

TOGETHER IMPROVING LIVES

2025 Universal
registration
document

2025 Universal Registration Document

including the integrated report



The Universal Registration Document has been filed on April 8, 2026 with the AMF in its capacity as competent authority under Regulation (EU) 2017/1129, without prior approval in accordance with article 9 of that regulation.

This Universal Registration Document may be used for the purpose of a public offering of financial securities or the admission of financial securities for trading on a regulated market if it is supplemented by a securities note and, as the case may be, a summary and all amendments made to the Universal Registration Document. The resulting set of documents is approved by the AMF in accordance with Regulation (EU) 2017/1129.

This Universal Registration Document including the Annual Financial Report is a reproduction of the official version which has been prepared in ESEF format and is available in French on the issuer's website www.legrand.com.

This document is a non-binding “free” translation from French into English and has no legal value other than an informative one. Should there be any difference between the French and the English version, only the text in French language shall be deemed authentic and considered as expressing the exact information published by Legrand.

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Note

The terms “**Group**” and “**Legrand**” refer to the Company (as defined in section 9.1 of this Universal Registration Document), its consolidated subsidiaries and its minority shareholdings.

References to “**Legrand France**” relate specifically to the Company’s subsidiary Legrand France, which was previously named Legrand SA but was renamed by the General Meeting of Shareholders dated February 14, 2006, and not to its other subsidiaries.

The Company’s consolidated financial statements presented in this Universal Registration Document for the financial year ending December 31, 2025 have been prepared in accordance with International Financial Reporting Standards (“IFRS”), as adopted by the European Union. In accordance with applicable regulations, the Company prepares and presents its consolidated financial statements in accordance with IFRS, which differ in certain significant respects from French accounting principles. The Company’s financial statements are presented in accordance with French accounting principles.

This Universal Registration Document contains information about Legrand’s markets and its competitive position therein, including market size and market share. As far as Legrand is aware, no exhaustive report exists regarding the industry or the market for electrical and digital building infrastructures. Consequently, Legrand obtains data on its markets from its subsidiaries which compile information on their relevant markets on an annual basis. This information is derived from formal and informal contacts with professionals of the electrical and digital building infrastructures sector (notably professional associations), from statistics and macroeconomic data. Legrand assesses its position in its markets based on the market data referred to above and on its sales in the relevant market.

Legrand believes that the information about market share contained in this Universal Registration Document provides fair and adequate estimates of the size of its markets and fairly reflects its competitive position within these markets. However, internal surveys, estimates, market research and publicly available information, while believed by Legrand to be reliable, have not been independently verified and Legrand cannot guarantee that a third party using different methods to assemble, analyze or compute market data would obtain the same results. Furthermore, Legrand’s competitors or other players in the ecosystem may define its markets differently. Because data relating to market

shares and market sizes are Company estimates, they are not data extracted from the consolidated financial statements, and Legrand cautions readers not to place undue reliance on such information.

This Universal Registration Document contains forward-looking statements. These forward-looking statements include all matters that are not historical facts. They are mentioned in various sections of this Universal Registration Document and contain data relating to Legrand’s intentions, estimates and targets, concerning in particular its market, strategy, growth, results, and financial or extra-financial position.

By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Forward-looking statements are not guarantees of the Group’s future performance. Legrand’s actual position and financial or extra-financial results and cash flows as well as the development of the industrial sector in which it operates may differ significantly from the forward-looking information mentioned in this Universal Registration Document, and even where these elements are consistent with the forward-looking information mentioned in this Universal Registration Document, they may not be representative of the results or developments in later periods. Factors that could cause such differences include, among other things, the risks factors described in chapter 3 of this Universal Registration Document. Accordingly, all forward-looking statements should be understood bearing in mind their inherent uncertainty.

The forward-looking statements referred to in this Universal Registration Document are only made as of the date of this Universal Registration Document. The Group will update this information as necessary in its institutional (notably financial and extra-financial) communications, by making it available of the [legrand.com/en](https://www.legrand.com/en) website. Legrand operates in a competitive environment, which can also change rapidly depending on the economic context. The Company may therefore not be able to anticipate all of the risks, uncertainties and other factors that could affect its activities, their potential impact on its activities or the extent to which the occurrence of a risk or combination of risks could lead to significantly different results from those set out in any forward-looking statements, noting that such forward-looking statements do not constitute a guarantee of actual results.

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Integrated report

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2025 marks the first year of our strategic plan for 2030, and I am particularly proud to see Legrand confirm its ability to grow sustainably and reach an important milestone.

Despite a challenging economic environment and a slowdown in the building market, our revenue has shown solid growth, supported by the expansion of our datacenter activities, the successful integration of our acquisitions, and the unwavering commitment of our teams.”

Benoît Coquart,
CEO of Legrand



Message from Benoît Coquart, Chief Executive Officer of Legrand

2025 was a year of strong acceleration for Legrand.

We reached an important milestone with sales of €9.5 billion, up +13.1% at constant exchange rates, driven both by a solid organic growth of +7.7% and by a sustained contribution from acquisitions of +5.1%.

Our adjusted operating margin, at 20.7% after acquisitions, and free cash flow of 1.3 billion euros, representing 14% of revenue, confirm the robustness and resilience of our business model.

The year was also marked by an ambitious acquisition strategy, fully aligned with our long-term strategy. Seven operations were completed, all focused on the energy and digital transitions, representing a combined full-year revenue of €500 million. At the same time, our datacenter activities experienced remarkable momentum: they now account for 26% of our revenue and we are now recognized as a leading player in this market.

Innovation continues to be a core driver of our growth. Over the past five years, we have increased our R&D investments by nearly 30%, enabling the launch of numerous solutions tailored to our customers' needs. This ability to invest,

anticipate and innovate is a decisive competitive advantage in a rapidly evolving technological landscape.

2025 was also the first year of implementation of our 6th CSR Roadmap for 2025-2027, which achieved a performance rate of 110%. These results demonstrate the Group's ability to turn its commitments into concrete achievements.

Looking ahead to 2026, we approach the future with ambition and confidence. Legrand is targeting sales growth at constant exchange rates of between +10% and +15%, combining an expected organic growth of between +4% and +7% with a contribution from acquisitions between +6% and +8%. We will also continue our philanthropic commitments and partnerships - notably with *Electriciens sans frontières* and the United Nations Global Compact - which strengthen our impact across our ecosystem.

Our Group is ideally positioned to pursue a sustainable growth trajectory, seize the opportunities offered by the many ongoing transitions, energy, digital and demographic, and further reinforce its leadership across its key markets.

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Our purpose

Legrand's purpose expresses the Group's ambitions by explicitly linking our core business with our key role in equipping buildings. Backed by more than 150 years of history, it gives meaning to Legrand's daily work and guides our strategic choices. It captures our vision and unites all of our people around a common project.

It is set out as follows:



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.”

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Our values

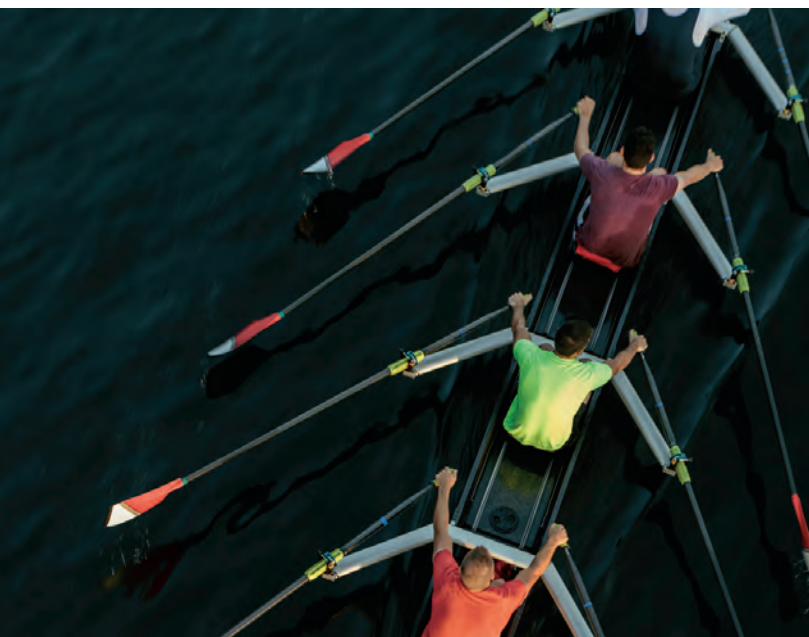
We seize the future

- By creating tomorrow's buildings today
- By putting sustainability at the core of our growth
- By growing the talents that will manage tomorrow's world



We embrace inclusion

- By respecting others as they are
- By seizing our workforce diversity as an opportunity to be a better business
- By taking our stakeholders' diversity as a strength and a driver



We move in sync

- By continually providing added value to our entire ecosystem
- By providing the best experience to our customers
- By moving forward with our people, brands and partners, driven by a common strategy and a common purpose

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We strive for simplicity

- By fostering authentic human relationships
- By promoting transparency and honesty in all that we do
- By designing products that are easy to install, use and maintain



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We are dependable

- By combining quality and sustainability in the solutions we deliver
- By eliminating our negative impacts and having a positive impact everywhere we can
- By ensuring responsible business practices and meeting our commitments

Our history

Legrand's entrepreneurial and industrial story began in 1865 in the city of Limoges, where the Group still has its head office today. The name Legrand, after one of the owners, was adopted in 1904, and to this day remains the Group's name and a well-known brand.

1st half of the
20th
century

From porcelain workshop to electrical equipment production

■ 1919

A partnership is formed between Legrand's managers and a local producer making electrical equipment using porcelain

■ 1949

Legrand specializes in electrical equipment and material

2nd half of the
20th
century

Acquisitions and international expansion

■ 1950s

Development of new production techniques and new materials such as thermosetting materials and thermoplastics

■ 1960s and 1970s

Legrand continues to grow and opens subsidiaries outside France (Belgium, 1966) and then outside Europe (Brazil, 1977)

■ 1970s and 1980s

Legrand floats on the stock market and joins the CAC 40 in 1987

■ 1990s

The Group develops its product range to include home automation

Since
2000

Stepping up the pace of sustainable value creation

■ 2004

Creation of Legrand's Sustainable Development department

■ 2006

Legrand's IPO on Euronext Paris; Legrand adheres to the Global Compact

■ 2007

First CSR Roadmap

■ 2011

Legrand returns to the CAC 40
Legrand accelerates in the digital infrastructure and datacenter segment with a first structuring acquisition

■ 2015

Launch of the Eliot program, aimed at accelerating the deployment of connected solutions

■ 2020

Acceleration in the fight against global warming, with commitments made for 2022, 2030 and 2050

■ 2024

The Group announces the validation by the SBTi⁽¹⁾ of its Net Zero commitment

2025

Launch of the 2030 strategic plan with the ambition to reach 15 billion euros in revenue, driven notably by the energy and digital transition

(1) Science Based Targets initiative.

2025 events and highlights

Legrand launches its 6th CSR Roadmap for 2025-2027.

The Group is rewarded for:

Its CSR strategy:



■ Legrand receives the **"Sustainability Grand Prix 2023-2025"** from AGEFI, illustrating its ability to mobilize, to achieve or even exceed, the objectives set.

■ Legrand receives the **"Grand Prix de la Philanthropie – Prix du partenariat long terme"** for its commitment to *Electriciens sans frontières* since 2007.



■ Legrand North and Central America receives the **"Sustainability Leadership Award"** which honors organizations that integrate CSR principles into their growth model.

Supporting its stakeholders:

■ During the renewal of the **"Supplier Relations and Responsible Purchasing"** label, Legrand was praised for the maturity of its responsible purchasing policy and the involvement of suppliers in decarbonization.



■ Legrand Finland receives the **"Best trainer and competence developer"** which rewards efforts in terms of training provided to clients.

Its actions in favor of the environment:

■ Legrand wins the **"Planet Positive Award"** in the **"Architectural Lighting"** category for its Renew range, from Pinnacle Architectural Lighting. This range incorporates wood from sustainable sources and can be completely disassembled at the end of its life.

■ Legrand India receives the **"Silver Award – Environmental Impact Category"** for installing a "zero liquid discharge" system on a paint line with 100% treated wastewater.

■ Legrand United Kingdom receives the **"Society of Digital Engineering Best Product Manufacturer Award"** which rewards companies whose products contribute to the digitalization of activities and living spaces.

■ Legrand Colombia receives the **"PREAD" label**, a program of environmental excellence, for integrating the environmental dimension into the development of its activities.

Its actions in terms of diversity and inclusion:

■ **GEEIS-Diversity label** (Gender Equality European & International Standard-Diversity) for 5 countries on 3 pillars of the label in 2025.

■ BTicino Italy receives the **"D&I Leadership" award** which distinguishes the most mature companies for their concrete and structured policies on inclusion.

Its actions in terms of well-being and quality of life at work:

■ Legrand India is ranked **"Best company for women in India"** for its equity practices, development of female leadership and creation of an inclusive environment.

■ BTicino Italy is ranked among the **top Italian employers** for creating positive, inclusive and sustainable growth-friendly work environments.

2025 events and highlights

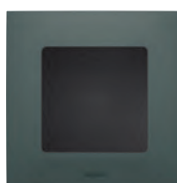
Product launches

Over the last 5 years, Legrand has increased its R&D spending by nearly +30%, in order to offer its customers innovative solutions and support their growth. Many new products were launched in 2025, reflecting this sustained innovation dynamic, with for example:

Essential infrastructures



Arteor Advance: range of high-end modular device for homes, offices, and luxury hotels. Adapted to today's modern lifestyle, which seeks comfort, safety and energy efficiency.



Niloe: range of decorative equipment for homes and small tertiary. Thanks to the new paper packaging bags, 3.5 tons of plastic have been avoided.

Digital lifestyles



Netatmo Advance: a home protection system that respects privacy.



Radiant Smart lights: offer that allows intelligent control of lights, from a smartphone or a voice assistant like Amazon Alexa, Google Home or Apple Home.

Energy transition



Green'Up Home: electric and hybrid car charging stations and packs with connected options to control via the application and secure the installation.



XL³ HP 6300: power cabinet designed to meet the requirements of the tertiary and industrial markets.

Datacenters



Keor Flex 1200: modular UPS (Uninterruptible Power Supply) system, which won the Red Dot Design award in 2025, confirming the ability to combine technology and design.



High Power Track Busway: datacenter busway solution designed to meet the continuous evolution and upgrade of semiconductor technologies and network communications.

2025 events and highlights

Acquisitions

In 2025, Legrand strengthened its position in the energy and digital transition by acquiring seven companies, representing a combined full-year revenue of €500 million. Thanks to these operations, Legrand has:

Strengthened its offer in datacenters:



Avtron Power Solutions:
American leader in load banks



Amperio Project: Swiss busbar specialist



Linkk Busway Systems: leading Asian specialist in power busbars



Computer Room Solutions: leading Australian player in white space infrastructure

Consolidated its position in solutions related to digital lifestyles:



Cogelec: French specialist in access control



Performance: Dutch specialist in connected health software

Continued its development in the energy transition:



Quitérios: leading Portuguese player in modular distribution boxes for electrical and digital networks

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A governance model serving a long-term vision



As Chair of the Board of Directors, I am committed to creating long-term value for all our stakeholders. Governance is one of the core pillars of our profitable, sustainable and responsible growth.”

Angeles GARCIA-POVEDA,
Chair of the Board of Directors

Legrand's Board of Directors comprises 13 directors, who provide their varied and complementary expertise to promote value creation, while taking social and environmental considerations into account.

The Board of Directors relies on the work and recommendations of its four committees to make decisions. Each committee is chaired by an independent director.

Legrand pays particular attention to its governance, ensuring that it meets the highest standards, not only to comply with legal requirements and apply best practices, but also to act in the interests of all its stakeholders. The Company applies the principles of corporate governance for listed companies set out in the Afep-Medef Code of Corporate Governance, which can be found on the Medef website at www.medef.com.

Recognized for its performance and governance, Legrand is listed on Euronext Paris and is a component stock of the CAC 40, the CAC 40 ESG and the CAC 40 *Transition Climat*⁽¹⁾.

2025 key figures

7 nationalities represented on the Board of Directors⁽¹⁾

82% of directors are independent directors^{(1) (2)}

14 meetings of the Board of Directors

97% Director attendance rate at Board meetings

1 annual assessment of the operating procedures of the Board of Directors and its committees

2 directors' meetings not attended by internal and executive directors

Gender balance on the Board of Directors^{(1) (2)}

55% women

45% men

(1) At the filing date of the Universal Registration Document.

(2) These figures do not include either of the 2 directors representing employees.

Board of Directors⁽¹⁾



Angeles GARCIA-POVEDA

Chair of the Board of Directors

Dual French-Spanish national

Member of the Commitments and CSR Committee



Isabelle BOCCON-GIBOD

Independent director

French national

Chairwoman of the Audit Committee and member of the Commitments and CSR Committee



Sophie BOURDAIS

Director representing employees

French national

Member of the Compensation Committee



Philippe BOURDOLLE

Director representing employees

French national

Member of the Audit Committee

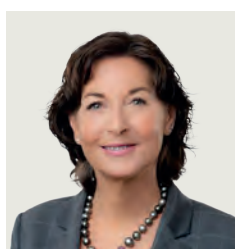


Jean-Marc CHÉRY

Independent director

French national

Chairman of the Commitments and CSR Committee



Valérie CHORT

Independent director

Dual French-Canadian national

Member of the Commitments and CSR Committee, the Audit Committee and the Compensation Committee



Benoît COQUART

Director

French national



Patrick KOLLER

Independent director

Dual French-German national

Member of the Nomination and Governance Committee and the Compensation Committee

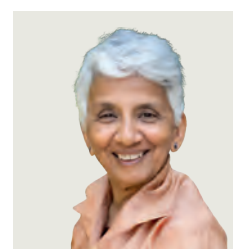


Michel LANDEL

Lead director

French national

Chairman of the Nomination and Governance Committee and the Compensation Committee



Rekha MEHROTRA MENON

Independent director

Indian national

Member of the Nomination and Governance Committee



Florent MENEGAUX

Independent director

French national

Member of the Audit Committee and the Nomination and Governance Committee



Stéphane PALLEZ

Independent director

French national

Member of the Compensation Committee and the Commitments and CSR Committee



Clare SCHERRER

Independent director

Dual US-British national

Member of the Audit Committee

(1) Composition of the Board of Directors at the filing date of the Universal Registration Document.

Governance model serving a long-term vision

Roles and responsibilities of Committees⁽¹⁾

99%

attendance rate of Directors at board committee meetings

Nomination and Governance Committee

This Committee is specifically responsible for making proposals to the Board of Directors regarding the composition of the Board and the Board Committees. Its duties also include:

- periodically evaluating, under the supervision of the Lead Independent Director, the proper functioning of the Board and its Committees,
- examining changes in corporate governance rules and monitoring the Company's implementation of these rules,
- establishing the succession plan for executive officers.



2

meetings of the Nomination and Governance Committee

88%

attendance rate



5

meetings of the Commitments and CSR Committee

100%

attendance rate

Commitments and CSR Committee

This Committee assists the Board of Directors with the Group's main commitments (annual budget, acquisitions) and the CSR strategy, including:

- examining all significant projects concerning the Group's development, in particular projects for strategic partnerships and significant investments or divestments,
- examining proposed annual budgets submitted to the Board of Directors,
- checking that the Group's strategy and CSR approach are consistent and take into account CSR issues, in particular climate-related risks and opportunities,
- evaluating the adequacy of the resources available to the Group for successful implementation of its CSR strategy, in view of the objectives pursued.

Compensation Committee

This Committee gives an opinion on compensation paid to the Company's executive officers. It also ensures that the Company fulfills its obligations regarding the transparency of compensation. Executive officers may not join the Compensation Committee.



3

meetings of the Compensation Committee

100%

attendance rate

Audit Committee

This Committee assists the Board of Directors in the conduct of its duties as regards the adoption of annual statutory and consolidated financial statements and the preparation of information presented to shareholders and the market. It monitors the effectiveness of internal controls and risk management. It is also charged with monitoring issues relating to the preparation and control of accounting, financial and sustainability information, as well as the statutory audit.



6

meetings of the Audit Committee

100%

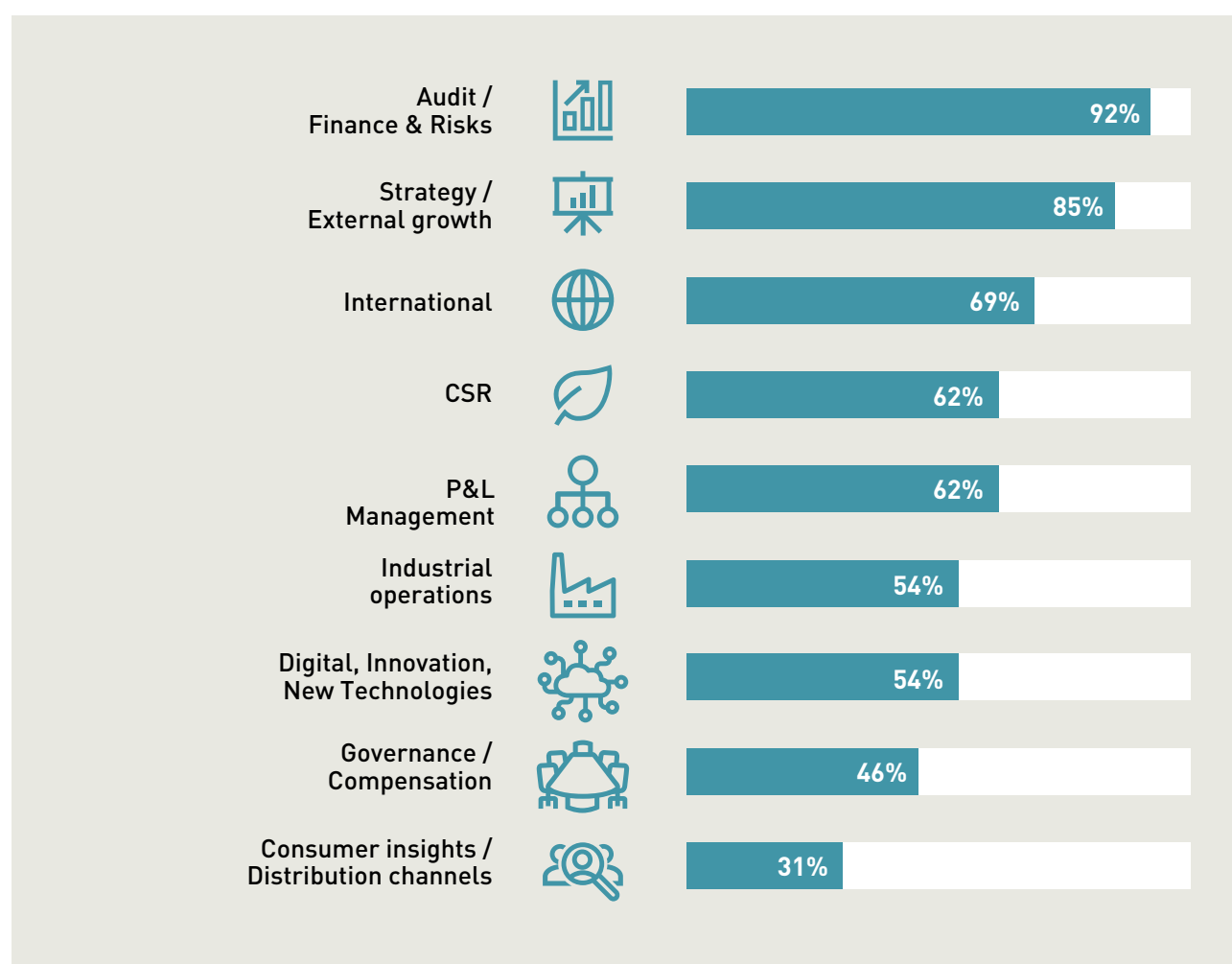
attendance rate

(1) 2025 data.

Skills and expertise of the Board of Directors

The skills and expertise of the Board of Directors were reinforced in 2025 with the arrival of a new director with significant experience as an executive of a listed group.

The skills' matrix for the Board of Directors following the Shareholders' Meeting on May 27, 2025, is as follows:



**A governance model serving
a long-term vision**

Executive Committee

Role and composition of the Executive Committee

Within the Company, the Executive Committee is responsible for defining and steering Legrand's strategy within the framework set out by the Board of Directors. It is a close-knit team of eleven members with complementary and varied skills. It brings together operational departments and support functions.



Benoît COQUART
Chief Executive Officer
joined the Group in 1997



Blandine ANTOINE
Executive VP Products
and Technology
joined the Group in 2024



Bénédicte BAHIER
Executive VP Human
Resources
joined the Group in 2007



Delphine BAZAUD
Executive VP Operations
joined the Group in 2026



Antoine BUREL
Deputy Chief Executive Officer,
Executive VP Operations
joined the Group in 1993



Jean-Luc CARTET
Executive VP Asia-Pacific,
Middle East, Africa
and South America
joined the Group in 1992



Brian DI BELLA
President and Chief Executive
Officer of Legrand
North & Central America
joined the Group in 2004



Virginie GATIN
Executive VP Corporate
Social Responsibility
joined the Group in 2021



Franck LEMERY
Executive VP Chief
Financial Officer
joined the Group in 1994



Juan MORENO-ALAMO
Executive VP Strategy,
Brands and Digital
joined the Group in 2000

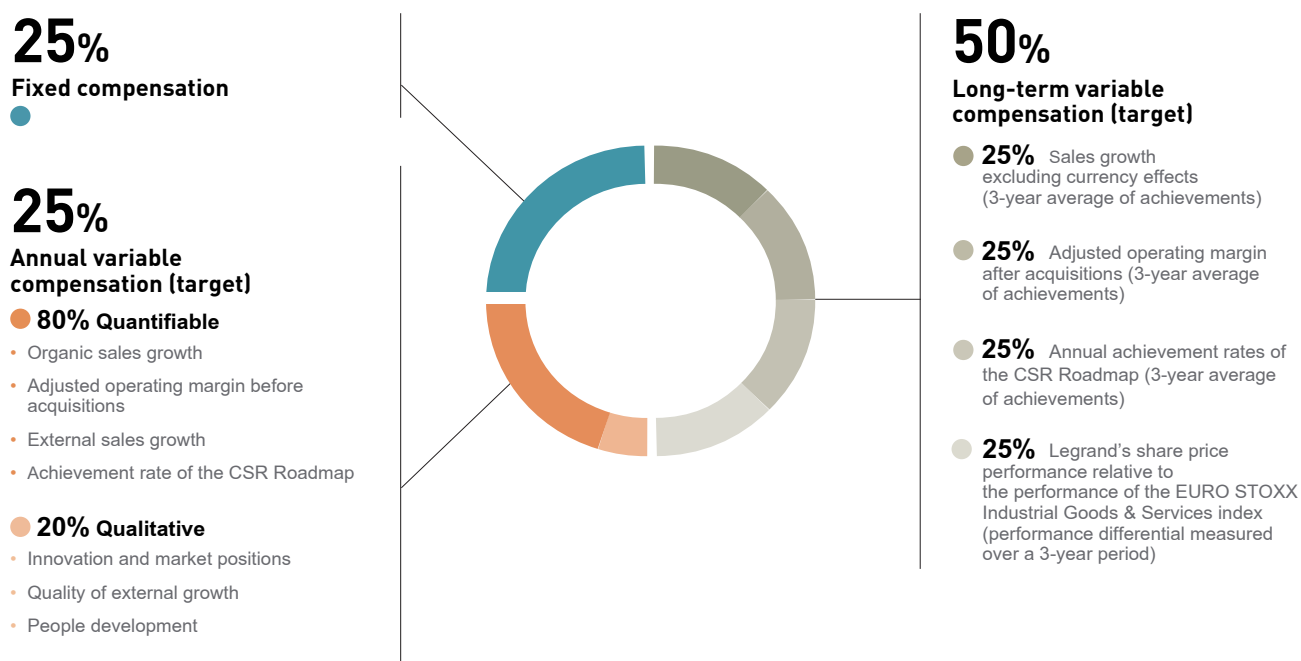


Frédéric XERRI
Executive VP Europe
joined the Group in 1993

Executive compensation policy

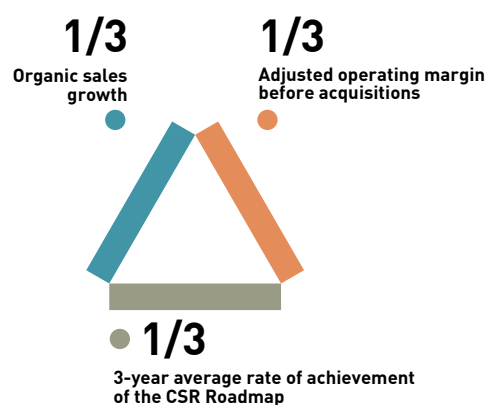
Compensation paid to the Chief Executive Officer in 2025 - Apportionment of fixed and variable portions

Our remuneration policy includes CSR criteria in order to align executive incentives with the Group's strategic priorities.



Managers' compensation

Managers' compensation is aligned with the Group's objectives. Around 11% of managers receive long-term incentive compensation (Long Term Incentives). In addition, 20% of country directors' annual bonuses are linked to the performance of their area of responsibility in implementing the CSR Roadmap.



Structure of the long-term incentive plan (LTI) for the Group's key positions



Legrand today

2025 Group key figures

Sales

€9.5 Bn

More than

39,600

employees worldwide

More than

300,000

standard product references

Operating in close to

90
countries

and sold in around

170
countries

+30%

investment in R&D
over 5 years

Main end-markets



26%
Datacenter



~40%
Non residential buildings

~1/3
Residential
buildings



Sales breakdown per region

42%
North and
Central America



20%
Rest of the World



38%
Europe

Our value creation model



Our purpose

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.”

Our resources



Our human capital

- More than 39,600 employees (36% of women)
- More than 2,800 people working in R&D in close to 30 countries
- Committed teams: employee engagement rate at 80%



Our industrial and intellectual capital

- Extensive Product offer: more than 300,000 standard product references
- Around 130 manufacturing sites in 33 countries
- 95% of sites ISO 9001-certified
- 81% of sites ISO 14001-certified
- Around 3,500 patents in 2025
- More than 100 trademarks
- More than 20% of R&D teams dedicated to software and firmware



Our financial capital

- 2/3 of the share capital held by long-only investors
- Net debt equal to 1.9 x EBITDA



Our societal capital

- Customers in around 170 countries
- 63% of Group purchases made with suppliers that have embraced Global Compact principles
- Philanthropic partnerships (*Électriciens sans frontières*, *Fondation pour l'Inclusion-FACE*), technological alliances, commercial partnerships



Our natural and environmental capital

- Low energy intensive business that provides energy efficiency solutions for buildings
- Limited use of water
- Low impact on biodiversity

Our unique positioning

A specialist positioning, with an unmatched depth of offerings, focused on leadership positions

Sales by end market



- ~1/3 Residential buildings
- ~40% Non-residential buildings
- 26% Datacenters

Sales per region



- 38% Europe
- 42% North and Central America
- 20% Rest of the World

Our strategy

- Pure player in the building sector
- 2/3 of sales generated by leading market positions
- Two growth drivers:
 - Organic growth: increase in R&D spending of nearly 30% over the last 5 years, leading to numerous product innovations
 - External growth: 31 acquisitions between 2020 and 2025
- Acceleration in solutions for energy and digital transition (products for datacenters, energy transition, and digital lifestyles): 53% of 2025 sales
- Continuation of our CSR policy: 6th CSR Roadmap launched in 2025
- Efficient Organization, with performance-oriented teams dedicated to serving our customers

Our value chain

Upstream

- Production purchasing
- Non-production purchasing
- Logistics

Legrand

Downstream

Customers:

- Distributors
- Specifiers
- Project managers
- End-users

Our ambitions for 2030

- **2030 sales of around €15 billion**, average yearly sales growth of nearly +10% excluding currency effects
- **Average adjusted operating margin** (including restructuring costs) **above 20% of revenue**
- **Free cash flow generation of nearly €10 billion** (2025-2030), averaging between 13% and 15% of revenue
- **1/3 of key management positions held by women** (Hay Grade 20+)
- **Reduce by 42% carbon emissions** from our own operations (Scope 1 & 2) and by **25%** emissions from our value chain (Scope 3) on a current scope, compared to the 2022 baseline
- **Phasing out single-use plastic** in our packaging
- **Enabling our customers to avoid the emission of 70 MtCO₂e** with our energy-efficient products and services (Scope 4) between 2020 and 2030
- Reach **80% of sales made with eco-responsible solutions** (through their use or covered by Product Sustainability Profiles)

Our value creation in 2025

Our customers and consumers

- **€9.5 Bn** in sales, of which 81% eligible for green taxonomy and 12% aligned
- **27.1 Mt of CO₂e emissions avoided** by our clients with our energy efficiency solutions since 2020
- **Customer satisfaction (CSAT): 80%**
- **Net Promoter Score (NPS): 54**



Our employees

- **31.3% of management positions** (Hay Grade 14+) held by women
- **97.3% of Legrand employees** received at least 8 hours of training
- **3.4% reduction in workplace accidents (FR2t)** with and without lost time (Group employees and temporary workers) between 2024 and 2025
- **98.9% of Legrand employees** covered by the extended "Serenity On" program



The financial community

- **20.7%** adjusted operating margin
- **€1.3 Bn** free cash flow



Our suppliers and subcontractors

- **595 suppliers committed** to reducing their Scope 1 & 2 emissions by an average of 33.6% by 2030
- **69 additional business streams** with suppliers officially engaged on "Diversity & Inclusion"



Environment and climate

- **56.4% reduction** in our Scope 1 & 2 emissions between 2022 and 2025
- **93.3% renewable electricity** used by the Group
- **21.1 GWh generated at our sites** by our renewable energy installations

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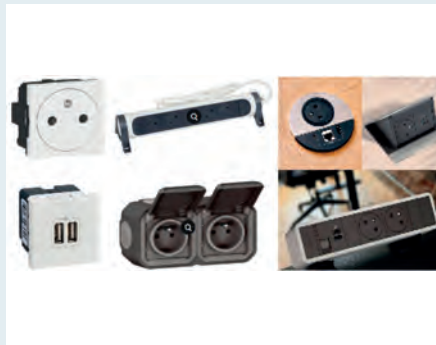
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Control electrical installations



Make power available, including to workstations



Ensure the flow of data and power



Provide a secure power supply



Protect electrical installations



Electric vehicle charging



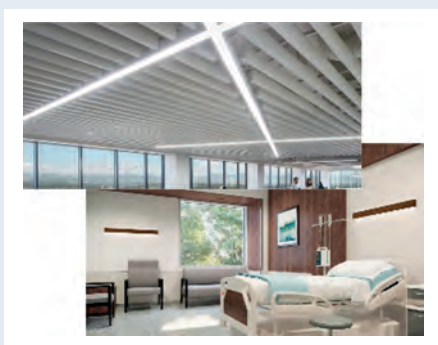
Install structured cabling



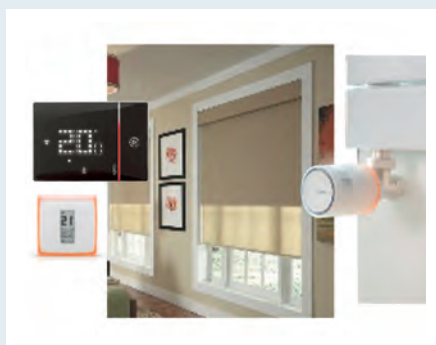
Distribute audio and video signals



Organize datacenters' white-space infrastructures



Manage and optimize lighting



Regulate temperature and sunlight



Ensure safety and security of buildings

Our strengths in this promising market



Remote monitoring and control of
the entire infrastructure



Measure and control energy consumption



Provide connected care and assisted living
solutions



Welcome and screen visitors

Our comprehensive range of products for all buildings

Legrand offers an unparalleled range of more than 300,000 standard product references suitable for all buildings and datacenters. The Group is also supporting their digitalization and helping to reduce their carbon footprint with its energy efficiency products and services. The Group's solutions are installed in living environments (individual homes and collective housing, hotels, etc.), working environments (offices, datacenters, industrial sites, etc.) and meeting environments (shops, hospitals, schools, universities, etc.).

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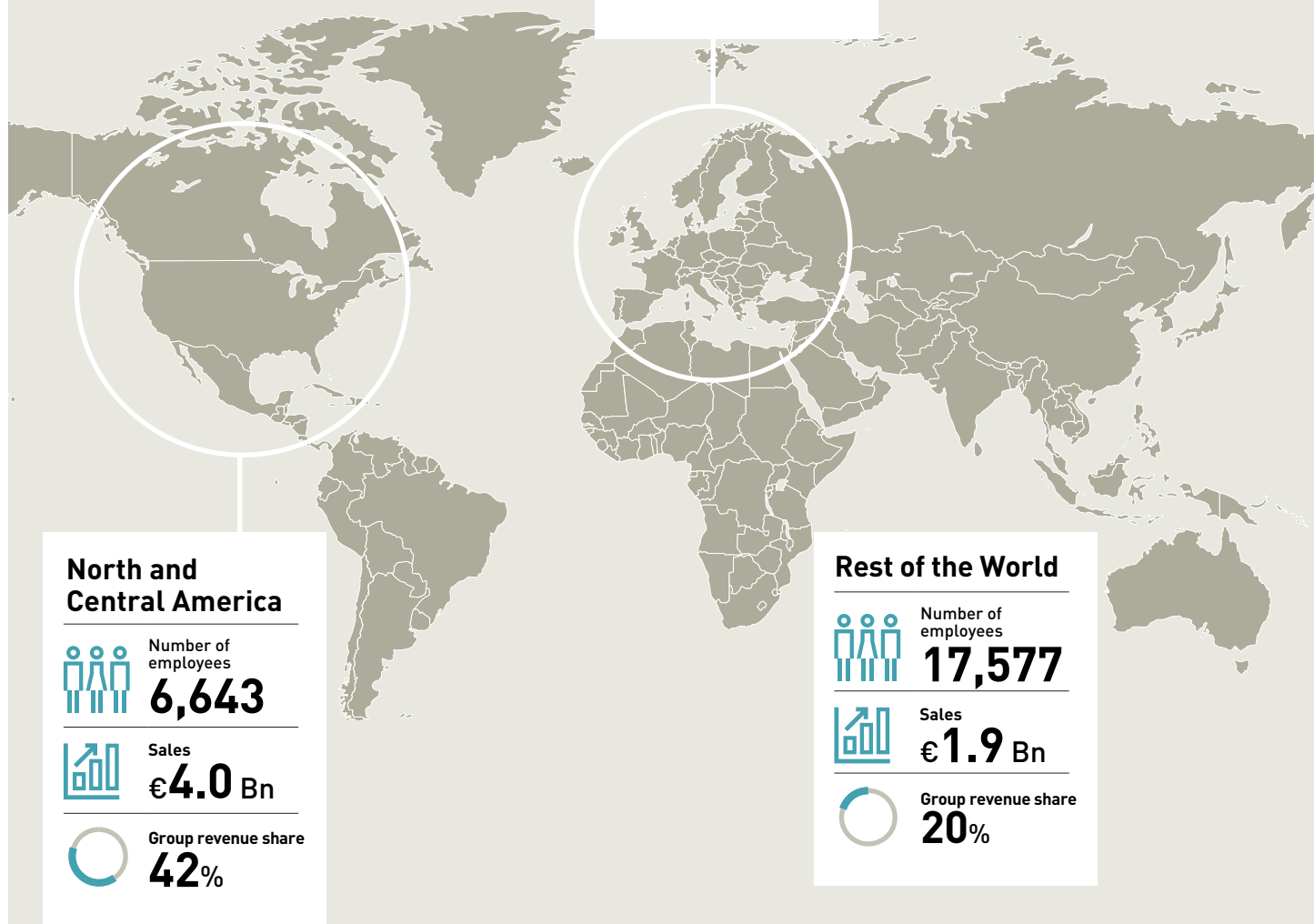
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Our strengths in this promising market

Our presence in close to 90 countries⁽¹⁾

(1) 2025 data, sales by destination

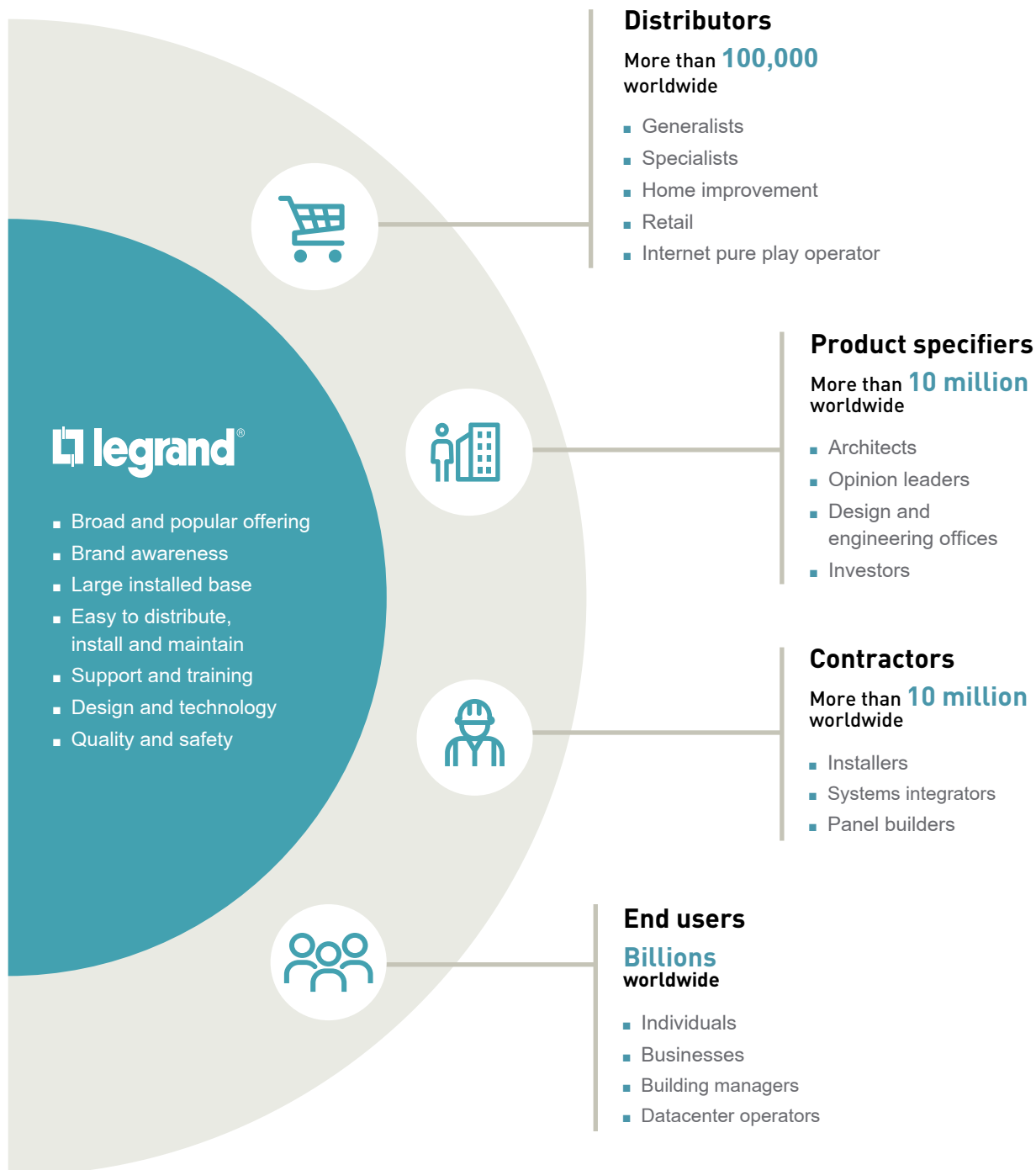


A responsive organization close to the markets

The Group's organizational structure is based on two distinct roles: the global Back Office optimizes resources, while local Front Office maintains close ties with customers. Operating on the basis of efficient, performance-driven processes and spearheaded by employees that are engaged and focused on customer service, this organization is a key part of the Group's success.

Our close ties with our value chain

Thanks to its very wide product range, Legrand provides its customers with simple solutions. Legrand's products are specified, sold and installed by the various participants in its economic chain, and so the Group interacts with all parts of its ecosystem, including professional distributors and installers, specifiers and end users.



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A specialist in a growing industry

A business that is more resilient to economic cycles, notably due to renovation work (>40% of Legrand's total sales) or offers driven by the energy and digital transition (53% of Legrand's total sales).



A fundamental and evolving need for buildings driven by demographics and lifestyles

- a. Structural housing shortage: in new economies and mature countries alike
- b. Development of more flexible, sustainable ways of working: more connected, modular offices and living spaces
- c. Increased need for buildings providing services to people: ageing population, sustained growth in tourism and education-related infrastructure



Environmental urgency and energy transition

- a. Energy efficiency: increased demand for energy efficiency and decarbonization of buildings
- b. Electrification: a more electric overall energy mix, including increasing use of renewable energies and electrification of uses



Digital lifestyles and digital transition

- a. Datacenters: digitizing uses and growing needs linked to artificial intelligence
- b. Digital lifestyles: the spread of a more connected lifestyle, increasing digitalization, technological innovations, development of the middle classes, ageing of the population and saturation of healthcare systems

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A growth strategy based on a unique development model



Legrand's strategy is based on two growth drivers: on the one hand, organic growth, fueled by innovation through constant investment in R&D, and on the other hand, growth through targeted acquisitions.

This strategy aims to develop both essential infrastructure offerings and those related to the energy and digital transition (datacenters, energy transition, digital lifestyles). Our ambition in all these offers is to continually strengthen the Group's leadership positions. Combined

with a policy of operational excellence, this strategy has resulted in first-rate profitability and cash generation. This unique development model is also underpinned by a CSR approach that is fully integrated into the Group's strategy.

An organic growth fueled by innovation and commercial initiatives

At the heart of Legrand's culture, innovation is one of the essential drivers of the Group's development. The Group leverages its historical know-how in technology and design to deliver safety, reliability, and comfort. Driven by all of its teams, this momentum is reflected in the regular launch of new products and services, as well as sustained marketing and commercial initiatives.

+30%
investment in R&D
over 5 years

~3,500
active patents
in 61 countries

**Over
2,800**
people working
in R&D

An external growth strategy based on targeted acquisitions

External growth is also a major pillar of Legrand's development model. Since the beginning of 2020, nearly 4.3 billion euros have been invested in 31 companies including more than 70% of acquired revenue in areas related to energy and digital transition (solutions for datacenters, connected lifestyles, energy efficiency).

Close to 400 companies are continuously monitored, with an annual target renewal of approximately 10%.

Once the acquisition is completed, the integration of the company falls under the responsibility of the country, under the supervision of the General Management. The main objective is to accelerate the growth trajectory of the integrated company, while preserving what makes it unique and its strengths.

31
acquisitions
since 2020

~€4.3 Bn
invested between 2020
and 2025

● Focus

Products contributing to the energy and digital transition

Legrand is stepping up its development in solutions that accompany the energy and digital transition, supported by structurally favorable trends that are outpacing the construction market.

These offerings account for 53% of Group sales in 2025 (compared with 38% in 2019), and can be broken down into:

- **datacenter solutions**

Technological progress, digitalization of economies and uses, and artificial intelligence are generating a continuous and sustained growth in data traffic, which is powering the boom in datacenters.

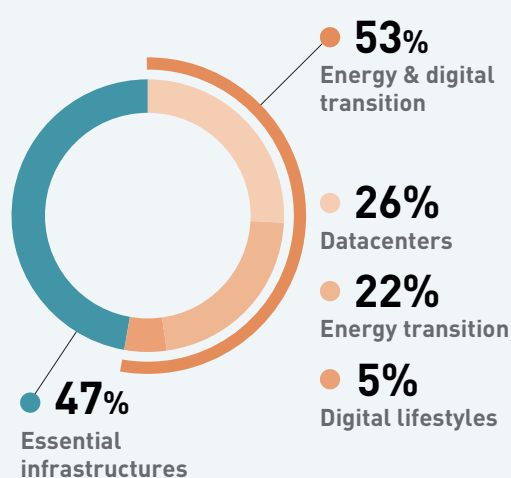
- **energy transition solutions**

With global demand for electricity set to double by 2050, while final energy consumption is expected to fall, Legrand offers a wide range of solutions for electrification and energy management.

Legrand has historically been positioned in the energy transition sector and continues its active development in this area. Since 2010, the Group has made around 30 acquisitions of leading companies in this field

- **offers for digital lifestyles**

They benefit from long-term growth trends, such as structural housing shortages, more flexible working patterns, and the growing need for assisted living facilities. For over a decade, Legrand has been positioned in the digital lifestyle solutions market and continues to actively expand in this area.





Corporate Social Responsibility at Legrand



Corporate Social Responsibility is central to Legrand's strategy, helping the Company achieve profitable and sustainable growth, with the aim of benefiting all stakeholders.

The CSR Department was created in 2004 and since 2007, Legrand has defined and coordinated its CSR strategy through multi-year Roadmaps, including the key priorities for the Group, and performance indicators.

This approach has enabled the Group to deliver concrete results over the long term, thanks to the work done by its operational and local teams on major CSR issues.

In 2025, Legrand launched its sixth CSR Roadmap for 2025 to 2027.



Environment

Scope 1 & 2 emissions (in tons of CO₂e) market-based

2019	2025	Variation
168,000	52,831	-69% ↘

Percentage of sales covered by Product Sustainability Profiles including environmental product information provided to customers

2019	2025	Variation
62 %	74%	+19% ↗



Social

Management positions (Hay Grade 14+) held by women

2019	2025	Variation
23.5%	31.3%	+33% ↗

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

2019	2025	Variation
16.6%	28.5%	+72% ↗

Frequency rate of workplace accidents with or without lost time (FR2)

2019	2025	Variation
5.49	2.77 ⁽¹⁾	-50% ↘

Solid governance

Since 2018, the roles of Chair of the Board of Directors and Chief Executive Officer were separated.

Within the Board of Directors, the Commitments and CSR Committee oversees the results of the CSR strategy, its alignment with the Company's strategy and the proper consideration of internal and external factors related to CSR issues.

Since 2015 and until 2023, the Group's annual performance on the CSR Roadmap priorities was subject to verification by an Independent Third Party Organization (ITPO), which gave a reasoned opinion expressing a conclusion of moderate assurance.

The external audit required under the CSRD is now carried out by the Group's statutory auditors, who have been appointed sustainability auditors.

(1) As of 2022, published FR2 figures include a cut-off adjustment.

Our HR policy incorporated into the Company's strategy

 At Legrand, we want to offer the best possible experience to our employees in order to better serve our customers. We invest in the acquisition of new skills, digital tools and the visibility of our employer brand. The demonstrated loyalty and commitment of our teams is the best possible proof of this.”

Bénédicte BAHIER,
EVP Human Resources at Legrand

Our priorities:

- Legrand's **ability to attract**, develop and retain talent,
- **promoting** diversity, equity and inclusion, in particular by increasing the proportion of female employees,
- **employee development**, by means of training and implementing tailored strategies for identifying and supporting talent and for recognizing performance,
- **employee engagement** by ensuring their well-being, health and safety,
- **change management** and **technology adoption**.

Legrand's ability to attract, develop and retain talent

Legrand, a visible and recognized employer brand

With its purpose “Improving Lives”, Legrand shows its ambition to its employees and more generally to any candidate who would like to join the Company. This purpose is translated into corporate values that guide employees in their daily missions in order to better serve customers in line with the Group strategy.

This purpose and these values are part of the docking process for newly acquired companies that join Legrand, to contribute to their sense of belonging and integration.

The dynamism of Legrand's employer brand has encouraged more than 5,000 new employees to join the Company in 2025 and Legrand is recognized by Forbes magazine's “World's Best Employers” label.

The promotion of diversity, equity and inclusion, in particular through the feminization of teams

Our promise is to create an inclusive and respectful work environment that values differences and makes diversity a strength within our teams.

Our Motto:

- Embrace diversity,
- Promote equity,
- Achieve inclusion.

Equity is our foundation.

We are committed to establishing a workplace where every individual has equal opportunities to grow, succeed, and thrive. We champion the principle that equity means acknowledging and eliminating barriers that hinder our employees' progress, ensuring that all can realize their full potential.

Inclusion is our strength.

We actively celebrate diversity by fostering a culture of inclusion where everyone feels respected, appreciated, and encouraged to contribute to our common mission. We understand that it is within this diversity that we find our collective strength.



Diversity, equity and inclusion are not just about rhetoric but action. They guide our decisions, policies, and practices. They create a solid foundation for our business, helping us innovate, thrive, and positively impact our employees, customers, partners, and community.

Employee development through training and the implementation of appropriate approaches to identifying and supporting talent and recognizing performance

Legrand invests in the development of its employees by deploying global training programs via a dedicated digital platform (Learning with Legrand) that covers many areas, including technological and digital developments. Thus, in 2025, close to 777,600 hours of training had been completed by all employees. Legrand has also set up talent identification programs based on the evaluation of their performance and skills, with a management model defined in line with the company's values. Among the skills sought are the capacity for innovation and a learning attitude, essential for maintaining the desired level of product innovation, a core element of the Group's strategy. In addition, in 2025, more than 2,500 managers identified as high-potential were included in long-term retention and performance programs through performance-based incentives or deferred bonuses.

Finally, to recognize and strengthen the commitment of each employee to deliver the Group's strategy, Legrand launched its second international employee share ownership plan in the first half of 2026.

Employee engagement by ensuring their well-being, health and safety

Legrand has set up regular employee listening systems, either in the form of a global survey or in the form of targeted questionnaires. These devices aim to improve the employee experience around the world as well as their level of engagement.

At Legrand, each employee benefits from a minimum level of social protection, called Serenity On, covering the following topics:

Parenthood

To promote a better work-life balance, Serenity On sets minimum standards for maternity and paternity leave.

Health

To protect employees, Legrand ensures that each employee is covered for the costs and care associated with hospitalization in the event of a serious event, as well as providing high-quality medical coverage for the families of its employees.

Personal protection

In the event of the death or total and permanent disability of the employee, resulting from an illness or accident, Legrand wishes to offer the employee's family protection, equivalent to at least one year of gross basic salary.

Well-being

To promote a preventive approach and address the growing challenges of mental health in the workplace, Legrand has implemented programs targeted at physical and psychological well-being.

At the end of 2025, the extension of the Serenity On program covered 98.9% of employees.

Change management and technology adoption

In a constantly changing world and within the context of transforming its business models to achieve its target of €15 billion in revenue by 2030, Legrand has implemented change management support programs during the integration of new acquisitions, major reorganizations, and the adoption of new IT systems. These programs include an analysis of the populations impacted by the change, regular communication with them, and targeted support measures (training or other). The impact of the change is also measured on a regular basis through "pulse" surveys.

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Our ambition for 2030

2030 sales

around
€15 Bn

Yearly sales growth excluding currency effects of nearly +10% per year

Average adjusted operating margin

more than
20%
of sales

Free cash flow generation

close to
€10 Bn

(2025-2030)
representing on average between 13% and 15% of sales



Promoting diversity and inclusion

- Having **1/3** of key management positions (Hay Grade 20+) held by women
2025 result **31.3%**



Mitigating climate change

- Reducing by **42%** our direct and indirect GHG⁽¹⁾ emissions (Scope 1 & 2) compared with 2022
2025 result **-56.4%**
- and reducing by **25%** our indirect GHG emissions (Scope 3) compared with 2022
2025 result **+25%**



Developing a more circular economy

- Phasing out single-use plastic in packaging by eliminating **100%** of plastic in primary and secondary packaging for Legrand products
2025 result **-34%**



Serving our customers

- Enabling our customers to avoid the emission of **70 Mt of CO₂e** with our energy efficiency products and services (Scope 4) between 2020 and 2030
2020 to 2025 result **27.1 Mt of CO₂e**



Being a responsible business

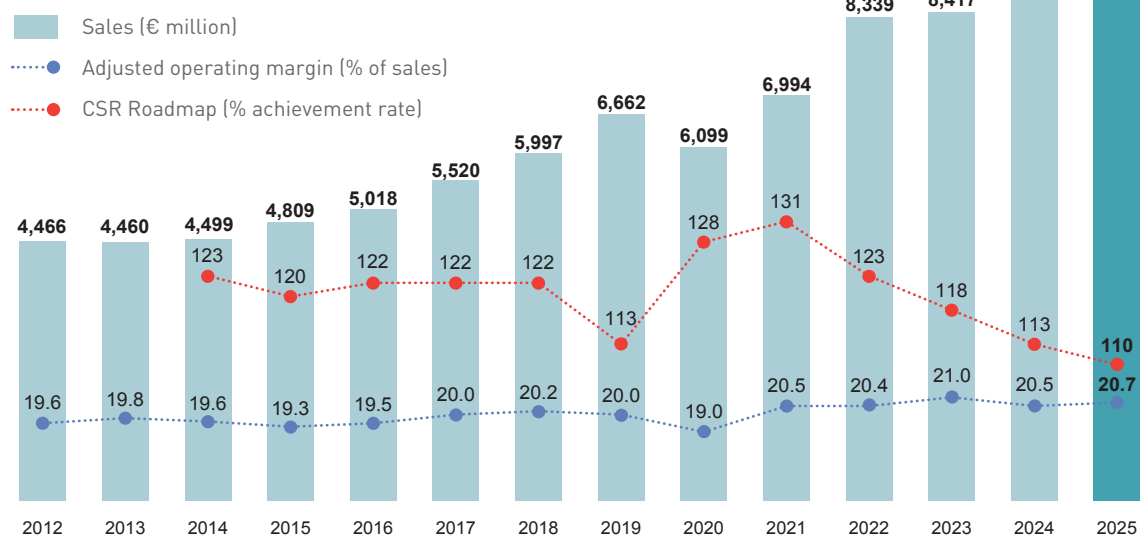
- Reaching **80%** of our sales made with eco-responsible solutions (through their use as part of our energy efficiency solutions or covered by a Product Sustainability Profile⁽²⁾)
2025 result **+79%**

⁽¹⁾ Greenhouse Gas Emissions

⁽²⁾ PSP: Product Sustainability Profile including PEP (Product Environmental Profile)

Our historical performance

2012-2025 historical financial and non-financial performance



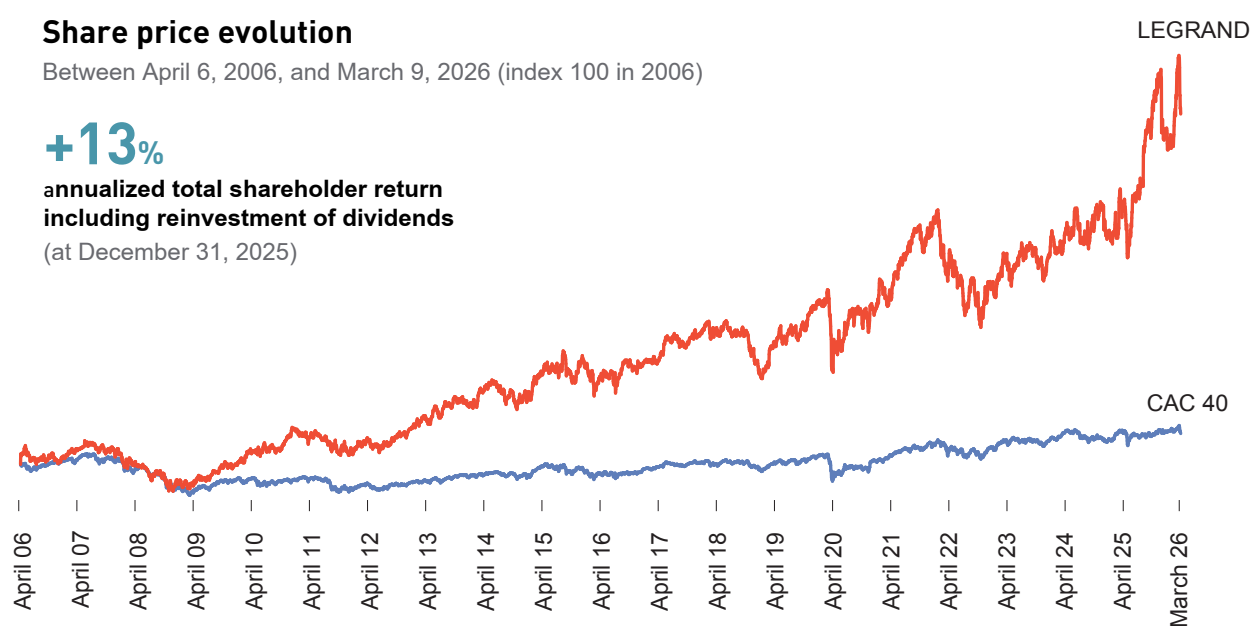
Share price evolution

Between April 6, 2006, and March 9, 2026 (index 100 in 2006)

+13%

**annualized total shareholder return
including reinvestment of dividends**

(at December 31, 2025)



Our 2025 financial and non-financial performance

Outstanding 2025 performance

+9.6%

Sales growth (including +7.7% organic and +5.1% through acquisitions)

20.7%

Adjusted operating margin

+6.6%

Increase in earnings per share

€1.3 Bn

of free cash flow (14.0% of sales)



Promoting diversity and inclusion

2027 targets	2025 & 2027 targets and 2025 results			2025 achievement rate	Chapter / sections
Reaching 35% of management positions (Hay Grade 14+) held by women	2024 30.5%	2025 target 31.8%	2027 target 35.0%	98.5%	4.1.3.1.6.6.2.1
Having 100% of the workforce working in a "Diversity & Inclusion" labelled organization	2025 target 19%	2027 target 100%		102.4%	4.1.3.1.6.6.1
Offer 4,000 new opportunities to early-in-careers each year	2025 target 4,000	2027 target 5,577		139.4%	4.1.3.1.6.6.1
Developing 100 additional business streams with suppliers committed to Diversity & Inclusion	2025 target 30	2027 target 100	69	150.0%	4.1.5.4



Mitigating climate change

2027 targets	2025 & 2027 targets and 2025 results			2025 achievement rate	Chapter / sections
Reducing the Group's Scope 1 & 2 GHG emissions by 10% compared with 2024	2025 target -3.5%	2027 target -10%	-18.7%	150.0%	4.1.2.1.5.2
Reducing GHG emissions from our suppliers' operations by an average of 30% , representing 70% of our purchased goods emissions	Weight of Supplier emissions covered by a public commitment	2025 target 60%	2027 target 70%	47.2%	78.7%
	Percentage reduction in GHG emissions by suppliers	2025 & 2027 targets -30%	-33.6%	112.0%	4.1.2.1.5.3



Developing a more circular economy

2027 targets	2025 & 2027 targets and 2025 results	2025 achievement rate	Chapter / sections
Reaching 50% of new and redesigned projects (product families) compliant with Legrand's eco-design index criteria		150.0%	4.1.2.3.3.1
Using 37% sustainable materials in products manufactured by the Group		104.9%	4.1.2.3.3.2
Removing 80% of primary plastic packaging in products manufactured by Legrand (by weight)		113.3%	4.1.2.3.3.3



Serving our customers

2027 targets	2025 & 2027 targets and 2025 results	2025 achievement rate	Chapter / sections
Avoiding the emission of 20 Mt CO₂e over 3 years thanks to Legrand's energy efficiency offers		100.0%	4.1.2.1.5.6
Maintaining a rate of 80% of satisfied customers (CSAT) and a NPS of 50	CSAT NPS	100.0%	4.1.2.3.3.3
Covering 72% of the Group's annual sales with Product Sustainability Profiles		103.1%	4.1.2.3.3.4



Being a responsible business

2027 targets	2025 & 2027 targets and 2025 results	2025 achievement rate	Chapter / sections
Achieving 100% of major suppliers engaged and compliant with the EcoVadis human rights score and 100% of at-risk suppliers engaged	Commitment of major suppliers Commitment of at-risk suppliers	167.6%	4.1.3.2.4.1
Pursuing Legrand's commitment to business ethics: framing, training and complying		98.7%	4.1.4.4.2.2
Training 90% of employees annually and achieving 10 hours of training during the year for each employee by 2027		108.1%	4.1.3.1.6.7
Introducing FR2t rate (frequency rate of workplace accidents with and without lost time, including temporary workers) and reducing it by 20% by 2027 compared to 2024		0.0%	4.1.3.1.6.5

Recognition of our non-financial performance

To promote transparency, Legrand responds to numerous requests to assess and rate its CSR performance, which allows its non-financial performance to be recognized. The Group is awarded or featured in the following international ESG (Environmental, Social and Governance) ratings:



Legrand is also included in the FTSE4Good index since 2007, in the Euronext Eurozone 120, Euronext Europe 120, CAC 40 ESG and CAC 40 Transition Climat ratings of Euronext, and has held the 'Prime' status of ISS ESG since 2011.

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Our risk management strategy

The approach is based on identifying and classifying risks according to their impact, their probability of occurrence, and their estimated level of control.

Our Group risk mapping

Legrand identifies risks and opportunities that are likely to significantly impact its strategy, operations, financial position or reputation. Risk factors may be external (regulatory changes, cybercrime, technological developments, market trends, climate change, natural disasters etc.) or internal (equipment or human failure, fraud, non-compliance with regulations, etc.).

Risk management is an ongoing task for which all Group managers are responsible.

In 2024, to comply with the new European CSRD regulation, the Group has set up a double materiality analysis, presented in section 4.1.1.4 "Double materiality analysis and management of impacts, risks and opportunities", which was updated in 2025.

Legrand's main risks at the end of 2025:

- 1) **External risks,**
- 2) **Strategic and operational risks.**

Risks identified as part of the double materiality analysis carried out by the Group as requested by the CSRD are presented below and cover both internal and external risks.



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1 External risks

- Inflation
- Volatility and availability of raw materials
- Regulatory changes
- Construction sector crisis in some countries

2 Strategic and operational risks

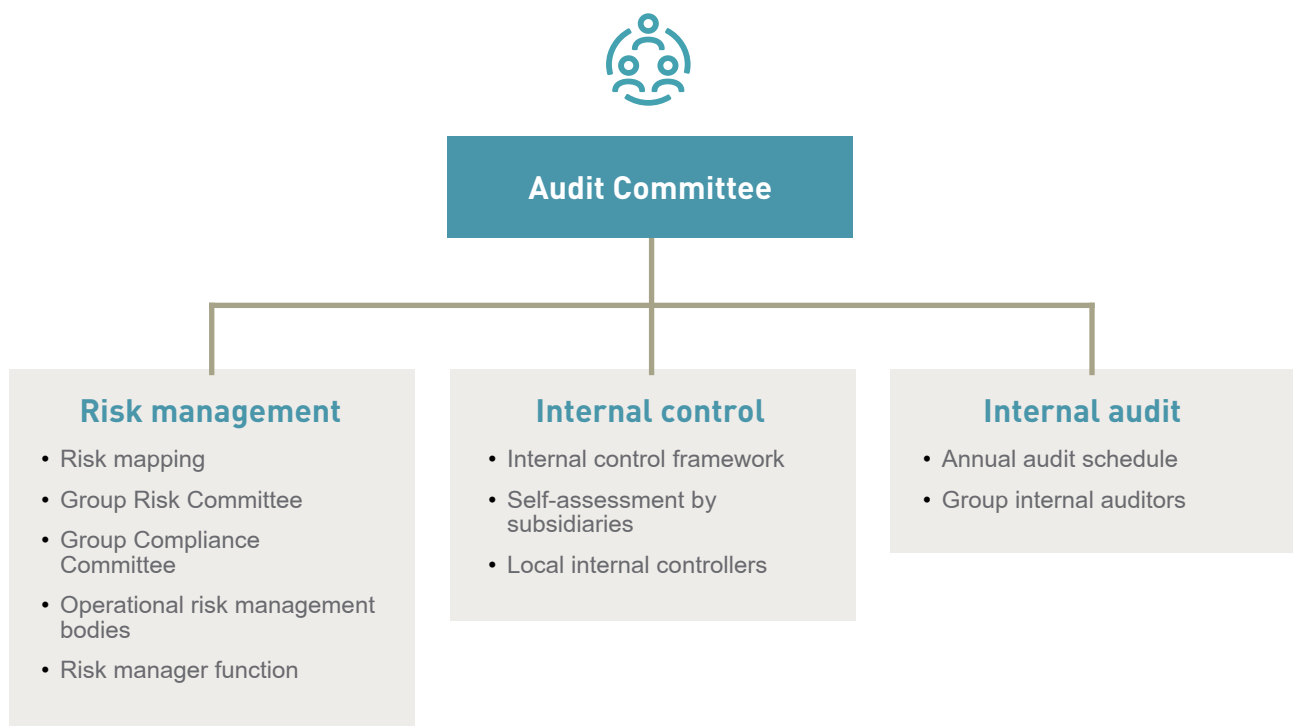
- Digital acceleration
- Products and solutions that do not reflect changing market expectations
- Brand positioning
- Cybersecurity and personal data protection
- Alignment of information systems with the company's requirements
- Overall competitiveness of operations
- Suitability of human resources
- Product quality

Risks arising from the double materiality analysis

- Impacts related to climate change
- Energy prices and access to energy
- Pollution
- Social risks related to company employees
- Social risks related to workers in the value chain
- Risks related to consumers and end users, particularly regarding health and safety, personal safety, and child protection
- Business conduct: whistleblowers and business ethics

A dedicated governance

To manage our risks, we identify them, and assess the impact and current levels of control to implement the necessary improvement measures. The following governance framework is in place for managing these risks and overseeing the measures taken to control them.



Contribution to the United Nations Sustainable Development Goals

Legrand's 2025-2027 CSR Roadmap contributes to 9 of the 17 United Nations' Sustainable Development Goals to achieve a better and more sustainable future for all.

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About this report

This integrated report gives a summary overview of Legrand and its operations. It has been prepared in accordance with the international standards set by the International Integrated Reporting Council (IIRC). It illustrates the implementation of a strategy centered around growth, CSR and governance, and sets out the Group's short- and long-term ambitions for improving the lives of all its stakeholders. The report also describes how Legrand is adapting to economic and social conditions and ever-changing requirements. It highlights the contribution of its CSR approach to the United Nations Sustainable Development Goals.

Preparation of this integrated report is overseen by Legrand's CSR department. It is the result of a collaborative effort with the Human Resources, Investor Relations and Legal departments and part of the Executive Management team.

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2.1 - A unique and proven model of responsible value creation

With its product range sold in around 170 countries, Legrand is a unique global specialist in electrical and digital building infrastructures.

Legrand's addressable market is worth around €150 billion, and its offering of solutions has unrivaled depth with more than 300,000 standard product references across more than 150 product families.

They are sold under a number of generalist, specialist and local brands that command a strong reputation among its customers (product specifiers, distributors, installers and end-users).

The Group has balanced geographical and sector exposure and holds numerous leadership positions - with nearly two thirds of sales coming from areas in which it ranks number one or two⁽¹⁾.

Legrand has built a special relationship with its entire economic chain because of its value proposition chiefly leveraging its ability to innovate and its emphasis on improving customer experience. This helps to sustain Legrand's organic growth and to achieve a good level of pricing for its products, creating barriers to entry and preventing commoditization of products.

The Group has also been a regular and historical consolidator in its market through selective bolt-on⁽²⁾

acquisitions satisfying stringent strategic and financial criteria.

Legrand's strategy is implemented by a responsive organization that has close ties with its markets. In 2025, it employs more than 39,600 highly committed employees working in close to 90 countries.

The Group's Front Office (commercial operations) is organized locally, in direct contact with customer needs, while its Back Office is organized globally in order to optimize resources.

Its business culture is resolutely focused on integrated (financial and non-financial) performance and on operational excellence. It is founded on accountability-based processes and has powered Legrand to a top-tier position in terms of growth, profitability and CSR commitment⁽³⁾.

The Group has a model of profitable and responsible growth that is based on continuously developing leadership positions, and it delivers high levels of free cash flow over the long term. This cash flow enables the Group to self-finance its growth and pay an attractive dividend, while maintaining a solid balance sheet.

Legrand is listed on Euronext Paris and is a component stock of the CAC 40, CAC 40 ESG, and CAC Transition Climat indices. It reported sales of €9.5 billion in 2025.

2.1.1 - A business model underpinned by leadership positions

2.1.1.1 A vast addressable market that offers a leadership *premium*

The Group's addressable market was estimated to be worth around €150 billion in 2025⁽¹⁾ and encompasses both newbuild construction and the renovation of buildings, as well as datacenters.

The market is characterized by:

- fragmented business flows from hundreds of thousands of customers and recurring business in the renovation segment, which accounts for between 40% and 45% of sales in 2025;
- favorable exposure to the energy (electrification and energy sobriety) and digital (digital lifestyles and datacenters) transition trends, as well as a relative lack of commoditization of the offering.

This makes the Group less sensitive to cyclical developments linked to newbuild construction and major infrastructure projects.

Installers favor market-leading products, *i.e.*, those that provide the most efficient implementation (offering a combination of availability, safety, quality, reliability and ease and speed of installation) while delivering the characteristics (functionality, design and ease of use) end-users are looking for. Legrand believes that access to its local markets requires new entrants to make a high initial investment, due to:

- the need for established relationships with local participants in the economic decision-making chain (distributors, installers, specifiers and end-users);
- local differences in installation practices and design preferences, quality and safety controls and regulations, national standards, and, in certain cases, international standards;
- the existence of an installed base comprising several billion products; and
- the need to offer an extensive multi-function range and introduce innovations.

(1) Source: Legrand.

