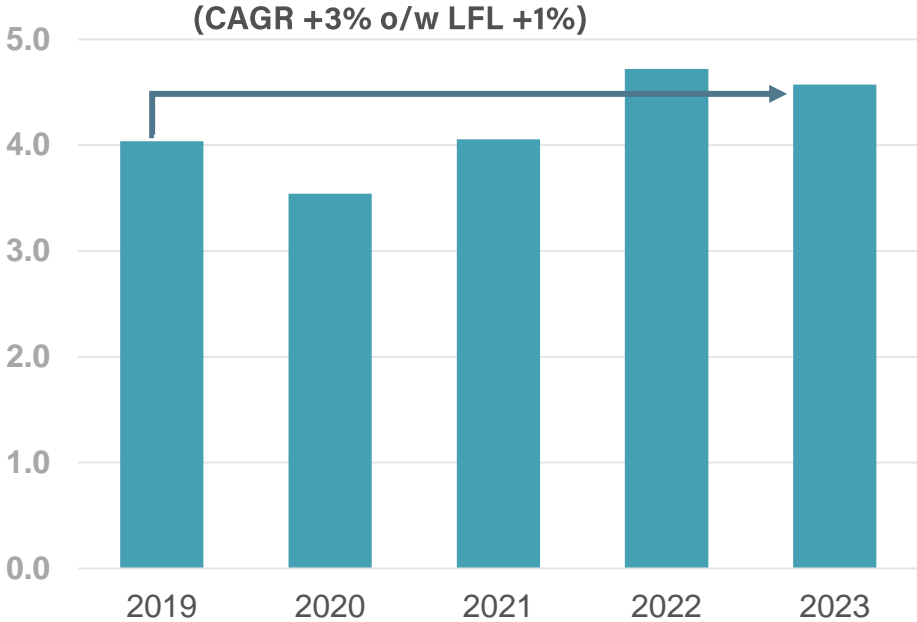
12 PRODUCT PLATFORMS

R&D & manufacturing
synergies

Accelerated
time-to-market

Good resilience since 2019 through a difficult macroeconomic period

Essential electrical
infrastructures sales
in € bn



Our business priorities (1/3): leverage market rebound

ACCELERATE RANGE RENEWAL PACE

Launches covering Entry to Premium levels

E.g.: LAN offering (Linkeo, LCS3, Infinium). From Home Office to Health / Finance / Defense offices

LINKEO

LCS³



Leverage platformization

Leverage productivity

REDEPLOY NORTH AMERICA TO FASTER-GROWING VERTICALS

Rebalance North American dependency on Offices vertical

Focus on faster growing markets while maintaining position in office

- K-12 Education
- Healthcare
- Government

Through

- Portfolio expansion, aggressive new products roadmap and dedicated commercial policies
- Targeting sub-segments niches

FINETUNE THE CORE MODEL: AVAILABILITY, SATURATION, SERVICES

Improve customer fill-rate

Channel saturation

E-commerce / e-shop

Configuration tools

Commissioning

Maintenance

Brand equity

Customer trainings

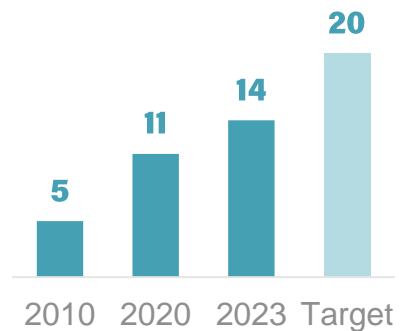
Digital content & applications

...

Our business priorities (2/3): expand geographically & reinforce retail positions

EXPANSION TOWARD NEW GEOGRAPHIES & REGIONS

Opening of offices in Africa



Sales
~+30%
2023 vs. 2018

REINFORCE POSITIONS IN RETAIL

Profitable and resilient market



Example of China

Doubling presence
From 6,000 to 10,000 retail shops in 2023
15 new retail product ranges categories in 2023

Example of India

Launch in 2023 of dedicated ranges in wiring devices + complete
« retail package » + e-shop
Additional retail sales people in 2023/24

Our business priorities (3/3): pursue targeted acquisitions in a highly fragmented industry

M&A business case #1

LEADING CABLE MANAGEMENT MANUFACTURER

IN AUSTRALIA



AussieDuct

APP (Australia, 2024)

~€100 mm sales, Australian cable management (conduit) leader for all types of buildings

