



CSR CAPITAL MARKETS DAY 2025

#LegrandImprovingLives

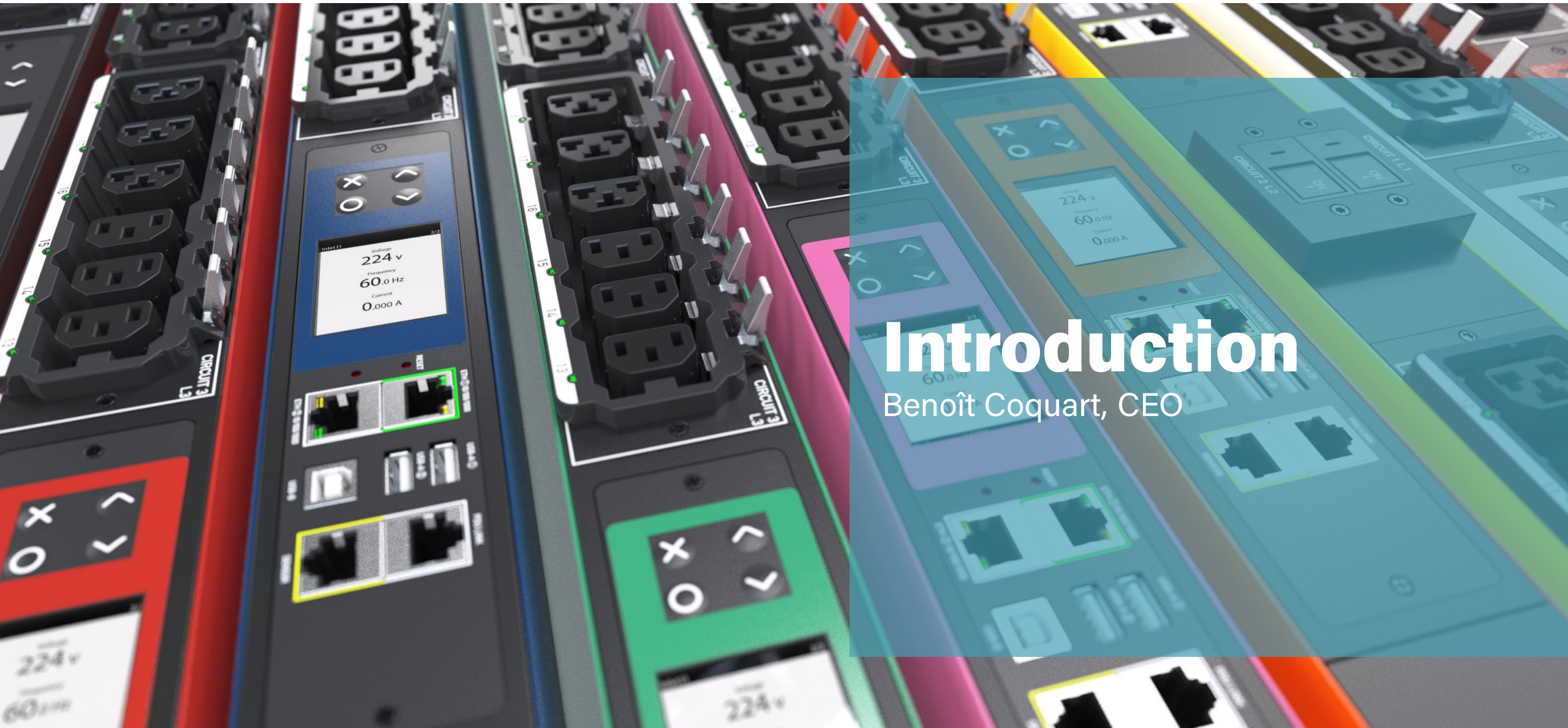
 legrand®

Video

Purpose / Values

CSR Capital Markets Day 2025

1. Introduction
2. CSR supporting performance
3. Our 2022-2024 achievements
4. Our new 2025-2027 CSR Roadmap



Introduction

Benoît Coquart, CEO

Our purpose, our values

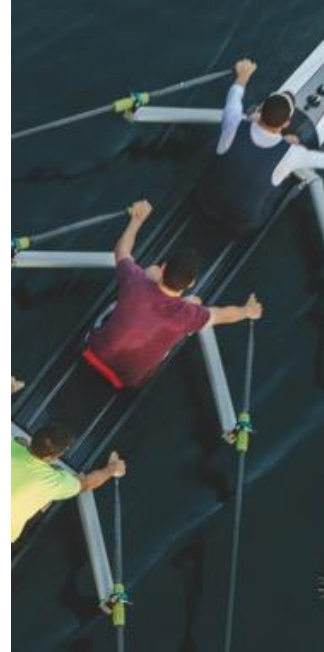
Legrand's purpose is to **improve lives by transforming the spaces** where people live, work and meet, with electrical and digital infrastructures and connected **solutions** that are **simple, innovative and sustainable**



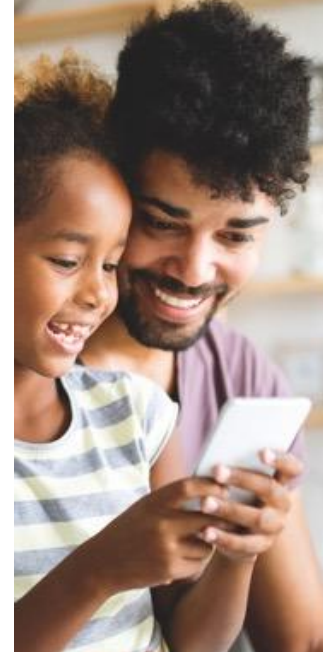
We seize
THE FUTURE



We embrace
INCLUSION



We move
IN SYNC



We strive for
SIMPLICITY



We are
DEPENDABLE

CSR : where we stand

We have delivered on financial and non-financial targets despite a “polycrisis” environment

E.g. over 5 years: sales +31%, EPS +42%, average CSR roadmap achievement rate at 121%

Our CSR roadmap significantly impacted Legrand’s business

E.g. over 5 years: -61% carbon emissions (Scopes 1&2), women as managers >30%, customer satisfaction: 80%

We intend to pursue our ambition to have CSR as a competitive advantage

Talent management, circular business models, customer satisfaction, etc.

Our 2030 CSR ambitions...

GENDER DIVERSITY

CLIMATE CURRENT VS 2022

CIRCULAR ECONOMY