(2) Acquisitions of companies that complement the Group's existing business activities.

(3) Corporate Social Responsibility.

2.1.1.2 A product range of unrivaled depth

The Group's solutions improve lives by transforming the spaces where people live (homes, hotels, etc.), work (offices, datacenters, industrial sites, etc.) and meet (stores, hospitals, schools and universities, etc.).

The depth of Legrand's product range is unique in its market, which makes it possible to:

- control electrical installations (switches, user interfaces with up to 200 functions, wiring devices with integrated voice commands, etc.);
- make power available in all types of buildings and work stations (domestic and industrial power sockets, mobile or flush-mounted sockets, floor boxes, power in furniture connectors, USB connectors, etc.);
- ensure the flow of electricity and data (cable management, busbar trunking, etc.);
- remotely control and manage all infrastructure and systems in all types of building;
- provide a secure, stable and optimized power supply (UPSs⁽¹⁾, transformers, load banks⁽²⁾, harmonic filters, etc.);
- offer solutions tailored to the needs of datacenters, such as advanced cooling, as well as services and testing;
- protect electrical installations (protection panels, circuit-breakers, residual current switches, etc.);
- recharge electric vehicles (kits, sockets and charging stations, etc.);

- measure and control power consumption (smart electrical panels, eco-meters, load-shedding devices, PDUs⁽³⁾ for datacenters, etc.);
- ensure the distribution of structured cabling networks within a building (cabinets and enclosures, patching racks, copper and fiber-optic connectors, etc.);
- distribute audio and video signals (support systems, video-conferencing solutions, etc.);
- organize a datacenter's white-space infrastructure (PDUs⁽³⁾, cabinets and racks, busways⁽⁴⁾, cooling solutions, etc.);
- provide smart health and assisted living solutions;
- manage and optimize lighting systems (detectors, control systems, specification-grade architectural lighting, etc.);
- regulate temperature and sunlight (thermostats, smart thermostatic valves, shutter controls, etc.);
- secure buildings (alarms, access controls, smart locks, emergency lighting, pathway marking, etc.); and
- welcome and screen visitors (audio and video door-entry systems, doorbells, etc.).

Legrand also provides services and support to its customers (customized offerings and systems, maintenance and repair, etc.).

The Group is a benchmark in terms of the quality, reliability, availability and ease of use of its solutions, and in terms of their high-end functionality.

2.1.1.3 Global specialist in electrical and digital building infrastructures with balanced exposure

Legrand, **the only global specialist in electrical and digital building infrastructure**, has demonstrated a significant ability to adapt to the economic, geopolitical and social changes in its markets. This is due in particular to its **balanced exposure** in terms of:

- **geography**, with 38% of 2025 sales in Europe, 42% in North and Central America and 20% in the Rest of the World, i.e., close to a quarter in the new economies;
- **end-markets**, with in 2025:
 - between 40% and 45% of sales in the renovation segment, which is less sensitive to cycle effects;

- around one third of sales for residential buildings, 26% in datacenters, and around 40% to other non-residential buildings;

- **solutions**, with:
 - 53% of sales from offerings related to the energy and digital transition powered by buoyant megatrends less sensitive to cycle effects (such as electrification, building decarbonization, digitalization and the desire for comfort and energy savings). These solutions include products for datacenters, for the energy transition and digital lifestyles (see section 2.2.3 of this Universal Registration Document for more information).

(1) Uninterruptible power supplies.

(2) Load banks: equipment simulating an electrical load to test the reliability of power supply systems.

(3) PDU: Power Distribution Unit.

(4) Busways: electric power distribution systems based on metal busbars.

2.1.1.4 A leading player in its markets

Legrand has historically generated close to two thirds of its sales on average from leadership⁽¹⁾ positions, *i.e.*, product families in a given country in which it ranks first or second. This gives Legrand a tight-knit and firmly established relationship with its ecosystem.

This solid presence makes Legrand a leading player in its markets. Its competitive environment can be broken down into equal categories in terms of market share:

- **large companies**, with substantial financial and technological resources, but more diversified and less focused on Legrand's strategic core markets, such as:
 - specialized divisions of international industrial groups, including ABB, Eaton, Honeywell, Panasonic, Schneider Electric and Siemens;

- international groups that focus on a limited number of product categories, such as CommScope (structured voice-data-image cabling), Crestron (building systems), Acuity Brands (lighting), Lutron and Signify (lighting control), Panduit (VDI and cable management), Hager (low-voltage modular protection), Atkore (cable management), Rittal (envelopes and racks), nVent (installation components) and Vertiv (datacenter equipment);
- occasionally, and within a more limited scope, companies from the technology sector, such as digital giants (Alphabet, Amazon, etc.).

- **small and medium-sized players**, which may or may not be specialists and usually operate in one country or a limited number of countries (around 5,000 companies).

2.1.1.5 High profile developed through a portfolio of leading brands

Installers and specifiers are the main decision-makers when choosing products. For datacenters, these are mainly the operators and end-customers.

They have put their trust and loyalty in the Group's brands for many years because these have proven themselves to be available, safe, reliable and easy to install and use.

Legrand markets its products:

- under world-renowned generalist brands such as Legrand and BTicino;
- under an extensive portfolio of more than 100 brands, either specialist and global brands such as Borri, Cablofil, Netatmo, Raritan, Starline or Avtron; or regional brands

that are also very well-known, with for instance: USSystems, Emos, Ensto, Minkels and Zucchini (in Europe), Server Technology, Wattstopper, and Power Bus Way (in North and Central America), Clever, IndoAsian and Numeric (in the Rest of the World).

The Group's brands and trademarks are protected in most markets. Legrand only licenses its brands to third parties in exceptional circumstances and rarely uses brand licenses from third parties.

Legrand also holds around 3,500 active patents in 61 countries. They cover close to 1,500 different systems and technologies. Dependence on third-party patents is not considered to be material.

2.1.1.6 A value proposition that benefits all participants in the economic chain

Legrand's products are specified, sold and installed by the various participants in its economic chain, and so the Group is at the center of interactions within its ecosystem⁽¹⁾:

- specifiers (over 10 million worldwide): architects, influencers, engineering offices;
- professional distributors (over 100,000 worldwide): electrical equipment, specialists, Do-it-Yourself (DiY), online sales;
- installers (over 10 million worldwide): electricians, systems integrators, panel builders;
- end-users (several billion worldwide): individuals, investors, building managers.

This ecosystem is particularly attached to the unique features of the Group's offering:

- ease of distribution, the extent of the installed base and customer attachment to the Group's products underpin long-standing relationships of trust with distributors;
- product availability, ease of installation and maintenance, quality, support and training provided to professionals are highly prized by installers;
- the latest technologies, the breadth of configurations and possible related services, a recognized design and "look and feel" of products and the strength of Legrand's brands are key decision drivers for specifiers;
- the ease of use and maintenance, the depth of the offering, safety and reliability associated with a strong brand are highly valued by end-users.

(1) Source: Legrand.

2.1.2 - A model focused on profitable growth

Legrand's business model relies on two growth drivers to continuously strengthen its leadership positions.

2.1.2.1 First driver: organic growth

Organic growth is the Group's leading growth driver. Organic growth is stimulated in particular by innovation (regular launches of new products offering enhanced value in use) and commercial initiatives (organizational, physical with, for example, the opening of showrooms, and digital).

Innovation driven by research and development

Over the long term, Legrand spends around 5% of its sales⁽¹⁾ on research and development.

This expenditure ensures a strong flow of new products in line with customer requirements. By continually adding value in this way, it reinforces loyalty to the Group's brands among installers, specifiers and end-users.

Product development focuses mainly on the following aspects:

- quality, reliability and safety;
- simplicity and speed of installation;
- ease of use and intuitive ergonomics;
- enhanced and difference-making features and value in use (such as remote controls that ensure the security and confidentiality of personal data, voice control, etc.);
- broadest possible interoperability;
- ecodesign and decarbonization optimizing the carbon footprint over an entire product lifecycle;
- esthetics and design.

Research and development is under the responsibility of the Operations Department.

Legrand's research and development is carried out in particular in France, Italy, the United States and Asia. In 2025, more than 2,800 employees in close to 30 countries were employed in research and development, of whom more than 20% focused on software and firmware.

This global organization enables Legrand to optimize its innovation and product development activities, in particular by:

- designing products and technologies that share the same platform (around two third of the Group's sales were covered by platforms in 2025), pooling costs, and rationalizing the number of components and production costs;
- accelerating time-to-market and anticipating the international roll-out of products from their design stage, in order to pool the investments and to secure quality.

This optimization allows Legrand to allocate more resources to software and firmware and to the energy and digital transition offerings.

For example, the Group's approximately 130 user interface ranges (sockets and switches) around the world are based on a dozen of product platforms that satisfy all international standards, from entry-level to high-end segments, basic and smart, for all types of buildings.

Solid expertise in pricing

Legrand's development model is characterized by its proven ability to raise its average selling prices every year. Pricing is thus a component of organic growth, with prices rising by an average of around 2% p.a. between 2010 and 2025.

This expertise is handled across the Group's various geographies by pricing managers, whose task is to adjust selling prices by product reference based on the country, value in use, innovation offered, market conditions or inflation.

This ability to increase selling prices also relies on the Group's ecosystem and on its customers' decision-making pathways:

- Electrical installation work (including cables and labor) usually accounts for only a small portion of the total average cost of a real estate project, whether a newbuild, major renovation or datacenter.
- Because labor represents a significant cost component for installers, they first look for products that will enable them to do fast, high-quality work. Availability, quality, ease of installation, maintenance and technical support are key criteria that explain why installers remain very loyal to the brands they have selected. As a result, their purchase decision does not generally prioritize product pricing.
- End-users are relatively less sensitive to product prices than in other industries. Firstly, they are crucial and account for a small proportion of the project. Secondly, these are often products that Legrand is perfectly able to adapt to the specifications of its various customers, such as mission-critical business continuity solutions, especially for datacenters.

Increase in the average value of purchases (mix effect)

Increasing value per unit sold – also known as improving the sales mix or getting customers to trade up – has been a long-standing driver of Legrand's organic growth.

It consists of integrating new finishes, functions, technologies (such as connectivity) and services (such as responding to specific specifications for certain projects) into the Group's products in order to increase value in use for customers.

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

2.1.2.2 Second driver: acquisitions

Growth through bolt-on acquisitions is a key component of Legrand's development model. Since 1954, the Group has acquired 202 companies.

The Group has invested about €4.3 billion in 31 acquisitions since 2020, which represented sales of around €1.7 billion that drove average annual external growth by acquisitions over 6 years of around +3% and strengthened its positions in solutions related to the energy and digital transition accounting for around 70% of sales acquired over the period (of which 45% for datacenter solutions).

A market that is still fragmented and that offers many opportunities

Legrand believes that half of its addressable market is served by around 5,000 small or medium-sized companies, many of which are local and specialize in a small number of product families.

This market fragmentation structurally offers numerous acquisition opportunities over the long term.

Proven track record of growth through targeted acquisitions

Legrand has historically demonstrated its ability to identify and make acquisitions (more than five deals p.a. on average), mostly bolt-on⁽¹⁾ acquisitions, of companies with front-running positions.

Country teams have the role of identifying targets within their scope. Legrand thus monitors close to 400 companies at all times, and updates around 10% of its targets every year.

A dedicated Corporate Development unit reporting to the Group's Chief Executive Officer is responsible for the entire acquisition process.

After the acquisition is completed, the country concerned is responsible for docking the acquired company into the Group, under General Management's supervision. The primary aim is to speed up the acquired company's growth momentum, while maintaining its identity and key assets.

Strict investment criteria in strategic and financial terms

The Group's acquisition policy is highly disciplined, which ensures:

- the acquisition of leadership positions that are a very good fit with the Group's existing activities (increasing market share; and/or expanding the product range; and/or strengthening positions in high-potential markets) with a corporate culture similar to Legrand's; and
- that a reasonable price is paid, a positive impact on net profit from the first year of full consolidation and a value creation target (which should be interpreted as a return on capital employed in excess of the weighted average cost of capital) after three to five years.

2.1.3 - Effective organization and processes

2.1.3.1 A responsive organization that has close ties with its markets

The Group's organizational structure is based on two distinct responsibilities: a global Back Office that optimizes resources and a local Front Office that maintains close ties with customers.

The main features of this organization are summarized here. Please refer to section 2.3.1 of this Universal Registration Document for further information.

Global Back Office

The Back Office is organized at worldwide level. It brings together activities related to strategy, CSR, acquisitions, innovation, R&D, production, purchasing, supply chain, human resources, finance or information systems.

Its priority tasks are to:

- organize, lead and steer profitable and responsible growth for the Group, particularly through structured performance management processes and the careful selection of acquisitions;
- secure an optimum level of customer satisfaction;
- strengthen and accelerate innovation;
- increase productivity as a means of financing growth;
- execute the Group's CSR strategy; and
- attract and retain talent.

⁽¹⁾ Acquisitions of companies that complement the Group's existing business activities.

Local Front Office

Sales and operational marketing activities (the Front Office) are organized by country. This maximizes the benefits of the in-depth knowledge of local markets and their trends, while responding to all their specific features.

These local responsibilities fall to country managers, whose priority tasks are to:

- develop the relationship with the value chain and customers;
- increase the Group's market share;
- continuously pursue innovation;
- maintain constant links with potential acquisitions;
- step up the pace of value creation;
- execute the Group's CSR strategy;
- dock recent acquisitions.

Legrand's Front Office has been organized into three geographical zones, in line with the organization of Legrand's international customers and deployment of offers.

In 2025, sales by destination and weighted average headcount in the three regions were as follows:

- for Europe, €3,603.7 million and close to 15,400 people;
- for North and Central America, €4,001.8 million and more than 6,600 people; and
- for the Rest of the World, €1,875.1 million and close to 17,600 people.

Please refer to sections 5.4.1 and 4.2.2.5 of this Universal Registration Document for the 2025 breakdown by geographic region, of the average headcount by category and business trends.

2.1.3.2 An accountable organization empowered by targets to create long-term value

Maintaining an excellent level of integrated performance over time relies on three pillars:

- shared KPIs across all levels of the organization;
- processes organized around permanent dialog between country managers and the Group;
- accountable, experienced and motivated executive and management teams, particularly through compensation that is aligned with the challenges of creating value in a profitable and responsible way over both the short and long term.

Legrand monitors its performance very closely using the following tools:

- once a year, the Group signs a Financial Performance Contract with each country manager and his/her team for the coming year, comprising:
 - a basic scenario for sales and economic margin (*i.e.*, operating margin less the cost of capital employed),
 - a scenario involving less favorable market conditions including detailed adjustment plans, and
 - a scenario involving more favorable market conditions.

The country manager and his/her team are fully accountable for fulfilling the contract. Monthly reporting and a quarterly

performance review with country managers help to assess achievement of the plan and the implemented scenario.

- 70% of a country manager's or business scope's variable compensation (annual bonus) is linked to the achievement of the Financial Performance Contract for which he/she is responsible, 20% depends on specific CSR targets within his/her scope and 10% depends on qualitative criteria such as acquisitions for instance.
- a long-term incentive plan linked to the Group's performance complements these arrangements. It covered close to 20% of Group managers in 2025, largely in the form of performance shares (around 1,500 people in 2025, or 11% of managers). Growth, adjusted operating margin and the achievement of CSR targets at Group level each account for a third of the criteria for awarding four-year incentive plans. Incentive plans for Executive Committee members include an additional criterion related to Legrand's share price performance relative to the EURO STOXX Industrial Goods & Services index.

This policy directly encourages the integrated creation of value over time, while generating loyalty among managers (see sections 4.1.1, 6.2 and 7.3 of this Universal Registration Document).

The Group's current and former senior management and employees hold around 3% of the Company's share capital as at December 31, 2025.

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2.1.4 - Resilient and responsible value creation

The Group's organization and model have enabled it to achieve best-in-class financial and non-financial performances over time.

Between 2021 and 2025, cumulated Group sales rose by +36% in absolute terms over four years; including:

- an +23% increase at constant scope and exchange rates;
- a +13% acquisition-related increase (scope effect excluding impact of withdrawal from Russia).

This solid performance illustrates the relevance of the business model and Legrand's resilience in a downbeat environment (pandemic, energy crisis, supply chain disruptions, hyperinflation and global building crisis).

Sales growth, together with demanding management, has resulted in levels of operating margins and cash generation that make Legrand a benchmark in its sector. The Group recorded:

- adjusted operating margin representing over 20.6% of sales on average over five years (2021 to 2025);
- free cash flow as a percentage of sales over the same period of close to 15% and average conversion of net profit attributable to the Group of more than 110%, allowing the Group to self-finance its development;
- growth in net profit attributable to the Group of close to +83% between 2020 and 2025.

This enables the Group:

- to maintain an attractive dividend over time. Subject to the proposed dividend with respect to 2025 being approved by shareholders in the 2026 Shareholders' Meeting, the average payout ratio over five years has been close to 50% and the dividend per share has not fallen once since 1970;
- to maintain a solid balance sheet capable of supporting its growth ambitions. To illustrate this, as at December 31, 2025, (i) Legrand's net debt/EBITDA ratio was 1.9, and (ii) its Standard and Poor's rating of A- was confirmed.

Legrand also creates long-term value in a responsible way. In 2004, the Group adopted an ambitious approach, which since 2007 has been driven by multiyear CSR Roadmaps.

For example, Legrand has⁽¹⁾:

- accelerated its decarbonization trajectory with the validation in 2024 by the Science Based Target initiative of its Net Zero 2050 commitment. This commitment includes reducing the Group's greenhouse gas (GHG) emissions by 90% across the entire value chain by 2050, and

neutralizing emissions that cannot be avoided, with intermediate milestones in 2030⁽²⁾;

- stated its intention to increase female representation in its workforce and particularly in positions of responsibility, with the aim of one third of key positions being held by women by 2030, compared to 17.5% in 2020 and 28.5% in 2025; and
- continued its initiatives in terms of exemplary governance, by maintaining a Board of Directors⁽³⁾ with good female representation (55% in 2025), with a largely independent (82% in 2025) and international (7 nationalities) composition.

The achievement rate of the third CSR Roadmap (2014-2018) was 122%, that of the fourth (2019-2021) was 131%, and that of the fifth (2022-2024) was 113%.

The sixth CSR Roadmap (2025-2027) was launched in early 2025, and the target achievement rate for its first year was 110%. It aims to accelerate Legrand's responsible commitment through 16 priorities in 5 main areas: (i) encouraging diversity and inclusion, (ii) mitigating climate change, (iii) developing a more circular economy, (iv) serving our customers, and (v) being a responsible company. For more information about the sixth CSR Roadmap and its achievements in 2025, please refer to chapter 4 of this Universal Registration Document and to the "Our commitments" pages on the www.legrand.com website.

As a result of its non-financial performance, Legrand is among the top-rated companies in its sector according to leading agencies such as CDP Climate Change (List A), DJSI (ESG score of 66), MSCI (CSR score of AA), EcoVadis (Gold status), ISS ESG Corporate Rating (Prime status) and Sustainalytics (low risk).

At the date this universal registration document was registered, the Group was also a member of the CAC 40 ESG, CAC Climate Transition, Euronext Eurozone 120, Europe 120 and FTSE4Good indices. For more information about the Group's CSR and governance policies, please refer to chapters 4 and 6 of this Universal Registration Document.

The Group's profitable and responsible growth strategy is widely acknowledged and has delivered front-running shareholder returns. The Group's share price rose by +545% between April 6, 2006 (IPO) and December 31, 2025, while the CAC 40 index rose by +56%.

As a result, Legrand shareholders enjoyed an annual average return, with dividends reinvested, of close to +13% between 2006 (IPO) and end of 2025.

(1) For more information, please refer to the press release dated March 29, 2022.

(2) For more information, please refer to the press release dated March 3, 2024.

(3) Excluding directors representing employees.

2.1.5 - History

The main stages in Legrand's development have been as follows:

- **1865:** a porcelain tableware factory is established in Limoges;
- **1904:** the porcelain factory is acquired by Frédéric Legrand, alongside Charles Alary and Jean Joquel, and later becomes F. Legrand & Cie;
- **1946:** Legrand was acquired by the Verspieren and Decoster families;
- **1949:** Legrand focuses exclusively on the manufacturing of wiring devices;
- **1966:** first operations outside France, primarily in Belgium and Italy;
- **1970:** Legrand was listed on the Paris Stock Exchange;
- **1977:** first operation outside Europe, *via* the acquisition of Pial, the leading Brazilian wiring device manufacturer;
- **1984:** first operation in the United States, *via* the acquisition of Pass & Seymour, the second-largest US wiring device manufacturer;
- **1987:** Legrand was included in the CAC 40 when the index was created;
- **1989:** acquisition of BTicino, the leading Italian wiring device manufacturer; the Group's sales exceeded €1 billion;
- **1995:** issue of a \$400 million Yankee bond maturing in 2025;
- **1996:** first operation in India with the acquisition of MDS;
- **1998:** the Group's total sales exceeded €2 billion;
- **1999:** opening of Innoval in Limoges, an 8,000 m² showroom and training center for Group customers;
- **2000:** acquisition of Wiremold, the leading manufacturer of cable management systems in the United States;
- **2001:** Schneider Electric launches a friendly Public Exchange Offer for Legrand's entire share capital, but the European Commission blocks the planned merger. Separation of Front Office responsibilities from those of the Back Office;
- **2002:** Legrand is acquired by a consortium consisting mainly of Wendel and KKR;
- **2003:** delisting;
- **2004:** creation of the sustainable development function;
- **2006:** Legrand's listing on Euronext Paris; Legrand joins the Global Compact;
- **2007:** first CSR Roadmap; the Group's total sales exceed €4 billion;
- **2010:** first Eurobond issue for €300 million, maturing in 2017; entry into the UPS segment with the acquisition of Inform in Turkey;
- **2011:** Legrand returns to the CAC 40;
- **2012:** Legrand's credit rating upgraded to A- by Standard and Poor's;
- **2013:** total sales for the United States/Canada region exceed \$1 billion;
- **2014:** publication of the third CSR Roadmap for 2014-2018; all industrial Back Office functions are combined under the management of the Operations Department;
- **2015:** launch of the Eliot program aimed at speeding up the deployment of connected solutions;
- **2016:** the Group's total sales exceed €5 billion;
- **2017:** acquisition of Milestone, a leading US player in audio-video infrastructure and power;
- **2018:** Legrand achieves its 2020 Eliot targets and steps up development of its dedicated connected objects program with the acquisition of Netatmo;
- **2019:** the Group's total sales exceed €6 billion;
- **2020:** Legrand steps up its efforts to combat climate change, committing to targets for 2022, 2030 and 2050;
- **2021:** the achievement rate of the fourth CSR Roadmap is 131%;
- **2022:** the Group's total sales break above the €8 billion mark and net profit attributable to the Group reaches €1 billion for the first time;
- **2023:** datacenters now account for 15% of the Group's total sales;
- **2024:** the Group announces SBTi validation of its Net Zero by 2050 commitment and sets out its ambitions for 2030, targeting sales of between €12 billion and €15 billion, notably driven by the energy and digital transition. Datacenters account for 20% of the Group's total proforma sales.
- **2025:** Building on its achievements and taking into account both observed and expected market trends, Legrand is confident in its ability to reach the upper end of its 2030 sales target range, around €15 billion, with average annual sales growth of close to +10% excluding currency effects, and average adjusted operating margin above 20% of sales (compared with the previously targeted level of around 20% in average). Datacenters represent 26% of Group sales.

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2.2 - Upbeat growth prospects

2.2.1 - Structurally favorable trends

2.2.1.1 Fundamental and changing need for buildings driven by demographics and lifestyles

Certain trends observed in the buildings market are favorable for the Group's activities in the short, medium and long term. These trends include:

- the **structural housing shortage**, both in the new economies and in mature markets, for long-term structural reasons (mismatch between the building of new homes at a rate that falls short of demand, as a result of factors, varying from country to country, that include demographics, aging, urbanization, the development of the middle classes, immigration, societal trends such as separations, etc.);
- the sustained development of **more flexible working methods** (working from home and remotely), with better suited offices and living environments, and requiring:
 - work spaces (both at home and in the office) that are more connected (cable management, network access,

audio-video infrastructure) and modular (floor boxes and mobile products),

- office spaces that are now shared and more comfortable (lighting and temperature management) and feature more areas for both in-person and remote interaction (charging points, connectivity and audio-video infrastructure, particularly in meeting rooms);
- **greater needs for service facilities.**
 - population aging in various countries and needs arising from the demographics of certain emerging markets have given rise to a growing, secular need for health-related facilities and also accommodation for seniors;
 - the steady growth in tourism out to 2030 is likely to pave the way for steady growth in the hotel sector;
 - educational infrastructure is set for expansion around the world, especially in countries experiencing population growth.

2.2.1.2 The environmental emergency and the energy transition

To keep global warming as close as possible to 1.5 °C compared to the pre-industrial era, both regulators and companies are committing to becoming carbon-neutral by various points in time.

This is driving electrification of economies and uses around the world, making the energy mix more electric (electricity set to rise from 20% of global energy consumption in 2022 to 24% in 2030 and then 41% in 2050, with electricity consumption expected to double by 2050).

According to the International Energy Agency, buildings during use (*i.e.* excluding their construction phase) consume close to 30% of global energy and are responsible for almost 26% of total greenhouse gas emissions (40% including the construction phase).

That is leading to:

- a constant tightening-up of regulations and investments to mitigate buildings' impact on the environment *via* an **energy efficiency and decarbonization requirement** and thus a reduction in greenhouse gas emissions both during use and during the construction and renovation of buildings. Less

than 10% of small- and medium-sized buildings, which account for close to 80% of the market and form Legrand's core target, are currently equipped with energy consumption management solutions (thermostats, metering systems, management systems, etc.);

- a powerful shift towards a **more electric global energy mix**, including growing use of renewable energies and electrification of uses (including heating and electric vehicles), which require investments in electrical infrastructure.

These trends provide strong support for the solutions currently offered by Legrand:

- 20% of the Group's sales in 2025 came from energy efficiency solutions, allowing end customers to achieve a significant reduction in their energy consumption (in all types of buildings);
- 22% of the Group's sales in 2025 came from offerings supporting the energy transition, and electrification in particular.

Energy efficiency solutions accounted for close to a third of the energy transition solutions.

2.2.1.3 Digital lifestyles and the digital transition

The Group's addressable market is supported by favorable long-term trends related to digitalization and the deployment of digital lifestyles.

- The share of **datacenters** in global electricity consumption is forecast to double by 2030, rising from 2% to 4%, buoyed by the growing digitalization of uses (connected objects, remote working and healthcare, etc.), plus increasing needs stemming from artificial intelligence models.
- **Digital lifestyles** have gained real momentum over the past decade, and this trend is structurally set to continue, especially as a result of:
 - increasingly connected lifestyles that require more digital infrastructure and connected objects in buildings. This reflects more flexible working styles and also the accelerated spread of remotely controlled management systems, for example those that relate to comfort

(thermostats, lighting), energy efficiency (smart panels, load-shedding devices) and security (cameras, alarms), particularly for residential spaces;

- digitalization of various sectors and methods of interaction (education, system, etc.);
- technological innovations (5G, artificial intelligence, communication protocols, presence sensors);
- growth in the middle classes (+37% forecast over the next ten years), who are seeking comfort and products that are high-quality and more connected;
- population aging (population aged 65 and over is forecast to double by 2050 to reach 1.6 billion people), which is creating a growing need for health-related solutions (such as telecare), assisted living and well-being, and systems while also facilitating the work of support staff.

2.2.2 - Solid Group-wide growth drivers

2.2.2.1 An increasingly digital offering

New technologies, particularly digital ones, significantly increase the value in use of the Group's offerings, for both private and professional users. These technologies also make offerings even easier to implement by installers. Legrand is stepping up its investments in this area by devoting a growing proportion of its R&D to it. For example, R&D staff members focusing on firmware and software made up more than 20% of the total at the end of 2025 (as opposed to around 5% in 2010, more than 15% in 2020). Legrand intends to increase this ratio to above 25% in the medium term.

In addition, Legrand is investing in order to **support and take advantage of each phase of building management** (definition and planning, construction and installation, management, control and maintenance) with scale-appropriate solutions (small, medium and large buildings) including:

- configurators for preconfiguring the desired infrastructure and the digital content that showcases products and makes them easier to install (tutorials);

- applications and other specific management interfaces;
- full open-source interoperability with standard control or management platforms for all types of buildings, for homes, large buildings (Building Management Systems) and datacenters (Datacenter Infrastructure Management); and
- the provision of digital content for third-party platforms. In this way, Legrand is actively contributing to the development of *BIM* (Building Information Modeling), a digital planning process for a building's lifecycle while deploying digital marketing content for distributors, specifiers and end-users (rich content), particularly in *ETIM* (Electro-Technical Information Model) format.

2.2.2.2 Eco-responsible products and services for building decarbonization

Needs for products that help to reduce buildings' carbon footprint continue to grow. This trend is a response to the climate emergency and the commitments made by all stakeholders.

In 2025, Legrand estimates that it generated 79% of its sales from **products that are eco-responsible**, and the goal is to raise this figure to 80% by 2030 from around 70% in 2020. The Group's eco-responsible sales comprise the total sales of energy efficiency products and those covered by Product Sustainability Profiles (PSPs) adjusted for any duplication between these two categories. These products include:

- 20% of the Group's sales in 2025 came from **energy efficiency solutions**, allowing end customers to achieve a significant reduction in their energy consumption (in all types of buildings). Please refer to section 4.1.2.1.5.6 of this Universal Registration Document for further details about the savings actually achieved by end-customers in recent years.

A breakdown by solutions shows that close to 40% of sales from the energy and digital transition ranges (which themselves represented 53% of Group sales in 2025) are generated by energy efficiency products (this applies in each of the energy transition, datacenter and digital lifestyles solutions). This type of sales is negligible for essential infrastructure (47% of Group sales in 2025).

- 74% of 2025 sales covered by **PSPs (Product Sustainability Profiles)**, with a target of 72% at year-end 2025.

Legrand makes comprehensive information available to its customers about the impact of its products throughout their lifecycle, differentiating its products while meeting the ever-increasing expectations of its customers and those deriving from the regulations.

Please refer to section 4.1.2.1.5.6 of this Universal Registration Document for more information on Legrand's energy efficiency activities and on the Group's eco-responsible products.

Legrand also aims to **reduce the carbon impact of its offering**. In addition to the commitments made and the Group's achievements in terms of reducing its direct and indirect greenhouse gas emissions, Legrand endeavors to apply circular economy principles.

Please refer to sections 4.1.2.1.5 and 4.1.2.3.3 of this Universal Registration Document for further information about the Group's carbon trajectory and circularity initiatives, including, for example, its use of recycled materials in its products and the elimination of single-use plastic from its packaging.

2.2.2.3 Innovation and digital transformation as growth drivers

Please refer to section 2.1.2.1. of this Universal Registration Document for a full presentation of **innovation as a driver of the Group's organic growth**.

In addition, it should be stated that the **process of coordinating and developing the product offering** is fully industrialized at Legrand. It involves both the Back and Front Offices, from the strategic need through to the launch, in order to better respond to customers' expectations and to productivity imperatives. The Group's General Management systematically makes decisions on which projects to launch.

As a result, the Group is able to launch a constant stream of distinctive new products that come to market rapidly and can be rolled out worldwide.

In addition, Legrand has embarked on a **continuing digital transformation process** for its organization and its processes to make it more agile and productive, while enhancing the services it provides to its customers.

The Group has embedded artificial intelligence in its processes. This integration covers both the Front Office (generative artificial intelligence for creating content, product data, CRM optimization and management of customer data) and the Back Office (content generation for HR, CSR and product quality management and software and firmware coding, etc.).

Digital innovation enables Legrand to optimize both its operating model and the customer experience. In 2025, the Group notably launched agent-based tools such as Gaia, which automates the generation of product data, and Elia, a product assistance solution available before and after sales trained on the full set of product data delivering instant responses across 200,000 product references. At the same time, Legrand continues the methodical deployment of artificial intelligence across its Back and Front Office processes to improve efficiency.

2.2.2.4 Continuous geographical development

The Group's business model is built on winning and strengthening its positions all around the world. This geographical strengthening or development is achieved through both acquisitions and organic growth initiatives.

■ Geographical expansion *via* acquisitions

The Group's external growth strategy, targeting leading positions, has enabled it to strengthen its international presence.

For example, Legrand made around 20 acquisitions in the United States over the past 15 years (between 2010 and 2025). The US has been the Group's largest country in sales terms since 2015 and accounted for 39% of sales by destination in 2025 (37% in 2024). The Group has thus built solid leadership positions in US datacenters.

In Europe, the 2021 acquisition of Ensto Building Systems, a Finnish leader in low-voltage solutions with sales of around €120 million, tripled the volume of sales generated in Scandinavia.

In 2024, the acquisitions of MSS (cable management specialist with annual sales of €10 million) in New Zealand and of Vass (leader in busbars for datacenters with annual sales of €10 million) and of APP (Australian Plastic Profiles,

cable management system leader with annual sales of €100 million) in Australia doubled the Group's footprint in those two countries.

■ Geographical expansion *via* organic growth

The Group also increases its geographical presence through organic growth, by rolling out its product ranges and setting up new operations (offices or subsidiaries).

The geographical product roll-outs include the dissemination of new technologies (such as connected products) and opening up the recently acquired companies to new geographical markets (such as datacenter product ranges and products related to electrical charging stations).

As regards setting up new operations, this strategy is used in particular in new economies with strong long-term growth potential. For example, Legrand increased its presence in Africa and aims to operate in 20 African countries via a subsidiary or sales office in each, versus 15 at end-2025, 11 at end-2020 and 5 at end-2010.

The Group currently generates close to a quarter of its sales in more than 120 new economies. India and China, the largest of these economies, each accounted respectively for more than 5% and 2% of Group sales in 2025.

2.2.2.5 Development of the various market access channels

Legrand currently generates more than 70% of its sales from professional distributors (wholesalers), less than 10% from retail distributors (large home improvement stores, specialized and non-specialized online e-commerce sites) and more than 20% directly from installers, integrators and end-customers.

Over the past decade, Legrand has directly and indirectly diversified its channels of market access. In particular, it has gained more direct access to datacenter operators, electric vehicle charging station infrastructure operators and healthcare institutions and organizations (assisted living, telecare and connected care).

The development of e-commerce enables end-users, specifiers (architects and engineering offices) as well as installers to fully appreciate the richness of the Group's offering (in terms of both functionality and finishes). It also makes a positive contribution to the distribution of the Group's brands and improves the mix of products sold. In 2025, Legrand generated less than 10% of its sales online. Around 70% of these sales came from professional distributors, reflecting the successful collaboration between the Group and its long-standing partners (rich content, data sharing, marketing initiatives, configurators). The remaining 30% of sales came from specialized e-commerce companies or directly from the Group's websites, where relevant.

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2.2.3 - A strong ambition to expand in solutions supporting the energy and digital transition, especially datacenters

Based on the trends presented in section 2.2.1 of this Universal Registration Document, Legrand is accelerating its development in solutions supporting the energy and digital transition. These solutions generated 53% of the Group's sales in 2025 (versus close to 47% in 2024 and 38% in 2020), breaking down into:

- datacenter solutions (26% of the Group's sales in 2025);

- energy transition solutions (22% of sales in 2025);
- and digital lifestyle solutions (5% of sales in 2025).

As a result of buoyant megatrends, the long-term growth of these offerings is structurally higher than that of the construction market.

2.2.3.1 Solutions for datacenters

As stated in section 2.2.1.3 of this Universal Registration Document, technological progress, digitalization of economies and uses, and artificial intelligence are generating a continuous and exponential rate of growth in data traffic, which is powering the boom in datacenters.

Legrand has expanded actively in this vertical, both organically and through acquisitions. As a result, it now boasts a remarkably high exposure of 26% of its sales (in 2025, versus close to 20% in 2024).

- The percentage of its sales generated by datacenters rose from 4% in 2015 to 12% in 2020, before reaching 26% in 2025. Over the past five years (from 2020 to 2025), sales in this space grew +28% per year, of which +19% organically per year.
- By destination, datacenter sales represent more than 40% of sales in North and Central America in 2025, more than 10% in Europe and around 20% in the Rest of the World.
- In 2025, around 75% of the Group's sales in datacenters are generated in the white space (part of the building housing the datacenter's active components, including the server racks).
- Since 2010, Legrand has made 28 acquisitions of leading companies in this field, of which 4 in 2025, and 2 in 2026 at the date of the 2025 annual results publication.

Legrand focuses on products offering enhanced value in use that are modular, personalized, highly configurable and considered by datacenter operators as mission-critical for business continuity purposes.

Examples of this include the following products: PDUs⁽¹⁾, busways⁽²⁾, cooling/air flow management systems for racks (such as Rear Door Heat Exchangers), load banks⁽³⁾, copper and fiber-optic cabling systems, cable management, cabinets, UPS⁽⁴⁾ systems, dry-type transformers and power protection, etc.

The Group provides solutions:

- both for white (as defined above) and gray (part of the building housing infrastructure delivering and protecting the electric power) spaces;
- suitable for all types of datacenters:
 - large datacenters (hyperscale and colocation), which are expanding rapidly, with knowledgeable customers who adopt a selective approach to each product. In this segment, Legrand is often in contact with end-users, who appreciate the reliability, expertise and technical support provided by the Group's teams;
 - medium-sized down to micro datacenters. In this segment, customers sometimes expect a turnkey or systems-based approach;
- perfectly aligned with the needs and expectations for artificial intelligence (high-density racks and related systems, such as power supply and cooling systems);
- offering full interoperability with infrastructure management solutions (DCIM – Datacenter Infrastructure Management);
- enabling end-customers to lower their power consumption very considerably (for more than 40% of the sales generated by the Group in this vertical).

(1) PDU: Power Distribution Unit.

(2) Busways: electric power distribution systems based on metal busbars.

(3) Load banks: equipment simulating an electrical load to test the reliability of power supply systems.

(4) Uninterruptible power supplies.

Legrand intends to maintain its rapid growth and continue increasing market share in datacenters by focusing on three pillars:

- investing in technology, services and increasing manufacturing capacity;
- accelerating the time-to-market for its existing solutions, by:
 - enhancing both the centralized management of large accounts and also the decentralized Legrand Datacenter Solutions teams, which have already been

set up in close to 50 countries and in all significant markets;

- rolling out Front and Back office platforms;
- capitalizing on the strengths of the Group's white-space infrastructure offerings, which are ideal for artificial intelligence;
- implementing a dynamic policy of acquisitions of local leaders in both white- and gray-space infrastructure, across all continents.

2.2.3.2 Solutions for the energy transition

As stated in section 2.2.1.2 of this Universal Registration Document, Legrand markets a wide range of electrification and consumption limiting solutions in response to the global demand for electricity, which is forecast to double by 2050, while end-consumption of energy is expected to fall.

Legrand has a long-standing presence in energy transition offerings and continues to develop actively in that arena. In 2025, the Group held a leadership position (number one or two ranking) in close to 30 countries in one or more segments or sub-segments of its offering in that domain⁽¹⁾.

- The percentage of its sales generated from energy transition applications is 22% in 2025.
- Since 2010, Legrand has made 28 acquisitions of leaders in this area, including eleven in UPS⁽²⁾, nine in metering and protection products (cabinets, circuit-breakers, metering systems, quality, etc.), four in lighting control, two in power busbars and two in charging stations for electric vehicles.

Legrand's unique value proposition consists of a comprehensive, innovative and high-quality range for all buildings including:

- power supply and protection products for property and people, such as transformers, power cabinets and circuit-breakers, PDUs and busbars;

- lighting and power consumption management and control systems;
- charging stations for electric vehicles, over half of which will ultimately be at home or at the workplace;
- the protection infrastructure necessary for installations powered by renewable energies, such as photovoltaic panels.

Legrand intends to maintain its rapid growth and continue increasing energy transition market share by focusing on four pillars:

- strengthening its positions in power infrastructure, through steady investment:
 - in the product offering (connectivity, sustainability, etc.),
 - in the organization's ability to handle large-scale projects (technical support, related services, etc.);
- further expansion in energy management, especially through the geographical roll-out of its lighting control offerings, as well as the launch of building management systems suitable for small- and medium-sized buildings;
- continuous development in charging stations for electric vehicles (product offering and geographies);
- the acquisition of local leaders across all the continents.

2.2.3.3 Solutions supporting digital lifestyles

As stated in sections 2.2.1.1 and 2.2.1.3 of this Universal Registration Document, digital lifestyles are enjoying structurally positive long-term trends.

For more than a decade now, Legrand has positioned itself in digital lifestyles and has continued to develop actively in that space.

- The percentage of its sales generated from digital lifestyles stands at 5% of sales in 2025.

- The vast majority of the Group's sales in this space came from the residential sector, and more than one third from assisted living and connected care.
- In 2024 and 2025, Legrand completed the acquisitions of Enovation and Performation in the Netherlands, thereby establishing a leadership position in healthcare software for the connected care and assisted living market, with acquired sales of over €80 million, mainly recurring revenues.

(1) Source: Legrand.

(2) Uninterruptible power supplies.

The Group's value proposition in this space consists of solutions based on software suites that aim to make people's life easier and more independent.

These products must deliver the best possible combination of technologies, ease of use, ease of installation and privacy protection. In particular, they include the entire remotely managed smart home ecosystem (access controls, security, temperature management openings, blinds/shutters/curtains, consumption and lighting), guest room management systems, assisted living products for vulnerable individuals (alarms, detectors, remote monitoring) and connected care software solutions.

Legrand intends to make further market share gains in the digital lifestyles space by concentrating on three pillars:

- higher smart function penetration in the residential sector by applications and by enhanced functionality, especially through the addition of artificial intelligence algorithms;
- the desire to become European leader in assisted living and connected care solutions through innovation and geographical roll-out of products, including those generating recurring revenue streams.
- further acquisitions of local leaders across all continents, to open up new regions, adjacent spaces and to develop our technological expertise, especially in software.

2.2.4 - A buoyant addressable market offering extension opportunities

The Group anticipates further development in its addressable market (which grew from around €110 billion to around €150 billion between 2019 and 2025). This trend will be driven by the strong performance of the energy and digital transition offering (energy transition, datacenters and digital lifestyles) in a building sector itself forecast to achieve structural growth over the medium to long term (essential infrastructure solutions).

Finally, Legrand has identified a number of promising segments that are adjacent to its current addressable market. These represent genuine opportunities to extend its coverage.

2.3 - Ongoing operational excellence program

2.3.1 - An organization geared towards agility and resource optimization

Please refer to sections 2.1.3.1 and 2.1.3.2 of this Universal Registration Document for an overview of the Group's organization and its key strengths (responsiveness, close market relationships, accountability and sustained value creation). The purpose of section 2.3.1 is to add an extra

layer of detail illustrating Legrand's ongoing operational excellence program beyond the specific issues related to the Group's digital transformation, which is detailed in section 2.2.2.3.

2.3.1.1 Local Front Office

Close relationships built on trust with generalist and specialist distributors, installers, product specifiers and end-users (including datacenter operators) represent a strategic priority for Legrand. The Front Office handles these relationships. It operates at local level, to ensure the highest level of expertise in terms of both trends and the specific features of local demand. In each country, it is the responsibility of a

local manager who is entrusted with the priority tasks outlined in section 2.1.3.2 of this Universal Registration Document.

The Group's subsidiaries in each country are given significant latitude to manage their business and staff. Country managers are genuine entrepreneurs.

■ An economic chain adapted to market flows

Please refer to section 2.2.2.4 of this Universal Registration Document for a presentation of the Group's main market access channels, including professional distributors, which account for more than 70% of Legrand sales.

- manufacturers like Legrand mainly sell their products to professional distributors, who sell them on to installers and end-users. They represent Legrand's primary distribution channel given their logistics and technical expertise, their extensive market coverage and the credit risk, which they directly assume;
- installers buy products from distributors several times a week, depending on their requirements, and so this is mainly a flow-driven business. They are key specifiers of the Group's products because they advise end-users on the selection of products and applications;
- architects, decorators and design offices that recommend and specify products are the Group's other specifiers;
- end-users are the people and companies who use the products.

■ A “push-and-pull” strategy

Sales and marketing are overseen by the Front Office, whose headcount accounted for around 20% of the Legrand total in 2025 (see section 4.2.2.5 of this Universal Registration Document). Marketing efforts are directed at and tailored to each type of customer (distributors, installers, specifiers and end-users).

As part of the **push strategy**, which consists in selling Legrand products to distributors, the Group focuses on:

- a large number of new products covering all installers' needs;
- product availability and on-time fulfillment (synchronization of flows with customers);
- simplification of the ordering, stocking and dispatching process (electronic data interchange, smart pre-sorting);

2.3.1.2 A global Back Office

The Back Office, which is organized on a worldwide basis, includes:

- the Operations Department, which is responsible for innovation, R&D, production, purchasing and supply chain;
- the Functional Departments (strategy, CSR, acquisitions, human resources, finance and information systems).

- supply of the information required to facilitate product marketing (characteristics, digital files, etc.).

Legrand enjoys strong, long-term commercial relationships with its clients, which include major electrical and digital equipment distributors as well as hyperscalers.

Since the demand seen by distributors mostly comes from installers, specifiers and end-users, Legrand actively promotes its products to these three customer categories. The main priorities of the **pull strategy** include:

- providing training at around 30 centers worldwide, technical guides, configurators, business software and technical support;
- attending trade fairs to showcase products;
- introducing special commercial arrangements for large accounts, certain verticals (datacenters, healthcare, etc.) and specifiers;
- advertising campaigns targeting certain types of customers.

■ Technical support for projects and datacenters in particular

To respond more effectively to the most demanding projects, such as datacenters, Legrand provides technical support tailored to customers' needs (installers, specifiers and, for datacenters, end users).

Legrand Datacenter Solutions (LDCS) teams are now present in close to 50 countries and are organized by key customer. They hold discussions directly with the project owners upstream (hyperscalers in particular) to meet the datacenter's technical specifications as effectively as possible, make the requisite adjustments to the Group's offering and then coordinate project delivery (at country, regional or global level). This team organization, which relies heavily on adaptability and responsiveness, has helped to make Legrand a trusted long-term partner of its main customers.

This organization also names local managers for key functions, defines all internal control rules and coordinates risk management processes. Each Department is in charge of defining its own organization and coordinating Group processes within its area.

The priorities set for the Back Office are presented in section 2.1.3.1 of this Universal Registration Document.

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Operations Department in focus

The Operations Department applies a global vision and global processes using a local system:

- from a global perspective, it is in charge of:
 - the roadmap for product development (which ones, when and where to develop them), firmware, software and applications,
 - the manufacturing strategy (how and where to manufacture them),
 - purchasing, the supply chain, quality, health and safety,
 - and, more broadly, to ensure the highest level of customer service, product quality and optimum productivity while maximizing the return on capital employed (capital expenditure and inventories) and reaching the Group's CSR targets;
- locally, country managers are in charge, together with their teams, of day-to-day management and the performance of the operations within their scope. This framework guarantees a high level of agility and responsiveness and the expertise crucial for a clear understanding of the key features of local markets and CO₂ costs and emissions. Alongside a local Front Office, this organization allows the Group to respond rapidly when managing performance, including when the operating environment changes suddenly (pandemic, energy crisis, inflation, supply chain pressures, etc.).

The industrial and product development organization is resolutely geared towards responsible operational excellence. Please refer to section 2.1.2.1 of this universal registration document for more details on product development. The Group's industrial organization:

- constantly streamlines and optimizes its industrial, logistics and carbon footprint, in particular by making products as close as possible to end-markets;
- introduces plant specialization by product line or technology so as to reach critical mass and prevent resources and skills from being spread too thinly;

- has for many years factored a carbon cost into its decision-making process when examining projects;
- invests in the digitalization of its manufacturing facilities, with more than 12% of its capital expenditure allocated to Industry 4.0 in 2025;
- deploys best practices in its production units through the Legrand Way program, aiming for overall operational excellence (productivity, capital employed, quality, customer service, etc.).

At end-2025, Legrand had around 130 industrial sites across 33 countries. Compared to 2019 this figure is stable, with around 40 sites added through acquisitions and around 40 sites closed.

Purchasing: a key performance driver

The Group's Purchasing function, overseen by the Operations Department, is tasked with:

- securing supplies;
- optimizing costs;
- harmonizing practices (management of supplier risks);
- meeting the Group's responsible and sustainable CSR purchasing targets (decarbonized, and following the circular economy and inclusiveness principles);
- rapidly unlocking synergies with the companies it acquires.

Legrand considers that most of the raw materials and components required by its operations will remain available in all its major markets and that it has no material dependence on any one supplier.

The portfolio had around 36,000 suppliers at end-2025, accounting for around €4.3 billion in purchases. 41% of these purchases were made from European suppliers and 33% from North and Central America suppliers. By value, they break down as follows (as a percentage of the total value of raw material and component purchases):

(% of the split of raw material and components purchases)		December 31, 2025
Trading (electrical infrastructure finished goods designed by Legrand)		19%
Metallic subcontracting (including added value)		21%
Electronic (components and sub-assembly)		10%
Electrical and lighting components		14%
Plastics subcontracting		6%
Other		2%
Components & subcontracting		72%
Metals		19%
Plastics raw material		6%
Packaging		3%
Raw materials		28%
Total		100%

A roadmap intended to maintain optimal and responsible operational performance

Operations has the following ambitious medium-term targets:

- maintain an R&D investments/sales ratio of around 5%, including increasing the proportion of R&D staff members focused on software and firmware from more than 20% in 2025 to more than 25% mid-term;
- limit total capital expenditure to 3-3.5% of sales;
- increase the percentage of sales covered by technology or product platforms from around two third in 2025 to 75% mid-term;

- achieve annual productivity growth of between 3% and 4% (as a % of production costs);
- contribute to the achievement of the Group's short-, medium- and long-term CSR targets (decarbonization of sites, processes, purchases and the product offering, development of energy efficiency solutions, waste management, ethics, diversity, occupational health and safety).

2.3.2 - Fostering employee engagement with an entrepreneurial spirit

Legrand's strategy is supported by more than 39,600 highly committed, qualified and responsible staff members:

- a high engagement rate of 80% in 2024, the same level as in 2021 (up from 69% in 2017);
- a low voluntary staff attrition rate;
- high training levels, with each staff member for example receiving 22 hours of training on average in 2025⁽¹⁾ (around 20 hours in 2024);
- an organization and variable compensation packages focused on integrated performance to foster entrepreneurial spirit and strict alignment with the Group's financial and non-financial targets (Please refer to section 2.1.3.2 of this Universal Registration Document for further information);
- country managers are experienced, particularly in sales, are appointed by the Group's General Management and are responsible for integrated performance within their scope as a whole, including the Front and Back Offices.

The main aspects of Legrand's staff engagement policy are as follows:

- providing a working environment that meets the highest standards of comfort, well-being and business ethics;
- focusing on promoting talented people through an active policy of attracting and retaining them, providing active support and offering an extensive, appropriate training program;

- offering guaranteed standard cover that is common to all countries as part of the "Serenity On" program launched in 2017, and extended in 2022 to include family members. The program covered 99% of Legrand's total workforce in 2025 (97% in 2024), and Legrand intends to raise this figure to 100% eventually;
- implementing an ambitious policy in terms of promoting diversity and an ever more inclusive business culture. For example, at the end of 2024, women made up (i) 28.5% of key managers (Hay grade of 20 or over), with the aim of increasing this to more than a third by 2030 as opposed to 17.5% in 2020; (ii) 31.3% of managers overall (Hay grade of 14 or over) as opposed to 24.7% in 2020, with the aim of reaching 35% in 2027.

Please refer to sections 4.1.3.1.4 and 4.1.5.4 of this universal registration document for more details about all the Group's diversity and inclusion initiatives and programs.

One of the keys to Legrand's success in terms of employee engagement is the combination of its organization (Front Office and Back Office) with a compensation policy that focuses on integrated performance. Together, these elements foster an entrepreneurial mindset and lead to a high level of accountability as well as strong appropriation of the Group's values and its overall strategy.

For more information about the Group's HR initiatives, particularly in relation to its CSR policy, please refer to section 4.1.1 of this Universal Registration Document.

2.3.3 - Meticulous attention to customer experience

As stated in section 2.1.1.6 of this Universal Registration Document, Legrand serves a whole array of different customers (specifiers, distributors, installers and users)

generally very loyal to the brands they select, and this decision is based on a highly demanding multi-criteria approach.

(1) Excluding acquisitions in 2025.

Since Legrand's model is based on the size of its leadership positions (two thirds of its sales⁽¹⁾, as stated in section 2.1.1.4 of this Universal Registration Document), it is absolutely crucial for the Group to make certain that at all times it offers the best customer experience in its industry.

To this end, Legrand runs a worldwide annual satisfaction survey covering all its customers with special attention given to the following criteria:

- website, configurators, software;
- product information, training;
- pre-sales support, technical support, after-sales service;
- sales and marketing relationships;
- merchandizing;
- ordering process, invoicing and delivery;
- installation, quality, product conditioning and functionality;
- value-for-money.

In 2025, the survey was carried out in 79 countries and reached more than 576,000 customers (installer, distributor, specifier, developer, agent).

- The overall satisfaction rate in 2025 is 80% (CSAT score, proportion of total responses showing customers are satisfied or very satisfied), above the 78% rate recorded in 2023 and 2022.
- The brand promotion score in 2025 is 54 (Net Promoter Score or NPS, reflecting the percentage of promoters less detractors, with 30 being regarded as an excellent score), which is higher than the 2024 (51), 2023 (44) and 2022 (40) figures.

The detailed results are analyzed for each of the Group's countries and include a closed-loop feedback process, which involves systematically having a conversation with unsatisfied customers. *Ad hoc* improvement plans are implemented and presented to the Group's General Management every year.

Customer satisfaction is also an indicator for the Group's CSR roadmap (for more information, please refer to section 4.1.3.3 of this Universal Registration Document).

2.4 - Ambitions for 2030

Legrand boasts a proven expansion model, a clear strategic roadmap and offerings riding the wave of sustainable market trends, especially in the energy and digital transition. It outlined its 2030 ambitions to create substantial value.

Over the 2025-2030 period, it targets :

- 2030 sales of around €15 billion with yearly sales growth excluding currency effects of close to +10%;
- an adjusted operating margin (including restructuring-related costs) averaging more than 20% of sales;
- free cash generation of close to €10 billion over the 2025-2030 period, with a free cash flow averaging between 13% and 15% of sales, an average capital expenditure ratio of between 3% and 3.5% and an average working capital requirement ratio of less than or equal to 10% of sales.

At the same time, Legrand will continue to deploy a bold and exemplary ESG approach, driven by demanding roadmaps, with a particular focus on the fight against global warming and the promotion of diversity. By 2030, the Group is targeting:

- As part of its Net Zero 2050 commitment validated by the SBTi, a -42% reduction in its CO₂ emissions from its own operations (Scopes 1&2) and a -25% reduction across its value chain (Scope 3) by comparison with 2022;
- one third of key positions to be held by women;
- 80% of its sales to come from eco-responsible products and services.

These medium-term financial and non-financial targets are accompanied by a capital allocation policy that prioritizes acquisitions (at least 50% of free cash flow on average) and the payment of an attractive dividend (with a payout of around 50%). Over the 2025-2030 period, around €5 billion will be allocated to acquisitions of companies complementing the Group's product portfolio and geographical exposure.

(1) Source: Legrand.

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Internal control and risk management

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3.1 - Environment and organization of internal control and risk management

3.1.1 - Reference framework

The Group's internal control and risk management system falls within the legal framework applicable to companies listed on the Paris stock exchange and relies on the

"Reference framework for risk management and internal control systems" published by the AMF in 2010.

3.1.2 - Scope of application

The Group's internal control and risk management system covers all controlled entities that fall within the scope of consolidation, of which Legrand SA is the parent company. No company controlled by Legrand is excluded.

Legrand SA defines participants' roles and responsibilities. It establishes the procedures. It ensures that internal control and risk management are performed effectively within its subsidiaries. Newly acquired companies join the internal

control system during their docking process with the Group. They are subject to an initial audit conducted by the Group's Internal Audit team generally within a year following their acquisition.

The scope of application of internal control concerns every area of the business. The internal control system is regularly updated to address risk management issues and business developments.

3.1.3 - Internal control and risk management environment

The Group's internal control and risk management environment is based upon the following elements:

- the Group's values and its purpose, formally enshrined in a set of policies and charters and widely circulated among teams. For example, these include the Shared Code of Ethics; the Fair Competition Charter and the Guide to Good Business Practice;
- exemplary behavior, which is an essential means of disseminating values within the Group;
- clear objectives, set out by the Group and communicated to its employees;
- an organizational and hierarchical structure, which provides a clear definition of responsibilities and powers;
- management policies and procedures available on the Group's intranet, applicable to all its subsidiaries;

- training organized around topical subjects and best practices, as well as ongoing coordination by the internal controller network to share best practices;
- IT tools and secure access to information systems, determined according to each person's role, in compliance with the rules regarding segregation of duties.

Reporting systems exist across all the Group's major processes, allowing for the collection and dissemination of relevant and reliable information at various levels within the Group. They ensure a common language between the different organizational levels of the Group (regions, subsidiaries and head office departments). Examples include the annual budget process, monthly and quarterly country performance reviews, functional reporting systems (financial, human resources, purchasing, operations, corporate social responsibility, etc.), as well as the internal control self-assessment questionnaire completed by each entity.

3.1.4 - Resources allocated to internal control and risk management

The Group's Audit, Internal Control and Risk Management Department coordinates and organizes monitoring of the risk management and internal control system. It relies on the main tools, which are risk mapping, the internal control framework, the self-assessment system, audits, and action plan monitoring.

Assigning these tasks within a single department ensures methodological consistency. It facilitates the continuous adaptation of the audit approach and the internal control framework to the risks and weaknesses identified.

The Group's Internal Control Department relies on local internal controllers who coordinate the process within their units. In smaller entities, internal control is the direct responsibility of their finance managers. In the Group as a whole, around 50 specialist staff members focused entirely on internal control at the end of 2025.

The manager in charge of this function at Group level reports directly to the Chief Executive Officer, which ensures that they enjoy the required authority at the internal level. The manager has direct access to the Chairwoman of the Audit Committee, with whom they confer independently when preparing for Audit Committee meetings and can seek advice from her on matters within her competence.

Aside from the Internal Control Department, other key contributors include:

- General Management, in connection with the overall design and management of the Group's internal control system;
- Legrand SA's governance bodies, particularly the Audit Committee, whose tasks include monitoring the effectiveness of the system;
- the Risk Committee, in connection with managing the Group's risk-mapping exercises;
- the Group's various departments, some of which coordinate the internal control and risk management approach within the various operational committees;
- the Finance Department in general, and especially the finance managers of the various subsidiaries, who play an ongoing role in organizing the control environment and ensuring compliance with procedures;
- managers at all levels of the organization, who are responsible for managing the internal control system in their area.

LIMITATIONS

The risk management and internal control system, outlined above and described in detail below, though well designed and carefully implemented, cannot provide an absolute guarantee that the Group's targets will be met. It cannot guarantee that all risks, particularly those relating to error, fraud or failure, will be completely controlled or eliminated.

3.2 - Internal control system

3.2.1 - Definition and purposes of internal control

The Group's internal control system consists of a set of resources, behaviors, policies, procedures, tools and actions tailored specifically for Legrand, that:

- enable it to take appropriate account of significant risks, whether strategic, operational, reputational, financial, compliance or CSR-related; and
- contribute to the control of its business activities, the efficiency of its operations and the efficient use of resources.

The internal control system is wide-ranging. It is not confined to procedures that make sure accounting and financial reporting data are reliable. More generally, its objectives are to:

- ensure compliance with laws and regulations;
- ensure that instructions are applied and that the objectives set by General Management are achieved;

- guarantee internal procedures, especially those that contribute to the protection and safeguarding of assets, work properly;
- provide assurance on the reliability of accounting and financial information;
- support both organic and external growth;
- help optimize processes and operations.

The risk management process continually feeds into the internal control process. As a result, the internal control process adapts in response to developments in the Group's risk environment.

3.2.2 - Procedures, controls and assessments

The Group's internal control activities (procedures and controls) are defined in specific standards, which are regularly updated. Together with all the legal, financial, management and accounting rules followed by the Group, they can be accessed on the Group's intranet.

Internal control activities, and particularly the controls in place, are reviewed annually using a self-assessment mechanism that is mandatory for all entities and supported by a dedicated tool.

The self-assessment process covers matters concerning the internal control environment and controls over the Group's main processes (e.g. purchasing, sales, inventory management, human resources and payroll management, fixed assets, treasury, production, information systems, ethics and compliance, CSR, health and safety). The questionnaire is tweaked every year as part of a continuous improvement process. It is updated to take account of strengths and weaknesses identified during audits and self-assessments. It is also designed to factor in changes in risks and the control environment.

The size of the questionnaire varies according to the size of the respondent entities.

The results of these questionnaires and tests are systematically reviewed, consolidated and analyzed by the Internal Control Department.

The 2025 self-assessment campaign showed that the Group's entities achieved an overall compliance rate of 93% in respect of the internal control system's minimum requirements, up from 92% in 2024. The Group regards this compliance rate as satisfactory. Targeted support is provided to help all entities achieve an individual compliance rate of at least 90%.

The Group's internal control system, and any changes it may undergo, are presented annually to the Audit Committee.

The tools, procedures and results of internal control reviews are all available to Legrand's Statutory Auditors, and there are regular consultations to optimize the internal control framework and coverage of risk areas, which reinforce the internal control system and risk controls.

3.3 - Risk management system

3.3.1 - Definition and purposes of risk management

A risk represents the possibility of an event occurring that might have adverse effects on people, resources, the environment, the Group's objectives or its reputation. A risk is also the possibility of missing an opportunity, for example, a strategic one.

Risk management is a dynamic system. It enables managers to identify, analyze and deal with the main risks regarding the Group's strategic objectives, to keep them at an acceptable level.

It seeks to be comprehensive, to cover all Legrand's activities, processes and assets.

Risk management is considered as a business management tool, and has the following objectives:

- protecting the Group's employees and partners;
- preserving Legrand's value, assets and reputation;
- making Group's decision-making and procedures more secure, to help it achieve its objectives and thus create value for all stakeholders;
- ensuring that initiatives undertaken are consistent with Legrand's values and purpose;
- encouraging Group employees to buy into a shared vision regarding major risks and raising their awareness both of risks inherent in their activity and of newly emerging risks.

3.3.2 - Risk management procedure

The risk management procedure consists of three stages:

- 1) risk identification: the risk environment is jointly determined using data gathered during meetings and workshops with the Group's senior executives. It is

supplemented by contributions from Group subsidiaries and functional departments, business experts and external benchmarking. The risk universe is regularly compared with available benchmarks;

- 2) assessment of identified risks: a panel of senior executives carries out risk assessment and classification work.

Risks are assessed and ranked according to the probability of their occurrence and their potential impact, using a consistent scale, an assessment of their level of control and, lastly, the level of tolerance.

Risk analysis is supported by a regular review of specific indicators. These indicators, drawn up on the basis of historic and prospective data, are tracked by the relevant functional departments. They are fed back to the Group's Risk Manager in charge of coordinating the process;

- 3) dealing with risks: measures to reduce, transfer or accept risks are applied. Action plans are defined and the owners of the risks identified within the functional departments, with the help of the Group's Risk Manager.

Governance takes place through semi-annual meetings of the Risk Committee, chaired by the Group's General Management. The Committee is made up of members of operational and functional departments.

The Audit Committee is also regularly informed of the subjects addressed. The approach to assessing and dealing with risks is the subject of a dedicated annual discussion with the Committee, during which a review is made of the major risks, of the risk control mechanisms in place, and of any current action plans. The minutes of the meeting are submitted to the Board of Directors.

A comprehensive update of the risk map was carried out in 2025.

The updated risk map was presented to the Audit Committee and Board of Directors for validation in November 2025.

3.4 - Internal audit system

3.4.1 - Definition and objectives of internal audit

The purpose of internal audit is to provide objective assurance regarding the degree of control over operations, the processes for managing, controlling and governing risk,

and to make recommendations on how to make them more effective.

3.4.2 - Audit planning, implementation and follow-up action

An audit plan is drawn up each year, applying the following rules:

- the rotation of audits across all the Group's reporting entities and functional departments;
- audits of the Group's new acquisitions generally within the year following the Group's assumption of control;
- follow-up audits on the action plans put in place by operational entities if the situation requires it;
- audits of systems for controlling the risks identified in connection with risk management;
- specific and cross-functional audits aimed at covering major or emerging risks.

After approval by General Management, the audit plan is presented annually to the Audit Committee.

Every audit assignment results in a report. Those reports are submitted to General Management. A summary of them is presented quarterly to the Audit Committee.

The recommendations expressed in the audit reports directly address the risks inherent in the identified internal control weaknesses, thereby strengthening the previously mentioned approach. Implementation of action plans is monitored systematically by the Internal Control Department.

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3.5 - Procedures for preparing and processing accounting and financial information

3.5.1 - Objectives

Internal controls applied in the accounting and finance areas must meet the following objectives:

- ensure that the published accounting and financial information complies with applicable regulations;
- ensure that the instructions issued by the Group's General Management concerning this information, are applied;
- safeguard the Group's assets;
- detect and prevent fraud and accounting irregularities wherever possible;
- ensure the reliability of internal financial and accounting information, and of information disclosed to the markets.

3.5.2 - Main contributors

- General Management, in connection with setting up and organizing the Group's internal control system and preparing financial statements for approval and publication;
- the Board of Directors, which approves the consolidated financial statements, based in particular on work done by the Audit Committee;
- the Internal Audit Department, which, through its work, makes a certain number of recommendations both to General Management and to the Audit Committee on improvements to the internal controls applied in the areas of accounting and finance;
- the Statutory Auditors who, through their external audit work, express an independent opinion on the published half year and annual consolidated financial statements.

3.5.3 - Control mechanism for accounting and financial information

The mechanism is based on the definition and implementation of processes to prepare and review financial and accounting data. It is prepared and reviewed so that it can be used internally for management purposes, communicated externally and reported to the markets.

The mechanism is deployed through concerted action involving contributions from various functions within the Finance Department.

Finance managers in subsidiaries

Finance managers in subsidiaries are appointed by, and report functionally to, the Group's Finance Department. They are specifically entrusted with responsibility for internal control and act as Compliance Officers in their respective companies. They are appointed by the Group's Finance Department, to ensure that levels of expertise are consistent and appropriate.

Group Management Control

Group Management Control reports to the Group Finance Department. It plays a key role in monitoring and controlling

subsidiaries' performance and their enforcement of procedures. It coordinates the preparation of annual budgets and regularly performs an in-depth review of outturn and estimates. This work is based on rules for the preparation of financial reports and the budget, which can be found in the standards for internal control procedures.

All subsidiaries issue a detailed consolidation report every month, which includes a balance sheet with an analytical review and an income statement with analyses, to allow detailed monitoring of their performance.

Corporate Financial Analysis

The Corporate Financial Analysis unit, which reports to the Group Finance Department, analyzes the Group's consolidated financial statements. It prepares and circulates, on a monthly basis, a progress sheet showing consolidated performance and analysis of the variances between actual results and the results forecast in the budget. This data is formally reviewed each month by the Finance Department and General Management.

Consolidation

Accounting data is consolidated by a dedicated team that reports to the Finance Department. The team's role is to produce the consolidated financial statements based on consolidation reports submitted through a software application deployed across all Group subsidiaries. Consolidated financial statements are prepared on a monthly basis (except at the end of July) in accordance with a consolidation schedule circulated to all subsidiaries. This allows them to plan accordingly and provide financial information in a timely manner.

Almost all consolidated entities have their annual financial statements and/or consolidation reports reviewed by the local affiliated offices of the Group's Statutory Auditors or by independent auditors.

Treasury management

The Treasury Department reports to the Group Finance Department.

The Group Finance Department validates the identity of bank account signatories. Cash flow is monitored through specific procedures. Investment, borrowing and hedging transactions are centralized and controlled by the Group Finance Department. All bank accounts of the Group's subsidiaries are managed in agreement with the Group Treasury Department, which ensures consistency in the Group's relationships with banks.

Information systems

The Information Systems Department reports to the Group Finance Department.

In order to reduce the risks associated with the reliability of accounting and financial data processing, the Group has implemented a full set of IT procedures to mitigate security risks as well as data back-up plans.

In addition, the deployment of internal control helps strengthen and harmonize the implementation and operation of information systems, as well as system and network protection and access arrangements.

3.6 - Risk factors and control mechanisms in place

At the filing date of this Universal Registration Document, the risks presented below are those identified by the Group as likely to have a material adverse impact on its business, its image, its financial position, its results or its ability to achieve its objectives. Other risks that have not been identified, that are emerging or that appear non-material at the same date, may also have an adverse impact on the Group.

The Group carried out a fresh risk mapping assignment, and the results were submitted for validation to the Audit Committee and the Board of Directors in November 2025.

All the risk factors contained in the risk map are also analyzed twice a year in each risk committee meeting through constant assessment of emerging risks.

All the risk factors are assessed according to the probability of their occurrence and potential impact (based on a scale with four levels, *i.e.* minor, moderate, significant and major). This makes it possible to define the level of gross risk. The level of control for each risk is then evaluated (low, moderate, medium, complete) to assess the net risks.

Finally, risks are prioritized according to the level of tolerance.

Upon completion of this exercise, the Group's risk map consisted of 17 risks, of which eight risk factors were identified as priorities.

The table below summarizes the key net risk factors organized into four categories: strategic risks, operational risks, reputational and compliance risks, and financial risks.

In accordance with the requirements set out in Art. 16 of Regulation (EU) no. 2017/1129, this chapter only covers the risks specific to the Group that, in our view, have a net impact likely to influence investment decisions.

In terms of methodology, details provided in the table below are only in relation to priority risk factors.

In each of the four categories, the risk factors are ranked in decreasing order of priority and estimated impact.

