Legrand's 2021 **Capital Markets Day**

September 22nd, 2021

legrand®

INTRODUCTION

Benoît Coquart, CEO

#LegrandImprovingLives

Improving lives by transforming the spaces where people live, work and meet, with electrical and digital infrastructures and connected solutions that are simple, innovative and sustainable

#AcceleratingValueCreation

2020/2021 demonstrated the strengths of the Legrand model

2021 will equal or exceed 2019 level

Total sales		
2019	2020	E2021[1]
€6.6Bn	€6.1Bn	**≥ €6.7Bn**

Organic sales trends		
2019	2020	E2021[1]
+2.6%	-8.7%	**≥ +10%**

Adjusted EBIT on sales		
2019	2020	E2021[1]
20%	19%	**~20%**

CSR roadmap achievement rate		
2019	2020	E2021[1]
113%	128%	**>100%**

1. Based on the revised FY 2021 targets published on July 30, 2021 and average exchange rates in June 2021 applied to the rest of the year. For more information, readers are referred to the press release dated July 30, 2021.

Legrand is perfectly positioned to benefit from next cycle

Structurally sound industry boosted by exciting megatrends

LOW-RISK INDUSTRY

more resistant to economic cycle with strong barriers to entry

SECULAR TRENDS

electrification,
demography,
building shortages,
new economies

NEW TRENDS

energy efficiency,
digitalization,
assisted living,
work from anywhere,
well-being

STRATEGIC INDUSTRY

strategic & low energy intensive industry for the planet, supported by authorities and part of the global/regional stimulus plans

Legrand is perfectly positioned to benefit from next cycle

Unique profile with proven strategy, assets & results

ONLY BUILDING PURE PLAYER

with significant size, “giant in niches” with 2/3 of sales as leader

CRISTAL CLEAR GROWTH STRATEGY

organic and inorganic

STRONG ESG POLICY & VALUE CREATION

with predictable results and superior profitability and free cash flow

ACCOUNTABLE & RESPONSIVE ORGANIZATION

dedicated teams, strong focus on execution

Legrand is perfectly positioned to benefit from next cycle

Clear roadmap to enhance Legrand model and make the most of the cycle

BOOST TOPLINE GROWTH

enhancement of traditional growth levers,

positioning on faster expanding segments,

addition of new markets

FOSTER "ASSETS" & PROCESSES

solid cost management, agility, digitalization, entrepreneurship spirit, execution

PURSUE OUR LEADING ESG JOURNEY

CO_2 trajectory, inclusion & diversity, 5th CSR roadmap released in early 2022

Legrand is perfectly positioned to benefit from next cycle

Mid-term targets will translate into significant value-creation

Sales growth acceleration	Profitability best-in-class	Consistent leading free cash flow
+5% to +10% (average per year excl. FX)	**~20% adjusted Oper. Margin** (average)	**Average 13% to 15% of sales**
• Megatrends • Faster expanding segments • New markets • M&A	• Leverage, pricing, cost management • Including M&A dilution and restructuring	• Acquisitions • Dividend • Limited buybacks

Legrand is perfectly positioned to benefit from next cycle

Executive Committee


Benoît Coquart
CEO


Karine Alquier-Caro
CPO


Bénédicte Bahier
CHRO


Antoine Burel
Deputy CEO, COO


Jean-Luc Cartet
EVP APMEASA


Virginie Gatin
EVP CSR


Gloria Glang
EVP Strategy & Development


Franck Lemery
CFO


John Selldorff
CEO North & Central America


Frédéric Xerri
EVP Europe

Legrand is perfectly positioned to benefit from next cycle

Accelerating value creation

- Unique model focused on value creation
- Further enhancing growth model
- Examples of geographical initiatives
- Optimizing resources, fostering talents
- Ambitious mid-term targets

UNIQUE MODEL FOCUSED ON VALUE CREATION

Benoît Coquart, CEO

Franck Lemery, CFO

Agenda

Unique model focused on value creation

- Unique business model
- Growth-oriented strategy
- Efficient organization & processes
- Solid value creation