SERVING OUR CUSTOMERS

ECO-RESPONSIBLE SALES

1/3

**Key management
positions (Hay Grade 20+)
held by women**

The Group stood at 13.4% key management positions held by women in 2015

-42%

Scopes 1&2

-25%

Scope 3

**Phasing out
single use plastic**

Eliminating all types of primary and secondary plastic packaging from Legrand products worldwide

**Enable our clients
to avoid 70 MtCO₂**

Through our energy efficient products and services (Scope 4) between 2020 and 2030

80%

**Legrand sales made
with eco-responsible
solutions**

Sales of energy efficiency solutions and products covered by Product Sustainability Profiles (PSPs) minus overlap

... go hand-to-hand with our 2030 financial ambitions

Sales

€12bn to €15bn in 2030
+6% to +10% CAGR (combining organic and M&A)

Adjusted Ebit margin¹

~20% of sales
organic improvement offsetting M&A dilution

Free Cash Flow

~€10bn from 2025 to 2030
13% to 15% of sales on average

Capital allocation

M&A ~**€5bn invested** from 2025 to 2030
Dividend ~**50%** of net income payout

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

CSR makes Legrand a better company

CSR MAKES US MORE RELEVANT TO OUR CUSTOMERS

Focusing on **improving customer satisfaction** with precise KPIs and targets

Helping our customers achieve their objectives with our products, by usage and by design