Risk factors (net risks)	Potential risks in Legrand's business model	Main risk mitigation arrangements	Impact/ Priority	Ref.
Strategic risks				3.6.1
Digital acceleration and new technologies	■ Insufficient innovation in the portfolio of connected products and solutions with enhanced value in use ■ Lack of adaptation to economic changes, particularly data exploitation and e-business development ■ Missed digital opportunities to optimize operational efficiency ■ Absence of coherent governance to align digital initiatives and maximize ROI ■ Limited management of responsible AI (RAI) issues, creating ethical and regulatory risks ■ Inability to support new ways of working and enhance the customer and employee experience.	■ Program for the development of the connected offering, with even bigger ambitions in R&D and dedicated governance ■ "Creation of the Product Offering" process coordinated by the Operations Department ■ Digital transformation program covering all company functions (sales and marketing, supply chain, procurement, manufacturing, HR, finance, and CSR), integrating AI and cross-functional digital governance ■ Program for cultural adaptation and skill development to support employees in adopting new technologies ■ Strategic partnerships and technological alliances to enhance innovation and expansion into new markets.	Major/ Priority	3.6.1.1
Environmental impacts and risks related to climate change	■ Environmental damage ■ Physical risks to Group operations (own sites and value chain) ■ Transition risks (regulatory, market, reputation) ■ Risks of not providing CSR data concerning products to our customers	■ CSR approach and multi-year roadmaps covering the principles of carbon impact mitigation and promotion of the circular economy ■ Validated SBTi commitment ■ The CSR Department represented on the Executive Committee, Environmental Services, and certification policy. ■ "Creation of the Product Offering" process coordinated by the Operations Department ■ Mapping of risks and climate opportunities ■ Analysis of resilience to climate change risks and opportunities	Significant/ Priority	3.6.1.2 See chapter 4 – Sustainability Report
Trends in markets, the competitive environment, or consumer expectations	■ Failure to identify promising verticals or segments ■ Failure to capture a trend or development in building design, building use or construction technologies ■ Insufficient innovation to uphold the values of the Group's offering ■ Failure to keep pace with or to anticipate changes in standards and regulations	■ Strategy, Brand and Digital Department tasked with identifying macro-trends and coordinating the monitoring of market shares per country (annual review in conjunction with General Management) ■ "Creation of the Product Offering" process coordinated by the Operations Department ■ Monthly marketing meetings led by General Management to review plans for new products ■ Country-specific commercial plans dedicated to the fastest growing segments (datacenters, energy efficiency and connected products) ■ The Best of Us program, a global Customer Experience (CX) initiative ■ Technology collaborations, partnerships and alliances ■ Standardization team and committee, network of correspondents	Significant/ Priority	3.6.1.3

Risk factors (net risks)	Potential risks in Legrand's business model	Main risk mitigation arrangements	Impact/ Priority	Ref.
Unfavorable economic environment	- Change in the Group's outlook due to the global economic situation, geopolitical issues, or major risks related to certain countries - Changes in local growth prospects due to business cycles, national regulations, and the competitive landscape	- Ongoing strategic intelligence and foresight for the supervisory monitoring of macroeconomic, geopolitical, and regulatory indicators. - Geographical diversification - Continuity plans and worst-case scenarios to define future-oriented action plans in critical areas. - Continuous competitive analysis within the zones/countries	Significant/ Priority	3.6.1.4
Operational risks				3.6.2
Information systems and cybersecurity	- Inability to protect information systems and data in the event of an intrusion - Leak, theft or loss of personal data - Personal data breaches affecting customers - Financial penalties for failing to meet regulatory requirements - Potential failure or obsolescence of information systems - Failure to grasp opportunities to improve applications and infrastructure following information systems upgrades	- Centralized management of IT infrastructure, office software and credentials by the Group Information Systems Department - Methodology for integrating cybersecurity into projects - Cybersecurity program led by the Chief Information Security Officer supported by external specialists (including a Security Operations Center and a Computer Emergency Response Team) and structured according to the NIST (National Institute of Standards and Technology) framework - Systems audit, security audit and cyber risk insurance policy - Data Privacy Officer and network of Data Privacy Representatives - Internal corporate rules on processing personal data - Training and awareness-raising - IT applications roadmap coordinated by the Group Information Systems Department and developed jointly with user Departments - Structured governance process for all material IT projects (IT Project Review)	Significant/ Priority	3.6.2.1
Human resources policy adequacy	- Appeal: Inability to recruit, onboard, train, motivate, promote or retain new talent - Development: Inability to develop the skills and talents of all employees - Diversity: Inability to meet the diversity-related challenges - Commitment: Employee dissatisfaction	- Identification and deployment of best practices in terms of occupational health and safety, Group-level accident-monitoring - Group-wide oversight of the HR policy and centralized management of key roles and resources - Talent management process - Skills development process - Mechanisms for identifying and motivating talented and key staff members - Efforts to promote equal opportunities and diversity - Buy-in from staff members through communication about the Group's strategy and objectives - Regular Engagement survey	Moderate/ Priority	3.6.2.2 See chapter 4 – Sustainability Report

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Risk factors (net risks)	Potential risks in Legrand's business model	Main risk mitigation arrangements	Impact/ Priority	Ref.
Reputational and compliance risks				3.6.3
Product quality	■ Risks related to the use of electricity ■ Failure to comply with product standards ■ Quality issues or customer dissatisfaction ■ Products not compliant with standards and regulations ■ Cybersecurity and data protection risks related to connected solutions	■ Quality Department reporting to the Deputy General Manager in charge of Operations. ■ Quality policy ■ ISO 9001 certification for production sites ■ Product accreditation by certified laboratories ■ Product surveillance process ■ Process for managing customer dissatisfaction ■ Procedure for managing product risks ■ Application of the Privacy by Design principle for connected products ■ Systematic Privacy Impact Assessment for connected products	Significant/ Priority	3.6.3.1 See chapter 4 – Sustainability Report
Financial risks				3.6.4
Acquisition strategy and execution	■ Inability to make acquisitions ■ Difficulty of docking acquired entities	■ Structured origination in each region (market intelligence, proactive sourcing, sector networks) ■ Formalized investment criteria ■ Robust investment governance ■ Enhanced due diligence (financial, legal, tax, operational, compliance/ethics) ■ Strategic and financial plan (3–5 years) including synergies and growth/profitability objectives. ■ Dashboard for docking stages coordinated by Group Management Control ■ Quarterly Steering Committees ■ Monthly review indicators: analysis of the accounts of the acquired entities with the CEO and CFO	Significant/ Priority	3.6.4.1

3.6.1 - Strategic risks

3.6.1.1 Digital acceleration and new technologies

Risk factors

Against the background of the digitalization of the economy and the rapid development of digital solutions:

- the Group's offering could suffer as a result of insufficient innovation, failing to meet current demands for cutting-edge technologies, connected services, and artificial intelligence (AI);

The Group may also:

- fail to respond to developments in the economic chain, including being unable to take full advantage of the new strategic asset that data represents and failing to develop a competitive e-business segment offering;
- fail to capture the full market potential due to a lack of qualitative content, insufficient customer experience, or a limited understanding of the specific needs of its customers;
- be unable to identify or exploit opportunities to achieve greater operational excellence;
- fail to effectively support new ways of working, particularly through innovative collaborative tools;
- fail to effectively leverage the opportunities offered by AI, whether to automate processes, personalize services, or take advantage of content generation, while not neglecting the issues of responsible AI (RAI);
- fail to structure a coherent and cross-functional governance framework to manage its digital investments, which could limit return on investment (ROI) and lead to redundancies or inconsistencies between projects.

Main ways of addressing risk

To address these challenges, the following initiatives are in place:

- a "Creation of the Product Offering" process coordinated by the Operations Department, aiming to structure and accelerate product innovation;
- a digital transformation program led by the Strategy Department (Chief Digital Officer) and the Information Systems Department (Chief Information Officer), tracked by the Executive Committee, including:
 - the creation of a cross-functional digital governance framework aimed at ensuring the coherence and strategic alignment of digital and technological initiatives, while maximizing return on investment (ROI),
 - The improvement of customer and employee experience through digital tools and approaches,
 - the optimization of operational excellence by leveraging new technologies across the entire value chain (sales and marketing, supply chain, purchasing, manufacturing, HR, finance, and CSR),
 - the integration of artificial intelligence (AI) into the Group's key processes, particularly for automation, content generation, and productivity enhancement,
 - the development of digital innovations, such as analytics, digital customer journeys, and e-commerce platforms,
 - a Group-wide program for cultural change and skill development, to support employees in adopting new technologies and strengthening their digital expertise, particularly through specific training on AI, data analysis, and digital tools,
 - strategic partnerships and technological alliances to enhance innovation and expansion into new markets.

3.6.1.2 Environmental impacts and risks related to climate change

Risk factors

The Group has long been committed to reducing its environmental impacts. This responsibility applies not only to the Group's sites but also to the design of its products.

The main industrial processes that take place on Legrand's sites focus on the molding of plastic components, the production of metal parts, the assembly of plastic, metal and electronic components, and, on a less frequent basis, painting or surface treatment that consume gas and electricity, sources of GHG emissions. Legrand's Scope 1 & 2 GHG emissions remain low (Legrand is not subject to the European ETS regulation for example).

Climate change is creating new sources of risk for the Group. Trends in extreme climate phenomena (storms, floods,

droughts, etc.) in terms of frequency, severity, duration and geographical distribution could lead to disruption to the Group's organization or operations, or to its value chain.

The Group also designs energy efficiency products and solutions that allow Legrand's customers to save energy. Nevertheless, it may be unable to meet users' new expectations in terms of addressing environmental and climate risks but also in terms of the electrification of uses. This may relate to decarbonization efforts and the increasing desire to reduce energy consumption.

The Group may also be unable to provide eco-designed products in line with the circular economy principles that the market requires

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Main ways of addressing risk

To address environmental and climate-related risks, the Group relies on:

- a CSR approach and multi-year roadmaps overseen by the Corporate Social Responsibility Department, which covers topics including climate and circular economy issues, with three-year targets (2025-27) and associated practical action plans (see sections 4.2.1.4 “Strategy: the transition plan” and 4.2.1.5 “Actions, metrics, targets”);

- a CSR Department and an ISO 14001 certification policy for its production and logistics sites;
- a “Creation of the Product Offering” process coordinated by the Operations Department in conjunction with the Strategy, Brands and Digital Department;
- a new resilience analysis, including risks and opportunities related to climate change, conducted with AXA Climate, plus related action plans at the most vulnerable sites, aligning the Group’s strategy with the climate challenges.

3.6.1.3 Trends in markets, the competitive environment, or consumer expectations

Risk factors

Legrand has an extensive range of more than 300,000 products and solutions that are intended to be simple, innovative and sustainable. Over the long term, the Group spends around 5% of its sales on R&D.

The Group’s solutions are installed in living environments (individual homes and collective housing, hotels, etc.), working environments (offices, datacenters, industrial sites) and meeting environments (shops, hospitals, schools and universities, etc.).

The Group’s long-term prospects depend partly on its ability to adapt its offering to market developments. The Group’s prospects could deteriorate if it were no longer able to:

- identify promising segments and verticals;
- capture trends or developments in building design, building use, or construction technologies in order, for example to:
 - offer environmentally responsible products and sustainable solutions,
 - develop smart solutions,
 - integrate innovative features,
 - address the emergence of new requirements related to increasingly digital lifestyles and working habits;
- innovate sufficiently to uphold the values of the Group’s offering;
- adopt and anticipate changes in standards and regulations.

Main ways of addressing risk

To ensure its range of products and solutions continues to adapt to market expectations, the Group relies on:

- a Strategy, Brand and Digital Department. Its task is to identify social and technological macro-trends and those related to the habits of end customers. It also coordinates the monitoring of market shares by product family and by country. These macro-trends and indicators are reviewed annually with General Management;
- a “Creation of the Product Offering” process coordinated by the Operations Department. Its role is to build the Group’s offering through multi-year plans;
- Monthly Marketing Meetings (MMM) attended by the sales and marketing teams, the Operations Department and General Management. Product projects are validated and monitored in these MMMs;
- The “Best of Us” program, a global initiative led by the Legrand Group dedicated to the continuous improvement of the customer experience. It focuses the attention of all employees on a more customer-centric culture by implementing common tools, training, satisfaction surveys and the sharing of best practice. It includes an annual satisfaction survey that systematically measures the CSAT and NPS to continuously monitor our customers’ satisfaction and loyalty. These key indicators enable us to quickly identify pain points, improve our journeys, and strengthen the experience for customers with every interaction.
- the signing of collaborative agreements, strategic partnerships and many technological alliances;
- a team and committee dedicated to standardization. A global network of correspondents informs the Group about changes in local and international standards.

3.6.1.4 Unfavorable economic environment

Risk factors

The Legrand Group is exposed to risks related to the evolving global economic situation, geopolitical challenges, and major risks affecting certain countries, all of which could impact its overall outlook. Furthermore, changes in local growth prospects can arise due to business cycles, national regulations, or competitive intensity in certain markets.

Main ways of addressing risk

To limit these risks, Legrand has implemented several measures:

- medium- and long-term strategic and future-oriented intelligence led by the Group Strategy Department in order to track macroeconomic, geopolitical, and regulatory indicators;
- geographical diversification of markets and production sites to reduce reliance on certain areas;
- continuity plans and worst-case scenarios validated by management to plan ahead for and draw up measures in critical areas.

3.6.2 - Operational risks

3.6.2.1 Information Systems and Cybersecurity

Risk factors

Due to the diversity of its operations and its international presence, Legrand's business activity requires multiple and often interconnected information systems. The development of connected products and the rise of remote working increase the Group's exposure to cybercrime and data protection risks. An intrusion could lead to the loss or leakage of personal data, damage the trust of users, and impact sales, or even result in legal action.

The increase in Internet of Things (IoT) data heightens these challenges, particularly from a privacy perspective. Failure to comply with regulatory obligations, such as the GDPR, could lead to financial penalties.

Furthermore, rapid technological developments and the Group's external growth increase the risks of information systems failure or obsolescence, as well as the complexity associated with integrating the systems of acquired entities.

Main ways of addressing risk

The Group's Information Systems Department manages IT infrastructure, office software and credentials on a centralized basis and provides oversight of IS projects under a dedicated governance framework. Information systems security relies on a cybersecurity manager, local relays, and a Security Operations Center.

The Group's cybersecurity program has height main aspects:

- IT risk mapping and policies based on international standards (NIST);
- a detailed IT risk map;
- an IT security systems policy based on the applicable standards (National Institute of Standards and Technology) and industry best practices;

- integration of security within IT projects through a specific methodology;
- an enhanced, mandatory employee company awareness program. In 2025, around 19,000 users received cybersecurity-focused training;
- a structured incident handling process involving a Computer Emergency Response Team (CERT) and a Security Operations Center (SOC);
- a legal, regulatory and standards monitoring system;
- a specific program dedicated to personal data security and processing for connected objects and the related cloud.

Regular audits, penetration tests, and checks are performed by Legrand or external experts.

In the event of any damage, an insurance policy covers damage to hardware, business interruption and data recovery or reconstitution costs. Cyber risk insurance is also put in place.

Personal data protection is structured by a specific governance framework (including a Data Protection Officer and a local network), restrictive corporate rules that have governed data transfers outside Europe since 2016, security audits prior to commercialization, and the application of ISO 27001, "Security by design", and "Privacy by design" principles.

Systematic Privacy Impact Assessments are conducted for connected products.

Finally, the IT department defines roadmaps for application upgrades and coordinates IT project governance processes with validation by General Management.

3.6.2.2 Human resources policy adequacy

Risk factors

The Group has around 40,000 employees worldwide.

The Group's development is partly dependent on its ability to hire, onboard, train, motivate, promote and retain new talent in all the regions in which it operates.

The Group is thus exposed to various HR risks:

- it may be unable to develop the skills and talents of all staff members;
- if it were unable to combat discrimination or failed to promote diversity, this could limit the enrichment and the performance of its teams.

Lastly, well-being at work makes employees more engaged and therefore more effective and able to perform to a higher level. Employee dissatisfaction could cause them to become disengaged and therefore less effective. In the most serious cases, this could lead to strikes or resignations.

Main ways of addressing risk

In general, Legrand seeks to identify and deploy best practices in terms of health and safety at work, including a system that tracks all accidents at the Group level.

Promoting health, safety and well-being at work is an integral part of the Group's CSR Roadmap (see section 4.3.1 "Committing to Our Employees").

The Group Human Resources Department is responsible for the human resources policy. It is managed horizontally, with centralized management targeting key positions and resources. It is deployed in subsidiaries and managed by local human resources departments. Legrand's human resources management has four key aspects:

- **attractiveness**, which consists of attracting talent and thus matching the Group's human resources with its future needs. Legrand conducts an annual Organization & Staffing Review (OSR) to this end;
- **employee development and the implementation of tailored strategies for identifying and supporting talent and for recognizing performance**. This is one of the priorities of the Group's CSR Roadmap (see section 4.3.1 "Committing to Our Employees").

The main ways in which the Group develops skills are:

- training: Legrand has a Learning with Legrand digital training platform. It has been rolled out across almost all of the Group's countries and had more than 25,000 active users in 2025,
- meetings between managers and employees, known as APG (Competency Appraisal Performance and Perspectives),
- talent management: three talent development plans are in place, *i.e.* Legrand Rising Talent, Legrand Promising Group Talents and Legrand Global Leaders.

Legrand has also deployed incentives and retention mechanisms for key employees, for example by promoting intra-Group transfers and through its compensation policy;

- **diversity and inclusion**. The Group published its first Ethics Charter in 2004.
- **promoting equal opportunities and diversity** is part of the Group's CSR Roadmap (see section 4.3.1 "Committing to Our Employees");
- **staff engagement**. A Group-wide staff engagement survey is carried out on a regular basis. The findings are used to identify strengths and points for improvement and to launch appropriate actions.

Internal communication is important in motivating staff and creating a sense of belonging by providing regular information on the Group's strategy and objectives, and highlighting team initiatives and successes.

A range of media are used, all conveying Legrand's core values embodied in the Charter of Fundamental Principles, including onboarding seminars, information resources, such as the Group's CoMet intranet, local intranets, the Engage Group, and the in-house web magazine.

Finally, regular commitment surveys allow for the measurement of employee satisfaction and motivation by addressing topics such as communication, leadership, and well-being. They promote transparency, strengthen commitment to the values of the undertaking and support ethical practices. Their utility lies in the early detection of risks related to disengagement or turnover, in order to implement corrective actions that strengthen the integrity and enduring development of the organization.

3.6.3 - Reputational and compliance risks

3.6.3.1 Product quality and safety

Risk factors

As a major player in electrical and digital building infrastructure, Legrand offers an extensive range of more than 300,000 product lines. Because of the way they are used, it is the Group's mission to make and supply products that are safe to use and meet the highest standards. Legrand is also committed to providing customers with the information they need to use its products safely and to maintain them.

In the event of safety defects, products may affect the buyer, the installer, as well as direct and indirect users. Despite thorough testing, there is still a risk that faulty products could reach the market. These errors and defects could cause personal injury and/or damage to property.

A safety or quality defect, a failure to comply with standards or a poor customer experience (for example, a failure to meet customers' expectations in terms of value for money) could result in warranty and product liability claims, loss of revenue, costs associated with product recalls or harm to the Group's reputation for safety and quality.

Main ways of addressing risk

The Quality policy, managed by the Group's Operations Department, is applied by each country individually.

Legrand's quality policy is essentially implemented through:

- ISO 9001 certification;
- product accreditation by certified laboratories;
- procedures for managing quality at this production stage;
- additional tests known as "surveillance plans";
- the process for managing customer dissatisfaction;
- the procedure for managing product risks.

The Quality Department within the Operations Department records product quality events and customer dissatisfaction during regular reviews with the quality managers of the Legrand quality network and with the countries. Each major source of customer dissatisfaction is addressed through a specific process under a structured governance model until the issue has been resolved.

For more information, please refer to section 4.3.3 "Committing to Our Clients, Consumers, and End Users" of this Universal Registration Document.

3.6.4 - Financial risks

3.6.4.1 Acquisition strategy and execution

Risk factors

External growth through targeted bolt-on acquisitions is one of the two strategic drivers in Legrand's development model. This acquisition strategy primarily targets small and medium-sized companies that are complementary to the Group's existing activities, in order to strengthen its positions and continuously expand its accessible markets.

However, these operations involve specific risks:

- inability to complete acquisitions resulting from a lack of actionable opportunities or an insufficiently assessed deal flow. It may also result from poor selection or misidentification of targets (size, profitability, compliance, and alignment with the Group's objectives and strategic roadmap), insufficient analysis of risks, a misvaluation or poor timing, which can lead to the loss of opportunities;
- during the docking phase, difficulties implementing identified corrective actions, discovery of hidden liabilities

or fraudulent/non-compliant practices, and failure to deliver the valuation model, business plan, or planned synergies (e.g. departure of key employees, loss of strategic customers).

Main ways of addressing risk

To secure its external growth operations, Legrand is implementing a rigorous framework covering the entire acquisition cycle. This system is based on:

- structured origination in each region: monitoring of markets, proactive sourcing, and the activation of sector networks to identify relevant opportunities;
- formalized investments criteria: financial thresholds, strategic compatibility, ESG requirements and compliance;
- robust investment governance: multidisciplinary reviews and commitment committees to validate each stage;
- enhanced due diligence: financial, legal, tax, operational, and compliance/ethics analyses;

- valuation and timing discipline: use of evaluation models and sensitivity analyses to make decisions more reliable;
- docking and post-deal tracking plan: implementation of a 3-to-5-year strategic and financial plan incorporating growth, profitability, and synergy objectives, with tracking via a dashboard managed by Group management control; quarterly steering committees for two years; and monthly performance reviews of the acquired entities with the CEO and CFO.

This system aims to ensure the success of acquisitions, the achievement of synergies and the control of risks throughout the process.

Furthermore, the risk of failing to achieve the expected financial and non-financial performance (the potential gross impact of which could be major) is assessed as "moderate" given the level of control over this risk. It is addressed in section 2.1.3 "An effective organization and processes" of this Universal Registration Document.

Similarly, the risk related to the financing of the model (the potential impact of which could be material) is covered by specific paragraphs in chapter 8 of this Universal Registration Document.

3.7 - Legrand's duty of care plan

In accordance with France's 2017 act on the duty of care of parent companies and with its CSR strategy, Legrand has set up a duty of care plan, the structure and results of which are presented below. The aim is to ensure that Legrand's

partners are committed to meeting its standards in terms of working practices, business ethics, the environment and health and safety.

3.7.1 - Scope and implementation

The duty of care plan applies to all the Group's consolidated entities, without exception. The Group's acquisitions are included within business-line systems (procedures and reporting processes) at soon as possible. This process is completed within a maximum of 36 months from the date of acquisition. For further details on the rules for including new entities in the scope of consolidation, see section 4.1.1.1 "General basis for preparing the Sustainability report" in this universal registration document.

The table below (section 3.7.3 "Overview of the duty of care plan") summarizes Legrand's duty of care plan to ensure respect for human rights, the environment and the health and

safety of people, in its own activities and those of its suppliers.

The plan has three dimensions:

- **the 5 stages of the law for implementing a duty of care plan,**
- **3 types of issues:** human rights, occupational health and safety and the environment,
- **2 scopes of activity:** Legrand's activities, including those of its subsidiaries and those of its suppliers and subcontractors with whom a commercial relationship has been established.

3.7.2 - Governance

The CSR department oversees the duty of care plan. A working group involving the purchasing, operations, occupational health and safety, human resources, environment and risk departments has been set up. It helped design the duty of care plan and meets regularly to coordinate its implementation. The working group reports on its work to the Risk Committee (as regards the system, action plan and results), since the duty of care plan has been

identified as a way of reducing risk for the Group and its stakeholders. Members of the Executive Committee attend the Risk Committee meetings. The duty of care plan has also been presented and discussed in meetings of the Commitments and CSR Committee and Audit Committee. The duty of care plan was presented to French and European union representatives during its implementation.

3.7.3 - Overview of the duty of care plan

	Human rights and fundamental freedoms	Occupational health and safety (OHS)	Environment
STAKEHOLDERS RISK MAPPING			
Legrand	Risk mapping Human rights	Accident reporting (in real time, monthly, quarterly and annually) Safety while traveling: identifying at-risk areas	ISO 14001 certification (identification of Significant Environmental Aspects)
Suppliers	CSR risk mapping (environment, OHS, human rights, ethics and supply chain) Targeting of the most exposed purchasing categories and the most relevant suppliers		
REGULAR ASSESSMENT PROCEDURE			
Legrand	Human rights self-assessment by subsidiaries	Monitoring of OHS reporting results (process and accident rate)	Annual environmental reporting ISO 14001 certification (regular audits)
Suppliers	Periodic review of risk mapping, adjusting the list of higher-risk suppliers accordingly Documentary assessments, definition of the supplier's risk level (CSR scorecard), on-site audits		
PREVENTION OF SERIOUS BREACHES AND RISK MITIGATION			
Legrand	Human rights charter After self-assessment, if risks are detected, action plans are set up, monitored by the Group	Rollout of Legrand Way Health and Safety Action plans monitored by the Group if a risk is detected through reporting SOS International support	Local risk mitigation action plans within the framework of ISO 14001 certifications. Centralized monitoring of action plans aimed at reducing energy consumption
Suppliers	Purchasing Policy, Supplier Code of Conduct, General Terms and Conditions of purchase and Purchasing Specifications (or contracts) stipulating the obligation to comply with regulations and Legrand's CSR commitments for the supplier and its value chain Training on responsible purchasing Approval and management processes for higher-risk suppliers in terms of CSR Risk mitigation: centrally-monitored actions plans for higher-risk suppliers in terms of CSR and on-site audits		
ALERT OR WHISTLEBLOWING MECHANISMS			
Legrand and suppliers	Group whistleblowing mechanism – see section 4.1.4.4.4 "Evaluation of the whistleblowing system and whistleblower protection" Group Internal Audit and internal and external audits conducted by Legrand at suppliers' facilities		
METHODS FOR MONITORING MEASURES TAKEN AND ASSESSING THEIR EFFECTIVENESS			
Legrand	Comply with the Group's commitment to human rights and monitoring of action plans	Deploy best practices on health and safety at work	CSR Roadmap priority: target of reducing Scope 1 & 2 CO ₂ emissions by 10% between 2024 and 2027 Annual monitoring of energy and water consumption, waste production, and VOC emissions at industrial sites
Suppliers	Raise awareness and provide training about sustainable purchasing Measure progress of higher-risk suppliers in terms of CSR Encourage suppliers to adopt a low-carbon approach geared towards the circular economy Develop additional business with suppliers working in favor of diversity and inclusion		

3.7.4 - Suppliers activities

Responsible purchasing is one of the fundamental principles of Legrand's social and environmental responsibility. The Supplier Code of Conduct, intended for suppliers and service providers, describes the requirements that suppliers and their value chain must comply with in their collaboration with Legrand, on the following topics:

- respect of the laws and regulations,
- Human, labor, and social rights,
- respect for the environment,
- integrity and business ethics.

The supplier or service provider undertakes to promote and implement the principles of the Supplier Code of Conduct to its own suppliers, subcontractors and other service providers, in order to ensure that the same standards are met.

Legrand strives to be an ethically responsible partner and firmly believes that relationships based on trust and integrity will last the course and be beneficial for everyone.

The processes for identifying and managing purchasing risks are described in section 4.1.5.1 "Impacts, risks and opportunities related to Legrand purchasing" of this Universal Registration Document. The reader is invited to refer to it.

3.7.4.1 Regular risk mapping and assessment

Risk analysis

In a continuous improvement process, Legrand seeks to identify major and risky suppliers in terms of CSR:

- major suppliers based on panel segmentation and purchasing amount criteria,
- suppliers identified through a gross risk analysis associated with the supplier's country and/or sector of activity.

Supplier evaluation

Suppliers are assessed on two levels:

- a documentary assessment on the CSR risk evaluation platform,

- an on-site audit for higher-risk suppliers in terms of CSR.

If they do not obtain a sufficient score in the CSR documentary assessment or on-site CSR audit, they are subject to an improvement plan and/or an initial or follow-up on-site audit.

Assessment procedures are detailed in section 4.1.5.1 "Impacts, risks and opportunities related to Legrand's purchasing" of this universal registration document.

Data concerning supplier evaluation and on-site audits are presented in section 3.7.4.3 "Effectiveness and results of the monitoring plan" of this universal registration document. The reader is invited to refer to this section.

3.7.4.2 Risk prevention and mitigation measures

The main measures to prevent and mitigate risks are described in sections 4.1.5.2.1 "Legrand's Purchasing Policy" and 4.1.5.1 "Impacts, risks and opportunities related to Legrand's purchasing" of this universal registration document. The reader is invited to refer to them for further details on the prevention and mitigation measures described below:

- informing and engaging suppliers regarding Legrand's CSR expectations, in particular via the Supplier Code of Conduct, the Group's purchasing specifications, the contract and the general purchasing conditions,
- apply the approval process, which includes a CSR questionnaire,

- train and raise awareness among employees on responsible purchasing,
- integrate CSR criteria into supplier selection (selection matrices incorporating life cycle costs),
- implement improvement plans and on-site audits with suppliers identified as risky or critical (at higher risk),
- monitor and measure progress of the action plans and critical situations periodically between country purchasing managers and the person in charge of the Group's responsible purchasing.

3.7.4.3 Effectiveness and results of the monitoring plan

Legrand deploys a monitoring plan for its risky suppliers. Every 3 months, an alert is issued to buyers in charge of suppliers who have obtained an insufficient CSR rating. This alert triggers an improvement plan or an on-site audit. In the event of major discrepancies or failure to implement the improvement plan, it may be decided to terminate

the business relationship. In 2025, the audits revealed discrepancies primarily related to health and safety, as well as issues of compensation, social benefits and excessive working hours. However, Legrand did not identify any cases of child labor or modern slavery within its value chain.

Indicators relating to the supplier duty of care plan

Resource indicators	
Number of people trained on sustainable purchasing in 2025	572
Coverage rate of purchasing spend with documentary risk assessments	52.3%
Number of documentary audits	2,822
Number of on-site audits in 2025	59
Risk indicators	
Total number of suppliers in 2025	36,000
Number of risky suppliers in terms of CSR	308
Number of critical suppliers in terms of CSR	44
Performance indicators	
Number of ethics alerts (internal and external) concerning suppliers in 2025	0

For further details, please refer to section 4.1.5.1 "Impacts, risks and opportunities related to Legrand's purchases" of this universal Registration document.

3.7.5 - Group activities

3.7.5.1 Human rights

3.7.5.1.1 Regular risk mapping and assessment

Theoretical risk mapping

Since 2012, Legrand has drawn up a Human Rights at Work risk map. This classifies the countries in which the Group operates, based on ratification of ILO conventions on fundamental principles and rights at work and the Freedom in the World index. This approach enabled us to determine that in 2025:

- 65% of the Group's workforce was based in free countries,
- 35% are in countries considered not free or partially free according to the "Freedom in the World" index.

This analysis makes it possible to prioritize the latter countries in the exchanges and work carried out.

In 2018, Legrand completed its approach by mapping theoretical risks relating to the following six main issues: child labor, forced labor, health/safety, working conditions, freedom of association and discrimination. These theoretical risks were ranked according to the following criteria:

- the potential seriousness of the infringement, measured in terms of potential scope (workforce size),
- difficulty of remediation and magnitude,
- probability of occurrence.

This prioritization exercise was based on external sources such as ITUC's Global Rights Index and the US Department of State reports on forced labor, child labor and the human

rights situation worldwide (classified by country). Legrand also considered the non-ratification of ILO conventions and the existence or non-existence of local legislation.

Based on these sources, the Group arrived at a hierarchy enabling the identification of the most salient theoretical risks by country.

The countries identified as theoretically most at risk are: Algeria, China, Egypt, Hungary, India, Indonesia, Kazakhstan, Malaysia, Mexico, Morocco, Peru, Philippines, Saudi Arabia, Serbia, Singapore, Thailand, Turkey, Ukraine, United Arab Emirates, Venezuela and Vietnam.

Inherent risk mapping

Until 2018, Legrand based its due diligence within these countries on the Danish Institute for Human Rights methodology. The subsidiary self-assessment process was supplemented by a meeting with the person responsible for social issues. After that assessment, certain inherent risks were identified. An action plan to address them was then defined with the local Human Resources manager. Since 2019, Legrand has been deploying its own investigation matrix, still inspired by the Danish Institute questionnaire and regularly assesses, through this tool, the compliance of its subsidiaries' practices with regard to its Human Rights Charter.

3.7.5.1.2 Risk prevention and mitigation measures

Legrand drew up in 2017, and then updated in 2025, a Charter on Human Rights based on the principles and standards detailed in section 4.1.3.1.3 "Policies relating to own workforce". The Charter was approved by the Chief Executive Officer. It translates the Group's commitments to comply with the aforementioned texts into operational terms. It seeks to inform all internal and external stakeholders of the principles and commitments that the Group has adopted for itself and its partners in connection with its activities. In 2018, the Charter was rolled out to those in charge of subsidiaries

and local purchasing and human resource managers. The update of the Charter in 2025 triggered a new global rollout to employees, and targeted awareness-raising among human resources and purchasing teams. Since 2019, all countries have carried out a self-assessment regarding respect for fundamental rights at work, covering 100% of the workforce. In addition, awareness-raising and training measures are provided for employees. This is the case in Chile, Costa Rica, Hungary, India, Indonesia, Malaysia, Mexico, Peru, the Philippines, South Korea, Thailand and Turkey.

3.7.5.1.3 Effectiveness and results of the monitoring plan

No forced labor or child labor situations, as defined by ILO conventions, were detected within the Group. Questionnaire results have identified areas of potential progress, relating to practices that already exist within the Group but are insufficiently deployed. Among the improvement initiatives being undertaken, the main themes are:

- raising awareness of non-discrimination,
- improving employment conditions and taking action to improve health and safety,
- communicating about the existence of the whistleblowing system.

Action plans are therefore being implemented as part of a continuous improvement process.

In 2025, 55 alerts of potential discrimination were reported, including harassment.

These alerts were compiled based on information reported by local systems and the Group's whistleblowing system.

3.7.5.2 Occupational health and safety

3.7.5.2.1 Risk mapping and regular assessments

The risk mapping methodology was revised in 2023. The analysis was performed at country level. The scope criterion is based on the number of employees registered in each country. The scale is ranked as "high" if the country has significant industrial and/or logistics activities. Remediation is assessed based on ISO 45001 certification and the implementation of best practices from the 'Legrand Way' program for health and safety. Finally, probability criterion is based on accident performance over the last two years.

A prioritized list is produced based on all these criteria.

This analysis identifies the following countries as a priority for the Group (*i.e.* those with the highest overall score): France, Chile, the Netherlands and Estonia. Specific action plans are underway in these countries. Work-related accidents with or without lost time are classified by standard cause, and the three main causes in 2025 were:

- object being handled (34%),
- fall or collision not at height (19%),
- machinery, including lifting (15%).

3.7.5.2.2 Risk prevention and mitigation measures

Essentials of Occupational Health and Safety

The Group has defined essential requirement on OHS. They relate to the following themes:

- risk assessment leading to safety instructions,
- STOP in case of a dangerous situation,
- appropriate protections,
- traffic plan,

- OHS training for taking up a position and commitment.

These overriding requirements form part of the OHS criteria expected by the Group for all sites, regardless of their activity. For more details about these criteria, please refer to section 4.1.3.1.4 "Engagement with Group workers and workers' representatives on impacts" of this universal registration document.

A comprehensive reporting

A four-level reporting process is in place:

- real-time reporting of workplace accidents (immediate disclosure to the Group's General Management),
- monthly reporting on key accident statistics,
- quarterly reporting on additional accident data (days of lost time, occupational illnesses, subcontractor accidents),
- annual reporting: three annual campaigns on the rollout of the Legrand Way OHS best practices (April, August and November).

Targeted action plans

In France, given the accident statistics, a specific system is in place. This involves deploying tools designed to develop a culture of safety among all employees.

The docking process of newly acquired entities makes it possible to support these areas in improving their health and safety performance.

3.7.5.2.3 Effectiveness and results of the monitoring plan

Legrand recorded a continuous reduction in FR2 rate over the three years of the previous Roadmap, with a rate at 2.51 at the end of 2024, beating the target set in the 2022-2024 CSR Roadmap. Following the 2022-2024 Roadmap, the Group changed its reference indicator and relies on the FR2t

indicator, which includes accidents with and without lost time from temporary workers.

In 2025, the FR2t continued to decrease compared to 2024, down from 2.92 to 2.82.

Indicators relating to duty of care plan at site-level Human rights and occupational health and safety issues

Resource indicators

Hours of occupational health and safety training	233,175 hours (average of 7.1h per person)
Human rights risk map coverage rate	100%
Occupational health and safety reporting coverage rate*	100%

Risk indicators

% of the workforce working in countries that are "not free" or "partially free"	35%

Performance indicators

Number of ethics alerts (internal and external) concerning employee rights or more broadly human rights	77
FR1 rate (frequency rate of workplace accidents with lost-time)	1.84
FR2 rate (frequency rate of workplace accidents with or without lost time)	2.77
FR2t rate (frequency rate of workplace accidents with or without lost time including temporary workers)	2.82
Number of entities with a preventive or remedial human rights action plan	20
Number of human rights action plans in progress	2

* Excluding acquisitions less than 2 years old

3.7.5.3 Environment

3.7.5.3.1 Risk mapping

As a result of its activities, Legrand can impact its environment, in other words, ecosystems and people's health. The main environmental risks have been mapped out, focusing on the following themes:

Greenhouse gas emissions

The nature of Legrand's industrial activities – which include plastic processing via injection molding or extrusion, the

manufacture of metal parts, assembly, and, to a lesser extent, surface treatment and painting – results in limited greenhouse gas emissions.

Energy consumption for industrial activities is the main source of greenhouse gas emissions. This energy is used primarily to power industrial equipment for material processing, as well as for heating and lighting buildings. These emissions have a negative impact on climate change.

Emissions into the air

Production processes sometimes involve the use of paint, inks, metal degreasing, the use of evaporative oil, the soldering of electronic components, and the molding of unsaturated polyester. These processes release Volatile Organic Compounds which can have a harmful effect on health and the environment.

Depletion of natural resources

In manufacturing Legrand's products, materials such as minerals are used for the various metallic parts, fossil fuels are used for plastic, and rare earths are used to make a number of electronic subassemblies.

Beyond the fact that quarry extraction results in increasingly lower ore concentrations, thus requiring greater energy expenditure and the use of growing chemicals, these natural resources are non-renewable. The extraction of new natural resources therefore impacts the environment and leads to their depletion in the short or long term.

3.7.5.3.2 Analysis and prioritization

To prioritize environmental risks while taking into account their potential impact on stakeholders, the methodology developed by Legrand incorporates the following criteria: the

At Legrand, water is used primarily for sanitary purposes, but also for certain surface treatments and for cooling certain plastic parts. Water is a renewable but vulnerable resource. The impact on the environment and the health of local populations is greater for our production sites located in areas subject to water stress.

Waste generation

As a manufacturer of electrical and electronic equipment, Legrand needs to pay particular attention to the end-of-life management of its products, which can impact the environment and health due to hazardous substances present in its components.

Similarly, industrial waste, if not managed correctly by means of recycling or recovery, can impact the environment.

The same applies to plastic packaging, which can turn into microplastics and cause water, air and soil pollution.

scope, the remediation, the scale and the probability of occurrence, detailed below:

ANALYSIS OF ENVIRONMENTAL RISKS	
SCOPE	Number of square meters in use in the country.
SCALE	Depending on the type of activity and the impact of the risks resulting from Legrand's activities on the nine planetary boundaries (see www.notre-environnement.gouv.fr/themes/societe/article/limites-planetaires for full explanation of boundaries).
REMEDICATION	Ability to quickly and effectively get back to "normal". The existence at a site of a robust environmental management system meeting ISO 14001 standards allows for the level of remediation to be assessed.
PROBABILITY	Environmental performance index incorporating 40 indicators measuring good governance and regulatory maturity. This index ranks 180 countries around the world in relation to climate change mitigation, environmental health and the vitality of ecosystems.

3.7.5.3.3 Mitigation and prevention measures

Each site's environmental impacts are identified, measured and managed using the ISO 14001 environmental management system (EMS), which defines a continuous improvement loop: identification and management of Significant Environmental Aspects (SEAs) allow each site to produce its own risk map. Some environmental risks are

covered by action plans managed at Group level and are included in the 2025-2027 CSR Roadmap. The mitigation and prevention plan detailed below is therefore the accumulation of the measures resulting from the Environment Management System and the Group's action plan in relation to multi-year targets set.

Risk category	Detailed risks	Mitigation and prevention plan
Greenhouse gas emissions	Direct emissions (Scope 1)	Group action plan included in the 2025-2027 CSR Roadmap
	Indirect emissions (Scope 2)	
Emissions into the air and water	VOC emissions	Monitoring VOC emissions at each site (EMS ISO 14001 action plan)
	Water emissions	Monitoring water emissions at each site (EMS ISO 14001 action plan)
Depletion of natural resources	Minerals extraction (for metals)	Group action plan included in the 2025-2027 CSR Roadmap
	Fossil fuel extraction (for plastic)	
	Rare earth extraction	Specific Group action plan concerning identification of rare earth
	Use of water resources	Monitoring water consumption at each site (EMS ISO 14001 action plan)
Waste generation	Presence of hazardous substances	Specific Group action plan concerning identification and substitution of hazardous substances
	Industrial waste generation	Monitoring of volumes and categories of waste at each site (EMS ISO 14001 action plan)
	Plastic packaging waste	Group action plan included in the 2025-2027 CSR Roadmap

3.7.5.3.4 Effectiveness and results of the monitoring plan

The mitigation and prevention plan comprises indicators to measure the Group's environmental impacts (energy consumption, water consumption, emissions of VOCs into the air, waste generation and management). Improvements in industrial processes have led to a decrease in certain indicators in 2025. For those that have increased, a root cause analysis is conducted, and actions are implemented if necessary.

There are also accounting provisions for environmental risks. These are related to historical pollution resulting from industrial activities that took place prior to Legrand's establishment at the sites and are subject to analysis and remediation plans.

Indicators relating to the duty of care plan at Legrand sites – Environmental issues

Resource indicators	
Proportion of sites with ISO 14001 certification	81%
Risk indicators	
Number of ethics alerts (internal and external) concerning the environment	0
Amount of provisions for environmental risks in M€	1.66
Performance indicators	
% change in energy consumption since 2022	-9,4%
% reduction in Scope 1 & 2 CO ₂ emissions since 2022 (SBTi basis)	-56.4%
% reduction in water consumption (vs. 2022)	-10%
% reduction in waste generated by the sites (vs. 2022)	-2%
% of waste sent to the recovery sector ⁽¹⁾	90%
% change in VOC emissions (vs. 2022) ⁽¹⁾	-25%

(1) These indicators cover the Group's industrial sites.

Legrand has also adopted a process for issuing immediate alerts in case of accidents related to the environment, which has not revealed any occurrences between 2020 and 2025.

3.7.6 - Future development of the duty of care plan

The following areas for improvement have been identified:

- risk map review: following the review of the impacts, risks and opportunities map in 2025, an update will be carried out in 2026 or 2027,
- consultations with stakeholders: explore the possibility of incorporating the duty of care plan into stakeholder consultations in 2026 as part of the CSRD,
- update the duty of care plan, in line with the EU's new CS3D directive in the coming years.

3.8 - Insurance policies and risk coverage

Legrand has global insurance programs to cover its assets and income against identifiable and insurable risks. Working closely with brokers, it seeks the insurance market's most appropriate solutions that offer the best value for money in terms of coverage.

Insurance programs are arranged with highly reputed and financially sound international insurance companies. They provide global coverage for the Group and consider the specific risks and activities related to the Group's

operations, including property damage and resulting business interruption, and product liability.

The Group believes that the coverage offered by these insurance programs is adequate, both in terms of scope and in terms of insured amounts and coverage limits. The Group's insurance and risk management policy and related prevention programs are periodically presented to the Risk Committee by the Legal Department (and to the Audit Committee as part of its review of the Group's main risks).

3.8.1 - Civil liability

The "Civil Liability" program is global and integrated. It covers potential claims arising from the Group's liability for physical injury, property damage and consequential loss arising during production or after product delivery, as well as

damage arising from accidental pollution. More specifically, it covers the costs of product removal/reinstallation, withdrawal or recall.

3.8.2 - Property damage and business interruption insurance

Subject to the customary deductibles, exclusions and coverage limits, the Group's property damage and business interruption insurance program covers direct material damage resulting from any unexpected and accidental event (such as fire, storm, explosion, electrical damage, water

damage, etc.) affecting the insured assets, as well as the resulting business interruption.

In addition to this insurance program, Legrand has an active industrial and logistics risk prevention policy. The Group is continuing risk awareness and prevention campaigns in its operating entities.

3.8.3 - Other cross-functional risks insured

The Group's other main insurance programs cover the following risks: D&O (Directors' and Officers') liability,

employment practices liability, credit insurance, fraud and attacks on its IT systems and data.

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4.1 - Sustainability report

4.1.1 - General disclosures [ESRS 2]

Foreword

This Sustainability report has been prepared in accordance with the requirements of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), continuing the approach initiated in 2024.

The Group continued to improve the reliability of its data and reporting processes. These elements will continue to evolve in the coming years.

A number of limitations and developments should be noted in 2025:

- in the context of regulatory changes and uncertainties that arose in 2025, particularly with the introduction of Omnibus, the “quick fix” and adjustments to ESRS standards currently being validated, Legrand has decided to keep its approach to value chain consideration unchanged for this exercise. Thus, although Legrand's entire upstream and downstream value chain is included in its scope of analysis, only tier-1 suppliers are included in the double materiality assessment,
- the gradual strengthening of internal control systems and the consolidation of methodological practices,
- in accordance with the “quick fix” delegated act published in the OJEU on November 11, 2025, amending Directive

(EU) 2023/2772, the Group has not published any indicators regarding disclosure requirements (DR) on the following topics:

- S1-15 - Work-life balance,
- E2-6 - Anticipated financial effects of risks and opportunities related to physical pollution (beyond “Provisions for environmental protection and remediation costs”),
- E5-6 - Anticipated financial effects of resource use and impacts, risks, and opportunities relating to the circular economy.

Despite the possibility of being exempt from disclosure on ESRS E4, S2, S3, and S4, the Group has decided to continue to disclose information on the ESRS that are material for the Group, namely on ESRS S2 and S4.

Regarding recent acquisitions, the environmental, social, and governance data for these new entities are included in the Group's reporting as soon as the sustainability indicators are deemed sufficiently robust, reliable, and compliant with the rules described in section 4.1.1.1.1 “General basis for preparation of the Sustainability report”.

The Group remains committed to the process of continuous improvement, adapting its methods and criteria according to new recommendations and sector-specific best practices.

4.1.1.1 Methodology for preparing the Sustainability report

4.1.1.1.1 General basis for preparation of the Sustainability report [BP-1]

Basis for preparation

Legrand compiled its 2024 Sustainability report in accordance with the EU's CSRD and ESRS norms, to which the Group has been subject to, since January 1st, 2024.

In 2025, Legrand maintained these compliance requirements and prepared its 2025 Sustainability report on a consolidated basis.

Scope of consolidation

The scope of consolidation applied to the Sustainability report is aligned with the financial and operational scope and includes – excluding the exceptions mentioned below (very recent acquisitions) – all the entities fully consolidated by the Group.

Acquisitions are integrated into business-line systems (procedures) and sustainability data collection processes (reporting) as soon as possible, and at the latest according to the schedule below:

Schedule for integrating acquisitions into indicators (Financial consolidation year = N)	In Year N+1	In Year N+2	In Year N+3
Relevant indicators	Compliance program Social indicators (excluding CSR Roadmap and health and safety)	Customer experience Environmental indicators including energy efficiency and greenhouse gas (GHG) emissions CSR Roadmap indicators (excluding compliance and gender diversity⁽¹⁾), including health and safety Purchasing and supplier-related indicators	Product Sustainability Profiles (PSP) including Product Environmental Profiles (PEP) Gender Diversity (Hay Grade 14+)
Entities not included in the calculation of these indicators in 2025	APP (Australian Plastic Profile), Avtron Power, CRS (Computer Room Solutions), Linkk Busway Systems, Performance, Power Bus Way, Quiterios and UPSistemas	Acquisitions already mentioned in the left column to which are added Davenham, Enovation, MSS, Netrack, VASS, and ZPE Systems	Acquisitions already mentioned in the left columns to which are added A&H Meyer, Clamper, Power Control, Teknica and Voltadis

The Group makes each year between 5 and 8 acquisitions of entities that do not have Sustainability reporting in place. The Group is therefore implementing a rapid alignment of these acquisitions on sustainability topics, and integrates these entities into its reporting as soon as their indicators are sufficiently robust and reliable.

To ensure that this discrepancy does not impact the understanding and reliability of the sustainability indicators presented by the Group, Legrand relies on a qualitative analysis of each acquisition, and carries out quantitative tests based on criteria such as headcount and asset value. These tests are conducted at the level of each entity and in aggregate. The entities excluded represent less than 8% of the Group's workforce and less than 6% of its assets.

The Group continues to work on more rapidly integrating the sustainability indicators of recently acquired companies into the Sustainability report, while prioritizing their reliability.

Coverage of the value chain

The disclosures in this section cover Legrand's entire upstream and downstream value chain. Due to the legislative uncertainty surrounding the application of the new Omnibus regulations, particularly the precise definition of thresholds applicable to suppliers, the supplier analysis has focused on tier-1 suppliers for the time being. This situation led to the postponement of in-depth work with tier-2 and tier-3 suppliers.

Use of options to omit information

Legrand has not omitted any specific information related to intellectual property, know-how, or innovation results.

(1) The "gender diversity" indicator is measured on a constant 2022 scope basis.

4.1.1.1.2 Disclosures in relation to specific circumstances [BP-2]

Time horizons

The Sustainability reporting has been prepared according to the time horizons defined in ESRS 1 section 6.4.

Value chain estimations and measurement uncertainties

Some indicators presented in this report are based on estimates.

In the environmental section, ESRS E1, ESRS E2 and ESRS E5, regarding monetary amounts, certain estimates were made when actual invoices for the last quarter or the last month were not available.

Regarding Scope 3 category 1 greenhouse gas (GHG) emissions, "Purchased goods and services", certain purchase categories are reported in monetary terms (euros spent). These elements are detailed in each section dedicated to the various ESRS.

Some environmental data are estimated for the final months of the year, pending confirmation of actual consumption. Another environmental reporting campaign will be conducted in June 2026 to consolidate actual data for 2025. Any significant discrepancy⁽¹⁾ between the data published in this universal registration document and the actual data obtained in June 2026, will be corrected in the 2026 universal registration document. The same protocol was followed for the 2024 reporting: no significant discrepancies were identified, and no adjustments were made to the 2024 data. Finally, the forward-looking information presented is, by definition, inherently uncertain. However, this Sustainability report does not present any indicators subject to a high level of uncertainty.

Changes in presentation

In 2025, following the disclosure of the delegated act of July 4, 2025, as part of the Omnibus package launched in February 2025, the following texts were amended: the Disclosures Delegated Act (EU) 2021/2178, the Climate Delegated Act (EU) 2021/2139, and the Environment

Delegated Act (EU) 2023/2486; the relief permitted under these regulations has been applied by Legrand.

Similarly, the presentation of the section on taxonomy has been adapted in line with changes to the European Union's taxonomy text, following the publication of the delegated act in the Official Journal of the European Union on January 8, 2026.

Adjustments of data in prior periods

Several previous data have been revised following methodological adjustments, explained in the sections presenting these data:

- in ESRS E1, for Scope 3, downstream transportation (3.9), the emission factors (EFs) used to calculate emissions have been updated with actual EFs rather than the averages used previously. Previous years have been revised with these updated EFs (see section 4.1.2.1.5.5 "Logistics"),
- in ESRS S1, the definition of workplace accident (S1-14) has been revised to align with international practices and facilitate data comparability, both internally and externally. This revision has resulted in the adjustment of data for previous years (see section 4.1.3.1.6.5 "Health and safety"),
- in the section dedicated to the European Taxonomy, corrections have been made in the calculation of the eligible and aligned CapEx amounts for the 2024 financial year in order to take into account all the 2024 scope entries (refer to section 4.1.2.4 "European Taxonomy").

Information from other sources

Legrand has published information in its Sustainability report, using references listed in Appendix 1 of section 4.1.6 "Appendices to the Sustainability report" of this document.

The list of datapoints provided in the cross-cutting and thematic standards required by other EU legislative acts is presented in Appendix 2 of section 4.1.6 "Appendices to the Sustainability report" of this document.

4.1.1.2 Sustainability governance

4.1.1.2.1 Governance processes, controls and procedures [GOV-1]

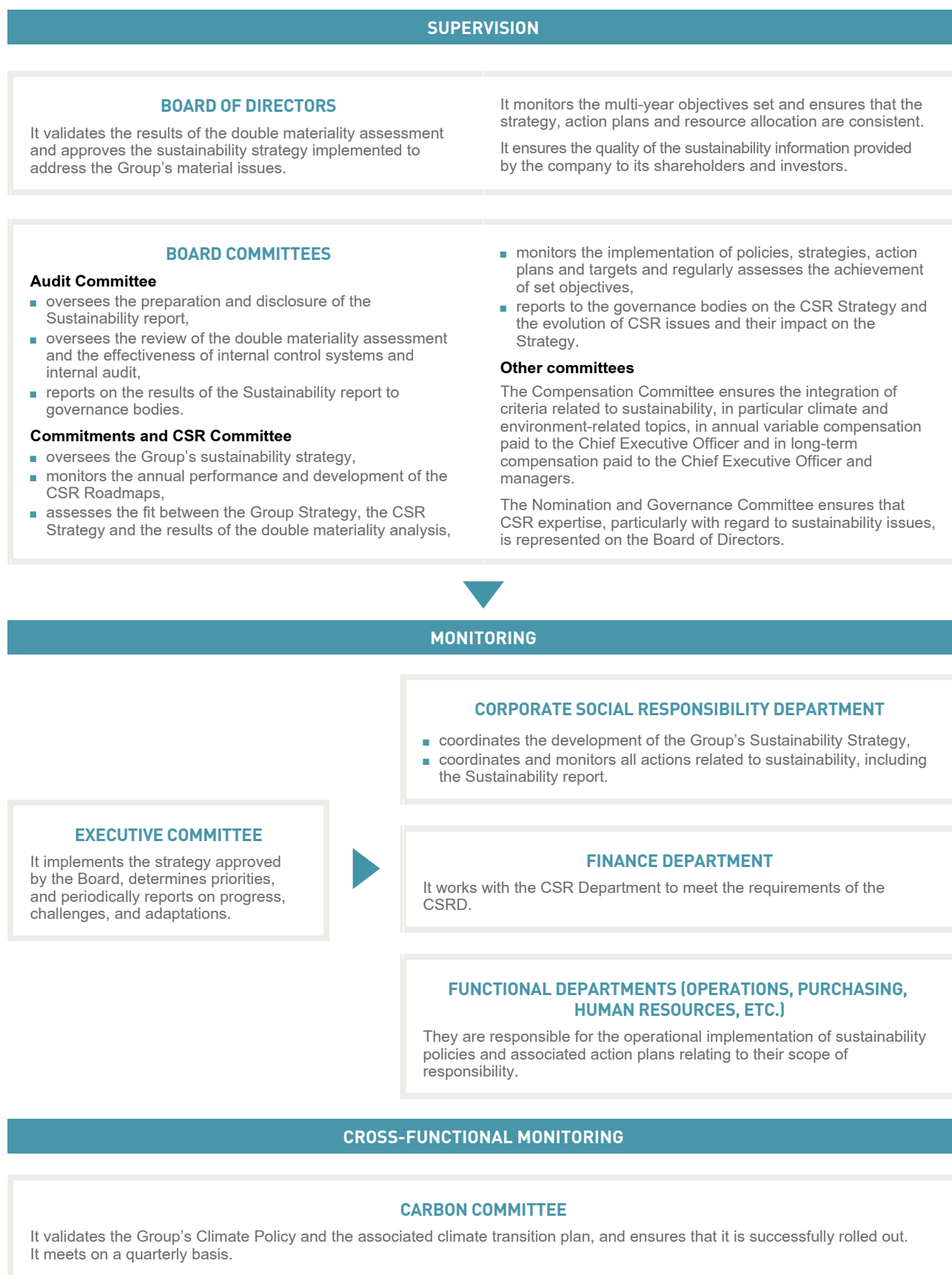
For Legrand, effective and engaged governance is essential to support the Group's sustainability performance. By adopting robust governance practices, Legrand ensures that its strategic and operational decisions take into account environmental, social and governance (ESG) criteria. This approach not only enables it to meet its stakeholders' expectations but also makes the Group more resilient and competitive in the long term.

The various governance bodies involved in sustainability performance and reporting are the Board of Directors, the Audit Committee, the Commitments and CSR Committee, the Executive Committee, of which the Executive VP CSR is a

member, and the Carbon Committee. The Group's CSR Department, which reports directly to General Management, oversees and implements the CSR strategy, including sustainability performance in accordance with the CSRD, with the support of the Finance Department. The various functional departments (Operations Department, including the Purchasing Department, Human Resources Department, etc.) oversee sustainability performance within their areas of responsibility and through their own governance bodies, such as the Operations' Executive Committee. In accordance with CSRD requirements, the division of roles and responsibilities between the various governance bodies in relation to sustainability issues is detailed below.

⁽¹⁾ Significant discrepancy: difference of more than 5% over one year.

The role of governance bodies



Composition of governance bodies [GOV-1]

	Board of Directors	Audit Committee	Commitments and CSR Committee	Executive Committee ⁽¹⁾
Number of members	13	5	5	11
Executive/non-executive directors	12 non-executive 1 executive	5 non-executive	5 non-executive	NA
Employee representatives	2	1	0	NA
Percentage of women ⁽²⁾	55%	75%	80%	36.4%
Number of nationalities	7	4	3	4
Percentage of board members who are independent ⁽³⁾	82%	100%	80%	NA

More detailed information about the composition and role of Legrand's Board of Directors is provided in section 6.1.1.2

"Operating procedures of the Board of Directors" of this universal registration document, including its internal rules.

4.1.1.2.2 Information provided to governance bodies and sustainability matters addressed by these bodies [GOV-2]

The assessment of impacts, risks, and opportunities (IROs) and the resulting double materiality analysis for Legrand were first performed in 2024 and updated in 2025 by the CSR Department. This process was supported by the Finance department and other functional departments, in accordance with the principles described in section 4.1.1.5.1 "Summary of the Group's material issues". CSR experts within the functional departments have an understanding of both the sustainability issues within their scope and Legrand's operations. This provides them with the necessary skills and expertise to identify impacts, risks, and opportunities and to define the policies and action plans to be implemented. The results of these analyses were presented to the Executive Committee and the Audit Committee. A summary of the information reviewed by the Audit Committee on CSRD implementation and particularly the impacts, risks and opportunities and the double materiality analysis were presented to the Board of Directors by the Chair of the Audit Committee in 2025.

The Commitments and CSR Committee is the governance body responsible for overseeing the proper consideration of impacts, risks, and opportunities into the Group's strategy, policies and action plans, as well as the results achieved.

Once a year, the Group's governance reviews the relevance of the double materiality analysis in light of its challenges and developments, regulations, and stakeholder expectations, and updates it as needed. Barring any significant developments, the materiality analysis will be revised marginally. To reflect the changing role of the governance bodies in handling CSRD-related issues, the internal rules were updated in 2024, clarifying the role of each governance body in monitoring these issues. These changes are explained in section 6.1.3.2 "Operating procedures of the Board of Directors' specialized Committees" of this document.

Section 4.1.1.5.1 "Summary of the Group's material issues" presents the main impacts, risks, and opportunities considered in developing the Group's sustainability strategy.

(1) At the filing date of this universal registration document.

(2) Excluding Directors representing employees.

(3) These percentages take into account the loss of independence of Angeles Garcia-Poveda on May 25, 2024 (due to having served as a director for 12 years).

Presentation of sustainability issues to governance bodies

Material IRO covered	Topic	Body	Meeting date
All IROs	Review of CSR results	Executive Committee	January 2025
IROs related to climate change & energy management	Focus on Scope 3	Commitments & CSR Committee	January 2025
All IROs	Review of sustainability and climate-related objectives	Remuneration Committee	February 2025
All IROs	Review of the Sustainability report and the work of the Statutory Auditors on the Report	Audit Committee	February 2025
All IROs	2024 CSR performance	Board of Directors	February 2025
All IROs	CSR Roadmap and CSRD developments	Executive Committee	March 2025
All IROs	Presentation of the Sustainability report, 2025-2027 CSR Roadmap, CSRD developments and non-financial ratings	Commitments & CSR Committee	March 2025
All IROs	CSR Roadmap, CSRD and circular economy	Executive Committee	April 2025
IROs relating to climate change and energy management	2024 performance on Scope 1, 2 & 3 emissions and 2025 priorities	Carbon Committee	April 2025
All IROs	Update on the Group's CSR strategy	Board of Directors	May 2025
IROs relating to climate change and energy management	Action plans on Scope 3, climate risks and update on regulatory developments	Carbon Committee	June 2025
All IROs	CSR Roadmap performance forecast and CSRD	Executive Committee	July 2025
Double materiality analysis	Presentation of the results of the updated double materiality analysis	Audit Committee	July 2025
IROs relating to climate change	Review of the climate risk management system	Audit Committee	September 2025
IROs relating to climate change and energy management	In-depth analysis of physical climate risks and double materiality analysis on ESRS E1 topics	Carbon Committee	September 2025
All IROs	CSR Roadmap performance forecast and update on environmental policy	Executive Committee	October 2025
Double materiality analysis	Presentation of the results of the updated double materiality analysis	Executive Committee	November 2025
All IROs	Sustainability topics audit plan (Statutory Auditors)	Audit Committee	November 2025
IROs relating to climate change and energy management	Action plans on climate risks and transport	Carbon Committee	December 2025
All IROs	Presentation of 2026 CSR priorities and update on social topics	Executive Committee	December 2025

Sustainability-related skills

In order to ensure that the governance bodies have the knowledge required to monitor key sustainability issues, presentations to raise awareness about sustainability matters were given in 2023 and 2024 to the Board of Directors and its main committees. For its part, the Executive Committee attended two CSRD training sessions at the end of 2023.

Each member of the Board of Directors offers different complementary skills, details of which are provided in chapter 1 of this universal registration document. The sustainability-related skills and expertise of the Board of

Directors were reinforced in 2023 and 2024 with the arrival of three new directors with specific sustainability expertise.

More detailed information about Board members' experience, particularly in relation to sustainability, as well as their biographies, is provided in section 6.1.1.1 "Composition of the Board of Directors" of this universal registration document.

One member of the Executive Committee leads on sustainability issues and ensures that the rest of the committee maintains a high level of proficiency in these matters.

4.1.1.2.3 Integration of sustainability-related performance [GOV-3]

The main characteristics of the Group's incentive schemes are described in Chapter 1 of this universal registration document, "Executive compensation policy". Information on governance related to the climate transition plan is presented in section 4.1.2.1.1 "Governance and Compensation".

Legrand's Board of Directors

The Compensation Committee suggests how compensation should be divided between directors based on a total amount authorized by the Shareholders' Meeting. It takes into account their actual participation at meetings of the Board of Directors and of its specialized committees. This compensation is not linked to sustainability.

Full details of the compensation policy for directors are provided in section 6.2.3.4 "Compensation of non-executive company officers for 2023, 2024, and 2025" of this universal registration document.

Legrand executives and managers

CSR criteria have been integrated into the long-term compensation system for Group executives and managers since 2016. This concerns 11% of Legrand managers, *i.e.* around 1,450 people, who receive performance shares, indexed to the Group's growth, margin and CSR performance targets.

The compensation structure for the executive officer is consistent with the framework applicable to the Group's senior executives. It comprises fixed compensation and variable compensation (annual and long-term).

In 2025, the integration of sustainability performance into compensation systems is based on the following elements:

Methods for assessing achievement of the performance criteria set for annual variable compensation (excluding LTI – Long Term Incentive)

Regarding managers, 20% of the annual bonus of country managers is indexed to the performance of their area in implementing the CSR Roadmap.

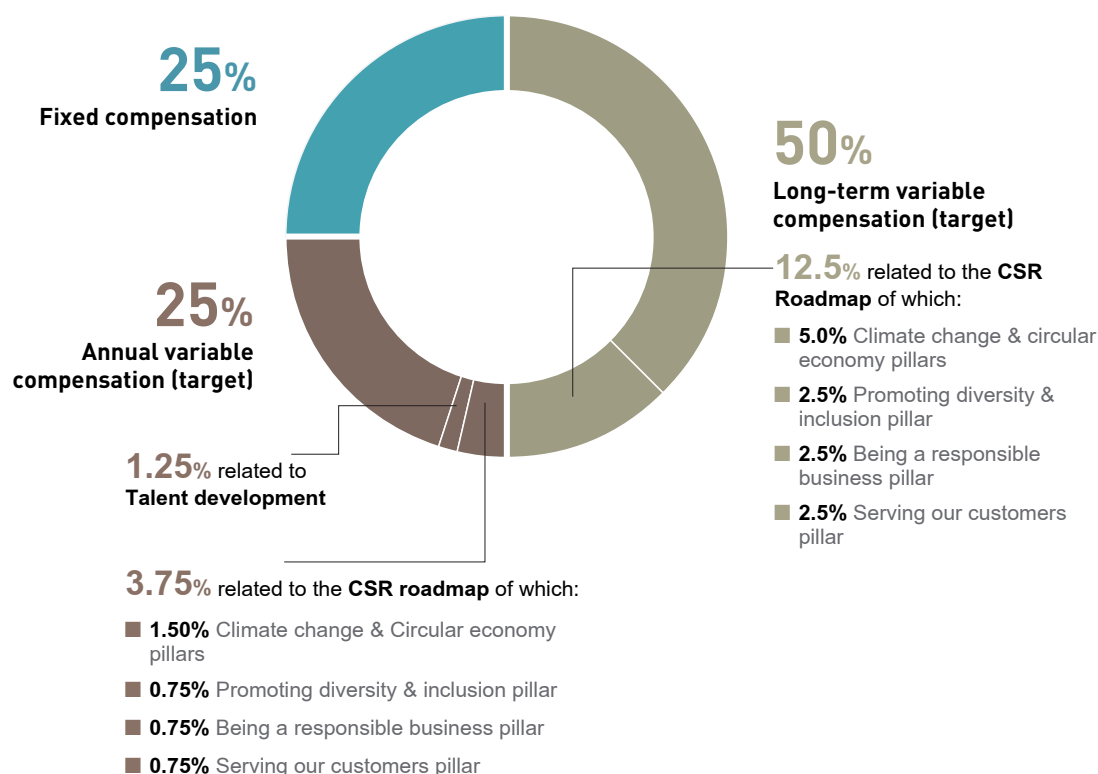
For the Chief Executive Officer:

- 80% of the target annual variable compensation is based on four quantitative criteria. The fourth quantitative criterion accounts for 15% of the target fixed compensation and corresponds to the achievement rate of the annual CSR Roadmap. In 2025, the achievement rate for the Group is calculated on the basis of the 5 pillars of the 2025–2027 Roadmap, with each pillar carrying equal weight,
- 20% of the target annual variable compensation is based on qualitative criteria, 5% of which is linked to talent development criteria.

Methods for assessing achievement of performance criteria for long-term incentives (LTI)

Three performance criteria determine the long-term incentive of all beneficiaries. A fourth criterion is added only for the Chief Executive Officer and the Executive Committee. The third long-term incentive performance criterion corresponds to the average achievement rate over three years of the Group's CSR Roadmap, corresponding to 33% of this compensation (25% for the Chief Executive Officer and Executive Committee). Details of the Group's CSR Roadmap are provided further on in this section.

Share of the Chief Executive Officer's annual compensation linked to CSR issues (100% = fixed/annual variable compensation and LTI combined, based on target amounts)



Total compensation and benefits paid or granted during the 2025 financial year to all company officers are presented in detail in section 6.2.3 "Total compensation and benefits paid in 2025 or awarded in respect of the same year to the company officers" of this universal registration document. These incentive mechanisms are updated by the Compensation Committee and approved by the Board of Directors.

The weight of CSR Roadmap criteria in the variable compensation of managers is identical to that of the Chief Executive Officer and members of the Executive Committee, based on the performance of the managed scope.

4.1.1.2.4 Statement on due diligence [GOV-4]

The table cross-referencing information provided in section 4.1 "Sustainability report" and in section 3.7 "Legrand's Duty

of Care Plan" is provided in appendix 3 of this section.

4.1.1.2.5 Risk management and internal controls over sustainability reporting information [GOV-5]

The risk management system was strengthened in 2024, in order to meet CSRD requirements on the information presented in the Sustainability report. Regarding the implementation of internal control, reporting tools and instructions shared with subsidiaries and first-level controls are already in place for a number of topics.

Working groups have been set up to:

- identify and prioritize the main risks relating to sustainability reporting, for dedicated mitigation plans to be implemented,
- implement formal policies and procedures, concerning material sustainability topics, that are shared across the entire Group,

- implement or strengthen internal control mechanisms on material issues that lack such mechanisms or where they are considered inadequate,
- integrate controls covering the most critical risks into the Group's internal control self-assessment campaign.

Risk management and internal control as regards the Sustainability report process will cover by no later than 2027 all controlled entities that fall within the scope of consolidation of the Sustainability report. No company controlled by Legrand will be excluded.

It will be updated regularly to respond to reflect changes in risks, the company and the legal framework, with a commitment to continuous improvement.

The main objectives will be to:

- provide assurance about the reliability of sustainability disclosures and their compliance with current regulations,
- ensure that internal processes as regards sustainability reporting are operating correctly,
- check that instructions are applied and objectives set by the Group's General Management are met.

The internal control and risk management environment relating to the information presented in the Group's Sustainability report will be based on the Group's internal control system, which draws on:

- policies and procedures available on the Group's intranet, applicable to all subsidiaries,
- clear objectives set out by the Company and communicated to employees,
- an organizational and hierarchical structure that allows for a clear definition of roles and responsibilities,
- training organized in relation to topical subjects and ongoing coordination of the network of sustainability experts,
- a self-assessment questionnaire on internal control completed by each entity,
- an internal audit plan covering all Group entities.

Approach

The CSR Department, in collaboration with the Audit, Internal Control and Risk Management Department, worked on the following in 2025:

- identifying the risk universe in the development of sustainability reporting,
- assessing the probabilities and impacts of the main risks identified,
- prioritizing these risks and defining specific mitigation plans with the contributors concerned.

The main risks identified in relation to sustainability information concern the following areas:

- data availability: existence, completeness, scope, transmission deadlines, formats, and systems, particularly within the value chain,
- data reliability: calculation methods, accuracy of factors used, risks associated with manual data entry,
- understanding of processes, calculation methods, and reporting procedures.

Legrand is implementing or planning several control measures and systems, including:

- training contributors in protocols and the use of reporting tools,
- implementation of a validation process for collected data, with a separation between contributors and validators,
- consistency checks and verification of supporting documents by the functional departments in charge of indicators,
- integration of feedback and recommendations from auditors.

Incorporation of risk management and internal control processes for sustainability reporting into existing procedures

The leadership and organization of the risk monitoring system and the internal control system for the information presented in the Sustainability report are the responsibility of each department in charge of the subject, such as the Human Resources Department for ESRS S1 or the CSR Department for ESRS E1.

Within the Audit, Internal Control and Risk Management Department, the Group's existing internal control framework has been supplemented with additional controls specific to sustainability reporting. These new controls have also been added to the Group's existing mandatory annual self-assessment of internal controls, and the system will be further developed in 2026 as part of a continuous improvement approach.

Following on from measures carried out in relation to internal control and risk management, the following teams will now be involved:

- General Management, in connection with the overall design and management of the Group's internal control system,
- the Group's governance bodies, particularly the Audit Committee, whose tasks include monitoring the effectiveness of the system,
- the Group's various departments, some of which coordinate the internal control and risk management approach within the various operational committees,
- Group and local CSR experts and finance managers of the various subsidiaries, who play an ongoing role in organizing the control environment and ensuring compliance with procedures,
- managers at all levels of the organization, who are responsible for managing the internal control system in their particular area.

In 2026, the Group's sustainability reporting internal control system and any potential changes will be presented:

- to General Management, in connection with setting up and organizing the Group's internal control system,
- to the Audit Committee and the Board of Directors, who approve audit plans and ways of improving internal control applied to sustainability.

Finally, all tools, procedures and results of sustainability reporting internal control reviews will be made available to the sustainability auditors, who are consulted on a regular basis.

4.1.1.3 Presentation of the Group's activities and sustainability strategy

4.1.1.3.1 Group strategy, business model and value chain [SBM-1]

Legrand's strategy and business model are presented respectively in section 2.1 "A unique and proven model of responsible value creation" and in chapter 1 "Integrated report" section "Our value creation model" of this universal registration document. In particular, section 2.1.4 "Resilient and responsible value creation", explains how the Group's strategy combines its strategic ambition with sustainability objectives.

Legrand's comprehensive product offering, suitable for all types of buildings, is presented in chapter 1, "Integrated report" section "Our strengths in this promising market" and section 2.1.1.2 "A product range of unrivaled depth". No products or services offered by the Group are banned.

Legrand's main customers are presented further on in this chapter.

Employee headcount

At year-end 2025, the total headcount (permanent and fixed-term contracts) stood at 35,967. The HR reporting scope covers 34,954 people, or 97.2% of the total workforce, which does not include acquisitions made in 2025.

The total workforce (permanent and fixed-term contracts) averaged 39,611 for the year 2025. The breakdown by geographical area is presented below and the Group's sector of activity is described below and in chapter 1, section "Our strengths in this promising market" of this document.

Revenue

In 2025, Group revenue amounted to €9.5 billion (see section 5.3.2.1 "Revenue" of this universal registration document).

This is broken down by region, corresponding to the level of oversight and management. It cannot be broken down by major sectors, within or outside the ESRS.

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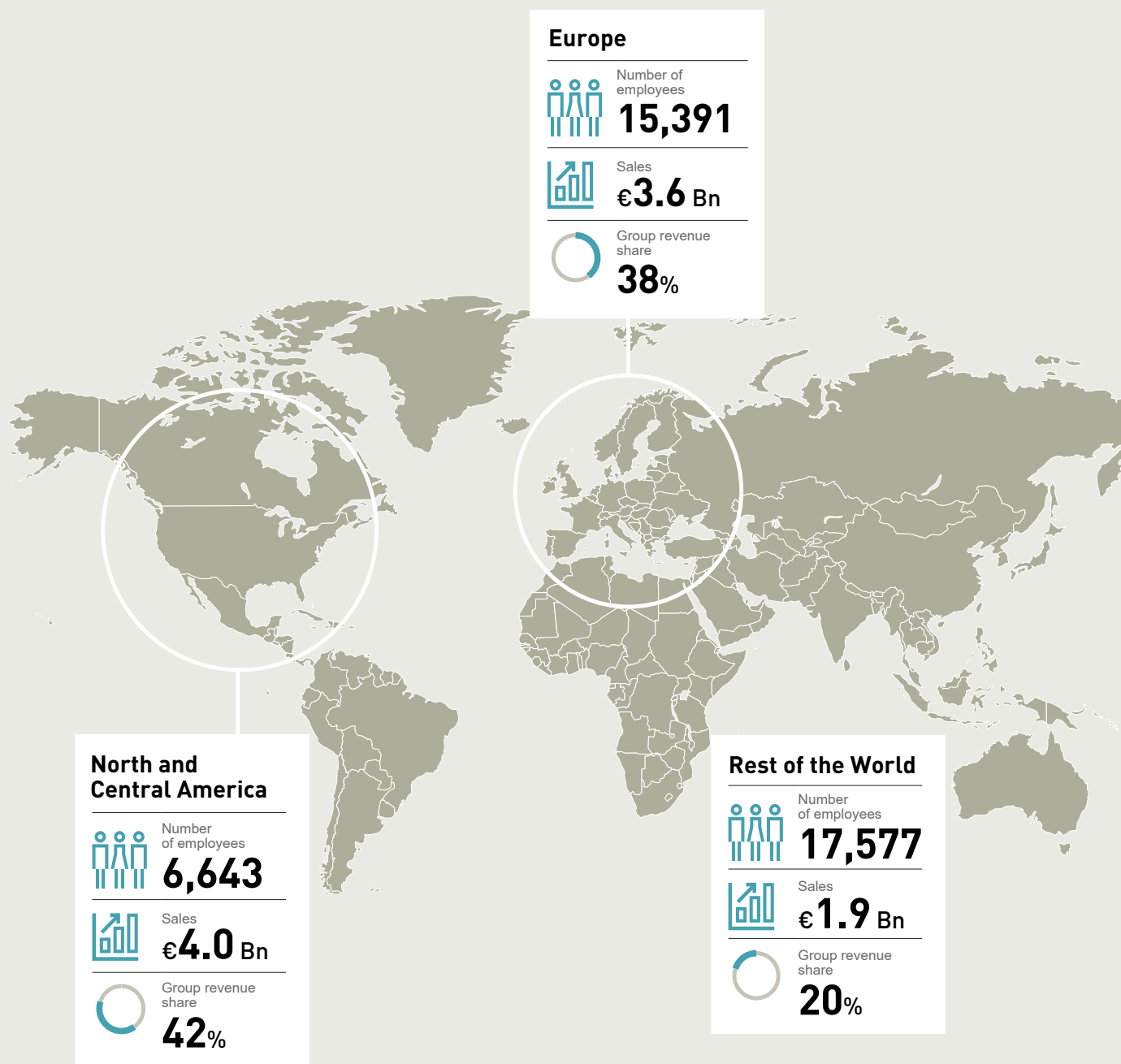
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Distribution of the number of employees and sales⁽¹⁾ by region



(1) Sales by destination, average headcount.