Unique business model

Largest product offering on the market

Control electrical installations

Make power available

Ensure the flow of electricity

Remotely control and manage all infrastructure

Provide secure, stable & optimized power supply

Protect electrical installations

Recharge electric vehicles

Measure and control power consumption

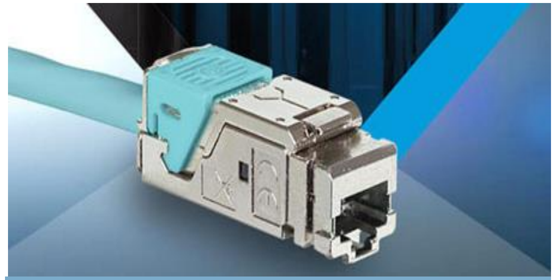
>300,000 product references

A strong barrier to entry

legrand

Unique business model

Largest product offering on the market



Install structured cabling

Distribute audio and video signals

Organize a datacenter’s white space infrastructure

Supply power to workstations

Manage and optimize lighting

Regulate temperature and sunlight

Secure buildings and ensure safe movements

Welcome and screen visitors

>300,000 product references

A strong barrier to entry

IMPROVING LIVES WITH SIMPLE, INNOVATIVE & SUSTAINABLE SOLUTIONS FOR HOMES

SAFETY FOR PEOPLE & PROPERTY

1 Residential cabinets and protection devices

1 Residential communication cabinet

2 Smart Outdoor Camera

3 Smart Indoor Camera

4 Smart Indoor Siren

5 Classe 300 EOS door entry system

CABLE MANAGEMENT FOR POWER AND DATA DISTRIBUTION

6 DLP trunking system

DESIGN & INDIVIDUALITY

7 A large range of wiring devices and finishes

8 Lighting and luminaires

GREEN,WELL BEING & CONNECTED HOME

9 Smarther Thermostat

10 Smart Radiator Valve

11 Smart energy meter

12 Smart Indoor Air Quality Monitor

13 Daylight fades and automatic switch

14 Green Up charging station & socket

15 Smart Rain & Anemometer gauge

16 Céliane with Netatmo connected range

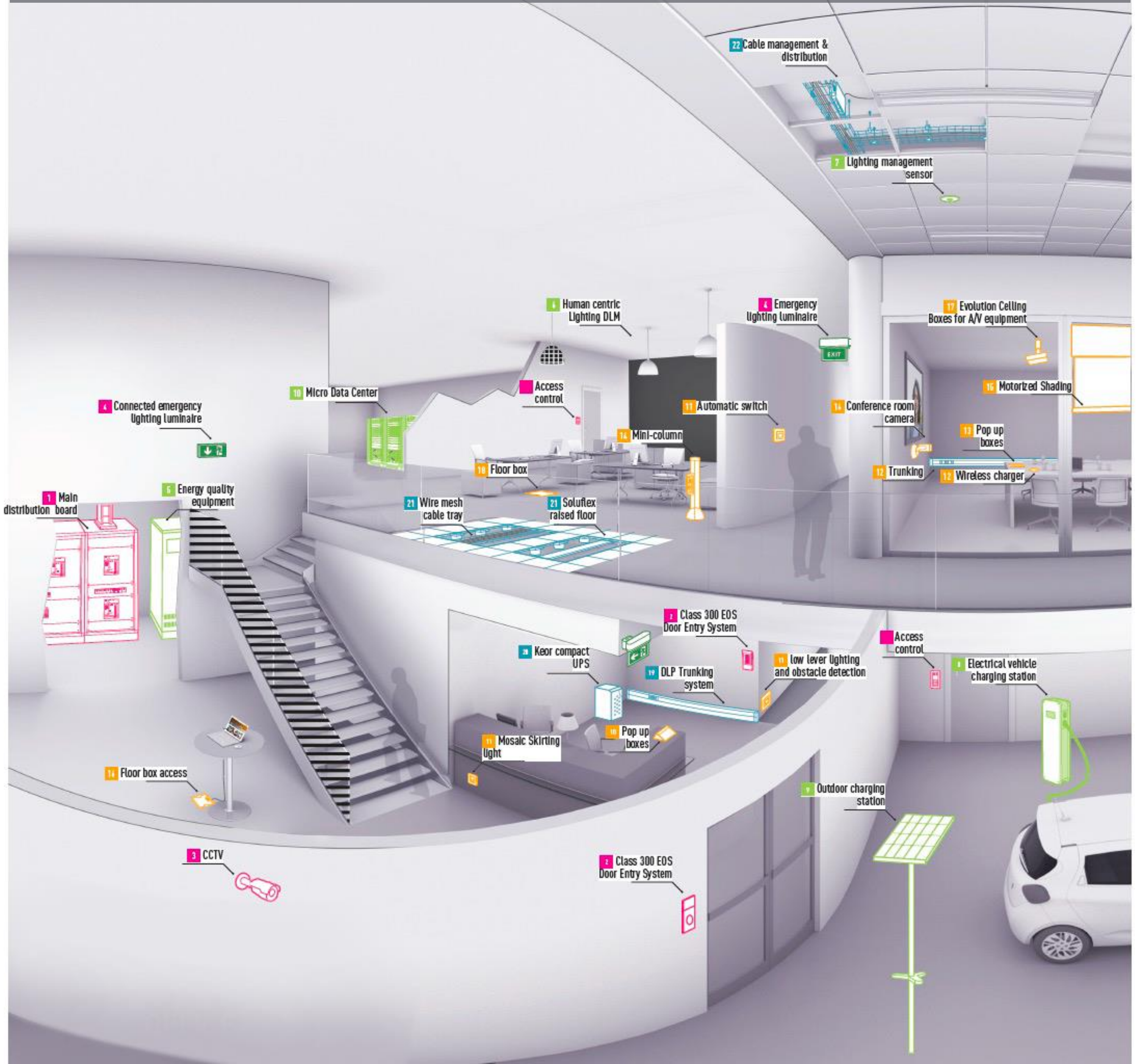
17 Sound System and speaker

18 Desktop multi-outlet extensions and charging station

IMPROVING LIVES WITH SIMPLE, INNOVATIVE & SUSTAINABLE SOLUTIONS FOR OFFICES

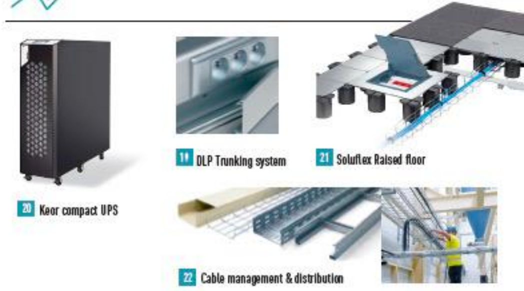
SAFETY FOR PEOPLE AND PROPERTY

GREEN SOLUTIONS, CONNECTED BUILDING



USER COMFORT & PRODUCTIVITY

SERVICE CONTINUITY & EVOLUTIVITY



SAFETY FOR PEOPLE AND PROPERTY

1 Main distribution Board

1 Cabinets and protection devices

1 Consumer unit

2 Emergency lighting luminaires

3 Access control

4 Class 300 EOS Door Entry system

CABLE MANAGEMENT FOR POWER & DATA

5 Cable management & distribution

6 floor boxes and sockets

7 Convention center floor box

8 Evolution Ceiling Boxes for A/V equipment

9 DLP trunking system

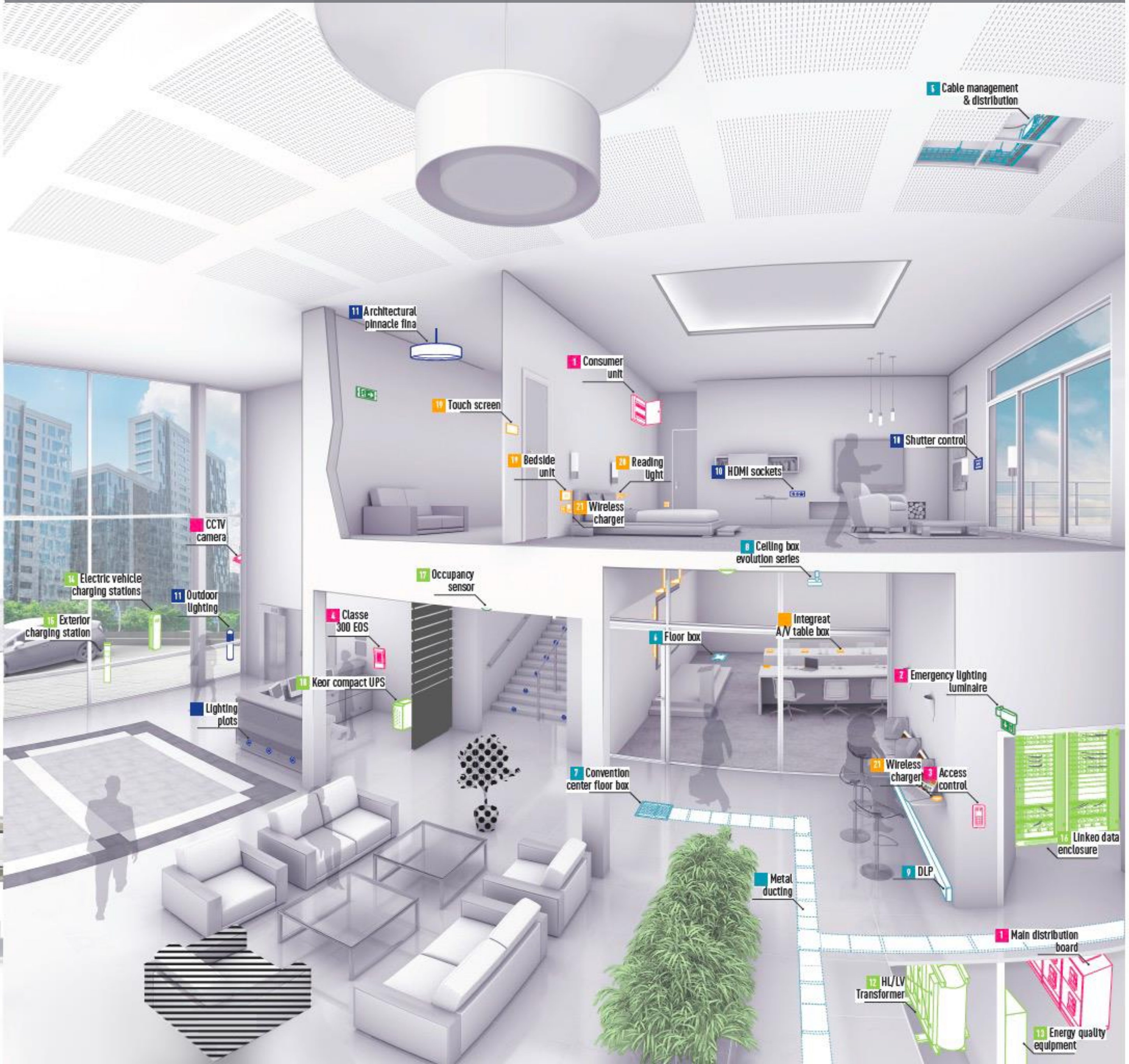
DESIGN

10 A large range of devices and finishes

10 Customized wiring devices solutions

11 Outdoor lighting

11 Architectural pinnacle fina



GREEN SOLUTIONS & CONNECTED BUILDING

12 HV/LV Transformer

13 Energy quality equipment

13 Energy Monitoring solutions

14 Electrical Vehicle charging station

15 Outdoor charging station

16 Linkeo data enclosure

16 Patch panel & RJ 45 connectors

17 Lighting Management Sensor

18 Keor compact UPS

INCREASE CUSTOMER COMFORT

19 UX user interfaces for upscale hotels

20 Reading light

21 Wireless charger

International standards

Wired audio system with nuvo speakers

SAFETY FOR PEOPLE & PROPERTY


1 Main distribution Board


1 Circuit breakers & Equipment


1 Practibox cabinet


2 Smart Outdoor Camera


3 Door Entry System


4 Mosaic antimicrobial wiring devices


5 Access control devices


Excel Life™


6 Antimicrobial medical bedhead


7 TeleMedCare health monitor

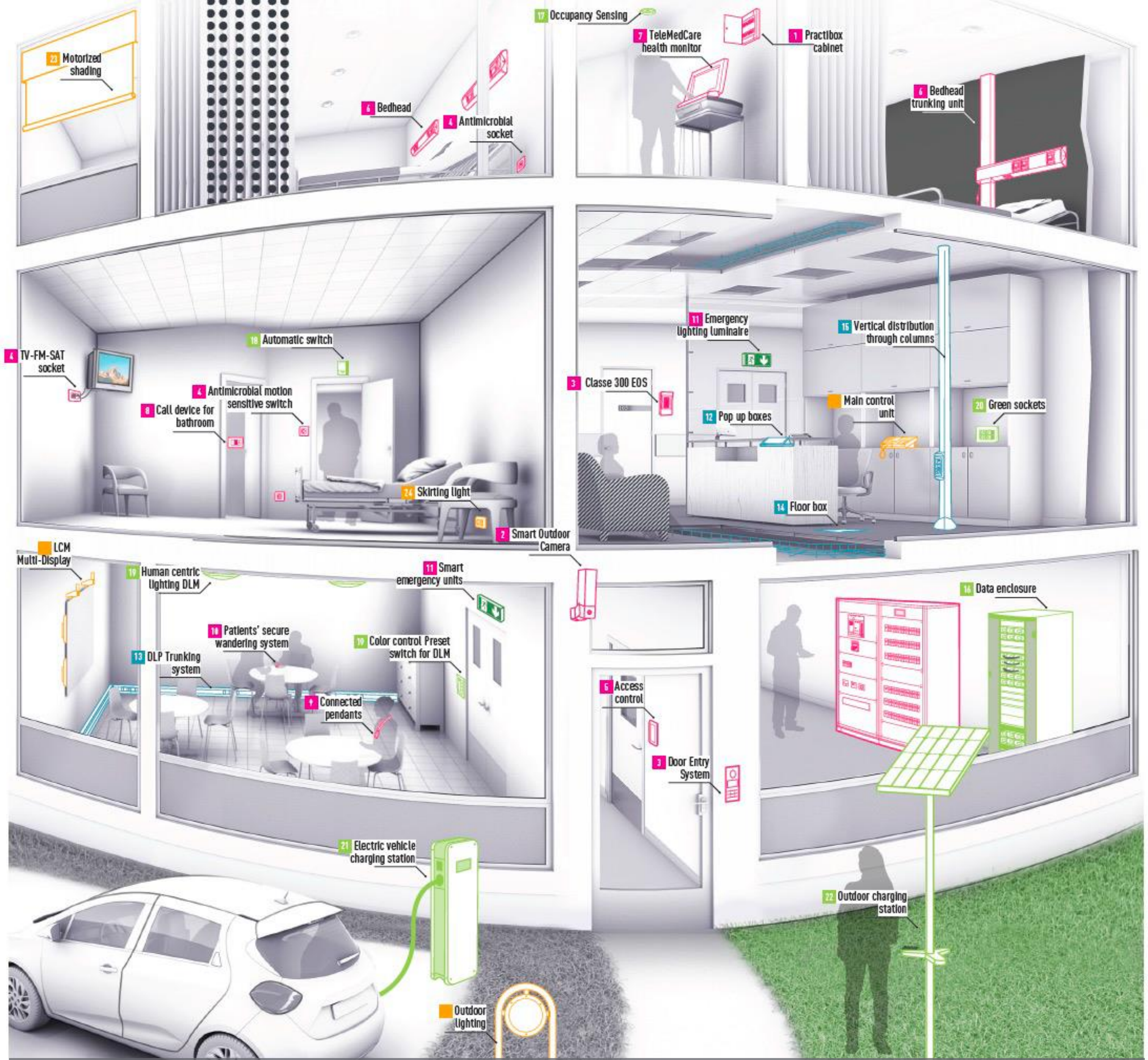

8 Call devices for bathrooms


9 Connected pendants


10 Patients' secure wandering system


Wireless Nurse call system


11 Smart emergency units



IMPROVING LIVES WITH SIMPLE, INNOVATIVE & SUSTAINABLE SOLUTIONS FOR NURSING HOMES FOR THE ELDERLY

CABLE MANAGEMENT FOR POWER & DATA DISTRIBUTION


12 Pop-up boxes


13 DLP


Illuminated trunking


14 Soluflex raised floor & Floor boxes

15 Vertical distribution through columns

GREEN SOLUTIONS & CONNECTED BUILDING


16 Data Enclosure

16 Keor UPS


17 Lighting Management Sensor


18 Automatic switch


19 Human centric Lighting DLM


20 Green sockets combined with a time switch allow for automatic disconnection of the power supply


21 Electrical Vehicle charging station


22 Outdoor charging station

RESIDENT & STAFF COMFORT


23 Motorized Shading


24 Skirting light with motion detector


Switch with illuminated crown, easy-connect socket

SAFETY FOR PEOPLE & PROPERTY

1 Main distribution Board

1 Circuit breakers & equipment

2 EZ-path®

3 Access control

4 CCTV

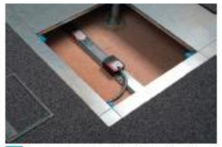
5 Smart self testing emergency lighting

6 Mosaic

CABLE MANAGEMENT FOR POWER & DATA DISTRIBUTION

7 Fiber Raceway system

8 Cablofil wire mesh cable tray

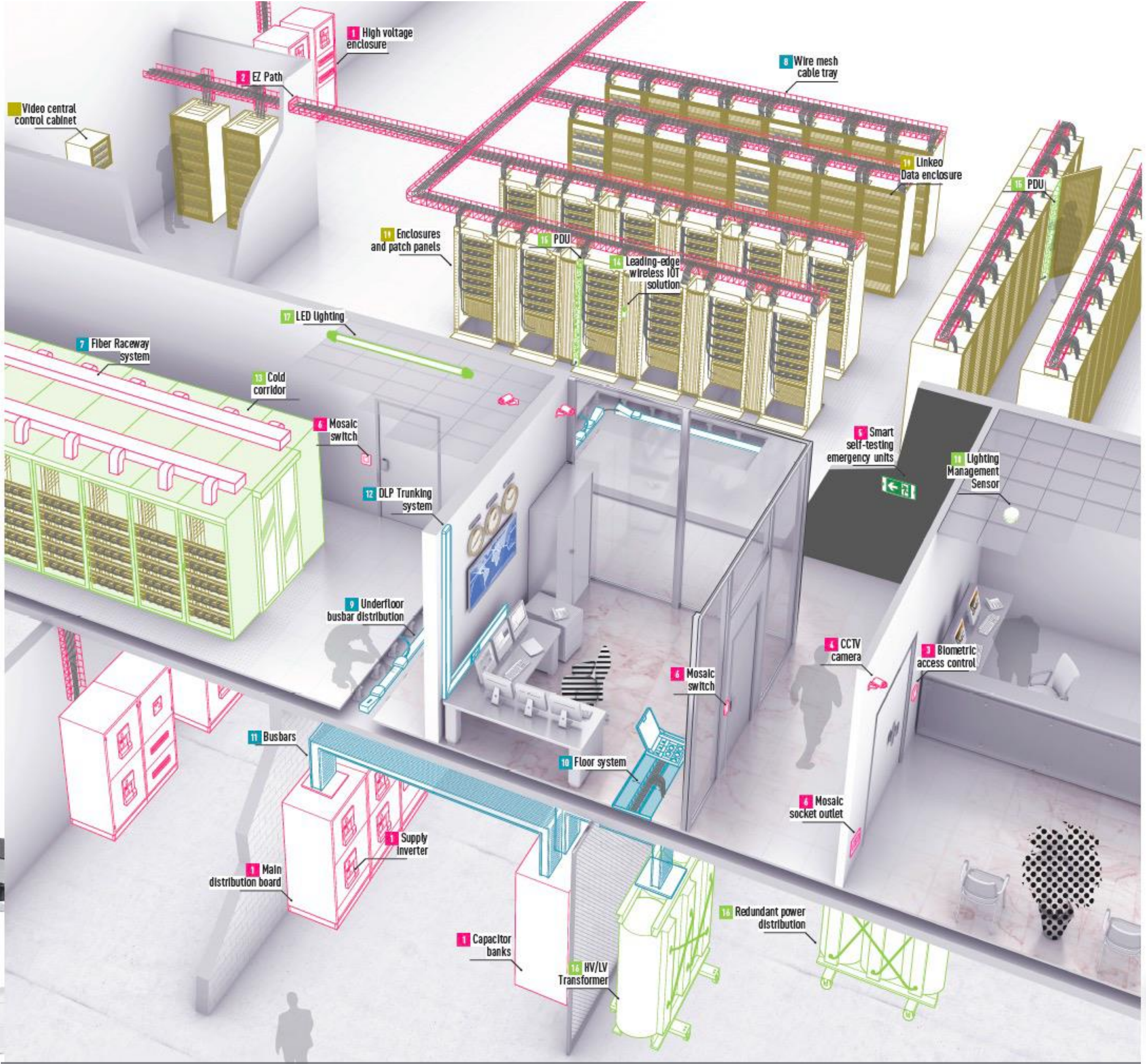


9 Quick and easy reconfigurations through busbar solutions

10 Soluflex Raised floor

11 Zucchini busbar systems

12 DLP Trunking system



IMPROVING LIVES WITH SIMPLE, INNOVATIVE & SUSTAINABLE SOLUTIONS FOR DATACENTERS

ENERGY EFFICIENCY & GREEN SOLUTIONS

13 Cold corridor

14 Leading-edge wireless IOT solutions

15 PDU

Energy quality equipment

16 HV/LV Transformer

17 LED lighting

18 Lighting Management Sensor

STRUCTURED CABLING SYSTEM

19 Patch panel

19 Fibre optic panel

19 Linkeo Datacenter enclosures

19 RJ 45 connectors

19 Infinium data center solutions

Unique business model

Only global pure player in the electrical & digital building infrastructure industry

NEARLY 100% OF SALES IN BUILDINGS[1]…

% SALES

Residential	~40%
Datacenters	>10%
Non-residential	~40%
Other[2]	~10%

with overall >45% in renovation

… DRIVEN BY MEGATRENDS[3]

ELECTRIFICATION	10% of the world population has no **access to electricity** World **energy consumption** will grow by nearly 50% between 2018 and 2050
DEMOGRAPHY, URBANIZATION, RISING MIDDLE-CLASS	World **population** +25% by 2050 **Ageing** of population
BUILDING OF TOMORROW	+160% **IoT devices** by 2025
ENVIRONMENT URGENCY	38% **Green house gas** from buildings
HEALTH, WELL-BEING & COMFORT	>50% customers interested in **tailored** products and services
DIGITAL LIFESTYLE & HYBRID WORKPLACES	58% workers > 8d / month **from home** Work, Shop & Learn **from everywhere** More technologically dense workplaces
ONLINE	+40% retail **online share** by 2025

1. Breakdown of consolidated sales by destination and estimated by vertical in 2020.
2. Primarily industrial and infrastructure.
3. Sources: CISCO Webex, Deloitte, eMarketer, IoT Analytics, United Nations, U.S. Energy Information Administration (EIA), World Bank.

Unique business model

Legrand offerings: core infrastructure products & faster expanding segments

CORE INFRASTRUCTURE PRODUCTS	FASTER EXPANDING SEGMENTS
69% of 2020 sales	Datacenter solutions · Energy efficiency · Connected **31%** of 2020 sales
Provides brand awareness, customer loyalty, steady growth and more	Provides above market growth, access to complementary markets & customers and more

Unique business model

Best of breed across all competitive landscapes

SPECIALISTS

Small to mid size local players
Sales < €500mm
Close to 3,000 companies

CATEGORY LEADERS

World specialists
Sales > €500mm

LEGRAND COMPETITIVE ADVANTAGES

ELECTRICAL GIANTS

Diversified multi-businesses
Industry & big buildings rooted

HIGH-TECH

From start-up to GAFAM

Unique business model

Giant in profitable niches: leadership positions across the globe

% sales #1 or #2	Europe	North & Central America	South America	Asia Pacific	Africa & Middle East
	64%[1]	**76%**[1]	**85%**[1]	**41%**[1]	**36%**[1]
Leadership positions examples (non-exhaustive)	• **#1 in wiring devices** • **#1 in cable management** • **#2 in assisted living** • #1 in door entry systems in Italy • #1 in emergency lighting in France	• **#1 in PDUs** • **#1 in AV infrastructure** • **#2 in wiring devices** • #1 in busways in the United States • #1 in architectural lighting for commercial spaces in the United States	• **#1 in wiring devices** • **#1 in door entry systems** • #1 in modular protection in Chile, Colombia and Peru • #1 in UPS systems in Brazil	• **#1 in modular protection in India** • **#1 in PDUs in China** • #2 in emergency lighting in Australia • #2 in wiring devices in India and Australia	• **#1 in wiring devices** • **#2 in floor workstations** • #1 in modular protection in Algeria • #1 in busways in South Africa

2/3 of sales as a leader[1]

1. Leadership positions (#1 or #2 in a product family in a given country) of Legrand, estimated at the end of 2020.

Unique business model

Strong benefits provided to the entire value chain

DISTRIBUTORS

Electrical, specialist, DIY, retail
internet pure players

CONTRACTORS

Electrical installers, contractors
System integrators, panel builders

LEGRAND BENEFITS TO CUSTOMERS

SPECIFIERS

Architects, opinion leaders
design / engineering firms

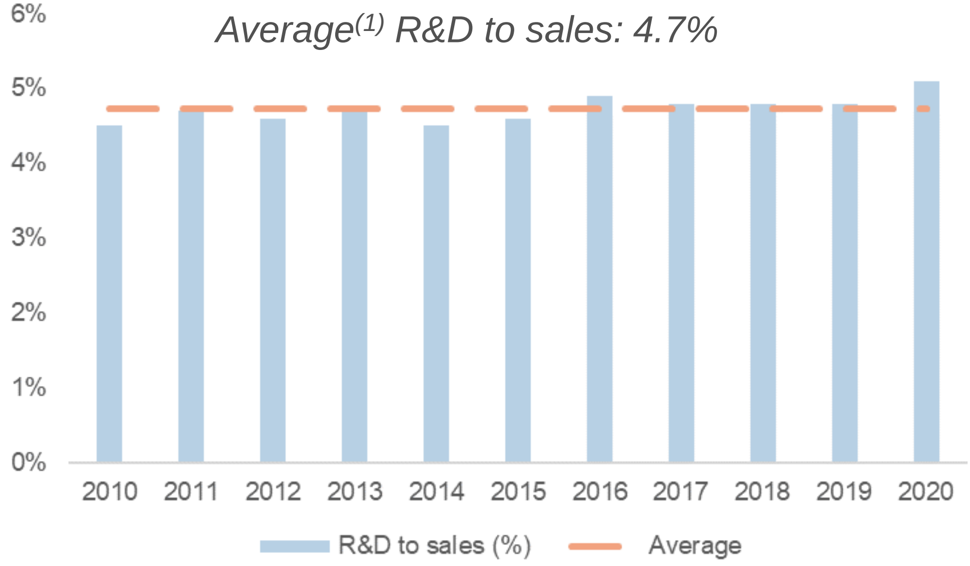
END USERS

Individuals, investors
Building managers

Growth-oriented strategy: driving organic growth

R&D driving Product Innovation

SUSTAINED & CONSISTENT R&D



PIONEERING PRODUCT INNOVATION

Surface mounted sockets

Connected video door entry systems

Datacenter Cabinets Linkeo

Cabling solutions LCS3 program

Indigo Clean lighting disinfection

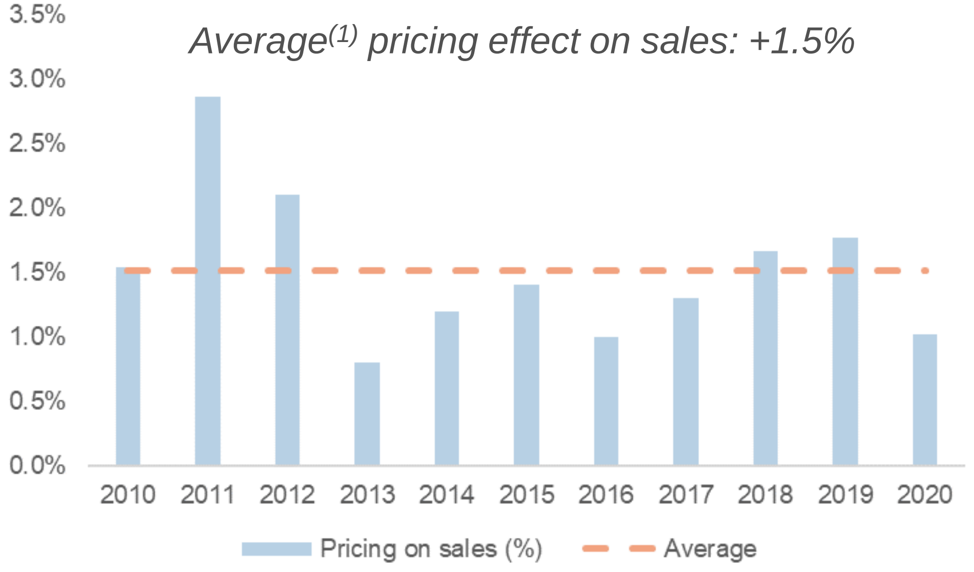
Advanced multi outlet sockets

1. Average from 2010 to 2020. Research and development expenses (including capitalized costs) before purchase accounting charges relating to the acquisition of Legrand France.

Growth-oriented strategy: driving organic growth

Pricing Power driven by customer loyalty and satisfaction

SUSTAINED POSITIVE PRICING
OVER TIME



PRICE NOT THE TOP FACTOR
FOR DECISION MAKERS

NOT TOP OF MIND
FOR

90%

Of Legrand
Customers[2]

1. Average from 2010 to 2020.

2. Based on a study conducted on a large sample of customers including 6 of the main countries of Legrand Europe in 2019.

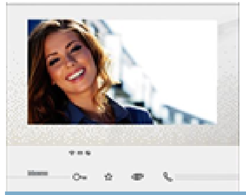
Growth-oriented strategy: driving organic growth

Changes in Mix driving higher value per unit (“trading up”)

CONNECTED DOOR-ENTRY SYSTEMS

X3.3

100V16B
Base value
(Not connected)



300X
X2.7
(Connected)

300 EOS
with Netatmo
X3.3
(Advanced connected)

CONNECTED USER INTERFACES

X4.2

Céliane
Base value
(Not connected white finish)

Céliane with Netatmo
X3.3
(Connected titan finish)

Céliane with Netatmo
Wireless & battery-less
X4.2
(Advanced connected
offering and
high finish)

Growth-oriented strategy: M&A momentum

Numerous opportunities & successful docking

MARKET STRUCTURE

Close to **3,000** small and mid-sized companies

1/2 of addressable market in the hands of **local players**

CLOSE CONTACTS

~300 companies in the Group's pipeline

Keeping close contacts at all time and push valuable deals forward

SELECTIVE APPROACH

~5 companies acquired on average per year over last decade

Highly complementary leadership positions

Value creative (ROI>WACC) within 3 to 5 years

DOCKING PROCESS

Highly industrialized process

Front & Back-office synergies

Accelerate growth while strengthening acquired companies **core fundamentals**

Growth-oriented strategy: M&A momentum

50 Acquisitions from 2010 to 2020 (~€5.0Bn spent, average inorganic growth +4.2% / year)

SECULAR SEGMENTS	ADJACENT SEGMENTS	FASTER EXPANDING SEGMENTS
User Interfaces	AV infrastructure	Datacenter solutions
Power management solutions	UPS systems	Energy efficiency infrastructure; Modular UPS & Services
Cable management	Architectural lighting	Smart homes & hospitality; Assisted Living; New office solutions
~10% of acquired sales since 2010	~45% of acquired sales since 2010	~45% of acquired sales since 2010

NB: Indicative split of acquisitions examples from 2010 to 2020.

Growth-oriented strategy: M&A momentum

Example of value accretive transactions

	DATACENTERS (PDUS & BUSWAYS)	AV INFRASTRUCTURE	ASSISTED LIVING
	Raritan, Server Technology, CLEVER, UNIVERSAL ELECTRIC CORPORATION	milestone AV Technologies	INTERVOX, tynetec, neat, Jontek limited
LEADERSHIP POSITION	#1 North America & China	#1 North America	#2 Europe
FOCUS	Revenue Synergies Europe and Rest of the World	Value Creation	Anticipating Megatrends
ROI > WACC	~2 Years in average	~2 Years	~3 Years in average

Aligned with M&A selective strategy

Efficient organization & processes

Relevant & responsive organization close to markets

GLOBAL BACK-OFFICE

Back-office

- Innovation, R&D, purchasing, manufacturing, supply chain
- Strategy, M&A, HR, finance, IT

5 priorities

- **Steer & process responsible and profitable growth**
- ensure optimized **service** to customers
- boost **innovation**
- deliver **productivity**
- attract and manage **talents**

LOCAL FRONT-OFFICE

Grow market share

- animation of the local **value chain** (customers)
- close watch and relationship with potential **acquisitions**
- leverage on Group **portfolio**
- local trends and demands **expertise**

Create value through financial performance contracts (incl. cost of capital employed)

Deploy Group **ESG** targets

Acquisition docking

Reinforced since 2018 with the **3 zones organization**

Supported by solid & organized overall performance management

Efficient organization & processes

Strong accountability through aligned incentives

A BROAD-BASED INCENTIVE PROGRAM	MANAGERS[(2)] LTIs ALIGNED WITH GROUP'S KEY TARGETS

Close to 15%

Managers with LTIs[(1)]

1/3	Organic growth
1/3	Adjusted EBIT margin
1/3	CSR achievements

A clear and effective set of responsibilities

1. LTIs: share based Long Term Incentive Programs.
2. This scheme is different for Executive Committee members for whom the share performance compared to the CAC 40 is also included.

Solid value creation

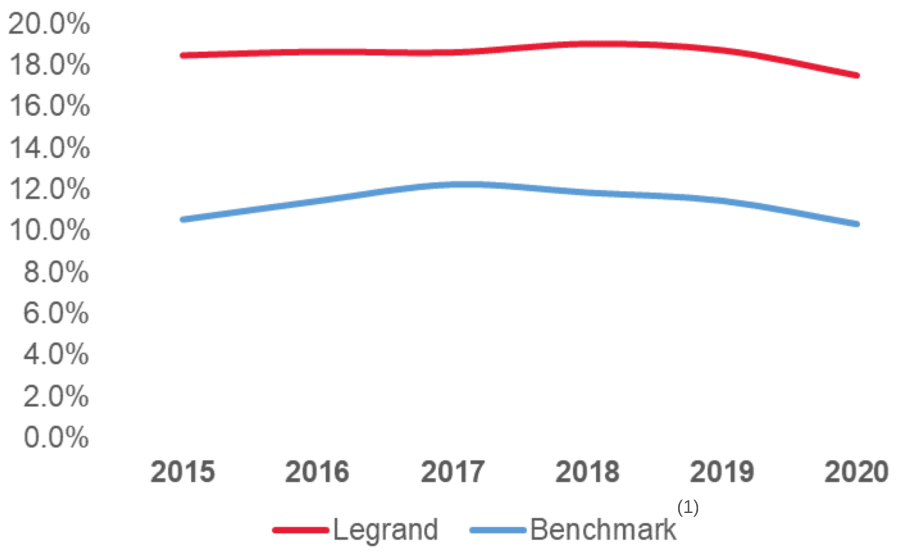
Sales growth (2020 vs. 2015 base)

	Total growth		Organic growth	
	Legrand	**Benchmark[1]**	**Legrand**	**Benchmark[1]**
	+27%	-6%	+3%	+0%
Of which Europe[2]	+10%	-8%	+6%	+6%
Of which North America / Americas[3]	+99%	-5%	+5%	-2%

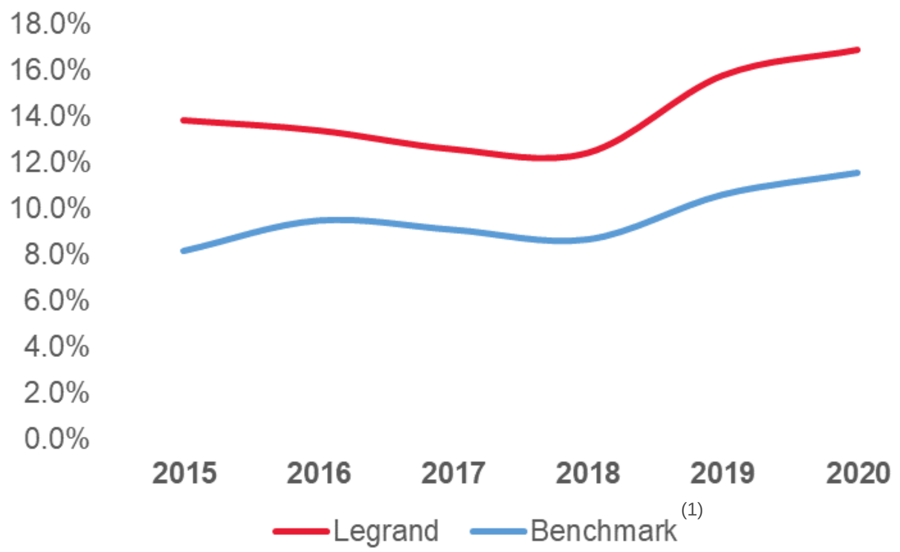
1. Average of group level performance of ABB, Eaton, Hubbell, Rexel and Schneider.
2. Average of area level performance of ABB Europe, Rexel Europe and Schneider Western Europe.
3. Average of area level performance of ABB Americas, Eaton group, Hubbell group, Rexel North America and Schneider North America. Hubbell and Eaton groups fully attributed to Americas as majority of sales made in the region.

Solid value creation
EBIT & free cash flow

HIGH LEVELS OF PROFITABILITY ON AN ALL-IN **EBIT** LEVEL (% OF SALES)



STRONG LEVELS OF FREE CASH FLOW FOR SELF-FINANCED DEVELOPMENT (% OF SALES)



Sustained levels of high value creation per point of growth

1. Benchmark companies for this page: ABB, Eaton, Hubbell and Schneider.

Solid value creation

Enviable ESG track record

2004

Creation of a sustainable development function

2007-2010

1st Roadmap

- Joined the UN **Global Compact**
- Added to the FTSE4Good index (2007)

2011-2013

2nd Roadmap

- Accreditation for **responsible supplier** relationship
- Launch of the Group's **business ethics** program

2014-2018

3rd Roadmap

122% achievement in 2014-2018

- **Certification** by an external auditor
- Integration of CSR criteria in long-term **compensation**

July 2018, Legrand aligns with **2°C SBTi commitments**

2019-2021

4th Roadmap

- Three focal areas – business ecosystem, people and environment
- 10 key challenges contributing to 10 **UN's Sustainable Development Goals**

July 2020, Legrand aligns with **1.5°C Paris agreement SBTi commitments** (approved in July 2021)

128% achievement in 2019-2020

2022

1st step carbon neutrality

- **Neutrality on scopes 1 & 2**, on business travel, and on day-to-day **commuting** of staff
- Participation in voluntary projects for CO_2 compensation for residual emissions on above-mentioned scopes

2030

3 targets for 2030

- **80%** of total products (revenue) **sustainable** by design and/or by usage
- 1/3 of key positions held by women & **gender-balanced** workforce
- Acceleration of emission reduction efforts to reach the **SBTi** validated targets(1)

2050

Full carbon neutrality

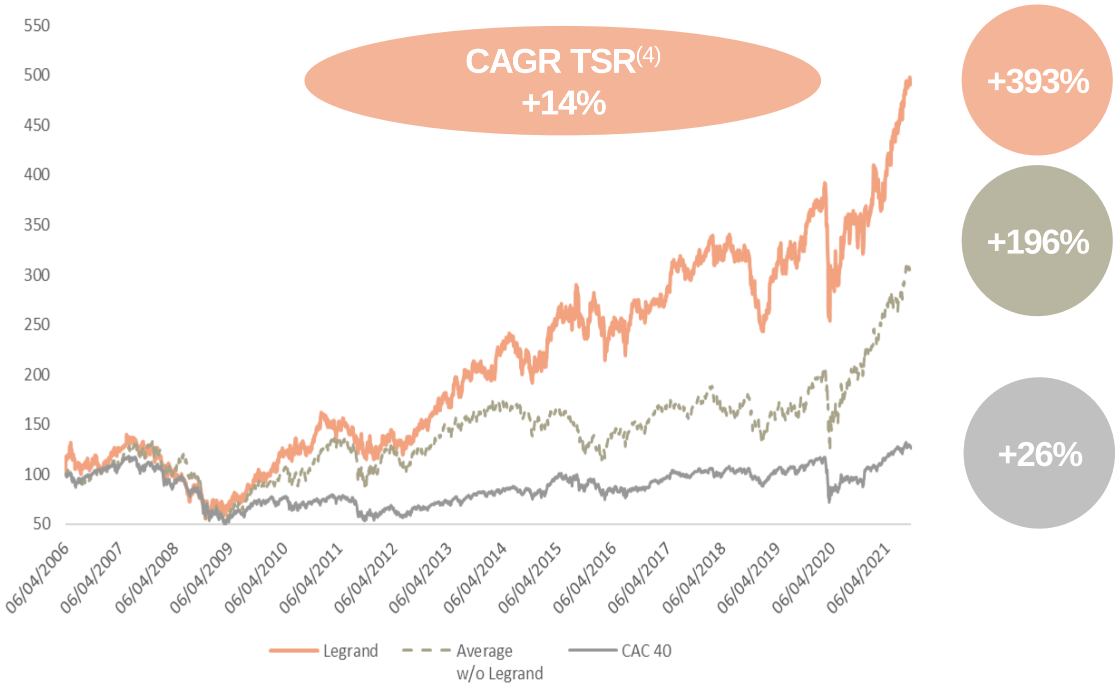
- Elimination of net greenhouse gas emissions across all activities (scopes 1, 2 & 3)

1. The SBTi validated Legrand's targets for a carbon trajectory compatible with holding global warming to 1.5°C. For more information, readers can refer to the press release published on July 30, 2021.