Doubles our presence in Australia, reinforce local stickiness with distributors & contractors
High sales synergies potential

M&A business case #2

LEADING PROVIDER IN POWER IN FURNITURE

IN EUROPE



A.&H.Meyer (Germany, 2022)

>€20 mm sales, leading German player in connectivity solutions for commercial buildings

Strong leader in a "niche" market, factories in Germany & Malaysia
Entrenched relationships with furniture manufacturers
Products certified in >50 countries

M&A business case #3

LEADING POSITIONS IN ELECTRICAL INSTALLATION COMPONENTS

IN EUROPE



Emos (Czech Republic, 2022)

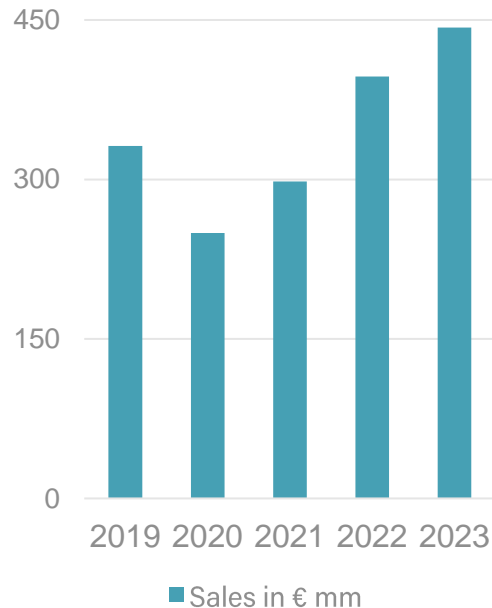
~€85 mm sales, Central and Eastern European leader with strong ties to DiY distributors & local e-commerce players

Strengthens presence in Europe's buoyant new economies & growing distribution channels

Essential electrical infrastructures

Example of India

4TH LARGEST REVENUE CONTRIBUTOR



STRONG LEADERSHIP POSITIONS

in Essential Electrical Infrastructures



#1 in premium wiring devices

in Energy Transition



#1 in MCBs



Top 3 in UPS

Robust Services Revenue
~1,000 service engineers
Benchmark digitized tools to support revenues

A TRADITIONAL MARKET

Market

60% of electrical equipment sold through 50 k retailers

Our sales

Residential <50%

Datacenters ~5%

Renovation~25%

More than 90% of sales through distribution, including 40% retail


A LOCAL PLAYER

>90% of sales manufactured locally (7 factories)

3 R&D centers

5,000 employees

Video India



3. Transversal growth enablers

Benoît Coquart, CEO

Transversal growth enablers

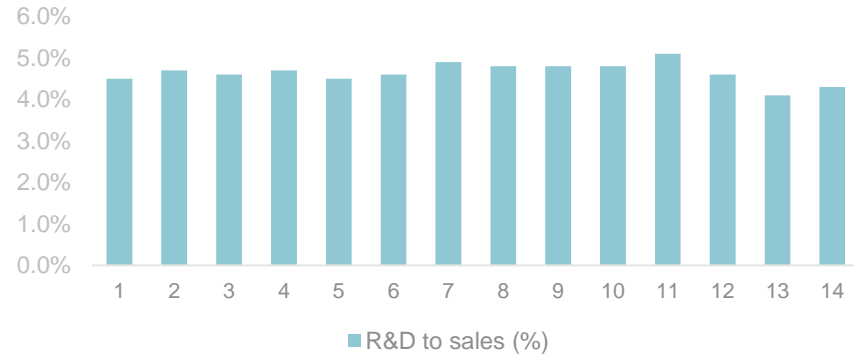
1. Innovation
2. Eco-Responsible sales
3. Customer experience
4. Digital
5. Pricing
6. M&A

Video Innovation

Continuous innovation keeps Legrand at the forefront of new demands & trends

SUSTAINED & CONSISTENT R&D

~5%
of sales in the long run



PIONEERING PRODUCT INNOVATION



NOVO GO portable telecare device



Smarter AC thermostats



Raritan Smart PDUs



Nexexpand server racks



EV charging stations Green'up One



New Céliane range with rotary switch

Innovation is embedded in Legrand's business model

INNOVATION IS LEGRAND'S DNA

Qualitative, including customer perception

Simple & ergonomic

- Easy to use & to install, intuitive

Competitive

- Platformization, redesign to cost
- Localization

Innovative

- Advanced & differentiated from competition

Sustainable

- Increasingly eco-designed
- Decarbonation driven

SOLID OFFER CREATION PROCESS

Strategic drivers (megatrends,...)