Legrand's Corporate Social Responsibility (CSR) commitments and objectives are central to its strategy. They help it to achieve profitable and sustainable growth, cover all products and services offered by the Group, and aim to benefit all stakeholders, particularly all its customers around the world. Thanks to its positioning in a strategic industry supported by favorable market trends, the Group maintains a stable financial position, enabling it to achieve sustainable innovations over the long term.

The sustainability-related elements of Legrand's strategy and the associated products and services are set out in section 2.2.1.2 of this universal registration document, "The environmental emergency and the energy transition".

Legrand's value creation model

Legrand's value creation model, describing the current and expected benefits for the Group and its stakeholders, is presented in Chapter 1, "Integrated Report," section "Our value creation model" of this universal registration document.

Legrand's upstream and downstream value chain

Upstream value chain

The main inputs to produce Legrand products are components and raw materials such as plastics and metals. Details of the policies adopted by the Purchasing teams to secure supplies are presented in section 4.1.5.2 "The Group's sustainable purchasing approach". Legrand's suppliers, particularly suppliers of raw materials such as producers of metals, plastics and electronic components, play an essential role by supplying the materials and sub-assemblies needed to manufacture the Group's products. These suppliers are selected based on strict criteria in terms of competitiveness, quality, sustainability and meeting environmental and social standards.

Upstream and downstream transportation

Transportation of raw materials to the Group's production sites is also an important step, covering

sustainability issues such as climate change, pollution and social issues related to workers in the value chain. Suppliers are responsible for upstream transportation, while Legrand makes the decisions regarding downstream transportation and as such works with its transportation providers on reducing this part of its carbon footprint, while also selecting suppliers based on strict criteria, particularly in relation to sustainability and compliance with social standards.

Downstream value chain

Customers

Distributors serve as Legrand's logistics partners for installers and end users. They fall into several categories: generalists, who offer a wide range of electrical products; specialists, who focus on specific market segments; DIY stores, which sell products primarily to individuals; and pure-play e-commerce operators, which sell products online.

Specifiers play an essential role in the decision-making chain for construction projects. These include architects, opinion leaders, design and engineering firms, and investors. These stakeholders influence the selection of Legrand products through their expertise and recommendations.

Contractors include installers, systems integrators and panel builders. Installers are responsible for installing Legrand products. Systems integrators are responsible for integrating complex systems, while panel builders specialize in manufacturing electrical panels.

End users include individuals, businesses, building managers and datacenter operators. Individual consumers use Legrand products in their homes, while businesses integrate them into their business premises. Building managers use them for building management and maintenance, while datacenter operators integrate them as a critical component of their infrastructure.

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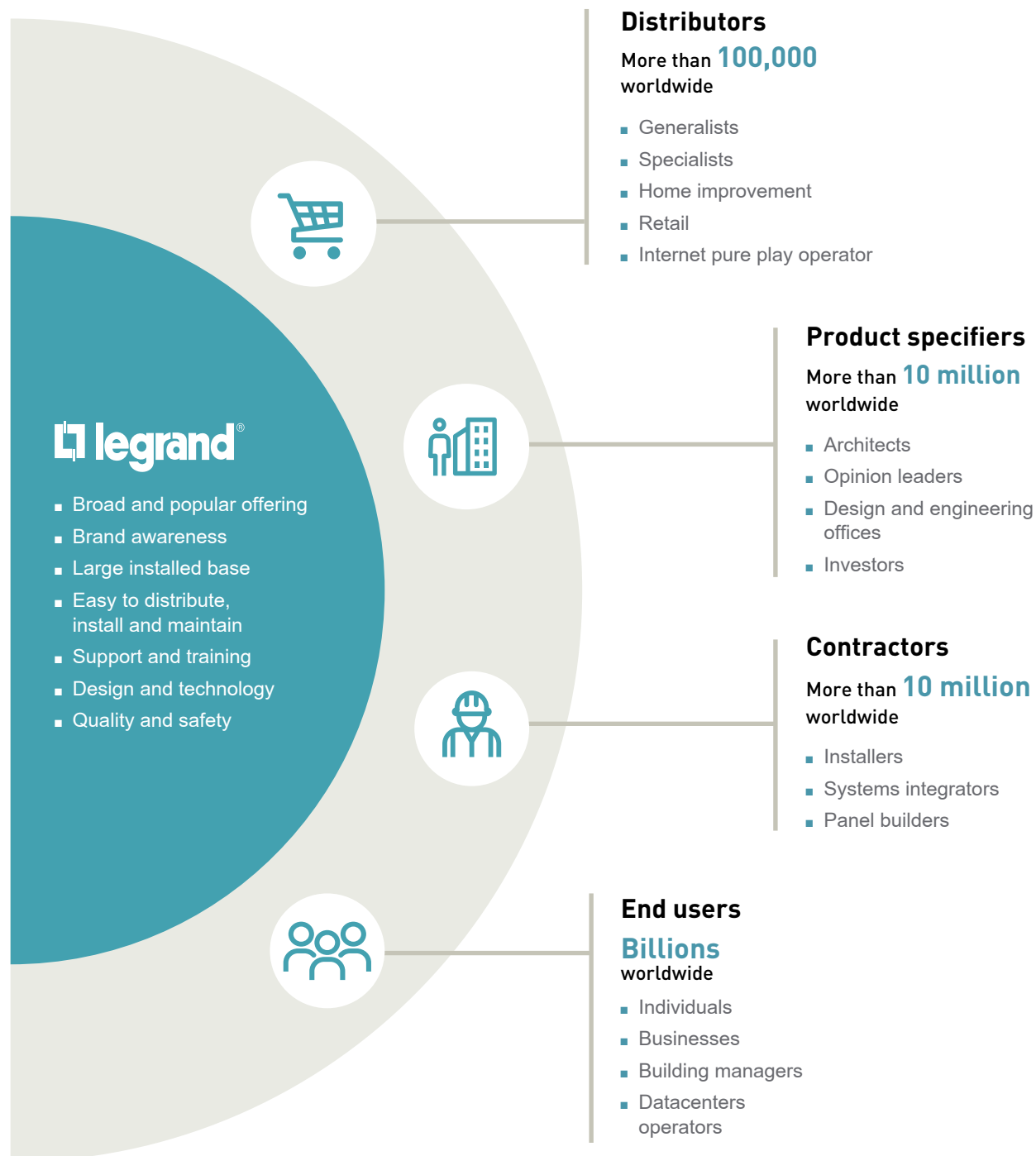
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Current and anticipated benefits for Group stakeholders in relation to its business model

The Group's products and services are divided into two categories: essential infrastructure, and solutions for the energy and digital transition (including datacenters, products for the energy transition and products for digital lifestyles). Legrand's products are presented in chapter 1 "Our strengths in this promising market", sections 2.1.1.2 "A product range of unrivaled depth", 2.1.1.3 "Global specialist in electrical and digital building infrastructures with balanced exposure" and 2.2.3 "A strong ambition to expand in solutions supporting the energy and digital transition, especially datacenters" of this universal registration document. They allow for building electrification and improve energy efficiency, as well as increasing user comfort and safety, and reducing buildings' running costs. These directly benefit Legrand's customers, as well as users of the buildings concerned.

For investors and the financial community, the benefits of the Group's products are linked to its capacity for innovation and

its leadership positions. Segments linked to energy and digital transition, as well as the Group's strong exposure to activities linked to building renovation, support stable and profitable growth. Investors thus benefit from a solid financial performance and the prospect of continued growth. The success of Legrand's product ranges also benefits suppliers, who are being encouraged to innovate, opening new opportunities for growth.

For the other stakeholders identified by the Group such as NGOs, civil society, the scientific, sectoral and educational communities, the benefits lie both in Legrand's commitment to sustainability and in the use of buildings fitted with the Group's solutions. Legrand's energy efficiency solutions help to reduce its users' greenhouse gas emissions, and its products also aim to improve people's lives everywhere they live, work and meet.

For employees, working at Legrand also means being part of a company that values innovation, sustainability, quality and employee well-being, while also offering prospects for continuous growth.

4.1.1.3.2 Interests and views of the Group's stakeholders [SBM-2, SBM-3]

4.1.1.3.2.1 Legrand's stakeholders and forms of dialogue

Legrand's CSR strategy is based on regular interaction and continuous dialogue with its stakeholders. The Group identifies eight priority stakeholder groups:

- customers and users of its products and solutions, whether they are distributors, specifiers, installers or end users,
- employees and trade unions,
- suppliers and subcontractors,
- financial and non-financial community (including investors, banks and rating agencies),
- shareholders,
- the scientific community, industry and the educational sector,
- NGOs and charitable organizations,
- civil society.

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Legrand adopts different channels of dialogue for each of its stakeholders, as shown in the table below.

An impact materiality survey was conducted with Legrand's stakeholders in 2023. Their participation in this survey is shown in the 'Engagement results' column.

STAKEHOLDERS	MEANS OF DIALOGUE	ENGAGEMENT RESULTS
 Customers	- International annual customer satisfaction survey (CSS) - Frequent discussions (meetings or roundtables) between sales representatives and customers to take on board customers' opinions and expectations - Customer service - Global Customer Experience Marketing position - Innoval training centers worldwide - Qualitative interviews on sustainability topics	514 customers responded to the impact materiality survey - Customer satisfaction survey covering more than 90% of the Group's 2025 revenue - Numerous Legrand training centers are open around the world. In 2025, the 45 training centers in Europe provided training for almost 50,000 trainees
 Employees and trade unions	- International engagement survey conducted in 2024 (performed every three years) - Group intranet, company newsletter - Legrand Group European Works Council (EWC), which meets at least once a year face-to-face - French Central Social and Economic Committee (CSEC), which meets at least twice a year - Local agreements and negotiations with employee representatives	- Close to 3,000 employees responded to the impact materiality survey 26,570 employees responded to the engagement survey - CSRD and double materiality survey presented to the European Works Council in June 2025 and to the CSEC in October 2025
 Suppliers and subcontractors	- Annual supplier satisfaction survey covering 50% of total purchases - Supplier Value Management (SVM) platform for supplier approval and performance management - Webinars and conferences	- More than 750 suppliers and subcontractors responded to the impact materiality survey 575 suppliers responded to the satisfaction survey 9,023 suppliers and subcontractors listed on the SVM platform 648 suppliers and subcontractors attended events organized by the Group's purchasing teams in 2025, such as the Carbon webinars or the Innovation Day in June 2025
 Financial community	- Roadshows, investor conferences held several times a year - Investor days every three to four years - Perception survey every three to four years	- Nearly 70 representatives of the financial community responded to the impact materiality survey - Meetings with more than 1,400 people per year (including CSR) - Perception survey in the first half of 2024 - Investor days organized in September 2024 and in March 2025
 Shareholders	- General shareholders' meeting - legrand.com website - Perception survey every three to four years - Site visits	- Nearly 70 shareholders responded to the impact materiality survey - CSR Policy and key achievements presented at the general shareholders' meeting and an investor day in March 2025 - Perception survey in the first half of 2024
 Research, industry and education community	- Partnership agreements signed to launch collaborative projects - Qualitative interviews on sustainability issues	30 representatives of the research, industry and educational community responded to the impact materiality survey
 NGOs, charitable organizations and Civil society⁽¹⁾	- Partnership agreements signed to support philanthropic projects - Qualitative interviews on sustainability issues - legrand.com website	- Around 30 representatives of NGOs and charitable organizations responded to the impact materiality survey - Results are incomplete because the "Civil Society" category was not identified in the materiality assessment

(1) NGOs, charitable organizations, and civil society stakeholders have been grouped together in this chart; however, they remain distinct stakeholders.

Materiality assessment results

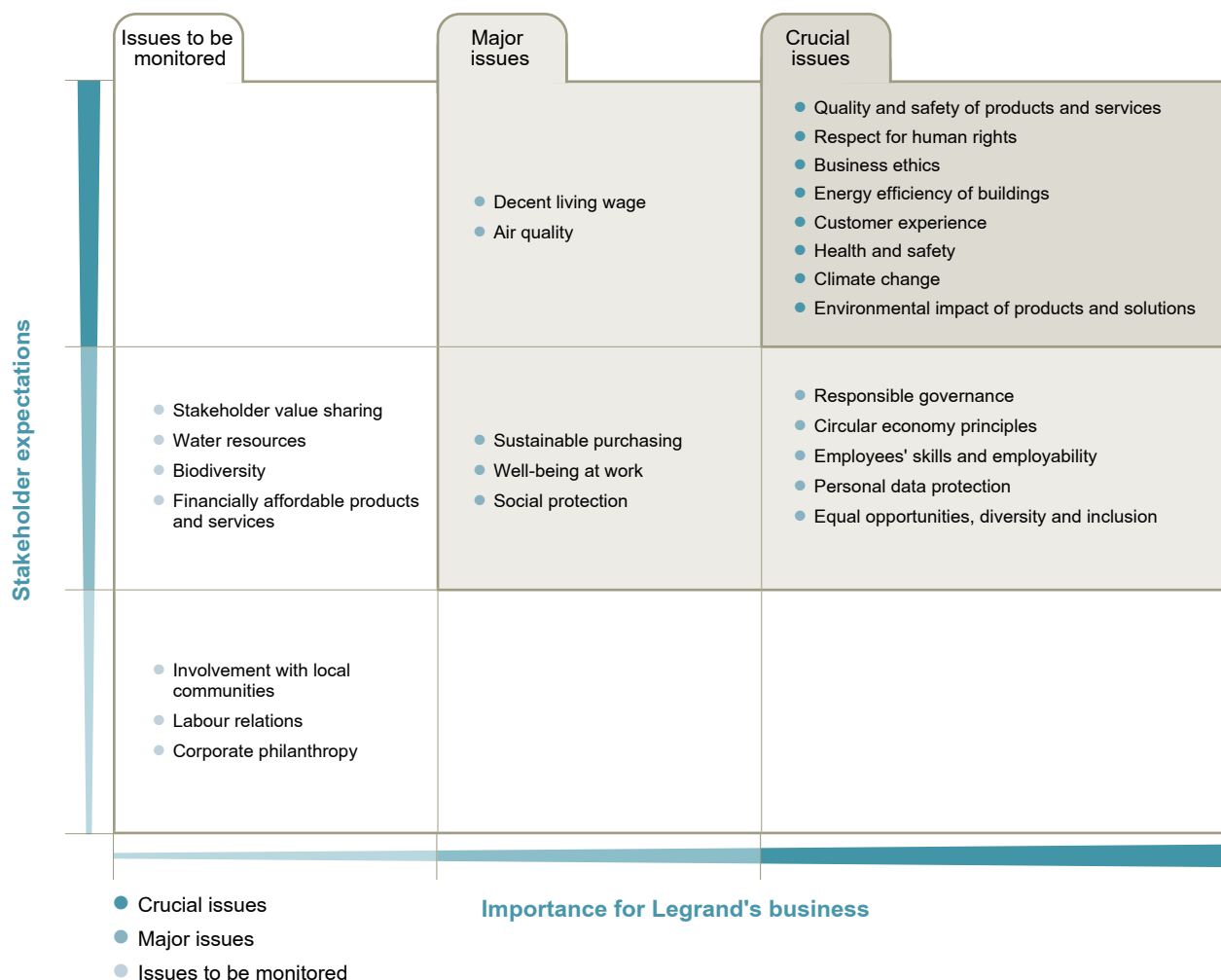
The materiality assessment was conducted in 2023. A total of 4,573 responses were received from 78 countries.

Of the 25 issues submitted for consultation, eight emerged from the survey as material and were used to identify the Group's key issues and define the priorities of the 2025–2027 CSR Roadmap, launched in March 2025:

■ 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.

Results and ranking of sustainability issues according to the impact materiality survey:



4.1.1.3.2.2 Understanding stakeholders' interests and views

The results of the impact materiality survey conducted in 2023, as well as qualitative interviews on sustainability issues, enable the Group to identify material issues for its stakeholders and thus develop its CSR Roadmaps. More generally, regular interaction with stakeholders enables Legrand to adapt its strategy and business model to offer the best response to the chief concerns and expectations of its stakeholders.

How stakeholder expectations are taken into account under ESRS S1 is described in Section 4.1.3.1.2.3 "Material impacts, risks and opportunities, stakeholder perspectives and their link to the company's strategy".

The consideration of expectations from value chain stakeholders (ESRS S2) is presented in section 4.1.3.2.3 "Policies relating to workers of the value chain".

For ESRS S4, the interests and views of consumers and end users are taken into account in section 4.1.3.3.2 "Strategy".

By tracking the various stages of the product lifecycle, Legrand addresses the sustainability issues listed in the table below.

	Raw materials	Upstream transportation	Production	Downstream transportation	Sale and distribution	Product use phase	End-of-life
Legrand stakeholders	Suppliers Local communities	Suppliers	Legrand employees Employee representatives Communities living near production plants Subcontractors	Suppliers	Legrand customers: ■ Distributors ■ Electrical installers ■ Integrators ■ Datacenters	End user Repairers	Dismantlers Recycling sector Reuse sector Local communities
Sustainability issues	Climate change Environmental impacts: water, pollution, biodiversity Resource use and circular economy Social issues related to value chain workers Business ethics	Climate change Pollution Social issues related to value chain workers	Climate change Environmental impacts: water, pollution, biodiversity Resource use and circular economy Social issues related to Legrand employees and subcontractors	Climate change Pollution Social issues related to value chain workers	Climate change Social issues related to value chain workers Business ethics	Climate change Consumers and end users	Pollution Resource use and circular economy

4.1.1.3.2.3 Amendments to the strategy and business model

The studies conducted as part of the CSRD implementation, as well as the consideration of stakeholder expectations confirm the Group's existing strategy and business model.

Legrand plans to conduct a new impact materiality assessment involving all its stakeholders in 2026.

4.1.1.3.2.4 Informing governance bodies

The results of the impact materiality survey, which highlights the expectations of all the Group's stakeholders with regard to sustainability issues, are systematically validated by Legrand's Executive Committee.

Financial effects of material risks and opportunities, resilience of the strategy and business model

As of the date of publication of its Sustainability report, Legrand does not yet have reliable enough information to report on either the financial effects of material risks and opportunities, nor on the resilience of its strategy and business model. Working groups are currently being set up with the aim of publishing initial findings in 2027.

4.1.1.4 Double materiality analysis methodology and management of impacts, risks and opportunities [IRO-1]

In 2025, Legrand conducted an in-depth review of its impacts, risks, and opportunities (IROs). The aim was to group and simplify the IROs that dealt with identical subjects, but which did not provide any particular clarification or limitation. This simplification has improved the overall understanding of the Group's sustainability topics and made their management more efficient. The grouped IROs were not reassessed, the highest rating of the grouped IROs was retained. This mechanism made it possible to maintain stability in the material topics addressed by the Group.

As a result of this work, section 4.1.1.5.1 "Summary of the Group's material issues" now presents the 49 material IROs for Legrand. These include one negative impact and one risk that are specific to the company ("entity-specific").

Identification of key topics

The double materiality analysis methodology and the process for identifying, assessing, and managing impacts, risks, and opportunities were implemented in 2024 and remained unchanged in 2025.

In this second year of CSRD reporting, the impacts, risks and opportunities have been analyzed in relation to Legrand's own operations and tier-1 of its value chain. The analysis will be extended in the coming years beyond tier-1 suppliers once the regulatory environment in this area has stabilized.

The teams involved looked at the lists of ESRS standards and existing studies – in particular the impact materiality survey conducted in 2023 – and consolidated available internal information relating to the key issues to gain the best understanding possible. All the ESRS sub-topics were included in this work.

Material issues were selected on the basis of the methodology used to identify and evaluate the material impacts, risks and opportunities for the Group. It is structured into seven steps:

- identification of Legrand's stakeholders,
- construction of an initial list of issues from the list of ESRS topics, subtopics and sub-subtopics, comparing them to existing lists of issues (Group risk matrix, duty of care, 2025-2027 CSR Roadmap, thematic questionnaires from rating agencies, GRI (Global Reporting Initiative), SDGs (Sustainable Development Goals), SASB (Sustainability Accounting Standards Board), other company benchmarks),
- workshops held to select issues in connection with Legrand's activity,
- consultation with internal experts (HR, Health and Safety, Purchasing, Legal, Environment, Finance, etc.),

- stakeholder engagement: impact materiality assessment conducted in 2023 and regular consultations as described in section 4.1.1.3.2.1 "Legrand's stakeholders and forms of dialogue",
- consultation of the top 60 Legrand managers representative of all the Group's key geographies,
- presentation of the results by in-house experts and validation by the Executive Committee.

Identification of Group impacts, risks and opportunities

Based on the list of ESRS topics, subtopics and sub-subtopics, Legrand's teams identified the corresponding impacts, risks and opportunities. The consequences of the company's activities on its stakeholders and the environment, on the one hand (positive and negative impacts), and the potential and actual financial consequences of these issues on the company, on the other hand (risks and opportunities), have been established.

The methodology used to identify impacts, risks and opportunities comprises three stages:

- identification of impacts, risks and opportunities across the entire value chain for each ESRS topic, subtopic and sub-subtopic,
- consultation with finance and risk management teams and internal experts (Group Operations, Finance, Strategy, Environment, HR),
- presentation and review of the results by the Executive Committee.

Assessment of impacts to identify material impacts

From the list of pre-identified impacts, each impact was assessed on a 4-level scale ranging from very low impact to high impact and graded according to the following scoring criteria:

- likelihood (very unlikely to very likely or real),
- severity (determined based on the following: whether the impact is irremediable or lasting, its extent and its magnitude).

In this 2nd year of the CSRD implementation, impacts have been defined solely at Group level, and we did not consider it relevant to break them down further.

For impact materiality, scores can range from 3 to 48. The materiality threshold for a topic (above which impacts are classified as medium or high) has been set at 25.

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Assessment of risks and opportunities to identify material risks and opportunities

From the list of defined risks and opportunities, each risk and each opportunity has been assessed based on the following criteria:

- materiality criteria:
 - probability of occurrence,
 - the irremediable character of the risk, or whether the opportunity is lasting,
 - scope affected,
 - magnitude,
 - time horizon.
- financial consequences criteria:
 - market capitalization,
 - sales,
 - costs.

In 2025, no dependencies were identified in relation to material risks and opportunities.

For financial materiality, scores can range from 2 to 111. The materiality threshold (above which risks and opportunities are classified as medium or high) has been set at the same level as impact materiality, *i.e.*, 25 (a conservative approach to ensure that no potentially material issues are overlooked).

Determination of materiality

The materiality thresholds defined for impacts, risks and opportunities are set at “medium” and “high”.

Issues identified as “crucial” or “major” by the Group's stakeholders, in the 2023 materiality assessment, were automatically included as material for the Group. The results of this impact materiality assessment are described in section 4.1.1.3.2.1, “Legrand's Stakeholders and forms of dialogue”.

All topics of the 2025–2027 CSR Roadmap are material for Legrand.

Sustainability-related risks are fully incorporated into the Group's general risk management. This ensures that sustainability risks are assessed and managed in the same way as other types of risks. The process includes identifying, assessing and ranking sustainability risks. The results of this analysis are then incorporated into the Group's overall risk profile, thereby ensuring a holistic approach that is aligned with the organization's strategic objectives.

4.1.1.5 Double materiality matrix

4.1.1.5.1 Summary of the Group's material issues [SBM-3]

4.1.1.5.1.1 Material impacts, risks and opportunities

Impact, risk and opportunity mapping involves identifying, assessing and prioritizing the impacts that Legrand may have on society and the environment through its activity and the risks and opportunities related to sustainability issues that may affect the company's performance, reputation or stakeholders.

This double materiality analysis helps identify the most material sustainability issues for Legrand and its stakeholders, thus enabling the prioritization of policies and

associated action plans. Legrand has identified the issues relevant to the Group in terms of its industry, activities, stakeholders, value chain and local specificities. The results of this analysis are presented in the table below, which summarizes Legrand's material impacts, positive and negative, risks and opportunities and the policies put in place to address them. It is then cross-referenced with the materiality matrix, which presents the most material sustainability issues for Legrand's stakeholders.



Environment

Sustainability issues	Impact, risk or opportunity	Value chain	Description of the impact, risk or opportunity	Temporality

ESRS E1 – Climate Change

Climate change adaptation, climate change mitigation and energy	Impact (positive, real, downstream)	○○●	Development, production, and sale of product ranges that support the development of innovative technologies for energy efficiency, energy consumption control, renewable electricity integration, and electrification, enabling customers and end consumers to adapt to market and technological climate transition risks and reduce greenhouse gas emissions	ST
Climate change adaptation	Risk		Acute climate hazards (water stress, pluvial and fluvial flood depths, heatwave duration, risk indices for landslides and wind gusts, etc.) and chronic climate hazards (number of days with a very high heat index, number of ice days, number of days with temperatures above 35°C, number of consecutive days with temperatures below 0°C, risk indices for landslides and wind gusts, etc.) that pose risks to Legrand's operations and its value chain	LT
Climate change adaptation, climate change mitigation	Risk		Inability to keep up with the evolution and acceleration of regulations and standards across all sites and products	MT
Climate change mitigation	Risk		Upstream supply chain risks related to new regulations impacting suppliers, raw material sourcing, and the purchase of ready-to-use products	MT
	Opportunity		Ability to attract investors and capital by staying ahead of climate-related issues	MT
	Opportunity		Transition towards less carbon-intensive logistics for the Group as a result of regulatory developments	MT
Climate change mitigation and energy	Impact (negative, real, downstream)	○○●	Development, production and sale of products that consume a lot of energy during their use phase, which increases the carbon footprint of Legrand and its customers (downstream, product use phase)	ST
	Impact (negative, real, upstream and downstream)	●○○	Legrand value chain activities that consume energy and emit Scope 3 greenhouse gas emissions	ST
	Impact (negative, real, own)	○○●	Legrand's on-site activities and operations (energy consumption and refrigerants), which emit Scope 1 & 2 greenhouse gases	ST
	Risk		Failure to keep pace with technological advancements and future market trends for both products and production processes, including costs associated with energy efficiency and the development of energy transition-related offerings	MT
	Opportunity		Increased market demand for products supporting the transition to a low-carbon economy (e.g. energy-efficiency solutions, electrification, etc.)	MT

ESRS E1 is covered by the Climate Policy.

Temporality
Value chain

ST short-term
○○○ upstream

MT medium-term
○○● downstream

LT long-term
○○○ own

Sustainability issues	Impact, risk or opportunity	Value chain	Description of the impact, risk or opportunity	Temporality

ESRS E2 – Pollution

Air pollution	Impact (negative, real, upstream, own and downstream)	●●●●	Fugitive emissions (VOCs) in factories resulting in air pollution	ST
Substances of concern and very high concern	Impact (negative, real, upstream, own and downstream)	●●●●	Risk of negative environmental health impact from exposure to substances of concern (during the inclusion of substances in components and materials, during production or during product end-of-life)	ST
Microplastics	Impact (negative, real, downstream)	○○●●	Plastic used in product packaging can contribute to water and soil pollution and disrupt recycling at the end of the value chain	ST
	Impact (negative, real, own)	○○●●	The plastic granules used in the manufacturing process could spread and disperse in the environment, polluting the water and soil near the factories	ST
	Opportunity		Increase in revenue if Legrand is identified by customers as a manufacturer that has eliminated plastic packaging	MT

ESRS E2 is covered by the Pollution Prevention and Reduction Policy.

ESRS E5 – Resource use and circular economy

Resource inflows, including resource use	Opportunity		Opportunity to access new markets through the development of eco-designed products or services and/or those based on an extended product lifespan (repair, refurbishment)	MT
Resource outflows related to products and services	Impact (negative, real, downstream)	○○●●	Negative impact related to waste generation from end-of-life plastic packaging	ST

ESRS E5 is covered by the Circular Economy Policy.

Temporality **ST** short-term **MT** medium-term **LT** long-term
Value chain ●○○ upstream ○●● downstream ○●● own

Social

Sustainability issues	Impact, risk or opportunity	Value chain	Description of the impact, risk or opportunity	Temporality

ESRS S1 – Own workforce

WORKING CONDITIONS

Secure employment	Impact (positive, potential, own)		Impact on the physical and mental health of employees as a result of a social protection framework	ST	01
Working time and work-life balance	Impact (negative, potential, own)		Impact on workforce health and well-being resulting from excessive working hours (overtime hours, non-compliance with rest periods) or a poor work-life balance	ST	02
Adequate wages	Impact (negative, potential, own)		A salary level that does not allow employees to meet their basic needs	ST	03
	Risk		Mainly reputational risk that could negatively impact the company's brand image, which could affect customer loyalty and the market's perception of the company, particularly the financial market	MT	04
Social dialogue	Impact (negative, potential, own)		Impact on the ability of employees to communicate demands aimed at improving working conditions (salary, working hours, employment, quality of working life, etc.)	ST	05
Health and safety	Impact (negative, potential, own)		Impact on the health and safety of employees	ST	06
	Opportunity		Employee's sense of confidence in working within an environment governed by strict safety rules	MT	07
	Risk		Operational risk in the absence of health and safety rules, poor application of these rules or working conditions conducive to workplace accidents and work stoppages	ST	08

EQUAL TREATMENT AND EQUAL OPPORTUNITIES FOR ALL

Training and skills development	Impact (negative, potential, own)		Impact on employees' internal and external employability (impact on their prospects for personal and professional development)	ST	09
	Opportunity		Attracting and retaining talent and enhancing the company's competitiveness through employees' good adaptability to change (and thus a reduction in recruitment costs)	MT	T
Measures against violence and harassment in the workplace	Impact (negative, potential, own)		Impact on employees' physical and mental health	ST	A
Diversity and inclusion (including gender equality and equal pay for work of equal value)	Impact (negative, potential, own)		Impacts on equal opportunities and equal treatment, including access to employment, the most skilled positions, and equal pay for work of equal value based on gender	ST	
	Opportunity		Inclusion and equal opportunities in access to employment, highly qualified positions, and equal pay for work of equal value, promoting diversity (gender, age, ethnicity, etc.)—itself a source of innovation and creativity—as well as the attraction and retention of talent, particularly women	ST	
	Risk		Absence of policies on gender and pay equality contributing to the company's attractiveness and the retention of female talent leads to a loss of female talent, recruitment difficulties (increased recruitment costs), and potential legal risks	MT	

OTHER WORK-RELATED RIGHTS

Privacy	Impact (negative, potential, own)		Impact on the confidentiality of the personal data of employees or other stakeholders	ST

ESRS S1 is covered by the Human Rights Charter, the 15 Commitments to Work-life Balance Charter, the Occupational Health and Safety Policy, the Diversity and Inclusion Policy, the Shared Code of Ethics, the Training Policy and the HR Personal Data Protection Policy.

Sustainability issues	Impact, risk or opportunity	Value chain	Description of the impact, risk or opportunity	Temporality

ESRS S2 – Workers in the value chain

WORKING CONDITIONS

Health and safety	Risk (negative, potential, upstream and downstream)		Value chain employees who may perform activities (extraction, industrial processes, etc.) that pose risks to their health and safety	ST
	Risk		Legal and reputational risk linked to the absence of a health and safety policy or its application, leading to workplace accidents and potentially serious or even fatal accidents in Legrand's value chain	ST

OTHER WORK-RELATED RIGHTS

Child labor	Impact (negative, potential, upstream and downstream)		Relationships with service providers who do not guarantee the non-use of child labor among their employees and employees in their value chain	ST
	Risk		The risk of child labor within the company's value chain would entail reputational risk, impact the company's image and sales and could have legal consequences (duty of care)	ST
Forced labor	Impact (negative, potential, upstream and downstream)		Relationships with service providers who do not guarantee the absence of forced labor among their employees and employees in their value chain	ST
	Risk		The risk of forced labor within the company's value chain would entail reputational risk, impact the company's image and sales and could have legal consequences (duty of care)	ST

ESRS S2 is covered by the Purchasing Policy, Supplier Code of Conduct and Conflict Minerals Policy.

ESRS S4 – Customers, consumers and end users

INFORMATION-RELATED IMPACTS FOR CUSTOMERS, CONSUMERS AND/OR END USERS

Privacy and access to (quality) information	Risk		B2B customers: reputational and legal risk linked to the failure to protect customers' privacy and access to quality product information, which could lead to litigation	ST
	Risk		B2C customers: reputational and legal risk linked to the failure to protect the privacy of consumers and end users and access to quality product information, which could lead to litigation	ST

PERSONAL SAFETY OF CONSUMERS AND/OR END USERS

Health and safety, personal safety, protection of children	Impact (negative, potential, downstream)		Negative impact of product failure on end users, particularly children, where the failure results in a "lack of protection" for the child; there is also a negative impact on the customer who installed the product	ST
	Impact (negative, potential, downstream)		Negative impact of a product failure on the health and safety of B2B customers	ST

ESRS S4 is covered by the Quality Policy, Customer and User Data Protection Policy and Customer Experience Policy.

Temporality
Value chain

ST short-term
●○○ upstream

MT medium-term
○○● downstream

LT long-term
○○○ own



Governance

Sustainability issues	Impact, risk or opportunity	Value chain	Description of the impact, risk or opportunity	Temporality

ESRS G1 – Business Conduct

Corporate culture	Impact (negative, potential, own)	○○○	Absence or inadequacy of corporate culture to promote employee well-being	ST
Protection of whistleblowers	Impact (negative, potential, own)	○○○	No or inadequate protection for whistleblowers, encouraging a culture of silence and unethical behavior that may go undetected (fraud, corruption, other reprehensible practices)	ST
Management of relationships with suppliers including payment practices	Impact (negative, real, downstream)	○○○	Poorly managed supplier relations that fail to foster long-term, trust-based partnerships, including recurring late payments (undermining their economic stability)	ST
	Impact (positive, potential, downstream)	○○○	Positive impact on suppliers with higher CSR standards through the inclusion of social and environmental criteria in the selection process	ST
CORRUPTION AND BRIBERY				
Prevention and detection including training	Impact (negative, potential, own)	○○○	Potential corruption and bribery fostering systemic corruption impacting governments and Legrand stakeholders	ST
Incidents/case	Risk		Reputational risk in case of corruption or bribery, loss of trust from investors and employees	MT

ESRS G1 is covered by the Business Ethics Policy, Whistleblower Reporting and Protection Policy, Purchasing Policy and Supplier Payment Policy.

In 2025, the Group identified 27 material impacts and 22 material risks and opportunities, compared to 43 material impacts and 36 material risks and opportunities identified in 2024.

4.1.1.5.1.2 Material topics

The list of sustainability topics identified as material for Legrand following the double materiality analysis is presented in Appendix 4 of section 4.1.6 "Appendices to the Sustainability report".

The 2025-2027 CSR Roadmap, which is the strategy implemented by the Group in 2025 to focus the company's attention on the material sustainability topics identified in its 2023 materiality survey, includes most of the Group's sustainability issues. This CSR Roadmap forms an integral part of the Company's strategy and each Group entity has annual targets set under the CSR Roadmap, in the same way as financial targets. All identified material sustainability topics are addressed in this Sustainability report.

Other issues identified as a priority by Legrand's IRO analysis or by its stakeholders are covered in dedicated policies or in Legrand's duty of care plan, as presented in section 3.7 "LeGrand's duty of care plan" of this universal registration document.

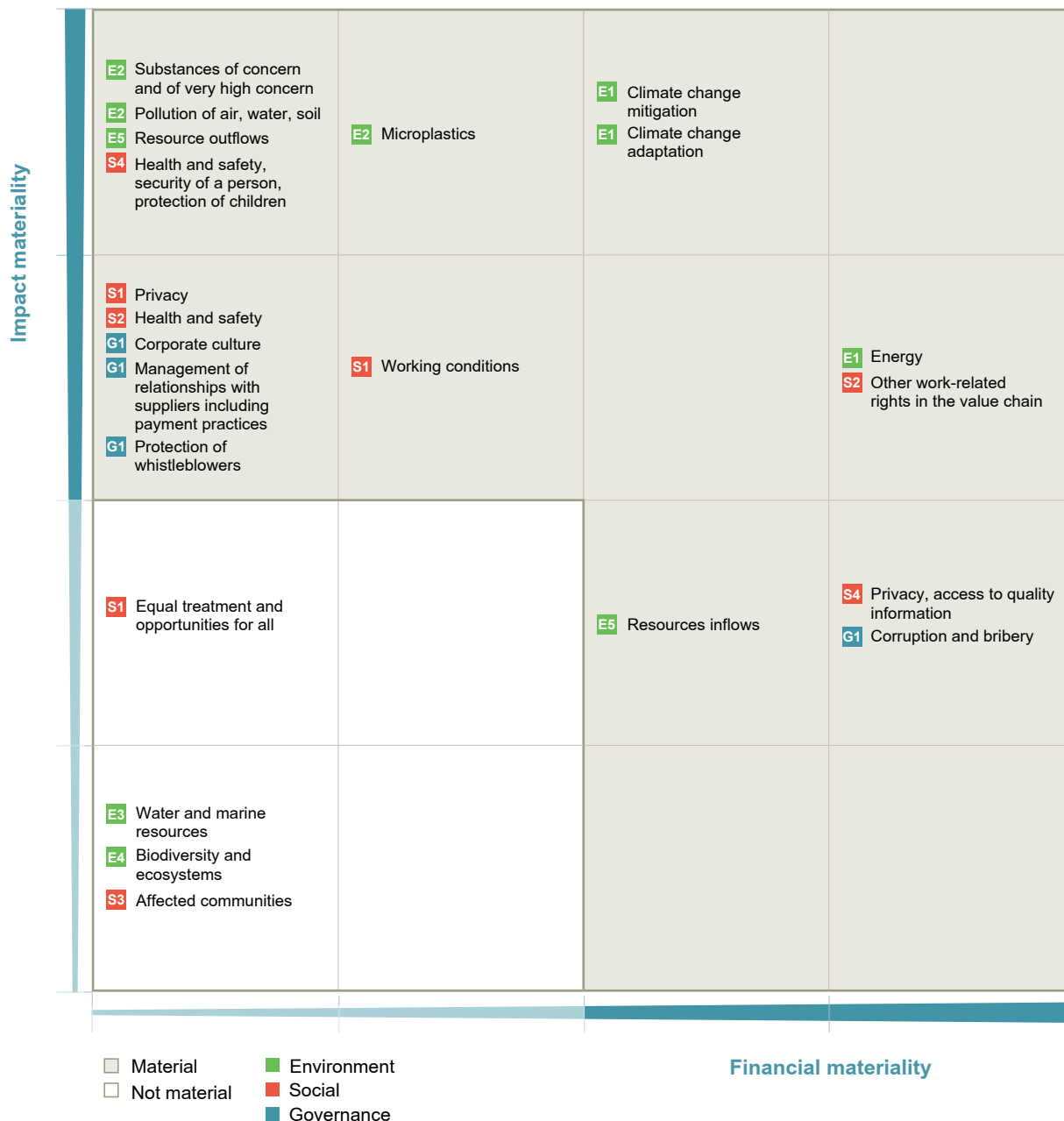
LeGrand's strategic fundamentals and business model are unlikely to significantly amplify the impacts identified as material. The Group constantly strives to limit its negative externalities. More recently, Legrand's strategic decision to acquire service companies has marginally modified the Group's industrial mix but, according to our analysis, has not unduly accentuated the impact risks for stakeholders.

As Legrand is an integrated group, the impacts identified primarily relate to its direct activities, although a portion remains linked to its value chain. The Group has not identified any specific business relationships likely to have a significant effect on the Group's impacts.

Information arising from this double materiality analysis related to material impacts, risks and opportunities is presented throughout this Sustainability report, with reference to the corresponding ESRS.

Double materiality matrix

The ESRS sub-topics have been positioned in the double materiality matrix presented below, based on their impact and/or financial materiality.



Non-material ESRS

The following topics have not been identified as material based on the double materiality analysis, in other words, the impacts, risks and opportunities identified in relation to these topics have been rated below the materiality thresholds:

ESRS E3: Water and marine resources

Due to the nature of its industry and activities, the Group uses very little water and does not use or impact marine

resources. Consequently, issues relating to water and marine resources are not material for Legrand.

In addition, in 2024, Legrand analyzed the status of all its sites with respect to water issues. The Group has verified that its operations in water-stressed areas manage their water consumption to avoid contributing to the problem and to ensure they are not impacted during periods of acute crisis. The Group did not launch any additional analysis in 2025.

In view of these factors, the Group did not conduct any consultations, as no stakeholders were identified as affected.

ESRS E4: Biodiversity and ecosystems

The Group is relying on the analysis carried out with I-Care in 2023 which confirmed Legrand's very limited short-term impact on biodiversity. A more detailed analysis of Legrand's value chain will be carried out in future years. The Group has not identified any physical risk, transition risk or opportunity related to biodiversity and ecosystems and does not have sites close to a sensitive area in terms of biodiversity, as defined by UNESCO (World heritage, key biodiversity area, Natura 2000).

4.1.1.5.2 Policies adopted to manage material sustainability issues [MDR-P]

Policies

Legrand integrates material sustainability issues for the Group into its 2025–2027 CSR Roadmap and into its dedicated policies (Pollution Prevention Policy, Duty of care plan, etc.).

The detail of the priorities of the CSR Roadmap and the policies covering environmental, social and governance topics are provided throughout this Sustainability report, with reference to the corresponding ESRS.

- ESRS E1:
 - Climate Policy
- ESRS E2:
 - Pollution Prevention Policy
- ESRS E5:
 - Circular Economy Policy
- ESRS S1:
 - Human Rights Charter,
 - Diversity and Inclusion Policy,

ESRS S3: Affected communities

As Legrand's industrial facilities are spread across a large number of sites around the world, each of which is of a size and operates in a manner that is unlikely to have a significant impact on the lives of neighboring communities (whether in social or environmental terms), issues relating to affected communities were rated as non-material during the double materiality analysis.

- Occupational Health and Safety Policy,
- 15 Commitments to Work-life Balance Charter,
- Learning and Development Policy,
- Shared Code of Ethics,
- Human Resources Personal Data Protection Policy.
- ESRS S2:
 - Purchasing Policy,
 - Supplier Code of Conduct,
 - Conflict Minerals Policy.
- ESRS S4:
 - Customer Experience Policy,
 - Quality Policy,
 - Customer and User Data Protection Policy.
- ESRS G1:
 - Business Ethics Policy,
 - Whistleblower Reporting and Protection Policy,
 - Purchasing Policy,
 - Supplier Payment Policy.

4.1.1.5.3 Actions and resources in relation to material sustainability issues [MDR-A]

Details of actions and resources in relation to material sustainability issues are provided throughout this Sustainability report, with reference to the corresponding ESRS.

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4.1.1.5.4 Metrics in relation to material sustainability issues [MDR-M]

At the launch of the 2025-2027 CSR Roadmap, Legrand strengthened its targets for 2030, with additional targets on key CSR topics.



Promoting diversity and inclusion

- Having **1/3** of key management positions (Hay Grade 20+) held by women



Mitigating climate change

- Reducing by **42%** our direct and indirect GHG⁽¹⁾ emissions (Scope 1 & 2)
- and by **25%** our indirect GHG emissions (Scope 3) compared with 2022



Developing a more circular economy

- Phasing out single-use plastic in packaging by eliminating **100%** of plastic in primary and secondary packaging for Legrand products



Serving our customers

- Enabling our customers to avoid the emission of **70 Mt of CO₂e** with our energy efficiency products and services (Scope 4) between 2020 and 2030



Being a responsible business

- Reaching **80%** of our sales made with eco-responsible solutions (through their use as part of our energy efficiency solutions or covered by a Product Sustainability Profile – PSP⁽²⁾)

⁽¹⁾ Greenhouse Gas Emissions.

⁽²⁾ PSP including PEP (Product Environmental Profile)

To achieve its medium and long-term goals, Legrand relies, in the short term, on CSR Roadmaps which constitute the operational action plan for the Group's CSR approach, covering the key sustainability issues identified in the double materiality analysis.

Published in March 2025, the 2025-2027 CSR Roadmap is Legrand's sixth Roadmap. Structured around five pillars, it details the 16 priorities set by the Group, to be achieved in 2027 or annually. It embodies Legrand's ambition on environmental, social, and societal issues and demonstrates its desire to involve its customers, partners, and suppliers in its approach.

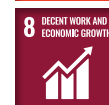
Legrand presents the datapoints relating to material sustainability issues in the various sections of this Sustainability report.

The Group rigorously monitors the performance and achievement rate of each indicator of the CSR Roadmap to ensure that its ambitions are met. To reinforce the commitment of the various entities, the long-term variable compensation for managers, the LTI (Long Term Incentive), incorporates the achievement rate of the CSR Roadmap. To maintain a balanced representation of results and prevent an easily achieved indicator from distorting the overall rate, several indicators may not exceed an achievement rate of 150%.



Promote diversity and inclusion

Gender diversity	Reaching 35% of management positions (Hay Grade 14+) held by women
Diversity & Inclusion label (GEEIS)	Having 100% of the workforce working in a "Diversity & Inclusion" labelled organization
Employability of early-in-careers	Offering 4,000 new opportunities to early-in-careers each year
Supplier Diversity & Inclusion	Developing 100 additional business streams with suppliers committed to Diversity & Inclusion



Mitigating climate change

Direct and indirect GHG⁽¹⁾ emissions (Scope 1 & 2)	Reducing the Group's Scope 1 & 2 GHG emissions by 10% compared with 2024
Indirect GHG emissions (Scope 3)	Reducing GHG emissions from our suppliers' operations by an average of 30% , representing 70% of our purchased goods emissions



Developing a more circular economy

Eco-designed products	Reaching 50% of new and redesigned projects (product families) compliant with Legrand's eco-design index criteria ⁽²⁾
Sustainable materials	Using 37% sustainable materials in products manufactured by the Group
Single-use plastic	Removing 80% of primary plastic packaging from products manufactured by Legrand (by weight)



Serving our customers

Avoided customer CO₂ emissions (Scope 4)	Avoiding the emission of 20 Mt CO₂e over 3 years thanks to Legrand's energy efficiency offers
Customer Experience	Maintaining a rate of 80% of satisfied customers (CSAT) and a NPS of 50
Environmental declarations	Covering 72% of the Group's annual sales with Product Sustainability Profiles



Being a responsible business

Human Rights and our suppliers	Achieving 100% of major suppliers engaged and compliant with the EcoVadis human rights score and 100% of at-risk suppliers engaged
Business ethics and compliance	Pursuing Legrand's commitment to business ethics : framing, training and complying
Employability and skills development	Training annually 90% of employees and achieving 10 hours of training during the year for each employee by 2027
Occupational Health and safety	Introducing FR2t (frequency rate of workplace accidents with and without lost time, including temporary workers) and reducing it by 20% by 2027 compared to 2024



(1) GHG : Greenhouse gas

(2) Compliant with the Legrand eco-design index means that the project must follow the Legrand's eco-design process, must not include single-use plastic in the packaging, must comply with all environmental regulations and must at least reduce the project's GHG emissions or improve its reparability index.

4.1.1.5.5 Tracking effectiveness of policies and actions through targets [MDR-T]

The effectiveness of policies and actions put in place is monitored by tracking achievements against annual CSR Roadmap targets. Those achievements are presented in detail throughout this Sustainability report, with reference to the corresponding ESRS. Other topics identified as material for Legrand, not included in the CSR Roadmap, are addressed through dedicated policies and are presented throughout the Sustainability report in each relevant theme.

The achievement rate for the 2025-2027 CSR Roadmap at year-end 2025 is 110.5% relative to the year-end 2025 objectives. For the achievement rates of the CSR Roadmap from previous years, please refer to Chapter 1, "Our Historical Performance."



Promote diversity and inclusion

2027 targets	2025 & 2027 targets and 2025 results	2025 achievement rate	Chapter / sections
Reaching 35% of management positions (Hay Grade 14+) held by women		98.5%	4.1.3.1.6.6.2.1
Having 100% of the workforce working in a "Diversity & Inclusion" labelled organization		102.4%	4.1.3.1.6.6.1
Offering 4,000 new opportunities to early-in-careers each year		139.4%	4.1.3.1.6.6.1
Developing 100 additional business streams with suppliers committed to Diversity & Inclusion		150.0%	4.1.5.4



Mitigating climate change

2027 targets	2025 & 2027 targets and 2025 results	2025 achievement rate	Chapter / sections
Reducing the Group's Scope 1 & 2 GHG emissions by 10% compared with 2024		150.0%	4.1.2.1.5.2
Reducing GHG emissions from our suppliers' operations by an average of 30% , representing 70% of our purchased goods emissions	Weight of Supplier emissions covered by a public commitment Percentage reduction in GHG emissions by suppliers	78.7%	4.1.2.1.5.3
		112.0%	4.1.2.1.5.3



Developing a more circular economy

2027 targets	2025 & 2027 targets and 2025 results	2025 achievement rate	Chapter / sections
Reaching 50% of new and redesigned projects (product families) compliant with Legrand's eco-design index criteria ⁽¹⁾		150.0%	4.1.2.3.3.1

(1) Compliant with the Legrand eco-design index means that the project must follow the Legrand's eco-design process, must not include single-use plastic in the packaging, must comply with all environmental regulations and must at least reduce the project's GHG emissions or improve its reparability index.



Developing a more circular economy

2027 targets	2025 & 2027 targets and 2025 results	2025 achievement rate	Chapter / sections
Using 37% sustainable materials in products manufactured by the Group	2024 baseline 33.65% 2025 target 35% 2027 target 37% 2025 result 36.7%	104.9%	4.1.2.3.3.2
Removing 80% of primary plastic packaging in products manufactured by Legrand (by weight)	2025 target -30% 2027 target -80% 2025 result -34%	113.3%	4.1.2.3.3.3



Serving our customers

2027 targets	2025 & 2027 targets and 2025 results	2025 achievement rate	Chapter / sections
Avoiding the emission of 20 Mt CO₂e over 3 years thanks to Legrand's energy efficiency offers	2025 target 6 Mt 2027 target 20 Mt 2025 result 6 Mt	100.0%	4.1.2.1.5.6
Maintaining a rate of 80% of satisfied customers (CSAT) and a NPS of 50	CSAT 2025 & 2027 targets 80% 2025 result 80% NPS 2025 & 2027 targets 50 2025 result 54	100.0% 108.0%	4.1.2.3.3.3 4.1.2.3.3.3
Covering 72% of the Group's annual sales with Product Sustainability Profiles	2025 & 2027 targets 72% 2025 result 74.3%	103.1%	4.1.2.3.3.4



Being a responsible business

2027 targets	2025 & 2027 targets and 2025 results	2025 achievement rate	Chapter / sections
Achieving 100% of major suppliers engaged and compliant with the EcoVadis human rights score and 100% of at-risk suppliers engaged	Commitment of major suppliers 2025 target 50% 2027 target 100% 2025 result 83.8% Commitment of at-risk suppliers 2025 target 50% 2027 target 100% 2025 result 81.3%	167.6% 150.0%	4.1.3.2.4.1 4.1.3.2.4.1
Pursuing Legrand's commitment to business ethics : framing, training and complying	2025 target 100% 2025 result 98.7%	98.7%	4.1.4.4.2.2
Training annually 90% of employees and achieving 10 hours of training during the year for each employee by 2027	2025 target (8h) 90% 2027 target 90% 2025 result 97.3% (8h)	108.1%	4.1.3.1.6.7
Introducing FR2t (frequency rate of workplace accidents with and without lost time, including temporary workers) and reducing it by 20% by 2027 compared to 2024	2024 baseline 2.92 2025 target -7% (2.72) 2027 target -20% (2.34) 2025 result -3.4% (2.82)	0.0%	4.1.3.1.6.5

4.1.2 - Environmental information and commitments [ESRS E]

4.1.2.1 Combating climate change [ESRS E1]

4.1.2.1.1 Governance and compensation [E1-GOV3]

The implementation and steering of Legrand's climate transition plan are overseen by different specific governance bodies:

- the Commitments and CSR Committee checks that the Group's strategy and CSR approach are consistent and that CSR issues are appropriately taken into account, including climate-related risks and opportunities. The role and responsibilities of this Committee are set out in section 4.1.1.2.2 "Information provided to Governance bodies and sustainability issues addressed by these bodies" of this document,
- the Carbon Committee is made up of six members of Legrand's Executive Committee, as well as directors with a key role in rolling out the climate transition plan. They meet once a quarter to define the Group's Climate Policy, oversee and manage Legrand's climate transition plan and ensure that it is successfully rolled out,
- the CSR Department is in charge of rolling out the CSR Roadmap, in particular climate change mitigation and adaptation measures. It works with the various operational teams responsible for CSR initiatives, research and development, purchasing, logistics, operations, marketing, etc.

This organization allows for monthly, quarterly and annual reviews depending on the topics, such as:

- monthly marketing reviews with meetings focused on new product launches,
- quarterly reviews of reduction measures by the Operations' Executive Committee,
- biennial reviews of the performance of each country and of the Group on the CSR Roadmap, including climate change mitigation. These topics are also included in the annual budget review.

The Executive Committee and the Board of Directors are kept regularly informed of the progress made by the action plans to reduce the Company's negative climate impacts and strategic developments to capitalize on opportunities, in particular for the purpose of developing solutions to support the energy and digital transition (see section 2.2.3 "A strong ambition to expand in solutions supporting the energy and

digital transition, especially datacenters" of this universal registration document).

The targets concerning climate-related topics are incorporated into the Company's management incentive systems, as described in sections 4.1.1.2 "Sustainability governance" and 6.2 "Company officers' compensation" of this universal registration document. These comprise:

Chief Executive Officer

The Chief Executive Officer's variable compensation, including long-term compensation (LTI – Long Term Incentive), is indexed in particular to the annual achievement rate of the Group's CSR Roadmap. CSR therefore represents 21.7% of his annual target variable compensation. Climate-related topics which constitute 40% of the objectives of the 2025-2027 CSR Roadmap (carbon and circular economy pillars), represent 8.7% of his annual variable target compensation.

Managers

The variable compensation of managers is also indexed to the results achieved under the Group's CSR Roadmap:

- 20% of the annual bonus for country managers is linked to the achievement rate of the CSR Roadmap for their scope. Climate-related topics constitute 40% of the objectives of the 2025-2027 CSR Roadmap (carbon pillar and circular economy pillar), they therefore represent 8% of the annual bonus for country managers,
- in addition, one of the three performance criteria of the Long-Term Incentive (LTI) plan for Group managers, *i.e.* 33.3%, is based on the achievement rate of the Group's CSR Roadmap. Climate-related topics constitute 40% of its objectives, or 13.3% of the LTI for the Group's managers.

Please note that the CSR Roadmap achievement rate criteria, and in particular the achievement of climate and circular economy criteria, are based solely on quantitative criteria. For further details, please refer to section 6.2.3.2 "Total compensation and benefits paid in 2025 or awarded in the respect of the same year to Benoît Coquart" and Note 4.2 "Stock option plans and performance share plans" in section 8.1 of this universal registration document.

4.1.2.1.2 Impacts, risks and opportunities relating to climate change [E1-IRO-1]

4.1.2.1.2.1 Results of Legrand's double materiality analysis relating to ESRS E1

The double materiality assessment, supplemented by a detailed analysis of climate risks and opportunities described in section 4.1.2.1.2.2 "Process to identify and assess material impacts, risks and opportunities", identified a number of impacts, risks, and opportunities related to climate change. Some of them may be applicable to several topics including climate change adaptation, climate change mitigation and energy.

1. Development, production and sale of product ranges reducing consumers' energy impact

Legrand develops and sells various products that enable consumers to:

- better control their energy consumption,
- automatically reduce their energy consumption by means of energy efficiency solutions,
- electrify their uses and even incorporate renewable electricity solutions.

The development and sale of these product ranges can be regarded as both positive impacts and opportunities for Legrand:

- they represent positive impacts in relation to energy, climate change adaptation and mitigation, as they reduce the market risks associated with energy, as well as the technological risks associated with electrification and the development of renewable energies. They thus contribute to reducing energy consumption and global greenhouse gas (GHG) emissions,
- as electrification and the energy transition represent major growth drivers for Legrand, they also constitute opportunities associated with climate change mitigation and energy (see section 2.2.1.2 "The environmental emergency and the energy transition" of this universal registration document).

The development of offerings that reduce consumers' energy impact may nonetheless be subject to market risks, because it is difficult to predict and monitor technological progress and future market developments.

2. Development, production and sale of high-power products, whose use phase has high energy needs

The evolution of Legrand's product mix towards higher-power solutions, particularly for datacenters, can have a negative impact by increasing the company's carbon footprint linked to the use phase of its products (downstream). The product mix also impacts the ratio of customers' greenhouse gas emissions to revenue, due to the increased energy consumption of these products.

3. Legrand's energy consumption and greenhouse gas emission reduction targets

Legrand has set targets for reducing its greenhouse gas emissions, as presented in section 4.1.2.1.4 "Strategy: transition plan" of this chapter. This would help reduce Legrand's negative impacts on climate change and energy by targeting emissions associated with site operations, including energy consumption and refrigerant leakage, as well as emissions across the entire upstream and downstream value chain, including the development and sale of energy-consuming products during their use phase.

Achieving these objectives could constitute a competitive advantage for the Group while enhancing its attractiveness to the financial community and notably investors.

4. Evolution in environmental regulations

The increase in the number of regulations in relation to the environment may represent a risk for Legrand's supply chain by directly affecting its suppliers, as well as its sourcing of raw materials and ready-to-use products.

The evolution and intensification of standards and regulations may also pose a risk to Legrand sites and products, to the extent that these could become ill-suited to new frameworks.

However, other regulations may represent opportunities, such as those regarding transportation, particularly in relation to reducing GHG emissions, which can support the transition to lower-carbon logistics for the Group and help it achieve its GHG emissions reduction and flow optimization targets.

5. Increase in extreme climatic events

Legrand has analyzed the physical climate risks that may impact its activities at its production plants, distribution centers and offices.

The following hazards were analyzed:

- temperature-related: cold blasts and frost events, heatwaves and their duration, extreme temperatures, forest fires and heat stress situations,
- water-related: flooding (coastal, rivers, surface water, groundwater), drought and water stress situations and extreme precipitation,
- wind-related: snowstorms, hail, tornadoes⁽¹⁾, cyclones and hurricanes,
- soil-related: landslides, subsidence⁽¹⁾ and earthquakes⁽¹⁾.

These hazards may constitute acute and/or chronic risks.

(1) These hazards are not affected by climate change. Historical data is therefore used for their analysis.

4.1.2.1.2.2 Process to identify and assess material impacts, risks and opportunities

Legrand has identified the issues relevant to the Group in terms of its industry, activities, stakeholders, value chain and local specificities. The process of identifying and classifying the Group's material topics is described in section 4.1.1.4 "Double materiality analysis methodology and management of impacts, risks and opportunities" of this universal registration document.

In addition, the activities included in this work and stakeholder consultations are presented in section 4.1.1.3.2 "Interests and views of the Group's stakeholders". This approach was used to identify the material topics for Legrand regarding ESRS E1. Stakeholder expectations have been incorporated into the resulting policy and actions.

To conduct its double materiality assessment, Legrand has relied on a climate-specific resilience analysis. It includes an assessment of transition and physical risks across all its activities carried out with the support of AXA Climate.

Transition risks and opportunities

Transition risks and opportunities were the subject of a specific in-depth analysis. These were identified through a document-based and competitive review, confirmed by leveraging internal stakeholder expertise, including representatives from the Finance, Risk, Strategy, Operations, CSR, and Logistics teams. The risks were then quantified based on their magnitude and likelihood of occurrence. Identified transition risks and opportunities apply to Legrand's operations and its entire value chain, and not to its assets directly. Legrand then used the carbon price change models developed by NGFS⁽¹⁾ (GCAM 6.0 NGFS, MESSAGEix-GLOBIOM 1.1-M-R12 and REMIND-MAgPie 3.2-4.6) in accordance with the "Nationally Determined Contributions (NDC)" and "Net Zero 2050" scenarios to estimate a range of possible financial impacts over short-, medium- and long-term time horizons up to 2050 for each of the risks and opportunities identified.

The NDC scenario is used to identify the most likely financial impacts based on current policies and targets of the States. The "Net Zero 2050" scenario is used to anticipate the maximum impact if the world were to align with a 1.5°C pathway. Finally, the short-, medium- and long-term time horizons are aligned with the necessary prioritization: short-term urgency, consistency with Legrand's 2030 strategy in the medium-term and contribution to the Group's Net Zero 2050 objective in the long-term. The use of the three NGFS models (GCAM 6.0 NGFS, MESSAGEix-GLOBIOM 1.1-M-R12, and REMIND-MAgPie 3.2-4.6) makes it possible to limit uncertainty and anticipate all types of economic models.

As these scenarios are used on a worldwide scale rather than locally, maximum and minimum value ranges are used to anticipate all possible scenarios.

Estimated financial impacts derived from the use of carbon pricing in various scenarios may include cost increases or revenue losses. These figures were calculated using activity data such as annual revenue, market share, growth projections, and GHG emissions. This process enabled the assessment of financial materiality for the analysis of transition risks and opportunities.

The material transition climate risks analyzed apply to all Legrand's activities and not to a few specific assets. The revenue covered corresponds to 100% of the Group's revenue, i.e. €9.5 billion in 2025.

Physical risks [E1-9]

In 2024, Legrand conducted a physical climate risk analysis on its 126 strategic sites, identified according to asset value and importance to the Group's business continuity. Physical risks related to the upstream value chain have not yet been incorporated into this analysis, although certain downstream logistics sites have been included. AXA Climate estimated the impacts of all hazards at each strategic site of the Group using quantitative metrics adapted to two different high-emission scenarios (IPCC SSP2-4.5 and SSP5-8.5) for the short-, medium- and long-term, as well as their exposure to hazards and vulnerability, depending on the type of site (production plant, distribution center or offices) and their exact location. For each strategic site, combining exposure and vulnerability, a level of risk was ascertained, known as the 'multi-hazard' score. This score was combined with asset values (material value and revenue) to obtain an 'iso-risk' score reflecting the strategic nature of the site for Legrand.

Nevertheless, the use of scenarios involves relative uncertainty. The SSP5-8.5 scenario, used for physical risk analysis, allows us to anticipate the worst possible impacts on our sites and prepare accordingly. The SSP2-4.5 scenario is used to evaluate the most likely impacts with current policies. However, certain physical climate risks may be impossible to predict, due to the lack of reliable models capable of anticipating them. This is the case for tornadoes, for which the Group relies on empirical data.

Finally, the short-, medium- and long-term time horizons are aligned with the prioritization levels of adaptation measures: urgent in the short-term, consistent with Legrand's 2030 strategy in the medium-term and aligned with the use of our assets in the long term.

(1) Network for Greening the Financial System.

Following this analysis, Legrand measured the monetary value of at-risk assets (property damage and potential business interruption losses in € million). These are presented in the table below for the SSP5-8.5 scenario:

<i>In million euros</i>	Short-term	Medium-term (2030)	Long-term (2050)
Assets at acute material physical risk before adaptation actions	383	1,022	1,840
Assets at chronic material physical risk before adaptation actions	450	1,024	1,723
Assets at material physical (acute or chronic) risk before adaptation actions	555	1,291	2,346
Share of assets at material physical risk before adaptation actions	8.0%	18.6%	33.9%
Of which share of assets at material physical risk having deployed adaptation actions	0.0%	15.1%	52.1%
Revenue ⁽¹⁾ from assets at material physical risk before adaptation actions	502	892	1,857
Percentage of revenue from assets at material physical risk before adaptation actions	5.3%	9.4%	19.6%

The figures presented above relate to 15 sites to date, 32 sites in 2030 and 45 sites in 2050 which, following the risk analysis, have been assigned a high 'multi-hazard' score. In 2030, the 32 sites at material physical risk before adaptation measures, are located in the following countries: Brazil, Canada, China, Egypt, France, India, Mexico, Singapore, United Arab Emirates, the United States and Vietnam.

In 2025, Legrand updated its physical risk analysis to include financial impacts. This analysis takes into account the average annual losses for each type of hazard, as well as estimated losses in the event of flooding, storms, or tornadoes.

In total, losses associated with physical climate risks could amount to an annual average of €57.9 million in property damage and loss of profits.

This analysis made it possible to prioritize adaptation actions, based on the typology of risks identified:

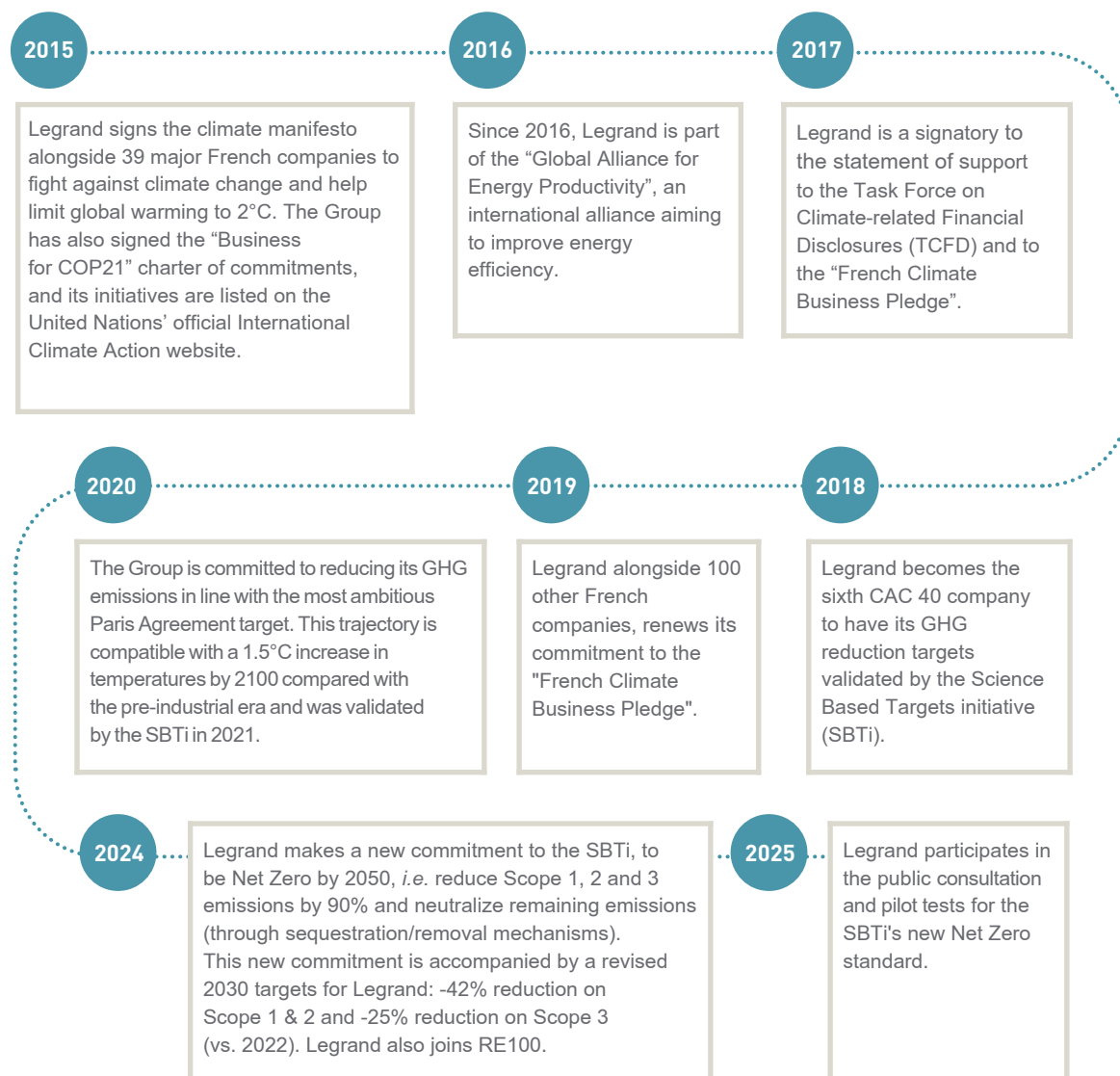
- the sites running the greatest risk of a short-, medium- and long-term loss of value are prioritized for detailed on-site vulnerability assessments and for integration into property damage investment plans,
- sites presenting potential significant revenue losses are prioritized for the implementation of detailed business continuity plans, with the possibility of rapidly transferring activities to other internal or external sites,
- health and security prevention plans are deployed to address material safety associated with increasing heat.

At the end of 2025, Legrand acquired a tool allowing it to continue assessing the risk exposure of its sites and plans to extend vulnerability analyses to sites with significant financial impacts as well as to strategic sites in its value chain.

(1) Revenue at risk corresponds to the revenue used for business interruption (BI) insurance values per site. The denominator used to calculate the percentage is total Group revenue for 2024, which amounts to €8,648.9 million.

4.1.2.1.3 Policy relating to climate change [E1-MDR-P]

To cover these impacts, risks and opportunities, Legrand has been committed for many years to helping to combat climate change and to reducing its GHG emissions:



In 2024, Legrand committed to reaching Net Zero by 2050 across its entire value chain. This commitment underpins the Group's desire to help create a low-carbon world, with a policy compatible with limiting global warming to 1.5°C, in line with the Paris Agreement and the European Climate Law through short-, near- and long-term targets.

This Net Zero commitment was validated by the SBTi in 2024 and includes the following long-term targets:

- 90% reduction in Scope 1 & 2 emissions between 2022 and 2050,
- 90% reduction in Scope 3 emissions between 2022 and 2050,
- neutralizing residual emissions by 2050.

These quantitative targets covering the Group's entire scope, including recent acquisitions⁽¹⁾ address the negative impacts and risks associated with climate change mitigation and energy described in section 4.1.2.1.2 "Impacts, risks and opportunities relating to climate change", thanks to specific action plans detailed in the following sections.

Legrand's Climate Policy has been validated by the Chief Executive Officer and rolled out at all Group entities. The implementation of this policy is based on the three-year CSR Roadmaps, which specify practical measures to be taken across the Group, the effectiveness of which can be measured. They routinely incorporate climate change mitigation, including energy efficiency, electrification and the rollout of renewable energy, while also taking into account opportunities associated with the energy transition and electrification.

(1) The integration of acquisitions into CSR reporting, and in particular carbon reporting, takes place two years after the consolidation of the entity in the Group's financial accounts, except for material acquisitions.

Legrand's Climate Policy includes combating climate change, climate change mitigation and adaptation, and anchors it at the heart of its operations. For example, following the physical climate risks analysis carried out in 2024 and 2025, Legrand now incorporates these results into its site risk and damage investment plans and into its analysis of production, health and safety risks.

Legrand's Net Zero policy and its implementation strategy, are communicated to employees via internal communications and climate-related training. Each employee concerned also has access to documents relating to the CSR Roadmap, to quantified objectives, actions implemented and associated training.

4.1.2.1.4 Strategy: transition plan [E1-1]

To act on the priorities of its Climate Policy, which aims to manage its climate change mitigation impacts, risks and opportunities, Legrand has implemented its climate strategy by means of its transition plan.

4.1.2.1.4.1 Decarbonization pathway

Transition plan for climate change mitigation

Legrand's Net Zero commitment includes both long-term and medium-term targets:

- 42% reduction in GHG emissions in 2030 and 90% reduction in 2050 relative to 2022 for Scope 1 & 2,
- 25% reduction in 2030 for Scope 3 categories 1 "Purchased goods and services" and 11 "Use of sold products" and 90% reduction in 2050 for all of Scope 3 relative to 2022.

The Scope 3 target for 2030 relates to the two most significant Scope 3 categories, representing more than 94% of the Group's emissions.

These targets were approved by the Science Based Targets initiative in 2024 in accordance with the 1.5°C scenario for Scope 1 & 2 and Well below 2°C for Scope 3. These targets are therefore aligned with the European Climate Law (Regulation (EU) 2021/1119 of the European Parliament and of the Council) and with limiting global warming to 1.5°C. In the absence of sector-specific rules, they follow the SBTi's cross-sectoral targets.

Furthermore, Legrand is committed to enabling its customers to avoid 70 million tCO₂e in emissions (Scope 4) between 2020 and 2030, and to achieve 100% renewable electricity by 2030, a target aligned with the objectives of RE100, of which Legrand is a member. Further information is available on renewable electricity targets in section 4.1.2.1.5.2 "Renewable energy generation and purchases" and on Scope 4 in section 4.1.2.1.5.6 "Emissions avoided by Legrand products" of this document.