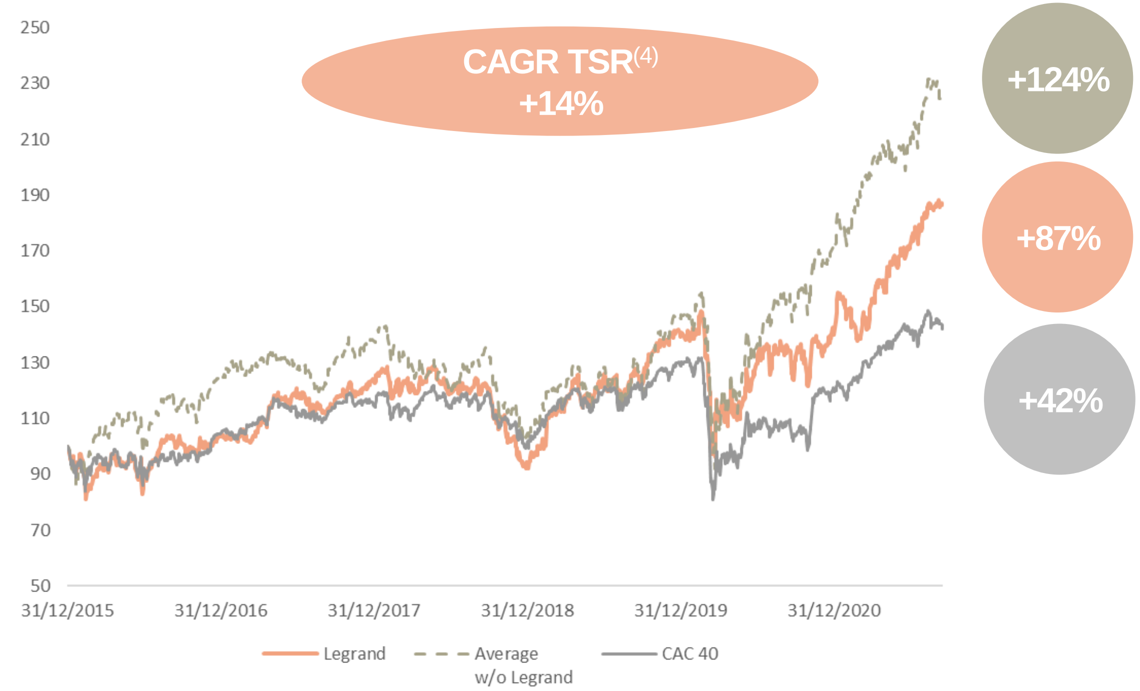
Solid value creation

Track record in share price evolution compared to peers(1)

SHARE PERFORMANCE SINCE IPO(2)



SHARE PERFORMANCE SINCE DEC. 31ST 2015(3)



1. Benchmark: ABB, Eaton, Hubbell, Schneider and Rexel.
2. Trend from April 6, 2006 to September 15, 2021.
3. Trend from December 31, 2015 to September 15, 2021.
4. Legrand total shareholder return (TSR) with dividend reinvested and computed on a compound annual growth rate (CAGR) basis for the same period as stock price trends.

Unique model focused on value creation

Conclusion

PURE PLAYER specialist in electrical and digital building infrastructure	Vast addressable market numerous **OPPORTUNITIES FOR ACQUISITIONS**	Large exposure to **DIVERSE** geographies and to **BUOYANT MEGATRENDS**	**MARKET LEADERSHIP** with close relationship to the whole value chain
Over 300,000 references in building infrastructure	**> €100Bn addressable market 50% in the hands of local players**	**Sales in ~180 countries Many supportive megatrends**	**~2/3 of sales as leader**
SOLID PROCESSES to steer & optimize performance	Experienced, **DEDICATED** and talented management & **TEAMS**	High **FINANCIAL VALUE CREATION** with strong profitability	**EXEMPLARY** business ethics & **ESG EXCELLENCY**
Managers incentivized on global integrated performance	**80% engagement rate, Voluntary turnover of ~5%**	**Above benchmark growth, profitability(1) (~20%) & free cash flow(1) (~14%)**	**> 100% CSR roadmap achievement**

1. Average adjusted operating margin and average free cash flow from 2010 to 2020.

Further enhancing growth model

Benoît Coquart, CEO

Gloria Glang, EVP Strategy & Development

Agenda

Further enhancing growth model

- Key megatrends shaping the future
- Traditional growth levers enhancements
- Faster expanding segments

Key megatrends shaping the future

Secular trends

DEMOGRAPHY	URBANIZATION	RISING MIDDLE-CLASS
Population growth drives **increased consumption & infrastructure spending**	Better living conditions, work opportunities, incomes, drive **increased demand for smart applications & IoT**	Willingness to pay more for higher quality, aspirational products, services & digital technology and connectivity drives **Favorable mix**

World population +25% by 2050 (from 7.8Bn in 2020)

- Africa +86% (from 1.3Bn in 2020)

- Asia +14% (from 4.6Bn in 2020)

Megacities 6% worldwide population by 2025 (vs 4%-5% in 2020)

Africa's urban population 50% by 2030 (43% in 2020)

>55% of worldwide population in 2030 will be middle-class (40%-45% in 2020)

- China +30% (from 0.9Bn in 2020)

- India X2 (from 0.4Bn in 2020)

Sources: Frost & Sullivan; World Bank; World Data Lab; World Population Prospects edition 2019 United Nations Department of Economics & Social Affairs and Company own estimates.

Key megatrends shaping the future

Top-of-the agenda trends

BUILDINGS OF TOMORROW

“Smart-Connected-Simple-Safe” products and applications becoming a must

Over 30 billion IoT devices expected by 2025 (vs. 11.7Bn in 2020)

3.5Bn 5G users expected in 2026

ENVIRONMENTAL URGENCY

Smart Green Buildings Decarbonization

Expectations from all stakeholders

Increasing regulation & stimulus plans towards energy savings & circular economy

Current trajectory
+2.1°C to +2.9ºC global warming

European Union, the USA carbon neutral in 2050, China in 2050 decade

38% of Green House Gas emission coming from buildings

World electricity consumed by datacenters projected to rise to ~3% by 2030 (from ~1%)

HEALTH AND WELL BEING

Wellbeing in buildings, a key factor of **productivity & talent retention**

Assisted living & solutions to **stay longer at home**

Global Wellness market worth > US$1.5 trillion, growing +5% to +10% annually

Age 65 and up in 2020:
- United States: 16%
- Japan: 28%
- European Union: 21%

Age 60 and up X2 by 2050
(from 1Bn in 2020)

Sources: Climate Action Tracker; Ericsson Mobility Report 2020; IoT Analytics; United Nations “2020 global Status Report for Buildings and Construction”; President Xi September 2020; European Green Deal; US Climate Plan; United States Census – Population Projections and the World Bank; McKinsey future of Wellness survey.

Key megatrends shaping the future

Post-covid accelerating trends

DIGITAL LIFESTYLE

Digitalization combined with evolving lifestyle creates

structural trends for buildings in terms of **connectivity & comfort**

Adoption of digital technologies / connectivity in the workplace, at home, education, leisure, shopping and health, accelerated by new technologies deployment (5G, sensors, artificial intelligence…etc.)

Education technology investments to grow from $18.6Bn in 2019 to $350Bn by 2025

Telehealth to grow 7X by 2025
at +38.2% CAGR

HYBRID WORKPLACES

Office layouts need to be adjusted

(meeting rooms, social distancing)

All workspaces will be **more connected and technologically dense** than before

Hybrid combining working-from-home and office work will continue post-pandemic

77% of larger organizations will increase job flexibility

58% employees will work 8 days or more per month from home & 96% of them say smart workplace technology is needed

ONLINE

Online shopping & sourcing

Increases need of available connectivity in all buildings

83% of US offline shop starts online

27% of B2B buyers research online

Online share of total retail in 2025 over 20%
(vs. 14% in 2020)

Sources: Dimensional Research The Rise of the Hybrid Workplace October 2020 among 1,569 qualified participants from multiple sectors worldwide, sponsored by CISCO Webex; eMarketer; Google (2019); Gartner Research 2019 New B2B Buying Journey & its Implication for Sales. World Economic Forum; Frost & Sullivan; Tagoras.

Traditional growth levers enhancements

Finetuning of our growth leverage

	2020	MID-TERM
Innovation and R&D		
% R&D cash / sales	~5%	**~5%**
% Sustainable offerings / sales	>70%	**~80%**
% R&D dedicated to software & firmware	>15%	**>25%**
Expand geographical presence		
% of sales with leadership positions[1]	~2/3	**~2/3**
# of leadership positions[1]	~200	⇧
# of countries with Legrand offices	~90	**>100**
Channels to market & customer experience / intimacy		
% of E-commerce sales	~10%	**>15%**
# of global app owners	~2mm	⇧⇧

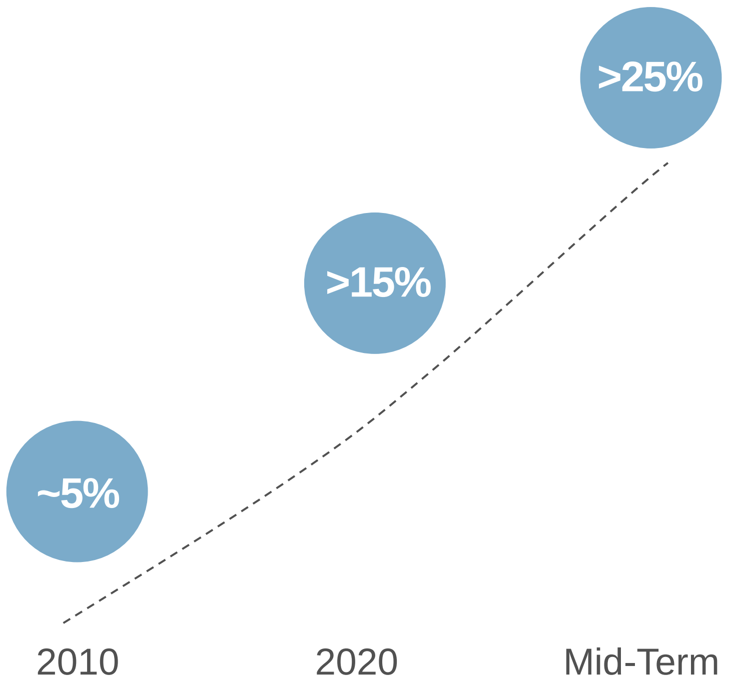
1. #1 or #2 position on a given product family in a given country.

Traditional growth levers enhancements

Innovation and R&D: software & firmware

Resources

% of R&D people dedicated to software and firmware



Software for products

Embedded into our connected ranges: Eliot program

>40 families out of >100

13% of group sales in 2020

For residential, datacenters and non-residential

Focus on easiness to install, configure & operate, open architecture (cloud), automation / machine learning

Software for building cycle

Adapted to the needs of the economic channel

Building	Design & Planning	Build & Installation	Operation & Maintenance
Small / Medium	**Provide owned developed platforms**		
	Configurators	Commissionning Tools	• App & Software • Home+ Control • Lighting mgt • Etc
	Digital Content		
Medium / Large	**Easy interoperability with market platforms**		
	BIM Objects	Digital Content	BMS Platforms interoperability

Traditional growth levers enhancements

Expand geographical presence: examples

M&A:
Acquisition of ENSTO Building Systems in 2021

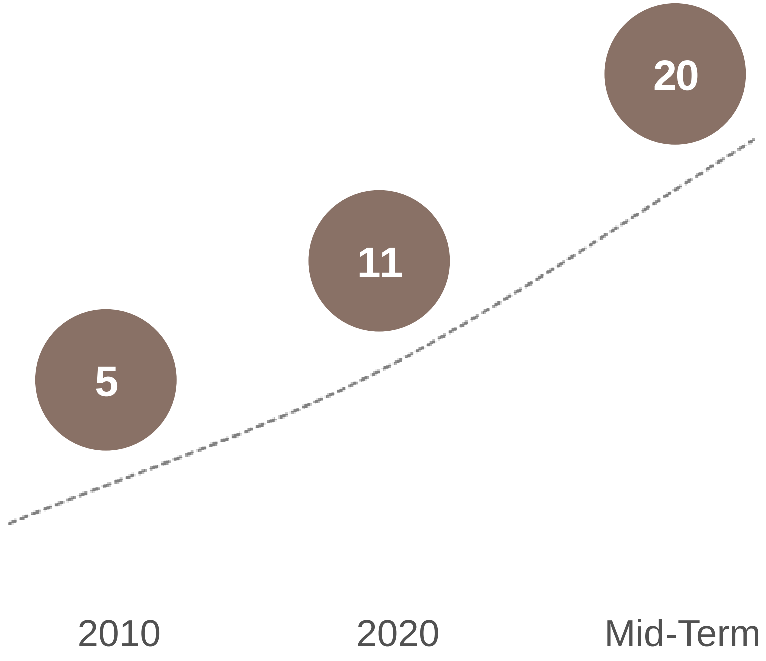
Sales
~€120mm

Full range of electrical & digital infrastructure products

Very strong local brand equity amongst channel & customers

Group sales in Scandinavia **X3** compared to pre-acquisition

Organic:
Progressive opening of offices in Africa

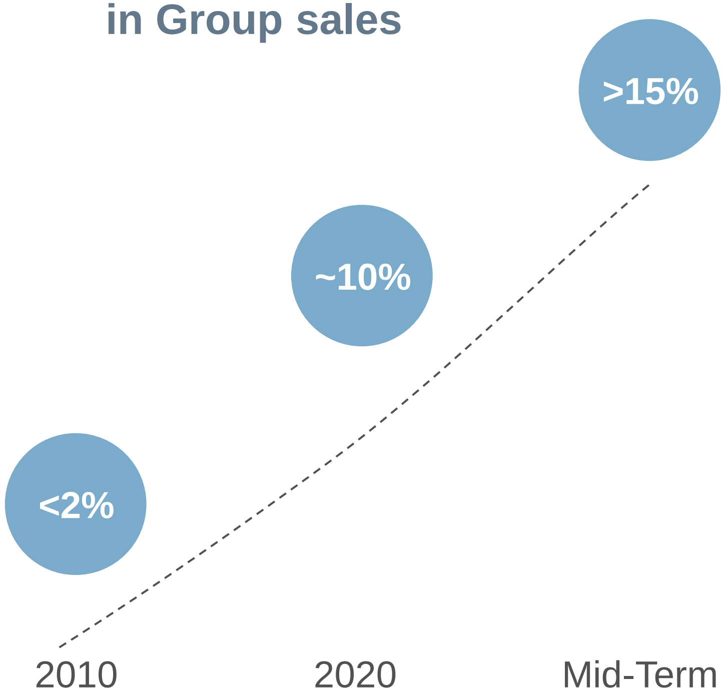


Traditional growth levers enhancements

Channels to market & customer experience: e-commerce

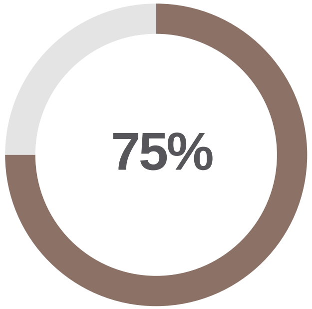
LEGRAND E-COMMERCE SALES[1]

Share of E-commerce in Group sales



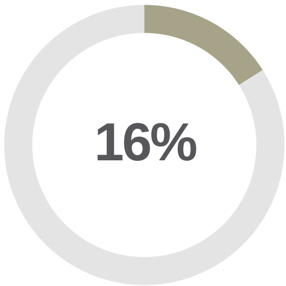
SHARE OF LEGRAND E-COMMERCE SALES

PROFESSIONAL DISTRIBUTION



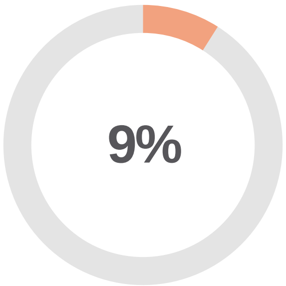
- **Multiple actions to support our channel online sales**: rich content, data sharing, dedicated marketing actions, configurators,…etc.
- **Powerful combined approach with in-store presence**

ON-LINE PURE PLAYERS



- **Focus on selected categories**: consumer products, flow products for professionals
- **Fast growth** prompted by brand awareness and digital assets and support

DIRECT SALES



- **For few targeted categories and geographies**
- **Do not intend to develop** ("marketing tool" to improve customer understanding more than sales channel)

1. Not including EDI flows.

Faster expanding segments

Our mid-term targets

	2020	MID-TERM
	31% of sales	**50%** of sales
Datacenter	12%	
Connectivity (Eliot)	13%	
Energy efficiency programs	19%	
Overlap	-13%	

Faster expanding segments

Case studies

DATACENTERS

CLIENT

Ficolo, a Finnish based datacenter company owning 3 datacenters and a connectivity hub

Target:
Climate neutrality and meeting specific client demands

Offerings:
- 62 U racks & containment system
- Custom designed racks when needed
- Offerings for flexibility, reliability and speed

Results:
+50% server space on the same floor, enabling higher rack density and better energy efficiency

ELIOT (CONNECTED PRODUCTS)

CLIENT

25 Martin Place, Sydney Australia

Target:
Capex reduction and **improved facility-services** to tenants

Offerings:
- Galaxy Connected emergency lighting
- Easy maintenance

Results:
- Lower CAPEX by reducing required IT infrastructure
- Easy online access for tenants to records on mandatory regular emergency lighting testing reports

ENERGY EFFICIENCY

CLIENT

Global innovation center of Korean-owned multinational information technology and consumer electronics company

Target:
Aggressive goals to **reduce energy use**

Offerings:
- Digital Lighting Management Analytics
- >2,700 Legrand networked devices (plug load, daylighting and interior lighting)

Results:
Double-digit decrease in energy consumption

Faster expanding segments - Datacenters

Key highlights

ACHIEVEMENTS

X2 % of Group sales in 4 years

From **6%** in 2017 to **12%** of Group sales in 2020

STRATEGIC POSITIONING

To grow our exposure to a booming vertical by focusing on individual product categories with strong added value to customers

OUR VALUE PROPOSAL

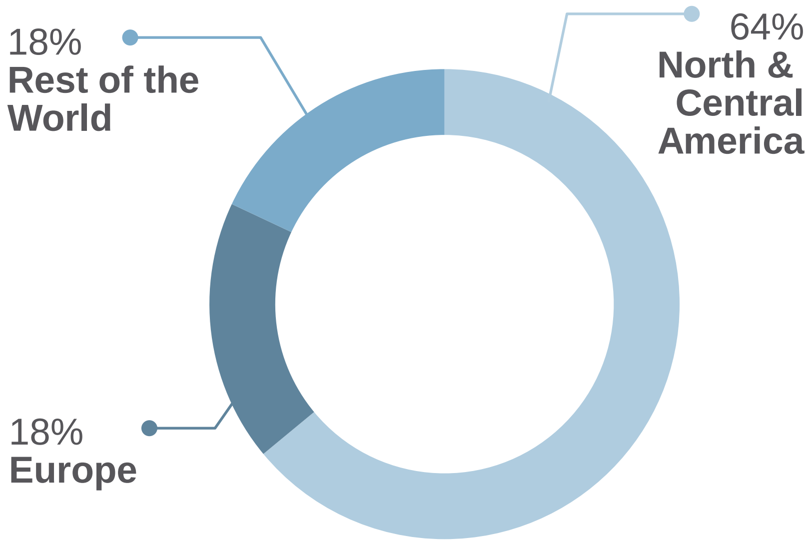
- Adapted to all types of datacenters
- Best-of-breed solution by product family
- High level of local customization & services
- DCIM(1) agnostic