- Legrand "legitimacy"

Product marketing/solution

- Countries, customers, R&D

General management engagement

- Features, competitive advantage, market shares, sales
- Costs, Capex, ROI, profitability, carbon intensity

Launches

- Finetuning of the solution, marketing tools
- Training of sales & customer teams

AMBITIONS

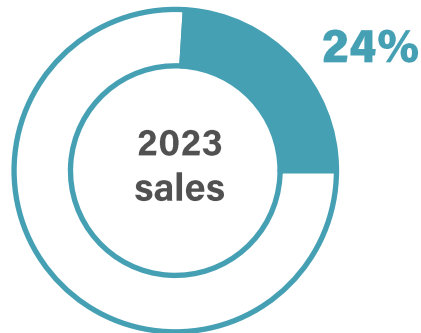
	2023	Ambition
R&D to sales	4.3%	~5%
R&D heads dedicated to Soft/Firmware	~20%	>25%
Software dev. productivity linked to AI	-	up to 25%
% of sales made with platforms	67%	75%

Supporting climate change mitigation with eco-responsible sales

Providing simple solutions that help customers to reduce their energy consumption in all buildings

Energy efficiency offering currently represents **24%** of our sales
... of which **>50%** of datacenters sales

- Customer energy savings up to 35%
- CO₂ emissions avoided (Legrand scope 4 / 9.5 mT in 2023 over 2 years)



While reducing the whole life-cycle impact of our offering

We disclose the full-life cycle impact of our products for **73%** of our sales

Providing Product Sustainability Profiles

- to differentiate Legrand offering
- Increasingly expected by customers and required by local regulation

We actively deploy circular economy principles

Enhanced focus since 5th CSR roadmap

- Use of recycled materials, ban of single-use plastics
- Eco-design

Customer satisfaction: from good to great

COMPREHENSIVE PROCESS

~500 k surveyed customers
of 12 types, including datacenter and IT heads, retail managers,
DIY consumers, end users...

Survey conducted in **>70 countries**

~11 k verbatims analyzed / year

Closed-Loop Feedback process

RESULTS & AMBITIONS

**CSAT
NPS**

**78%
40**

2022

**78%
44**

2023

**80%
50**

Ambitions

1. CSAT: Customer SATisfaction: number of satisfied and very satisfied customers on number of customers' responses

2. NPS: Net Promoter Score: percentage of promoters minus percentage of detractors. "Great" level from 30%

Leverage software and firmware to enhance our offering's value proposition

EMBEDDING MORE CONNECTIVITY

Connected ranges

15%
of 2023 sales

Connected families

>40 out of >100
in 2023

Proportion of connected sales per segments

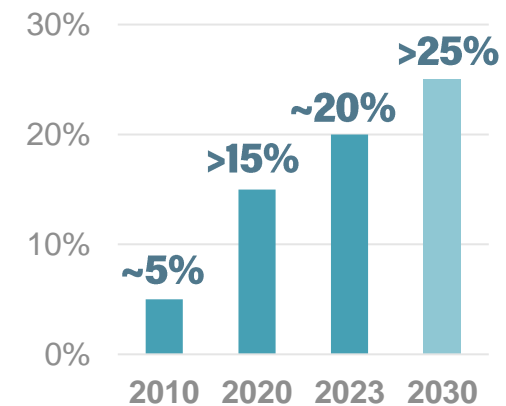
Digital Lifestyles	2/3
Energy Transition	1/5
Datacenters	1/3
Essential Infrastructure	n.s.
TOTAL	15%

INVESTING IN SOFTWARE & FIRMWARE

R&D headcount dedicated to software

~20%
in 2023

i.e. **~+60%**
heads vs. 2018



Actively continuing our digital transformation journey

CONTINUOUS DIGITAL TRANSFORMATION ACROSS PROCESSES...