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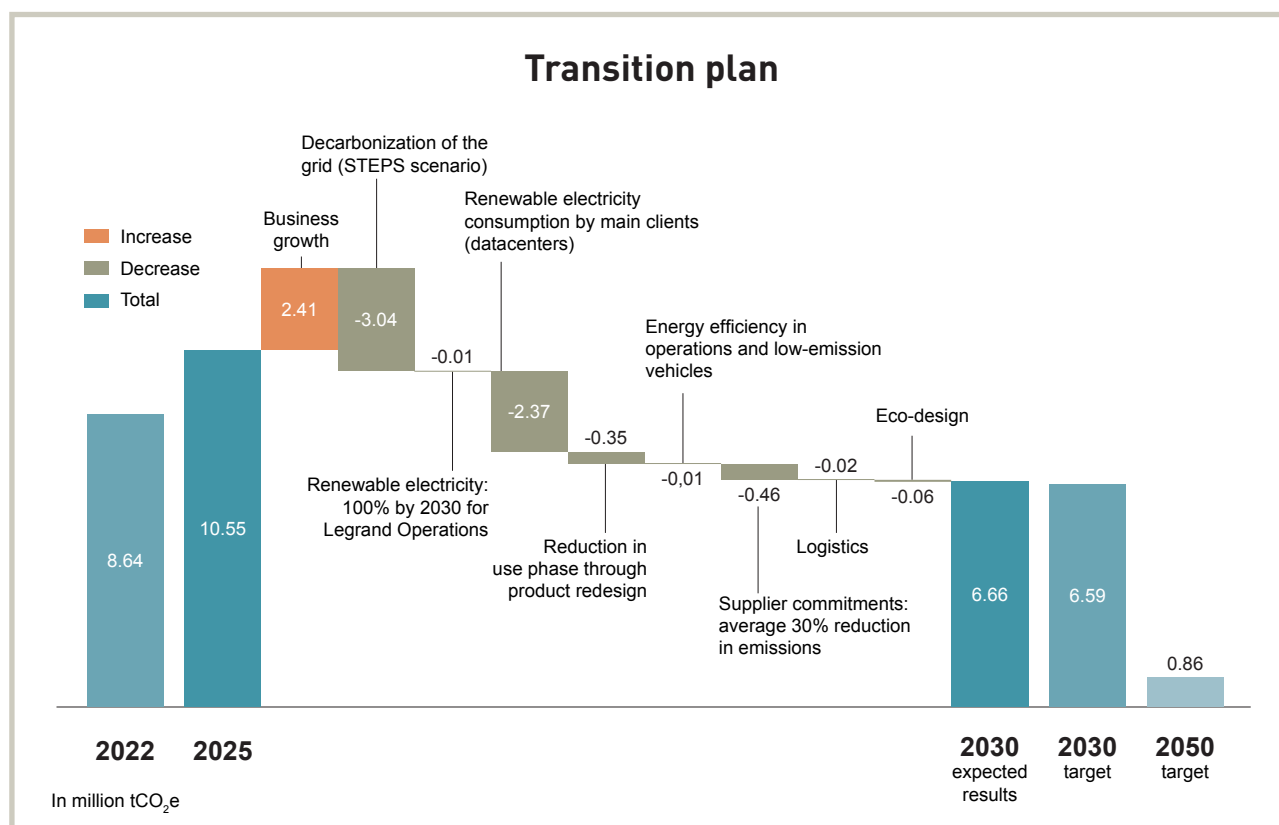
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There is no target for each category of emissions separately, but all GHG emissions are covered by one or more targets, set out in detail in the table below:

	Results					SBTi targets				
	2022 (baseline)	2024	2025	Evolution between 2024 and 2025	Evolution between 2022 and 2025	2030 Target in value	2030 Target reduction	2050 Target in value	2050 Target reduction	Annual evolution between 2022 and 2030
Gross Scope 1 & 2 market-based GHG emissions (tCO ₂ e)	121,147	64,981	52,831	-18.7%	-56.4%	70,265	-42%	12,115	-90%	-5.2%
Gross Scope 3 GHG emissions - Categories 1 & 11 (tCO ₂ e)	8,000,932	8,841,818	10,001,724	13.1%	25.0%	6,000,699	-25%	Not applicable	Not applicable	-3.1%
Total gross Scope 3 GHG emissions (tCO ₂ e)	8,500,796	9,318,460	10,501,475	12.7%	23.5%	Not applicable	Not applicable	850,080	-90%	Not applicable

2022 was selected as the reference year because it is representative of Legrand's activities, with minimal residual impact from the Covid-19 pandemic or other external factors. In line with Legrand's previous target, the Group reduced Scope 1 & 2 emissions by 31% between 2019 and 2022.

Legrand's transition plan has been drawn up to reduce its negative impacts on the climate and mitigate risks, while also taking into account the opportunities identified, notably by helping consumers to reduce their own impacts, particularly through energy efficiency ranges. It meets the reduction targets described above.



External impacts

The transition plan takes into account market developments and Legrand's business model. The increase in emissions due to organic growth has been calculated based on the Group's growth strategy for 2030, supported by favorable market trends relating to energy and digital transition, allowing for the rollout of its electrification and energy efficiency solutions, as well as dedicated solutions for datacenters and digital lifestyles. This growth does not include future acquisitions (2026-2030) made by Legrand, which will require base year emissions to be recalculated. Similarly, acquisitions made between 2024 and 2025 will be integrated into the transition plan when rebaselining the emissions reference value, scheduled for 2026.

Legrand's products respond to some of the needs of the energy transition and help consumers to measure, manage and reduce their energy consumption and, as a result, their GHG emissions. However, part of the Group's growth also comes from datacenter equipment, an activity that results in a significant increase in Legrand's carbon footprint. To reduce the rise in emissions associated with this growth,

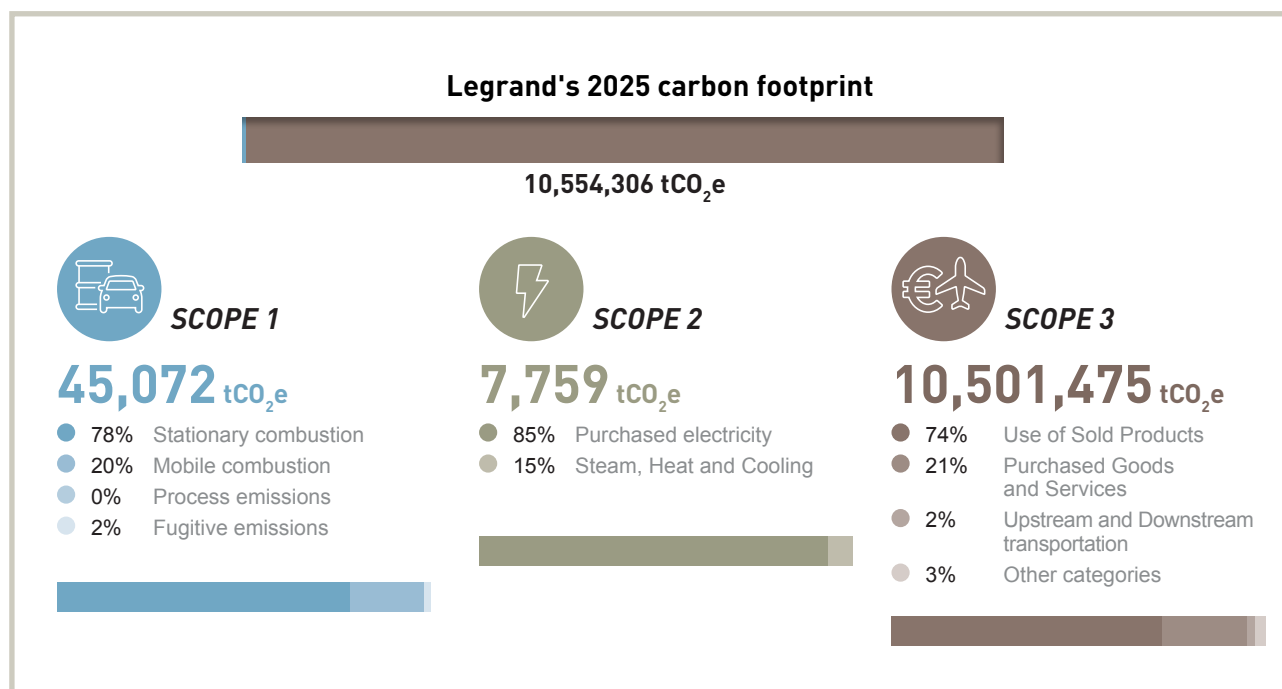
Legrand has adapted its low-carbon strategy and joined forces with its customers to incorporate their own targets in terms of cutting their emissions including using electricity from renewable sources to power datacenters.

Legrand also benefits from the decarbonization of local power networks. This impact has been calculated based on current policies⁽¹⁾.

The governance of the transition plan means that the strategy can be adapted if there are any deviations from the objectives. The impacts of these growth trends, macro trends and external factors are analyzed by the CSR team and the Strategy team and presented to the Carbon Committee to confirm the adjustments needed. This alignment between Legrand's business model, its strategy and its pathway for reducing GHG emissions, enables it to regularly adjust its action plan aligned with its medium- and long-term targets, as approved by the SBTi. Further information regarding Climate Policy governance and the transition plan can be found in sections 4.1.2.1.3 "Policy relating to climate change" and 4.1.2.1.4 "Strategy: transition plan" of this document.

Legrand's 2025 carbon footprint

The Group's direct and indirect greenhouse gas emissions amount to 10,554,306 tCO₂e in 2025 and are broken down as follows:



The table detailing greenhouse gas emissions according to GHG Protocol categories and the associated methodologies are outlined in section 4.1.2.1.6 "Other reporting requirements relating to climate change".

(1) International Energy Agency's World Energy Outlook 2024 Stated Policies Scenario (STEPS).

4.1.2.1.4.2 Decarbonization levers

To ensure the implementation of its Climate policy and the achievement of its medium- and long-term objectives, Legrand relies on three-year CSR Roadmaps. The 2025-2027 CSR Roadmap and the ambitions for the following years include the following actions:

- reduction in sites' energy consumption,
- the deployment of 100% renewable electricity by 2030, aligned with the commitment made to RE100,
- redesign of product ranges that use the most energy during their use phase,
- vehicle fleet electrification,
- commitment and support of suppliers to reduce their own GHG emissions,
- reduction of the impact of downstream transportation to end customers,
- development of energy efficiency and electrification solutions for customers,
- reduction measures integrated into the product development process, such as using recycled materials, cutting down on packaging, making products lighter, reducing their carbon footprint, etc.

The targets associated with each of these actions are defined by the teams responsible for their implementation, with the support of the CSR team. They are then presented and approved by the Executive Committee followed by the Commitments and CSR Committee. Details of the Group's concrete measures and implementation plans, as well as the results for 2025, are provided in section 4.1.2.1.5 "Actions, metrics and targets relating to climate change" in this chapter.

In order to plan ahead for its long-term target of Net Zero in 2050, Legrand also pays attention to locked-in emissions. These primarily consist of on-site boilers, which are used for an average of 25 years. Since 2024, the Operations Department has paid particular attention to upgrading boilers, ensuring that they do not prevent the Group from achieving its long-term target. Since 2025, Legrand has required all its

production and distribution sites to develop a fossil energy phase-out plan before 2049.

Between 2024 and 2025, Legrand reduced its Scope 1 & 2 emissions by 18.7% and increased its Scope 3 emissions ("Purchased goods and services" and "Use of sold products") by 13.1%. The reduction in Scope 1 & 2 emissions is the result of both measures taken to reduce energy consumption and the increased use of renewable electricity, whether produced on site or purchased. The increase in Scope 3 Category 1 "Purchased goods and services" is due to the acquisition of new entities on the one hand and the growth in activity, particularly in datacenters, on the other hand, which has an impact on purchasing volumes. However, this increase is partly offset by ongoing efforts to integrate more recycled materials into products. Scope 3 Category 11 "Use of sold products" increased mainly due to strong growth in sales of products for datacenters.

Between 2022, the reference year for its Net-Zero commitments made to SBTi, and 2025, Legrand reduced its Scope 1 & 2 emissions by 56.4%, while its Scope 3 emissions ('Purchases of goods and services' and 'Use of products sold') increased by 25%. This increase, as seen above, is largely due to the development of the Group's activities in datacenters, which require high-power products, hence the impact on the Scope 3 "Use of sold products" of the Group. It should be noted that with its product offering, in particular its energy efficiency products, Legrand allows its customers to better measure and manage their energy consumption in order to reduce it. The intelligence thus embedded in the Group's products degrades its Scope 3, but enables its customers to reduce their energy consumption and thus their Scope 1 & 2. Moreover, given the Group's acquisitions over the past two years and its future ambitions, particularly in the field of datacenter products, a work of recalculation of the reference value of emissions for the year 2022 as well as a review of medium-term objectives will be carried out in 2026. These objectives will be submitted again for validation with the SBTi.

4.1.2.1.4.3 How the transition plan addresses impacts, risks, and opportunities

Legrand has identified its material impacts, risks and opportunities associated with climate change, as described above in section 4.1.2.1.2 "Impacts, risks and opportunities relating to climate change", and its analysis of the financial impacts has enabled it to prioritize these IROs and incorporate them into its climate strategy. The transition plan and all the resulting reduction measures demonstrate that each impact, risk or opportunity has been covered:

- the "development, production and sale of product ranges reducing consumers' energy impact" category is addressed through the development of energy efficiency and electrification solutions, designed to meet our customers' needs for GHG emission reduction and transition risk mitigation. Further details are available in Section 4.1.2.1.5.6 "Emissions avoided by Legrand products (Scope 4)",

- "Legrand's energy consumption and achieving GHG emissions reduction targets" category is addressed by all the measures to reduce greenhouse gas emissions described in sections 4.1.2.1.5.1 to 4.1.2.1.5.5,
- the "opportunities and risks associated with regulations" are addressed through the development of energy efficiency solutions (section 4.1.2.1.5.6 "Emissions avoided by Legrand products (Scope 4)"), actions to reduce emissions from logistics (section 4.1.2.1.5.5 "Logistics") and through eco-design initiatives for products (section 4.1.2.1.5.4 "Product eco-design"),
- "physical climate risks" are addressed by prioritizing adaptation measures and will be incorporated into the Group's damages investment plan.

4.1.2.1.4.4 Financial resources allocated to the transition plan [E1-MDR-A]

Each year, Legrand commits operational expenditures (OpEx) and capital expenditures (CapEx) to implement its transition plan. These expenditures can be associated with the rollout of measurement solutions and the calculation of impacts, internal and external training for stakeholders, and capital expenditures on sites, which represent the most significant amounts.

In 2025, Legrand spent €104.5 million in CapEx and €434.2 million in OpEx on deploying measures to reduce emissions in Scopes 1, 2, and 3.

The breakdown of expenditures in 2025 includes:

- approximately €16.8 million in CapEx and €1 million in OpEx to reduce or electrify energy consumption as part of initiatives aimed at reducing GHG emissions associated with energy uses,
- approximately €1.1 million in CapEx and €0.5 million in OpEx for the production and specific purchase of renewable electricity,
- €169 thousand in OpEx to obtain and report information regarding supplier emission reduction commitments, as well as webinars and training sessions,
- €180 thousand in OpEx to report data on GHG emission reductions associated with logistics and supporting the actions of local entities,
- finally, Legrand invests an average of 5% of its annual revenue in OpEx for R&D and 1% in CapEx for R&D, or approximately €432.4 million in OpEx and €86.5 million in CapEx in 2025. These expenditures include product redesign and notably the integration of eco-design in the development processes, allowing to meet GHG emission reduction targets, but also to increase alignment with the European Taxonomy.

Similar annual amounts of capital expenditures (CapEx) and operational expenditures (OpEx) are planned out to 2030 in order to continue implementing the actions already underway and achieve our objectives. The precise allocation of the amounts and the timing of their implementation could not be defined at the date of publication of this report.

Part of these expenditures is used for reporting under the European Taxonomy (Commission Delegated Regulation (EU) 2021/2139 and Delegated Regulation (EU) 2021/2178), described in section 4.1.2.4 “EU Taxonomy”.

The investments required to achieve the objectives described in the transition plan are managed by local teams and integrated annually into the Group’s budget review processes, validated by Management.

Benchmark and alignment of transition plan

Legrand is not excluded from EU Paris-aligned Benchmarks according to the criteria of Article 12 of Commission Delegated Regulation (EU) 2020/1818. In particular, Legrand is not involved in activities connected with the exploration, extraction, distribution or refining of coal, lignite, liquid and gaseous fuels, or with electricity generation above the threshold of 100g CO₂e/kWh.

Furthermore, Legrand is not part of a sector with specific pathways according to the SBTi. Legrand’s commitments therefore follow the non-sector-specific pathways aligned with the Paris Agreement and the European Climate Law, in particular with Scope 1 & 2 targets aligned with limiting global warming to 1.5°C and on Scope 3 aligned with a global warming well below 2°C.

4.1.2.1.5 Actions, measures, targets relating to climate change [E1-MDR-A]

With its 2022-2024 CSR Roadmap, Legrand commits to reduce its Scope 1 & 2 emissions, to work with its suppliers

on Scope 3 and to enable its customers to avoid carbon emissions thanks to its energy efficient solutions:

 Reducing our carbon footprint		 
Direct and indirect GHG emissions (Scope 1 & 2)	Reducing the Group's Scope 1 & 2 GHG emissions by 10% compared with 2024	
Indirect GHG emissions (Scope 3)	Reducing GHG emissions from our suppliers' operations by an average of 30% , representing 70% of our purchased goods emissions	
 Serving our customers		
Avoided customer CO₂ emissions (Scope 4)	Avoiding the emission of 20 Mt CO₂e over 3 years thanks to Legrand's energy efficiency offers	

4.1.2.1.5.1 Reducing energy consumption and electrification

To cut its Scope 1 & 2 GHG emissions as well as its consumption of resources, Legrand deploys a program aiming to reduce its energy consumption and to electrify its sites and its vehicle fleet.

Objective: Plan to reduce the Group's energy consumption

Legrand is continuing its efforts to reduce energy consumption at its sites by 10% between 2025 and 2027, relative to 2024 levels. This target is aligned with the expected reduction in Scope 1 & 2 GHG emissions. Measures implemented between 2022 and 2024 resulted in a 20.4% reduction in theoretical annual energy consumption⁽¹⁾ compared to 2021.

These plans are adjusted each year according to acquisitions carried out. All subsidiaries and sites exceeding 5,000 square meters are covered by this process and are responsible for monitoring and improving their energy performance. They account for 95% of the Group's energy consumption.

Environment or energy managers at each site identify areas for improvement and implement tailored action plans. These initiatives may involve consumption monitoring, facility renovations, industrial investment and maintenance, or electrification. These action plans are reported to the Energy Performance Coordinator, part of the Group Operations Department, who helps local teams to take the necessary measures and consolidates this information.

The action plans implemented in 2025 resulted in a theoretical reduction of 5.2% in the energy consumption of the sites.

(1) Theoretical annual energy consumption corresponds to the change in energy consumption without the implementation of reduction actions

	2025	2025-2026	2025-2027
Target for reducing the sites' energy consumption of sites compared to 2024 (baseline adjusted annually with acquisitions)	-3.5%	-7%	-10%
Achievements of on-site energy consumption savings plans compared to 2024 (baseline adjusted annually with acquisitions) ⁽²⁾	-5.2%	—	—

(2) Excluding acquisitions of less than 2 years

Examples of concrete measures taken

Measuring consumption:

- Legrand develops and sells metering and submetering systems for electricity consumption. These are installed at industrial and commercial sites. It is also recommended that sites install any type of sub-meter, preferably smart meters and warning systems. 25% of sites have smart sub-meter systems,
- regular energy performance measurements are taken at sites to control temperature settings in winter and summer at the various premises by means of a timer (setting lowered if premises are unoccupied).

Energy-efficient buildings:

- bioclimatic design solutions, such as double-glazing with a good solar factor, solar protection, or use of natural ventilation such as through roof openings, are preferred to air conditioning, which is only installed as a last resort,
- double flow ventilation is the preferred system, which reduces heating consumption in winter and can help to reduce the need for air conditioning in the summer thanks to free cooling (forced ventilation at night when temperatures are lower),

- all sites have applied optimum temperature settings and timer programs,
- cooling equipment is regularly improved with the use of refrigerants that have less environmental impact,
- presence detectors and LED light sources are routinely installed during building refurbishments to reduce power consumption from lighting and make light sources last longer,
- use of space is reviewed and optimized to avoid unnecessary energy losses. This approach accounts for 10% of energy saved.

Energy efficient processes:

- the Group favors the best available industrial techniques for replacing obsolete equipment with less energy-intensive processes. For the last four years, it has been using all-electric injection presses instead of hydraulic presses. At some sites, more than three quarters of the installed base uses this new technology, which cuts electricity consumption by around 30%,
- measures to optimize the compressed air network (generation, distribution, use), and more efficient and routine finding/fixing of leaks have been implemented,
- heat recovery systems are also installed in cooling units and compressed air handling units wherever possible.

Electrification:

- when updating equipment or buying new equipment, the Group opts for electrification wherever possible,
- this also concerns the vehicle fleet, with the aim to increase its electric and plug-in hybrid vehicles during renewals, depending on local specificities such as regulations, charging infrastructure and countries'

electricity mix. In 2025, 37.9% of vehicles in the fleet were electric or plug-in hybrid vehicles, compared to 25% in 2024.

Details of the investments allocated are described in section 4.1.2.1.4.4 "Financial resources allocated to the transition plan".

Energy consumption and mix [E1-5]

Energy consumption and generation is described below:

in MWh	2023	2024	2025	Evolution between 2024 and 2025
Fuel consumption from coal and coal products	0	0	0	0%
Fuel consumption from crude oil and petroleum products	42,255.2	40,534.4	39,147.5	-3.4%
Fuel consumption from natural gas	143,874.9	156,679.8	150,980.2	-3.6%
Fuel consumption from other fossil sources	7,866.2	8,536.7	13,376.1	56.7%
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	59,677.9	44,277.2	16,813.5	-62.0%
Total energy consumption from fossil sources	253,674	250,028	220,317	-11.9%
Share of fossil sources in total energy consumption (%)	58.0%	51.4%	46.7%	-4.7%
Total energy consumption from nuclear sources	Not available	4,300.4	909.9	-78.8%
Share of nuclear sources in total energy consumption (%)	Not available	0.9%	0.2%	-0.7%
Fuel consumption from renewable sources	0	119.6	325.9	172.5%
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	174,461.7	218,543.3	231,386.5	5.9%
Consumption of self-generated non-fuel renewable energy	8,964.4	13,427.1	18,716.1	39.4%
Total energy consumption from renewable sources	183,426	232,090	250,429	7.9%
Share of renewable sources in total energy consumption	42.0%	47.7%	53.1%	5.4%
Total energy consumption	437,100	486,419	471,656	-3.0%

The Group's energy consumption, at current scope, is at 471.7 GWh in 2025 compared to 486.4 GWh in 2024, a 3.0% decrease. This represents 49.7 MWh per million euros of revenue in 2025 compared to 56 MWh per million euros in 2024, a decrease of 11.5%. Revenue used for this ratio in 2025 is €9,480.6 million, as shown in the financial statements in section 8.1.1 "Consolidated statement of income". This decrease in consumption, despite an increase in the scope associated with the Group's acquisitions, is mainly explained by the energy efficiency programs implemented in recent years that have reduced energy consumption between 2024 and 2025 by 6%, as well as the switch from fossil energy use to electricity. Between 2025 and 2030, the continuity of these actions should allow for a reduction of 6,600 tCO₂e in GHG emissions from Scopes 1&2.

All energy data has been calculated with the following specific points:

- the environmental campaign includes all entities and industrial sites exceeding 5,000 square meters and 25 FTEs, as well as logistics and administrative sites exceeding 5,000 square meters. These sites account for 91% of the Group's total surface area. Data for Legrand's other sites are extrapolated to obtain the final number. Extrapolated sites account for 4.5% of total energy consumption,
- the data published in this document contain the energy consumption associated with Legrand's fleet of vehicles. Some entities are not part of the vehicle fleet reporting and are extrapolated on the basis of the number of employees. The consumption of the extrapolated fleets represents 12% of total energy consumption,
- electricity purchases do not include Power Purchase Agreements (PPAs) installed on Legrand sites, with which they are directly connected. These are reported in renewable energy generation and self-consumption of renewable energy.

Legrand manufactures electrical and electronic products, most of which come under divisions 26 and 27 of section C of Annex I of Regulation (EC) 1893/2006 of the European Parliament and of the Council establishing the statistical classification of economic activities NACE Revision 2 and

amending Council Regulation (EEC) 3037/90 as well as certain EC regulations on specific statistical domains. Therefore, all its activity is considered to belong to the high climate impact sectors according to the CSRD.

4.1.2.1.5.2 Renewable energy generation and purchase

The Group is working on gradually shifting from buying conventional energy to generating or buying energy from renewable sources (wind, hydro, solar, geothermal).

Objective: Developing energy from renewable sources

Legrand became a member of the RE100 initiative in April 2024 and made a commitment to using 100% electricity from renewable sources by 2030 across all its activities and entities. This commitment is reflected in intermediate targets, including the 2025 target of achieving 85% renewable electricity sources at selected industrial, logistics and administrative sites⁽¹⁾.

This target is in line with the expected reduction in Scope 2 market-based GHG emissions to achieve the reduction targets for Scope 1 & 2.

At the end of 2025, the share of renewable electricity used by the Group is more than 93%, thus exceeding set objectives.

(1) Excluding sites included during 2025 in the environmental campaign.

	2024	2025	2026	2027	2030
Share of renewable electricity - Targets	Not applicable	85%	87%	90%	100%
Share of renewable electricity - Achieved	83.0%	93.3%			

The scope of objectives and results includes all sites, including those for which consumption is extrapolated (representing 4.5% of Group consumption).

This target is achieved in two ways: by buying renewable electricity from the grid and through on-site generation. In general, on-site power generation requires CapEx to buy solar panels and adapt the building structure when necessary. The amounts invested are described in section 4.1.2.1.4.4 "Financial resources allocated to the transition plan".

Renewable energy purchase

In 2025, 93% of Legrand's consumption comprised renewable electricity supplied under specific contracts, such as on-site and off-site Power Purchase Agreements (PPAs),

supplier contracts, and the purchase of Energy Attribute Certificates (EACs), including Guarantees of Origin (GOs) and Renewable Energy Certificates (RECs).

Renewable electricity generated and used on site

By the end of 2025, 45 sites (i.e. more than 36% of the industrial, logistics and administrative sites in the selected scope) had consumed electricity generated on site, thanks to the deployment of its own photovoltaic installations or via on-site Power Purchase Agreements (PPAs), exceeding the target set. In 2025, the Group had a capacity of 16.6 MWp and produced 18,830 MWh of renewable electricity on its sites, of which 16,448 MWh was self-consumed, representing 6.6% of the Group's renewable electricity consumption. In the rare event of an excess of renewable electricity being generated on site, some of it can be sold back to the grid.

In MWh	2023	2024	2025	Evolution between 2024 and 2025
Energy production from non-renewable sources	3,132	4,387	4,575	4.3%
Energy production from renewable sources	9,560	14,795	21,099	42.6%

Focus: Photovoltaic panel installation

In 2025, Legrand installed photovoltaic panels with a capacity of 997 kWp in Sillé-le-Guillaume, France, and 847 kWp in Monterrey, Mexico, generating a total of more than 2.3 GWh annually, reducing emissions by 497 tCO₂e.

For several years, Legrand has also been producing and using its own renewable energy other than solar energy, for example at the Szentes site in Hungary, where geothermal energy is used to heat the site.

The deployment of renewable electricity has reduced market-based Scope 1 & 2 GHG emissions by 37,462 tCO₂e since 2022. Between 2025 and 2030, the continuity of these actions and the achievement of the RE100 target should allow for a reduction of 8,400 tCO₂e in Scope 2 GHG emissions.

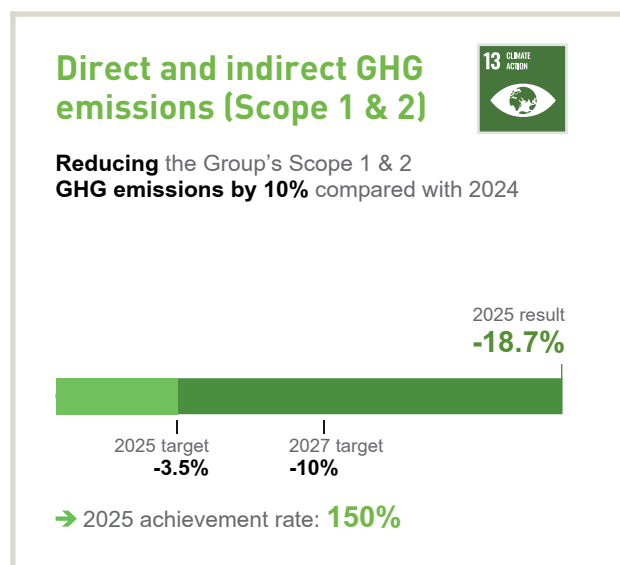
The values of renewable electricity consumption by contract type are detailed in section 4.1.2.1.6 “Other reporting requirements relating to climate change” of this universal registration document.

The energy efficiency measures described in section 4.1.2.1.5.1 “Reducing energy consumption and electrification” and renewable electricity consumption have enabled an 18.7% reduction in GHG emissions between 2024 and 2025, thereby significantly exceeding the 3.5% reduction target set out in the 2025–2027 CSR Roadmap.

The breakdown of renewable electricity consumed by Legrand by type of contract is as follows:

	2023	2024	2025
Share from self-consumed production	0.3%	1.4%	3.8%
Share from on-site PPA	3.5%	3.5%	2.9%
Share from off-site PPA	8.3%	6.2%	20.9%
Share from Virtual PPA	0.0%	0.0%	0.0%
Share from specific contracts with suppliers	0.0%	7.3%	16.9%
Total share from bundled contractual instruments	11.8%	17.0%	40.6%
Share from energy attribute certificates (unbundled)	88.2%	81.6%	55.6%

All consumption in the above table is included in the market-based Scope 2 calculation.



4.1.2.1.5.3 Supplier commitment and sustainable purchasing

One of the priorities of the Group's sustainable purchasing strategy is to encourage suppliers to make a commitment to reducing their GHG emissions, in order to lower Legrand's Scope 3 emissions and thereby contribute together to mitigate climate change.

Objective: Reduce supplier GHG emissions

As part of its 2025–2027 CSR Roadmap, the Group has committed to reducing GHG emissions from its suppliers' operations by an average of 30% by 2030, representing 70% of emissions related to purchased goods and services. Under the Group's previous CSR Roadmap (2022–2024), the work of the Purchasing teams successfully secured commitments for Legrand from 327 suppliers to reduce their emissions by a total of 341 ktCO₂e by 2030. The Group's new commitment goes further: suppliers must publicly commit to reducing their emissions (*via* initiatives and platforms such as SBTi, EcoVadis, or CDP).

Since 2022, Legrand buyers have engaged selected suppliers and reported to the Group's Sustainable Purchasing team on the reduction targets set. Since 2025, reduction targets must be public, meaning they are available on a website, reported to SBTi or CDP, or in the EcoVadis platform's Carbon module. Legrand makes this platform available to its suppliers, allowing them to calculate their Scope 1 & 2 CO₂ emissions. In addition, in 2025, two carbon webinars were offered to suppliers: the first on Scope 1 & 2 calculation methods and the second on the Carbon footprint of products (PCF).

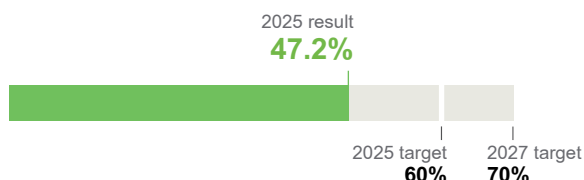
The expenditure required to fulfil this commitment is described in Section 4.1.2.1.4.4 "Financial resources allocated to the transition plan".

Indirect GHG emissions (Scope 3)



Reducing GHG emissions from our suppliers' operations by an average of 30%, representing 70% of our purchased goods emissions

Weight of Supplier emissions covered by a public commitment



→ 2025 achievement rate: **78.7%**

Percentage reduction in GHG emissions by suppliers



→ 2025 achievement rate: **112%**

In 2025, 595 suppliers across approximately 100 countries officially committed to reducing their CO₂e emissions. These suppliers represent 47.2% of "Purchased goods and services" emissions (Scope 3 Category 1) and "Capital goods" emissions (Scope 3 Category 2) for Legrand. On average, these suppliers have committed to reducing their Scope 1 & 2 emissions by 33.6% by 2030.

Performance for this objective is calculated based on two indicators: supplier commitments, expressed as the emissions' coverage rate of committed suppliers, and the average reduction in their Scope 1 & 2 emissions, with each indicator accounting for 50%.

Overall performance reached 95.3% as of December 31, 2025. All supplier commitments are verified by the person in charge of sustainable purchasing.

For more details about Legrand's Purchasing Policy, please refer to section 4.1.5.2.1 "Legrand's Purchasing Policy".

4.1.2.1.5.4 Product eco-design

Legrand's eco-design approach makes it possible to reduce the need for virgin primary resources in the products offered by the Group, and thus its Scope 3 "Purchased Goods and Services". This is detailed in Section 4.1.2.3 "Promoting the circular economy" and includes:

- eliminating single-use plastic in packaging,
- providing environmental profiles for the Group's products, covering 72% of annual revenue,
- 50% of new projects or redesign projects (product ranges) must comply with the criteria of our eco-design index by 2027, which encourages increased use of recycled materials to replace virgin materials.

Since 2022, these measures have allowed for a reduction of 195 ktCO₂e in "Purchased goods and services" (Scope 3 Category 1) emissions. Between 2025 and 2030, product

eco-design should continue reducing the Group's emissions by 56 ktCO₂.

Legrand is also working on reducing its products' theoretical energy consumption and dissipation when they are used by end customers. To do this, Legrand has identified the main ranges responsible for 80% of the Group's "Use of sold products" emissions (Scope 3) to prioritize the product ranges to be redesigned in the next few years. This contributes to the target of cutting Scope 3 emissions between 2022 and 2030 and should allow for a reduction of 300 ktCO₂e by 2030.

R&D amounts relating to product eco-design are available in section 4.1.2.1.4.4 "Financial resources allocated to the transition plan".

4.1.2.1.5.5 Logistics

Logistics is part of the Group's carbon footprint within "Downstream transportation and distribution" emissions (Scope 3). Reducing these emissions enables Legrand to progress toward its Net Zero long-term target.

Objective: Optimize logistics to reduce the Group's GHG emissions

Legrand has set a target of reducing its logistics-related GHG emissions by 3.5% per year until 2027. This is aligned with the expected reduction in Scope 3 "Downstream transportation and distribution" emissions and with the opportunity identified in section 4.1.2.1.5.5 "Logistics" to transition the Group's logistics operations to low-carbon logistics by anticipating regulations.

To achieve this target, Legrand encourages all its entities to:

- reduce the transportation distance between production and storage sites, as well as the grouping of manufacturing steps in the same place to limit transportation between sites,
- limit use of air freight as much as possible,
- reduce use of fossil fuels, giving preference to biofuels and electricity,
- move from road transportation to multimodal transportation (sea, rail or river) where this is a viable alternative,

- use the same means of transport for both incoming and outgoing shipments to avoid empty return journeys,
- optimize the load rate of trucks and containers,
- introduce environmental criteria for the selection of transportation service providers,
- reduce the weight of the Group's products and packaging.

Legrand regularly takes part in conferences and discussions with the logistics community to share and apply market best practices

	2025	2025-2026	2025-2027
Targeted emission reduction related to downstream logistics compared to 2024 (baseline adjusted annually with acquisitions)	-3.5%	-7%	-10.5%
Achieved emission reduction related to downstream logistics compared to 2024 (baseline adjusted annually with acquisitions) ⁽¹⁾	+9.9%		

(1) Excluding acquisitions of less than 2 years

In 2025, Legrand's GHG emissions associated with downstream transportation increased by 9.9% compared to 2024, despite a 3.5% reduction target and following several years of decrease (-27.7 ktCO₂) during the 2022-2024 CSR Roadmap. This increase is explained, on the one hand, by the anticipation of the rise in customs duties on shipments destined for the United States and, on the other hand, by the intensification of datacenter activity towards this country, which has led to increased use of air transport from

Europe and Asia. Solutions for the transfer of these activities are already in place or planned, to reduce the use of air transport in the future. Despite this increase, the continued application of these measures should enable the Group to reduce "Downstream transportation and distribution" emissions (Scope 3) by 18 ktCO₂e between 2025 and 2030.

Details of the investments allocated to these commitments are described in section 4.1.2.1.4.4, "Financial resources allocated to the transition plan".

Highlight: Legrand introduces an automated tool for calculating its logistics carbon footprint

2022 saw the global launch of Sightness, an automated tool for reporting and calculating Legrand's logistics carbon footprint. This tool significantly reduces the uncertainty associated with reporting and transportation distances and volumes and recalculates the carbon footprint based on more accurate emission factors for each type of transport. In 2025, 50% of logistics emissions were covered by the tool.

Details of the Group's GHG emissions are provided in section 4.1.2.1.6 "Other reporting requirements relating to climate change".

4.1.2.1.5.6 Emissions avoided by Legrand products (Scope 4⁽¹⁾)

According to the International Energy Agency, the building sector (excluding the construction phase) accounts for more than 30% of worldwide energy consumption. Legrand offers its customers energy efficiency solutions that allow them to reduce their energy consumption and thus avoid GHG emissions (Scope 4). These solutions range from simple energy measurement, to intelligent management of electrical flows, including comfort and lighting control.

The calculation of these avoided emissions is based on the energy savings made possible by implementing Legrand solutions compared to a reference situation. It is important to

emphasize that these avoided emissions (Scope 4) are in no way deducted from Legrand's carbon footprint. On the contrary, offering these sustainable energy efficiency solutions to its customers has the effect of increasing Scope 3 emissions for Legrand's products. Indeed, to enable its customers to measure and manage their energy consumption, Legrand must integrate intelligent systems into its products that improve the energy efficiency of the buildings where they are installed (calculated by Scope 4), but which increase the carbon footprint of the product and therefore Legrand's Scope 3.

Objective: 70 million tons of CO₂e avoided by customers between 2020 and 2030

Legrand has set itself the target of avoiding 70 million tons of CO₂e between 2020 and 2030, including 20 million tons of CO₂e avoided through its energy efficiency solutions as part of its 2025–2027 CSR Roadmap.

In 2025, Legrand reached 6 million tons of avoided CO₂e for its customers through its product ranges.

These products account for 20% of Legrand's 2025 sales, compared to 23% in 2024.

In million tCO ₂ e	2020-2021	2022-2024	2025	2025-2027	2020-2030
GHG emissions avoided thanks to the sale of energy efficiency solutions – Target	5.4	12	6	20	70
GHG emissions avoided thanks to the sale of energy efficiency solutions – Achieved	6.3	14.8	6.0		

(1) Scope 4 calculation is neither included nor expected within the CSRD framework



Energy efficiency solutions include solutions for metering and control, energy supply and distribution, lighting detection and management and electric vehicle charging, as well as specific solutions for datacenters. A calculation methodology has been defined for each product type based on usage scenarios set out in the PEP Ecopassport product specific rules and in-house technical expertise.

Metering and control solutions

Analyzing, measuring, and monitoring electrical systems are essential steps in assessing energy usage and managing consumption, typically through innovative connected solutions. Examples include:

- the EMDX³ range of measuring products and the innovative EMS CX³ system to control and supervise the proper functioning of an electrical installation, whether directly in the panel or remotely via a computer, tablet or smartphone,
- the specialized range of the IME brand developed for tertiary and industrial applications,
- in 2020, Legrand launched Drivia with Netatmo, the first connected switchboard capable of monitoring consumption, controlling loads and reducing demand. Its features are regularly enhanced to cover a wider range of use cases and enable more precise control of residential energy consumption,
- the tertiary sector also benefits from innovations: the launch in 2025 of the WEOZ solution offers managers an intelligent tool allowing them to optimize energy consumption and comply with new regulations related to energy control,
- optimum thermal comfort: thanks to smart thermostats that make it possible to reduce energy consumption and improve daily comfort.

Electric vehicle charging solutions

Legrand offers a range of charging stations (Green'up) designed for houses, public or company car parks and apartment buildings, and includes a smart range (Green'up Access). This offer was bolstered in 2021 with the acquisition of Ecotap in the Netherlands and Ensto Building Systems in Finland, which also provide fast charging solutions for private buildings as well as roads, car parks and service stations.

Energy supply and distribution solutions

Energy supply and distribution solutions aim to optimize the quality of the power supply, improve the efficiency of installations and contribute to the reduction of CO₂ emissions. They include in particular:

- reactive power compensation and harmonics filtration, with a full range of services and products that improve energy quality and reduce CO₂ emissions,
- energy-efficient transformers and busbars to optimize power distribution and reduce system losses,
- high-quality backup power supply ranges: UPS (Uninterruptible Power Supply) under the Legrand brand as well as local brands Inform (Türkiye), SMS (Brazil), Borri (Italy), Numeric (India), S2S (France), Primetech (Italy) and Fluxpower (Germany). Legrand strengthened its position with the acquisition of Chilean UPS specialist Teknica (integrated solutions, equipment, services and maintenance) in 2023 and the acquisition of UK specialist Power Control in 2022 (equipment, services and maintenance). In 2024, new products were launched in the Keor range.

Lighting detection and management solutions

The Group offers solutions for natural lighting management (Q-Motion and Solarfective brands) and for energy-efficient lighting control (CP Electronics).

In addition, digital lighting management solutions optimize energy consumption by adapting to usage. Brands include WattStopper and Vantage LHUMAN, a dynamic solution that integrates precise lighting control with motorized window shading and lighting fixtures to create an interior lighting environment centered around the user's life and well-being. Legrand has also enhanced its high energy efficiency lighting range with the acquisition of Encelium in the United States in 2022.

Specific solutions for datacenters

The Group provides high energy efficiency solutions for datacenters, primarily through its acquisitions in this area, totalling 26 since 2010, including well-known brands such as Minkels in Europe and Starline in the United States, as well as leading companies that joined Legrand more recently such as Raritan, Servertech, USystems, ZPE Systems, Davenham, Power BusWay, Linkk Busway Systems and Avtron Power Solutions.

In 2025, Legrand became the global leader in load banks and power quality solutions for datacenters and other critical applications with the acquisition of Avtron Power Solutions in the United States.

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The Varicondition Cold Corridor® solution, for example, is a system based on the complete separation of hot and cold air flows, to increase efficiency and save energy.

Legrand also holds a leading position in smart Power Distribution Units (PDUs), which enable users to analyze energy consumption and take steps to improve performance.

Legrand has also expanded its offerings in cooling and cabinet solutions designed to reduce energy consumption and the carbon footprint of datacenters.

Finally, Legrand offers solutions providing access and remote management of networked IT equipment.

4.1.2.1.6 Other reporting requirements relating to climate change

Greenhouse gas emissions [E1-4, E1-6]

GHG emissions are calculated based on the scope of financial consolidation (excluding recent acquisitions of less than 2 years except in cases of materiality), which is

equivalent to the Group's operational control. They are presented in detail in the table below. This table does not include targets by category, as Legrand has aggregated targets for Scope 1 & 2 and for Scope 3 and for some of its categories.

in tCO ₂ e	2022 (base year)	2024	2025	Change between 2022 and 2025 (absolute)	Change between 2022 and 2025 (percentage)
Gross Scope 1 GHG emissions	57,266	45,349	45,072	-12,194	-21.3%
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	0%	0%	0%	0%	0.0%
Gross location-based Scope 2 GHG emission	95,803	86,199	77,142	-18,661	-19.5%
Gross market-based Scope 2 GHG emission	63,881	19,632	7,759	-56,122	-87.9%
Gross Scope 1 & 2 market-based GHG emissions	121,147	64,981	52,831	-68,316	-56.4%
Gross Scope 3 GHG emissions – Category 1 Purchased goods and services	2,396,434	2,132,682	2,183,183	-213,251	-8.9%
Gross Scope 3 GHG emissions – Category 2 Capital Goods	109,594	122,826	135,371	25,777	23.5%
Gross Scope 3 GHG emissions – Category 3 Fuel- and Energy-Related Activities (not included in Scope 1 & 2)	25,708	21,859	19,260	-6,448	-25.1%
Gross Scope 3 GHG emissions – Category 4 Upstream transportation and distribution	133,793	117,671	119,336	-14,457	-10.8%
Gross Scope 3 GHG emissions – Category 5 Waste generated in operations	4,942	4,780	2,800	-2,142	-43.3%
Gross Scope 3 GHG emissions – Category 6 Business travel	40,238	40,418	38,846	-1,391	-3.5%
Gross Scope 3 GHG emissions – Category 7 Employee commuting	40,979	35,705	35,981	-4,998	-12.2%
Gross Scope 3 GHG emissions – Category 8 Upstream leased assets	All emissions related to leased assets (buildings and vehicles) are included in Scope 1 & 2. Category 8 is therefore not applicable.				
Gross Scope 3 GHG emissions – Category 9 Downstream transportation and distribution	99,277	85,222	93,695	-5,582	-5.6%
Gross Scope 3 GHG emissions – Category 10 Processing of sold products	Legrand sells finished goods which are not processed by the client. Category 10 is therefore not applicable.				
Gross Scope 3 GHG emissions – Category 11 Use of sold products	5,604,498	6,709,137	7,818,541	2,214,043	39.5%
Gross Scope 3 GHG emissions – Category 12: End-of-life treatment of sold products	45,333	48,161	54,462	9,129	20.1%
Gross Scope 3 GHG emissions – Category 13 Downstream leased assets	Legrand does not lease owned assets. Category 13 is therefore not applicable.				
Gross Scope 3 GHG emissions – Category 14 Franchises	Legrand does not have franchises. Category 14 is therefore not applicable.				
Scope 3 gross GHG emissions – Category 15 Investments	Legrand makes several acquisitions per year, but rarely investments. Emissions related to acquisitions are included in each category of Scope 1, 2 and 3. Category 15 is therefore not applicable.				

in tCO ₂ e	2022 (base year)	2024	2025	Change between 2022 and 2025 (absolute)	Change between 2022 and 2025 (percentage)
Gross biogenic GHG emissions outside Scope 1					
Total gross Scope 3 GHG emissions⁽¹⁾	8,500,796	9,318,460	10,501,475	2,000,680	24%
Gross Scope 3 GHG emissions - Categories 1 & 11	8,000,932	8,841,818	10,001,724	2,000,792	25%
Gross Scope 1, 2 & 3 location-based GHG emissions	8,653,865	9,450,008	10,623,689	1,969,825	23%
Gross Scope 1, 2 & 3 market-based GHG emissions	8,621,943	9,383,441	10,554,306	1,932,363	22%
Gross Scope 3 Upstream GHG emissions	2,751,688	2,475,941	2,534,777	-216,911	-8%
Gross Scope 3 Downstream GHG emissions	5,749,108	6,842,519	7,966,698	2,217,591	39%

Market-based Scope 2 emissions differ from location-based Scope 2 emissions as they consider a zero impact for renewable electricity purchases from off-site PPAs, specific agreements with the supplier and Energy Attribute Certificates such as Guarantees of Origin and Renewable

Energy Certificates. These account for 40.6% of electricity purchases.

Market-based Scope 2 is used to calculate Legrand's carbon footprint.

In 2025, the regional breakdown of these emissions is as follows:

in tCO ₂ e	Europe	North and Central America	Rest of the world
Market-based Scope 1 & 2 GHG emissions	26,113	17,162	9,556
Scope 3 GHG emissions	2,789,102	3,732,376	3,979,997

Legrand also calculates its carbon intensity in tons of CO₂e per million euros of revenue. Revenue used for this ratio is €9,480.6 million for 2025 and €8,648.9 million for 2024, as shown in the financial statements in section 8.1

"Consolidated financial statements in accordance with IFRS for the years ended December 31, 2025, and December 31, 2024".

in tCO ₂ e	2022 (baseline)	2024	2025	Change between 2022 and 2025 (absolute)	Change between 2022 and 2025 (percentage)
Scope 1 GHG emissions intensity (tCO ₂ e per million euro of revenue)	6.9	5.2	4.8	-2.1	-30.8%
Scope 2 location-based GHG emissions intensity (tCO ₂ e per million euro of revenue)	11.5	10.0	8.1	-3.4	-29.2%
Scope 2 market-based GHG emissions intensity (tCO ₂ e per million euro of revenue)	7.7	2.3	0.8	-6.8	-89.3%
Scope 3 GHG emissions intensity (tCO ₂ e per million euro of revenue)	1,019	1,077.4	1,107.7	88.3	8.7%
Scope 1, 2 & 3 location-based GHG emissions intensity (tCO ₂ e per million euro of revenue)	1,038	1,092.6	1,120.6	82.9	8.0%
Scope 1, 2 & 3 market-based GHG emissions intensity (tCO ₂ e per million euro of revenue)	1,034	1,084.9	1,113.3	79.4	7.7%

Market-based Scope 2 significantly decreased, as well as location-based Scope 2 emissions. This is due to a decrease in electricity consumption combined with a sharp increase in renewable electricity purchases in 2025.

Scope 3 Category 5 "Waste generated in operations" has also significantly decreased thanks to an increase in the volume of waste sent for recycling or energy recovery.

(1) The data from Scope 3 Category 9 "Downstream transportation and distribution" published in the universal registration document 2024 has been adjusted for the years 2022 and 2024 in order to include methodological improvements. The Scope 3 data therefore went from 8,518,487 tCO₂e to 8,500,796 tCO₂e in 2022 and from 9,333,646 tCO₂e to 9,318,460 tCO₂e in 2024. These changes are indicated in the methodological explanations presented later.

The Scope 3 Category 9 “Downstream transportation and distribution” has increased for the reasons described in paragraph 4.1.2.1.5.5 “Logistics”. The emissions of this item from the reference year 2022 to 2024 have been recalculated to take into account methodological improvements made possible by the use of the Sightsness reporting tool, and in particular the use of more adapted and more precise emission factors. Thus, the data from previous years published in the URD 2024 have been updated and moved from 116,968 tCO₂e to 99,277 tCO₂e for 2022, and from 100,408 tCO₂e to 85,222 tCO₂e for 2024.

Scope 3 Category 11 “Use of Sold Products” increased in 2024 and 2025, with a rise in revenue from products sold for datacenters, which increasingly require higher power products. The increase in emissions associated with the use phase of our products thus grew more significantly than revenue, explaining the rise in Legrand’s intensity in tons of CO₂e per million euros of revenue between 2022 and 2025.

In 2025, Legrand continued to improve the reporting process for all emission items in order to reduce the uncertainty associated with its emissions calculations.

These calculations are based on specific assumptions and emission factors taken from a variety of sources:

- Scope 1 & 2, Scope 3 Category 3 “Fuel and energy-related activities”: data is reported for sites covering 95% of energy consumption, with the rest extrapolated on a square meter basis. Emission factors are taken from the International Energy Agency (IEA) and the ADEME *Base Empreinte* database and are updated annually, based on the most recent data. Finally, Scope 3 Category 3 “Fuel and energy-related activities” has been corrected in 2024 to take into account the upstream emissions associated with the vehicle fleet,
- Scope 3 Category 1 “Purchased goods and services”: the data covers all the Group’s subsidiaries, except 2025 acquisitions. Some data is reported in physical units (kg) and others in monetary units (euros spent). 37% of the data are calculated using monetary emission factors. Emission factors are taken from Ecolnvent and EIME and have been recalculated to include recycled materials. They are used regionally where available,
- Scope 3 Category 11 “Use of sold products”: Emission factors are taken from the IEA and are the same as those used for Scope 2 location-based. They include emissions related to combustion only.
- Scope 3 Category 3 “Fuel and energy-related activities (not included in Scope 1 & 2)”: emissions associated with upstream electricity consumption are calculated using the market-based methodology, to align with the targets for Scope 1 & 2,
- other Scope 3 categories: emission factors are taken from DEFRA (Department for Environment, Food & Rural

Affairs, UK Government) databases and the ADEME *Base Empreinte* database in France.

In 2025, work to improve the quality of energy consumption data for Category 11 “Use of sold products”, has been initiated to increase the reliability of the representative product base used for this calculation which remains identical to that used in 2024. The product references included in the calculation represent 12.4% of the Group’s sales from products that consume and dissipate electricity. In 2026, Legrand will continue and expand this work, with the aim of further improving data reliability by broadening the sample of products included in the calculation to better reflect the diversity of the Group’s product offering and increase the robustness of emissions calculations.

These methodological and scope changes will be resubmitted to the SBTi after adjusting the data for 2025 and the 2022 reference year, based on acquisitions.

All the data represents all the Group’s subsidiaries, except for acquisitions that joined the financial scope in 2024 and 2025.

Based on these methodologies, 17% of Scope 3 emissions have been estimated using physical data expressed as mass.

In 2025, no specific emission factors for suppliers were used in upstream value chain emissions.

GHG removals and GHG mitigation projects financed through carbon credits [E1-7]

Since 2022, Legrand has been investing the amount of its Scope 1 & 2 emissions, as well as Scope 3 categories 6 “Business travel” and 7 “Employee commuting”, in projects that avoid and reduce emissions outside its value chain (beyond value chain mitigation). These carbon credits are not regarded as a reduction in GHG emissions for Legrand but help communities and organizations that would not be able to reduce their emissions without additional financing. They are not included in Legrand’s reduction targets.

In 2025, GHG emissions amounted to 127,658 tCO₂e and this was invested in projects relating to electrification and the energy transition in the countries in which the Group operates:

- the Metro Delhi, India project, representing 82,658 tCO₂e. This project concerns the creation and commissioning of the new Mass Rapid Transit System (MRTS) in New Delhi, India. It has been certified by Rina in accordance with the UNFCCC’s Clean Development Mechanism (CDM),
- the Guanaste Wind Farm project, representing 45,000 tCO₂e. This project involves the development and operation of a wind farm in Costa Rica, in the province of Guanaste. It has been certified by DNV (Det Norske Veritas) in accordance with the criteria of the UNFCCC’s Clean Development Mechanism (CDM).

In 2025, Legrand did not invest in GHG removal and storage projects or develop any projects of this kind in its value chain. 100% of the projects it invested in concern reducing GHG emissions in accordance with UNFCCC's Clean Development Mechanism (CDM). None of these projects are within the European Union.

Legrand plans to cancel 417,266 tCO₂e in the future. This should apply to the same categories of emissions up to 2030. With its Net Zero ambition, Legrand has made a commitment to remove all residual emissions in 2050 and to go further than using reduced and avoided emissions credits. To do this, it is in the process of drawing up a carbon removal strategy, which will be available in the next few years.

Internal carbon pricing [E1-8]

Since 2016, to speed up the integration of low-carbon solutions, Legrand has factored internal carbon pricing in the form of shadow pricing into its opportunity assessments relating to capital expenditure and its product development strategy.

With each change in logistics flows or location, or to choose a location (manufacturing or logistics), internal carbon pricing is used for decision-making. Internal carbon pricing is also used in the context of developing new products (major projects) and incorporated into raw materials cost matrices by Purchasing teams. The inclusion of this carbon price

means that the cost of inaction can be included in project analysis, as well as comparing and choosing projects with lower emissions and thereby reducing the Group's GHG emissions.

In 2025, internal carbon pricing covered 21.7% of Scope 3 emissions. This pricing is not currently applied to Scope 1 & 2, which are still less significant and are continuing to decrease without the use of internal carbon pricing.

In 2025, the price per ton of carbon remained set at €80 based on the market consensus (Bloomberg, based on the European market).

Legrand also uses carbon prices to calculate the financial impact of its climate transition risks. These prices are determined based on the NGFS scenarios and are described in section 4.1.2.1.2.2 "Process to identify and assess material impacts, risks and opportunities". They apply to Legrand's entire carbon footprint.

Building energy ratings [E1-9]

Through its annual environmental campaign, Legrand collects data on the energy efficiency ratings of the Group's assets in European countries, or an equivalent rating where available. For sites in countries that do not have an energy efficiency rating system, Legrand calculates an equivalent based on energy consumption per square meter.

Energy efficiency classes of real estate	Value of real estate assets reporting their energy class (€ million)	Value of real estate assets with estimated energy efficiency classes (€ million)	Total value of real estate assets by energy class (€ million)
A (≤ 70 kWh/m ²)	124	407	530
B (71-110 kWh/m ²)	384	531	915
C (111-180 kWh/m ²)	—	502	502
D (181-250 kWh/m ²)	418	621	1,039
E (251-330 kWh/m ²)	45	362	407
F (331-420 kWh/m ²)	43	1,052	1,095
G (> 420 kWh/m ²)	1,139	769	1,908

Only assets included in the reporting scope of the environmental campaign are considered in this ranking. As described in section 4.1.2.1.5 "Actions, metrics and targets

relating to climate change", for all assets within the scope, Legrand strives to reduce energy consumption through specific action plans defined by the sites.

4.1.2.2 Combating pollution [ESRS E2]

4.1.2.2.1 Impacts, risks and opportunities relating to pollution

4.1.2.2.1.1 Process to identify and assess material impacts, risks and opportunities

Legrand has identified the material impacts, risks and opportunities for the Group in terms of its industry, its activities, its stakeholders, its value chain and its local specificities. The process of identifying and classifying these material impacts, risks and opportunities is outlined in section 4.1.1.4 “Double materiality analysis methodology and management of impacts, risks and opportunities” of this universal registration document.

In addition, the activities included in this work and stakeholder consultations are presented in section 4.1.1.3.2 “Interests and views of the Group stakeholders”. This approach was used to identify the material impacts, risks and opportunities for Legrand regarding ESRS E2 “Pollution”. Policies and action plans have been drawn up and are updated regularly to take into account the interests and expectations of the Group’s stakeholders.

4.1.2.2.1.2 Results of Legrand’s double materiality analysis

Air pollution

Metal and plastic processing and surface treatment, central to the Group’s industrial processes, can emit volatile organic compounds (VOCs). These chemical compounds, which contain carbon and hydrogen, may evaporate into the air at room temperature. The dispersion of VOCs into the atmosphere, above certain thresholds, contributes to air pollution, adversely impacting human health and the environment.

Substances of concern and very high concern

In some cases, designing electrical and electronic equipment that meets the most stringent standards in terms of product safety and people’s safety requires the inclusion of substances of concern or of very high concern such as lead, cadmium and certain brominated flame retardants. During

the end-of-life treatment of certain Legrand products, these substances could potentially cause air, water and soil pollution if they are not treated correctly.

Microplastics

Synthetic polymer particles of less than 5 millimeters in granulated form are raw materials used to make the Group’s plastic parts. Above a certain threshold, if discharged into the natural environment, they will cause long-term soil and water pollution. Similarly, plastic packaging used for Legrand products may end up in the natural environment at the end of its life cycle if it is not handled through appropriate waste treatment channels. They could then degrade, contributing to microplastic pollution in the air, water, and soil. Replacing plastic packaging for products with alternatives meets customer expectations and helps improve the Group’s image, thereby increasing its revenue.

4.1.2.2.2 Policy relating to pollution [E2-MDR-P, E2-1]

The Pollution Prevention Policy defines Legrand’s commitment to reducing the impact of its activities and products on the environment by integrating the prevention and reduction of potential pollution sources throughout the entire life cycle of its products, from their design to their manufacturing and their end-of-life. It addresses the emissions of volatile organic compounds (VOCs) that may be generated during the processing and surface treatment of metals and plastics, microplastic releases used in the processing of synthetic polymers, and covers the management of substances of concern and substances of very high concern. It is made available to employees on the Group’s intranet and to external stakeholders on the CSR resource center accessible via the Group website at www.legrand.com.

This policy supports the aim set out in the EU Action Plan: “Towards Zero Pollution for Air, Water and Soil”, published by the European Commission on May 12, 2021⁽¹⁾.

It was designed to take into account the health and environmental interests of the Group’s main stakeholders, i.e. employees and those living close to its industrial sites, consumers and, more generally, members of society.

Legrand provides its operational teams with the resources necessary to implement this policy, which has been signed by the Group’s Chief Executive Officer. Legrand is committed to identifying industrial equipment that emits pollutants into the air, water and soil at all its production plants, as well as measuring these emissions and taking action to reduce them. In addition, Legrand is working to design products that are safe for the environment and human health by replacing substances of concern and of very high concern in the materials used wherever possible.

(1) Pathway to a Healthy Planet for All – EU Action Plan: “Towards Zero Pollution for Air, Water and Soil”.

4.1.2.2.3 Actions, metrics and targets relating to pollution [E2-MDR-A, E2-2, E2-3]

4.1.2.2.3.1 Air pollution [E2-4]

Legrand takes action to prevent and reduce emissions of Volatile Organic Compounds (VOCs) at its manufacturing sites.

1. Measurement and management of VOCs per technology

The following industrial processes used at Legrand may emit VOCs into the air:

- surface treatment using electrolytic or chemical processes (degreasing, anti-rust treatment),
- procedures using evanescent oil,
- painting, varnishing (including electrical insulation varnishes), bonding,
- molding of unsaturated polyester compounds (SMC, BMC, etc.),
- marking (inkjet, silkscreen, pad printing, etc.),
- lux-cored soldering.

A solvent management plan has been put in place at each industrial site to optimize management of solvent consumption and VOC emissions for each technology. This plan has been developed in accordance with Directive 2010/75/EU of the European Parliament and of the Council of November 24, 2010, on industrial emissions (integrated pollution prevention and control) – Annex VII – Part 7.

The mass balance approach is used to determine the quantity of:

- organic solvents used as inputs,
- organic solvent outputs.

Calculation assumptions are made according to the type of technology and equipment present at the plant (whether there are any VOC treatment systems using destruction-based or non-destruction-based solutions such as regenerative thermal oxidizers or activated carbon adsorption).

The 2025 figures used to calculate fugitive emissions of VOCs have been consolidated on an annual basis.

2. Choice of technologies with lower VOC emissions during production

To reduce VOC emissions from production facilities when modifying processes or setting up new production lines, manufacturing teams are careful to choose technologies with

lower VOC emissions, for example by replacing solvent-based paints with solvent-free paints.

This approach, initiated in 2025, will be fully formalized in 2026, and will enable technological choices to be steered towards lower-emission solutions, taking into account technical feasibility and technical and economic criteria.

3. Setting medium- and long-term quantitative targets

The VOC emissions from sites respect the legal limits in each country where a regulation exists. In 2025, the Group did not set a medium- or long-term target for reducing these emissions. Measurements are compared year-on-year, but plants do not have a specific objective to achieve, even if the technological changes mentioned above contribute to reducing VOC emissions.

In an effort to limit air pollution, Legrand has decided to take further action by setting quantifiable medium- and long-term targets for the Group's main VOC-emitting sites. These targets are voluntary and will be defined in 2026, based on an analysis of emissions over the past three years and the application of a medium-term reduction trajectory. On an experimental basis, approximately 15 sites currently have reduction objectives.

4. Results of VOC measurements for the Group

In accordance with Appendix I of Regulation (EC) 166/2006 of the European Parliament and of the Council of January 18, 2006, concerning the establishment of a European Pollutant Release and Transfer Register, VOC emissions into the air have been calculated – using direct measurements followed by the mass balance approach – for all installations for the surface treatment of substances, objects or products using organic solvents, in particular for dressing, printing, coating, degreasing, waterproofing, sizing, painting, cleaning or impregnating.

None of the Group's installations reaches the threshold for VOC emissions into the air of non-methane volatile organic compounds of 100 tons a year, as specified in Annex II of the above-mentioned regulation.

Results are published for the Group as a whole, with no breakdown by site.

In tons	2024	2025	Change
Volatile Organic Compounds (VOC) emissions ⁽¹⁾	111	101	-9%

In 2025, VOC emissions decreased by 9%⁽²⁾. This change is the result of reduction efforts undertaken by certain sites among the Group's largest contributors.

(1) Only business-related emissions are taken into account (excluding maintenance activities).

(2) In 2025, three sites located in Mexico for which Legrand exercises operational control were not included in the calculation of these emissions. Work on the local management of this indicator will be carried out during 2026 so that they can be rapidly reintegrated.

Focus: practical VOC reduction measures

The Spinetta Alessandria site in Italy reduced its VOC emissions by 55% by replacing a VOC-generating vanishing oil with a VOC-free alternative. The local teams successfully completed this switchover with no adverse impact on the quality of the products or on the performance of the production line.

4.1.2.2.3.2 Microplastics

Synthetic polymer particles of less than 5 millimeters in granulated or powder forms account for almost all the raw materials used in making the Group's plastic parts (injection molding and extrusion).

In 2021, in its "Towards Zero Pollution for Air, Water and Soil" action plan, the European Commission proposed that the EU reduce microplastics released (intentionally and unintentionally) by 30% by 2030. Aware of these concerns, Legrand has taken measures to prevent releases of microplastics by introducing procedures and adapting its equipment at its production and storage sites.

For information about plastics resulting from packaging, please refer to section 4.1.2.3.3 "Actions, metrics and targets relating to circular economy" of this document.

Implementation of preventive measures

Legrand is gradually introducing measures to prevent releases of microplastics at its production sites:

- identification of places where microplastics could be accidentally released,
- introduction of a confinement and cleaning procedure to ensure that plastic granules do not end up in the environment,
- training and awareness-raising for all those involved in industrial processes using plastic granules (within and outside the company),
- regular internal audits conducted on the points mentioned above.

Setting medium- and long-term quantitative targets

The implementation of a monitoring system for measures to prevent microplastic loss and leakage is one of the "Environmental Must-Haves" rolled out across strategic sites in 2025. This objective is part of the proactive approach taken by Legrand to limit water and soil pollution from microplastics.

Consolidated amount of microplastics used by the Group

Once manufactured and due to their typology, Legrand's products do not release microplastics into the environment at any time during their use phase.

The consolidated amount is calculated under the following method:

- the data is collected through a dedicated reporting system in which buyers report each plastic purchase line monthly,
- each supplier/material code pair is recorded with the total volume purchased, the percentage of recycled content, and the manufacturing process,
- this data is consolidated every three months and checked by the purchasing management control team, which crosschecks purchasing reports against this database.

All directly purchased plastic is therefore covered and consolidated for the Group as a whole. In 2025, Legrand bought a total of 64,371 tons of microplastics (compared to 67,584 tons used in 2024). This decrease of 4.8% is notably explained, among other things, by the evolution of the typology of the products placed on the market.

4.1.2.2.3.3 Substances of concern and of very high concern [E2-5]

In some cases, designing equipment for electrical and digital building infrastructures that meets the most stringent standards in terms of product safety and people's safety requires substances of concern or of very high concern. These make it possible to achieve the highest safety levels under current standards.

During the end-of-life treatment of certain Legrand products, these substances could potentially cause air, water and soil pollution if they are not treated correctly. To address these public health and environmental concerns, Legrand is committed to complying with all applicable environmental laws and regulations in the countries where it operates.

Thus, Legrand complies with Directive 2011/65/EU of the European Parliament and of the Council of June 8, 2011, on the restriction of the use of certain hazardous substances in electrical and electronic equipment (RoHS Directive) not only for all its products sold in the EU but by applying the

resulting requirements the majority of its products sold worldwide.

In 2025, 84% of the Group's global revenue, excluding 2023, 2024 and 2025 acquisitions, was generated from products that comply with the RoHS Directive. However, certain Legrand products that are not marketed within the European Union, and are therefore not subjected to the RoHS Directive, are not required to incorporate the constraints associated with this regulation.

Legrand is committed to informing its entire downstream value chain of the use of chemical substances of very high concern (SVHCs) as defined in Regulation (EC) 1907/2006 of the European Parliament and of the Council of December 18, 2006, concerning the registration, evaluation, authorization and restriction of chemicals so that they can be better taken into account during the end-of-life treatment of its products.

For all its products sold in Europe, Legrand contributes to the SCIP database (Substances of Concern In articles or in Products). More than 20,000 products sold in Europe are currently listed in this database. These products contain substances of very high concern at a mass concentration exceeding 0.1% in their constituent articles.

Legrand has implemented a solution for collecting information on substances of concern from all its suppliers. By 2027, this solution will provide full visibility on the quantity and type of substances of concern present in all products

marketed worldwide, in order to set quantified medium-term reduction targets.

Provisions for environmental protection and remediation costs [E2-6]

Provisions for environmental protection, remediation costs, and fines amount to €1,663 thousand at end-2025 (compared to €1,732 thousand at end-2024).

In 2025, no significant pollution incidents were reported as having a negative impact on the environment or on Legrand's cash flows, financial position, or financial performance.

4.1.2.2.3.4 Financial resources allocated to pollution prevention

As of the date of publication of this document, Legrand does not have sufficiently reliable data regarding the following financial information: CapEx, OpEx, and current and future

investment expenditures allocated to the action plan for the disclosure of this information.

4.1.2.3 Promoting the circular economy [ESRS E5]

4.1.2.3.1 Impacts, risks and opportunities associated with the circular economy

4.1.2.3.1.1 Process to identify and assess material impacts, risks and opportunities [E5-IRO-1]

Legrand has identified the material impacts, risks and opportunities for the Group in terms of its industry, its activities, its stakeholders, its value chain and its local specificities. The process of identifying and classifying these material impacts, risks and opportunities is outlined in section 4.1.1.4 "Double materiality analysis methodology and management of impacts, risks and opportunities" of this universal registration document.

In addition, the activities included in this work and stakeholder consultations are presented in section 4.1.1.3.2 "Interests and views of the Group's stakeholders". This approach was used to identify the material impacts, risks and opportunities for Legrand regarding ESRS E5 "Resource use and circular economy". Policies have been drawn up and are updated regularly to take into account the interests and expectations of the Group's stakeholders and reflected in the resulting actions taken.

4.1.2.3.1.2 Results of Legrand's double materiality analysis

Resource inflows related to products and services

The development, production and larger-scale marketing of eco-designed products (durable and repairable), as well as the implementation of services to extend product lifespan (repair, reuse and refurbishment), constitute an opportunity and contribute to the Group's sustainability commitments. For Legrand, this represents a differentiation lever in competitive markets that are increasingly sensitive to sustainability issues.

Resource outflows related to products and services

The generation of plastic packaging waste that is non-recyclable, poorly sorted or composed of complex materials gives rise to negative environmental impacts, such as pollution, the saturation of treatment facilities, and a contribution to the depletion of resources.

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4.1.2.3.2 Policy relating to the circular economy [E5-MDR-P, E5-1]

In order to address this material impact and opportunity, the Circular Economy Policy has been implemented across all Group entities. It is aligned with Legrand's industrial and societal priorities and has been signed by the Chief Executive Officer.

This policy, which advocates a more circular economy, puts eco-design of the Group's products at the heart of its strategy. It aims to reduce its environmental impacts while strengthening its competitiveness with customers through its eco-designed offers (the regulatory framework and Legrand's voluntary initiatives on this topic are specified in section 4.1.2.3.3 "Actions, measures and objectives relating to the circular economy").

This policy is built around four main strategic priorities:

- **development of eco-designed products:** integrating circular economy principles into product design and development; applying eco-design criteria to develop products that are more durable, repairable, and recyclable;

offering customers solutions that help them reduce their environmental impacts,

- **use of sustainable materials:** increasing the share of sustainable materials in products, by prioritizing the use of recycled plastics and metals,
- **packaging processing:** phasing out single-use plastic packaging from fossil fuels,
- **extended product lifespan:** promoting reuse and refurbishment; trialling sales models based on product-as-a-service (PaaS). These two focus areas aim to extend products' lifespan.

This policy was communicated internally and externally, and its key objectives were presented in March 2025 during a CSR-focused investor day, along with the Group's new 2025–2027 CSR Roadmap⁽¹⁾. It is available to employees on the Group's intranet and to external stakeholders in the CSR resource center of the [legrand.com](https://www.legrand.com) website. Legrand's universal registration document, published annually, reports on the Group's performance in this area.

4.1.2.3.3 Actions, metrics and targets relating to the circular economy [E5-MDR-A]

To address the material impacts and opportunities related to the circular economy, Legrand has integrated a dedicated pillar into its 2025–2027 CSR Roadmap, "Developing a more circular economy", which supports the Group's policy in this

regard. The associated actions have been rolled out across the Group as a whole. The R&D and Front Office teams have been involved in implementing action plans and monitoring the results.

2027 Targets

Eco-designed products	Reaching 50% of new and redesigned projects (product families) compliant with Legrand's eco-design index criteria
Sustainable materials	Using 37% sustainable materials in products manufactured by the Group
Single-use plastic	Removing 80% of primary plastic packaging from products manufactured (by weight)
Environmental declarations	Covering 72% of the Group's annual sales with Product Sustainability Profiles

To ensure that its transformation process is sustainable, Legrand has set itself targets for 2030 that reflect the Group's CSR ambitions and guide the long-term actions across all its activities.

2030 targets:

- Eliminating 100% of plastic in primary and secondary packaging for Legrand products,
- Reaching 80% of our sales made with eco-responsible solutions (through their use as part of our energy efficiency solutions or covered by a Product Sustainability Profile – PSP)

Definition of targets

To define these objectives, Legrand's R&D, Purchasing, and CSR teams conducted a preliminary assessment prior to the launch of the 2025–2027 CSR Roadmap. They also analyzed customer expectations, the commitments of its peers, the

feasibility of the options considered, market opportunities, and the complexity of the solutions needed to achieve these objectives. These objectives were then presented to the governing bodies, which approved them.

They are part of Legrand's voluntary approach to reducing the environmental impact of the products designed and manufactured by the Group throughout their entire life cycle.

EU Regulation 2024/1781 establishes a framework for setting eco-design requirements for sustainable products. This approach introduces the aim to improve aspects such as product sustainability, repairability, or recycled content. Delegated acts defining these requirements by product will be published in the coming years. The implementation of eco-design objectives by Legrand is therefore a deliberate and proactive anticipation of potential future requirements.