CSR MAKES US A MORE ATTRACTIVE EMPLOYER

Better retention by building a thriving environment for our employees

More attractive by providing opportunities & developing talents

Uniting Legrand around purpose and values, fostering a strong corporate culture

CSR MAKES US MORE EFFICIENT

Significant cost reduction through programs to cut energy consumption and reduce accidents

Process optimization throughout the company



CSR supporting performance

Franck Lemery, CFO

CSR supports our sales growth by creating value for our customers

BUILDINGS REPRESENT A SUBSTANTIAL PART OF CO₂
EMISSIONS WORLDWIDE



*Weight of buildings' operations
in worldwide CO₂ emissions and energy consumption*

HELPING CUSTOMERS REDUCE THEIR ENERGY
CONSUMPTION IS AN INTEGRAL PART OF OUR CSR
ROADMAP AND **A STRONG GROWTH DRIVER**

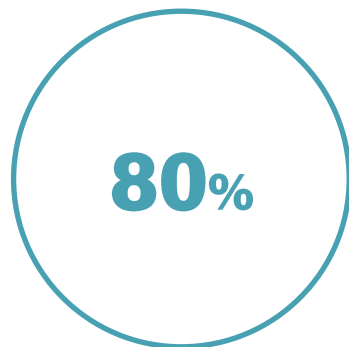
14.8 Mt of CO₂ avoided thanks to Legrand solutions
over 3 years (124% achievement rate)

23% of Legrand sales made with products used to save
energy

5-year CAGR : **+8% LFL**

CSR supports our teams' engagement

LEGRAND HAS A TEAM WITH STRONG
LOYALTY AND ENGAGEMENT



*Overall Engagement rate in 2024
82% participation rate in over 90 countries*

CSR HAS BEEN **A STRONG CONTRIBUTOR** TO THOSE RESULTS

TOP items from our engagement survey

88% I am proud to be associated with my company

of which 88% I believe strongly in the products & services my company provides

85% My company is socially responsible in the community

83% I believe strongly in the goals and objectives of my company

of which 83% senior leadership supports diversity and inclusion

81% I would recommend my company as a good place to work

of which 82% I have received adequate training relevant to my role

CSR further strengthens group's monitoring and steering

LEGRAND HAS **SOLID & RECOGNIZED PROCESSES** AND
PERFORMANCE MONITORING & MANAGEMENT

Organization combining scale & flexibility

- **Global back office** making the most of our size and driving deployment 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

CSR/D WILL

FURTHER STRENGTHEN PROCESSES & REINFORCE KPIs

Enriched Risk Matrix

- including Double Materiality Analysis on Sustainability topics

Strengthened and coherent role of the control environment

- Audit Committee
- Internal Audit
- Statutory Auditors

Performance management reinforced on Sustainability

- **80 IROs**¹ identified and covered by efficient strategies, policies, action plans...
- and **over 600 material datapoints** covered in Sustainability Report showing Legrand's maturity on sustainability topics and high transparency level

1. Impacts, Risks and Opportunities

Best Governance practices supporting performance

Robust governance

- Highly engaged: 26 meetings in 2024, 97% attendance ratio
- 4 strong and efficient committees
- All committees chaired by independent members

Board of Directors

- Solid and complementary mix of skills
- Diverse profiles with various backgrounds
 - 75% independent
 - 7 nationalities
 - 42% women
- 50% of Board members have an experience in general management

Video
Governance



Our 2022-2024 CSR achievements

Virginie Gatin, EVP CSR

2022-2024 CSR Roadmap achievements

	2022	2023	2024
Diversity & Inclusion	131%	125%	122%
Climate	148%	149%	136%
Circular Economy	79%	89%	85%
Responsible Business	127%	111%	108%
Overall achievement	123%	118%	113%