53 global digital initiatives/programs in progress
34 Design-PoCs stage / 19 under execution

Front Office examples

- Customer experience platform
- CRM consolidations
- Webfactory
- Product / solutions Configurators-factory
- B2B Services portals

Back Office examples

- Industry 4.0 / connected factory
- Product lifecycle management
- Supply chain
- Human Resources (HRIS)
- ERP core model ongoing deployment

...FULLY INTEGRATING ARTIFICIAL INTELLIGENCE

>500 AI ambassadors
>100 completed use cases / features

Front Office examples

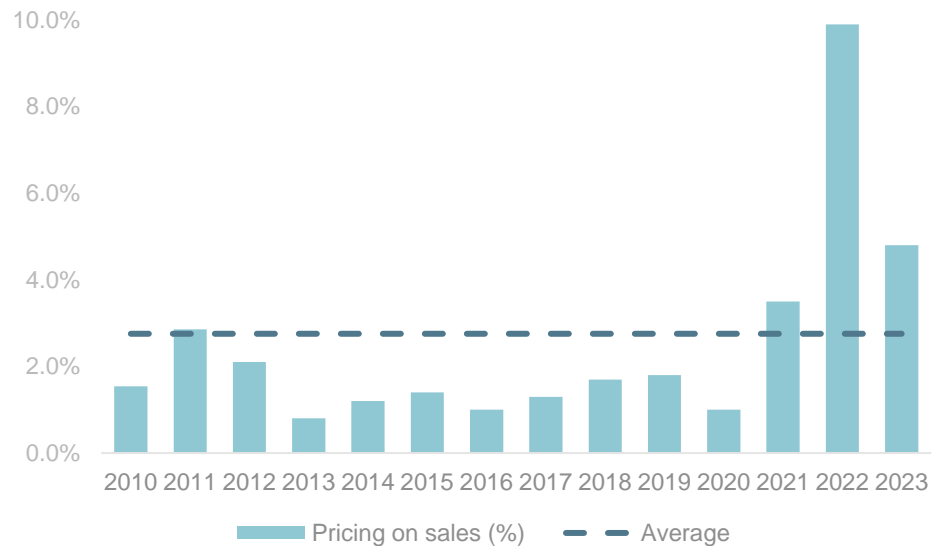
- GenAI for sales & content creation
- CRM GenAI applications
- Customer data
- GenAI product agent

Back Office examples

- Software & firmware development AI driven
- Gen AI product data quality agent
- Process mining
- HR agent, knowledge management and content creator
- CSR content generator
- Gen AI for teams

Pricing Power is a strategic sustainable asset

POSITIVE PRICING OVER TIME...