(1) For further information, please refer to the documents published in the CSR Capital Markets Day 2025 section of the Group's website.

Legrand's commitments on plastic packaging will help to achieve the objectives set at the French and European levels, which are detailed below:

- Decree No. 2021-517 of April 29, 2021, on targets for the reduction, reuse, and recycling of single-use plastic packaging for the 2021-2025 period (setting a target of a

20% reduction in single-use plastic packaging by the end of 2025), and

- Directive 94/62/EC of the European Parliament and of the Council on packaging and packaging waste.

These regulations set national objectives but do not impose direct obligations on companies.

4.1.2.3.3.1 Product eco-design [E5-3]

To reduce the environmental impact of its products, Legrand is gradually deploying an eco-design approach for its offerings. This approach analyzes the entire product life cycle, incorporating durability, repairability, and recycling criteria. The objective is to consider all aspects of products, from raw materials through manufacturing and use to end-of-life, to optimize product lifespan and utility and consume fewer virgin materials while reducing the amount of waste generated.

Legrand has set an eco-design target as part of its 2025–2027 CSR Roadmap: by 2027, 50% of new or redesigned projects (product ranges) must comply with the criteria of Legrand's eco-design index.

To be compliant with Legrand's eco-design approach, projects must meet three mandatory criteria:

- tracking of the eco-design approach (the tool is 100% complete),
- absence of primary fossil-fuel-based plastic packaging,
- compliance with environmental regulations in the commercialization markets or at the levels defined by Legrand, whichever requirements are more stringent,

and one of the following criteria:

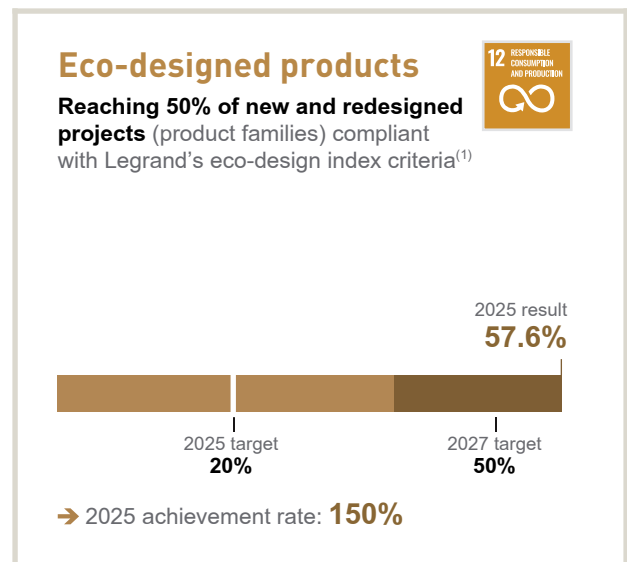
- reduction of carbon emissions during the use phase (Scope 3 Category 11),
- reduction of carbon emissions from the manufacturing phase compared to the reference product,
- significant reduction in energy consumption for the customer using these smart products (thermostats, power distribution units...): for each installed unit, the customer avoids annually a consumption of energy approximately 100 times greater than the consumption necessary for the operation of the product,
- high repairability index (>5/10 according to Legrand's methodology) taking into account easier access to repairs, documentation, software updates, and the availability and pricing of spare parts.

This index was created as part of the current CSR Roadmap and is part of a global initiative to roll out a product eco-design approach, including the use of tools tailored to the various stages of product development. This eco-design approach also includes other commitments such as the incorporation of recycled materials and the publication of Product Sustainability Profiles during the new product development phase.

Product eco-design is at the heart of Legrand's circular economy strategy.

This approach, together with the associated tools and index, was developed jointly by several internal departments, under the coordination of a steering committee.

It is being gradually rolled out across all the Group's R&D centers through training sessions dedicated to eco-design and the use of the tools. The steering committee meets regularly to monitor the progress of the approach and define any necessary corrective actions.



In 2025, 57.6% of projects (new and redesigned during the year) were compliant with Legrand's eco-design index against an initial target of 20% for 2025. This represents an achievement rate of 288%, capped at 150% in the CSR Roadmap results.

The 20% target was set in anticipation of a learning curve and the R&D team's need to familiarize themselves with the index. However, the results show that adoption of the index has been much faster than expected, allowing the Group to bring more eco-designed products to market than expected in the first year of deployment. This very positive dynamic should be reinforced in the coming years and contribute to the gradual generalization of eco-design in new projects.

(1) Compliant with Legrand's eco-design index means that the project must follow Legrand's eco-design process, cannot include single-use plastic in packaging, must be compliant with all environmental regulations and must at least reduce GHG emissions or improve the repairability index of the project.

Scope

The scope includes all countries with an R&D team of more than 10 people and that present projects in the final development phase before December 31 each year. New acquisitions are integrated two years after the date of initial financial consolidation.

Calculation methodology

All product development projects are tracked within R&D department databases: project size, schedules for the various development phases, etc. Three criteria are used to qualify the projects included in the denominator for the indicator:

- project type: selected projects include new offerings, offering upgrades, or offering extensions,
- minimum size: only projects exceeding a predefined threshold (sales forecasts, investments) are included in the indicator calculation,
- timeline: projects must reach their final development phase during the year.

The numerator includes projects that qualify for the denominator that comply with Legrand's eco-design index. This tool also aims to calculate improvements related to the eco-design of the project compared to the chosen reference product.

4.1.2.3.3.2 Use of sustainable materials

The Group is continuing the initiatives set out in its previous CSR Roadmap to incorporate sustainable materials into the manufacture of its products. Recyclates (notably metals and plastics) or bio-based materials are considered sustainable materials. These help to reduce the environmental impacts of the Group's products:

- reducing pressures on natural resources by limiting the volume of virgin raw materials used or by prioritizing renewable materials,
- reduction in the Group's Scope 3 greenhouse gas emissions,
- reduction in waste volumes sent to landfill through the use of recyclates.

Concrete example of an eco-designed Legrand product

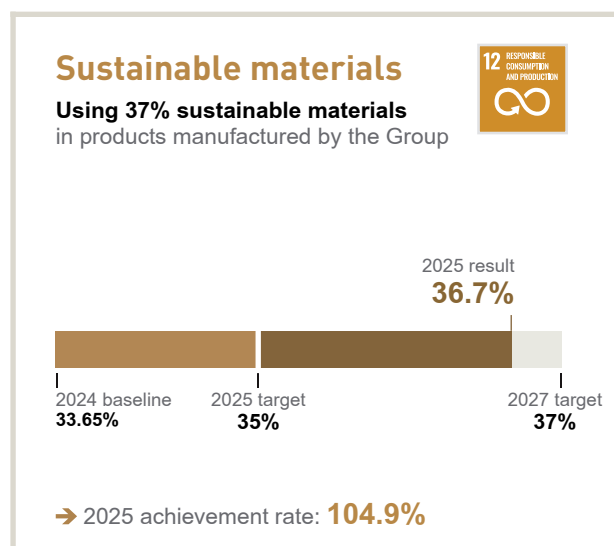
New floor box model

In 2025, the HZ 12 MOD (floor box) product was completely redesigned by the R&D team to offer a new eco-designed version. The work focused particularly on the product's reparability: the main parts can now be dismantled without tools and replaced with spare parts available at an affordable price. The product thus obtains an excellent reparability rating according to the Legrand method. The weight of the product has been reduced by 34% and the new design is available in a single reference compared to two previously, reducing the volume of primary packaging by 44%. The project also incorporates the use of recycled polycarbonate.

Calculation period

The indicator is calculated based on R&D projects over 12 calendar months.

Under its 2025–2027 CSR Roadmap, Legrand has set a target of using 37% sustainable materials in products manufactured by the Group by 2027.



In 2025, 36.7% of sustainable materials were used in the manufacture of products, versus a 2025 objective of 35%, representing an achievement rate of 105%. This performance demonstrates that the momentum created under the previous CSR Roadmap has been maintained, with an ever-higher adoption rate.

The incorporation of recycled materials relies on a collaborative effort across all Group functions involved in the development of products: R&D, laboratories, production and purchasing. It is mainly during the development of new products that the Group's eco-design approach encourages R&D teams to increase their use of sustainable materials. This approach is also applied to existing products in the manufacturing phase, promoting the substitution of virgin materials with recyclates, in particular through actions taken by the purchasing department to select suppliers offering the highest recycled content.

Although R&D teams continue their work on bio-based materials, these are not yet included in this indicator. In line with the Group's guidelines, priority is given to the use of materials that do not compete with human or animal food and are not linked to deforestation. Legrand is carefully evaluating the potential benefits of these materials in terms of GHG emission reductions and is actively engaging with its suppliers to understand development in the supply of bio-based materials. This ongoing technical monitoring facilitates their use in certain projects.

The sustainable materials indicator is calculated by comparing the mass of recycled raw materials purchased to the total mass of direct raw material purchases. The definition of recycled materials and the calculation method comply with the requirements of the ISO 14021 standard.

Sustainable materials: focus on recycled plastics

The use of recycled plastics for technical products is complex as it requires specific R&D, particularly as regards complying with the various applicable standards. The Group's R&D teams have worked on adapting products to these recycled materials, while also maintaining product quality and robustness, working in collaboration with purchasing to identify sources of these recycled materials.

Scope

The scope includes all direct purchases of plastics by the Group, including new acquisitions within two years of the date of first financial consolidation. Involved countries are: Australia, Brazil, China, Colombia, Egypt, France, Hungary, India, Indonesia, Italy, Malaysia, Mexico, Poland, South Korea, Spain, Thailand, Türkiye, the United States and Vietnam.

Calculation methodology

The proportion of recycled materials is calculated based on the ratio of the mass of recycled materials (post and pre-consumer) to the total weight of plastic raw materials purchases. Therefore, if a material contains 30% recycled materials, only this 30% will be considered in the numerator. This represents a net percentage of recycled content.

Data is collected using a dedicated reporting system, in which buyers provide a monthly statement of every line of

plastic purchased: each supplier/item code is entered with the total volume bought, the percentage of recycled content and the production process used. Certificates provided by third parties or supplier statements are collected by development teams and laboratories during the material's approval stage. This data is consolidated every three months and checked by the purchasing management control team, which cross-checks purchasing reports against this database.

The following qualify for the numerator: direct purchases of materials (post and pre-consumer), recycled plastic obtained using the mass balance approach, recycled fiberglass and polymer additives, and recycled materials that come partly from the Group's own waste but which are sold, reprocessed and mixed with other waste in accordance with ISO 14021. This metric does not include production waste or quality rejects generated internally.

A steering committee encompassing purchasing, laboratory and R&D staff is tasked with speeding up the implementation and completion of new projects. Monthly arbitration meetings are held with the Operations Department.

Specific examples of use of recycled plastics:

- in 2024, 800 tons of recycled PVC (rPVC) coming from both end-of-life windows and internal waste reprocessed by an external service provider, were used to manufacture mouldings and cable trunking,
- in 2024, aesthetic parts were produced from recycled ABS (rABS) obtained through chemical recycling. At the same time, the qualification of a three-layer technology has made it possible to increase the use of 100% recycled polyethylene (rPE) in certain ranges of corrugated conduits,
- in 2025, flush-mounting boxes in the Ecobatibox range were fully redesigned to enable the use of 100% recycled polypropylene (rPP) in rigid parts,
- in China, an active search for recycled polycarbonate (rPC) and recycled polypropylene (rPP) for electrical equipment ranges enabled an increase of the proportion of recycled materials from close to 0% to 15%,
- in the United States, PET felt acoustic panels in the OCL Acoustic Solutions range are now made from 75% post-consumer recycled materials, mostly used in water and carbonated drink bottles.

Legrand collaborates with innovative companies and research institutes, providing them with access to its laboratories and resources to ease the availability of recycled materials and develop new uses.

Calculation period

The volumes considered are volumes consolidated between January 1 and November 30. Volumes for December are estimated based on current orders.

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Sustainable materials: focus on recycled metals

Recycled materials are commonly added by metal suppliers, but these may vary from one metal to another.

The need to incorporate recycled steel is factored in from the design stage onwards, and purchasing teams carry out in-depth sourcing work to purchase materials where the most advanced technologies make greater use of recycled content. Choosing these technologies entails additional costs that Legrand absorbs to support its commitments in favour of circular economy and decarbonization. The same applies to aluminum and copper alloys, which the Group uses in large quantities.

Scope

The materials concerned are aluminium, brass, bronze, copper, silver, stainless steel, steel and zinc.

All countries where metals are bought directly are included in the denominator for the metric. By contrast, an annual supplier survey is conducted only in the following countries: Australia, Brazil, Canada, China, Colombia, France, Great Britain, Hungary, India, Indonesia, Italy, Mexico, the Netherlands, Singapore, Türkiye and the United States. While some countries are not monitored specifically, but their volumes are included in the calculation of the indicator's denominator.

As the Group makes new acquisitions, newly acquired entities are included in this process two years after the date of initial financial consolidation, provided they have an integrated purchasing reporting system.

Calculation methodology

Suppliers are surveyed annually to provide data on the percentage of recycled content in the materials supplied to the Group. Suppliers are requested to respond in accordance with the definition of recycling established by ISO 14021. If

suppliers provide information using other methodologies, reduction coefficients are applied:

- data from ISO 14021-compliant suppliers is taken as is, with no reduction,
- for information that is not ISO 14021-compliant, a reduction coefficient of 50% is applied to the estimated share of pre-consumer content for each material,
- the breakdown of post-consumer and pre-consumer content by category is estimated based on data collected from the survey,
- for volumes not included in the survey and/or suppliers that did not respond, Legrand applies a double adjustment: only 50% of the recycled content rate derived from the available data for each material type is counted, and Legrand then reduces the estimated pre-consumer recycled content for these categories by 50%.

Suppliers must provide third-party certificates, public commitments on recycled content, material traceability certificates or declarations in line with ISO 14021.

Purchased quantities are sourced from purchasing reporting. If the information collected is not in kilograms but in linear meters or reels, the total mass is estimated and this is then verified, confirmed or corrected by on-site buyers.

In 2025, the Purchasing Department approached more than 190 metal suppliers in 15 countries, representing 95.5% of purchasing volumes, to determine the proportion of recycled material present in its purchases of aluminium, brass, bronze, copper, silver, steel and zinc. Supplier survey responses accounted for 93.4% of purchasing volumes.

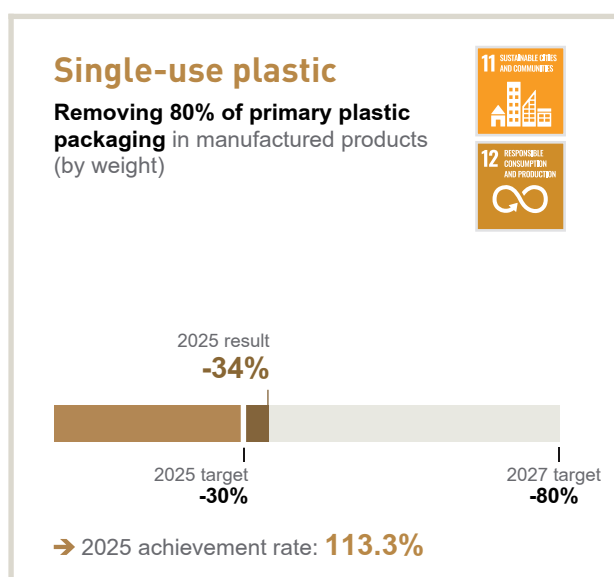
Calculation period

The volumes considered are volumes consolidated between January 1 and November 30. Volumes for December are estimated based on current orders.

4.1.2.3.3.3 Phasing out single-use plastic in packaging

With the objective of phasing out single-use plastic from its packaging, Legrand aims to reduce the environmental impact of end-of-life packaging waste, particularly in terms of pollution, the saturation of waste management systems, and the depletion of resources.

As part of its previous CSR Roadmap, the Group had committed to eliminating two categories of plastic packaging: fossil-based plastic flow-packs and expanded polystyrene (EPS) cushioning. Legrand is continuing this initiative and has extended its ambition to include all kinds of primary plastic packaging for products manufactured by Legrand, as part of its 2025–2027 CSR Roadmap, with the objective of reducing its weight by 80% by 2027. This fossil-based packaging is not always eligible for collection, sorting, or recycling streams. It is therefore essential to reduce and then gradually eliminate its use.



In 2025, 34% of primary plastic packaging was eliminated compared to 2024, exceeding the 30% target achieving a rate of 113%. This represents a reduction of 523 tons of plastic packaging compared to the 1,537 tons used in 2024. This performance confirms the momentum initiated by the previous CSR Roadmap with a steadily increasing elimination rate.

R&D teams, in collaboration with Purchasing, oversee the implementation of the packaging strategy according to a hierarchical approach that prioritizes:

- the elimination of packaging,
- replacement with certified paper or cardboard or paper or cardboard containing recycled materials,
- replacement with paper or cardboard combined with a plastic window that is recyclable with the paper,
- replacement with bio-based plastic. In markets with high humidity and/or where customers expect products to be clearly visible (notably in India and China), it has been agreed that plastic materials made from petrochemicals will be replaced during a transitional phase with plastics containing at least 90% of bio-based materials. The term bio-based refers to materials produced from renewable biomass sources (corn starch, straw, wood shavings, sawdust, recycled food waste, etc.) that do not compete with food needs.

Scope

The scope includes the countries that are users of single-use plastic Australia, Brazil, Chile, China, Colombia, Egypt, Finland, France, Hungary, India, Italy, Mexico, Netherlands,

4.1.2.3.3.4 Product environmental information

As reducing buildings' environmental impact is linked to the decisions made during the building design phase, it is important to inform customers of the environmental impact of the products they buy and use.

Developed under the impetus of Legrand among others, the PEP Ecopassport® (PEP: Product Environmental Profile or EPD: Environmental Product Declaration), has become the Type III environmental declaration program (ISO 14025⁽¹⁾) internationally recognized for electrical and digital equipment.

A type III environmental declaration (ISO 14025) is a document designed to provide transparent and comparable information about a product's environmental impact over its full life cycle, including:

- manufacture (including the impact during the extraction of natural resources to obtain raw materials),
- transportation before installation,
- energy consumption (if any) during use,
- maintenance,
- end-of-life collection and processing.

Poland, Spain, Taiwan, Thailand, Türkiye, the United Kingdom, the United States and Vietnam. New acquisitions are included in the reporting, two years after the date of financial consolidation.

Calculation methodology

The indicator only includes primary packaging in direct contact with products that facilitate the protection, handling, delivery, or presentation of products to a distributor or end user. This includes flow packs, plastic bags, and rigid plastics (boxes, blister packs, foam, and inserts) for products manufactured by Legrand.

The baseline value was calculated in two stages: first, a baseline was established taking into account the purchase volumes of primary plastic packaging for 2024. Then, in 2025, a survey was launched in all countries to compile a list of all product references containing the Single-Use Plastic (SUP) components identified in the baseline reference. For each product reference in this list, the quantity of SUP by weight and the consolidated production volume in 2024 were identified by R&D teams.

A management tool then enables each team to report the actions taken to dispose of single-use plastic packaging. Only actions resulting in disposal of plastic packaging and volumes replaced by bioplastics are included in the indicator. The indicator is calculated by taking into account volumes eliminated and replaced relative to the 2024 baseline value.

Calculation period

The indicator is calculated based on the disposal of single-use plastics over 12 calendar months.

The impacts highlighted include climate change, the depletion of natural resources, water consumption and waste generation.

A PEP or EPD must comply with ISO 14025, which itself is based on the ISO 14040 series of standards describing the methodological rules for quantifying the environmental impacts of a product or process.

LeGrand has been particularly involved in creating standards that set the rules for calculating EPDs for products in its sector, as part of the PEP Ecopassport® program (Product category rules, 4th edition, PCR-ed4-FR-2021 09 06 - document publicly accessible on the www.pep-ecopassport.org website), as well as in drafting EU standard EN 50693 (Product category rules for the life cycle assessment of electronic and electrical products and systems, August 2019). The expected service life of the products is specified in the Product Category Rules (PCRs) and Product Specific Rules (PSRs) set by PEP Ecopassport® for each type of product concerned by a PSR, in concert with other manufacturers in the sector.

(1) ISO 14025: standard relating to environmental labeling and declarations for products.

Actions and resources

In addition to these PEPs or EPDs and to meet the need for more specific environmental information for certain markets, two other product environmental declaration formats have been introduced. The term Product Sustainability Profiles (PSP), a proprietary concept defined by Legrand, encompasses the following environmental declarations:

- the Product Environmental Profile (PEP or EPD) from the operator of the PEP Ecopassport® program,
- the following two types of health declarations:
 - Health Product Declaration (HPD),
 - Declare Label.

The HPD and the Declare Label are two formats used to disclose information about the content and health impact of products and materials. They provide comprehensive information about chemical substances contained in products by cross-referencing them with a wide range of “hazard” lists published by public authorities, non-governmental organizations (NGOs) and scientific associations.



In 2025, the rate of revenue coverage by PSPs reached 74.3% versus a 2025 target of 72%, representing an achievement rate of 103%.

Scope

All revenues generated by Group entities from the third year after they are acquired are eligible for Product Sustainability Profiles (PSP).

The following Marketing Categories are excluded from the reporting categories as they cannot have a PSP:

- the invoicing between subsidiaries,
- software sales,
- service sales,
- maintenance equipment,
- products designed/manufactured specifically for third parties and brought to market by these third parties under their own brand name (“Private Labels”).

Calculation methodology

Each marketing category is the responsibility of an entity and managed by a team (R&D and Marketing) with a given scope of operation.

For each marketing category, the percentage of net sales generated by catalogue items with a Product Sustainability Profile (PSP) is reported to the CSR Department.

These figures are consolidated and allow for the percentage of Group revenue covered by PSPs to be calculated.

Calculation period

This percentage is calculated once a year, spanning the 12 calendar months of the reporting period.

4.1.2.3.4 Other reporting requirements relating to the circular economy

4.1.2.3.4.1 Resource inflows [E5-4]

Out of direct purchases, worldwide resource inflows in 2025 were:

	2024	2025
Tons of metals	156,074	163,174
o/w recycled metals	69,313	76,338
Expressed as a %	44.4%	46.8%
Tons of plastics	70,947	67,614
o/w recycled plastics	7,103	8,364
Expressed as a %	10.0%	12.4%

The data presented above comes from the Group Purchasing Department, based on reporting by each Group entity on purchases made locally for the main resource inflows. The risk of double counting is therefore extremely limited, each entity reporting locally its purchases, and Group Purchasing consolidating everything.

4.1.2.3.4.2 Resource outflows [E5-5]

The main product families marketed by Legrand are presented in chapter 1 “Integrated report” of this universal registration document.

Keen to minimize the environmental impact throughout the entire life cycle of its products, Legrand is committed to complying with the legislative and regulatory provisions governing the principle of extended producer responsibility in the countries where it markets its products, when such

As of the date of publication of the universal registration document, Legrand does not have consolidated data at Group level on critical raw materials and rare earths. This data will be published at a later date, following the implementation of the reporting processes required for their collection across the Group.

provisions exist. The Group thus contributes to the financing of the end-of-life treatment for its products and supports the development of recycling channels for plastic and metal components as well as batteries.

As of the date of publication of this document, Legrand does not have sufficiently reliable data on the end-of-life treatment of its products worldwide for the disclosure of this information.

4.1.2.3.4.3 Financial resources allocated to the circular economy

As of the publication date of this universal registration document, Legrand does not have sufficiently reliable data on the following financial data: CapEx, OpEx, and current

and future investment expenditures allocated to the action plan for the disclosure of this information.

4.1.2.4 EU Taxonomy

Regulation (EU) 2020/852, known as the Taxonomy Regulation, defines a classification system for economic activities considered to be environmentally sustainable.

In accordance with Article 8 of the “Taxonomy” Regulation, Legrand is publishing the shares of 2025 Taxonomy-eligible and Taxonomy-aligned turnover (“turnover” being equivalent to revenue), capital expenditures (CapEx) and operating expenditures (OpEx) in relation to the “Climate Change Mitigation” (CCM) and “Transition to a Circular Economy” (CE) objectives. Legrand has not identified any activities applicable to the “Climate Change Adaptation”, “Sustainable Use and Protection of Water and Marine resources”, “Pollution Prevention and Control” and “Protection and Restoration of Biodiversity and Ecosystems” objectives.

In addition, as part of the preparation of this report and to ensure compliance with the applicable regulatory framework, Legrand has taken into account the provisions of Delegated Regulation (EU) 2026/73 published in the Official Journal of the European Union (OJEU) on January 8, 2026. This update notably incorporates changes related to the “Do No Significant Harm” (DNSH) criteria applicable to the Pollution topic, as well as adjustments made to the format of the indicator tables.

Eligible turnover

In accordance with Annex 1 of the Delegated Act, Article 8, the denominator used for shares of eligible and aligned turnover corresponds to the net revenue for 2025 of €9,480.6 million as stated in note 8.1.1 “Consolidated statement of income” of the consolidated financial statements provided in section 8.1 “Consolidated financial statements in accordance with IFRS for the years ended December 31, 2025, and December 31, 2024” of this universal registration document.

The list of Taxonomy-eligible activities has been compiled based on the analysis of products sold by all Group entities, apart from companies acquired in 2025 but also Davenham and Enovation. This information is not available for these companies and their turnover has therefore been deemed ineligible. Their activities will be included in the analysis in 2026.

In 2025, eligibility was analyzed for each product family by the marketing teams concerned, categorizing them according to each category of the Delegated Climate and Environment Acts. The results of the analysis led to the inclusion of the following activities associated with the transition towards a circular economy and the activity described in section 3.20 of Regulation 2023/2485 of June 2023.

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The following activities have been identified as eligible:

Environmental target	Activity covered by the EU Taxonomy	Business activity definition	Corresponding Legrand activities
Climate Change mitigation	CCM 3.1 Manufacture of renewable energy technologies	Manufacture of renewable energy technologies, where renewable energy is defined in Article 2, point (1), of Directive (EU) 2018/2001	Equipment dedicated to the integration of photovoltaic panels, such as inverters, switches, circuit breakers, etc.
	CCM 3.5 Manufacture of energy efficiency equipment for buildings	Manufacture of energy efficiency equipment for buildings	Presence and daylight control for lighting systems Energy-efficient building automation and control systems for residential and non-residential buildings Thermostats and smart zone monitoring devices for main electrical and thermal loads in buildings and sensing equipment Monitoring and smart control products for heating systems and detection equipment
	CCM 3.20 Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation	The economic activity develops, manufactures, installs, maintains or services electrical products, equipment or systems, or software aimed at substantial GHG emission reductions in high, medium and low voltage electrical transmission and distribution systems through electrification, energy efficiency, integration of renewable energy or efficient power conversion The economic activity includes systems to integrate renewable sources of energy in the power grid, interconnect or increase grid automation, flexibility and stability, manage demand-side response, develop low carbon transport or heat, or deploy smart metering technologies for substantial improvement of energy efficiency	Low-voltage products for electrification and energy efficiency, including inverters, switches, circuit breakers, busbars, cables, etc. Charging stations for electric vehicles
	CCM 4.9 Transmission and distribution of electricity	Construction and operation of transmission systems that transport the electricity on the extra high- and high-voltage interconnected system Construction and operation of distribution systems that transport electricity on high-voltage, medium-voltage and low-voltage distribution systems	UPS (Uninterruptible Power Supply)
	CCM 7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	Lighting control system services

Environmental target	Activity covered by the EU Taxonomy		Business activity definition	Corresponding Legrand activities
Transition to a circular economy	CE 1.2	Manufacture of electrical and electronic equipment	Manufacturing of electrical and electronic equipment for industrial, professional and consumer use	All electrical and electronic products
	CE 4.1	Provision of IT/OT data-driven solutions	The activity manufactures, develops, installs, deploys, maintains, repairs or provides professional services, including technical consulting for design or monitoring of remote monitoring and predictive maintenance; identification, tracking and traceability of materials, products and assets to support circularity of material flows or other Taxonomy objectives; life cycle performance management software to support monitoring and evaluation of circularity performance	Systems and software for connected solutions
	CE 5.1	Repair, refurbishment and remanufacturing	Repair, refurbishment and remanufacturing of goods that have been used in accordance with their previously intended use by a customer (natural or legal person)	Services related to preventive maintenance, update and spare part
	CE 5.2	Sale of spare parts	Sale of spare parts	Sale of spare parts
	CE 5.5	Product-as-a-service and other circular use- and result-oriented service models	Preparation for re-use and recycling of products and components at the end of life	Rental and subscription services for connected systems

In 2025, all identified eligible activities represented turnover (*i.e.*, revenue) of €7,690.4 million, representing an eligibility percentage of 81.1%, to be compared with respectively €7,001.2 million and 81% of turnover in 2024. Eligibility therefore remains stable year on year.

Application of DNSH (Do No Significant Harm)

Legrand's activities support the following environmental objectives:

- climate change mitigation (CCM),
- transition to a circular economy (CE).

In accordance with Article 3 of the Taxonomy Regulation, an activity can only be considered sustainable if it does not significantly harm one of the Taxonomy's other environmental objectives. As Legrand's activities are eligible for two of the six environmental objectives, they must all be assessed in accordance with the DNSH principles.

Climate change adaptation

Legrand has assessed the material physical climate risks for its activities with the support of AXA Climate. On the basis of the IPCC's SSP5-8.5 and SSP2-4.5 short-, medium- and long-term scenarios, the main risks and vulnerabilities have been identified for each of the Group's sites. Legrand has also made an initial qualitative assessment of the implementation of adaptation actions on the sites concerned. Sites presenting a high risk for the Group and which do not have sufficient adaptation actions are prioritized in the adaptation work of the next five years.

For further information about the physical climate risks, please refer to section 4.1.2.1.2 "Impacts, risks and opportunities relating to climate change" of this universal registration document.

Climate change mitigation

Legrand has adopted a transition policy and plan to lower its GHG emissions across its entire value chain. Details are provided in sections 4.1.2.1.4 "Strategy: transition plan" and 4.1.2.1.5 "Actions, metrics and targets relating to climate change" of this universal registration document.

Sustainable use and protection of water and marine resources

Legrand assesses its water-related risks by means of the analysis of double materiality and physical climate risks. These risks are considered non-material for the Group.

However, Legrand continues to assess its water-related impact and encourages recycling and reuse in order to reduce water consumption and limit water stress. Annual environmental reporting enables it to check whether these risks remain non-material.

For further information about water management, please refer to section 4.2.1.2 “Water management” of this universal registration document.

Transition to a circular economy

Legrand assesses the availability and, where possible, adopts techniques to allow for materials to be reused, products to be recycled and repaired, and waste to be recycled. Actions are monitored using information collected during the annual environmental survey and on the basis of information included in environmental product profiles.

For further information about waste management, please refer to section 4.2.1.1 “Waste management” of this universal registration document. About materials reuse and product redesign, please refer to section 4.1.2.1.5.4 “Product eco-design” of this universal registration document.

Pollution Prevention and Control

Legrand does not manufacture, bring to market or use to manufacture its products:

- substances listed in Annexes I and II of Regulation (EC) 2019/1021 concerning persistent organic pollutants,
- mercury or mercury-based compounds,
- substances that deplete the ozone layer as listed in Annexes I and II of the Regulation (EC) 1005/2009 (repealed in 2024).

For the purpose of interpreting the other restrictions of Appendix C of the Climate Delegated Act on EU Taxonomy, Legrand relies on the final version of the Climate delegated act adopted on 4 July 2025 by the European Commission (Delegated Regulation (EU) 2026/73 published in the Official Journal of the European Union (OJEU) on 8 January 2026):

- Legrand thus ensures that it places on the market electrical and electronic equipment as defined in Article 2, compliant with points 1 and 4 of Article 4 of the Directive 2011/65/EU, known as RoHS 2. Where products placed on the market outside the EU do not comply with Article 4.1, as set out in point d) of Appendix C of the Taxonomy, or with Article 4.4, they are then excluded from alignment with the Taxonomy,
- Legrand certifies that its products may contain substances covered by Article 57 of Regulation (EC) 1907/2006 (REACH Regulation) in concentrations by weight

exceeding 0.1% only if no alternative substances are available on the market and their use is monitored and controlled, as required by point (f) of Appendix C of the Taxonomy,

- Legrand further certifies that its products may contain substances meeting the criteria set out in Regulation (EC) 1272/2008 for the hazard categories listed in Article 57 of Regulation (EC) 1907/2006 (REACH Regulation), only if no substitute substances are available on the market and their use is monitored and controlled, as required by the second paragraph of Appendix C of the EU Taxonomy.

Legrand continues to monitor developments in the criteria of Appendix C of the Taxonomy regulation, and their interpretation by the French Authorities. The Group may therefore have to change its alignment criteria in the future.

Protection and restoration of biodiversity and ecosystems

Legrand has analyzed the risks associated with biodiversity using the WWF Biodiversity Risk Filter open-source tool. This analysis confirms that Legrand’s sites are, for the most part, not located close to biodiversity-sensitive areas and that its activities do not represent a material risk for biodiversity.

Minimum safeguards

In accordance with Article 3 of the Taxonomy regulation, an activity can only be considered sustainable if it complies with the minimum safeguards specified in the regulation. Legrand uses the conclusions of the Platform on Sustainable Finance’s final report on minimum safeguards as a guide to minimum safeguards⁽¹⁾ in four main areas: human rights, bribery and corruption, taxation and fair competition.

Human rights

The Group complies with national regulations in force in the countries in which it operates. Regardless of the local situation, Legrand abides by voluntary principles and standards of responsible behavior with regard to human rights and, in particular with:

- the Universal Declaration of Human Rights,
- the International Labor Organization (ILO) Declaration, particularly the 10 conventions on fundamental principles and rights at work,
- the Global Compact’s principles concerning human rights and labor standards,
- the UN Guiding Principles on Business and Human rights (the “John Ruggie Report”), which recommend a three-pronged approach: protect, respect and remedy,
- the United Nations Sustainable Development Goals (SDGs).

Legrand published its new Human Rights Charter in 2025 to reflect the above standards and principles; it is accessible on the Group’s website.

(1) The Platform on Sustainable Finance’s final report is available via this link: [Simplifying the EU Taxonomy to Foster Sustainable Finance](#).

Further information is provided in section 4.1.3.1.3 “Policies relating to own workforce” of this universal registration document.

Corruption

The Group adheres to major universal principles and international reference texts:

- the OECD Anti-Bribery Convention (Convention on Combating Bribery of Foreign Public Officials in International Business Transactions),
- the OECD Guidelines for Multinational Enterprises,
- the United Nations Convention against Corruption,
- EU directives relating to competition,
- all national competition and anti-corruption laws of the countries where Legrand operates.

Further information is provided in section 4.1.4 “Disclosures and commitments in relation to business conduct – Acting ethically” of this universal registration document.

Taxation

The Group Tax Department constantly monitors the most significant regulatory developments.

The Group and the Tax Department ensure that Legrand complies with applicable tax rules and laws in the main countries in which it operates and checks overall compliance with the Group policy defined in accordance with OECD rules, in particular minimum taxation of 15% under “Pillar II”. If necessary, staff can use the services of internationally renowned tax firms or those with a strong local reputation.

Further information is provided in section 4.2.4 “Other Governance Information – Responsible Taxation” of this universal registration document.

Fair competition

To comply with existing standards and regulations, the Group has drawn up charters and internal policies to be observed by all employees, including the Competition Charter and the Guide to good business practices.

Further information is provided in section 3.1.3 “Internal control and risk management environment” of this universal registration document and in the note 5.5 “Claims and contingent liabilities” of Chapter 8.

Conclusion on Do No Significant Harm (DNSH) and minimum safeguards, aligned turnover

To be aligned, eligible activities need to meet three criteria:

- make a substantial contribution to an environmental objective as described in Annexes 1 and 2 of Regulation 2021/2139 or Annex II of Regulation (EU) 2023/2486 (technical screening criteria). These technical criteria are analyzed individually for each Taxonomy-eligible activity,
- not make an unfavorable contribution to other environmental objectives (“do no significantly harm”), as defined in Annexes 1 and 2 of Regulation (EU) 2021/2139. Compliance with Regulation (EC) 1907/2006 (REACH) was deemed to be sufficient to meet the requirements of chapters f. and g. of Appendix C concerning pollution,
- meet the minimum safeguard requirements defined in Article 18 of the Taxonomy Regulation.

In some cases, Legrand sells products that are complementary to its ranges but not produced by the Group itself. These products can constitute Taxonomy-eligible activities but as Legrand does not manufacture them, they are not included in Legrand’s alignment.

After verifying the technical criteria, DNSH requirements and minimum safeguards, the Group’s Taxonomy-aligned turnover amounts to €1,176.1 million, 12.4% of its 2025 turnover, compared to €1,031 million and 12% of turnover in 2024. Hence alignment remained stable between the two years.

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**Proportion of turnover from products or services associated with Taxonomy-aligned economic activities – 2025
(in millions of euros)**

Reported KPI		TURNOVER											
Financial Year (N)		2025											
Economic activities (1)	Code (2)	Taxonomy eligible KPI (Proportion of Taxonomy eligible Turnover) (3)	Taxonomy aligned KPI (monetary value of Turnover) (4)	Taxonomy aligned KPI (Proportion of Taxonomy aligned Turnover) (5)	Environmental objective of Taxonomy aligned activities						Enabling activities (12)	Transitional activities (13)	Proportion of Taxonomy aligned in Taxonomy eligible (14)
					Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Pollution (9)	Circular Economy (10)	Biodiversity (11)			
Text		%	Million €	%	%	%	%	%	%	%	Where applicable	Where applicable	%
Manufacture of renewable energy technologies	CCM 3.1	0.9%	63.8	0.7%	0.7%	0%	0%	0%	0%	0%	H	n/a	77.9%
Manufacture of energy efficiency equipment for buildings	CCM 3.5	9.2%	105.2	1.1%	1.1%	0%	0%	0%	0%	0%	H	n/a	12.1%
Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation	CCM 3.20	55.6%	970.7	10.2%	10.2%	0%	0%	0%	0%	0%	H	n/a	18.4%
Transmission and distribution of electricity	CCM 4.9	0.1%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	0.3%	20.3	0.2%	0.2%	0%	0%	0%	0%	0%	H	n/a	84.9%
Manufacture of electrical and electronic equipment	CE 1.2	13.8%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Provision of IT/OT data-driven solutions	CE 4.1	0.3%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Repair, refurbishment and remanufacturing	CE 5.1	0.2%	5.0	0.1%	0%	0%	0%	0%	0.1%	0%	H	n/a	29.1%
Sale of spare parts	CE 5.2	0.8%	11.2	0.1%	0%	0%	0%	0%	0.1%	0%	H	n/a	15.1%
Product-as-a-service and other circular use- and result-oriented service models	CE 5.5	0%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Sum of alignment per objective					12.2%	0%	0%	0%	0.2%	0%			
Total KPI (Turnover)		81.1%	1,176.1	12.4%	12.2%	0%	0%	0%	0.2%	0%	12.4%	n/a	15.3%

Capital expenditures (CapEx)

With regard to Taxonomy-eligible capital expenditures (CapEx), the approach takes into account:

- on the one hand, CapEx related to the purchase of eligible products or activities such as vehicles, energy efficiency solutions, or building renovations. These CapEx are directly linked to the investments required to reduce Legrand's Scope 1 & 2 emissions, and do not relate to Legrand's manufacturing activities,
- on the other hand, the application of the percentage of eligible revenue to the Group's total remaining investments (excluding investments already identified).

The former corresponds to the energy efficiency of sites and the vehicle fleet, while the latter corresponds to the necessary developments in our products. There is therefore no overlap between the two amounts.

Legrand uses turnover as a distribution indicator, since:

- there is no other non-financial operational data common to all its activities that could be representative of the breakdown of capital expenditures,
- each activity's turnover is representative of the efforts made in terms of capital expenditure.

The denominator for the CapEx ratio consists of total acquisitions of fixed assets during the year as defined by the Taxonomy regulation, notably including:

- IAS 16 Property, Plant and Equipment, paragraph 73, point e), i) and iii),
- IAS 38 Intangible Assets, paragraph 118, point e), i),

- IAS 40 Investment Property, paragraph 76, points a) and b) (for the fair value model),
- IAS 40 Investment Property, paragraph 79, points d), (i) and (ii) (for the cost model),
- IAS 41 Agriculture, paragraph 50, points b) and e),
- IFRS 16 Leases, paragraph 53, point h).

Corrections have been made in the calculation of the amounts of the eligible and aligned CapEx for the 2024 financial year to take into account all the scope entries for 2024. Thus, the amount of the eligible CapEx in 2024 moved from €491.1 million to €531.9 million in 2024, and the amount of the aligned CapEx moved from €86.9 million to €94.7 million.

In 2025, total eligible capital expenditure amounted to €622.3 million, representing 82.1% of eligible CapEx, compared to €531.9 million (82.1%) in 2024. This increase between 2024 and 2025 is mostly due to the Group's recent acquisitions.

The approach used for Taxonomy-aligned CapEx is similar to that used to calculate Taxonomy-eligible CapEx. It is calculated as the sum of:

- on the one hand, CapEx related to the purchase of aligned products and activities, such as electric vehicle acquisitions⁽¹⁾ and the installation of photovoltaic panels. Reporting for these investments has been adjusted to include only those activities that meet technical screening and DNSH criteria,
- on the other hand, the result of multiplying total remaining CapEx by the aligned turnover ratio, giving a ratio of 14.3%.

(1) For this exercise, only electric vehicles were considered to be aligned with the Taxonomy.

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities - 2025
(in millions of euros)

Reported KPI		CAPEX											
Financial Year (N)		2025											
Economic activities (1)	Code (2)	Taxonomy eligible KPI (Proportion of Taxonomy eligible CapEx) (3)	Taxonomy aligned KPI (monetary value of CapEx) (4)	Taxonomy aligned KPI (Proportion of Taxonomy aligned CapEx) (5)	Environmental objective of Taxonomy aligned activities						Enabling activities (12)	Transitional activities (13)	Proportion of Taxonomy aligned in Taxonomy eligible (14)
					Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Pollution (9)	Circular Economy (10)	Biodiversity (11)			
Text		%	Million €	%	%	%	%	%	%	%	Where applicable	Where applicable	%
Manufacture of renewable energy technologies	CCM 3.1	0.8%	5.0	0.7%	0.7%	0%	0%	0%	0%	0%	H	n/a	80.7%
Manufacture of energy efficiency equipment for buildings	CCM 3.5	8.7%	8.2	1.1%	1.1%	0%	0%	0%	0%	0%	H	n/a	12.5%
Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation	CCM 3.20	52.6%	75.9	10.0%	10.0%	0%	0%	0%	0%	0%	H	n/a	19.0%
Installation and operation of electric heat pumps	CCM 4.16	0.2%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Transmission and distribution of electricity	CCM 4.9	0.0%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	2.0%	7.2	1.0%	1.0%	0%	0%	0%	0%	0%	H	n/a	47.8%
Renovation of existing buildings	CCM 7.2	0.9%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.8%	5.9	0.8%	0.8%	0%	0%	0%	0%	0%	H	n/a	100.0%
Installation, maintenance and repair of charging stations for electric vehicles in buildings	CCM 7.4	0.1%	0.4	0.1%	0.1%	0%	0%	0%	0%	0%	H	n/a	100.0%
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	0.5%	3.3	0.4%	0.4%	0%	0%	0%	0%	0%	H	n/a	93.7%
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.1%	1.1	0.1%	0.1%	0%	0%	0%	0%	0%	H	n/a	100.0%
Acquisition and ownership of buildings	CCM 7.7	1.2%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Manufacture of electrical and electronic equipment	CE 1.2	13.1%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Provision of IT/OT data-driven solutions	CE 4.1	0.3%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Repair, refurbishment and remanufacturing	CE 5.1	0.2%	0.9	0.1%	0%	0%	0%	0%	0.1%	0%	H	n/a	67.5%
Sale of spare parts	CE 5.2	0.7%	0.4	0.1%	0%	0%	0%	0%	0.1%	0%	H	n/a	7.0%
Product-as-a-service and other circular use- and result-oriented service models	CE 5.5	0%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Sum of alignment per objective					14.1%	0%	0%	0%	0.2%	0%			
Total KPI (CapEx)		82.1%	108.3	14.3%	14.1%	0%	0%	0%	0.2%	0%	14.3%	n/a	17.4%

Operating expenditures

The reporting process for Taxonomy-eligible and Taxonomy-aligned operating expenditures (or “OpEx”) is similar to the process for reporting CapEx, within a limited scope that complies with the Taxonomy regulations. This scope comprises direct costs not recognized as assets in relation to R&D, building renovations, short-term leases, as well as maintenance, repair and other expenditures needed for sites to continue to operate well.

The numerator is composed of:

- firstly, expenditures related to the purchase of eligible services, such as vehicles leases⁽¹⁾, energy-efficient equipment maintenance, etc. These expenditures are directly linked to the actions required to reduce Legrand’s Scope 1 & 2 emissions,
- secondly, the application of the percentage of eligible turnover to the Group’s total remaining expenditures (in accordance with the denominator defined by the Taxonomy Regulation).

Legrand uses turnover as a distribution indicator, since:

- there are no other non-financial operating figures common to all its activities that can be relevantly representative of the breakdown of operating expenditures,
- each activity’s turnover is representative of the efforts made in terms of operating expenditures.

Total eligible operating expenditure (OpEx) amounted to €281.5 million in 2025, representing 82.1% of eligible OpEx, compared with €289.1 million and 82.0% of OpEx in 2024. These amounts therefore remained broadly stable between 2024 and 2025.

The approach used for Taxonomy-aligned OpEx is similar to that used to calculate Taxonomy-eligible OpEx. It is calculated as the sum of:

- firstly, expenses related to the purchase of aligned services, such as electric vehicle leases⁽¹⁾ and solar panel maintenance. Investment reporting has been adjusted to include only those activities that meet the technical and DNSH criteria,
- on the other hand, the result of multiplying total remaining expenditures by the aligned turnover ratio, giving a ratio of 12.6%.

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(1) For this exercise, only electric vehicles were considered to be aligned with the Taxonomy.

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities - 2025 (in millions of euros)

Reported KPI	OPEX												
Financial Year (N)	2025												
Economic activities (1)	Code (2)	Taxonomy eligible KPI (Proportion of Taxonomy eligible OpEx) (3)	Taxonomy aligned KPI (monetary value of OpEx) (4)	Taxonomy aligned KPI (Proportion of Taxonomy aligned OpEx) (5)	Environmental objective of Taxonomy aligned activities						Enabling activities (12)	Transitional activities (13)	Proportion of Taxonomy aligned in Taxonomy eligible (14)
					Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Pollution (9)	Circular economy (10)	Biodiversity (11)			
Text		%	€	%	%	%	%	%	%	%	Where applicable	Where applicable	%
Manufacture of renewable energy technologies	CCM 3.1	0.8%	2.3	0.7%	0.7%	0%	0%	0%	0%	0%	H	n/a	81.9%
Manufacture of energy efficiency equipment for buildings	CCM 3.5	8.7%	3.8	1.1%	1.1%	0%	0%	0%	0%	0%	H	n/a	12.7%
Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation	CCM 3.20	52.8%	35.0	10.2%	10.2%	0%	0%	0%	0%	0%	H	n/a	19.3%
Transmission and distribution of electricity	CCM 4.9	0.0%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	0.6%	0.2	0.1%	0.1%	0%	0%	0%	0%	0%	H	n/a	8.6%
Renovation of existing buildings	CCM 7.2	4.2%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	0.2%	0.7	0.2%	0.2%	0%	0%	0%	0%	0%	H	n/a	100.0%
Installation, maintenance and repair of charging stations for electric vehicles in buildings	CCM 7.4	0.01%	0.04	0%	0%	0%	0%	0%	0%	0%	H	n/a	100.0%
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	0.2%	0.8	0.2%	0.2%	0%	0%	0%	0%	0%	H	n/a	89.5%
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0.01%	0.04	0%	0%	0%	0%	0%	0%	0%	H	n/a	100.0%
Manufacture of electrical and electronic equipment	CE 1.2	13.1%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Provision of IT/OT data-driven solutions	CE 4.1	0.3%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Repair, refurbishment and remanufacturing	CE 5.1	0.2%	0.4	0.1%	0%	0%	0%	0%	0.1%	0%	H	n/a	68.5%
Sale of spare parts	CE 5.2	0.7%	0.2	0.1%	0%	0%	0%	0%	0.1%	0%	H	n/a	7.1%
Product-as-a-service and other circular use- and result-oriented service models	CE 5.5	0%	0	0%	0%	0%	0%	0%	0%	0%	H	n/a	0%
Sum of alignment per objective					12.5%	0%	0%	0%	0.2%	0%			
Total KPI (OpEx)		82.1%	43.4	12.6%	12.5%	0%	0%	0%	0.2%	0%	12.6%	n/a	15.4%

The consolidated turnover, CapEx and OpEx results are presented in the table below:

Financial Year (N)		2025													
KPI (1)	Total (2)	Proportion of Taxonomy eligible activities (3)	Taxonomy aligned activities (4)	Proportion of Taxonomy aligned activities (5)	Breakdown by environmental objectives of Taxonomy aligned activities						Proportion of enabling activities (12)	Proportion of transitional activities (13)	Not assessed activities considered non-material (14)	Taxonomy aligned activities in previous financial year (N-1) (15)	Proportion of Taxonomy aligned activities in previous financial year (N-1) (16)
					Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Pollution (9)	Circular Economy (10)	Biodiversity (11)					
Text	Million €	%	Million €	%	%	%	%	%	%	%	%	%	%	Million €	%
Turnover	9,480.6	81.1%	1,176.1	12.4%	12.2%	0%	0%	0%	0.2%	0%	12.4%	n/a	n/a	1,030.8	11.9%
Capex	757.6	82.1%	108.3	14.3%	14.1%	0%	0%	0%	0.2%	0%	14.3%	n/a	n/a	87.0	14.6%
Opex	343.0	82.1%	43.4	12.6%	12.5%	0%	0%	0%	0.2%	0%	12.6%	n/a	n/a	40.2	11.4%

As a reminder, the amount of the aligned CapEx for the 2024 fiscal year has been corrected to take into account all the perimeter entries for 2024. Thus, the amount of the aligned

CapEx moved from €86.9 million to €94.7 million in 2024. The rate of the aligned CapEx remains unchanged at 14.6%.

Correspondence table between the CapEx displayed in the various chapters and the financial statements [E1-3]

	Million euros	Section in the Universal Registration Document
Intangible assets related to trademarks, patents and customer relationships (acquisitions only)	149.4	Chapter 8, Note 3.1, sum of acquisitions in notes 3.1.1, 3.1.2 and 3.1.3
Other intangible assets (acquisitions only)	53.0	Chapter 8, Note 3.1.4 – not available for direct view
Intangible assets (acquisitions only)	202.4	
Including intangible assets related to the transition plan for the "Product eco-design" lever	35.9	4.1.2.1.5.4
Tangible assets (acquisitions only)	285.0	Chapter 8, note 3.3
Including tangible assets related to the transition plan for the "Reducing energy consumption and electrification" lever	9.7	4.1.2.1.5.1
Including tangible assets related to the transition plan for the "Renewable electricity generation and purchase" lever	1.1	4.1.2.1.5.2
Including tangible assets related to the transition plan for the "Product eco-design" lever	50.6	4.1.2.1.5.4
Right-of-use assets (increases only)	270.2	Chapter 8, note 3.4
Including right-of-use assets related to the transition plan for the "Reducing energy consumption and electrification" lever	7.2	4.1.2.1.5.1
Including right-of-use assets related to the transition plan for the "Renewable electricity generation and purchase" lever	0.0	4.1.2.1.5.2
Total intangible assets, tangible assets and right-of-use assets (acquisitions and increases only)	757.6	
Total (A+B) CapEx in EU Taxonomy	757.6	4.1.2.4
Total transition plan	104.5	4.1.2.1.5.2

4.1.3 - Social information and commitments [ESRS S]

4.1.3.1 Committed to our employees (own workforce) [ESRS S1]

4.1.3.1.1 Definitions

With commercial and industrial operations in around 90 countries, Legrand pursues its business development while paying close attention to its social responsibilities, in particular the impact its activities may have on the people within its workforce. These include Legrand's own employees

– on both fixed-term and permanent contracts, zero-hours contracts, full-time and part-time - as well as temporary workers placed through companies involved in “employment activities” (NACE code N78) and self-employed workers.

4.1.3.1.2 Impacts, risks and opportunities relating to own workforce [S1-SBM-2, S1-SBM-3]

4.1.3.1.2.1 Process to identify and assess material impacts, risks and opportunities

Legrand has identified the issues relevant to the Group in terms of its industry, activities, stakeholders, value chain and local specificities. The process for identifying and classifying these material issues is described in section 4.1.1.4 “Double materiality analysis methodology and management of impacts, risks and opportunities” of this document.

In addition, the activities included in this work and stakeholder consultations are described in section 4.1.1.3.2 “Interests and views of the Group's stakeholders”. This approach was used to identify the material issues for Legrand in relation to ESRS S1 “Own workforce” and stakeholders' expectations have been incorporated into the resulting policies and actions.

4.1.3.1.2.2 Results of Legrand's double materiality analysis

Secure employment

Being in employment enables people to benefit from social protection, with a positive impact on their physical and mental health.

Working time and work-life balance

Due to the Group's activities, working time and its organization (notably working hours, rest periods and breaks) may occasionally cause an imbalance between employees' work and personal lives and/or have a widespread negative impact on their health and well-being.

Adequate wages

Given the Group's business sector and locations, salary levels can have negative impacts on the workforce's ability to meet their basic needs on an ad hoc basis.

Not paying the workforce at a level that allows them to meet their basic needs can result in reputational risks that can have a negative impact on the Group's brand image. This could put customers and consumers off buying its products. The financial community could regard this practice as irresponsible.

Social dialogue

Lack of social dialogue has a negative impact on communication between employers and their workforce and means that employees do not have a way of stating their demands to improve their working conditions.

Health and safety

Poor health and safety conditions can have a widespread impact on employees and non-employees in terms of work-related accidents and/or work-related ill health.

Good working conditions with a clear health and safety framework help to foster on a widespread basis a feeling of trust among the workforce, helping them to flourish and perform well. This is also a factor in attracting and retaining talent.

Poor working conditions or failing to sufficiently take into account health and safety issues, can increase, on a widespread basis, the number and severity of work-related accidents and work-related ill health. For example, inadequate assessment of occupational risks, poorly defined safety guidelines resulting from such assessments, inadequate staff training in applying these instructions or even a lack of care in monitoring the application of these instructions on the ground.

Diversity and inclusion, gender equality and equal pay for work of equal value

Women, people with disabilities, ethnic-racial and cultural minorities, LGBT+ people, old and young people can be negatively affected by unequal treatment throughout their career and not enjoy the same chances of success. In particular, women face inequalities in the workplace, which have a negative impact on their ability to access employment or the most highly qualified positions, as well as their level of pay for work of the same value as that done by men.

Fostering diversity and inclusion of people with specific characteristics gives the Group the opportunity to bring together different types of people, enabling it to come up with innovative solutions to the complex issues it must address. The promotion of gender equality and equal pay for work of equal value is an opportunity for Legrand to attract and retain talent, while not having a policy could spark an outflow of talent and recruitment difficulties. This may also lead to higher recruitment costs and possible legal risks if discrimination occurs.

Training and skills development

Insufficient training in how to respond to changes in the environment in which the Group operates has a widespread negative impact on workers' employability within the Group and elsewhere, as well as their prospects for professional and personal development.

4.1.3.1.2.3 Material impacts, risks and opportunities, stakeholder views and their interaction with the Group strategy [S1-SBM-2, S1-SBM-3]

In view of its international development strategy and its sector of activity, the Group has an impact on its workforce in terms of employability, social protection, diversity, adequate wages, and health and safety. These aspects are integrated into Legrand's strategy, which aims through its HR strategy to provide the best possible experience for its workforce, thereby mitigating negative impacts and enhancing positive ones. At the same time, the Group seeks to capitalize on opportunities and mitigate risks arising from dependencies on its own workforce.

4.1.3.1.3 Policies relating to own workforce [S1-MDR-P, S1-1]

4.1.3.1.3.1 Fundamental principles

Legrand's human resources management is based on four pillars:

- attractiveness, which consists of attracting, developing and retaining talent, and thus matching human resources with future needs,
- diversity and inclusion, particularly by encouraging greater female representation in the workforce and ensuring that HR processes comply with the principles of non-discrimination and equal opportunity,

By providing regular training and ensuring that its employees have the appropriate skills, the company is able to attract and retain talent. This maintains or even improves its competitiveness by making its employees adaptable to change.

Measures against violence and harassment in the workplace

A lack of measures to combat workplace violence and harassment can have a negative impact on the workforce's physical and mental health.

Privacy

Legrand must ensure its employees' personal data is processed in accordance with the principles set out in applicable regulations to guarantee the protection of their privacy, as any inappropriate use of personal data could result in a systemic breach of their privacy.

To this end, the HR strategy consists of investing in skills development through employee training, promoting diversity and inclusion, and fostering commitment by ensuring the well-being and health and safety of its own workforce.

The results of the listening processes (surveys, social dialogue) enable the Group to adjust its strategy and actions to retain and engage its employees and thus better serve its customers.

For further information on the HR policy integrated into the Group strategy, please refer to Chapter 1 "Integrated Report".

- employee development, by implementing tailored strategies for identifying and supporting talent and for recognizing performance,
- employee engagement, by looking after employees' well-being, health and safety and creating fulfilling work environments.

4.1.3.1.3.2 Our social policies

These four fundamental pillars are implemented through various instruments:

- Human Rights Charter,
- Diversity and Inclusion Policy,
- Occupational Health and Safety Policy,
- 15 Commitments to Work-life Balance Charter,
- Learning and Development Policy,
- Human Resources Personal Data Protection Policy.

4.1.3.1.3.3 Organization

The Human resources policy is managed on a Group-wide basis, with centralized management oversight of key positions and resources. Its global implementation is the responsibility of the Executive VP Human Resources, who is a member of the Executive Committee. It is rolled out at entities and managed by local human resources departments.

In addition, an HR manager responsible for social issues is given specific responsibility for:

- implementing the HR initiatives and priorities contained in the CSR Roadmap,
- providing a functional link with the CSR Department,

4.1.3.1.3.4 Commitment

■ Human Rights Charter

Respect for human rights is a core value at Legrand. With its Human Rights Charter, Legrand has established principles for managing its human resources to control the impact of its activities on its stakeholders.

International and national laws on human rights, and particularly France's duty of care act, apply to Legrand and its subsidiaries globally. Thus Legrand complies with national regulations in force in the countries in which it operates and, regardless of the local situation, abides by voluntary principles and standards of responsible behavior regarding human rights and, in particular with:

- the Universal Declaration of Human Rights,
- the International Covenant on Civil and Political Rights,
- the International Covenant on Economic, Social and Cultural Rights,
- the International Labor Organization (ILO) Declaration, particularly the 10 conventions on fundamental principles and rights at work,
- the principles of the Global Compact in relation to human rights and labor standards,
- the UN Guiding Principles on Business and Human Rights (the John Ruggie Report), which recommends a three-pronged approach: protect, respect and remedy,
- the United Nations Sustainable Development Goals (SDGs),
- the OECD (Organization for Economic Cooperation and Development) Guidelines for Multinational Enterprises.

Details of these policies and charters are provided in the following sections of this document and form an integral part of the Shared Code of Ethics, which sets out all Legrand's ethical commitments.

Further information about the Group's human resources policies can be found on the www.legrand.com website.

- being the sole point of contact for all HR departments within the subsidiaries on topics associated with Legrand's CSR commitments in this area.

The Occupational Health and Safety Policy is approved by the Chief Executive Officer. The management and implementation of this policy are overseen by the Occupational Health and Safety (OHS) Manager, who reports to the Operations Performance Department. He is supported by a network of Health and Safety officers at the Group's various sites as well as QSE (Quality, Safety and Environment) officers.

In line with the standards and principles listed above, Legrand's Human Rights Charter, initially published in 2018, sets out in operational terms the Group's commitments concerning:

- measures to combat child labor and protect young workers,
- measures to combat forced labor, slavery and trafficking in human beings,
- health and safety,
- decent working conditions,
- freedom of association and collective bargaining,
- non-discrimination.

In 2025, through an update to this charter, Legrand strengthened its commitments and brought them up to date by incorporating, for example, topics related to the use of artificial intelligence.

These commitments aim to protect the human rights of all salaried and non-salaried workers in the Group's workforce.

More specifically, these commitments aim to manage the impacts identified as well as the risks and opportunities associated with them:

- in terms of secure employment, Legrand guarantees a minimum level of social protection for all its employees,
- in order to promote a better work-life balance, Legrand is committed to offering its employees maternity and paternity leave in accordance with the convention of the International Labor Organization as well as parental leave in accordance with local legislation,
- in terms of working hours, Legrand complies with local legislation. In addition, all employees have at least one day

- of rest per week and break time during their working day,
- the Group condemns all violence at work, whether it takes the form of assault, physical, moral or sexual harassment, threats, intimidation or bullying,
- the Charter of Human Rights also aims to fight discrimination in order to protect diversity and to guarantee gender equality and equal pay for work of equal value. It covers the following grounds of discrimination: sex, gender identity and expression, age, nationality, ethnicity, race, color, religion or beliefs, caste, language, mental or physical disability, membership of an organization, political opinion, state of health, marital status, family situation (including pregnancy), sexual orientation, birth, or civic, social or political characteristics of the worker, place of residence, veteran or military status, physical appearance,
- the Group is also committed to protecting the privacy of its employees by restricting the collection and use of their personal data in line with the regulatory framework,
- where they are present, employee representatives are regularly consulted on key issues such as working conditions, compensation or conflict resolution.

Furthermore, this charter now describes Legrand's practices relating to:

- the human rights of its business customers, consumers and end users, in terms of:
 - quality and use of its services and products,
 - non-discrimination,
 - privacy and freedom of expression.
- the human rights of affected communities, regarding:
 - economic and social rights,
 - security and non-violence,
 - freedom of expression and assembly.

This charter is signed by the Chief Executive Officer. It is accessible on the www.legrand.com website. It aims to inform internal and external stakeholders of the principles and commitments that Legrand has set for itself.

Focus: Legrand's public commitments to defending human rights

Legrand has been a member of the "*Entreprises pour les Droits de l'Homme*" ("Companies for Human Rights" or EDH) association in France since 2016. EDH acts as a forum for discussion, initiatives and proposals for multinational companies, making human rights an integral part of business policies and practices.

In 2019, Legrand's CEO Benoît Coquart, signed up to the Call to Action for Business Leadership on Human Rights led by the World Business Council for Sustainable Development (WBCSD).

Procedure and management

In 2018, the Human Rights Charter was rolled out to those in charge of local entities, purchasing and human resource managers. Awareness and training programs were rolled out for employees in countries such as Hungary, Indonesia, South Korea, India and Poland, as well as Mexico, Peru and the United Kingdom. The 2025 update of the Charter led to a new global rollout to employees and targeted awareness-raising among human resources and purchasing teams.

Since 2019, Legrand has used an investigation checklist based on the Danish Institute's questionnaire. Using this tool, it regularly assesses the compliance of its entities' practices with its Human Rights Charter.

In practical terms, people in charge of the HR function in countries must:

- complete the Legrand self-assessment in relation to human rights and share it with the person in charge of the Group's societal issues,
- if there are any discrepancies, adopt action plans to resolve any situations requiring improvement.

The duty of care systems in place are described in section 3.7 "Legrand's duty of care plan" of this universal registration document.

Particular attention is paid to the 20 or so countries potentially at greater risk. The list of countries assessed as being most at risk, along with information about any discrepancies identified and action plans in place, is provided in section 3.7.5.1 "Human rights" of this universal registration document.

Questionnaire results have identified sources of progress relating to practices that already exist within the Group, but that are not sufficiently rolled out. Among the improvement initiatives being undertaken, the main themes are:

- raising awareness of non-discrimination,
- improving employment conditions and taking action to improve health and safety,
- communicating about the existence of a whistleblowing system.

As part of a continuous improvement process, concrete action plans are regularly implemented. For example, in 2025:

- initiatives to promote well-being at work were carried out in Brazil, Peru, Poland and Saudi Arabia among other countries,
- awareness-raising initiatives on non-discrimination were rolled out in Italy, Malaysia and the Netherlands among other countries,
- general awareness-raising initiatives on human rights were conducted in Hungary, India and Malaysia among other countries.

■ Diversity and Inclusion Policy

To promote equal opportunity, diversity and inclusion, the Group has drawn up a Diversity and Inclusion Policy.

This policy forms the basis for building an inclusive culture and creating favorable working environments: respecting people's differences, where all talents can be fully expressed, and thereby contributing to the Group's success. Legrand recognizes the uniqueness and diversity of its workforce, whether in terms of gender, disability, age, racial or ethnic origin, social or cultural background, or sexual orientation, and provides employees with support, guidance and opportunities for professional development throughout their careers. This policy, signed by the Chief Executive Officer, addresses the impacts, risks and opportunities in terms of diversity, gender equality and equal pay for work of equal value, and applies to all subsidiaries and all salaried and non-salaried workers who make up the Group's workforce. It thereby contributes to the United Nations' sustainable development goals (5, 8 and 10) based on five pillars that aim primarily to protect and include women, people with disabilities, racial or ethnic and cultural minorities, LGBT+ people, old and young.

For example, the Group is committed to:

- rebalance female representation at all levels of the Group, particularly within management teams,
- address disability adjustments to provide everyone with equal opportunities to succeed and advance within the Group,
- contribute to the training of young people and their integration into labor markets, notably by providing apprenticeship opportunities,
- promote social diversity by offering opportunities to vulnerable populations,
- support employee initiatives with the objectives of combating discrimination against LGBT+ populations.

Details of the policy are available on Legrand's intranet and are disseminated regularly to employees during communications celebrating diversity and inclusion.

In order to prevent, mitigate or remedy potential cases of discrimination, this policy is implemented locally in the form of procedures relating to areas such as recruitment, pay reviews and even promotions.

By way of example, in 2025, France guaranteed people who had been on maternity, adoption or parental leave, or who had been recognized as disabled workers and had been on long-term sick leave (over six months), a salary increase, equal to the average rate of increase agreed during the mandatory annual negotiations.

■ 15 Commitments to Work-life Balance Charter

As part of its initiative to improve quality of life at work, the members of the Executive Committee ratified the Charter of 15 Commitments for Work-Life Balance in 2015. The objective was to adapt the Group to the technological and societal shifts shaping society, while maintaining work-life balance for all employees. The charter aims to support and promote constructive behaviors within the framework of working arrangements and relationships between managers and employees. It relates in particular to the impacts and risks in terms of working hours and work-life balance. It applies to all subsidiaries and concerns all salaried and non-salaried workers in the company's workforce. The charter was signed by the Chief Executive Officer and is available on the Group's intranet.

■ Learning and Development Policy

Legrand's Learning and Development Policy has been a core priority for its successive roadmaps and represents its commitment to providing regular training for all employees to improve and update their skills. The Group favors independent learning by means of an e-learning platform that can be accessed by employees connected to its systems. In this way, Legrand ensures that its employees can adapt to change and become more employable both within the company and elsewhere, as well as supporting their development. This represents Legrand's response to the impact and opportunity identified as regards training and skills development, helping to maintain or even improve its competitiveness. The policy was approved by the Executive VP Human Resources and is available on the company's intranet.

■ Adequate Wage Policy

As part of the update to its Human Rights Charter in 2025, Legrand is now committed to going beyond compliance with local laws and collective agreements setting minimum wages, ensuring that it pays wages that are at least equivalent to an adequate wage. This wage aims to ensure a decent standard of living, enabling employees and their families to cover their basic needs such as food, housing, children's education, clothing, healthcare, communication, transportation, and any other essential needs, as well as providing for precautionary savings to deal with unforeseen events, all based on a given local standard of living. This commitment reflects Legrand's dedication to improving working conditions and employee well-being worldwide.

■ Occupational Health and Safety Policy

Legrand's Occupational Health and Safety Policy, which was revised in 2024, was designed in accordance with international standard ISO 45001 (occupational health and safety management systems), and applies to all Group entities. It encompasses occupational risk management and improvements to health and safety at work. The policy is based on five principles:

- protecting employees within a sustainable working environment,
- incorporating health and safety into all activities,
- continuously improving health and safety performance and the management system,
- fostering accountability among all participants,
- involving partners within the Group and within the value chain in this approach.

The Occupational Health and Safety Policy, approved by the Chief Executive Officer, is promoted broadly among employees by the managers of each entity. The policy is available on the Group's intranet and can be found on the www.legrand.com website.

4.1.3.1.4 Engagement with Group workers and workers' representatives on impacts [S1-2]

4.1.3.1.4.1 Collective representation and social dialogue

Social dialogue aims to share projects that may influence employees' jobs and working conditions. It gives each individual the opportunity to express their viewpoint, fostering a shared approach to making major changes to the Group.

Legrand believes that improving social dialogue involves creating connections and building trust within employee representative bodies at both country and regional level.

Supporting organizational change, enabling sustained social dialogue, and regularly adapting organizations and teams to current challenges is fundamental.

Managers receive training in labor relations to help them fulfil their role as local labor relations contacts. In France and Italy, for example, regular Labor Relations Management meetings are held with key managers and the Human Resources Department.

A Legrand European Works Council (EWC) was formed by agreement in 2000. The EWC is an information and consultation body for employee representatives on matters involving facilities located within the European Union. Its purpose is notably to promote social dialogue and the exchange of views within the Group. The initial agreement

According to the latest employee engagement survey carried out in 2024, 87% of respondents felt that the Group was concerned about their health and their safety at work.

■ HR Personal Data Protection Policy

Legrand's HR Personal Data Protection Policy reflects its commitment to use all its workforce data in accordance with applicable legal and regulatory requirements, particularly the GDPR.

The HR Personal Data Protection policy is available to the Group's workforce on the intranet and the Social and Economic Committee is informed of any significant changes.

This Policy guarantees vis-à-vis the Group's workforce the potential purposes for which and the methods by which their personal data are processed by the Group, as well as secure processing of their personal data.

The policy was drawn up jointly by the Legal Department and the Human Resources Department and approved by the Chief Financial Officer.

was amended in 2008 and 2013. In 2016, a further amendment to improve the way this body operates, by developing relations with the EWC's bureau and giving it additional resources, was approved by the representatives of different countries. Apart from under exceptional circumstances, the committee meets once a year in plenary session. An additional three meetings of the bureau are organized during the year. The EWC is chaired by the Group's Executive VP Human Resources, member of the Executive Committee.

Aside from the EWC, given there is no global body, meetings with employee representatives are held within local entities under the operational responsibility of the Human Resources department.

The frequency of meetings varies according to legal requirements and requests from interested parties in the case of specific projects. These meetings provide the opportunity for employee representatives to express their points of view on potential impacts on employees including the material impacts listed above, before the Group makes its final decision.

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In addition, local negotiations offer employee representatives the opportunity to express their views, focusing on the major impacts, whether real or potential, positive or negative, that are likely to affect them. For the most part, local agreements cover topics such as compensation, working conditions, health, professional equality, the employment of disabled people, the organization of social dialogue and the functioning of employee representative bodies. Depending on the geographical location and the topics concerned, follow-up meetings may be arranged to measure the proper implementation of agreements. In countries where such bodies do not exist, social dialogue takes place directly between employees and managers.

Furthermore, as of the date of filing of this universal registration document, two employee representatives sit on the Board of Directors, one appointed in 2018 and the other in 2020. Two representatives of the Central Social and Economic Committee also attend Board meetings in an advisory capacity.

4.1.3.1.4.2 Direct engagement with employees

Employee engagement results from several factors such as recognition, trust, working conditions, development and well-being.

Internal employee engagement surveys are a vital tool for Legrand to develop policies focused on talent attraction, retention, and career development.

Direct engagement with employees is achieved in a variety of ways:

- CAPP – Competency Appraisal Performance and Perspectives (see section 4.1.3.1.6.7 “Training and skills development” of this universal registration document),
- pulse surveys organized by countries on topics relating specifically to the issues they currently face,
- the employee engagement survey conducted worldwide by an external service provider in collaboration with Human Resources teams.

Some indicators, monitored via the annual HR reporting process, the scope of which is specified in section 4.1.3.1.7 “Other reporting requirements relating to own workforce” of this universal registration document, give an overview of social dialogue in 2025:

- across all Group entities, 848 information or consultation meetings with employee representative bodies or unions were held during the year,
- 169 new collective agreements were signed, covering 17,871 Group employees in both mature countries and emerging economies. No international framework agreement has been negotiated.

In terms of health and safety, further to the 2014 agreement on managerial best practices in France, an agreement on quality of life at work was signed by all unions in 2017. In Italy, an agreement was signed in 2016 on workplace harassment and violence.

The engagement survey aims to gather employees' viewpoints on themes such as training and career development, diversity and inclusion, equal opportunity, well-being at work (including work-life balance and working hours), compensation and benefits. The structure of the survey allows all employees to express their viewpoint.

Legrand organized its third global survey in 2024 (2017, 2021 and 2024). The effectiveness of this engagement with the workforce is measured by the participation rate. In 2024, this rate stood at 82% (compared to 79% in 2021). In addition, 88% of respondents said that they were proud to work for the Group.

Following this survey, nearly 900 action plans were identified in countries to respond to the expectations expressed by employees primarily on internal communication, career development, compensation and benefits, and health and well-being at work.