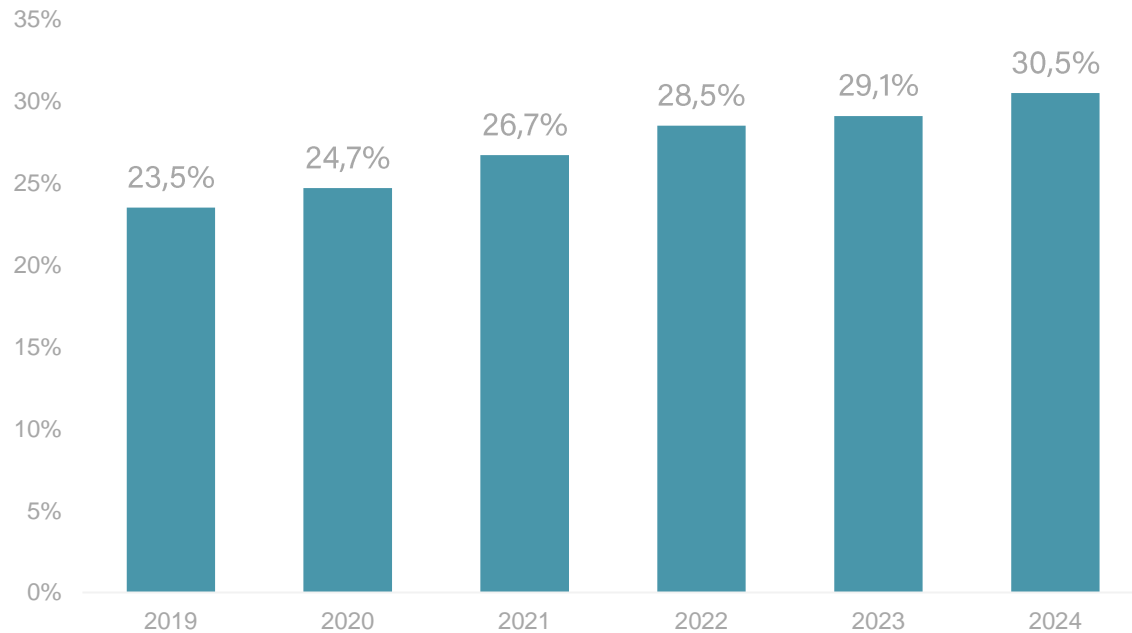
Key 2024 CSR achievements - Diversity & Inclusion

	2024 OBJECTIVES	RESULTS
Gender Diversity	Reach 30% of management positions held by women	30.5%
Diversity & Inclusion labelling	80% of headcount in a D&I labelled organization	94%
Employability of early-in-careers	4,000 new opportunities to early-in-careers each year	12,323
Supplier Diversity & Inclusion	200 additional businesses with suppliers qualified as “D&I”	321

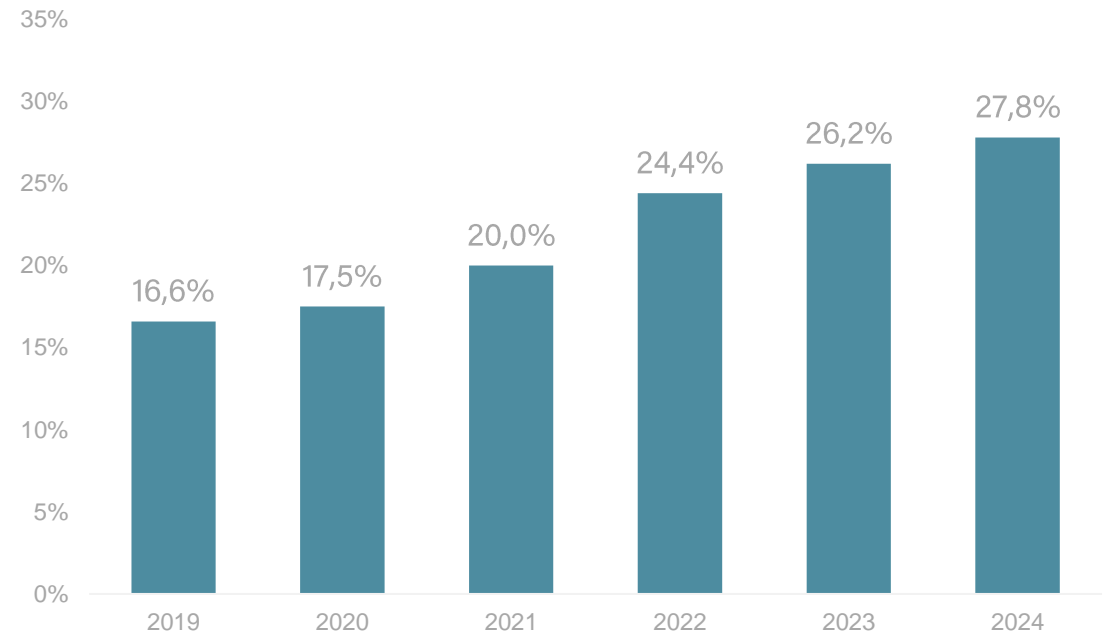
Key 2024 CSR achievements - Gender Diversity