1. DCIM: Datacenter Infrastructure Management.

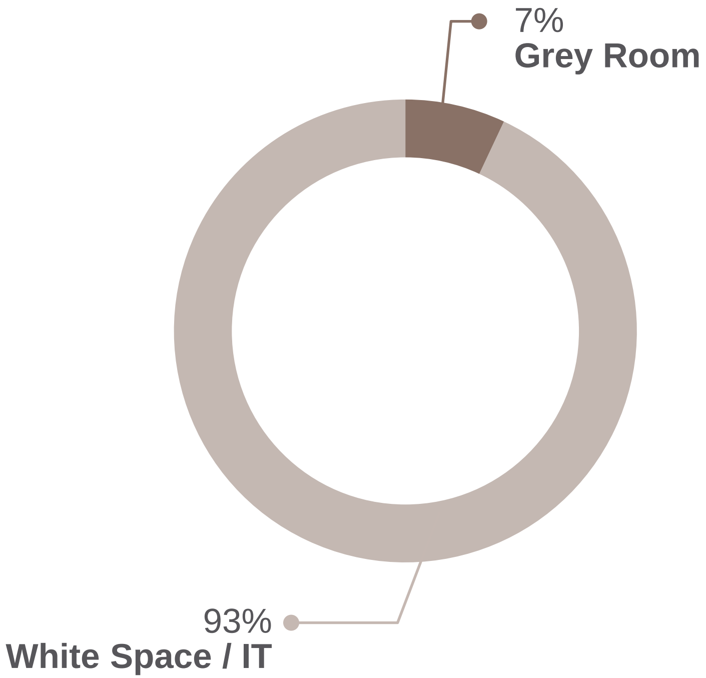
Faster expanding segments - Datacenters

2020 Key figures

LEGRAND SALES BY GEOGRAPHY



LEGRAND SALES BY SPACE



Faster expanding segments - Datacenters

A large product offering covering most grey / white space needs

Building	Grey Room	White Space	IT
Construction	where back-end infrastructure is located	where IT equipment is placed	IT active devices


Datacenter Construction


Transformer


Switchboard


High Amperage, Busbars


Busways


Racks


PDUs


Empty White Space


UPS


Panel Boards


Cable Management


Containment


Connectivity

45,000 product references

60,000 product references

Faster expanding segments - Datacenters

… and all types of datacenters

	55% of the market				45% of the market		
Market Trends	**Hyperscale**	**Colocation** Hyperscale, PoP[1] E	**Colocation** Other Wholesale	**Colocation** Retail E	**On premise** Large	**On premise** Small E	**Micro Datacenter** E
Decision Maker	End-user		End-user or Contractor & Integrator			Contractor & Integrator	
Decision Driver	Reliability & Product Expertise Engineering capabilities & Service					Package	

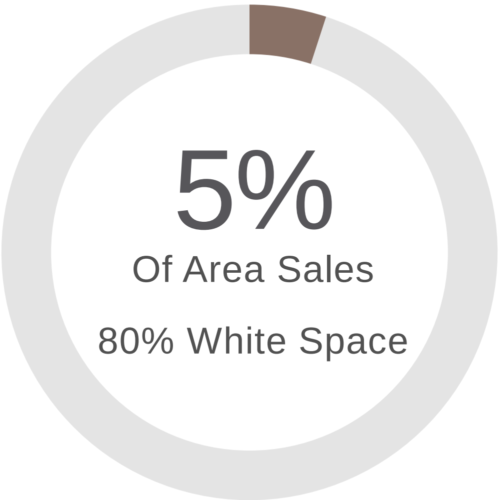
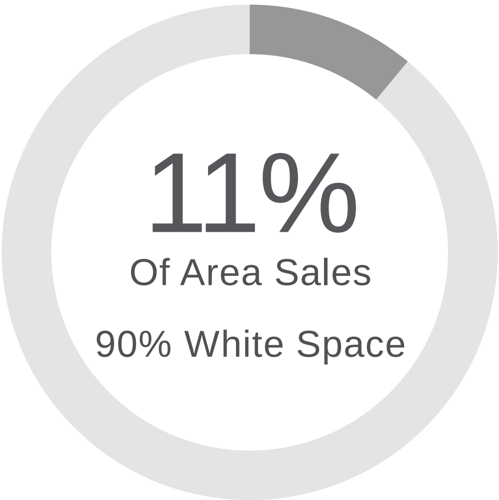
Offerings covering all types of datacenters / markets

1. PoP: Point of Presence.

E INCL. EDGE DATACENTERS

Faster expanding segments - Datacenters

Significant potential to expand outside North America & in the grey space

North & Central America	Europe	Rest of the World
		
Market Share >10%[1]	**Market Share <5%[1]**	**Market Share <5%[1]**

1. Of Legrand addressable market.

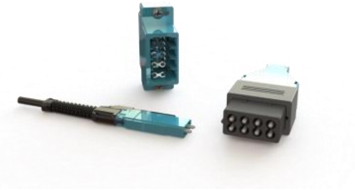
Faster expanding segments - Datacenters

Growth priorities

Technology investments to remain "best of breed" provider	Deploy back-office & front-office platforms	Pursue complementary M&A

Nexpand cabinets

UPS Keor xpe / mod & Upsaver



Infinium acclAIM fiber solution

Legrand Datacenter Solutions (LDCS)
deployed in ~40 countries

Examples of Datacenters projects won in 2021

- France ~€3mm (50% Grey)
- Switzerland >€6mm (100% Grey)
- Italy >€5mm (90% Grey)

Back-office: progressive platforming on key product families
(racks and cabinets, PDUs, connectivity,…etc.)

Example CHAMPION ONE™

One of the main American third-party providers of **fiber-optic transceivers** and related devices

Benchmark products in both universal and customized configurations

$60mm sales, 100 employees

Faster expanding segments - Eliot (connected products)

Key highlights

ACHIEVEMENTS

>40

Connected products **families** out of >100

€801mm sales (13% of Group) in 2020

STRATEGIC POSITIONING

Program to connect our existing product offerings, in order to leverage IoT and to enhance customer experience

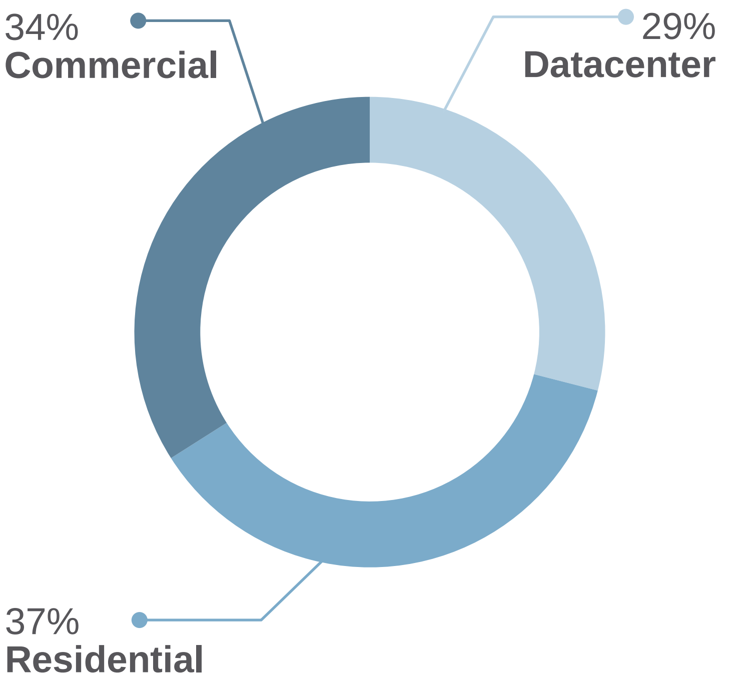
OUR VALUE PROPOSAL

- Simple to install & use
- No recurring service fees
- Cyber security by design
- From standalone device to full interoperable systems

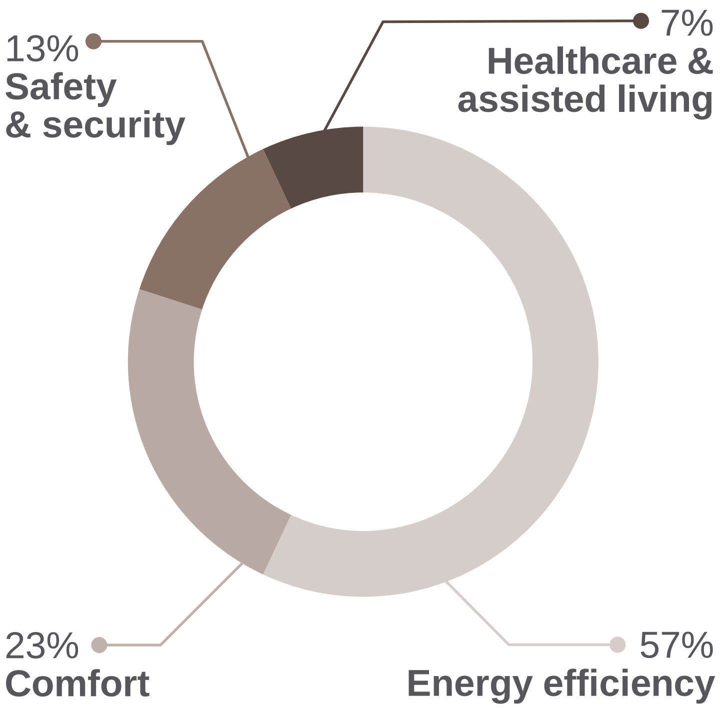
Faster expanding segments - Eliot (connected products)

2020 Key figures

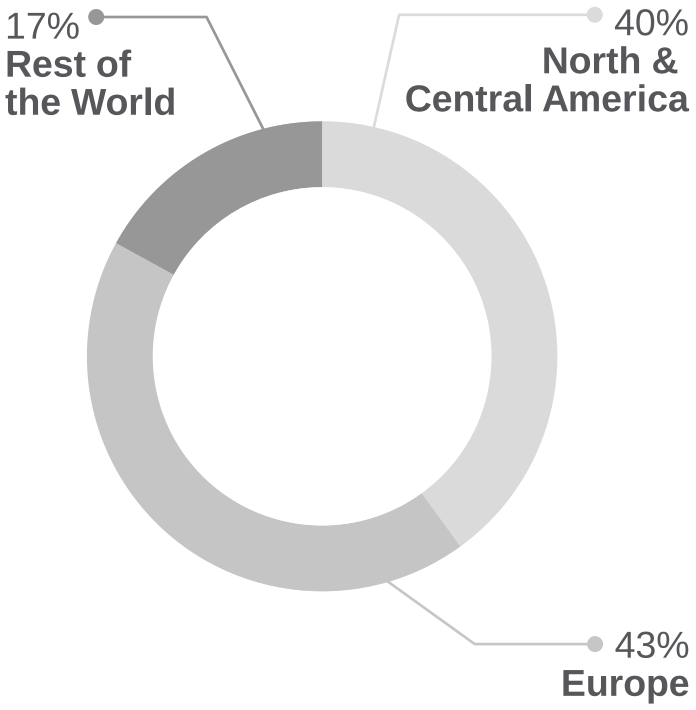
SALES BY VERTICAL



SALES BY APPLICATION



SALES BY GEOGRAPHY



Faster expanding segments - Eliot (connected products)

Examples of connected solutions

Commercial & Datacenter

UPS systems

Intelligent PDUs

Emergency lighting units

Digital Lighting
Management solutions

Cloud solution

Small Commercial & Residential

Drivia with Netatmo

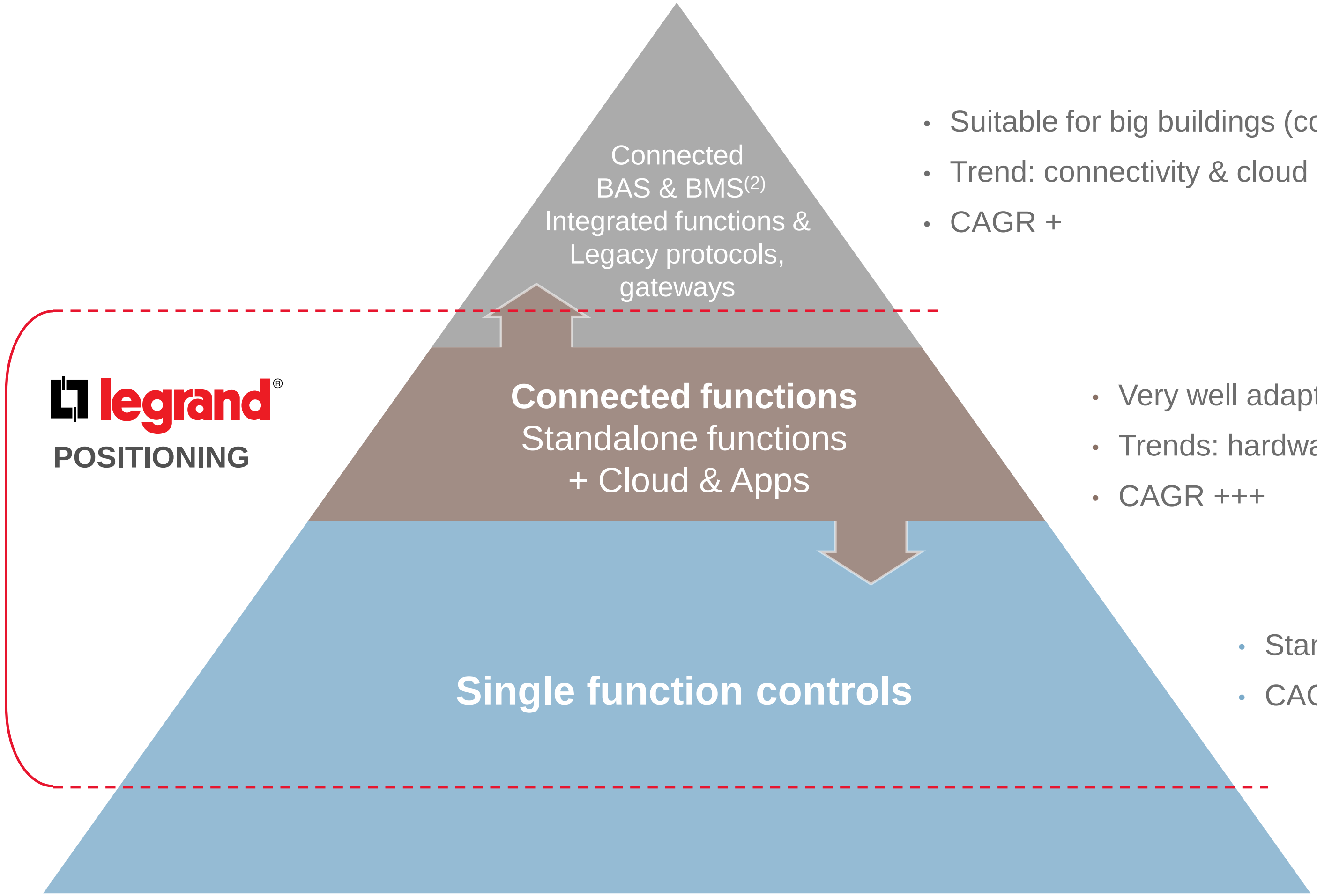
Céliane with Netatmo
user interface solutions

300 EOS
Door entry system

Smart thermostats

Faster expanding segments - Eliot (connected products)

Our priority: democratize connected building[1]



- Suitable for big buildings (cost, complexity)
- Trend: connectivity & cloud added to legacy product architecture
- CAGR +

- Very well adapted to small & mid-size buildings (=80% of building stocks)
- Trends: hardware modular & light, software easy to install configure & use
- CAGR +++

- Standalone non-connected product offerings
- CAGR +

1. Sources: McKinsey, Frost & Sullivan, Guidehouse and Internal company data.
2. BAS & BMS: Building Automation System & Building Management System.

Faster expanding segments - Eliot (connected products)

Increase in connected offerings penetration rate provides large mix opportunities

HIGH PENETRATION[1] IN NICHES

100% Thermostat

100% Assisted Living

77% Power Distribution Units

32% Video Door Entry

MASS OPPORTUNITIES[1]

2% User Interfaces Wiring Devices

2% Protection Panels

59% EV Charging[2]

11% Datacenter Busbar

1. Connected products penetration in Legrand turnover within mentioned family.
2. Legrand offerings excluding Ensto & Ecotap.

Faster expanding segments - Eliot (connected products)

Residential and small commercial ecosystem

	EXISTING					PLANNED		POSSIBLE	
PRODUCTS	Switch	Shutters	Outlets	Heavy load management	Air quality	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL
	Thermostat	Ventilation	Energy metering	Smart electrical panel	Inter-operability	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL
	Audio	Camera	Door entry system	Sensor		CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL

OPERATION & MAINTENANCE

Home + Security

Home + Control

Faster expanding segments - Eliot (connected products)

Datacenters & large commercial ecosystem

	Existing				Planned		Possible	
Products	*Lighting controls & management*	*Emergency lighting*	*Busways*	*Metering*	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL
	UPS	*PDUs*	*Switch & socket*	*Smart switchgear*	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL
	Door entry system	*AV infrastructure*	*Smart shading*	*Hotel room management*	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL	CONFIDENTIAL
Operation & Maintenance	matter	LoRa	KNX	*IP Protocol*	AUTODESK AUTOCAD	Dx	Sunbird	nlyte Software
	zigbee	csa connectivity standards alliance	green power by connectivity standards alliance	ASHRAE BACnet	Lise Elec	DIALux	CANECO BT	
	Integration to all main market protocols & operating platforms							

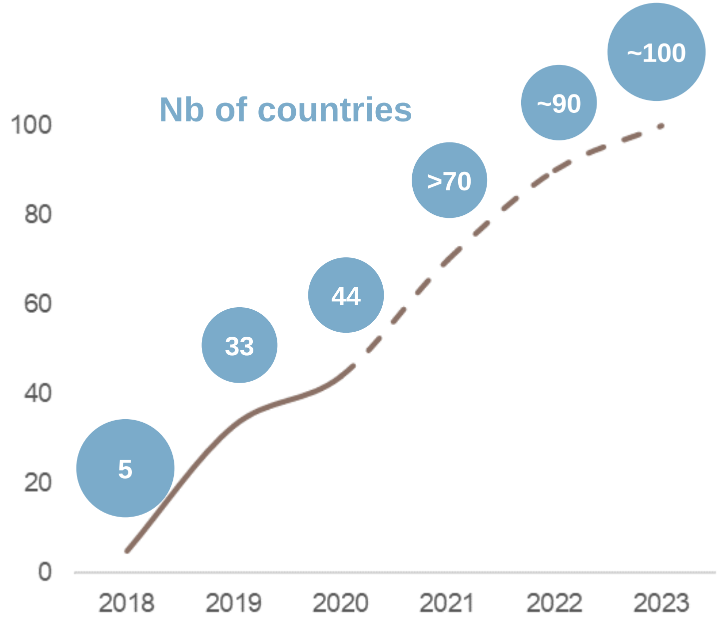
Faster expanding segments - Eliot (connected products)

Growth priorities

PURSUE GEOGRAPHICAL EXPANSION

EXAMPLE

Legrand countries selling connected User Interface



LAUNCH ADDITIONAL PRODUCTS & CATEGORIES

EXAMPLES

2021 / 2022 Launches

Door lock

Smart thermostat new generation

Alexa embedded door entry system

Commissioning application

PROVIDE ENHANCED EXPERIENCE

EXAMPLES

App Refresh / Optimization

Progressive integration into ecosystems

Faster expanding segments - Energy efficiency

Key highlights

ACHIEVEMENTS

>10m tons[1] CO_2

saved for
our customers
in the past 7 years

€1,187mm sales (19% of Group) in 2020

STRATEGIC POSITIONING

To leverage Legrand assets to help customers reducing drastically the energy consumption of their building