Average⁽¹⁾ pricing effect on sales: +2.8%

1. Average from 2010 to 2023

...SUSTAINED BY PROVEN LEVERS

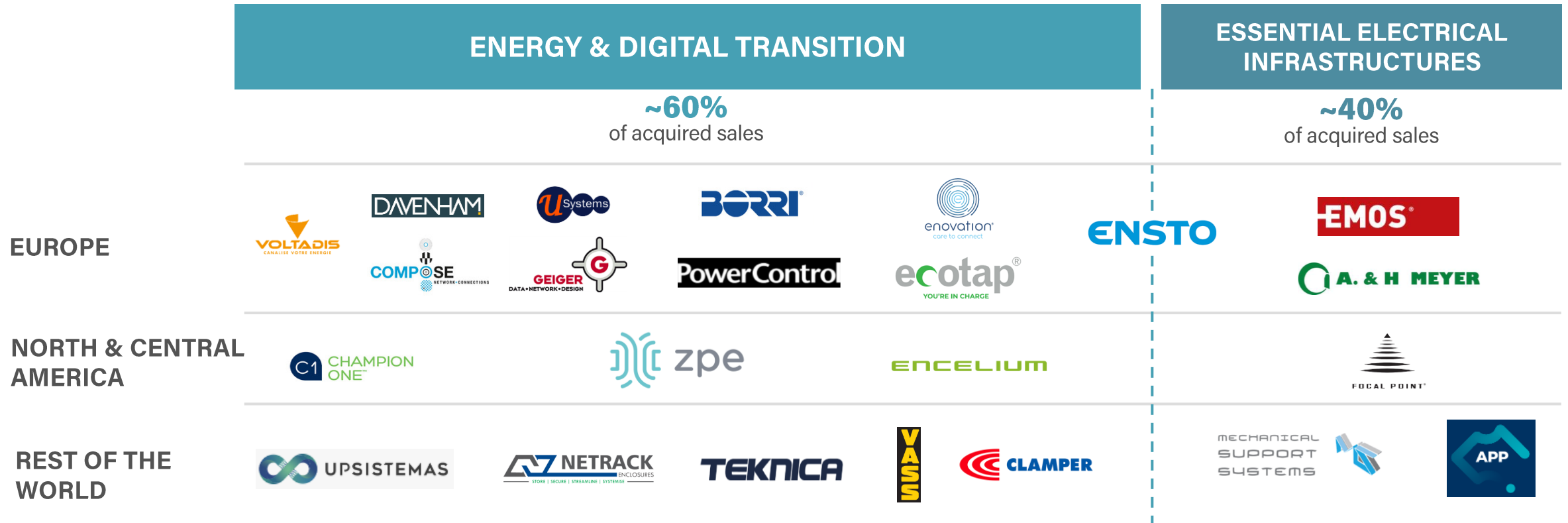
Value proposition of our offering

Features such as **quality, availability, ease of installation and maintenance, technical support, total cost of ownership...** also key for customers

Skills, tools and processes

M&A enabling move towards higher growth areas

23 acquisitions since 2020¹ ~€2.6 bn invested for ~€1.1 bn annual sales



1. 2020 included, to date of this CMD

M&A: an industrialized & disciplined process

ACTIVE PIPELINE

Close to **5,000 local players** on existing markets

~**350 targets**

Active pipeline management with ~**10% annual pipeline renewal**

SELECTIVE APPROACH

~**5 acquisitions** / year on **>50 targets analyzed**

Targets:

- local **complementary leadership** positions
- with cultural fit
- for a **reasonable price**

DOCKING PROCESS

Very disciplined M&A integration process focused on value add



2030 ambitions

Franck Lemery, CFO
Virginie Gatin, EVP CSR

2025-2030 ambitions

Organic: sales growth & adjusted Ebit margin accretion

MARKET CONDITIONS	Essential electrical infrastructures +LSD	Energy Transition +MSD	Data-Centers +HSD	Digital Life-styles +LSD /MSD
ORGANIC GROWTH	+3% to +5% CAGR in sales			
ORGANIC ADJUSTED EBIT	+30 bps to +50 bps yearly average accretion on adjusted Ebit margin			

Adjusted Ebit margin >22% in 2030
excluding the cumulated impact of acquisitions dilution from 2025 to 2030