GENDER DIVERSITY PROGRESS OVER 5 YEARS

Management positions (Hay Grade 14+)



Key Management Positions (Hay Grade 20+)



Key 2024 CSR achievements - Climate

2024 OBJECTIVES

RESULTS

Decrease CO₂ emissions
Scope 1&2

-10% each year of the roadmap
2021 baseline at 139 ktCO₂e

65 ktCO₂e
-53% over 3y

Decrease CO₂ emissions
Scope 3

Encourage at least **250 key suppliers** to have official
CO₂ emission **reduction target of 30%**
on average by 2030 (400 ktCO₂e)

327 suppliers
engaged to
reduce emissions
by **-341 ktCO₂e**

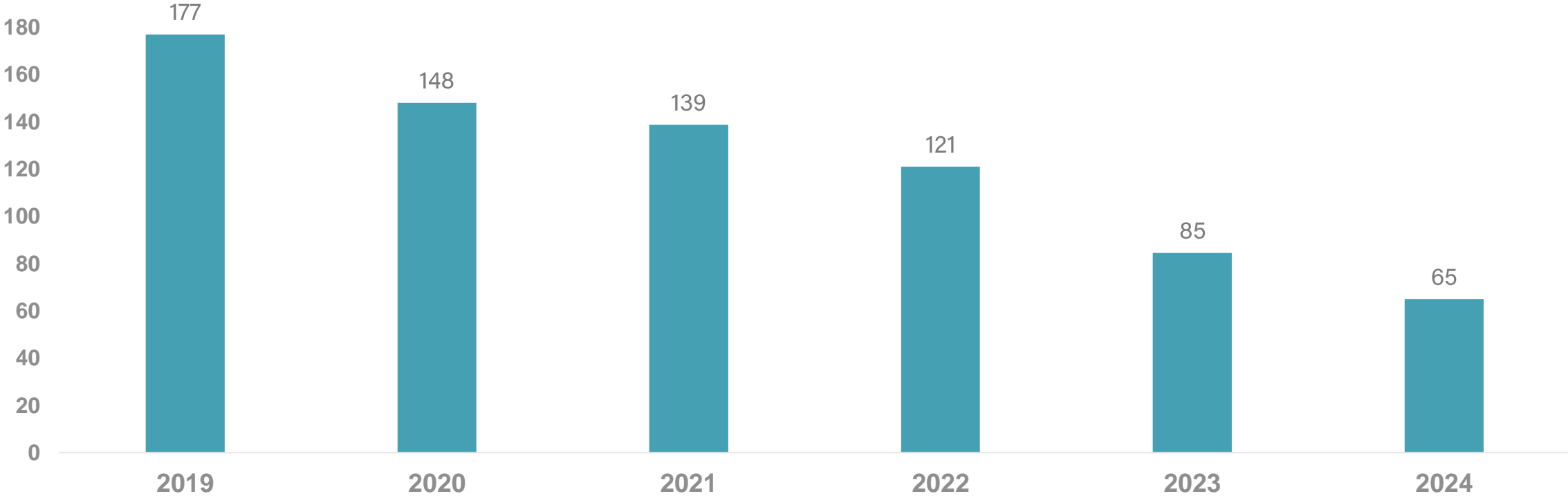
CO₂ emissions avoided
by customers - Scope 4