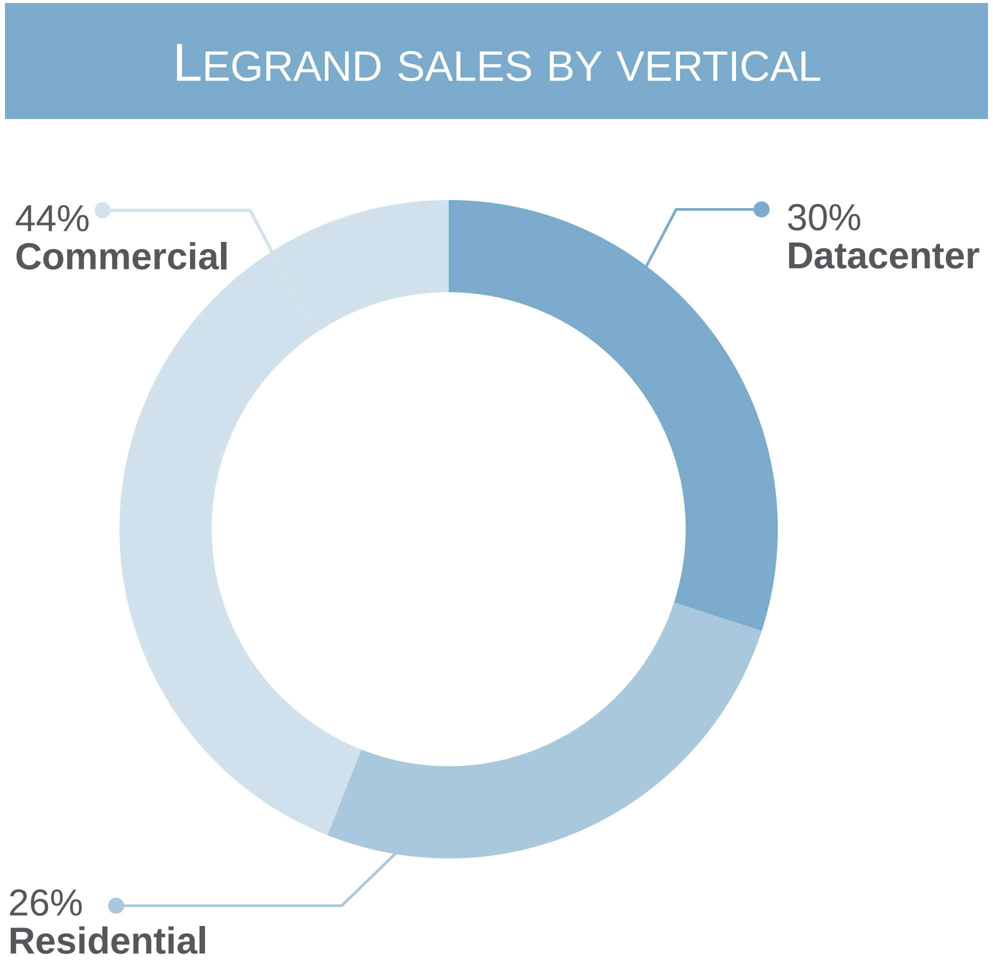
OUR VALUE PROPOSAL

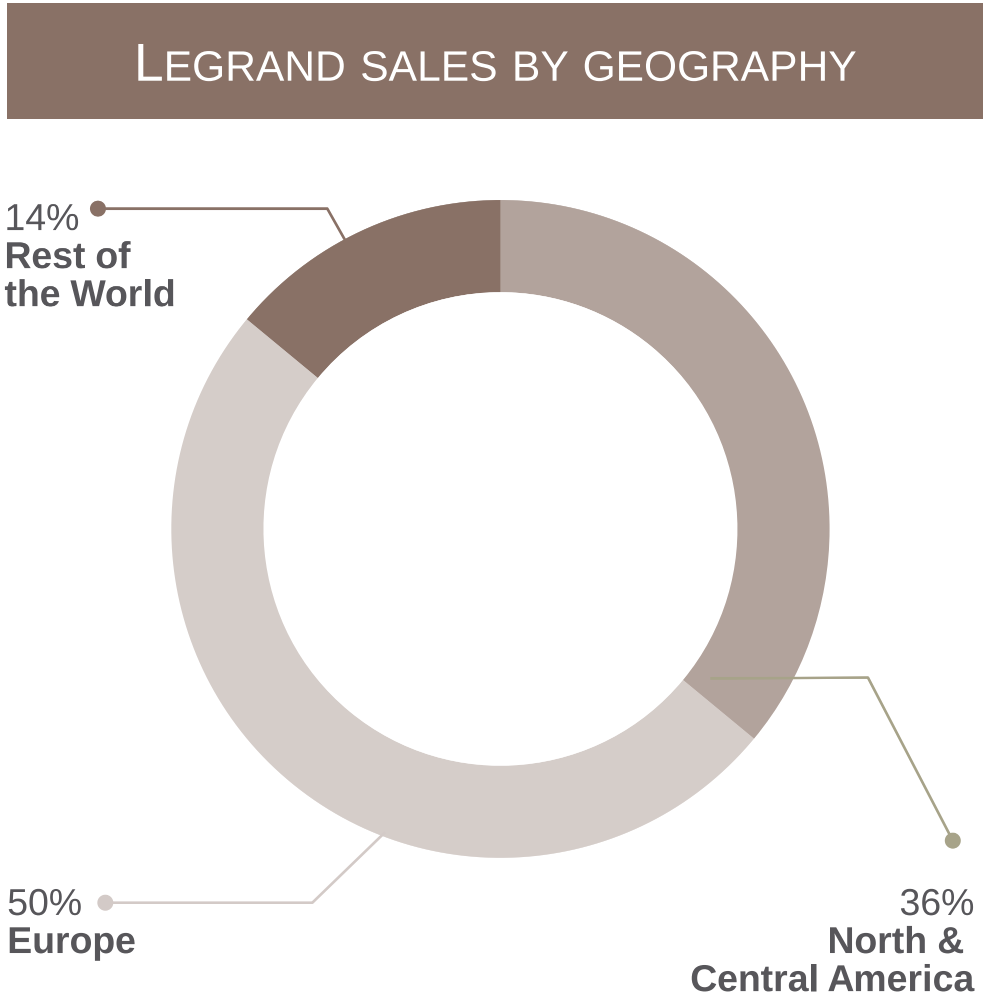
- For all buildings including small / existing buildings
- Open architecture, connectable to market leading protocols and infrastructure
- Adapted to existing market channels and players
- Measurable pay-back, up to 35% energy savings

1. Based on 70% of Legrand Energy Efficiency offering.

Faster expanding segments - Energy efficiency

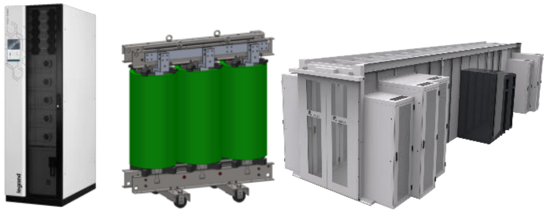
2020 Key figures





Faster expanding segments - Energy efficiency

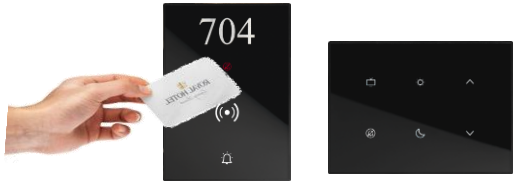
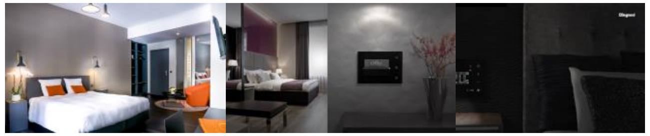
Datacenters: potential energy savings[1]

STEP	OFFERINGS EXAMPLES	APPLICATIONS	POSITIVE IMPACT[1]
Measuring	 Smart PDUs, metered busbars & UPS systems	• **Metering of IT devices** in the white room with smart PDUs • **Monitoring of the energy supplied** to racks with connected busbars • **Real time tracking** of power availability, load, battery status and alerts	**From 5% to 15%** Average energy saved per year[1]
Decreasing use of energy and need for cooling	 UPS systems, transformers and cooling	• **Increase the quality and efficiency** of electric infrastructure • **Avoid power supply interruptions** that can be costly • **Active and passive cooling systems** optimizing the need for cooling	**At least 30%** less energy spending per year through cooling optimization systems, high efficiency cast resin transformers and modular UPS systems[1]
Optimizing IT equipment	 PDUs supporting DCIM[2]	• **Identifying energy waste** in the digital infrastructure • **Reducing energy consumption** by optimizing computing capacity of servers	**Significant reduction** in physical and energy footprint by avoiding unused server capacities

1. Non contractual estimated energy consumption or savings determined per year compared to standard solutions and specific usage. The above estimated figures do not constitute a commercial commitment. Mentioned impacts include some overlap and cannot be cumulated.
2. DCIM: Datacenter Infrastructure Management.

Faster expanding segments - Energy efficiency

Commercial: potential energy savings[1]

STEP	OFFERINGS EXAMPLES	APPLICATIONS	POSITIVE IMPACT[1]
Tailored solutions	 **Guest room management with UX for upscale hotels**	 **Smart management of hotel rooms functions** (access, heating, electrical appliances, lighting and more)	**From 25% to 35%** Average energy saved per year[1]
Reducing use of energy	 **Lighting control and presence sensors**	 **Adjusted lighting to actual needs** with automatic OFF & manual ON scenarios	**Up to 55%** Average lighting energy saved per year through the combination of automatic OFF and manual ON scenarios[1]
Measuring & optimizing use of energy	  NEMO Green **Measuring solutions**	• **Automatic collection** of electrical data • **Comparison** of site performance & **optimization** of subscribed power • **Addresses the needs of all functions** (purchasing, CSR, maintenance)	**From 5% to 15%** Average energy saved per year[1]

1. Non contractual estimated energy consumption or savings determined per year compared to standard solutions and specific usage. The above estimated figures do not constitute a commercial commitment. Mentioned impacts include some overlap and cannot be cumulated.

Faster expanding segments - Energy efficiency

Residential and small commercial: potential energy savings[1]

Step	Offerings examples	Applications	Positive Impact[1]
Measuring & load shedding	 **Drivia with Netatmo & connected user interfaces**	 Remote or local tracking and **monitoring of energy consumption** & effective management of power-intensive solutions	**~10%** Average energy saved per year[1]
Decreasing use of energy	 **Smart thermostat**	 Effective **management of heating** & air conditioning	Smart heating can make you gain **7%** average saved energy consumption for **1°C** of heating adjustment[1]
Relying on greener sources	 **Green'up EV charging offering**	 **Connected EV charging** solution with monitoring and scheduling functions	Switch to E-mobility **avoiding up to ~1 ton of CO_2 emissions** on average per car per year[2]

1. Non contractual estimated energy consumption or savings determined per year compared to standard solutions and specific usage. The above estimated figures do not constitute a commercial commitment. Mentioned impacts include some overlap and cannot be cumulated (for smart thermostats, estimated data by Ademe: www.ademe.fr).
2. Estimations based on a gasoline city car compared to an EV city car being loaded with renewable energy.

Faster expanding segments - Energy efficiency

EV charging: comprehensive platform covering all applications

	Individual Home (Access)	Individual Home	Shared Residential	Workplace Leisure, Retail, Hospitality	On Street	Infrastructure
	AC(1) < 4kW	AC(1) 3-7kW	AC(1) 3-7kW	AC(1) 7-22kW	DC(2) 50-180kW	DC(2) > 180kW
legrand®	●	●	●	◐		
ENSTO		●	●	◐		
ecotap		◔	◔	●	●	◔
	●	●	●	●	●	◔

EV charging = 1% of Group's proforma sales

1. AC: Alternative current.
2. DC: Direct current.

Faster expanding segments - Energy efficiency

Growth priorities

LEVERAGING STIMULUS PLANS & REGULATION

Example: NEMO Green

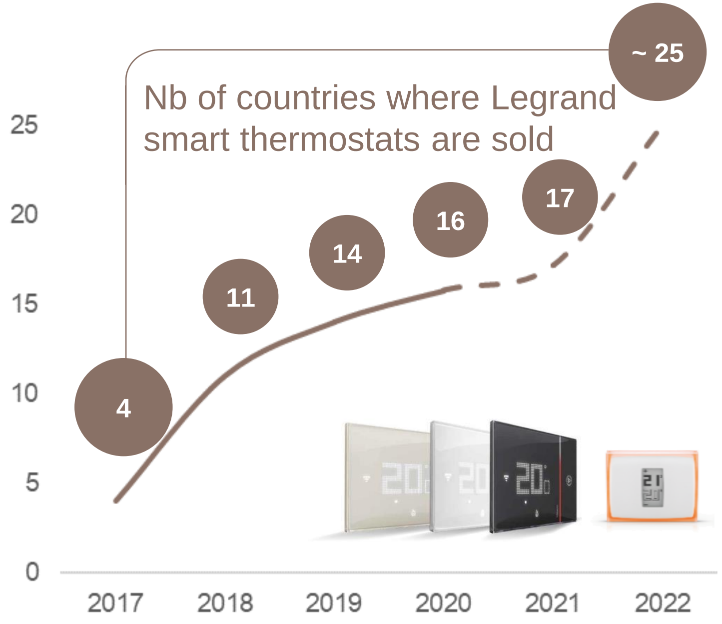
Distant energy consumption monitoring in non-residential buildings

to address French new buildings regulation

> 1,000 sqm: reduce energy consumption by -40% 2030, -50% 2040, -60% 2050

INTERNATIONAL DEPLOYMENT OF PROGRAMS

Example: smart thermostats



PURSUE COMPLEMENTARY M&A

Example: ecotap

Front-running Dutch player in **charging stations for electric vehicle**

€40mm sales expected for 2021

Sustainable sales

Environmental urgency is about sustainable products

GREEN BY USAGE

Energy efficiency programs acceleration

19% of overall sales in 2020

GREEN BY DESIGN & PROCESS

Carbon footprint active reduction

Carbon footprint commitments impacting **whole organization** and **supply chain**

Aligned on 1.5°C by 2030 Targets validated with SBTi

- -50% on scope 1&2
- -15% on scope 3

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Legrand Way – Eco design & packaging project:
continuous deployment of circular economy principles

- to address carbon footprint
- to anticipate regulation & customer specifications evolution

~70% in 2020(1)

SUSTAINABLE SALES

to **80%** by **2030**

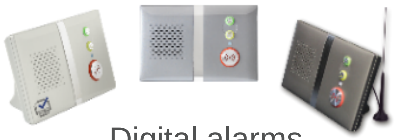
1. Excluding overlaps. By design: ~67% covered by Product Environmental Profiles. By usage: 19% Energy Efficiency products programs.

Multiple new opportunities beyond faster expanding segments

Examples in a "post covid" world

HEALTH & WELL-BEING

Example: Assisted living



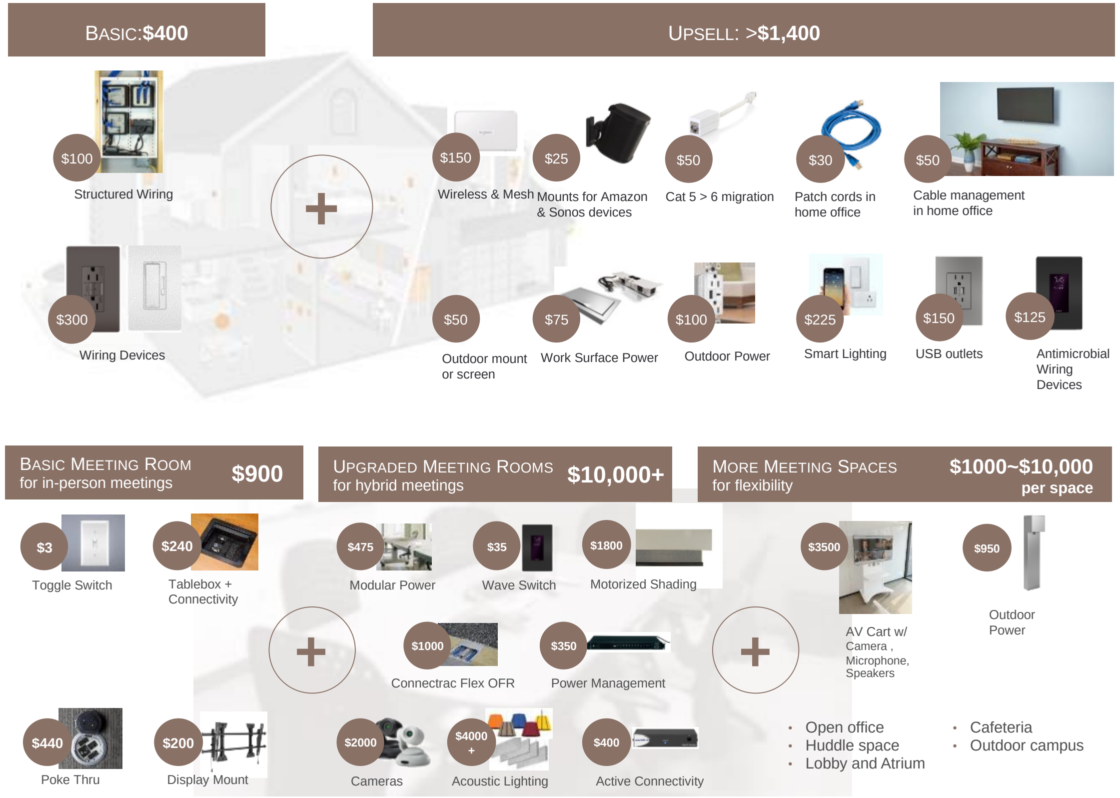
Digital alarms

Transmitters & peripheral devices

Telecare solutions

WORK FROM EVERYWHERE

Example: Potential for value creation in residential & commercial



Additional market expansion opportunities

More than €30Bn new complementary markets identified

	2020 Market	Mid-term Growth	Mid-term Market
	€100Bn		> €160Bn
Core infrastructure products	€100Bn	~ GDP	> €130Bn
Faster expanding segments • Datacenter solutions • Connected • Energy Efficiency		> GDP	
New categories		Addition	> €30Bn

EXAMPLES OF GEOGRAPHICAL INITIATIVES

Frédéric Xerri, EVP Europe

John Selldorff,

CEO North & Central America

Jean-Luc Cartet, EVP Asia-Pacific Middle-East Africa South America

Europe: key figures

Introduction

METRICS(1)

SALES(2)

€2.4Bn

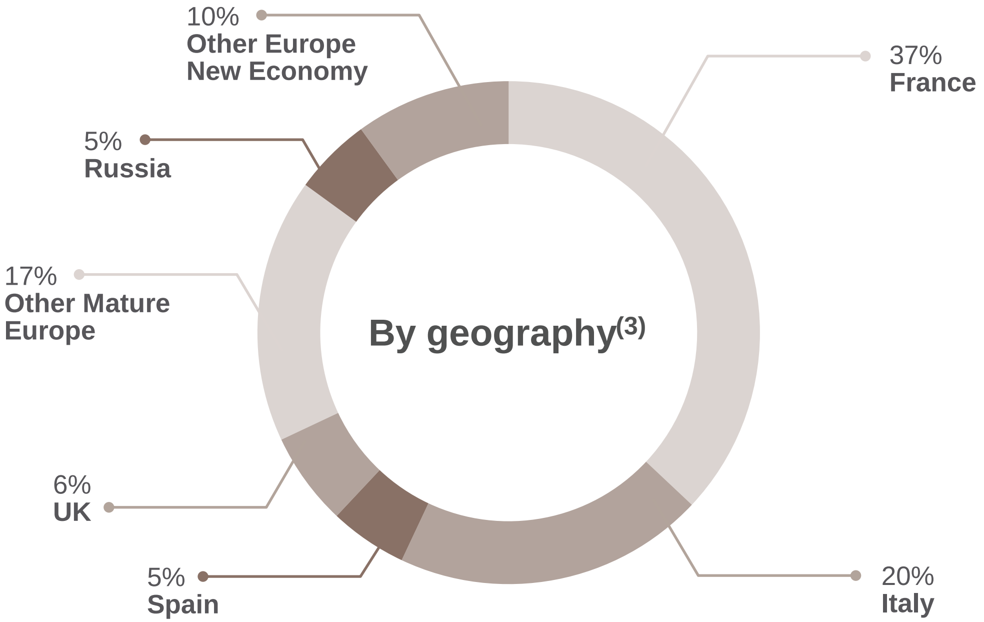
39%
Of Group

HISTORICAL PERFORMANCE

	2018	2019	2020
Organic Sales(3) variation in %	**+5.5%**	**+3.3%**	**-7.9%**
Total Sales(3) variation in %	**+4.9%**	**+7.0%**	**-9.2%**

Average overall staff	Average 3-year adj. EBIT
~14,000	**21%**

2020 SALES(3) BREAKDOWN



Key facts

- High exposure to residential spaces (~50% of Europe sales(3))
- High exposure to renovation works (~60% of Europe sales(3))

1. 2020 data unless specified otherwise.
2. 2020 sales by destination. By origin, the share of sales made in Europe out of Group sales was 41%.
3. Sales by destination. Share of sales by verticals and for renovation are estimated figures.

Initiatives in Europe: leading the smart home revolution

Remarkable acceleration in Europe

3.2mm devices activated[1]

~1.5mm users[1]

>5%[2] of Europe sales from smart home[1]

33% Netatmo sales with professional channel[1]

CAGR 2018-2020	+54%	+35%	+19%	+71%

1. Till end of 2020.
2. Eliot: 15% of Europe sales in 2020

Initiatives in Europe: leading the smart home revolution

Combined B2B and B2C approach

Bought & installed by
AN ELECTRICIAN

B2B

B2C

Bought & installed by
AN END-USER

Initiatives in Europe: leading the smart home revolution

Innovation with new categories every year

2018	2019	2020	2021	2022
User interfaces	Thermostats	Electrical panels	Door entry systems	Door locks
				
		Outdoor cameras & door bells	New generation thermostats	EV charging stations
				

SMARTHER AC with NETATMO

Initiatives in Europe: leading the smart home revolution

Geographical expansion: user interfaces products

Cumulated # of countries and ranges in Europe

	2018	2019	2020	2021	2022
# countries	3 (World: 5)	17 (World: 33)	23 (World: 44)	39 (World: >70)	43 (World: ~90)
# ranges	6	10	12	13	18

Initiatives in Europe: leading the smart home revolution

Strong awareness & customer support

30,000 trained installers(1)

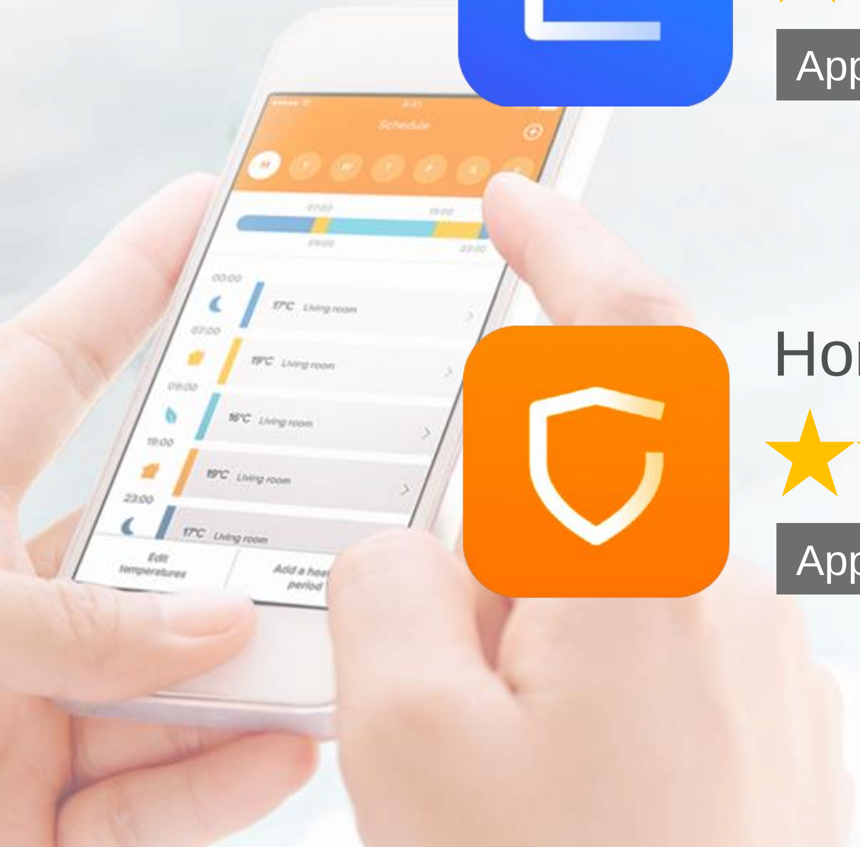
62,000 reached installers(1)