2025-2030 ambitions

M&A: sales growth & adjusted Ebit margin dilution

M&A
Sales contribution

+3% to +5% CAGR
in sales

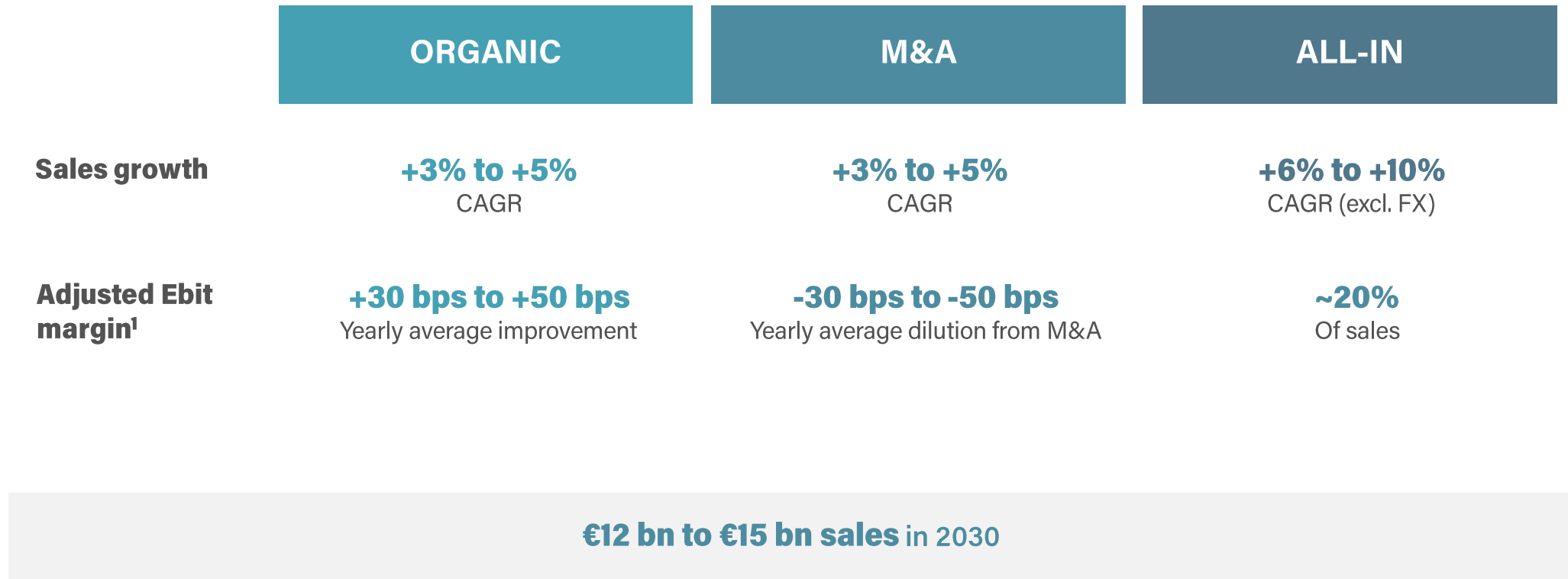
M&A
Adjusted Ebit dilution

-30 bps to -50 bps
yearly average dilution on adjusted Ebit margin

Acquire **~€2.5 bn additional sales** from 2025 to 2030

2025-2030 ambitions

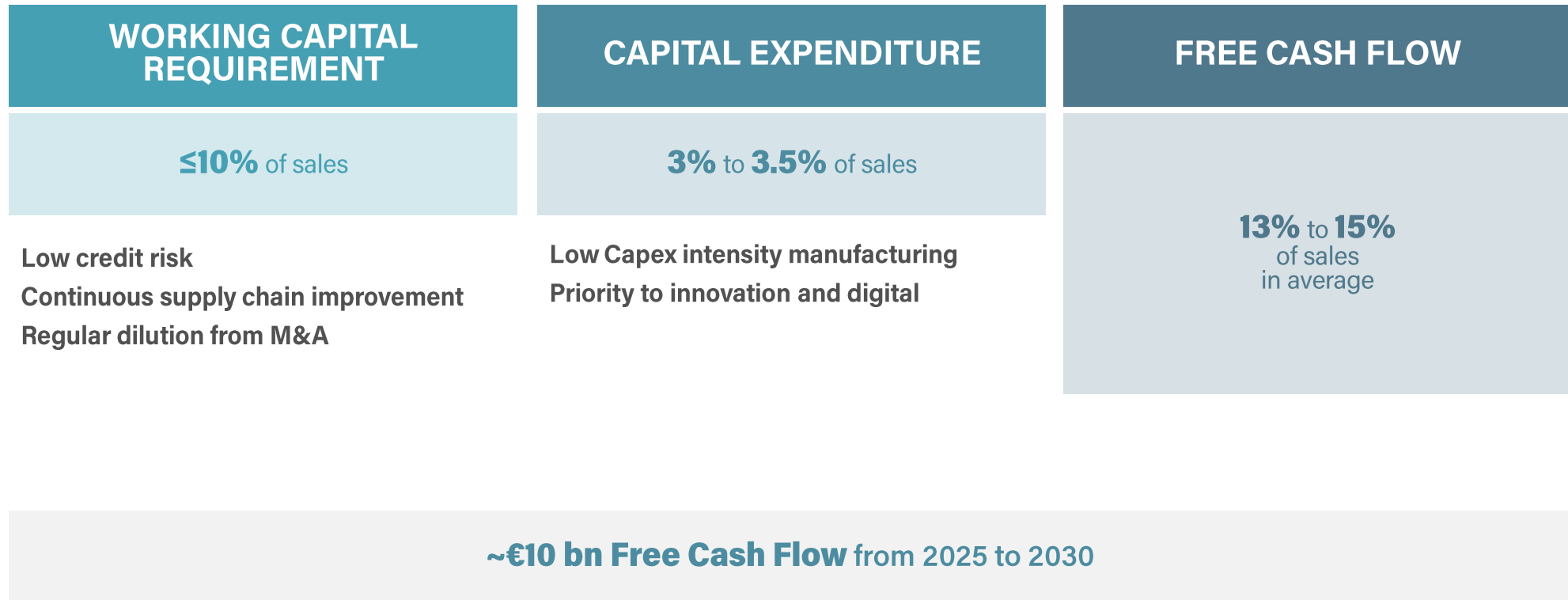
Sales and adjusted Ebit margin evolution