Avoid emissions of **12 million tons of CO₂ emissions**
through Legrand's energy efficiency offers

14.8 MtCO₂
avoided over **3y**

Key 2024 CSR achievements - Scopes 1&2 CO₂e emissions

DIRECT & INDIRECT CO₂e EMISSIONS (SCOPES 1&2 KTCO₂e) REDUCTION OVER 5 YEARS - CURRENT



Key 2024 CSR achievements - Circular Economy

	2024 OBJECTIVES	RESULTS
Sustainable Materials	Increase share of recycled materials in products 15% recycled plastics 40% recycled metals	10% 44%
Banning Single Use Plastic	Phase out 100% plastic from Legrand packaging Flow pack Expanded Polystyrene (EPS)	-23% -99%
Environmental Product Declarations	Provide Product Sustainability Profiles covering 72% of Group annual sales	75%

Key 2024 CSR achievements - Circular Economy initiatives examples

NEW PACKAGING WITHOUT PLASTIC



PRODUCTS WITH RECYCLED CONTENT



Emergency Lighting unit



Céliane wiring devices



Nexpand cabinet



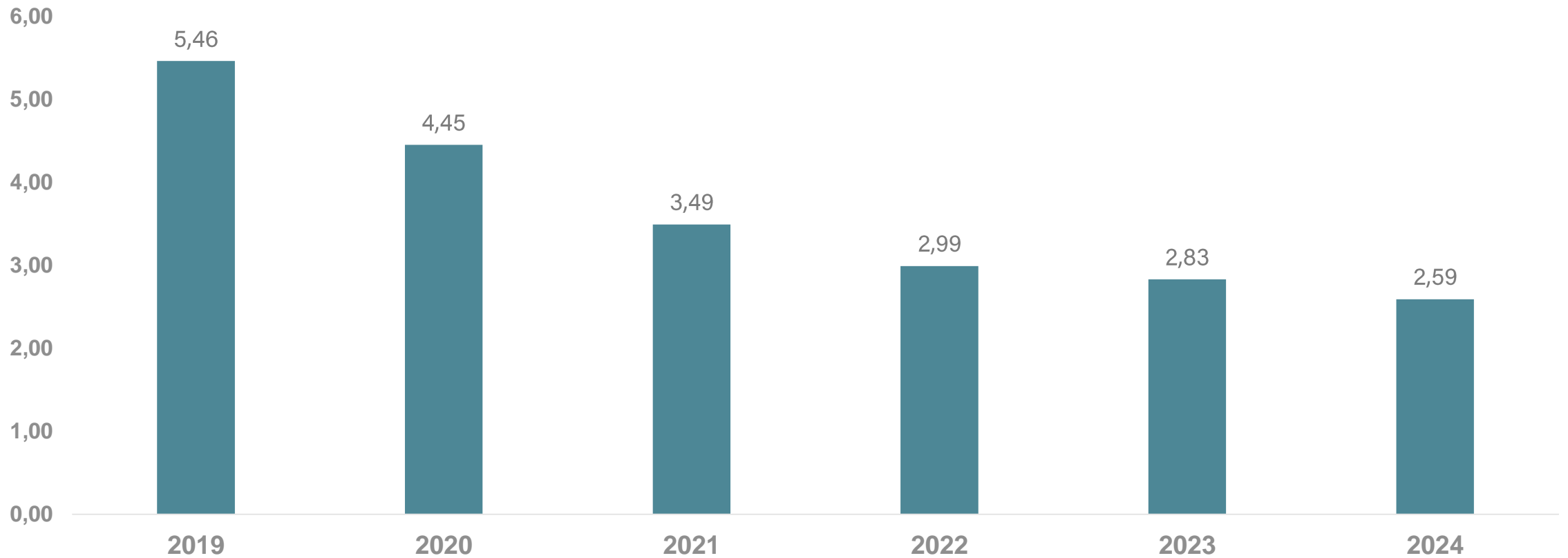
Cablofil wire basket

Key 2024 CSR achievements - Being a Responsible Business

	2024 OBJECTIVES	RESULTS
Customer Satisfaction	90% of sales made to satisfied customers	>93%
Business ethics	Legrand Business Ethics commitment Framing, training and complying	98%
Employee development	Increase workforce's employability and skills 85% of employees trained at least 7h in 2024	>95% employees
Safe Workplace	Cut accident frequency rate (FR2) by -20% 2021 baseline at 3.49	-26% (2.59 FR2)
Serenity On Program	Extend Serenity On program on additional health and well-being benefit, to 100% of Legrand employees	>96% employees

Key 2024 CSR achievements - Health & Safety

ACCIDENT FREQUENCY RATE WITH AND WITHOUT LOST TIME (FR2) OVER 5 YEARS



Video presenting products that helped us win tenders

Non-financial ratings - 2024



CDP Climate Change
"A" list



"Gold" rating
[Top 5% - all companies]



"Prime" Status
since 2011



"Low risk"
10 out of 300
companies in
Electrical Equipment



"AA" rating
since 2013



FTSE4Good

Constituent
since 2007



Score : 67/100



DJSI World
& DJSI Europe
[Score ESG : 68]



EURONEXT

Euronext Eurozone 120
Euronext Europe 120
CAC 40 ESG