4.1.3.1.5 Processes to remediate negative impacts and channels for own workforce to raise concerns [S1-3]

Legrand has a number of channels in place for its employees to voice their concerns or needs. If there is a significant negative impact on the people in its workforce, Legrand looks at the causes and endeavors to rectify the situation by implementing action plans.

Employees can express their requests through employee representatives or can also contact their line manager, the Human Resources Department and Compliance Officers directly.

Legrand has also set up the Signal'Ethic whistleblowing platform to enable employees to report any conduct or situations against the general interest, of which they are aware or which they have witnessed. The platform can be accessed on the intranet and on the Group's www.legrand.com website.

These channels are specific to Legrand and do not result from participation in third-party mechanisms.

All reports are handled independently as quickly as possible. Employees' reports are accessible to and handled by a small number of people or "Officers" depending on what the report concerns:

- the Group Compliance Officer for all reports,
- the Executive VP Human Resources and the Human Resources Compliance Officer for matters concerning human rights at work, in particular health and safety at work, discrimination and harassment in the workplace,
- the Head of Internal Audit for reports relating to fraud.

Each report is assessed confidentially by the relevant officer to determine whether it falls within the scope of the whistleblowing procedure before an investigation is launched.

The Officer may take any appropriate measures to deal with the report. This may include launching an investigation, if necessary, to determine whether the actions reported actually took place and whether they are material. Depending on the nature and sensitivity of what is reported, the Officer can ask the Group Compliance Officer to call a meeting of the Group Ethics Committee, which, depending on the circumstances, comprises one or more members of Legrand's General Management and the Head of Internal Audit.

If corrective measures are needed, the Ethics Committee or Officer may contact the local line manager concerned to suggest an action plan. The Group Compliance Officer must be informed of any measures taken. Disciplinary measures may be taken or legal proceedings may be initiated pursuant to the applicable law. Statistical monitoring of Group alerts is presented during Compliance Committee meetings to help improve the whistleblowing system's accessibility and effectiveness.

In accordance with legal requirements, Legrand guarantees that whistleblowers and people connected to them are protected from reprisals provided that the whistleblower acts in good faith. To protect them, the conduct and contents of the investigation and the resulting report are kept strictly confidential, including for the person who filed the report. In particular, the integrity and confidentiality of information collected concerning the identity of the person filing the report, the people being reported, and any third parties mentioned are guaranteed when dealing with a report.

The Whistleblower Reporting and Protection Policy is available internally *via* the intranet and externally via the Group's www.legrand.com website.

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4.1.3.1.6 Actions, metrics and targets relating to own workforce [S1-4]

In order to manage the impacts, risks and opportunities identified as material, Legrand implements actions, metrics and targets. The 2025-2027 CSR Roadmap is part of this approach and addresses several of these issues. These

actions are implemented throughout the Group. All dedicated teams are engaged in implementing these action plans and monitoring the results.

2025-2027 CSR Roadmap

As part of its social policy, Legrand's 2025-2027 CSR Roadmap commits to the following objectives:

 Promote diversity and inclusion		 
Gender diversity	Reaching 35% of management positions (Hay Grade 14+) held by women	
Diversity & Inclusion label (GEEIS)	Having 100% of the workforce working in a "Diversity & Inclusion" labelled organization	
Employability of early-in-careers	Offering 4,000 new opportunities to early-in-careers each year	
 Being a responsible business		 
Occupational health and safety	Introducing FR2t rate (frequency rate of workplace accidents with and without lost time, including temporary workers) and reducing it by 20% by 2027 compared to 2024	
Employability and skills development	Training annually 90% of employees and achieving 10 hours of training during the year for each employee by 2027	

The priorities of the CSR Roadmap are based on a stakeholder analysis, including employees and their representatives. Actions, metrics and targets have been determined via working groups made up of employees in all roles and from all countries. For priorities concerning specific groups of people, the working groups included a member of Ellegrand and Legrand Rainbow, the Group's internal gender diversity and LGBT+ networks.

The targets set are ratified by the Board of Directors, which includes two employee representatives. The plan for achieving the targets is shared with this governance body on a regular basis.

In addition to this 2025–2027 CSR Roadmap, and to address the major issues identified as material, Legrand has set itself targets for 2030. These reflect the CSR ambition while guiding long-term actions across all its activities.

2030 targets Promoting diversity and inclusion

- Having **1/3** of key management positions (Hay Grade 20+) held by women

4.1.3.1.6.1 Secure employment, social protection and promotion of welfare [S1-11]

In accordance with the commitments of the Human Rights Charter and guided by its purpose of "Improving Lives", Legrand has adopted measures to improve employees' welfare benefits and well-being at work, thereby contributing to the UN's sustainable development goal of "Ensuring healthy lives and promoting well-being for all at all ages".

This entailed the launch in late 2017 of Serenity On, a worldwide program to guarantee adequate social protection for all employees in all countries in which Legrand operates. The program provides a common pillar of social protection that may go beyond national legislation or local market practices if these are not sufficient. It evolves regularly to respond to employees' expectations and growing social concerns such as mental health at work.

The program comprises commitments that focus on three areas:

- **parenthood:** champion a better work-life balance through a minimum standard for maternity leave (14 weeks) and second parent leave (2 weeks in 2025, 4 weeks in 2027), as well as 100% base salary maintenance, in line with the spirit of the International Labor Organization (ILO) convention,
- **death and disability:** in the event of death or total and permanent disability of an employee due to illness or accident, offer the employee's family financial support equal to at least one year's basic salary as a lump sum or income. This protection takes the form of an insurance plan to cover the payment of these benefits,

■ **health and well-being:**

- ensure that employees and their families have access to high-quality healthcare for major risks (hospitalization and surgery, outpatient care, prescription drugs, maternity care). In most countries, this is in the form of a private medical insurance policy, with the Group paying the majority of premiums,
- make physical and mental health a priority and support employees' well-being through prevention, training and support on a local level. In particular, training for all managers on mental health issues and the deployment of psychological support programs form an integral part of the 2025–2027 CSR Roadmap.

Each subsidiary is responsible, at its own level, for rolling out Serenity On and implementing action plans tailored to specific local requirements, in particular local regulations, market practices and employees' needs.

In addition to the steering provided by local management committees, the action plans to achieve these targets and the results are monitored by Human Resources managers in collaboration with the Compensation and Employee Benefits team and the HR Social Issues team each quarter.

The rollout of the Serenity On program covered 98.9% of the workforce at the end of 2025 (excluding 2024 and 2025 acquisitions). This score is a weighted average rollout rate for each pillar of the program within each entity:

The Group's subsidiaries continued to implement their health and well-being roadmap in 2025, with an emphasis on:

- 79% of entities have chosen to extend their second parent leave to two weeks and 19% have already extended it to four weeks, with full salary coverage. Entities located in countries that legally require at least four weeks of leave are excluded from the calculation,
- all countries have implemented three-year roadmaps to address well-being and mental health issues,
- awareness campaigns on well-being and mental health issues for all employees and actions to address them. These actions took various forms, and several concrete examples are provided below:
 - to mark World Mental Health Day on October 10, an online presentation followed by a discussion on emotional well-being topics was organized in Peru. The objective was to provide strategy and practical advice for self-care. This initiative was accompanied by a "gratitude day" during which employees were invited to exchange thank-you cards to foster a positive atmosphere of appreciation,
 - actions aimed at improving the financial well-being of employees. In Switzerland, employees were invited to a

presentation on the pension system and the various savings options available through the plan established by Legrand. Similarly, in Colombia, a bank advisor makes on-site visits every two weeks to provide employees with personalized financial advice on the management of their savings and retirement planning, or for questions regarding loans for real estate or car purchases,

- in addition to existing policies promoting work-life balance, Italy launched a four-part podcast series to raise awareness among employees and managers regarding the implementation of flexible scheduling and remote work policies for eligible positions. These podcasts have been published on the intranet site and are available to all employees,
- initiatives promoting the physical well-being of employees have also been implemented. Subsidiaries have implemented applications or flexible budgets to enable employees to participate in their chosen sports,

- certain countries already had employee assistance programs in place, offering services such as psychological support, legal and financial assistance, and social support (stress management, work-life balance). Other countries, such as Brazil, implemented such programs in 2025.

According to the engagement survey conducted in 2024, 74% of employees believe that the benefits offered by the Group meet their needs.

As part of its continuous improvement, Legrand has set the goal of guaranteeing high-quality medical coverage for all its employees and their families and continuing to improve the Serenity On program by increasing second parent leave to four weeks and enhancing and diversifying its well-being program. The aim is for all employees to benefit from the improved Serenity On program by the end of 2027.

Social protection indicator

Under social protection against loss of income due to major life events, the coverage of employees under public programs or benefits offered by the Group is as follows:

- **sickness:** 99.4% of all employees are covered,
- **unemployment:** it was not possible to collect reliable data for the entire Group for 2025. However, in view of local regulations, employee coverage is estimated to be complete in Europe, North America and Oceania and incomplete in Africa, South America, in the Middle East and in Asia,
- **workplace accidents and acquired disability:** 99.98% of employees are covered,

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- **parental leave:** 98.7% of all employees are covered for maternity and paternity leave under the Serenity On program or under public systems,
- **retirement:** reliable data could not be collected for the entire Group for 2025, however, in view of local

regulations, employee coverage is estimated at 100% in Europe, in Africa, and Oceania and incomplete in Asia, in North and South America and in the Middle East.

4.1.3.1.6.2 Adequate wages [S1-10]

The CSRD defines the concept of an adequate wage primarily relative to a statutory minimum wage. According to this definition, in 2025, 100% of Legrand employees were paid an adequate wage.

Going further than abiding by the statutory minimum wage rules, Legrand believes that being paid a decent wage is a fundamental human right. Legrand defines a decent wage as being paid enough to safeguard a decent standard of living for the worker and their family, covering their basic needs such as food, housing, children's education, clothing, healthcare and any other essential need, as well as precautionary savings to deal with unforeseen circumstances, all based on a given local standard of living.

In 2025, Legrand conducted its second campaign to identify employees potentially paid below a decent level. To do so, the Group relied on the decent living wage levels identified by an independent third party (Fairwage Network). The Group then compared the living wage levels of all its employees (excluding 2025 acquisitions). This assessment shows that

97.8% of employees are paid at or above the level of a decent living wage. As a reminder, following the campaign conducted in 2024, this rate was 97.5%. In 2025, several measures were introduced via salary policies to reduce or eliminate the gaps initially identified.

Following these first two measurement campaigns, Legrand has set an objective for 100% of its employees to be paid at least a decent living wage. Any employees falling below this level for any reason whatsoever must be covered by an action plan aimed at resolving this situation within three years.

Should any entities be excluded from the assessment scope, Legrand would specify the reasons and the proportion of the total own workforce represented by these exclusions. For example, this may include recently acquired companies, situations where on-site inspections are necessary when the third-party organization cannot provide data for a specific location, or instances where the assessment of certain compensation components could not have been performed.

4.1.3.1.6.3 Social dialogue [S1-8]

In keeping with the commitments of the Human Rights Charter, Legrand consults regularly with employee representatives and unions. Legrand has set itself the target of maintaining the existing bodies and means of dialogue.

To ensure that these relationships are fruitful, Legrand monitors the number of information and consultation meetings with employee representative bodies or unions over the course of the year, as well as the number of new collective agreements signed and the number of people concerned.

A total of 848 information or consultation meetings with employee representative bodies or unions were held in 2025

at all entities and 169 new collective agreements were signed, covering 17,871 people within the Group.

These meetings and agreements are opportunities for employee representatives to state their demands with a view to improving working conditions.

58% of employees work within entities that include a representative organization of personnel and/or unions and 33% of the HR reporting scopes have consultation rules aimed at gathering the opinion of these bodies on projects before their implementation.

These figures reflect the solid continuation of existing measures.

Social dialogue indicators

In 2025, 54% of employees are covered by collective agreements or conventions applicable to their entity. As a reminder, this rate was 55% in 2024.

Coverage Rate	Year 2024			Year 2025		
	Collective Bargaining Coverage		Social dialogue	Collective Bargaining Coverage		Social dialogue
	Employees - EEA (for countries with >50 empl. representing >10% total empl.)	Employees - Non-EEA (estimate for regions with >50 empl. representing >10% total empl.)	Workplace representation (EEA only) (for countries with >50 empl. representing >10% total empl.)	Employees - EEA (for countries with >50 empl. representing >10% total empl.)	Employees - Non-EEA (estimate for regions with >50 empl. representing >10% total empl.)	Workplace representation (EEA only) (for countries with >50 empl. representing >10% total empl.)
0 - 19%		India, USA			India, USA	
20 - 39%						
40 - 59%		China			China	
60 - 79%						
80 - 100%	France		France	France		France

4.1.3.1.6.4 Working time and work-life balance

■ Working Time

With its self-assessment tool, which reflects the commitments of the Human Rights Charter, the Group checks that all employees benefit from at least one day of rest each week and breaks during the working day, and that the number of hours worked per week complies with national legislation. Following an initial series of checks in 2019 (and since for acquisitions made after 2019) and the resulting action plans, in accordance with the processes described in the Human Rights Charter in section 4.1.3.1.3 "Policies relating to our workforce", 100% of surveyed entities confirmed that all their employees benefited from these measures. The aim is to continue to ensure that all entities (excluding acquisitions made in year n) abide by the local legislation regarding working hours and provide one day of rest per week and breaks during the day. In 2025, this indicator was included in the annual HR report, completed by the entities' Human Resources managers, in order to strengthen monitoring. The results collected through the 2025 annual reporting campaign show that 97% of entities have achieved this target. Where there were isolated deviations due to the handling of exceptional situations, action plans were put in place in the subsidiaries concerned. In 2025, China, for example, continued to closely monitor its use of overtime and the granting of one day off per week to help achieve this target.

■ Work-life balance

Legrand has introduced a number of measures to allow for a healthy work-life balance for its employees. The various data below enable the Group to measure the effectiveness of the implementation of the 15 Commitments to Work-life Balance Charter. These measures help to increase employee satisfaction and well-being.

For jobs where it is possible, employees are offered the option of working remotely in 84% of entities.

In accordance with a framework defining working hours, flexible working time systems give employees the flexibility to manage occasional personal constraints in more than 78% of entities.

People wanting to reduce their working hours can ask to work part-time.

Assistance with childcare, in the form of financial support or nursery places, can be offered. This is the case, for examples in Brazil, Chile, Egypt, France, Italy, India, Spain and the United Kingdom.

For women who are breastfeeding newborns, dedicated areas are provided at more than 47% of entities.

Requests for special access to flexible working hours systems are considered favorably for people having to care for parents, partners or children who are sick and need assistance.

According to the employee engagement survey conducted in 2024, 85% of respondents said that they generally manage to balance their work life with their personal life.

These measures also help to attract and retain talent. They reflect the practices of each entity.

To promote a better work-life balance, Serenity On has set minimum standards for parental leave since 2018. Legrand adheres to a minimum maternity leave standard aligned with International Labor Organization (ILO) guidelines. Maternity leave is thus set at a minimum of 14 weeks and must be paid at 100% of the gross base salary. As for paternity leave, Legrand has raised its standard from a minimum of five days, which 100% of the Group's employees were entitled to at the end of 2024, to two weeks for 2025 and 2026, before extending the requirement to four weeks by 2027. This leave is paid at 100% of the gross base salary. As of year-end 2025, 98% of employees were covered by at least two weeks of leave.

4.1.3.1.6.5 Health and safety [S1-14]

To reduce the frequency of workplace accidents and work-related ill health, occupational risk management processes have been put in place and the Legrand Way occupational health and safety (OHS) program has been rolled out. The aim of this program is to develop a safety culture and implement ongoing monitoring. This commitment covers managing occupational risks, monitoring the effectiveness of preventive measures and implementing a continuous improvement approach.

The Legrand Way Health and Safety program is structured around three pillars:

1. ISO 45001 certification for the majority of industrial and logistics sites,
2. the six OHS standards:
 - **standard no. 1:** provide clear safety instructions at every workstation,
 - **standard no. 2:** raise employee awareness through communication and training regarding the importance of looking out for one's own safety and that of others. This also involves adopting road safety measures,
 - **standard no. 3:** learn from each accident (analysis of root causes and definition of action plans, local information displays to mark where an accident has taken place) and manage the risk where external companies are involved,
 - **standard no. 4:** prevent future accidents through a system for reporting near-misses and dangerous situations,
 - **standard no. 5:** adopt five key methods:
 - promote Legrand's health and safety policy,
 - set up a health and safety committee, even in countries where this is not required by local legislation,
 - carry out monthly safety visits with management (industrial and logistics environments only),
 - arrange periodic 15-minute safety talks for all employees,
 - provide an occupational health and safety update at all management meetings (safety contact),
 - **standard no. 6:** adopt four major health-related themes:
 - monitor employee health through regular check-ups,
 - prevent musculoskeletal disorders, by making workstations more ergonomic,
 - take meaningful action in line with the UN's goals of ensuring healthy living and promoting well-being. This can entail actions to help Legrand employees as well as communities involved in the Group's operations (families, local authorities, schools, etc.),
 - prevent psychosocial risks.

Their deployment and implementation progress are measured out of a score of 60 points (each "standard" is scored out of 10).

3. starting in 2025, a specific focus is placed on five OHS must-haves:

- **must-have no. 1:** risk assessment leading to security instructions:
Ensure that occupational risk assessment is carried out through systematic processes covering all types of risks across all Group activities. It must also be reviewed at least annually,
- **must-have no. 2:** STOP in the event of a hazardous situation:
Follow a systematic four-step approach in the event of danger to prevent accidents by taking actions as far upstream as possible,
- **must-have no. 3:** appropriate protection:
 - evaluate and maintain the safety level of machines,
 - provide necessary personal protective equipment free of charge,
 - implement a lockout-tagout (LOTO) procedure for dangerous machinery,
 - replace box cutters with concealed-blade safety knives,
- **must-have no. 4:** traffic management plan:
implement a traffic management plan at each entity, specifically to segregate pedestrian and motorized traffic flows,
- **must-have no. 5:** OHS training upon onboarding & commitments:
 - provide safety training to all new employees on their first day and organize refresher training every two years,
 - implement a dojo (real-life training room dedicated to safety) for entities within the scope of ISO 45001 certification,
 - provide an occupational health and safety update at all management meetings.

Their deployment and implementation progress is measured out of a possible total score of 50 points (each "must-have" is scored out of 10).

Occupational health and safety and the associated metrics are included in measuring the operational performance of industrial sites, entities and functional departments. They are reviewed each month by the Operations Department. This topic is also routinely covered in annual budget presentations.

A comprehensive reporting process is in place, focusing on three areas:

- real-time reporting of work-related accidents (immediate disclosure to General Management). This procedure has been in place since 2015,
- monthly accident data (workplace accidents with or without lost time, own workforce and temporary workers, monitoring of frequency rates FR2 and FR2t), completed each quarter using additional metrics (days lost, work-related ill health, accidents involving external companies, including temporary workers),
- measurement of the implementation of the health and safety best practices set out in the “Legrand Way”, carried out three times a year.

Safety management system and ISO 45001 certification

Internal health and safety requirements correspond to a safety management system that covers 100% of employees. This management system encompasses the Occupational Health and Safety Policy, which applies to everyone, employee participation, and management review via health and safety committees. Occupational risk assessment is part of the requirements, as is the implementation of appropriate preventive measures and the deployment of best practices required by the Legrand Way.

This objective covers all entities, except for acquisitions consolidated for less than two years, which we support through a systematic docking process that addresses serious risk management, the deployment of Legrand Way OHS best practices, and the Group's reporting processes.

Legrand is in the process of obtaining ISO 45001 certification for most of its industrial and logistics sites. At the end of 2025, 107 sites had obtained management system certification. This represents 99% of the workforce concerned by the Group's certification requirement (the certification process must cover industrial sites with over 25 FTEs (full-time equivalents), sales and offices with over 200 FTEs and warehouses of over 5,000 square meters, *i.e.* 110 sites at the end of 2025).

At the end of 2025, 28% of the workforce, excluding acquisitions made over the past two years, was not concerned by the Group's certification requirements (mainly in tertiary and commercial environments).

Health and safety metrics

The priority given to reducing the frequency of accidents aims to decrease both the number and severity of injuries among employees.

Until 2018, Legrand had set a target in its CSR Roadmap to reduce the FR1⁽¹⁾ indicator, which relates to lost-time accidents. The rate of lost-time accidents halved between 2014 and 2018.

In the 2019-2021 CSR Roadmap, it was decided to target an additional key indicator, FR2^{(1)&(2)} for workplace accidents with and without lost-time. The Group reduced its FR2 by 46% over the duration of this roadmap, then again with the 5th CSR Roadmap with a 53% reduction in FR2 between 2021 and 2024.

For its 2025-2027 CSR Roadmap, the frequency rate has been extended to temporary workers (FR2t) and the goal is to reduce this indicator by 20% compared to 2024.

To achieve this goal, Legrand is focusing on training employees in occupational health and safety issues. In 2025, more than 230,000 hours of occupational health and safety training were provided, an average of 7.1 hours per person (registered employees).

Fatalities as a result of work-related injuries

A fatal accident occurred in 2025, related to a joint activity undertaken during an intervention by an external undertaking. No work-related fatalities occurred on Group premises in 2025 among temporary workers or contractors.

Work-related accidents

The Group changed its definition of workplace accidents in 2025 to align with international practices and improve our comparability, both internally and externally. This involves assessing the occupational nature of each event based on the OSHA-US reference framework. Furthermore, starting in 2026, we will only consider accidental events that required external (para)medical attention beyond first aid.

In 2025, the FR2 (calculated for employees) corresponds to 170 accidents with and without lost time (including 1 fatal accident), resulting in a rate of 2.77 at the end of 2025.

Regarding only temporary workers on the same period, there were 51 accidents with and without lost time, resulting in an FR2 for temporary workers at 3.03.

The FR2t is defined as FR2 (covering Group employees) to which we add data for temporary workers (accidents and hours worked). The FR2t accordingly was 2.82 at the end of 2025 (221 accidents).

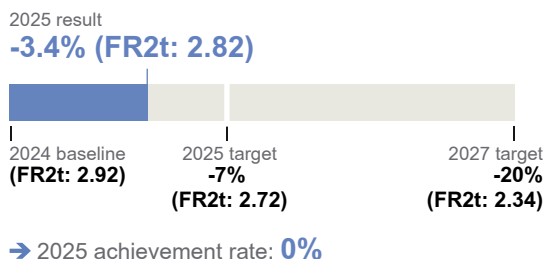
This evolution led us to correct the figures for 2024 because they are the reference values for our new CSR Roadmap. Thus, the FR2t in 2024 moved from 3.00 to 2.92 (152 accidents for the Group's workforce to which we must add the 68 accidents of temporary workers).

(1) The FR1 and FR2 figures published include a cut-off adjustment. This involves taking into account in the FR1 and FR2 figures for year N any changes that occurred after the external audit at the end of January of year N concerning events in year N-1. This applies to accidents that are ultimately not recognized as work-related or, conversely, accidents that are reported late (for example, an accident that was initially minor but ultimately required external treatment).

(2) FR2: number of accidents involving employees, with or without lost time × 1,000,000 / number of hours worked. Fatal accidents are included in the calculation.

Occupational health and safety

Introducing FR2t (frequency rate of workplace accidents with and without lost time, including temporary workers) and **reducing it by 20%** by 2027 compared to 2024



The Group's FR2t thus improved in 2025, without however achieving the target for the following reasons:

- the inclusion within the consolidated scope of certain acquisitions with a history of high accident rates,
- the deterioration in the "Rest of the World" region, which had performed exceptionally well in 2024, without any particular country standing out (excluding acquisitions),
- a specific issue at a site in France, involving a single event that resulted in 11 recorded accidents in accordance with our definition ("external medical attention"). Some involve simply consulting a doctor to rule out any concerns.

4.1.3.1.6.6 Diversity and inclusion, gender equality and equal pay for work of equal value

4.1.3.1.6.6.1 Diversity [S1-9]

Legrand is deeply committed to combating discrimination and promoting diversity and published its Diversity and Inclusion Policy in 2021.

In the 2024 employee engagement survey, the theme of diversity and inclusion came out top of the most positively perceived aspects, with 83% favorable responses.

90% of respondents felt that their manager treated them with respect. 85% believed that the Group provides an inclusive working environment that accepts personal differences.

■ Diversity and inclusion: multidimensional issues

In keeping with its purpose of improving lives and helping reduce inequality (SDG 10), support gender equality (SDG 5) and create decent jobs fostering economic growth (SDG 8), Legrand is committed to promoting all forms of diversity.

Action plans are underway for each of these causes.

Note: FR2 and FR2t (including temporary staff) indicators are published excluding 2024 and 2025 acquisitions. Some of these acquisitions have already been consolidated by Legrand (some with a dilutive effect), but the alignment process is still ongoing and there remains uncertainty about the reliability of these KPIs. The Group also wishes to publish on a basis comparable to that of its CSR Roadmap, which reinforces the need to exclude these recent acquisitions from the scope of publication.

Work-related ill health

As part of the evolution of definitions mentioned above, we now consider workplace discomfort to be a work-related ill health. All workplace accidents and work-related ill health are subject to action and prevention plans.

A total of 73 cases of work-related ill health were recorded in 2025, including 21 cases of workplace discomfort, a significant increase compared to 2024 (40 cases reported, including 7 cases of workplace discomfort). The work-related ill health recorded in 2025 are mainly musculoskeletal disorders (50 out of 73). To the best of our knowledge, no fatalities from work-related ill health were recorded in 2025.

Number of days lost

A total of 5,212 calendar days were lost to work-related accidents in 2025.

By setting a goal of having 100% of its workforce working within a "Diversity & Inclusion"-labelled organization by the end of 2027, diversity and inclusion have become a more important part of Legrand's strategy.

The action plans to achieve this target and the results are monitored by Human Resources managers in collaboration with the Head of HR Social Issues each quarter. Estimated results (forecasts) are reported in July and October to check where countries stand and launch new action plans if necessary.

Based on the Gender Equality European and International Standard – Diversity (GEEIS-Diversity) comprising 10 analysis criteria, this accreditation allows for systematic implementation of diversity and inclusion standards. A third-party organization checks the Group's compliance with the requirements of this standard. To obtain the GEEIS-Diversity label, the Group entity must meet the requirements of the standard relating to gender diversity and one or two other aspects of diversity from among the five in Legrand's policy (see details of the Diversity and Inclusion Policy in section 4.1.3.1.3.4 "Commitment").

At the end of 2024, 94% of employees worked for entities with the GEEIS-Diversity label covering two dimensions of diversity (excluding acquisitions made in 2023 and 2024). Note that this rate stands at 87% if 2023 and 2024 acquisitions are included.

At the end of 2025, 19.5% of employees worked for entities with the GEEIS-Diversity label for three dimensions of diversity (excluding acquisitions made in 2024 and 2025).



Entities acquired after the date the accreditation was obtained by the region where the acquisition is located cannot therefore benefit from it. These subsequent acquisitions are not included in the 2025–2027 CSR Roadmap target.

Label applications are prepared by local HR teams in collaboration with other local functions, under the coordination of the HR social issues manager. Regular follow-up meetings are organized before the initial audits with each entity submitting an application.

Focus: GEEIS - Diversity label

In 2020, the Group’s head office and operations in France obtained the Gender Equality European & International Standard (GEEIS) - Diversity label, created by Arborus and audited by an independent certification body, followed in 2021 by its entities in Chile, Colombia, Egypt and Switzerland. In 2022, entities in the United Arab Emirates, Italy, Germany and Austria, India, Peru, Southeast Asia, Iberia and Hungary obtained the accreditation. In 2023, Benelux, Brazil, China, Poland, Mexico, Türkiye, Australia and New Zealand also obtained the label. In 2024, South Korea, Algeria, Morocco, the United States, the United Kingdom, Bulgaria, Croatia, the Czech Republic, Romania, Slovakia, Slovenia, Bosnia, Serbia, Albania, Benin, Senegal, Côte d’Ivoire, Burkina Faso and the Raritan Asia Pacific, Rocom China and Vietnam and Shanghai Legrand Electrical Company joined the ranks of certified entities. In 2025, Costa Rica joined the countries labeled for the first time across two dimensions, while France, Colombia, Venezuela, Chile, and Egypt renewed their labeling across three dimensions of diversity.

This acknowledges the progress made by the Group over many years in terms of diversity, gender balance and inclusion – principles that lie at the heart of Legrand’s HR and CSR strategies.

The GEEIS label was created in 2010 to give companies effective ways to oversee their gender balance and to enable them to provide equal opportunity.

Inclusion and disabilities

For many years, Legrand has sought to include people with disabilities in its workforce. This aligns naturally with the Group’s commitments to: “Promote equal opportunities through an improved awareness of diversity in Human Resources management”. By “people with disabilities”, Legrand means people facing long-term physical, mental, learning or sensory challenges that can pose an obstacle to playing a full and effective part in society based on equality with others.

In 2023, Legrand stepped up its worldwide disability strategy by adopting a uniform process for recognizing situations, which will be rolled out in every country. The Group also emphasized employee training and awareness.

A communication campaign was organized to break down stereotypes, inform employees about visible and non-visible disabilities and highlight the support Legrand can provide to adapt workstations. To bring the topic and the diversity of situations to life, Legrand collected video testimonials from employees worldwide. This initiative addresses the issue of disability, as well as the daily work environment and the inclusion of people with disabilities. These testimonies aim to encourage people to talk about the subject to make it less taboo and show that disability can be compatible with the world of work. In addition, a new training module was made available on the Learning with Legrand digital training platform.

All these efforts contribute to building an inclusive working environment.

France

Disability prevention and integration agreement

A new agreement on disability prevention and integration for the 2025-2027 period was implemented during 2025. It comprises a hiring plan, an integration and training plan with adapted workstations, and a retention plan within the Group. For the first time, this agreement also allows employees with recognized disabilities within the Group to benefit from four days of paid authorized leave for medical appointments related to their disability, as well as an additional day's rest.

Legrand has set up a disability unit to manage the initiatives contained in the prevention and integration agreement, and to raise awareness of the issues faced by people with disabilities both inside and outside the company.

Links with ESATs

Legrand has close relationships with sheltered employment centers in France (*Etablissements de Service et d'Aide par le Travail* or ESATs):

- annual contracts for the provision of services as well as production work are signed every year,
- off-premise ESATs have been set up in-house at two sites. The scheme offers a taste of professional life in a less sheltered work environment.

Awareness-raising measures

In 2025, during a conference led by an elite para-judo athlete who is also a physical therapist, awareness was raised among employees regarding the professional and athletic challenges faced by visually impaired individuals. During a roundtable led by AFL Diversity, three employees shared their personal experiences and how disability is addressed within the company.

Legrand again took part in the DuoDays program. Launched in 2016, this national initiative helps people with disabilities learn about a trade or confirm a career choice by spending the day in a company, local authority or association. In France, the 15 duos formed provided the opportunity to collaborate, learn and contribute to overcoming preconceptions about disability.

Other initiatives around the world

Initiatives of this kind are also carried out in other countries, particularly to raise awareness of different disabilities:

- in Italy, the Group has partnered with CFPIL (Varese Center for Vocational Training and Integration through Work) and the Italian province of Varese to facilitate the workplace integration of young people with mental and motor disabilities. This commitment results in trainees joining the teams,

- Egypt, Indonesia, Malaysia and Thailand welcomed nine people as part of the DuoDays program in 2025,
- awareness-raising initiatives were organized in Saudi Arabia, Hungary, India and in Poland (poster campaign or conference, participation in a festival for people with disabilities) as part of the European Week for the Employment of People with Disabilities, which was extended to other international sites.

Inclusion and LGBT+

Legrand has made the inclusion of LGBT+ people one of the five pillars of its Diversity and Inclusion Policy. Legrand has also ratified "L'Autre Cercle's" LGBT+ Commitment Charter (see focus below), as well as the UN's standards of conduct for business to tackle discrimination against LGBT+ people.

In addition, Legrand supports the employee initiative to create an internal network that is open to all and aims to support the inclusion of members of the LGBT+ community within the Group. At the end of 2025, local satellites of this network were in place in South Africa, in Brazil, in Canada, in Chile, in Colombia, in Denmark, in Spain, in the United States, in Finland, in France, in Italy, in India, in Iceland, in Mexico, in Norway, in Peru, in Sweden and in Taiwan. A training module on LGBT+ inclusion is also available on the Learning with Legrand digital training platform.

Legrand has also set up a support mechanism for transitioners. It also continues to support associations: *Le Refuge*, *Les Audacieux et Audacieuses*, *l'Autre Cercle*, and Limbow organizations in France, and Agedo in Italy.

In France, the LGBT+ ambassadors' program was launched in 2022. These volunteers serve as the face of HR on the theme of LGBT+ rights, with the goal of helping adopt measures to encourage the inclusion of LGBT+ people. They also act as referrers for LGBT+ people and train managers to incorporate best practices for the inclusion of LGBT+ people in their everyday management. At the end of 2025, 12 LGBT+ ambassadors have been identified in France.

In India in 2025, a paramedical training program focused on gender equality and linked to employment was launched for 30 transgender people. This one-year initiative aimed to equip participants with basic paramedical skills, notably regarding first aid, nursing assistance, phlebotomy, medical representative training, intensive care, and basic laboratory analysis. The primary objective of the program was to improve the employability of transgender people and foster their integration into the healthcare sector by providing them with skills adapted to the markets and the means to access dignified livelihoods.

Focus: Signature of *L'Autre Cercle*'s LGBT+ Commitment Charter by the Executive Committee

As part of its Diversity and Inclusion Policy, Legrand has continued its strong commitment to human rights and inclusion within the company. Accordingly, the Executive Committee has signed up to *L'Autre Cercle*'s LGBT+ Commitment Charter in 2019, and then in 2023.

Benoît Coquart was named one of *L'Autre Cercle*'s "2020 LGBT+ and ally role models" in the manager category. This recognition is aligned with the Group's commitment and efforts to promote greater diversity, inclusion and respect for differences within the Group. Since 2021, 10 other employees have won awards in the LGBT+ first job, LGBT+ leader, ally executive and ally leader categories, including three in 2025.

Intergenerational inclusion

One of the priorities of the 2025-2027 CSR Roadmap is to offer 4,000 new opportunities each year in the form of internships, work-based training contracts or jobs for people starting out in their career. On this basis, Legrand hopes to contribute to offering decent work to this vulnerable group (SDG 8). This metric includes all Group entities excluding acquisitions made in 2024 and 2025.

Many young people around the world benefit daily from the support provided by experienced employees during internships and apprenticeships.

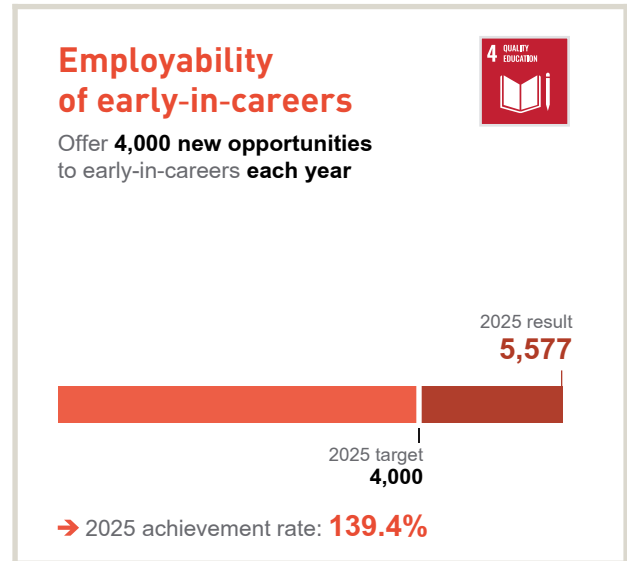
Legrand raises awareness of the electrical industry among young people throughout their education from middle school to university, by sending employees to speak at schools, universities and training establishments, or even Group premises by inviting in groups of students.

Technical challenges are held on a regular basis with university students. Legrand also supports the world vocational training championships.

In 2025, in many countries, initiatives were maintained to facilitate learning and access to the labor market for all young people:

- in Italy, under the "BTicino at the teacher's desk" program, employees pass on their technical skills to young people who want to develop careers in the electrical, electronic or mechanical engineering industries. This program also helps young people choose their career path,
- in Spain and Egypt, Legrand has renewed agreements with universities to offer work experience to students,
- in India, as part of the Legrand Empowering Scholarship Program, 123 female students received scholarships for higher education courses in engineering, architecture or other fields at Indian universities.

In 2025, 5,577 new opportunities were offered to early-in-careers.



The action plans to achieve these targets and the results are monitored on a monthly basis by entities' executive committees. Human Resources managers carry out a quarterly review with the Head of HR Social Issues. Estimated results (forecasts) are reported in July and October to check where countries stand and launch new action plans if necessary.

In light of young people's vulnerability, Legrand is continuing this target for 2026 and 2027 in accordance with its new CSR Roadmap.

Diversity Indicator

In terms of age, the breakdown of employees is as follows:

Employees breakdown by age	2024		2025	
	In number of people	In percentage	In number of people	In percentage
Employees < 30 years	5,107	15%	5,223	15%
Employees ≥ 30 years and ≤ 50 years	19,341	57%	19,741	56%
Employees > 50 years	9,410	28%	9,990	29%
Total	33,858	100%	34,954	100%

The above figures exclude 2025 acquisitions

■ Inclusion of social, cultural and ethnic/racial minorities

To raise awareness among all Legrand employees, a training module on ethnic discrimination is available on the Learning with Legrand digital training platform.

In 2025, the Black Professional Network (BPN) in the United States celebrated its fifth anniversary with two days of

meetings and discussion with senior management to review the progress made since 2020 and the challenges that remain. The Hispanic and Latin Organization (HALO) launched a Hispanic leadership development program for its members. The Asian Community Employees (ACE) network organized several sessions on career development and health and wellness for its community and allies.

4.1.3.1.6.6.2 Gender equality and equal pay

4.1.3.1.6.6.2.1 Gender diversity in the workplace

Gender equality is a key business imperative for Legrand and policies and procedures have been put in place to achieve this objective. Legrand intends to make gender balance in the workplace a reality with tangible effects.

The results of the employee engagement survey conducted in 2024 show that there is very little difference in the way men and women perceive the aspects measured.

■ Promoting diversity, in particular by encouraging more women into management roles

Legrand actively encourages the recruitment of more female managers:

- **on the Executive Committee:** as of the date of publication of this document, women made up 36.4% of the Executive Committee,
- **in key roles (or senior management):** these are roles that have a significant impact on the strategic objectives and performance of the various entities. These senior management positions correspond to Grade 20 and above according to the Hay methodology. In 2018, the percentage of women in key positions was 15.2%. This rate stood at 28.5% in 2025. Legrand's aim is for one third of key management positions to be held by women by 2030,

Breakdown of top management positions (Grade Hay 20 and above) by gender:

	2024		2025	
	In number of people	In percentage	In number of people	In percentage
Male	354	72.2%	371	71.5%
Female	136	27.8%	148	28.5%
Other	0	0%	0	0%
Not reported	0	0%	0	0%

The above figures exclude 2025 acquisitions

- **in managerial positions:** following on from previous CSR Roadmaps and to contribute to the goal of gender equality (SDG 5), Legrand has set a target of 35% of management positions (defined as positions grade 14 and above according to the Hay methodology) being held by women by 2027 at constant 2022 scope. In 2023, when the target for 2027 was set, Legrand excluded recent and future

acquisitions so that the policies implemented by Legrand entities could be taken into account without being diluted by acquisitions that did not yet have a diversity policy, even though the Group is committed to rolling out its HR and CSR policies as quickly as possible in newly acquired entities. At the end of 2025, women managers (Hay Grade 14 and above) represented 31.3% of this category of

employees, a figure that has been growing steadily since 2018, when the proportion was 22.6%. This percentage is calculated not including the workforce of companies acquired in 2023, 2024 and 2025.



The action plans to achieve these targets and the results are monitored on a monthly basis by entities' executive committees. Human Resources managers carry out a quarterly review with the Head of HR Social Issues. Estimated results (forecasts) are reported each year in July and October to check where countries stand and launch new action plans if necessary.

These objectives illustrate the ambition of the Group's Diversity & Inclusion Policy, which aims to rebalance female representation at all levels of the Group, particularly in management teams.

■ Raising awareness and training managers in non-discrimination

In 2024, independent experts advised members of the Human Resources Department and employee representatives involved in negotiating gender equality agreements. They also conducted awareness-raising initiatives for new hires during onboarding sessions. In 2025, Legrand continued its efforts to raise awareness and provide training on the principle of non-discrimination. This was the case, for example, in Costa Rica, Italy, Malaysia, the Netherlands and Switzerland.

Specifically, Legrand has drafted a recruitment guide that adheres to the principle of non-discrimination. This guide was drafted by an international working group made up of Human Resources managers from four countries (France, Italy, Türkiye and the United States). A series of agreements on employment parity and equality were also signed, for instance in France (in 2012 and 2014, renewed in 2018), and in Italy (in 2012 and in 2017). These principles of non-discrimination are reiterated during the annual pay review campaigns.

■ Coordinating a network of gender equality and non-discrimination officers

In France, for example, these officers play a mediation and advisory role and share best practices. They must ensure that no discriminatory situations have occurred in terms of hiring, vocational training, career paths and development, women's ability to access positions of responsibility, compensation policy, work-life balance or the organization of working hours.

Gender equality officers reviewed 22 potential cases of discrimination in France in 2025 (compared to 13 in 2024), 6 of which resulted in salary adjustments being made (compared to 6 in 2024).

Focus: ratification of the Women's Empowerment Principles

In 2019, the Chief Executive Officer, Executive Committee members and country and regional heads formally committed to improving gender equality by signing up to the Women's Empowerment Principles.

The measures implemented to demonstrate these commitments are as follows:

- appointment of a Head of Diversity and Inclusion,
- affirmation of non-discrimination principles within charters and policies,
- training initiatives,
- flexible working arrangements,
- development of the Ellegrand internal network,
- targets for increasing female representation.

■ Promoting the Ellegrand diversity network

This network is an initiative developed by employees, run by an independent governing body and funded by General Management. It discusses skills development, career

progression and work/life balance, arranges programs such as mentoring and organizes presentations and exchanges of views with other networks. At the end of 2025, the network covered 33 countries.

Focus: Empower Girls by Legrand India

Legrand India has been supporting deserving female students, to pursue their engineering studies at local universities since 2018. The aim is to make women more independent by providing them with high-quality vocational training, and to train the female managers of the future.

Since 2018, 726 female students (including 123 new ones in 2025) have been supported through this initiative, including 69 students with disabilities and 25 members of the LGBT+ community.

In 2021, this initiative won the GEEIS-SDG award for actions supporting gender equality as a means of achieving the UN's sustainable development goals.

4.1.3.1.6.6.2.2 Pay gap (gender pay gap between men and women, total pay) [S1-16]

With its compensation policies and processes, Legrand aims to pay men and women fairly based on objective criteria such as job level, professional experience or location. Each entity is required to analyze internal equality and external competitiveness on a regular basis to identify unjustified pay gaps and take the necessary corrective measures.

For example, in France, a dedicated workplace equality budget of 0.1% of the total wage bill is used to support employees affected by a pay gap, based on general analysis conducted by the Compensation Department and coordinated by the Human Resources Department.

Focus: Legrand's gender equality index

As required by the French act of September 5, 2018, and the related implementing decree of January 8, 2019, aiming to eliminate gender pay gaps within companies, Legrand has published its gender equality index in France, achieving a score of 93 out of 100 in 2025. The score has increased by 8 points compared to the 2018 figure of 85 (out of 100). It is calculated based on the following five criteria:

- pay gap between women and men (38 points out of 40, 3 points higher than in 2018),
- gap in the distribution of individual pay rises (20 points out of 20),
- gap in the distribution of promotions (15 points out of 15),
- number of female employees who received a pay rise on returning from maternity leave (15 points out of 15),
- number of people among the top 10 earners whose gender is underrepresented (5 points out of 10).

The index is the result of a long-standing commitment to workplace equality, from the first gender balance agreement signed unanimously in 2012, through to the most recent agreement of January 30, 2018, which was also renewed unanimously.

In 2022, the agreement was extended to include all employees.

Legrand has not set any specific targets for reducing the average pay gap between men and women but is stepping up its monitoring of salary differences with countries (annual reviews have been organized since 2023) and of the presence of women within the highest-paid job categories, in keeping with its commitment relating to gender balance and diversity.

The estimated wage gap between men and women in all categories is 23%, to the detriment of women (compared to 25% in 2024).

This gap is calculated on the basis of fixed annual salaries, guaranteed fixed compensation components (e.g., seniority-related bonuses, shift work bonuses) and non-guaranteed variable compensation components linked to performance (e.g., target-based bonuses, collective variable compensation) on a full-time equivalent basis. Elements related to social benefits (example: meal subsidy, transport, health coverage) were also collected. However, they were not considered

sufficiently exhaustive or evaluated consistently to allow fair comparison between employees from different countries. They were therefore excluded at this stage. These elements of compensation in addition to base salary were collected for the majority of the Group's scope (88% of the population covered for guaranteed fixed compensation and 93% for non-guaranteed variable compensation). This data was collected from all countries in 2025 and converted into euros.

The methodology used this year to calculate the gap is more comprehensive and better aligned with regulatory requirements than the methodology used in 2024, which was based on base salary. The level of the pay gap mainly reflects the differentiated distribution of men and women in the different levels and jobs of the organization. For example, the low-skilled assembly workforce is mainly female, with a wage gap in the average base salary for non-managers estimated at 18.5% to the disadvantage of women. For managers, the gap in average base salary in euros is estimated at 8.6%. These figures also reflect a wide variety

of situations, particularly in terms of geographical location, and are impacted by changes in exchange rates.

The Group has set up regular monitoring of the gender pay gap by country and occupational category and ensures that all entities have local action plans in place to guarantee equal pay for men and women for equal work.

The estimated ratio of the total compensation of the highest earner to the median total compensation of all employees

(excluding the highest-paid person) is 106 (compared to 113 in 2024). Legrand has not set a specific target in this area.

The median level of compensation takes into account fixed and variable compensation components, benefits in kind and long-term variable compensation. These compensation elements were collected from all countries in August and September 2025.

4.1.3.1.6.7 Training and skills development [S1-13]

Legrand pays special attention to managing and developing its employees, encourages internal transfers and invests in career development.

It aims to foster engagement among its employees, as well as attracting and retaining new talent, to ensure that it has the appropriate human resources and skills to meet its future needs.

■ Developing the skills and talents of all employees

The employee development strategy is based on several aspects:

- training for all employees,
- talent management,
- managerial relations, by means of meetings between managers and employees, known as CAPP (Competency Appraisal Performance and Perspectives) interviews.

To safeguard the employability of its employees and their adaptability to change, in line with its Learning and Development Policy commitments, and thus maintain its competitiveness, Legrand has set itself, under its new 2025–2027 CSR Roadmap, the target of training 90% of its employees for at least 8 hours in 2025, 9 hours in 2026 and 10 hours in 2027, with a minimum number of compulsory hours on soft skills and the themes of digitalization and CSR. This target enables Legrand to help guarantee the employability of its human resources. It is based on the goal of providing quality education (SDG 4).

■ Global training strategy

Legrand's training policies aim to equip the Group with the skills necessary to support its strategy, meet employee expectations regarding professional development, attract new talent, and retain employees.

To operationalize this strategy, Legrand has drawn up and communicated a medium-term roadmap built around the following priorities:

- **core training for all:** they cover themes such as compliance, health and safety at work, cybersecurity, diversity and anti-discrimination,

- **for staff without access to Legrand systems, at site level,** training programs to promote health and safety at work, versatility, maintaining or transferring skills in line with site requirements, and employability (training courses allowing employees to gain qualifications and access higher job grades, etc.),

- **diploma courses:** every employee wishing to train for a specific profession or develop skills relevant to the Group's operations may request support in pursuing diploma courses. As of the date of publication of this universal registration document, Legrand offers these programs in France for blue-collar workers, in the United States and India,

- **management training:** the objective is to support managers, whether new or experienced, in acquiring management fundamentals and strengthening leadership skills. Topics covered include the role of managers, change management, managing uncertainty, intrapreneurship, and decision-making,

- **for customer-facing staff:** the aim is to provide training on new solutions, products and systems to increase net sales, boost market share and improve customer relations. Training programs in connection with Roadmap priorities are organized by regional marketing departments and focus on the topics of IoT (Internet of Things), green building and datacenters,

- **tailored training for high-potential profiles:** Legrand is investing in the future by offering excellence-based programs to support skill development and the advancement of high-potential employees, whether senior executives, interim managers, or junior talent. These programs include in-depth assessments (psychometric tests, 360° reviews), collaborative learning aligned with values, personalized support and networking opportunities with peers and leaders. Since 2024, approximately 90 employees worldwide have undergone a 360° assessment process associated with profile assessments.

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Around 777,600 hours of training were provided in 2025, compared to around 683,000 in 2024.

According to the employee engagement survey conducted in 2024, 82% of respondents felt that the training they received was appropriate for their job.

Focus: Learning with Legrand, the digital training platform

Launched in 2019, this platform offers standard modules accessible to everyone, providing detailed information on Legrand's strategic direction and corporate culture. Employees also benefit from personalized learning pathways tailored to their professional requirements, supplemented by in-person training sessions.

The platform, which has been deployed in all countries, had 26,480 active learners in 2025, 1,880 more than in 2024. More than 6,000 training courses are offered across a variety of topics, including compliance, purchasing, cybersecurity, digital technology, digital tools, language learning, and soft skills such as management. Available in multiple languages, it has enabled employees to complete modules totaling more than 156,000 training hours in 2025 (compared to 150,000 in 2024).

Each year, a schedule of digital training campaigns, aligned with the training roadmap, is shared with HR personnel for local implementation. The objectives are to target key skills and deliver large-scale upskilling. Regular events, such as training weeks and newsletters, support this momentum and foster a learning culture. Finally, mobile app functionality enables employees to access resources and complete training at any time.

To help newcomers achieve the required skill level as quickly as possible, some countries (such as France, the United States and India) have implemented local onboarding programs. In certain cases, early-in-career development programs are provided. These consist of assigning a talented young employee to different functions in turn, or to major projects within the same business line.

■ Talent training programs

Based on annual appraisals and talent reviews, targeted training for different categories is put in place. The training is sometimes combined with external potential assessment tools.

To address the various organizational categories and potentials identified, the Group has established a policy of supporting high-potential employees with a variety of programs. Each of these programs is centered around a specific target, based on four core priorities:

- self-awareness and individual development plan,
- tailored training,
- exposure to senior management,
- network development.

Legrand Global Leaders, aimed at people with senior management potential, uses an upstream assessment of participants to help put together a personalized development program comprising training courses from elite universities, coaching from managers and discussions with top management. This plan aims to support the process of appointing people in key roles by creating a pool of talented people who have been assessed and are known to members

of the Executive Committee. A cohort of around 20 experienced managers with the potential to take on top management positions is launched every 24 months.

Legrand Promising Group Talents is intended for people in established management positions, who will be given greater responsibility within a given scope, providing a set of processes and tools to employees identified as showing a high probability of career progression. This program covers 50 to 60 mid-level managers with potential each year from a diverse range of functions and geographical origins.

Legrand Rising: Legrand has established a standard program for talented employees with potential on the first rungs of management. It is adapted by each country to local requirements. Participants have access to a digital assessment tool, individual online training courses and group coaching sessions.

This framework formed the basis for the launches of the Effective Leadership Program, Emerging Leader Program, Rising Star and We've Got Talent programs in Africa India, Mexico and the United States respectively, in 2022. Since 2023, the *Tremplin*, Time4Talents, Crescer, Avanza, Keystone and LDCS4Talents programs have been launched respectively in France, Germany-Austria, Brazil, Latin America, Australia-New Zealand and at Legrand Datacenter Solutions Europe. In 2025, Iberia, South Korea, Southeast Asia, Switzerland and the Legrand Care entity in turn launched their respective programs: Elan, SEA-ize the future, Impulsa, We seize the future and TechCARE.

In 2025, 97.3% of the workforce received at least eight hours of training. This rate excludes 2024 and 2025 acquisitions, and is calculated based on the number of employees who completed at least 8 hours of training during the year, divided by the year-end headcount, excluding those who were absent for the entire year (long-term absences). An employee who is absent from the year-end workforce but who has completed at least 8 hours of training before leaving is included in the numerator. The rate takes into account the 100% limit on the achievement rates for each country.

Employability and skills development

Training 90% of employees annually and achieving **10 hours of training** during the year for each employee by 2027



→ 2025 achievement rate: **108.1%**

The action plans to achieve these targets and the results are monitored on a monthly basis by entities' management committees. Human Resources managers carry out a quarterly review with the Head of HR Social Issues. Estimated results (forecasts) are reported in July and October to check where countries stand and launch new action plans if necessary.

Average number of training hours per employee and by gender:

	2024	2025
Male	20	22
Female	20	23
Other	26	13
Not reported	NA	51
Total	20	22

The above figures exclude 2025 acquisitions.

■ Annual performance appraisals

Regular appraisals and performance reviews help employees develop their skills and become more employable. They allow for standardized methods of managing staff, which help increase employee motivation and engagement and loyalty.

The Competency Appraisal Performance and Perspectives (CAPP) interviews are held at regular intervals and provide the opportunity for dialogue between managers and employees on various topics:

- setting individual targets,
- assessing performance,
- evaluating skills,
- defining development action plans,
- considering employee aspirations regarding transfers to other positions or regions.

A training program for managers is offered on the Learning with Legrand digital training platform to facilitate this conversation.

According to the employee engagement survey conducted in 2024, 81% of respondents thought that the aims and objectives on which they were assessed were clearly defined.

Percentage of employees who participated in regular performance and career development reviews:

	2024	2025
Male	75%	70%
Female	67%	66%
Other	100%	100%
Not reported	NA	100%
Total	72%	68%

The rate of Individual Appraisal Reviews (CAPPs) is calculated by taking the number of annual interviews conducted divided by the number of employees registered in the headcount at the end of the year. The above figures exclude 2025 acquisitions.

Legrand has not yet defined a standard for regular performance appraisals and plans to clarify its practices in 2026. For collection purposes, employees who have taken part in at least one performance appraisal during the year are counted.

■ Encouraging mobility

Employee mobility management promotes employability and is a way of developing skills. It contributes to both personal progress and Group performance. Legrand has a wide range of roles, business sectors and geographical locations, creating multiple opportunities and possibilities for career development. Staff transfer platforms allow for management of talented staff in key positions, helping them achieve ongoing professional development.

Transfer committees are organized by business line and geographical region to provide the coverage required to encourage employee transfers and meet operational requirements.

Posting job openings on the Group's intranet (the Job Trotter platform or a local portal) helps foster dynamic geographic and professional mobility within the Group. Talented employees identified during the OSR (Organization and Staffing Review) process who are ready for transfer are systematically considered in these various transfer committee meetings.

In addition, each year around 10 opportunities are taken up by applicants from a different country from where the opportunity arose. This is in addition to around 100 employees on international assignments.

■ Forward-looking skills management

Succession plan management has been in place within the Group for more than 15 years.

For the 30 top jobs within the organization, an annual sharing review has been established with the Board of Directors' Nomination and Governance Committee. This draws on discussions with members of the Executive Committee and the annual talent review.

In addition, the Organizational Staffing Review (OSR) conducted with the various country units helps identify key skills, local proposed succession plans for the local Executive Committee, critical situations such as experts or talented

staff at risk of leaving the company, and people with potential. By focusing on identifying these key experts and talents, Legrand is building a talent pool for leadership and technical expertise positions for the coming years.

This review ensures that the organizational structure remains agile and aligned with market developments in terms of the quality and quantity of resources. Management teams define development paths, anticipate demographic changes, capitalize on internal expertise, and set priorities for external recruitment or internal mobility. This approach is reinforced by targeted upskilling and reskilling initiatives to prepare for emerging needs.

4.1.3.1.6.8 Measures against violence and harassment in the workplace

In its Human Rights Charter, Legrand sets out its commitment to take a stand against all forms of violence in the workplace, whether in the form of aggression, physical, moral or sexual harassment, intimidation or bullying. In addition to local mechanisms concerning managers and HR staff, employees can report situations that they consider unusual by means of the whistleblowing system, covering ethics and fraud. If any inappropriate behavior is observed, disciplinary measures in line with local legislation must be taken. Through its Serenity On program, Legrand has set a goal of establishing local systems for managing reports of violence, harassment, and discrimination in the workplace.

Procedures to combat violence and harassment are in place in Australia, the United States, France, India, Mexico, and Peru, among other countries.

A number of initiatives also confirm Legrand's commitment to providing a secure, caring work environment for all employees and more particularly for female employees who have been victims of violence. In line with its purpose of improving lives, Legrand takes action to raise employee awareness and direct victims towards the relevant networks. Emergency numbers and support for victims are provided locally.

Focus: combating gender-based violence

As part of its commitment to combating gender-based violence, Legrand has signed two charters aiming to protect victims of domestic violence:

- the Commitment Charter against Gender-Based Violence developed by oneINthreeWOMEN, the first European network of companies to engage in this cause, and *Fondation pour l'Inclusion* (FACE), formerly *Fondation Agir Contre l'Exclusion*,
- the French business manifesto against violence, backed by the Ministry for gender equality, diversity and equal opportunity.

In 2025, to mark the International Day for the Elimination of Violence against Women, initiatives such as self-defense and awareness-raising workshops, charity donations, a communications campaign, training on recognizing signs of

violence and identifying what steps to take were organized in Algeria, Colombia, Greece, India, Peru, Poland, and Switzerland.

4.1.3.1.6.9 Privacy

Legrand is committed to using employees' personal data in accordance with current legal and regulatory requirements such as the General Data Protection Regulation (GDPR). The Human Resources Department and the IT Department are responsible for implementing this commitment, which applies to all Legrand Group entities processing employees' personal data.

To this end:

- employees receive training in best practices in relation to personal data protection,

- personal data protection and cybersecurity policies have been implemented, requiring technical and organizational measures to be observed in order to guarantee the security of employees' personal data,
- a network of sector and local correspondents in charge of personal data protection has been set up,
- documentation concerning GDPR compliance is prepared and kept up to date.

4.1.3.1.6.10 Financial resources allocated to workforce management [S1-MDR-A]

As of the publication date of this universal registration document, Legrand does not have sufficiently reliable data on the following items: capital expenditures (CapEx),

operating expenses (OpEx), and current and future expenditures allocated to the action plan, for the disclosure of this information.

4.1.3.1.7 Other reporting requirements relating to own workforce

■ Characteristics of Group employees [S1-6]

Own workforce at the end of 2025

Human resources reporting allows for periodical consolidation of statistical data on human resources management. New acquisitions are included no later than two years after they join the Group.

The following entities joined the HR reporting scope in 2025:

- ZPE and Power Bus Way in the United States,
- MSS in New-Zealand,
- Enovation in the Netherlands,
- Netrack in India,
- Vass Electrical and APP (Australian Plastic Profile) in Australia,
- Davenham in Ireland,
- UPSistemas in Colombia.

At the end of 2025, the Group's own workforce (open-ended and fixed-term contracts) totaled 35,967 people. The HR reporting scope covers 34,954 people, or 97% of total own workforce. It does not include acquisitions made in 2025.

Information on employee headcount by gender:

Gender	Number of employees (headcount) 2024	Number of employees (headcount) 2025
Male	21,056	22,311
Female	12,798	12,635
Other	4	6
Not reported	0	2
All employees	33,858	34,954

The data reported above is extracted from the payroll systems of the various entities.

Number of employees in countries where the company has at least 50 employees representing at least 10% of its total number of employees:

Country	Number of employees (headcount) 2024	Number of employees (headcount) 2025
France	5,545	5,352
United States	5,087	5,458
China	4,439	3,960
India	3,409	3,702

Information on employees by contract type, broken by gender (headcount):

	Reference period: 2024					Reference period: 2025				
	Female	Male	Other*	Not reported	Total	Female	Male	Other*	Not reported	Total
Number of employees (headcount)	12,798	21,056	4	0	33,858	12,635	22,311	6	2	34,954
Number of permanent employees (headcount)	10,677	18,818	4	0	29,499	10,790	20,396	6	2	31,194
Number of temporary employees (headcount)	2,121	2,238	0	0	4,359	1,845	1,915	0	0	3,760
Number of non-guaranteed hours employees (headcount)	27	30	0	0	57	36	42	0	0	78
Number of full-time employees (headcount)	12,165	20,764	3	0	32,932	11,970	21,906	6	2	33,884
Number of part-time employees (headcount)	633	292	1	0	926	665	405	0	0	1,070

* Gender as specified by the employees themselves

Part-time employees are those who work less than the statutory working hours or the hours agreed in collective agreements or those practiced within the company.

Additional note: it should be noted that the proportion of fixed-term contracts is inherently affected by the large number of temporary contracts in China, where it is a common local practice.

Departures and employee turnover

In 2025, the total number of departures for all reasons and for all types of contracts combined was 6,020 (of which 23% were departures for personal reasons, layoffs for economic reasons, and fixed-term contracts terminated early by the employer). Out of that total, 4,156 departures concerned employees on open-ended contracts; 1,864 departures on fixed-term contracts, of which 27.6% were at Chinese entities because of the high proportion of fixed-term contracts in China. It should be noted that 44% of departures of employees on fixed-term contracts were on the employee's initiative.

The employee turnover rate, calculated in accordance with ESRS S1, is 17%. This calculation takes the total number of employees who left their job voluntarily or due to dismissal, retirement or death during employment as the numerator, and the number of employees included in the workforce at the start of the year as the denominator.

■ Characteristics of non-employees in the Group's own workforce [S1-7]

The number of non-employees provided by companies primarily engaged in "employment activities" (NACE code N78) is 5,250.1.

The number of non-employees with contracts with the Group to supply labor ("self-employed workers") is 79.4.

The consolidated total number of non-employees is 5,329.5.

To calculate the number of non-employees provided by companies primarily engaged in "employment activities" (NACE code N78) and the number of non-employee workers with contracts with the Group to supply labor ("self-employed workers"), Legrand collected the following information from its subsidiaries:

- the number of hours worked by non-employees provided by companies primarily engaged in "employment activities" (NACE code N78),
- the number of hours worked by non-employees with contracts with the Group to supply labor ("self-employed workers"),
- the legal working day,
- the theoretical number of working days per year.

The Group then calculated a full-time equivalent number of non-employees provided by companies primarily engaged in "employment activities" (NACE code N78) and non-employees with contracts with the Group to supply labor ("self-employed workers") using the following formula:

- $\text{number of hours worked by non-employees provided by companies primarily engaged in "employment activities" (NACE code N78)} / (\text{legal working day} \times \text{theoretical number of working days per year}),$
- $\text{number of hours worked by non-employees with contracts with the Group to supply labor ("self-employed workers")} / (\text{legal working day} \times \text{theoretical number of working days per year}).$

The consolidated total of hours worked by external workers represents the sum of the two numbers of hours described above.

Non-employees with contracts with the Group to supply labor ("self-employed workers") are used on an ad hoc basis for specific projects. Non-employees provided by companies primarily engaged in "employment activities" (NACE code N78) are used to cope with employee absences or increased workloads.

■ Incidents, complaints and severe human rights impacts [S1-17]

The status of incidents and/or complaints and actions taken in relation to human rights in 2025 is as follows:

- incidents reviewed by the Group: 77,
- remediation plans being implemented: 22,
- remediation plans implemented, with results reviewed through routine internal management review processes: remediation plans are implemented locally with at least a follow-up on completion during the next annual review with the concerned individuals, when necessary,
- incidents no longer subject to action: 55.

In 2025, 77 breaches of human rights were reported (compared to 52 in 2024), including 55 reports relating to potential cases of discrimination including HR harassment (compared to 38 in 2024).

The increase in complaints in 2025 is primarily due to the expansion of the Group's scope following the acquisition of new companies, which automatically broadened the base of employees concerned and led to a higher number of reports. It also resulted from enhanced communication in a number of countries regarding the Group's ethics alert system (Signal'Ethic), which has increased employee awareness.

The total amount of fines, penalties, and compensation for damages as a result of incidents of discrimination, including harassment and complaints filed was 0 in 2025.

In 2025, none of the 77 cited alerts were assessed as serious.

Incidents that are confirmed following an investigation and that have a significant impact on the organization, its own workforce, or its stakeholders are considered serious. These incidents may be intentional or malicious, systematic, and/or very frequent. These may be characterized by an external reputational impact, a legal impact on Legrand, an impact on individual integrity, or a financial impact on the Group exceeding €20,000.

No forced labor or child labor situations, as defined by ILO conventions, were detected. Furthermore, Legrand has not been convicted by the judicial authorities for offenses relating to discrimination or human rights violations in 2025. This means there have been no payments of fines, penalties or compensation.

4.1.3.2 Committed to the workers in our value chain [ESRS S2]

4.1.3.2.1 Scope of Legrand's commitment [S2-SBM-3]

Relevant scope

Legrand's commitment to workers in its upstream value chain is an integral part of its sustainable purchasing strategy and applies to all Group companies involved in purchasing as part of their usual activities.

Legrand's purchasing entities are present all over the world in order to stay as closely in touch as possible with the needs of sites and operational departments. The Group's purchasing strategy is based on a matrix organization that allows certain purchases to be centralized while retaining the option of using local suppliers. The geographical location of the Group's sites is therefore a key factor in assessing the risks and gross impacts associated with the value chain, particularly in terms of health and safety, working hours, forced labor, and child labor.

The potential impacts on value chain workers are taken into account in the purchasing processes that follow the recommendations of the ISO 20400 standard, particularly regarding the choice of suppliers. Purchasing teams use a selection matrix to compare supplier offers on a set of criteria, including social and environmental criteria, in addition to economic criteria.

The impacts, risks and opportunities described in this section do not apply to workers in the downstream value chain (distributors, retailers, etc.).

Prioritizing supplier risks and impacts

To map and prioritize the risks associated with workers in Legrand's upstream value chain (hereinafter referred to as "suppliers") as defined by CSRD regulations, and in accordance with the Group's commitment to continuous improvement, Legrand applies its risk management system which aims to cover primarily:

- major suppliers - strategic and privileged - identified by the Group, due to their key role in Legrand's supply chain. They are distinguished by high performance, recognized reliability, a capacity to create value and a strong potential for development. They benefit from specific support from the purchasing teams. On the CSR side, this support — piloted notably through the CSR Roadmap and the priority

related to human rights—aims to ensure full convergence with Legrand's strategic axes, objectives and expectations, in particular the signing of the Supplier Code of Conduct and the evaluation on the EcoVadis platform with a particular focus on the human rights section,

- suppliers identified as risky, using a methodology of gross risk analysis provided by an external Group provider. They are classified as such due to their location in risky countries or the nature of their sector of activity. Those representing a high or very high gross risk are subject to reinforced monitoring, notably within the framework of the CSR Roadmap and the priority relating to human rights,
- new suppliers.

At the beginning of 2025, Legrand's supplier panel underwent a risk analysis and two main countries were identified with a gross risk for value chain workers: India and China.

Suppliers identified as risky from a CSR viewpoint are subject to a CSR risk assessment via an assessment platform managed by an external provider. CSR risk assessments, conducted with the Group's suppliers in 2024 and 2025, were used to determine the complementary risk mitigation actions and engagement of value chain workers on material impacts, risks, and opportunities (health and safety, forced labor and child labor).

The comprehensive method for analyzing country and industry risks, as well as the prioritization of suppliers and associated actions, are detailed in section 4.1.5 "Engaging with our suppliers: our sustainable purchasing strategy" of this document.

Affected workers in the value chain

In 2024, Legrand prioritized types of workers in the value chain requiring an increased duty of care. This analysis covered all types of suppliers and service providers, whether for the purchase of materials and products intended for production (plastics, metals, packaging, electronic components and trading products) or for indirect purchases of goods and services (capital goods, industrial supplies, transport, energy, purchases of services, etc.).

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Types of people concerned are:

- children in respect of whom suppliers and service providers do not abide by the local minimum legal working age requirement and at the very least the ban on employing children aged under 15,
- any workers in the value chain subject to forced labor, servitude and to any other form of labor not performed voluntarily in exchange for legal compensation or by the person's own free will. Our assessment of forced labor also includes undeclared or concealed labor,
- any workers in the value chain involved in activities that pose a risk to their health and safety, where the supplier

does not have sufficient prevention policies or actions in place.

Analyses of the inherent risks were carried out to identify the countries and sectors of activity to which the workers in the value chain are particularly exposed.

In addition, as part of its CSR Roadmap, Legrand supports the employment of people for whom access to the labor market may be more complicated due to their situation (for example, people with disabilities or people from visible minorities, whether social, cultural or ethnic).

4.1.3.2.2 Impacts, risks and opportunities [S2-SBM-3, S2-MDR-P]

4.1.3.2.2.1 Process to identify and assess material impacts, risks and opportunities

Legrand has identified the material impacts, risks and opportunities for the Group in terms of its industry, its activities, its stakeholders, its value chain and its local specificities. The process of identifying and classifying these material impacts, risks and opportunities is described in section 4.1.1.4 "Double materiality analysis methodology and management of impacts, risks and opportunities" of this universal registration document.

The scope of the activities included in this work and stakeholder consultations conducted during the Group's 2023

impact materiality survey are presented in section 4.1.1.3.2 "Interests and views of the Group's stakeholders". This survey highlighted the expectations of the Group's stakeholders regarding human rights and working conditions.

These expectations have been taken into account in:

- the development of the Human Rights Charter,
- the qualification of Legrand's material subjects under ESRS S2 "Workers in the value chain",
- the definition of priorities for the Group's new CSR Roadmap.

4.1.3.2.2.2 Results of Legrand's double materiality analysis

The material impacts, risks and opportunities for Legrand in connection with workers in its value chain are as follows:

■ Child labor

Service providers or suppliers that do not prohibit child labor, either among their own workforce or within their value chain could have negative impacts. The Group's suppliers presenting a higher gross or potential risk in terms of child labor are mainly located in India.

This practice could also expose the Group to a reputational risk that would impact the company's image and sales and could result in legal consequences linked to its duty of care plan.

■ Forced labor

Service providers or suppliers that do not prohibit forced labor among their own workforce and workers in their value chain could have a negative impact. Most of the suppliers that expose Legrand to an increased inherent risk of forced labor due to their geographical location are in China and India.

This practice could also expose the Group to a reputational risk that would impact the company's image as well as its sales and could result in legal consequences linked to its duty of care plan.

■ Workers' health and safety

At-risk activities (extraction, industrial processes, etc.) could lead to a negative impact on the health and safety of employees in the value chain.

The absence of a health and safety policy, or the insufficient enforcement of health and safety policies, could lead to work-related accidents - potentially serious or fatal - in Legrand's value chain, exposing the Group to reputational and legal risks related to the inadequate implementation of its duty of care plan.

These risks and impacts are considered material since some of the Group's suppliers operate in countries at risk of child labor or forced labor, or in countries with less stringent occupational health and safety requirements. The action plan that has been implemented is detailed below.

4.1.3.2.3 Policies relating to workers of the value chain [S2-SBM-2, S2-MDR-P, S2-1, S2-2, S2-4]

Principles

Through its sustainable purchasing procedures, Legrand aims to promote a value chain that upholds internationally recognized human rights. This commitment is conveyed by the Group's Supplier Code of Conduct, which forms part of Legrand's Human Rights Charter.

Material impacts, risks and opportunities for Legrand, in particular child labor, forced labor and occupational health and safety, are covered by the Supplier Code of Conduct, which is part of the Group's General Purchasing Conditions. By signing this Code of Conduct, suppliers and partners, regardless of their industry, size or country of location, commit to ensuring that their practices comply with the principles set forth in laws, regulations, and local, national, and international standards, and in particular:

- respect the minimum statutory working age requirement as per the local legislation and in all cases ban employment of children aged under 15,
- prohibit forced labor, servitude and any other form of labor not performed voluntarily in exchange for legal compensation or by the person's own free will, and prohibit undeclared or illegal labor,
- respect legal requirements concerning daily and weekly working hours and rest,
- implement a health and safety policy in a document signed at C-suite level,
- assess the occupational risks and implement measures and metrics needed to prevent and manage the risks identified as part of a process of continuous improvement.

Legrand also expects its suppliers and partners to be committed to promoting and implementing the same principles within their own value chain, with the same exacting standards, and that their practices comply with the principles set forth in laws and regulations and in local, national, and international standards described in section 4.1.5.2.1 "Legrand's Purchasing Policy".

The Group is committed to collaboration and continuous improvement, supporting its suppliers and partners in meeting the expected standards through the joint implementation of improvement plans and the provision of training modules and webinars.

Any failure to comply with, or refusal to adhere to, the principles of the Supplier Code of Conduct has implications for the business relationship, which can lead to the termination of commercial relations.

The Group's overall responsible purchasing strategy is detailed in section 4.1.5.2 "The Group's responsible purchasing approach" of this document. With the signing of the Supplier Code of Conduct, CSR evaluations, the implementation of action plans and on-site audits,

collaboration and continuous improvement, the Group strongly limits the risks of non-compliance with local and/or international legislation, regarding working time, non-compliance with health and safety rules and the risk of forced labor or child labor.

Conflict minerals [S2-4]

In a number of countries around the world, but especially in the Democratic Republic of Congo (DRC) and neighboring countries, the extraction and trade of certain minerals can contribute to the financing of armed groups, conflicts and crimes against the population. These "conflict minerals", usually known as 3TG (tin, tantalum, tungsten, gold), are cassiterite (tin ore), coltan (tantalum ore), wolframite (tungsten ore) and gold.