52mm impressions YouTube & Facebook(1)

1. Till end of 2020.

Initiatives in Europe: leading the smart home revolution

HOME+ Apps: a solid interface



Home + Control

4.2

App Store

« Everything works perfectly »

« Easy step-by-step configuration and device connection »

Home + Security

4.5

App Store

« Super useful on a daily basis! »

« It works wonderfully. App frequently updated, I'm delighted »

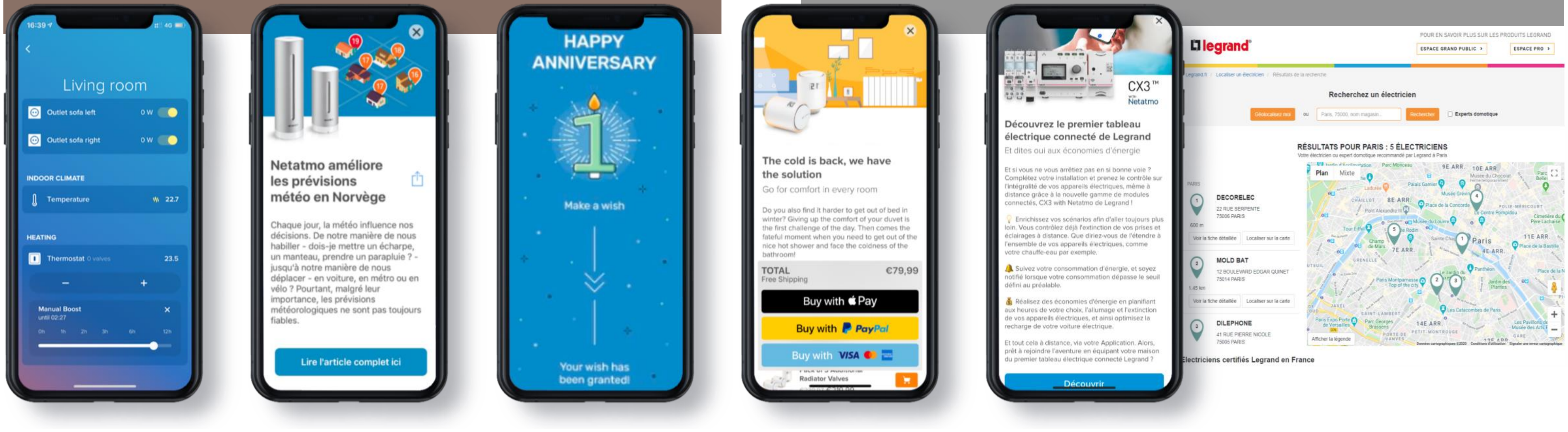
Initiatives in Europe: leading the smart home revolution

Tight link with end-user

CREATE RELATIONSHIP	LOYALTY	AND REPEATED SALES

On-boarding with In-App news

Upsell and Cross sell through easy customer journey



“Explore main product & App features”

“Celebrate product activation anniversary with special offer”

“Enlarge your ‘with Netatmo’ installation, buy from the shop or find a professional”

North and Central America: key figures

Introduction

METRICS(1)

SALES(2)

€2.5Bn

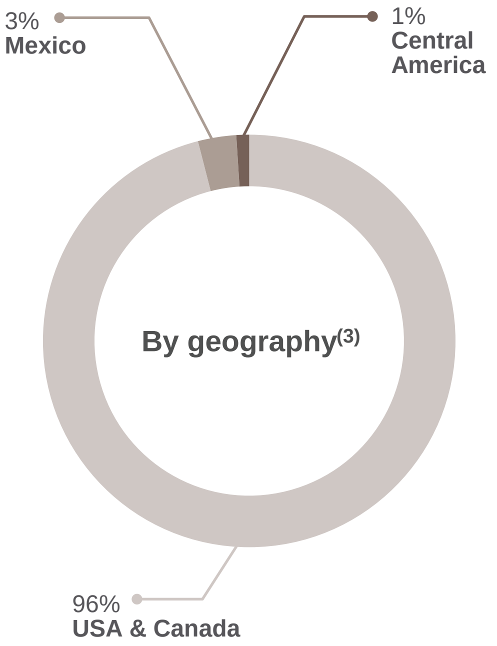
41%
Of Group

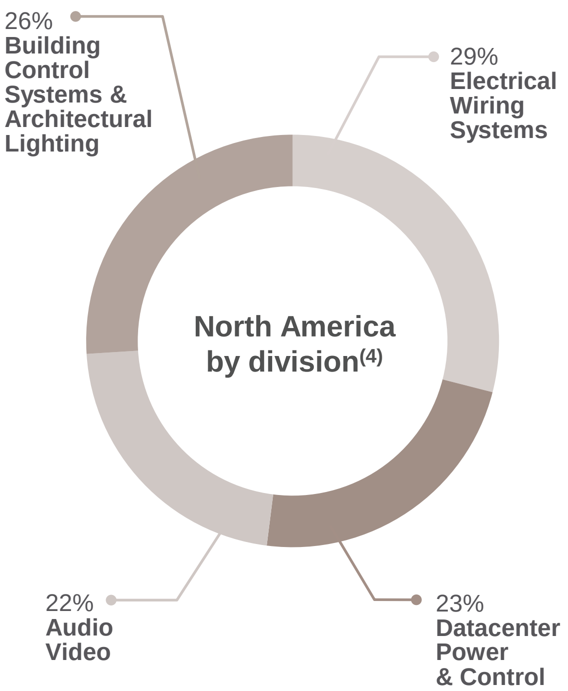
HISTORICAL PERFORMANCE

	2018	2019	2020
Organic Sales(3) variation in %	+4.2%	+2.5%	-8.7%
Total Sales(3) variation in %	+19.5%	+17.7%	-2.9%

Average overall staff	Average 3-year adj. EBIT
>6,800	19%

2020 SALES(3) BREAKDOWN





Key facts

- Strong presence in datacenters
- Majority of sales in other non-residential spaces (~60% of North and Central America sales(3))

1. 2020 data unless specified otherwise.
2. 2020 sales by destination.
3. Sales by destination. Share of sales by verticals and for new works are estimated figures.
4. Split of sales by origin in the United States and Canada.

Initiatives in NCA: driving energy efficiency

Electrical market: from mandatory energy codes to demand for green buildings

Mandatory energy codes

ASHRAE IECC TITLE 24

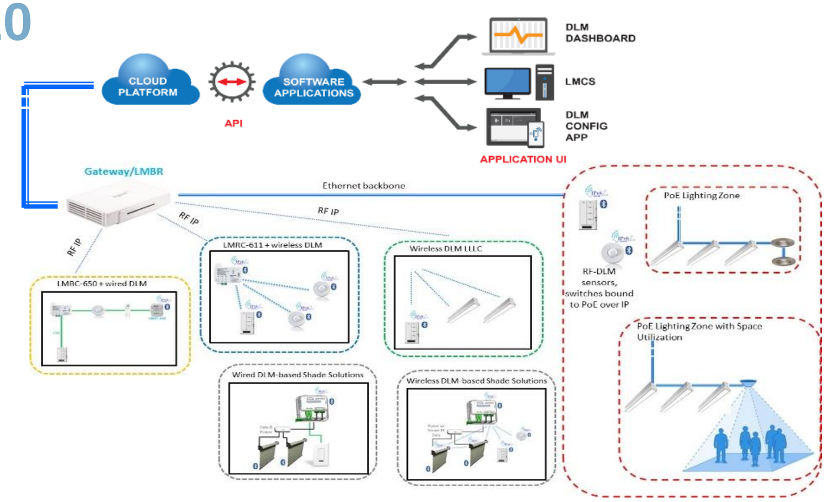
Demand for green buildings

LEED Leadership in Energy and Environmental Design GREEN BUILDING
ZERO ENERGY CERTIFICATION
Verified Healthy Building for Indoor Environment
WELL HEALTH-SAFETY RATED 2020
WELL PLATINUM 2017
fitwel
ZERO ENERGY READY HOME U.S. DEPARTMENT OF ENERGY

Analog sensors | Systems | Intelligent systems & analytics

2010

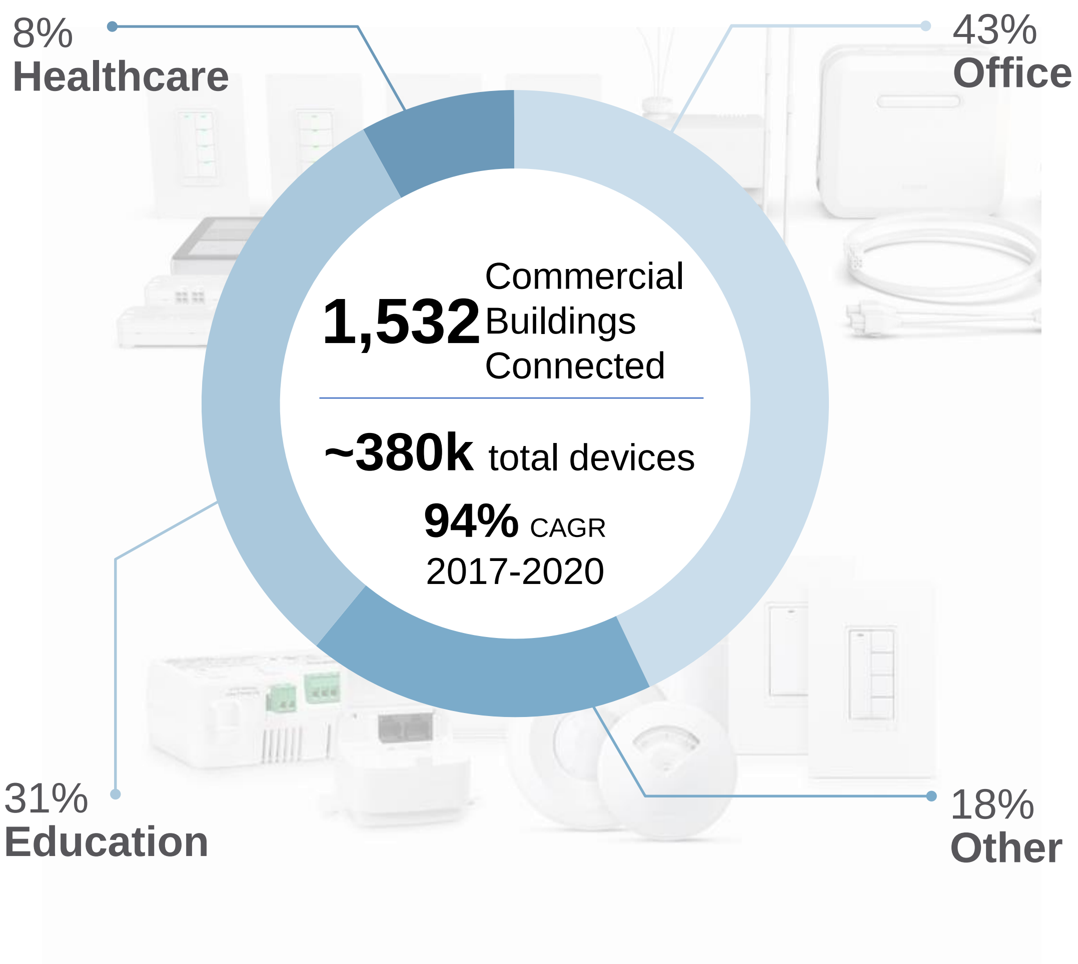
2020



Initiatives in NCA: driving energy efficiency

Building systems performance: remarkable acceleration over the last 4 years in North America

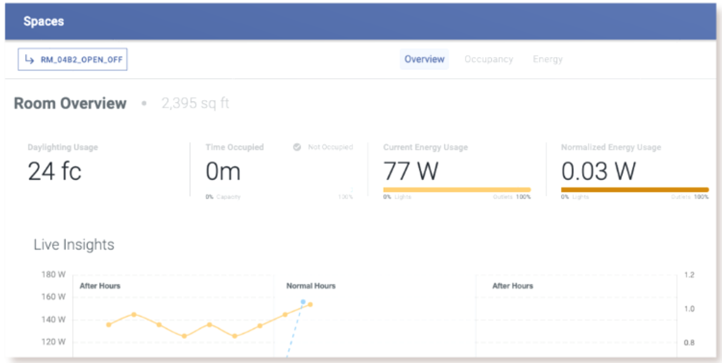
CONNECTED BUILDINGS VERTICAL MARKET BREAKDOWN



REMOTE DATA DRIVEN SERVICES

10 to 30%
Energy Savings

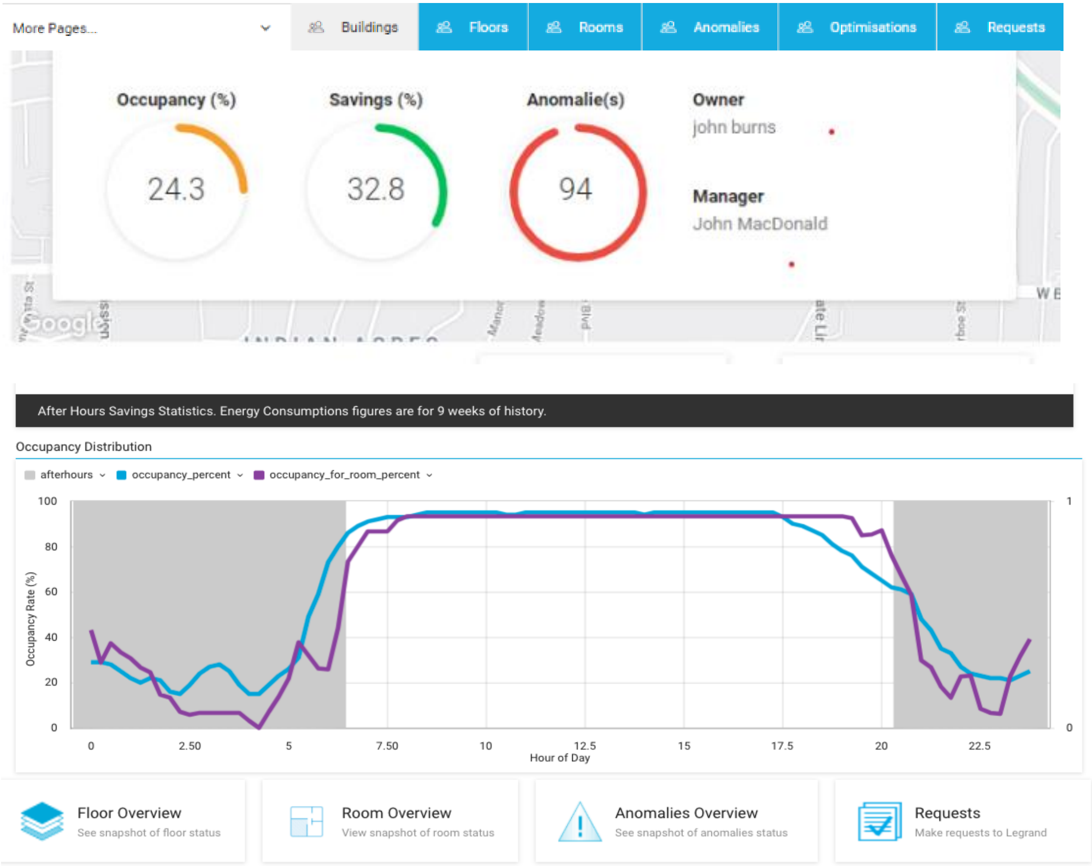
- Detect anomalies
- Re-calibrate
- Change sequence of operations
- Measure & verify energy savings



Initiatives in NCA: driving energy efficiency

Building systems customer user case: large midwestern engineering firm

Historical Data + Analytics + Customer Engagement = **ENERGY SAVINGS**



LIGHTING RUN-TIME REDUCTION: 32.8%

25k Square meter Commercial office building

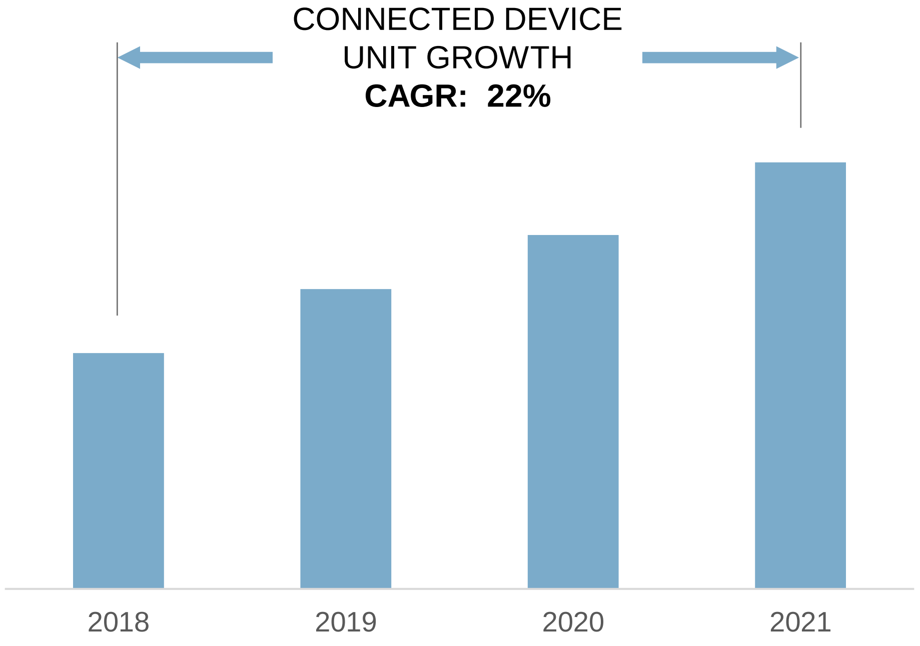
Energy saving measures implemented via our remote operations center:

1) changed motion sensor setting from 30 minutes to 20 minutes
2) changed sequence-of-operation from “Motion ON, Time-of-Day OFF” to “Motion-Based Control”

Initiatives in NCA: driving energy efficiency

Electrical wiring systems performance: exceptional user experience and energy saving

DELIVERING THE EXPERIENCE
CONNECTED DEVICE GROWTH



Sold **318,659** connected devices since 2017

Monitoring **> 18k** Locations

BUILDING BLOCKS TO ENERGY SAVINGS WITHOUT COMPROMISING THE USER EXPERIENCE

Guest Experience

Generating guest loyalty through custom tailored experiences to delight guests without compromising aesthetics and performance

Health & Wellness

Understanding the guest's environment to deliver a healthy room experience and keep employees and guests safe

Scalability

Aligning multiple systems to single platform to scale with the brand's needs

Energy Savings

Energy and carbon mitigation through HVAC, lighting and electrical

Benchmarking

Understand each room by identifying both positive and negative outliers to evolve the experience

Initiatives in NCA: driving energy efficiency

Electrical wiring systems customer user case: large hotelier

HOTELIER REALIZING ENERGY SAVINGS WHILE ELEVATING THE USER EXPERIENCE

Loyalty driven by catering to the guests individually while supporting sustainability and wellness as cornerstones to financial performance

Loyalty

- **Welcome guests** to the room upon check-in and **set-up the unique room preferences** specifically for the guest
- Monitoring and improving indoor air quality with outdoor damper control **reduces complaints**
- Ambient noise monitoring and “edge analytics” detect door slams, parties, loud TV’s, and gunshots and **alerts can be sent** to notify staff before guests complain
- Automatic pathway lighting **reduces trips and falls**

Energy Savings

- Networking thermostats with property management **reduce HVAC costs 35-45%**
- Connected guestroom **lighting systems save 28%** when integrated with property management systems
- Automatic shades provide an **additional thermal layer** when rooms are unoccupied
- **Adjusting unrented temperatures** leveraging additional information including weather, rental rates, and machine learning

10 to 30%
Energy Savings

of total hotel energy usage

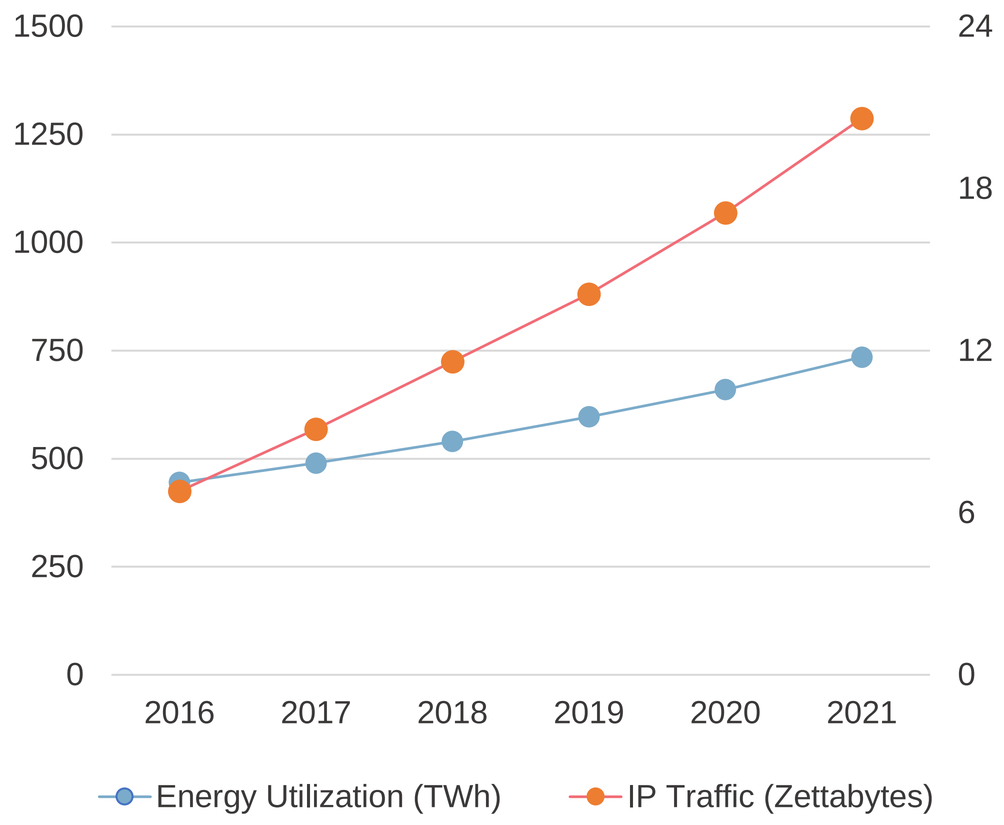
“We can now design Hotels & Buildings differently”