CAC SBT 1.5



Our 2025-2027 CSR Roadmap

Virginie Gatin, EVP CSR

Results of Legrand's materiality survey

Engaging Stakeholders in >90 Countries



5,291
RESPONSES

OF WHICH
1,655
BUSINESS
PARTNERS

256
CIVIL
SOCIETY

8 CRUCIAL CSR TOPICS IDENTIFIED

CRUCIAL TOPICS

- Quality and safety of products and services
- Respect for human rights
- Business ethics
- Energy efficiency of buildings
- Customer experience
- Health and safety
- Climate change
- Environmental impact of products and solutions

MAJOR TOPICS

- Responsible governance
- Circular economy principles
- Employees' skills and employability
- Decent living wage
- Air quality
- Personal data protection
- Well-being at work
- Sustainable purchasing
- Equal opportunity, diversity and inclusion

Video presenting the new CSR Roadmap

2025-2027 CSR Roadmap

5 pillars



**Mitigating
Climate Change**



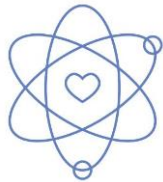
**Developing a
more circular
economy**



**Serving our
customers**



**Promoting
Diversity and
Inclusion**



**Being a
Responsible
Business**

Promoting Diversity & Inclusion - 2027 targets

GENDER

35%

of Management positions (Hay Grade 14+) held by women

GEEIS LABEL

100%

of headcount working in a Diversity-labelled organization (GEEIS label)

EARLY-IN-CAREER

4,000 positions

offered to early-in-careers each year

SUPPLIERS

100

additional suppliers considered as Diverse & Inclusive

Mitigating Climate Change - 2027 targets

SCOPE 1 & 2 EMISSIONS

-10%

Reduction
of Scope 1&2 CO₂ emissions
(direct and indirect emissions)
between 2024 and 2027

SCOPE 3 EMISSIONS

-30%

Reduce CO₂ emissions from
our suppliers' operations,
representing **70%** of our
purchased goods emissions,
by an average of **-30%**

Developing a more circular economy - 2027 targets

**ECO-DESIGNED
PRODUCTS**

50%

of new and redesigned projects meet Legrand's Eco-Design Index Criteria¹

**SUSTAINABLE MATERIALS
IN PRODUCTS**

Over 1/3

Sustainable materials directly purchased by the Group

**ELIMINATE SINGLE USE PLASTIC
IN PACKAGING**

-80%

Remove 80% of Plastic Primary packaging references in Manufactured Finished Goods