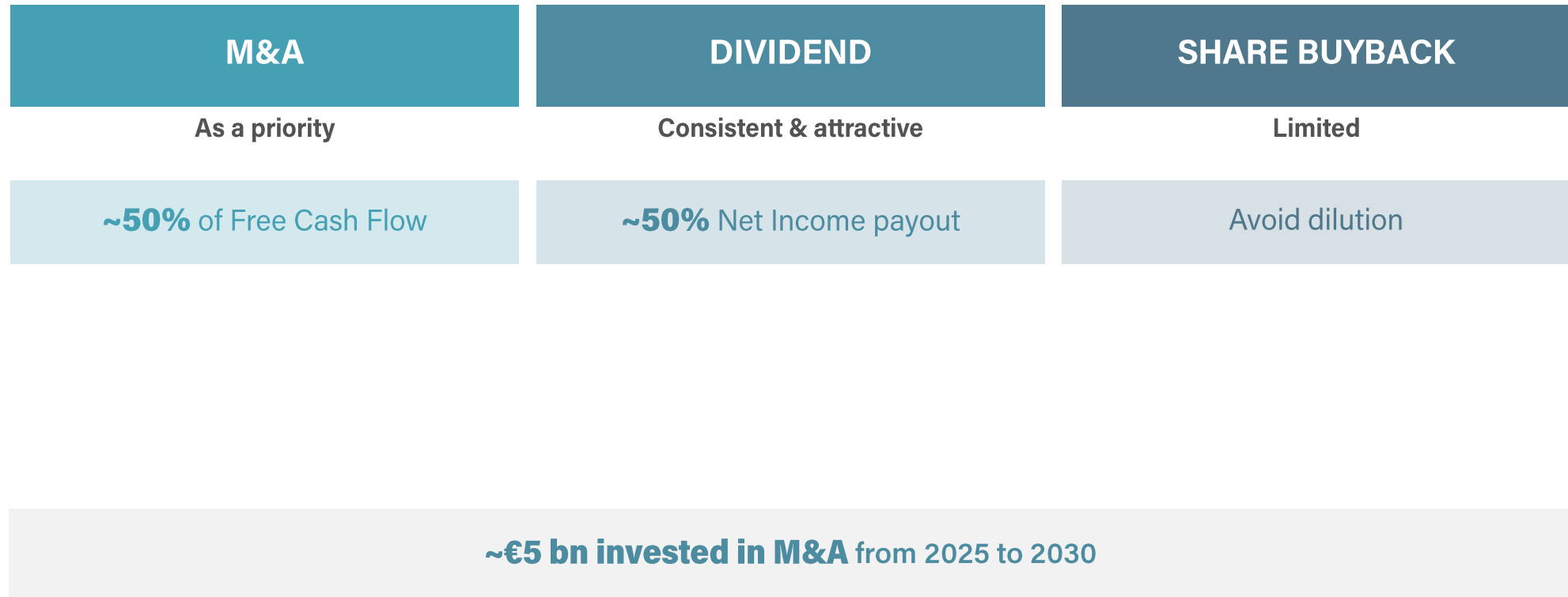
1. All-in adjusted Ebit margin: **including** restructuring costs

2025-2030 ambitions

High cash generation




2025-2030 ambitions Capital Allocation balancing growth & predictable shareholder return



2025-2030 ambitions

Continuing the CSR journey with positive impact

ONGOING CSR STRATEGY	ECO-RESPONSIBLE SALES	CLIMATE AMBITIONS		
		SCOPES 1&2 BY 2030	SCOPE 3 BY 2030	NET ZERO BY 2050
5th CSR Roadmap through 2024	80% by 2030	-42% current vs. 2022	-25% current vs. 2022	-90% current vs. 2022
6th CSR roadmap from 2025 presented in Q1 2025	Energy efficiency offering Product Sustainability Profiles	Sites' energy efficiency Renewable energy deployment Fleet evolution	Procurement impact Products "Use Phase" Eco-design Supply chain	Reducing GHG emissions across entire value chain Neutralizing through carbon capture



Conclusion

Benoît Coquart, CEO

Conclusion

Right markets, right time. Long runway

Structurally sound industry boosted by powerful megatrends

Transparent business model & effective strategy

Excellent track record evidencing unique fundamentals / assets

Clear roadmap to continued performance

Growth, profitability, cash flow, CSR

Leveraging growth strongest levers

#LegrandImprovingLives

Video Céliane

Q&A Session

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