Greg Scheurer, Marriott International rooms control approval agent

Initiatives in NCA: driving energy efficiency

Datacenter market: energy demand outpacing computational growth

RACE TO REDUCE ENERGY IMPACT OF IT DEMAND GROWTH



REAL-TIME METERING: CRITICAL SOLUTION ENABLER

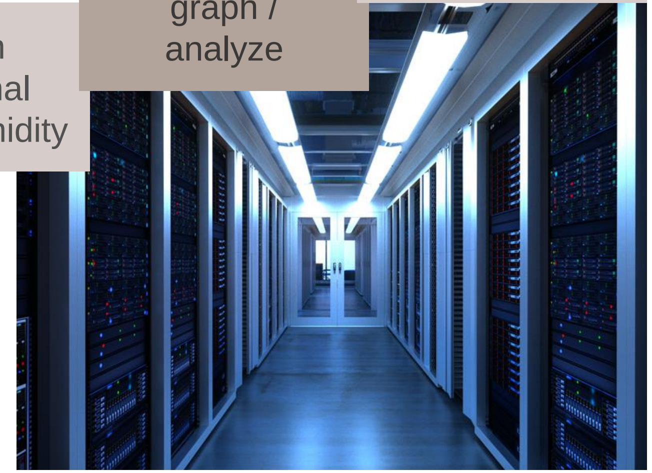
Energy savings while maintaining reliability

Measure energy

Confirm operational temp + humidity

Chart / graph / analyze

Resize UPS + cooling allocation



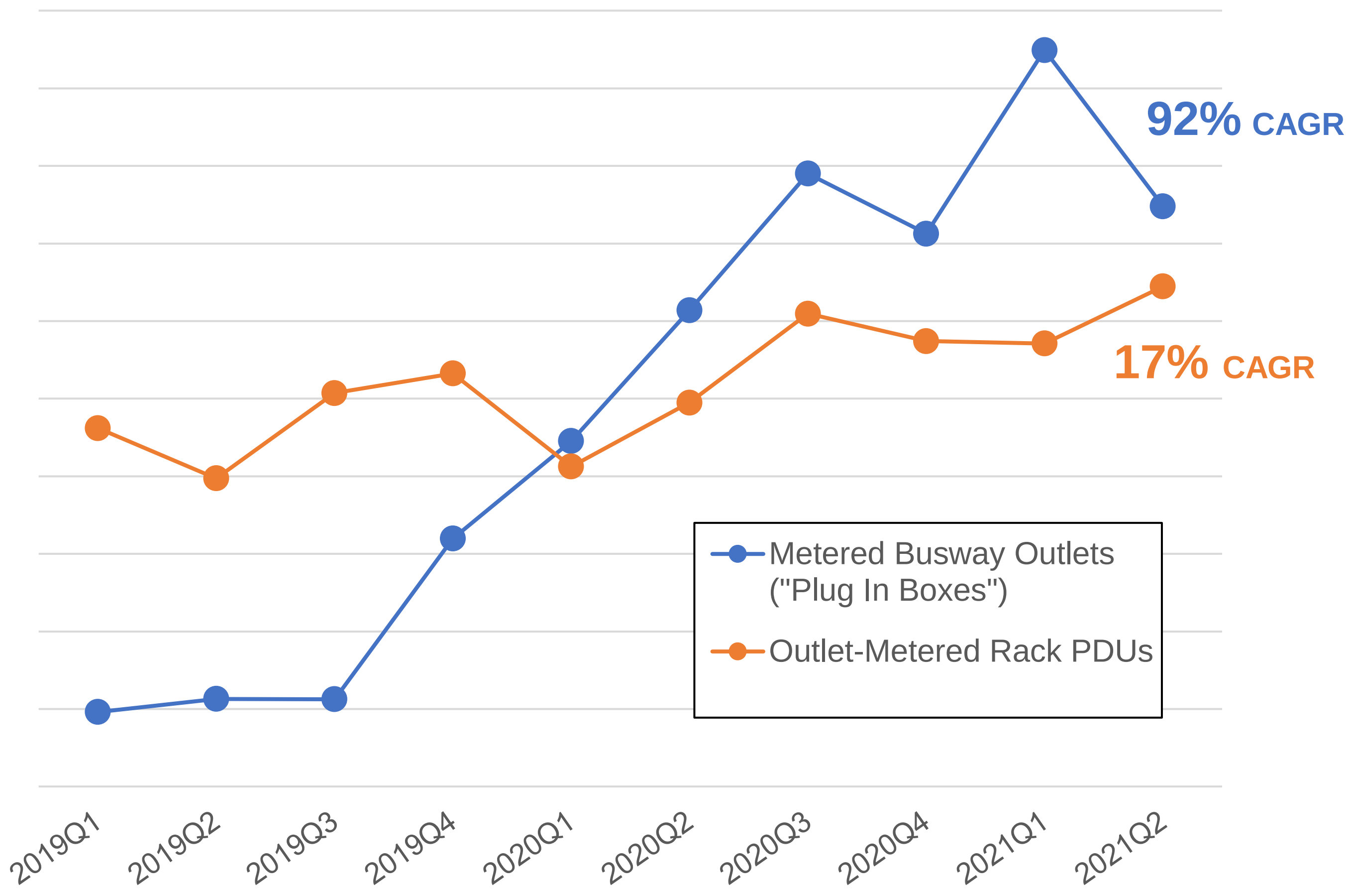
Source: Nature Magazine (vol 561), "The Information Factories" - 2018Q4; and Cisco Global Cloud Index (2016-2021).

Initiatives in NCA: driving energy efficiency

Datacenter performance: strong growth of infrastructure equipped with real-time metering

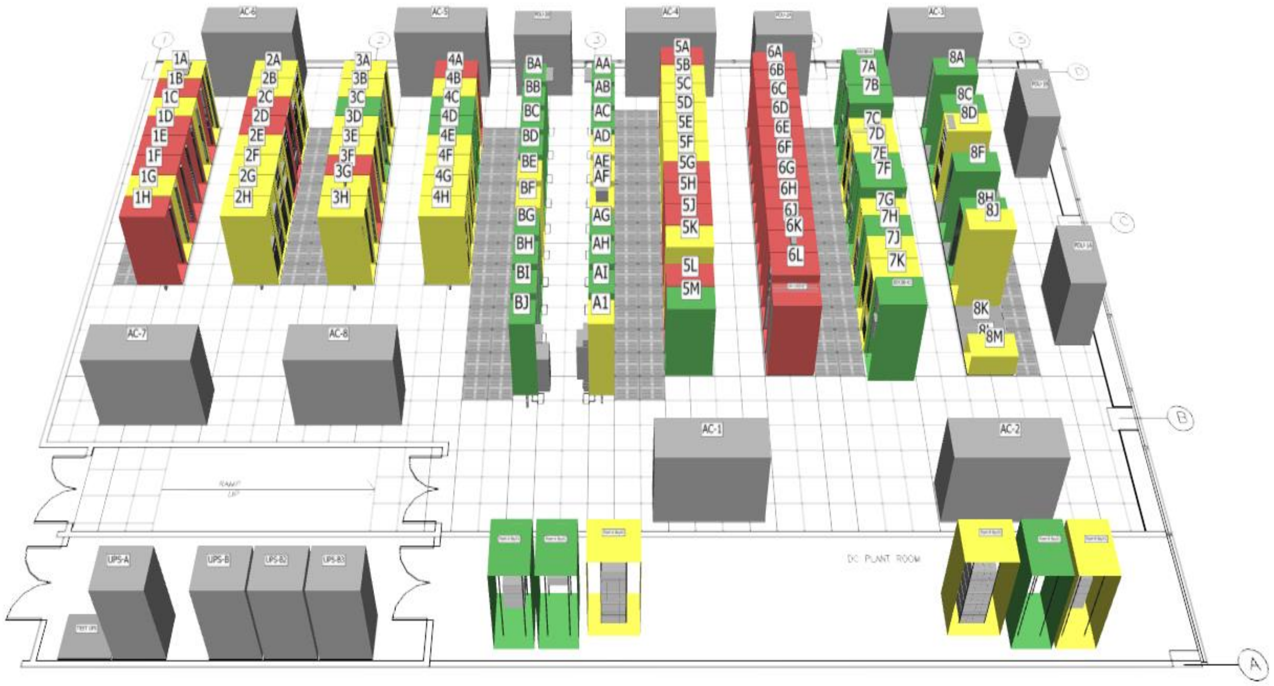
Revenue growth (CAGR)

Datacenter power infrastructure with real-time metering



Initiatives in NCA: driving energy efficiency

Datacenter use case: top 3 US Bank



REDUCTION IN POWER + COOLING CONSUMPTION: ~30%

Implemented real-time metering of power consumption per individual compute device, using Legrand power distribution equipment

- Allows min/max comparison to rated ("nameplate") ratings
- Drives capacity design of backup power and cooling, and additional build-out

Rest of the World: key figures

Introduction

METRICS(1)

SALES(2)

€1.2Bn

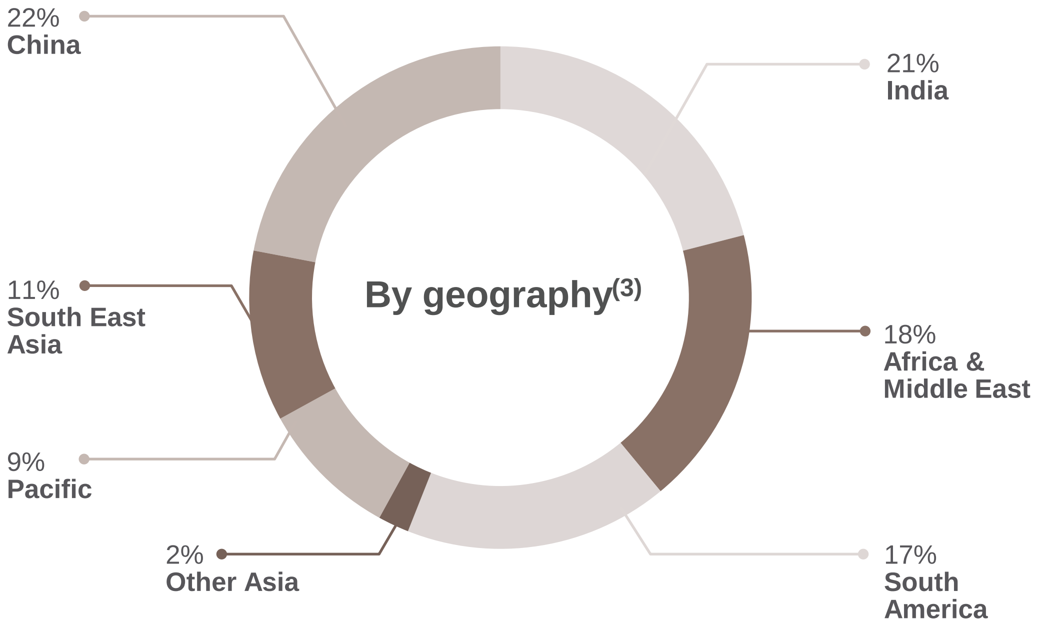
20%
Of Group

HISTORICAL PERFORMANCE

	2018	2019	2020
Organic Sales(3) variation in %	**+4.9%**	**+1.4%**	**-10,3%**
Total Sales(3) variation in %	**+0.5%**	**+5.0%**	**-14.4%**

Average overall staff	Average 3-year adj. EBIT
~15,900	**18%**

2020 SALES(3) BREAKDOWN



Key facts

- High exposure to residential spaces (>50% of Rest of the World sales(3))
- Strong exposure to new built (~70% of Rest of the World sales(3))

1. 2020 data unless specified otherwise.
2. 2020 sales by destination. By origin, the share of sales made in the Rest of the World out of Group sales was 18%.
3. Sales by destination.

Initiatives in the Rest of the World: sustaining the datacenters momentum

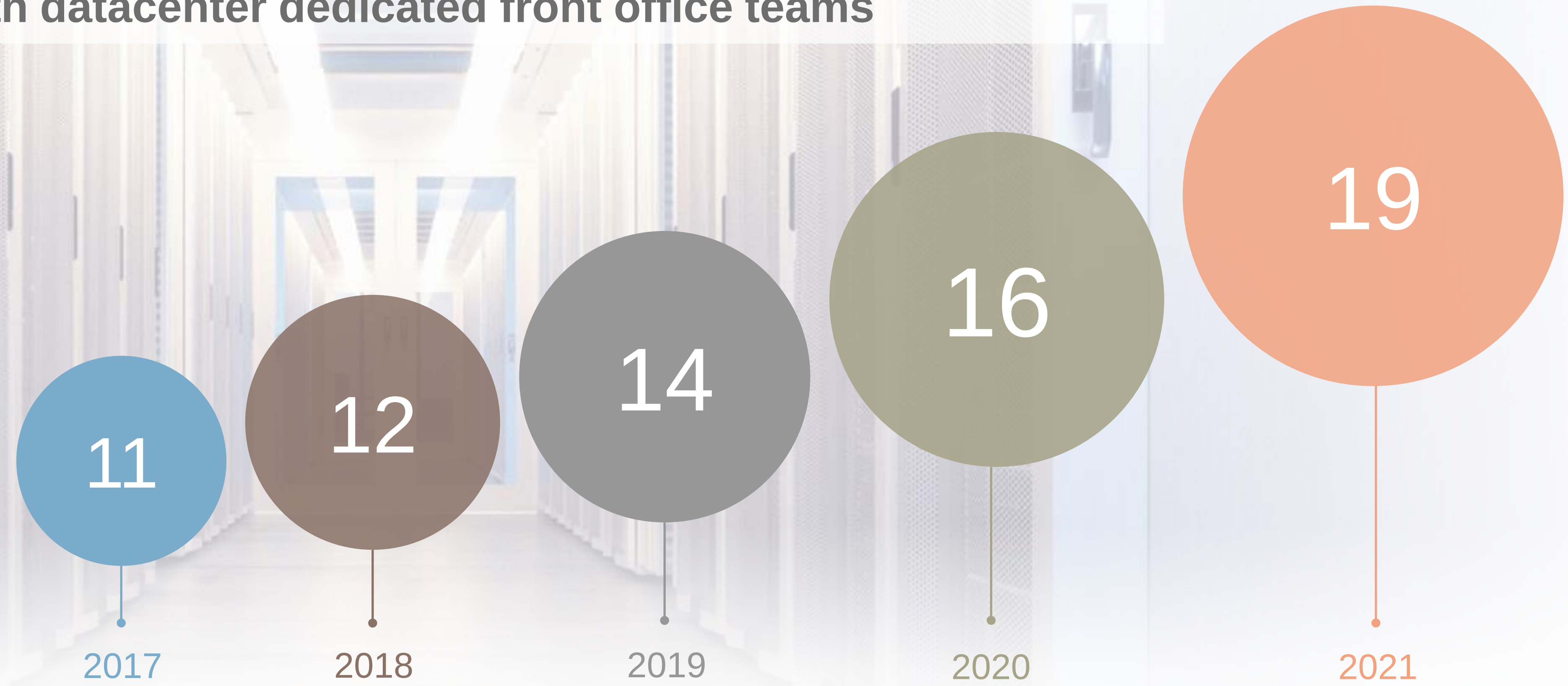
Trends can strongly differ depending on the datacenter type

	Hyperscale	Hyperscale Colocation	Colocation Other wholesale	Colocation Retail	On premise Large	On premise Small	Micro Datacenter
	60% of the market ↗				40% of the market =		
Market dynamics	↗↗	↗↗↗	↗	↗	=	↘	↗
Lead time is key		+ +	+ +	+ +			
Global specification	+ +	+ +	+		+ +		
Product expert approach	+ +	+ +	+	+ +	+		
Turnkey solution					+ +	+ +	+ +

Initiatives in the Rest of the World: sustaining the datacenters momentum

Geographical expansion - Legrand datacenter front office teams

# of countries in Rest of the World with datacenter dedicated front office teams



Initiatives in the Rest of the World: sustaining the datacenters momentum

Singapore case: success story

Leveraging on Acquisitions

- Access to the vertical through local leading acquisition (SJ Manufacturing)
- Successful docking of specialized acquisitions

Global & Local agile Organization

- Worldwide specification for key players craving vendor expertise from the design stage
- Global Key account approach for Gafam(1), and more
- Local sales experts, Legrand Datacenter Solutions (LDCS) for turnkey solutions, distribution for flow sales
- Local manufacturing for racks, containment, cages to answer need of short lead time for Colocation companies

Strong growth in datacenter sales: +135% in FY 2020

Local Legrand Datacenter organizations coordination to deploy the Group strategy for the white space

Tactical approach for grey space in selected geographies with specific organizations

1. Gafam : Google, Apple, Facebook, Amazon, Microsoft.

Initiatives in the Rest of the World: sustaining the datacenters momentum

South Africa case: ongoing momentum thanks to successful projects

LEVERAGING ON ACQUISITIONS

- Access to the vertical through global leading acquisition (Universal and Raritan)
- Successful docking of specialized acquisitions

GLOBAL & LOCAL AGILE ORGANIZATION

- Worldwide specification for international players with strong local support from local team and partner networks.
- Global Key account approach for Gafam[(1)], and Global Colocation players
- Local sales experts, Legrand Datacenter Solutions (LDCS) for turnkey solutions, distribution for flow sales

Datacenters stellar growth: +312% in FY 2020

Strategy for the white space deployed broadly across the Group by local Legrand Datacenter organizations

Successful approach for grey space to major local Datacenters

1. Gafam: Google, Apple, Facebook, Amazon, Microsoft.

Datacenter verticals

Illustration

MICRO

€180k

- City: Bogota
- Customer: government
- Mini Cube; i-PDUs + Sensors, KVM, connectivity, UPS, Racks

ON PREMISE Small

€180k

- City: Cotonou
- Customer: government
- Racks, power, UPS, connectivity

COLOCATION PoP

>€10mm

- 14 Cities Worldwide
- End-user: cloud service provider
- i-PDU, racks, Cablofil

COLOCATION PoP

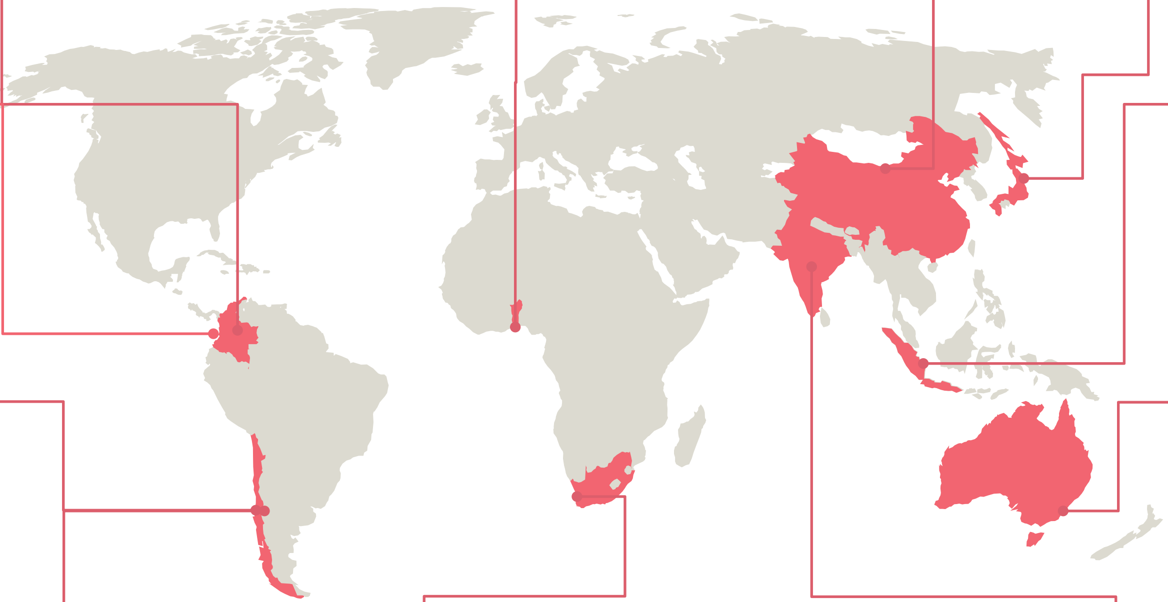
€450k

- City: Tokyo
- Customer: colocation datacenter
- Raritan i-PDU

COLOCATION Retail/Wholesale

€530k

- City: Bogota
- Customer: colocation datacenter
- Containment, i-PDU, SCR, DCIM, Cablofil, connectivity, racks



HYPERSCALE

>€3mm

- City: Singapore
- End-user US social network
- Cablofil (iPDU, busway, racks)

COLOCATION Retail/Wholesale

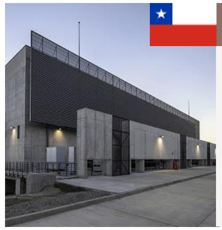
€400k

- City: Santiago
- End-user: telecom
- PDU, transformer, busbar, power boards

ON PREMISE Large

€530k

- City: Canberra
- End-user: government
- Raritan iPDU & KVM



COLOCATION Retail/Wholesale

€150k

- City: Santiago
- End-user: telecom
- i-PDU, UPS, containment, sensors, power protections, Cablofil

COLOCATION Retail/Wholesale

>€3mm

- City: Cape Town
- Customer: colocation datacenter
- Busway, transformer

ON PREMISE Large

€500k

- City: New Delhi
- End-user: government
- Raritan i-PDU

OPTIMIZING RESOURCES, FOSTERING TALENTS

Antoine Burel,

Deputy CEO & COO

Karine Alquier-Caro, EVP Purchasing

Bénédicte Bahier, EVP Human Resources

Agenda

Optimizing resources, fostering talents

- Operations performance: continuous improvement
- Purchasing leverage
- Human Resources & entrepreneurship spirit