1. the project must follow Legrand's Eco-design process, no Single Use Plastic in packaging, compliance with all environmental regulations and improvement on at least CO₂ impact or Reparability Index

Serving our customers - 2027 targets

CO₂ EMISSIONS AVOIDED BY
CUSTOMERS (SCOPE 4)

20Mt

of CO₂ avoided over 3 years
by our customers

CUSTOMER EXPERIENCE

80% CSAT

Maintain
80% CSAT and **50 NPS**

PRODUCT SUSTAINABILITY PROFILES

72%

of annual revenue covered by
Product Sustainability Profiles

Video presenting Legrand's energy efficiency offers

Being a Responsible Business - 2027 targets

HUMAN RIGHTS & SUPPLIERS

100%

of major suppliers engaged & compliant with **Ecovadis Human Rights score**

100% of risky suppliers engaged

BUSINESS ETHICS & COMPLIANCE

100%

on framing, training and complying Keeping Legrand's commitment to business ethics

HEALTH & SAFETY

-20%

Introduce and reduce the **FR2t** rate (including temporary workers) against 2024

EMPLOYABILITY & SKILLS DEVELOPMENT OF EMPLOYEES

90%

Provide training to 90% of employees each year Reach **10 hours** of annual training for each employee by 2027



Conclusion

Benoît Coquart, CEO

Conclusion

**CSR is
a long-standing part of our DNA and
a clear competitive advantage**

**Our next 2025-2027 roadmap will contribute to
further enhance Group performance and
reach our long-term ambitions !**

#LegrandImprovingLives

Q&A Session

INVESTOR RELATIONS

LEGRAND

Ronan MARC

Tel: +33 (0)1 49 72 53 53

ronan.marc@legrand.com

PRESS RELATIONS

TBWA Corporate

Lucie DAUDIGNY

Mob: +33 (0)6 77 20 71 11

lucie.daudigny@tbwa-corporate.com

Disclaimer

This presentation has been prepared by Legrand solely for use at its Capital Markets Day to be held on 25 March 2025.

The information contained in this presentation has not been independently verified and no representation or warranty expressed or implied is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained herein.

This presentation contains information about Legrand's markets and its competitive position therein. Legrand is not aware of any authoritative industry or market reports that cover or address its market. Legrand assembles information on its markets through its subsidiaries, which in turn compile information on its local markets annually from formal and informal contacts with industry professionals, electrical-product distributors, building statistics, and macroeconomic data. Legrand estimates its position in its markets based on market data referred to above and on its actual sales in the relevant market for the same period.

This document may contain estimates and/or forward-looking statements. Such statements do not constitute forecasts regarding Legrand's results or any other performance indicator including regarding sustainability, but rather trends or targets, as the case may be. These statements are by their nature subject to risks and uncertainties, many of which are outside Legrand's control, including, but not limited to the risks described in Legrand's 2023 Universal Registration Document ("*Document d'enregistrement universel 2023*") filed with the French *Autorité des marchés financiers* (AMF) on 10 April 2024 under number D. 24-0270, available on its Internet website (www.legrandgroup.com). These statements do not reflect future performance of Legrand, which may materially differ. These statements are made only as the date of this presentation and Legrand does not undertake to provide updates of these statements to reflect events that occur or circumstances that arise after the date of this document. As a consequence, Legrand, its affiliates, directors, advisors, employees and representatives, expressly do not assume any liability whatsoever for such estimates and/or forward-looking statements.

The information set out in this document does not constitute or form part of, and should not be construed as, any recommendation for taking any action, including the acquisition or sale of any asset or any securities of Legrand or its subsidiaries. This document does not constitute an offer to sell, or a solicitation of an offer to buy securities of Legrand or its subsidiaries in any jurisdiction.

Un-sponsored ADRs

Legrand does not sponsor an American Depositary Receipt (ADR) facility in respect of its shares. Any ADR facility currently in existence is "un-sponsored" and has no ties whatsoever to Legrand. Legrand disclaims any liability in respect of any such facility.