Operations performance: continuous improvement

Missions & approach, key figures

APPROACH: GLOBAL VISION - LOCAL INSIGHTS

GLOBAL MANAGEMENT & STRONG PROCESSES

Global management

- Products development roadmap (what & where)
- Manufacturing strategy (how & where)
- Purchasing, Supply Chain, Quality, Health & Safety
- Cloud and App, Data security

DECENTRALIZED TO CAPTURE LOCAL INSIGHTS

Local

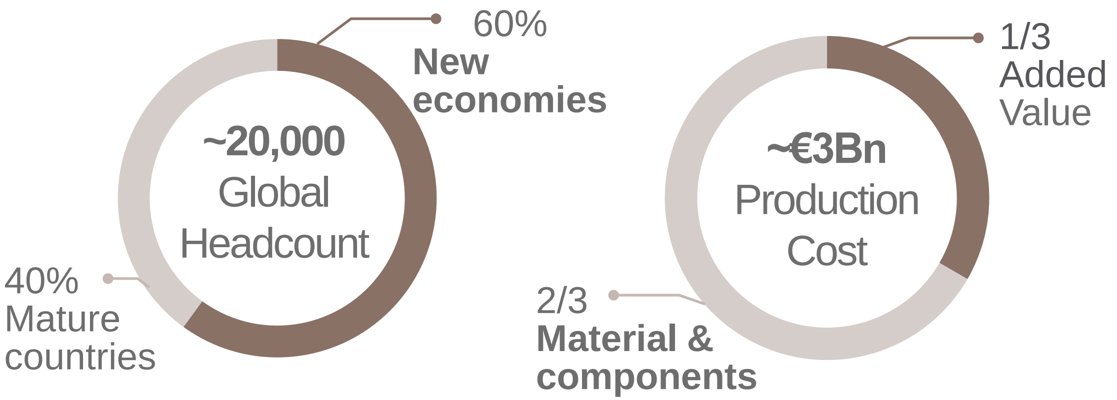
- **People** (R&D, purchasing, manufacturing, supply-chain)
  → Agility and know how of products market habits
- **Production**
  → Lower costs, enhanced reactivity and reduced CO_2 emission

Country Managers

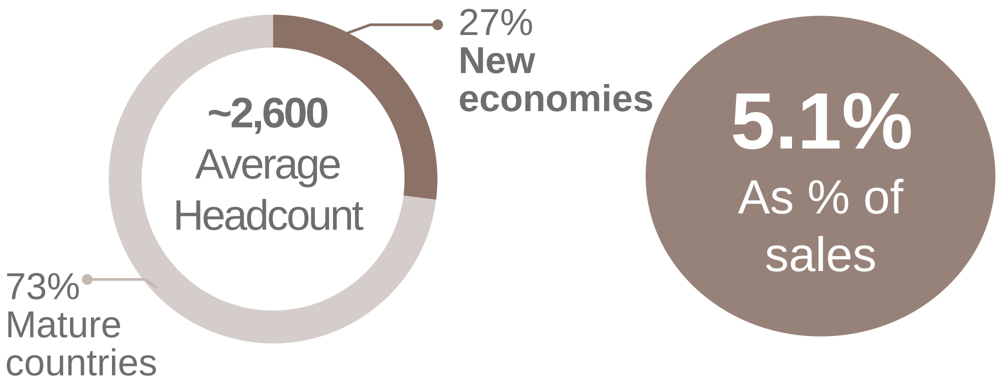
- Local management of day-to-day operations activities
- Responsible for operations performance

2020 NUMBERS

MANUFACTURING



RESEARCH & DEVELOPMENT



Operations performance: continuous improvement

Geared to fuel profitable and sustainable growth

DRIVING GROWTH INNOVATION & CUSTOMER CARE	PERFORMANCE INDUSTRIAL COMPETITIVENESS	SUSTAINABILITY FOCUS

Comprehensive new products roadmap

- Core infrastructure products
- Fast expanding segments

Solutions

- Simple, innovative & sustainable
- Qualitative, secured & reliable

Rapid time to market

- Platforming

Enhanced service level

Strong processes

- Legrand Way management system

Structural productivity

- Legrand Way management system
- Buy vs. make
- Reduced non-quality costs
- Redesign to costs
- Massification & platforming
- Localization & go to low costs
- Automation
- Footprint ongoing rationalization

Agile productivity

- Digitalization, industry 4.0 (payback <2y)
- Flexibility: workforce & lean capex

Contribute to sustainable sales

Business ethics

Sustainable suppliers

People

- Reduction in frequency of accidents (FR2 metric)
- Talents development, diversity

Environment protection

- CO_2 & Climate: SBTI's targets (aligned with 1.5°C compatible trajectory)
- Circular economy: PEP ; eco-design ; waste use and recovery

Operations performance: continuous improvement

Target KPIs

GROWTH INNOVATION AND CUSTOMER CARE		
KPIs	**Current**	**Mid-term**
R&D to sales	5%	**5%**
R&D dedicated to software	**>15%**	**>25%**
Product platforms	**66%**	**75%**
R&D Asia heads	**22%[2]**	**~30%[3]**

PERFORMANCE INDUSTRIAL COMPETITIVENESS		
KPIs	**Current**	**Mid-term**
Productivity	**3% per year**	**Up to 4% per year**
• Manufacturing Legrand Way deployment	**77%**	**85%**
• Product platforms	**66%**	**75%**
• Footprint	**Active**	**Active**
• Industry 4.0 capex / production capex	**7%**	**>10%**
• Industry 4.0 main sites coverage	**51%**	**100%**
Capex Total / sales	**3 to 3.5%**	**3 to 3.5%**

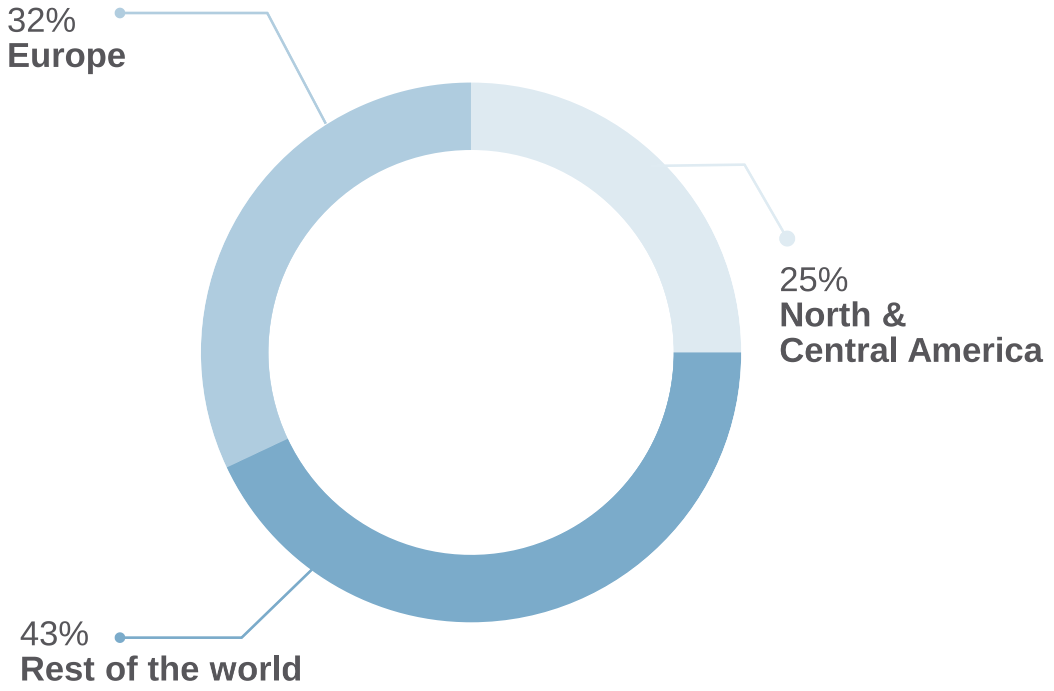
SUSTAINABILITY FOCUS		
KPIs	**Current**	**Mid-term[1]**
Health & Safety (FR2)	**4.6**	**-20%**
Circular economy & CO_2		
• % of sales with PEPs	**67%**	**>70%**
• % of waste recovered	**90%**	**>90%**
• Energy savings	**-3% / y**	**-3% / y**
• CO_2 emiss° Scopes 1&2	**By 2030: -50%**	
• CO_2 emiss° Scope 3	**By 2030: -15%**	

1. Targets for CO_2 emissions reduction by 2030 compared with 2019 levels.
2. China, India, Korea and South-East Asia.
3. Organic trends.

Purchasing leverage

Purchasing footprint

A GEOGRAPHICALLY BALANCED PURCHASING



€2.9Bn in 2020: of which <€2.0Bn in materials & components (32.1% of 2020 net sales)

DETAILED MATERIALS & COMPONENTS BREAKDOWN

CATEGORY	SHARE OF PURCHASING
Trading (electrical finished goods designed by Legrand)	23%
Metallic subcontracting (including added value)	18%
Electronic (components & sub-assembly)	15%
Electrical and lighting components	10%
Plastics subcontracting	6%
Other elements	3%
Components & subcontracting	**75%**
Metals (steel (6%), copper (4%), aluminum and others)	13%
Plastics raw material	8%
Packaging	4%
Raw material	**25%**

NB: Semi-conductors-linked purchases represent about 6% of the total materials & components amount.

Purchasing leverage

Accelerating value creation through purchasing performance

PROFITABILITY

Redesign to cost

Inflation monitoring dedicated process with front office

RELIABILITY

Risk management

Securing procurement

SUSTAINABILITY

Sustainable procurement pillars
- **Decarbonization**
- **Circular** economy
- Inclusive suppliers

Progressive integration of suppliers CSR commitments inside quotations (LCC[1] Matrix)

EFFICIENCY

Digitalization
(Supplier Relationship Management, Robotic Process Automation, Data Analytics)

Synergies from acquisitions' docking

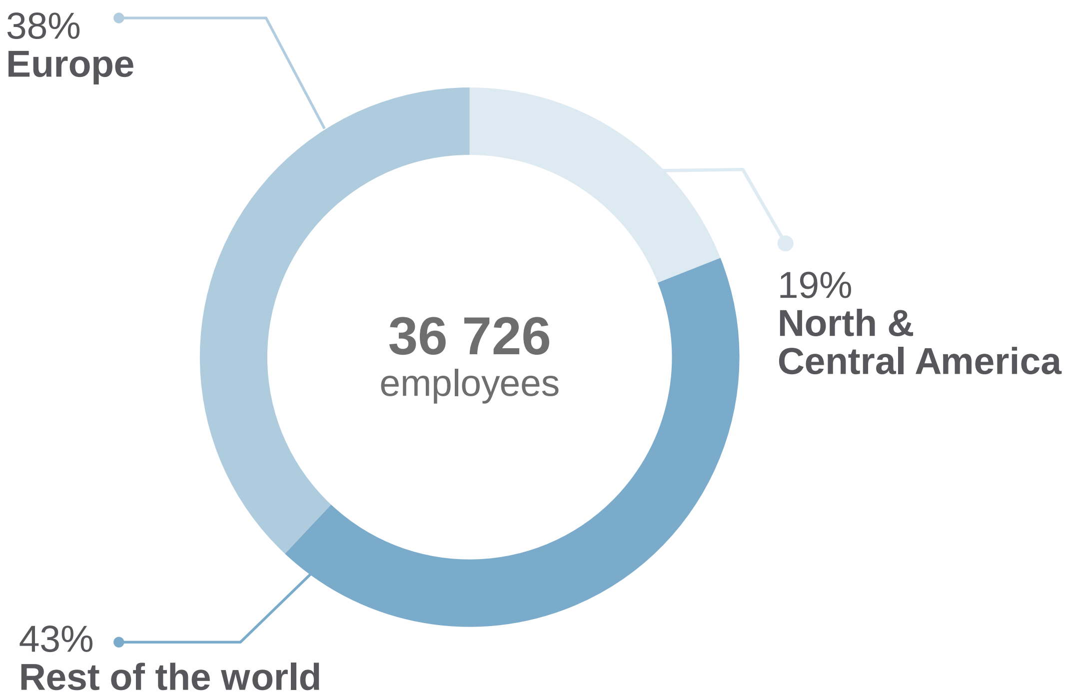
Fully aligned and involved from Design to Manufacturing and Execution phases

1. Life Cycle Costing.

Human Resources & entrepreneurship spirit

Legrand team is…

GEOGRAPHICALLY BALANCED HEADCOUNT(1)



53% OF LEGRAND STAFF IN NEW ECONOMIES

STRONGLY SUPPORTIVE TO PERFORMANCE

Full engagement

- **80% Engagement rate** (2021), strong progression vs 2017

Loyal

- **Stable and low attrition** rate overall (~5%)

Skilled & experienced

- >17 hours of **training** per employee in 2020

Performance driven

- Large base (~1,300 staff) of talents & key people incentivized through **Legrand performance shares**

Focused on well-being & talents

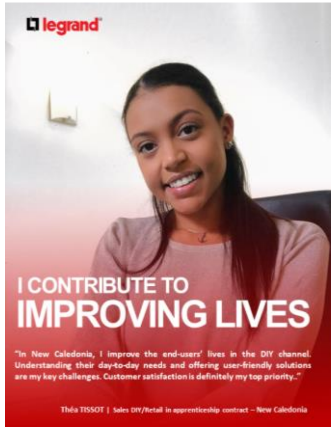
- Strong business ethics
- Talent-development oriented culture

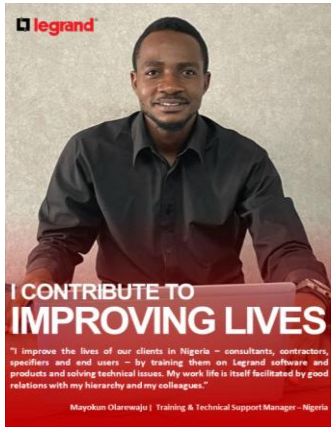
1. Legrand average headcount breakdown in 2020.

Human Resources & entrepreneurship spirit

Actions for engagement & retention: our purpose is Improving Lives

WE FOCUS ON MAKING LEGRAND A GREAT WORKPLACE…	…AND WE ARE RECOGNIZED FOR IT





NB: Forbes magazine 2020. At Group level, Legrand is distinguished as one of the "World's Best Employers 2020" based on independent surveys of more than 150,000 employees in more than 50 countries.

Human Resources & entrepreneurship spirit

Focus on general managers

General Managers profiles

Solid **experience in sales** management

~25% coming **from acquired companies**

All appointed through a **central process** approved by the **CEO**

Accountability

Full P&L responsibility including the implementation of key strategic topics defined by the Group for sales and industrial operations:

- Effective **crisis management** in 2020
  (e.g. restructuring practices adapted to local context)
- **Agility** when dealing with activity rebound
  (e.g. material and components shortage)

Yearly incentive plans (bonus) based on:

- **70% financial performance** contract
  Sales & profitability including cost of capital employed
- **20% CSR** objectives defined by the group
- **10% Qualitative** criteria (including M&A)

Human Resources & entrepreneurship spirit

Improving gender diversity

Strong involvement

Our commitments

- Increase over 3 years by 20% the ratio **of women in management positions**
- Reach by 2030, 1/3 of **women in key positions**

Examples of actions

- GEEIS diversity label obtained in 2020 for France and corporate (gender)
- elle@legrand network initiated ten years ago and now present in 24 countries
- Rating on gender pay gap in France: 91/100

Our progress

% of women as of December 31st	**2018**	**2019**	**2020**
Executive Committee	25%	33%	40%[1]
Grade Hay 20+ positions	15.2%	16.6%	17.5%
Grade Hay 14+ positions	22.6%	23.3%	24.8%

1. As of September 1st 2021

Human Resources & entrepreneurship spirit

Focus on inclusion

Employee diversity rating

2021 Legrand employee's global engagement survey

"Diversity & Inclusion dimension"

- 81% favorable answers
- Above industry norm

"My company provides a working environment that is accepting of differences in personal identity"

- 83% favorable answer
- Above industry norm

LGBTQ

- Continuing **support shown by general management**

  (pride month, IDAHOT[1], "Legrand rainbow" network, and more)

- Effective individual **facilitation** for gender transition

Minorities

- Continuing initiatives for an **improved representation** of Person of Color in the US (including "Black Professional Network")

Disability

- **Inclusive workplace**: 2.2% of total workforce worldwide, 8.2% in France
- GEEIS diversity label obtained in 2020 for France and Corporate

Next generation

- Offering significant number of **opportunities** to young professionals

1. International Day Against Homophobia, Biphobia and Transphobia.

Human Resources & entrepreneurship spirit

Actions for engagement & retention: Serenity On

Since end of 2017

Global initiative aimed at guaranteeing all employees a

Minimum level of social protection

93% Group employees **covered**
Target: **100%**


To promote a better balance between private and working life

Minimum standards for maternity leave (14 weeks minimum) and paternity leave (at least 5 days). Paid 100% of base salary


Legrand ensures that each employee is protected in the event of misfortune

Coverage applying to hospitalization and surgery fees


In the event of the employee's death or total and permanent disability due to illness or accident

Employee's family protection at least 1 year of gross basic salary

CONCLUSION

Franck Lemery, CFO

Benoît Coquart, CEO

Conclusion: Ambitious mid-term targets

Sales ambitions demonstrating the ability to seize all growth opportunities

SUSTAINED SALES GROWTH …	… SUPPORTED BY STRENGTHENED PILLARS
	Market expansion driven by **structural megatrends and new addressable segments** (> €30Bn)
+5% to +10% average annual growth in sales, excluding exchange-rate effects	**Enhanced organic growth profile** notably with faster expanding segments from 31% to 50% of sales
	Pursuing our **selective bolt-on M&A strategy** with 3 to 6 deals per year

Conclusion: Ambitious mid-term targets

The right level of profitability to sustain accelerated growth

A BEST-IN-CLASS PROFITABILITY …	… REFLECTING AN EFFECTIVE STRATEGY TO SUSTAIN GROWTH ACCELERATION
~20% of sales average adjusted operating margin (Including restructuring costs)	**Profitability supported** by volume leverage, sector-benchmark pricing power and solid cost management
	Full absorption of: • investments for organic growth • dilution of new acquisitions (-10 to -50bps / year) • financing of restructuring initiatives

Conclusion: Ambitious mid-term targets

Strong free cash flow generation allocated to M&A and dividends

CONSISTENT LEADING FREE CASH FLOW GENERATION …	… AND A BALANCED CAPITAL ALLOCATION
13% to 15% of sales average normalized free cash flow	**>1/2 of free cash flow invested in bolt-on acquisitions,** **whilst preserving a solid balance sheet**
	~50% average dividend payout ratio
	Share buyback **compensating for the dilution** linked to LTI programs

Conclusion

Pursuing the ESG journey

ONGOING CSR STRATEGY

4th CSR Roadmap till 2021

5th CSR roadmap from 2022, presented in **Q1 2022**

LONG-TERM ESG AMBITIONS

CLIMATE(1)	**2022**: **Neutrality** on scopes 1, 2 and part of scope 3, with compensation **2030**: Newly SBTi validated targets **(1.5°C)** Scope 1&2 -50%, Scope 3 -15% **2050**: **Elimination** of net GHG emissions (Scopes 1, 2 & 3)
SUSTAINABLE REVENUE	**2030** **80%** of total products (revenue) **sustainable** by design and/or by usage
DIVERSITY & INCLUSION	**2030** **1/3** of **key positions** held by women **Gender-balanced** workforce

1. For more information, readers can refer to the press release published on July 30, 2021.

Conclusion

Legrand is perfectly positionned to benefit from next cycle

STRUCTURALLY SOUND INDUSTRY BOOSTED BY EXCITING MEGATRENDS

- Low risk industry
- Secular and new trends
- Strategic and low energy intensive

UNIQUE PROFILE WITH PROVEN STRATEGY, ASSETS & RESULTS

- Only building pure player
- Cristal clear growth strategy
- Strong ESG policy and value creation
- Accountable and responsive organization

CLEAR ROADMAP TO ENHANCE LEGRAND MODEL AND MAKE THE MOST OF THE CYCLE

- Boost topline growth (growth levers, faster expanding segments, new markets)
- Foster “assets” & processes
- Pursue our leading ESG journey

Fully ready to pursue our journey
through accelerated profitable and responsible value creation

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Glossary

Adjusted operating profit is defined as operating profit adjusted for amortization and depreciation of revaluation of assets at the time of acquisitions and for other P&L impacts relating to acquisitions and, where applicable, for impairment of goodwill.

Busways are electric power distribution systems based on metal busbars.

Cash flow from operations is defined as net cash from operating activities excluding changes in working capital requirement.

CSR stands for Corporate Social Responsibility.

EBITDA is defined as operating profit plus depreciation and impairment of tangible and of right of use assets, amortization and impairment of intangible assets (including capitalized development costs), reversal of inventory step-up and impairment of goodwill.

ESG stands for Environmental, Societal and Governance.

Free cash flow is defined as the sum of net cash from operating activities and net proceeds from sales of fixed and financial assets, less capital expenditure and capitalized development costs.

KVM stands for Keyboard, Video and Mouse.

Net financial debt is defined as the sum of short-term borrowings and long-term borrowings, less cash and cash equivalents and marketable securities.

Normalized free cash flow is defined as the sum of net cash from operating activities—based on a normalized working capital requirement representing 10% of the last 12 months' sales and whose change at constant scope of consolidation and exchange rates is adjusted for the period considered—and net proceeds of sales from fixed and financial assets, less capital expenditure and capitalized development costs.

Organic growth is defined as the change in sales at constant structure (scope of consolidation) and exchange rates.

Payout is defined as the ratio between the proposed dividend per share for a given year, divided by the net profit attributable to the Group per share of the same year, calculated on the basis of the average number of ordinary shares at December 31 of that year, excluding shares held in treasury.

PDU stands for Power Distribution Unit.

UPS stands for Uninterruptible Power Supply.

Working capital requirement is defined as the sum of trade receivables, inventories, other current assets, income tax receivables and short-term deferred tax assets, less the sum of trade payables, other current liabilities, income tax payables, short-term provisions and short-term deferred tax liabilities.

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