Legrand is never in a position to purchase minerals directly. However, with its Conflict Minerals Policy, the Group supports OECD initiatives and follows the guidance contained in the "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas", and is committed to only using responsible and reliable sources of conflict minerals and ban purchases that would contribute to armed conflicts or breaches of human rights.

Legrand is a member of the Responsible Minerals Initiative (RMI) and relies on standard processes designed to obtain chain-of-custody sustainability statements from all relevant suppliers to ensure supply transparency.

The company ensures that its suppliers and partners provide traceability for conflict minerals and encourages them to apply the same principles to their own value chain, in accordance with the OECD guidelines.

Legrand is committed to providing its customers with known information about its supply chain for 3TG minerals, cobalt and mica.

In accordance with Legrand's procedures, any failure to comply with the fundamental principles and rules set out in its Conflict Minerals Policy or any related regulations will result in consequences for the business relationship, up to and including the termination of business relations.

Organization and management

The Group Purchasing Department is responsible for deploying and implementing the sustainable purchasing practices, integrating respect for human rights throughout its value chain, as well as evaluating its effectiveness.

The Purchasing Policy, Supplier Code of Conduct, General Conditions of Purchase and Conflict Minerals Policy are available to suppliers and their employees on the Group's website www.legrand.com. They are transmitted to suppliers during their approval, and/or when signing new contracts.

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Legrand uses risk analysis (particularly at country, sector and supplier level), to verify that its suppliers and partners uphold human rights. For suppliers and partners assessed as risky or critical, the company implements formal mandatory action and monitoring plans that are shared, as described below.

The Group Purchasing Department reports regularly to the Executive Committee on the status of sustainable purchasing policies and action plans. The Board of Directors monitors non-financial reporting requirements during Audit Committee meetings. The Board ensures the reliability of non-financial indicators and the control process for sustainability information.

Consultation, communication and monitoring [S2-MDR-P, S2-2, S2-3, S2-5]

In addition to the Group's impact materiality survey conducted in 2023, Legrand has implemented various modes of consultation and communication with its suppliers. They serve to inform them of the Group's purchasing strategy and requirements, but also to involve them in monitoring performance and identifying improvement actions to be taken.

“Voice of the Suppliers” survey

A “Voice of the Suppliers” survey is conducted every two years to measure the involvement of Group partners in implementing the CSR strategy, its impact on their activity, and the value placed on and consideration given to their expertise, innovation proposals and best practices. Their knowledge of and confidence in the Signal'Ethic whistleblowing system is also assessed. In 2025, more than 2,200 suppliers were questioned, this survey obtaining a response rate of more than 26%. Suppliers expressed a high and stable level of satisfaction with Legrand's CSR strategy. For 86% of them, this strategy is considered clear, structured, ambitious and credible, with particular attention to environmental, social and ethical commitments. They particularly highlighted the coherent integration of CSR into the Group's business model, the use of precise objectives and recognized reference frameworks (such as EcoVadis or CDP), as well as a resolutely human-centered approach, valuing people, ethics and the long-term impact.

Furthermore, 83% of respondents say they feel involved in Legrand's CSR approach. They believe that it positively influences their own practices, by helping to make CSR a priority topic internally, and by accelerating their initiatives in terms of carbon measurement, ethics, and sustainability. Moreover, 88% consider that Legrand's CSR actions and commitments have a positive impact on their business.

To go further, suppliers have also identified four areas for improvement that will be the subject of particular attention in 2026: being associated earlier and more significantly with projects, benefit from CSR requirements proportionate to their size and level of maturity, receive more feedback,

explanations, and strengthen the coherence between the CSR strategy, supply chain constraints and the systems and tools in place.

Business reviews with suppliers

Buyers organize business reviews to discuss major Group topics with suppliers, notably CSR. Since 2024, approximately half of the 30 strategic suppliers have undergone business reviews involving key stakeholders from both Legrand and the suppliers. These sessions are held every two or three years, depending on the suppliers, and provide a key opportunity to conduct a review of the commercial relationship, strategic priorities, including CSR, and future objectives.

Training is regularly offered to Group suppliers, for example on supplier risk management, as well as decarbonization, diversity, and human rights.

In 2025, the purchasing team launched an innovation competition involving 200 suppliers to gather innovative ideas regarding both economic and non-financial performance. This competition was structured around two main pillars: driving productivity and implementing solutions with a positive CSR impact, such as the circular economy and the reduction of the environmental footprint. Through a collaborative selection process, 40 ideas were shortlisted and presented by suppliers to panels composed of the Group's marketing, R&D, CSR, strategy, and supply chain teams. These presentation sessions led to the selection of the 16 finalists invited to share their innovation with Legrand teams. Four of them received an award in recognition of the innovative nature of their ideas. This initiative offered a unique opportunity to highlight the innovation developed by Legrand's suppliers.

Remediation mechanism

Legrand has introduced Signal'Ethic, a business ethics whistleblowing system that is accessible to all internal and external stakeholders, as well as procedures to protect whistleblowers. By signing the Legrand Supplier Code of Conduct, suppliers or partners commit to informing their employees that this whistleblowing system is in place. This system's existence is also mentioned on the Purchasing pages of the Group's website. Legrand assesses whether value chain workers are aware of this whistleblowing system through its Voice of Suppliers survey. In 2025, 22% of the suppliers who responded to the survey confirmed being aware of the device and among them 94% trust it. Measures will be taken from 2026 to ensure better dissemination and ownership of this system by the Group's suppliers.

Further information on the Signal'Ethic whistleblowing system is provided in section 4.1.4 “Disclosures and commitments in relation to business conduct – Acting ethically” of this document.

4.1.3.2.4 Actions, metrics and targets relating to workers of the value chain [S2-MDR-A, S2-4]

During the last quarter of 2024, Legrand called upon an external service provider to carry out a study on the processes and tools for managing Legrand's relationships with its suppliers, and notably regarding workers in the upstream value chain as part of the CSRD.

This study validated and complemented Legrand's action plan to prevent, mitigate or remedy negative impacts on workers in the value chain. These will continue in 2026 as part of:

- the Purchasing Policy and the deployment of the Supplier Code of Conduct (refer to section 4.1.5 "Engaging with our

suppliers: our sustainable purchasing strategy" of this document),

- the CSR Roadmap and the ambition to strengthen good practices on human rights among the Group's suppliers,
- supplier risk management (refer to section 4.1.5.3 "Actions and metrics relating to responsible purchasing" of this document),
- traceability of the conflict minerals supply chain,
- support and training for suppliers (refer to section 4.1.5.2.1 "Legrand's Purchasing Policy" of this document).

4.1.3.2.4.1 CSR Roadmap

As part of its 2025–2027 CSR Roadmap, Legrand has set the following target:

	Being a responsible business	
Human rights and our suppliers	Achieving 100% of major suppliers engaged and compliant with the EcoVadis human rights score and 100% of at-risk suppliers engaged	

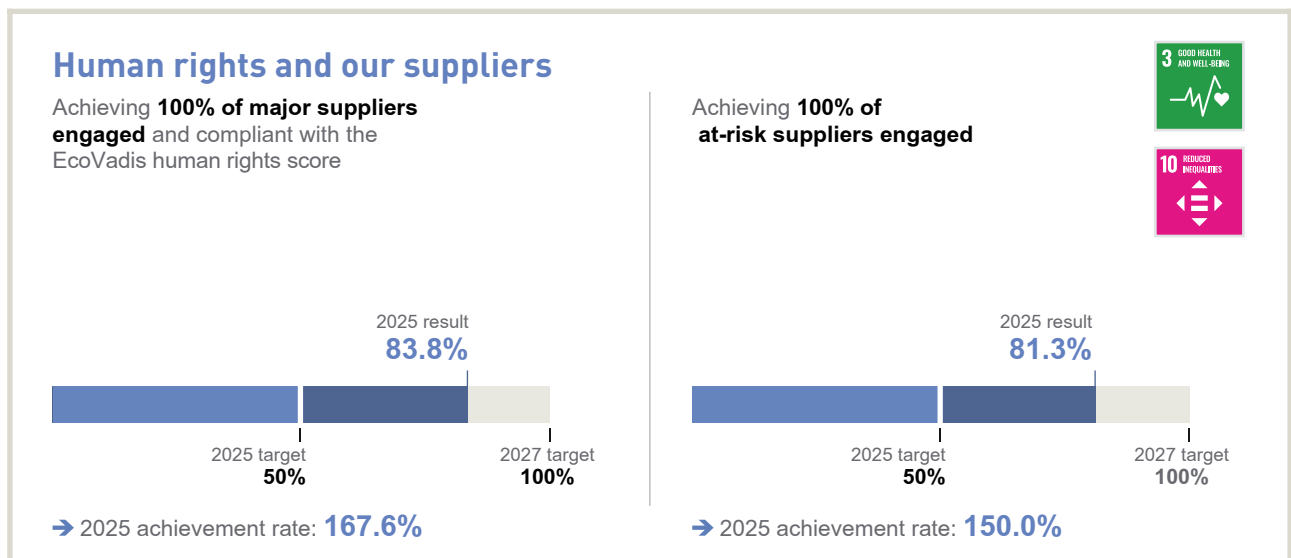
The Group's sixth CSR Roadmap, launched in early 2025, includes human rights, and in particular forced labor, child labor and Occupational Health and Safety in accordance with the objectives of Legrand's Purchasing Policy and the commitments of its Supplier Code of Conduct and in response to material impacts, risks and opportunities for the Group.

Legrand's ambition for 2027 is to reach 100% of major suppliers and at-risk suppliers committed to signing up to the Supplier Code of Conduct, which includes compliance with ILO standards in relation to human rights. The list of suppliers concerned is updated each year. Legrand has also

set objectives regarding the share of major suppliers that achieve a minimum EcoVadis human rights score of 45/100.

This objective is broken down over three years, with interim milestones of 50% achievement in 2025, 75% in 2026, and 100% in 2027.

In 2025, 83.8% of major suppliers signed the Supplier Code of Conduct and obtained an EcoVadis assessment compliant with the human rights pillar. In addition, 81.3% of at-risk suppliers signed the Supplier Code of Conduct, exceeding the Group's target of 50%. This result means a 165% achievement rate, capped at 150% for the calculation of the overall CSR Roadmap results.



The major and at-risk suppliers included within the scope of the CSR Roadmap on human rights are defined in section 4.1.3.2.1 “Scope of Legrand’s commitments” of this document.

The assessment of the achievement of this objective is based on two indicators:

- the number of major suppliers that have signed the Legrand Supplier Code of Conduct (or a mutual recognition agreement) and have a compliant EcoVadis human rights score, compared with the 136 suppliers identified as major at year-end 2025,
- the number of at-risk suppliers that have signed the Legrand Supplier Code of Conduct (or a mutual recognition agreement), compared with the 246 suppliers identified as at-risk at year-end 2025.

4.1.3.2.4.2 Conflict minerals management

Among its actions to limit the risk and negative impact concerning workers in the value chain, Legrand pays particular attention to minerals from conflict zones, to ensure regulatory compliance and responsible procurement practices across all Group entities, in particular:

- building on the Organization for Economic Co-operation and Development (OECD) guide on due diligence for responsible business conduct,
- by supporting the Responsible Minerals Initiative (RMI), using the standards put in place to ensure the transparency and the traceability of supplies based on the Conflict Mineral Reporting Template (CMRT) for 3TG minerals and the Extended Mineral Reporting Template (EMRT) for mica and cobalt,
- by identifying and assessing the risks associated with its supply chain, within the 25 subcategories of potentially at-risk purchases, related primarily to electronic components and metals, asking suppliers to comply with applicable regulations concerning conflict minerals. These suppliers include CMRTs and EMRTs in the Supplier Value Management (SVM) platform to compile minerals traceability information. Legrand encourages its suppliers to apply the same principles to their own value chain.

Value chain traceability

Annual campaigns to collect CMRT and EMRT certificates are organized for suppliers in the relevant purchasing categories. In 2025, Legrand completely overhauled its collection processes by relying on a third-party specialist and launched its latest campaign in October 2025 involving 272 suppliers. This campaign covered all major and Group suppliers (managed by group-level category managers) potentially supplying Legrand with products containing 3TGs, cobalt, or mica, as well as potentially affected local suppliers representing 80% of the Group’s local purchasing expenditure in these categories.

These two indicators are measured against the number of targeted suppliers to determine the achievement rate for each indicator. The overall score is calculated as the average of the two percentages, with each indicator representing 50% of the total.

The Group’s ambition in terms of human rights was presented to more than 500 suppliers in 2024, in order to facilitate the roll-out of action plans and ensure immediate consideration of this issue. Since the program’s launch, 363 buyers have been trained on this topic.

To identify suppliers presenting an inherent risk linked to their location or sector of activity, Legrand relies on the EcoVadis risk assessment methodology.

For certain purchasing categories, particularly electronic components, the economic model leads Legrand into contracts with distributors - tier-1 suppliers. Within this scope, and for suppliers considered strategic for this category of purchase, certificates are also collected from manufacturers - tier-2 suppliers. As a result, in 2025, 91% of the purchasing spend from these suppliers was covered by the conflict minerals collection campaign.

The collection campaign will conclude in May 2026. As of year-end 2025, 142 tier-1 and tier-2 suppliers responded to this campaign, which represents a response rate of 55% on the scope of identified suppliers.

Due diligence process

In 2025, corrective actions implemented jointly with suppliers that responded to the 2024 campaign led to a 72% reduction in the number of non-compliant suppliers.

In the event of non-compliance or a failure to respond to the conflict minerals survey, Legrand applies a three-step due diligence process: assessing risks associated with suppliers using non-compliant smelters, developing targeted action plans to help suppliers achieve compliance with Group requirements, and measuring progress within a predefined timeframe.

Legrand’s approach is based on continuous vigilance and progressive improvements. Companies must demonstrate their ability to identify at-risk smelters, implement corrective actions plans, and gradually reduce the number of non-compliant smelters, while requiring corrective measures from their own suppliers.

This approach applies to all Legrand entities. In the event of persistent non-compliance or lack of progress within the specified time frame, temporary or permanent removal from the supplier panel may be proposed, with the decision finalized by the Purchasing Risks Committee.

4.1.3.2.4.3 Effectiveness of current processes and actions

Failure to comply with rules and regulations concerning working hours, child labor, forced labor and health and safety are among the issues assessed during on-site audits, and may result in new suppliers not being approved. Existing suppliers have to implement corrective action plans and demonstrate improvement within six months, with an on-site audit within the following three months. If these rules are not observed or the supplier refuses to undergo an assessment or audit, Legrand may decide to remove the supplier concerned from its portfolio.

In 2025, 840 suppliers were trained to use the CSR risk assessment platform adding to the 466 already trained in 2024. 648 suppliers also participated in the Group's various webinars on CSR, in addition to the 1,376 suppliers who participated in the CSR and climate webinars offered in 2024.

The Purchasing Policy and associated roadmaps are shared with suppliers at every stage of the relationship (signing of the Supplier Code of Conduct, CSR questionnaire during the supplier approval stage and CSR risk assessments). It helps to enhance the Group's good reputation through the implementation of health and safety best practices among its suppliers (see section 4.1.5.1 "Impacts, risks and opportunities relating to Legrand's purchasing" of this document).

The coverage rate of suppliers who have signed the Supplier Code of Conduct is already measured centrally by the Group,

with results broken down and monitored by country. It stood at 62% of total Group purchases at the end of 2025 compared with 52.9% in 2024, an increase of nearly 10 points over one year.

Legrand has held the "Supplier Relations and Sustainable Procurement" label since 2012. This label has been aligned with ISO 20400 - sustainable procurement guidelines - since the end of 2017. The Group is audited each year to check that it complies with the principles of this label.

Internally, the effectiveness of Legrand's purchasing processes is controlled by means of its ISO 9001-certified purchasing Quality Management System (QMS) approach. For further information, please refer to section 4.1.5.1 "Impacts, risks and opportunities relating to Legrand's purchasing" of this document.

The Purchasing Department Committee oversees changes to and the implementation of Legrand's CSR risk management processes.

In addition, in 2025, among the 77 alerts concerning human rights that have been reported to the Group *via* Sign'Ethic, no ethical alerts concerning a material negative impact for workers in the value chain were reported (refer to section 4.1.4.4.4. "Evaluation of the whistleblowing system and whistleblower protection" of this document).

4.1.3.2.5 Financial resources allocated to workers of the value chain [S2-MDR-A]

In 2025, the Purchasing Department spent approximately €780 thousand in operating expenditure (OpEx) to implement the Purchasing Policy and related priorities. This amount will be reviewed each year as part of the budget process and adapted according to the needs identified. To date, no capital expenditure (CapEx) has been committed or is planned.

Operating expenses include:

- the payroll of individuals working on the topic of sustainable purchasing at the Group level,

- service provisions (on-site audits, consulting, communication) related to sustainable purchasing,
- evaluation tools related to sustainable purchasing.

There is no specific estimate of the cost of implementation within local purchasing departments in relation to sustainable purchasing and actions in connection with workers in the value chain as this forms an integral part of buyers' permitted spending.

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4.1.3.3 Committed to our customers, consumers and end users [ESRS S4]

4.1.3.3.1 Definitions

Legrand caters to a whole range of different customer groups, including specifiers, distributors, installers and end users. It is essential for the Group to consistently deliver the best possible experience, with product quality and customer satisfaction at the heart of its priorities.

In a competitive environment subject to fast technological changes, the Group has strengthened its approach to customer experience and its quality organization. Its aim is to offer reliable products, monitor

customer satisfaction and implement measures to listen to customers and respond to their needs, with a view to continuous improvement throughout the product life cycle.

Legrand's customers fall into two main categories: B2B (Business to Business) and B2C (Business to Consumer) customers. The specific characteristics and issues unique to each of these categories are set out in detail in the following paragraphs.

4.1.3.3.1.1 B2B customers

All Legrand's B2B⁽¹⁾ (Business to Business) customers could be impacted in relation to issues identified as material for the Group in accordance with ESRS S4. This includes electricians and installers, electrical equipment distributors, other strategic business partners (specifiers and investors) as well as professional end users. These B2B customers are impacted directly or through their value chain.

The types of B2B customers at Legrand are listed below, along with the issues that may be material for them and Legrand:

- **contractors** (e.g. electrical installers, panel builders, system integrators, electricians, etc.): directly impacted by the quality, compliance, ease of installation and safety of the Legrand products they install,
- **electrical equipment distributors** (e.g. professional distributors including generalists, DIY, specialists and

discount stores): they depend on the availability and quality of Legrand products to meet the needs of their own customers,

- **product specifiers** (e.g. design offices, architects and other professionals responsible for designing and overseeing construction projects): impacted by the quality, compliance and safety of the Legrand products specified in their projects,
- **project owners** (e.g. investors and real estate developers that finance and direct construction projects): impacted by the performance and durability of Legrand products, which can influence the value and profitability of their investments,
- **professional end users** depend on Legrand products for their professional activities.

4.1.3.3.1.2 Consumers and end users

All consumers and end users who may use the products sold by Legrand form a part of Legrand's value chain and fall within the scope of application of ESRS S4. However, Legrand does not have a direct commercial or contractual relationship with all the consumers and end users. "Professional" end users are included above under B2B.

The types of consumers and end users include:

- **individual consumers**: they may be impacted by the quality, safety, compliance, energy efficiency and availability of Legrand products, as well as the quality of information provided about products and services. They may also be concerned with the protection of their personal data, particularly if they use smart products,
- **vulnerable groups**: certain end users such as children, customers on low income or the elderly, represent a vulnerable population taken into account.

(1) B2B, or Business to Business, is a business model in which a business sells products or services directly to another business rather than to individual consumers.

4.1.3.3.2 Strategy

Legrand's strategy and business model focus on respecting the interests, rights and opinions of its consumers and end users, particularly through its purpose of "Improving Lives" and its values of responsibility and innovation.

More specifically, the interests and views of consumers and end users are incorporated into the company's strategy and business model as follows:

- **customer focus:** Legrand takes into account customer feedback received through initiatives such as the customer satisfaction survey, conducted each year across all Group entities as well as regular transaction surveys. These efforts help ensure that consumers' needs guide the development of Legrand products and improvement in its services,
- **human rights:** Legrand is committed to respecting human rights throughout its supply chain, which also includes its

customers. Since 2007, the company has applied the central pillars of the United Nations Global Compact, which include commitments in relation to human rights, labor, environment and anti-corruption,

- **responsible innovation:** the company designs products that meet high standards in terms of safety, sustainability, accessibility and energy efficiency in order to meet societal and individual expectations sustainably. Legrand incorporates eco-design principles in the development of its products and circular economy models.

This customer-centric approach ensures that key decisions on the development of Legrand products, services and commercial offers are constantly aligned with consumers' expectations and needs, while also protecting their rights.

4.1.3.3.3 Meeting our customers' expectations and increasing their satisfaction

4.1.3.3.3.1 Impacts, risks and opportunities relating to customers

Impacts, risks and opportunities identification process

Legrand has identified the issues relevant to the Group in terms of its industry, activities, stakeholders, value chain and local specificities. The process of identifying and classifying these material impacts, risks and opportunities is outlined in section 4.1.1.4 "Double materiality analysis methodology and management of impacts, risks and opportunities" of this document.

Results of Legrand's double materiality analysis

The material impacts, risks and opportunities for Legrand in connection with its customers and its value chain are:

■ Data privacy and access to information

The protection of personal and sensitive data of B2B customers, their own customers and partners is a major issue. Inadequate management of confidentiality exposes Legrand to legal risks, notably litigation, and reputational damage. The lack of reliable and complete product information may also undermine B2B customer trust.

■ Customer health and safety

Product failure can have direct consequences for the health and safety of B2B customers. In the event of a failure, Legrand is exposed to operational risks, particularly during product withdrawal or recall procedures.

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4.1.3.3.2 Policies relating to customers [S4-MDR-P, S4-1]

To cover these material impacts, risks and opportunities, Legrand has implemented several policies:

- **the Quality Policy**, which covers risks related to customer privacy and health and safety impacts on customers and users,
- **the Customer Experience Policy**, which covers risks related to customer privacy protection,
- **the Whistleblower Reporting and Protection Policy** which allows stakeholders – including customers and users – to raise an alert. It is presented in detail in section 4.1.4.4.2 “Compliance program”,
- **the Customer and User Data Protection Policy**, which protects the personal data of its customers and users, in accordance with the legal and regulatory requirements in force, such as the General Data Protection Regulation (known as “GDPR”).

These policies take into account the expectations of the Group’s stakeholders, as ascertained by Legrand in the course of its dialogue with its main stakeholders, as presented in section 4.1.1.3.2 “Interests and views of the Group’s stakeholders”.

Quality Policy

The Quality Policy, signed by the Chief Executive Officer, falls under the responsibility of the Group Quality Director, who oversees its implementation across all Legrand entities. This policy sets forth the Group’s commitments regarding compliance with regulatory requirements. It also defines the organizational structure, as well as the ways in which processes are controlled, measured and monitored. Streamlined management systems (certified according to ISO standards) help to identify and assess the risks and implement associated management plans to protect consumers and end users. Strict compliance of products with regulations and product standards is a prerequisite for this Quality Policy.

Legrand’s quality control approach was updated in 2023 to include the principle of ETEQ (End-to-End Quality), a concept that emphasizes quality throughout the entire product lifecycle, from product design to the end user.

The Group’s Quality Policy comprises:

- ISO 9001 certification, issued by independent bodies, based on quality management systems implemented at each of the Group’s sites. At the end of 2025, 94.8% of sites were certified (up from 92% at the end of 2024),
- the product qualification processes conducted by certified laboratories prior to market release,
- quality control procedures in production, which require the implementation of frequent or systematic inspections to be introduced, depending on the characteristics of the products their functions and their criticality,

- additional tests, called “surveillance plans”, to ensure that basic product performance remains consistent with initial quality and certification standards throughout the manufacturing and marketing phases. After products have been introduced into the market, independent, random checks are carried out on them, either internally or by an external provider. This monitoring plan includes a list of products to be assessed, procedures for testing and analyzing them, and progress reporting. A Group governance framework is associated with it to ensure control covering all Legrand sites via a dedicated application. Monitoring the completion rate of the product quality surveillance plan ensures that the plan is being properly implemented in line with the Group’s objective.

These four elements help to ensure that safe products are brought to the market.

The Quality Policy is available to all employees on Legrand’s Intranet. It is also displayed and presented at awareness-raising meetings at all Group sites. It can be viewed externally in the CSR resource center on the www.legrand.com website.

Customer Experience Policy

Legrand is committed to offering the best customer experience thanks to the adoption of a rigorous multi-criteria approach and by listening carefully to its customers. The Group’s model is based on the strength of its leadership positions and its desire to be a benchmark in terms of customer experience. This means it is strategic for the Group to always deliver the best possible experience for its customers.

This policy aims to define the Group’s priorities to ensure a successful customer experience by meeting needs and guaranteeing product quality and safety. It also identifies areas where Legrand can improve to meet customer expectations, such as access to quality information.

This policy, signed by the Chief Executive Officer, is overseen by the Digital Department, which reports to the Strategy, Brands and Digital Department. It is locally implemented by CX Champions with the support of the Group Quality Department. It applies to all Legrand entities and covers all its customers.

Main aspects of the Customer Experience Policy:

- annual global customer satisfaction survey covering criteria such as the website, configurators, software, product information, training, pre-sales support, technical support, after-sales service, business relationships, merchandising, order process, invoicing, delivery, installation, quality, packaging, product features and price/quality ratio,
- analysis of detailed survey results and implementation of improvement action plans presented to the Group’s General Management each year,

- training staff on the importance of customer experience and ironing out customer pain points,
- sharing information and best practices in relation to customer experience, through the use of the internal “Best of Us” platform,
- monitoring of performance indicators such as the Net Promoter Score (NPS), Customer Satisfaction (CSAT), and Customer Experience (CX) maturity score.

The Customer Experience Policy is available to all employees on the Legrand intranet. It is also posted and presented during awareness sessions at Group sites and is available in the CSR resource center on the www.legrand.com website.

Customer and User Data Protection Policy

The Customer and User Data Protection Policy covers two core aspects:

- Legrand’s commitment to protecting customers’ personal data in accordance with current legal and regulatory

requirements such as the General Data Protection Regulation (GDPR),

- Legrand’s commitment to implementing robust security measures to prevent breaches of user data and encourage best practices.

The aim of this policy is to provide a framework for the use of customers’ personal data so that it complies with current personal data protection regulations in force.

In addition, to protect the privacy of users of Legrand’s smart solutions, the Group applies the principles of “privacy by design” and “privacy by default”. From the design stage of products and services, the Group ensures that it only collects data that is strictly necessary from its users, for a specific purpose and applies the ISO 27001 requirements.

This policy is defined by the Legal Department and applies to all Group entities using the personal data of individual customers.

4.1.3.3.3.3 Actions, metrics and targets relating to customers [S4-MDR-A, S4-4]

The “Best of Us” program

Driven by the conviction that customer satisfaction is a driver of profitable and responsible performance, as well as strong employee engagement, the Group’s customer-centric strategy is based on the implementation of the multi-annual ‘Best of Us’ programme. It aims to enhance customer experience through four key values: listening, simplicity, responsiveness, and expertise. By regularly listening to its customers’ expectations, Legrand can offer them experiences that meet their needs throughout the customer journey—from initial advice on the offering to after-sales support, encompassing all sales touchpoints, whether physical or digital.

Customer-centric approach

Legrand has implemented initiatives to promote a customer-centric culture throughout the Group, in alignment with its values.

A set of training tools and resources (best practices, processes, organization charts, etc.) is made available to employees, and a network of 140 champions has been created to pass on the principles of customer-centricity and customer values, share best practices in relation to customer experience and promote internal initiatives.

The Group organizes Customer Experience Days (CX Days) and a Customer Experience Week, based on the following principles: share, inspire and learn, to raise awareness and involve all Group employees on these issues. These events provide an opportunity for all employees to acquire the knowledge needed to put customers first. Three Customer

Experience Days were held in 2025, allowing for the sharing of best practices implemented within the Group as well as discussions with peers and leaders in their respective fields.

The Group assesses the maturity of its entities in terms of customer experience (CX) by using a CX Maturity Score, structured around three main themes: measuring and improving satisfaction, disseminating customer knowledge via personas, and sharing best practices and training in customer culture.

The CX Maturity Score is based on 25 indicators covering four dimensions: simplicity, responsiveness, expertise and listening.

B2B customer empathy is also measured by means of a VOCE survey (voice of the customer, through the employee) to ensure that employees’ perception of the customer experience is consistent with reality as expressed by the Group’s customers in the B2B satisfaction survey.

Customer satisfaction

The satisfaction of all our B2B customers is measured each year by means of a Customer Satisfaction Survey (CSS). This customer satisfaction survey is sent out simultaneously across all Group entities to professional customers: distributors, installers, specifiers, etc. The questionnaire is designed to ascertain the level of satisfaction of B2B customers during their various interactions with Legrand and for the Group’s different brands. It also includes their willingness to recommend Legrand to their colleagues and business contacts (Net Promoter Score).

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Consumers and end users of the Netatmo and “with Netatmo” solutions (smart objects) are able to express whether they are satisfied via a relational survey similar to the B2B survey.

Legrand has a number of metrics allowing it to closely monitor the quality of the customer experience it provides, and the quality feedback provided in the questionnaire. These comments enable the Group to continue to move forward as part of its policy of continuous improvement. The use of artificial intelligence now enables a more detailed analysis of the results and the rapid implementation of customized action plans.

In the most recent satisfaction surveys, customers emphasized the quality of Legrand’s products and their features, as well as their ease of installation. The accompanying technical and commercial documents are also highly appreciated. The fact that these products help customers reduce their energy consumption constitutes a further advantage.

The Close the Loop approach, which consists of following up on dissatisfied customers, enables Legrand to take corrective measures in areas that customers believe could be improved. The impact of this approach was measured, with Legrand scoring higher in the 2025 customer satisfaction survey.

This kind of feedback and the resulting action plans enable the Group to reduce its reputational risk and increase customer loyalty among B2B customers, consumers and end users of smart devices.

The metrics used by Legrand to support these findings include:

- the Customer Satisfaction (CSAT) score, which directly measures B2B customer satisfaction. It stood at 80% in 2025, stable compared to 2024,
- the Net Promoter Score (NPS), measures the propensity of B2B customers to recommend Legrand to those around them: business contacts, friends and family. It classifies customers into three categories: detractors, neutrals and promoters. In particular, the NPS makes it possible to measure brand attachment and customer loyalty. Alongside the CSS annual survey, the NPS question is present on most of the Group’s commercial websites (79 countries) to measure the quality of the customer experience throughout the digital journey. The NPS stood at 54 in 2025, up 3 points from the previous year.

The availability of the Group’s products is key to customer satisfaction. Legrand monitors the service standards offered by its various entities to measure the Group’s ability to fill customer orders in the desired quantities and timeframes.

In its 2025–2027 CSR Roadmap, Legrand has set a goal of achieving a NPS (Net Promoter Score) of 50 and a CSAT (Customer Satisfaction Score) of 80% each year for the next three years. The scope covered by these objectives is detailed in 4.1.1.1 “Methodology for preparing the Sustainability report”.

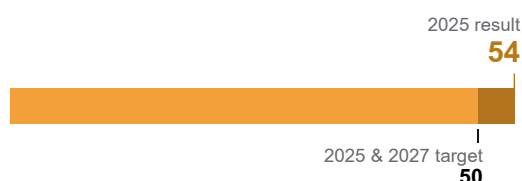
Customer Experience

Maintaining a rate of 80% of satisfied customers (CSAT)



→ 2025 achievement rate: **100%**

Maintaining a NPS of 50



→ 2025 achievement rate: **108%**

Calculation methodology

To ensure an accurate assessment of customer satisfaction, the following process has been put in place:

- each country must distribute the Customer Satisfaction Survey (CSS) locally to their customers, to measure two key indicators: the Net Promoter Score (NPS) and the Customer Satisfaction Score (CSAT),
- the responses are analyzed to calculate the NPS and CSAT scores,
- each entity completes the CX Maturity score survey, which helps it identify its level of CX maturity and track its progress.

In addition to the action plans described above, Legrand provides training and digital tools to support companies in the electrical industry, to help them develop their skills and adopt best practices in terms of installation. More than 45 Innoval training centers worldwide provide training for distributors, product specifiers and installers, allowing them to keep their skills up to date, consolidate their knowledge and develop their commercial offering (Innoval training centers share methods, tools, teaching materials and trainer networks).

These initiatives illustrate Legrand's desire to put its B2B customers and its consumers and end users at the heart of its decisions, in accordance with the requirements of ESRS S4 and to ensure high-quality customer experience.

Quality approach

Legrand is committed to providing all its customers – whether B2B customers or consumers and end users – with the level of quality they expect from Legrand, whatever their user profile and however they use the products.

Legrand's quality strategy has three key pillars: people, products and processes. This is a customer-centric, global strategy that covers all aspects of quality: supplier quality, R&D quality, production quality and market quality.

It is reflected by a roadmap centered around these four priorities, which is updated and reviewed each year with General Management.

It is communicated and deployed throughout the Legrand organization, via Intranet messages and the Group's quality portal. The Group Quality Department and the Operations Departments and entities are responsible for implementing this strategy.

■ R&D quality

New product development and existing product modification processes are strengthened by the implementation of:

- 16 quality deliverables combined with analysis of the project's quality risk,
- a prelaunch quality review carried out with the department concerned,
- quality monitoring after commercial launch based on analysis of user feedback.

■ Production quality

Quality fundamentals have been defined and standardized at all production sites, focused on:

- production operating procedures and operators' knowledge of these procedures,
- production quality control procedures, identification of non-compliant parts and their removal from production flows,
- quality analysis and associated methodologies for finding the root causes,
- quality scorecards including:
 - cost of poor quality performance metrics, percentage of compliance breaches,
 - targets to be achieved each year,
 - a Pareto chart of major quality events for the site,
 - the action plan and associated effectiveness metric to complete the quality loop,
 - visualization of trends in these metrics to measure the effectiveness of improvement measures.

■ Supplier quality

Quality risk control is based on:

- a quality risk rating grid to identify product/supplier pairs requiring a strengthened quality control plan and ongoing monitoring,
- a product/supplier quality audit plan comprising all audits to be performed each year according to the product/supplier pairs selected using the above rating grid,
- a quality audit checklist to identify any gaps in suppliers' quality control and define areas for improvement.

■ Market quality

A generalized approach to management and analysis of quality-related events resulting from customers and end users is implemented based on:

- a common process for reporting customer dissatisfaction,
- a common tool for managing customer dissatisfactions according to the level of criticality,
- an escalation and management process for "major" and "critical" events,
- criteria that take into account end user types to manage quality risks relating to human risk,
- a metric for measuring these quality-related events shared by the entire organization, with common targets that are revised each year and presented to the department concerned.

Various performance metrics are closely monitored at the level of each country and the Group Operations Department:

- the number of customer complaints recorded associated with a low, medium or high risk,
- the percentage of completion of the product quality monitoring plan carried out by each site, based on the initial plan established at the start of the year. The 2025 result stood at 100% against a minimum target of 92%. It was 96% in 2024 and the target set for 2026 is 95%.

Any divergence from these metrics is systematically analyzed and gives rise to action plans.

All these metrics are shared at each country's operating performance meetings (COPR), held twice a year, as well as with General Management during operations performance reviews organized four times a year.

These metrics are also incorporated into the Group risk management process under "product quality and safety" risk as part of the Group's general risk management.

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The Group Quality approach is reviewed annually at the same time as the budget review. This allows for the following points to be presented to the Executive Committee:

- quality roadmap initiatives rolled out in the course of the year,
- the results of associated performance metrics in relation to the targets set for the year,
- new continuous improvement plans for the following year,
- expected new targets for the following year,
- material and human resources required to achieve the objectives of the roadmap for the following year.

All these factors are measured and taken into account in the financial resources planned for the following year, in terms of both operating and capital expenditures.

Group products are tested during their product qualification processes in accordance with current standards. This involves a detailed process and collaboration between new product development teams and the standardization and standards department, which is responsible for aligning current market standards with those applicable to the entire product portfolio. Group products are regularly subject to external audits to verify and validate their compliance with NFC 15-100 security standards, notably with certification bodies such as the LCIE – *Laboratoire central des industries électriques*.

Additionally, employees at Legrand's manufacturing sites and R&D centers must ensure that a training plan incorporates quality fundamentals, including Legrand product quality and safety, and that their staff have tracked these training courses.

4.1.3.3.4 Protecting and meeting the expectations of end users

4.1.3.3.4.1 Impacts, risks and opportunities relating to end users

Impacts, risks and opportunities identification process

Legrand has identified the issues relevant to the Group in terms of its industry, activities, stakeholders, value chain and local specificities. The process of identifying and classifying these material impacts, risks and opportunities is outlined in section 4.1.1.4 "Double materiality analysis methodology and management of impacts, risks and opportunities" of this document.

Results of Legrand's double materiality analysis

The material impacts, risks and opportunities for Legrand in relation to end users and Legrand's value chain are as follows:

Protection of end-customer privacy and access to information

Failure to respect the privacy of consumers and end users, as well as insufficient access to reliable product information, can lead to legal and reputational risks, or even result in litigation.

Health and safety of end users

Product failures can have negative impacts on end users, especially if the end user is a child and the failure results in a lack of protection.

4.1.3.3.4.2 Policies relating to end users [S4-MDR-P, S4-1]

To cover these material impacts, risks and opportunities, Legrand has implemented several policies:

- **the Customer and User Data Protection Policy**, which protects the personal data of its customers and users, in accordance with the legal and regulatory requirements in force, such as the General Data Protection Regulation (known as "GDPR"),
- **the Quality Policy**, which addresses risks related to customer privacy and health and safety impacts for customers/users,
- **the Customer Experience Policy**, which addresses risks related to customer privacy,
- **the Whistleblower Reporting and Protection Policy** (presented in detail in section 4.1.4.4.2 "Compliance program"), which allows stakeholders — including customers and users — to raise an alert.

These policies take into account the expectations of the Group's stakeholders, as ascertained by Legrand in the course of its dialogue with its main stakeholders and presented in section 4.1.1.3.2 "Interests and views of the Group's stakeholders".

Customer and User Data Protection Policy

The Customer and User Data Protection Policy covers both B2B clients and end users. The reader is invited to refer to section 4.1.3.3.3.2 "Policies relating to customers".

Quality Policy

The Quality Policy covers both B2B customers and end users. The reader is invited to refer to section 4.1.3.3.3.2 "Policies relating to customers".

4.1.3.3.4.3 Actions, metrics and targets relating to end users [S4-MDR-A, S4-4]

To manage the impacts, risks and opportunities identified as material, Legrand implements actions, metrics and targets.

Human rights

The implementation of the Customer and User Data Protection Policy includes:

- training sessions for employees on best practices in personal data protection,
- personal data protection and cybersecurity policies, requiring compliance with technical and organizational measures to guarantee the security of its users' personal data,
- a network of sector and local correspondents in charge of personal data protection,
- GDPR compliance documentation established and regularly updated,
- compliance audits conducted at regular intervals.

No case of failure to observe the United Nations Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work or the OECD Guidelines for Multinational Enterprises involving consumers or end users has been reported within Legrand's value chain.

Vulnerable people, including children

The customer quality event management process ranks the risks according to three different levels of criticality and on the basis of four criteria:

- safety of goods or people,
- the significance of the financial impact,
- the impact on customer service,
- the impact on the company's image.

The product risk management procedure applies to all the Group's finished products. The measures required to avoid causing or exacerbating significant negative impacts on consumers and end users are assessed. This includes defining in advance the rules for priority internal handling of potentially critical situations.

In the most sensitive cases, product withdrawals or recalls may be launched. For trade products, the same qualification and quality control processes are implemented.

Health and safety, personal safety and child protection are monitored by means of a model for governing customer quality-related events, as stated above. The target is zero critical events per year. This was achieved in 2025.

4.1.3.3.5 Financial resources allocated in relation to customers and end users

As of the publication date of this universal registration document, Legrand does not have sufficiently reliable data on the following financial data: CapEx, OpEx, and current

To ensure the safety of users of Legrand products, in addition to the quality control procedures mentioned above, IEC and CENELEC standards (CE compliance framework for low-voltage products) – which aim to guarantee the safety of all users, including children, by establishing comprehensive product standards – are routinely applied to Legrand products sold around the world. These standards cover various aspects of health and safety and seek to reduce the risks associated with electrical accessories for installations. For example, sockets are fitted with shutters to prevent children from accessing the socket contacts, thereby keeping them safe. In addition, compliance with EMC (electromagnetic compatibility) standards and adherence to regulations concerning high-risk substances protect the health of end users.

By applying these standards, Legrand ensures that its products meet the most stringent safety requirements, offering robust protection for all users, including vulnerable people and children.

Fundamental consumer rights, including human rights, are respected through the strict application of the European Blue Guide and related European directives.

Quality of information provided on products

In each country, the Group provides a way for end users to contact the customer service department.

The incidents detected are recorded by the local customer services, which can process them autonomously or declare them as 'quality events' if technical support is required.

Legrand has a mature process for reporting quality events resulting from each of its entities, so it can deal with requests from consumers and end users. The Solutio2 tool, deployed as an interface with local Customer Relationship Management (CRM) tools, is used to connect support services, consumers and Legrand experts. Another tool manages requests and responds to users in the B2C channel. This provides a means of monitoring the number of incidents and user comments to be monitored. Technical handling of end user requests is managed in collaboration with experts using a dedicated tool. Monitoring dashboards are regularly communicated to the management of the organization concerned.

An online reporting system on the legrand.com website allows for the reporting of impacts connected with IT security.

and future investment expenditures allocated to the action plan for the disclosure of this information.

4.1.4 - Disclosures and commitments in relation to business conduct – Acting ethically [ESRS G1]

4.1.4.1 Governance of business ethics [G1-GOV-1]

Business ethics is the responsibility of the Group Legal Department and coordinated by a Group Compliance Officer, supported by a network of local Compliance Officers tasked with deploying the Compliance Program. The program is overseen by the Group Compliance Committee, which includes all members of Legrand's Executive Committee.

The Group Compliance Officer reports directly to the Group Risk Committee, the Audit Committee and the Board of Directors, allowing the directors to follow and assess the Compliance Program.

Compliance control arrangements form an integral part of Legrand's internal control program. It is managed by the Internal Control department responsible for risk management.

4.1.4.2 Impacts, risks and opportunities relating to business ethics

4.1.4.2.1 Process to identify and assess material impacts, risks and opportunities

Material issues have been identified based on the Group's industry, operations, stakeholders, value chain, and specific characteristics. The process of identifying and classifying material impacts, risks and opportunities is outlined in section 4.1.1.4 "Double materiality analysis methodology and management of impacts, risks and opportunities" of this universal registration document.

In addition, the activities included in this work and stakeholder consultations are described in section 4.1.1.3.2

"Interests and views of the Group's stakeholders" of this document. This approach was used to identify the material issues for Legrand in relation to ESRS G1 "Business conduct" and stakeholders' expectations have been incorporated into the resulting policy and actions.

The impact of a legal dispute in France is described in Chapter 8, section 8.1.6, Note 5.5, "Claims and contingent liabilities".

4.1.4.2.2 Results of Legrand's double materiality analysis

Corporate culture

A lack of or inadequate corporate culture could adversely impact employee well-being (higher employee turnover rate, work absences, etc.).

Corruption and bribery

If the company or its partners were to engage in corruption or bribery, this would have the negative impact of favouring corrupt systems and would harm all its stakeholders, including governments.

The absence of adequate policies and training could also encourage passive corruption, such as bribery by suppliers.

Overall, these practices would entail significant operational and reputational risks and lead to a loss of confidence among investors and employees.

Management of relationships with suppliers

Having no or insufficient management of relationships with suppliers, as well as irresponsible or deficient payment practices, could prevent the company from establishing lasting relationships based on trust.

Conversely, incorporating social and environmental criteria into the selection of suppliers may generate a positive impact by favoring suppliers that adopt the best CSR practices.

Protection of whistleblowers

Having no or insufficient whistleblower protection could foster a culture of silence and allow unethical behaviors such as fraud, bribery and other unacceptable practices to go unnoticed.

4.1.4.3 Policies relating to business ethics

4.1.4.3.1 Corporate culture

The Legrand Group's corporate culture is embodied by its purpose: *"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."*

The Group's purpose is built around five unifying values that lie at the heart of every action and decision, reflecting its culture and identity:

- we seize the future,
- we embrace inclusion,

- we move in sync,
- we strive for simplicity,
- we are dependable.

The Group's purpose and the five values are presented on the home page of the Group's website www.legrand.com. They are also incorporated into the Group's Shared Code of Ethics.

Additionally, the Group is committed to protecting its employees, promoting diversity and inclusion, and supporting employee development.

4.1.4.3.2 Business ethics policy

One of the basic tenets of Legrand's social responsibility is to abide by ethical principles.

The Group adheres to major universal principles and international reference texts:

- the OECD Anti-Bribery Convention (Convention on Combating Bribery of Foreign Public Officials in International Business Transactions),
- OECD Guidelines for Multinational Enterprises,
- the United Nations Convention against Corruption,
- EU directives relating to competition,
- all national competition and anti-corruption laws,
- the Universal Declaration of Human Rights and additional covenants.

The Group's approach to business ethics is deployed through several dedicated policies, in particular the Shared Code of Ethics, which serves as the cornerstone of the corporate culture and our commitments to business ethics. This Shared Code of Ethics outlines the Group's ethical commitments and establishes the rules of conduct that apply to both

employees in their daily professional activities and external partners.

The report is championed and prefaced by the CEO and is distributed internally via the corporate intranet. It is available on the Group's website at www.legrand.com.

The Guide to good Business Practices is the Group's anti-corruption code of conduct. It summarizes the company's commitments and principles by defining and illustrating the various types of prohibited behavior that may constitute acts of corruption:

- it outlines the practices that constitute corruption in the specific context of Legrand (e.g., gifts and hospitality, facilitation payments, conflicts of interest, sponsorship, etc.),
- it describes the types of behavior and situations employees may encounter,
- it outlines prohibited practices (facilitation payments, gifts and hospitality, etc.),
- it outlines the behaviors to be adopted to manage situations involving risks.

4.1.4.3.3 Management of relationships with suppliers

With its Purchasing Policy and Supplier Code of Conduct, Legrand is committed to promoting a responsible value chain and helping its suppliers and partners to comply with the same standards. This Policy and Code of Conduct are approved by the Group Purchasing Director and disseminated internally via the Intranet and externally via the www.legrand.com website.

Legrand is committed to developing lasting relationships with its suppliers and partners based on trust and mutual respect, as well as business best practices in keeping with the principles of the charter and the *"Relations Fournisseurs Achats Responsables"* ("Supplier Relations and Responsible Purchasing") label.

Legrand's Purchasing Policy is based on the recommendations of the ISO 20400 standard, particularly with regard to the choice of suppliers, enabling the Group to compare supplier offers based on a range of CSR criteria,

including social and environmental criteria, in addition to economic criteria.

Furthermore, under its 2025–2027 CSR Roadmap, Legrand is committed to developing additional business streams with suppliers committed to Diversity & Inclusion. Legrand's Purchasing Policy is presented in detail in section 4.1.5.2.1 "Legrand's Purchasing Policy" and its suppliers' commitment to Diversity and Inclusion in section 4.1.5.4 "Suppliers committed to Diversity and Inclusion" of this document.

Legrand's sustainable purchasing approach concerns internal and external purchasing stakeholders in all Group countries. It applies to all Legrand entities involved in purchasing in the normal course of the Group's business and to all suppliers and partners regardless of their size, their location or their business sector.

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Legrand ensures that its suppliers and partners adhere to its principles and applicable regulations by signing up to the Supplier Code of Conduct, which concerns in particular:

- human, labor, social, and fundamental rights,
- respecting and protecting the environment,

- business ethics practices, including anti-corruption, respecting competition law, intellectual property law and international trade regulations,
- protecting resources, in particular information and data.

Focus: Legrand recognized for its supplier relations and sustainable purchasing

Legrand has held the “*Relations Fournisseurs Achats Responsables*” (“Supplier Relations and Responsible Purchasing”) label in France since 2012. This seal of quality has been aligned with ISO 20400 sustainable procurement guidelines, since the end of 2017. The accreditation has been renewed each year since 2012. In 2025, during the most recent assessment, Legrand secured reaccreditation. The Group was applauded in particular for its sustainable purchasing commitments and for its ambitious work with its suppliers to encourage their commitment to decarbonization. Legrand also distinguished itself through its widely deployed CSR assessment of its suppliers and its use of the Life Cycle Cost (LCC) matrix during the consultation phase, which incorporates the price of carbon emissions. Legrand’s collaborative initiatives with local companies have also been recognized. Overall, suppliers interviewed during the auditing process were highly satisfied with their relationship with the Group, with payment terms given a special mention.

4.1.4.3.4 Company payment policy

The Supplier Payment Policy, approved by the Group Purchasing Director is applied at all Legrand entities worldwide. It is disseminated internally via the Group Purchasing Quality Management System. In accordance with this policy and in keeping with the principles of the Supplier Relations and Responsible Purchasing Charter, Legrand is committed to respecting laws and regulations that apply locally in relation to supplier payment.

This policy is applied without exception in all contractual and business relationships between Legrand and its suppliers, including small and medium-sized enterprises.

To avoid late payments, local purchasing departments ensure that legal contract terms are observed. Local finance teams are then in charge of paying invoices in accordance with the legal terms set by the purchasing department.

4.1.4.3.5 Whistleblowing Reporting and Protection Policy

The Group’s Whistleblower Reporting and Protection Policy covers the whistleblowing system implemented by Legrand and its use, as well as the protection of whistleblowers.

The whistleblowing system is designed to support the Group’s Compliance and Ethics policies by enabling everyone to play an active role in risk prevention.

The policy is based on:

- broad whistleblower protection in compliance with the legal whistleblower framework (criminal immunity, confidentiality

of data concerning them, and a prohibition of dismissal, sanctions/penalties, and discrimination),

- structured processing of reports received in compliance with applicable regulations,
- strict rules for information and the management of personal data.

The Whistleblower Reporting and Protection Policy, approved by the Chief Financial Officer, is available internally via the intranet and externally on the Group website.

4.1.4.4 Actions, metrics and targets relating to business ethics [G1-1, G1-MDR-A]

To manage the impacts, risks and opportunities identified as material, Legrand implements actions, metrics and targets throughout the Group. All dedicated teams are brought in to execute these action plans and monitor their results.

The 2025-2027 CSR Roadmap aligns with this approach and sets, among its priorities, the pursuit of Legrand’s commitment to business ethics: framing, training, and ensuring compliance.

4.1.4.4.1 Corporate culture

Legrand disseminates its corporate culture by actively communicating the Group's purpose and values to all employees through the Human Resources Department. This information is routinely translated into the local language and communicated widely so that every employee, whether they are connected or not, can access the information.

The corporate culture regarding business conduct is also promoted throughout the Group through the dissemination of

policies and charters and the implementation of procedures across all entities, including new acquisitions.

Furthermore, as business ethics is one of the central topics of the CSR Roadmap, all heads of entities or central functions are incentivized to achieve the associated objectives, which contributes to the systematic dissemination of the subject.

4.1.4.4.2 Compliance program

4.1.4.4.2.1 Overview of the compliance program

Legrand's Business Ethics Policy is based on a Compliance Program launched in 2012, which draws on regulations and standards, best practice rules defined by Legrand and an analysis of business ethics risks for the Group. Legrand takes a continuous improvement approach to its Compliance Program. In 2017, the Program was strengthened to integrate the requirements of the Sapin II law. In 2022, the Group's whistleblowing system was updated to comply with the provisions of the Wasserman law (law No. 2022-401 of March 21, 2022) aimed at strengthening the protection of whistleblowers. This framework is now applied in a homogeneous way in all the countries where the Group is present.

The program is based on four key pillars:

- compliance with competition rules,
- efforts to combat bribery and influence peddling, and the prevention of conflicts of interest,
- the prevention of fraud risk,
- compliance with international embargoes and sanctions and the prevention of money laundering and terrorist financing.

The Compliance Program consists of 5 phases:

- **Phase 1.** Strong commitment from the Group's General Management

This is supported by local departments, which sign a formal pledge to comply with the rules on business ethics. Country Compliance Officers are responsible for applying the program and reporting to Country Compliance Committees. The Compliance Program is based on the involvement of General Management, which ensures that it is implemented correctly and works efficiently.

- **Phase 2.** Analysis of the Group's compliance risks

Compliance risk mapping provides insights into the risk factors that could affect the Group's business and performance. It enables the Group to guard against the legal, human, economic and financial consequences that could result from a lack of care. Its aim is to ensure that the Group's Compliance Program is effective and

appropriate. Legrand has identified compliance risks within the 5 pillars of the program, namely competition, anti-corruption, fraud, embargoes and money laundering. The compliance risk map is evaluated regularly and updated based on changes in the business or in the regulatory or economic environment.

- **Phase 3.** Clear control procedures and mechanisms

Designed to meet Legrand's requirements and applied locally, specific procedures and controls are rolled out across the Group as a whole to address the compliance risks identified:

- "Gifts and invitations" procedure to define internal rules concerning giving and accepting gifts, to prevent and identify practices that could be characterized as bribery,
- "Conflicts of interest" procedure to prevent, identify and manage conflicts of interest, by implementing a system for reporting such conflicts,
- "Intermediary" procedure defining internal rules to be observed when using the services of an intermediary,
- "Know your business partner" (KYBP) duty of care procedure to make sure of the integrity of business partners,
- "Patronage and sponsorship" procedure to provide a framework for sponsorship and patronage actions.

All these procedures are available on the Group's intranet.

- **Phase 4.** Training and communication

The Compliance Program is promoted *via* a communication plan. The Group's messages and tools are translated into local languages and circulated among employees. The Group provides training through the "Learning with Legrand" digital platform or *via* in-person sessions.

Each year, at the start of the financial year, the Compliance Officer, for each scope, must draw up a list of employees to be trained in compliance, based on their job profile and exposure to risks. All employees on fixed-term or permanent contracts may be concerned. The training plan is tracked during the year and training completion is verified at year-end.

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The completion rate of the Compliance training plan is part of the CSR Roadmap performance indicator. Please refer to section 4.1.4.4.2.2 “Assessment of the compliance program” of this document.

■ Phase 5. Supervision and audit

Each entity holds compliance meetings throughout the year to assess the proper rollout of the Program, identify any gaps, and monitor action plans.

In addition, annually, each Group entity undergoes a self-assessment of its internal control system which includes a questionnaire on compliance with business ethics. This self-assessment is then independently reviewed by internal audit.

The percentage of compliance with key compliance controls forms part of the CSR Roadmap performance

indicator. Please refer to section 4.1.4.4.2.2 “Assessment of the compliance program” of this document.

Finally, business ethics are included in internal audit programs to provide a third level of control.

The outcomes of these supervisory processes (internal control and audit) are presented to the Group Compliance Committee. A docking process is followed to ensure that new Group entities integrate this Compliance Program. The due-diligence report generally makes it possible to identify the priorities to be addressed within 3 months following the acquisition. Then, the compliance takes place over a period of 12 months, with a prioritization of topics based on the business model of the acquired company. The progress is reported during the docking committee meetings.

4.1.4.4.2.2 Assessment of the compliance program [G1-3]

Legrand’s commitment to business ethics covers 3 aspects:

- supervise: ensure that Legrand’s commitments are carried by the management and known to all employees,
- train: ensure the training of key people,
- comply: axis that aims to ensure compliance with the Group’s policies and compliance procedures.

The implementation of these controls is evaluated as part of an annual self-assessment campaign conducted by the internal control department. This questionnaire includes 17 key controls, which cover training and compliance issues.

Controls are also tested during on-site internal audits. In 2025, 16 audits were conducted that incorporated a “Business Ethics” component into the work program. Where applicable, these audits result in recommendations and monitoring of the Compliance Program. The main gaps identified in the implementation of procedures are: the proper use of the KYBP tool, active communication regarding the Signal’Ethic platform, and knowledge of export control rules.



In 2025, this indicator’s performance stands at 98.7%.

Compliance with key controls

The assessment of the compliance program covers its five deployment pillars (see above) and is conducted through key controls.

Together with training, internal control of these compliance practices is a crucial tool for Legrand’s business ethics. It helps to disseminate and foster a solid understanding of and respect for business ethics.

Training delivery

Each year, the Group provides compliance training for its most exposed employees:

- executives,
- country managers,
- operational managers,
- administrative and financial managers,
- other people dealing with third parties, particularly those working in sales and purchasing.

They are the main contributors to efforts to prevent and detect corruption and fraud. They must encourage the broad dissemination of the commitments made by General Management, ensure that their employees embrace these commitments, and establish a common knowledge base. Each year, local compliance officers identify the employees most exposed to corruption risk due to their position.

In 2025, 99.7% of employees identified as at-risk (those most exposed to corruption risks) were covered by a training program, against 99% in 2024.

In addition to and regardless of their risk exposure, the Group educates employees on compliance rules. The Group's various divisions implement their own training programs adapted to their particular context and risks.

Training covers the following topics:

- the definition of compliance in general, compliance issues and the applicable legal obligations,
- the role of General Management,
- the Group's compliance program and its application,
- the business code of conduct, rules of conduct and best practices, and behaviors to be adopted,

- every individual's role and responsibilities when faced with corruption or fraud,
- embargoes and international sanctions/penalties, and how to comply with them,
- management and disclosure of conflicts of interest,
- the ethics whistleblowing system,
- applicable sanctions, if any.

Training may be provided via e-learning or in person.

Business ethics training, which is mandatory for employees exposed to corruption risks, entailed in 2025: 14,595 employees were trained in business ethics, including 7,125 exposed employees.

	Total	At-risk employees and managers	Other
Training coverage	14,595 employees trained	7,125 at-risk employees trained	7,470 other employees trained
Method and duration	E-learning and/or in-person		
Frequency	Annually		
Number of training courses received via the e-learning tool in 2025 (several possible modules per person)			
Anti-Bribery and Corruption – training	6,790		
Compliance training for employees from North and Central America	6,612		
Whistleblowing procedure	3,152		
Management of conflicts of interest	783		
Embargoes and money laundering	669		
Other subjects (sponsorship, vocational training)	2,436		

Prevention and detection of corruption or bribery [G1-3]

The Compliance Program also aims to prevent and detect situations of corruption as well as any illicit payment of bribes. It is based on a set of procedures, dedicated controls and training deployed throughout the Group. These schemes cover in priority the most exposed areas, such as intermediary management, customs clearance, project conduct, supplier selection and other sensitive processes.

In the event of suspicion, an investigation is launched. Its findings are communicated to the Ethics Committee, depending on the sensitivity of the case.

In addition, all members of the Group's administrative, management and supervisory bodies have undergone anti-corruption training.

Confirmed incidents of corruption or bribery [G1-4]

In 2025, there were no convictions for violation of anti-corruption anti-bribery laws, political influence nor lobbying activities.

There were no fines for violation of anti-corruption and anti-bribery laws.

4.1.4.4.3 Management of relationships with suppliers [G1-2]

In accordance with its Purchasing Policy, Legrand develops long-term, responsible relationships with its key suppliers, in line with the principles of the charter and the “Supplier Relations and Responsible Purchasing” label. The Group promotes a responsible value chain and helps its suppliers achieve continuous improvement, notably as regards human rights, business ethics, diversity and inclusion, as well as low-carbon and circular economy initiatives. Suppliers' adhesion to Legrand's principles and applicable regulations is formalized by signing up to the Supplier Code of Conduct.

Since its 2022–2024 CSR Roadmap, the Group has targeted suppliers committed to diversity and inclusion. Under its 2025–2027 CSR Roadmap, Legrand strengthened its requirements by requesting formal commitments from its suppliers in the form of a status, certification or label as an inclusive or diverse undertaking recognized by a third-party organization.

Business ethics is a cornerstone of supplier relationships. Legrand is committed to treating its business partners with fairness, transparency and impartiality. The integration of CSR issues into supplier relationships is reflected in:

- taking into account CSR when selecting contractual partners,
- CSR document-based assessments processed by third-parties,
- a supplier selection checklist incorporating CSR criteria (including social and environmental criteria),
- the General Purchasing Terms and Conditions and the Supplier Code of Conduct,
- implementation of the CSR Roadmaps that strengthens requirements in terms of diversity and inclusion, human rights, decarbonization and the circular economy.

Legrand's approach towards its suppliers, which entails risks analysis on its supply chain is set out in section 4.1.5.1 “Impacts, risks and opportunities relating to Legrand's purchasing” and in section 4.1.5.4 “Suppliers committed to Diversity and Inclusion”.

In accordance with the Group's Purchasing Policy and Supplier Code of Conduct, signatories commit to promote and enforce the principles set out in these documents among their own suppliers and partners.

Finally, Legrand is conducting an in-depth analysis of its upstream value chain in relation to purchasing categories potentially including minerals from conflict zones. Further information is provided in section 4.1.3.2 “Committing to the workers in our value chain” of this universal registration document.

Terms of payment

Average payment times in days are monitored each month by each entity included in the Group's scope of consolidation. This time is calculated by comparing external trade payables (including taxes) with the monthly value of purchases from previous months, then multiplied by the number of standard days in a month (30 days). This data is then consolidated at Group level by weighting each entity's payment times proportionally to the percentage of the Group total that their external trade payables represent.

At the end of 2025, the average time taken to pay an invoice from the date when the contractual or statutory term of payment starts to be calculated is 63.6 days.

Payment terms are defined locally in accordance with local laws and regulations in relation to supplier payments. Legrand therefore does not have a Group standard in this area.

To date, Legrand does not have sufficiently reliable data to disclose the percentage of payments aligned with contractual payment terms. Working parties are progressing towards implementing processes to enable it to publish the first disclosures in 2027 at the latest.

There are no legal proceedings for late payment of amounts exceeding €1 million, as Group entities are required to defer any disputes with suppliers involving amounts above this threshold. Working groups are currently in place to enable the publication of the full number of legal proceedings in progress from 2027 onwards.

4.1.4.4.4 Evaluation of the whistleblowing system and whistleblower protection [G1-1]

Legrand has launched the Signal'Ethic whistleblowing portal, which makes it possible to identify, report and investigate concerns about unlawful behavior or behavior contravening its rules of procedure. The platform can be accessed on the Intranet and on the Group's www.legrand.com website, allowing all internal and external stakeholders to report concerns.

Reports received *via* the portal are accessible to a small number of people depending on what the report concerns:

- the Group Compliance Officer for all reports,
- the Executive VP Human Resources and the Human Resources Compliance Officer for matters concerning human rights at work, in particular health and safety at work, discrimination and harassment in the workplace,
- the Head of Internal Audit for reports relating to fraud.

These alerts relate to the following areas:

<i>Alert categories</i>	Number of alerts
Human Rights	77
Fraud	26
Non-compliance with laws, regulations or the public interest	11
Corruption	5
Competition Law	2
Total	121

The individuals in charge of processing alerts are appointed by the Group Compliance Officer and were trained in 2025 on the applicable procedures, legal requirements as well as on the protection of whistleblowers. They must be totally independent of the situations they examine and are bound to respect a strict confidentiality commitment. Depending on the nature and sensitivity of what is reported, the Group Compliance Officer can call a meeting of the Group Ethics Committee, which, depending on the circumstances, comprises one or more members of the Group's General Management and the Head of Internal Audit.

Reports are processed as quickly as possible, in compliance with the deadlines established by law and regulations.

In 2025, the Group received 121 ethics alerts *via* Signal'Ethic, illustrating whistleblowers' faith in the system.

Focus: Legrand's whistleblowing portal

The Group's Signal'Ethic whistleblowing platform meets the requirements of France's Sapin II act and duty of care act, as well as its CNIL obligations. It allows all Group employees and Group stakeholders (customers, suppliers, communities, etc.) to report ethical violations.

Disclosures are made via the legrand.signalement.net website, which is available in around 20 languages.

This system complements the Group's other whistleblowing channels (line management, Human Resources Department, Compliance Officers, Group Internal Audit, Group Management Control, etc.).

The following alert categories are covered:

- bribery and influence peddling,
- child labor,
- discrimination and harassment at work,
- competition law,
- money laundering,
- failure to comply with international sanctions and embargoes,
- fraud,
- forced labor,
- freedom of association and union rights,
- decent working conditions,
- occupational health and safety,
- environmental protection,
- failure to observe laws, regulations or the general interest.

4.1.4.4.5 Financial resources allocated to business ethics

As of the publication date of this universal registration document, Legrand does not have sufficiently reliable data on the following financial data: CapEx, OpEx, and current

and future investment expenditures allocated to the action plan for the disclosure of this information.

4.1.5 - Engaging our Suppliers: our sustainable purchasing strategy [ESRS E1, E2, S2, G1]

Legrand has chosen to dedicate a specific section to sustainable purchasing to centralize and clearly present all the actions carried out in this field. This approach aims to provide a coherent and comprehensive overview of the

Group's commitment to sustainable procurement practices, even though some procurement-related topics are already covered in the thematic ESRS.

4.1.5.1 Impacts, risks and opportunities relating to Legrand's purchasing

Analysis of the impacts, risks and opportunities related to Legrand's value chain, in terms of environmental, social and governance (ESG) issues, enables the Group to implement suitable policies and action plans to develop responsible, lasting and value-creating relationships with its suppliers and partners.

Impacts relating to purchasing [S2-SBM-3]

Purchases made by Legrand can have negative impacts at different levels of the value chain:

- service providers and suppliers that do not prohibit child labor among their own workforce and workers in their value chain could have a negative impact. Most of the Group

suppliers presenting the highest inherent or potential risk of child labor are in India,

- service providers or suppliers that do not prohibit forced labor among their own workforce and workers in their value chain could have a negative impact. The suppliers that expose Legrand to the highest gross risk of forced labor due to their geographic location are primarily located in China and India,
- a lack of management of relationships with suppliers, as well as irresponsible payment practices, could prevent the Group from establishing lasting relationships based on trust.

Conversely, incorporating social and environmental criteria into the selection of suppliers would have a positive impact by favoring suppliers that adopt the best CSR practices.

Risks and opportunities relating to purchasing

Purchases made by Legrand can present risks and opportunities for the Group:

- the absence of a health and safety policy or failure to apply such a policy could lead to workplace, potentially fatal, accidents in Legrand's value chain and could result in a reputational and legal risk for the Group, particularly within the framework of its duty of care plan,
- service providers or suppliers that do not prohibit child labor among their own workforce and workers in their value

chain could expose the Group to a reputational risk, which would impact the company's image and sales. Furthermore, legal consequences could arise in the event of a failure in its duty of care plan,

- service providers or suppliers that do not prohibit forced labor within their value chain could expose the Group to an inherent reputational risk, which would impact the company's image and sales. Furthermore, legal consequences could arise from a failure of its duty of care plan.

For further information regarding material impacts, risks, and opportunities related to value chain workers, please refer to section 4.1.3.2 "Committing to the workers in our value chain" of this document.

4.1.5.2 The Group's sustainable purchasing approach

4.1.5.2.1 Legrand's Purchasing Policy

Principle

Legrand's sustainable purchasing strategy is based on the principle that its own ethical, environmental and workforce-related rules also apply to its suppliers and subcontractors. It is integrated into the Purchasing Policy and is complemented by a Supplier Code of Conduct which has been incorporated into the new General Terms and Conditions of Group Purchases (CGAG) since 2024. Legrand undertakes to seek balanced contractual conditions with its suppliers and partners, taking into account reasonable prices and deadlines for the supply of goods or services. This Code of Conduct describes the requirements that Legrand's suppliers and partners must comply with in terms of integrity and professional behavior when working with the Group. In particular, their practices must comply with the principles set out in laws and regulations and in local, national and international standards, such as:

- the Universal Declaration of Human Rights,
- the Declaration of the ILO (International Labour Organisation), in particular the 10 conventions relating to fundamental principles and rights at work,
- the Global Compact, in particular the principles relating to human rights and labour standards,
- the International Covenant on Civil and Political Rights (ICCPR),
- the International Covenant on Economic, Social and Cultural Rights (ICESCR),
- the United Nations Guiding Principles on Business and Human Rights (or "John Ruggie Report"),
- the Sustainable Development Goals (SDGs) of the UN.

Legrand's responsible purchasing approach applies to all the Group entities involved in purchases. It concerns all Legrand suppliers and partners, regardless of their sector of activity, size or country of location, including those where

environmental and social standards are less stringent than those of the OECD.

The Supplier Code of Conduct applies to all contractual and business relationships between Legrand and its suppliers or partners, as well as to any relevant affiliates of the supplier. By signing it, suppliers or service providers agree to promote and implement the principles set in the Code of Conduct among their employees, as well as their own suppliers, subcontractors and other service providers, in order to ensure that the same standards are met along the whole value chain.

The coverage rate of suppliers who have signed the Supplier Code of Conduct is measured centrally by the Group, with results broken down and monitored by country. It accounted for 62% of the Group's total purchasing spend in 2025.

Core priorities

In addition to the Purchasing Policy and the Supplier Code of Conduct, the responsible purchasing approach is based on:

- a supplier selection matrix that takes into account CSR criteria, in particular GHG emissions, as part of the sourcing and resourcing process,
- identifying, assessing and monitoring suppliers with regard to CSR on the basis of four factors: Social/Human Rights, Ethics, Environment and Sustainable Purchasing,
- CSR training for employees involved in purchasing decisions and processes,
- providing CSR training for suppliers,
- implementing the priorities of the Group CSR Roadmap in connection with the stakeholder materiality matrix and the double materiality analysis (see section 4.1.1.4 "Double materiality analysis methodology and management of impacts, risks and opportunities" of this universal registration document),

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- duty of care with regard to regulated substances, resources that are being depleted and minerals from conflict zones (see sections 4.1.3.2.4 “Actions, metrics and targets relating to workers of the value chain” and 4.1.5.5 “Sustainable purchasing and the environment” of this universal registration document).

Organization

The person in charge of sustainable purchasing reports to the Group Purchasing Department and has a functional reporting line to the CSR Department. They ensure that the process is followed and implemented *via* a network of sustainable purchasing correspondents in the 30 or so countries that have a purchasing department.

The Group Purchasing Department is responsible for the Purchasing Policy, including its approval, implementation and monitoring. It is implemented in coordination with and by local purchasing departments in the countries concerned. The Purchasing Department reports to the Head of Operations, a member of the Executive Committee.

Purchasing Quality Management System (QMS)

Sustainable purchasing is managed by means of a Purchasing Quality Management System (QMS) that is ISO 9001-certified, covering purchases in France and the Management category. Procedures relating to this QMS are applied by international purchasing teams.

Reporting

Group reporting regarding purchasing is carried out by the person responsible for overseeing purchasing performance. Sustainable purchasing performance metrics are included when measuring the Group's purchasing performance. Metrics are monitored on a monthly basis by the Purchasing Department, quarterly by the CSR Department and twice a year by the Group's Risk Committee. They are subject to regular tracking and are presented three times a year to the Operations' Executive Committee.

Life cycle cost

Purchasing processes follow the recommendations of the ISO 20400 standard, notably concerning life cycle cost (LCC). Purchasing teams use an LCC matrix to compare what suppliers offer based on a series of relevant criteria. This matrix was amended in 2023 to include a carbon criterion relating to transportation and the product purchased. CSR criteria have been strengthened and now account for 19% of the evaluation criteria of the suppliers. The minimum requirement for a supplier to be selected is obtaining a satisfactory CSR performance score in accordance with the criteria defined by the Group. Otherwise, the supplier is not retained in the selection process. In 2025, more than 414 matrices were compiled on the basis of a TCO (Total Cost of Ownership) approach and CSR criteria.

For further information on the evaluation of suppliers' CSR risks, please refer to section 4.1.5.3 “Actions and metrics relating to responsible purchasing” of this document.

Training

In 2025, awareness-raising and training continued for 572 employees, bringing the total number of people trained in 2024 and 2025 to 1,138. The training sessions focused mainly on strengthening supplier risk assessments, but also on decarbonization, the circular economy, diversity and human rights.

Since 2024, webinars have been offered to the Group's suppliers. In 2024, 466 suppliers were trained in how to use the external CSR risk assessment platform and 1,376 took part in the Group's various webinars on CSR themes, including the climate webinar. In 2025, two carbon webinars were offered, the first on Scope 1 & 2 calculation methodologies and the second on the Carbon footprint of products (PCF); 468 suppliers participated. 840 suppliers also completed the online training modules made available by the Group on their CSR assessment platforms.

4.1.5.2.2 Management of relationships with suppliers [G1-2]

In accordance with its Purchasing Policy and Supplier Code of Conduct, Legrand is committed to promoting a responsible value chain and to helping its suppliers and partners to meet its standards.

Further information is provided in section 4.1.4 “Disclosures and commitments in relation to business conduct – Acting ethically” of this universal registration document.

4.1.5.2.3 Payment practices [G1-6]

In accordance with the principles of the Supplier Relations and Sustainable Procurement Charter, Legrand is committed to respecting laws and regulations that apply locally in relation to supplier payment.

Further information is provided in section 4.1.4 “Disclosures and commitments in relation to business conduct – Acting ethically” of this universal registration document.

4.1.5.2.4 Workers in the value chain [ESRS S2]

Legrand's commitment towards its value chain workers is outlined in section 4.1.3.2 “Committing to the workers in our

value chain” of this universal registration document. Please refer to it.

4.1.5.3 Actions and metrics relating to responsible purchasing

2025-2027 CSR Roadmap

In order to manage the impacts, risks and opportunities identified as material, Legrand implements actions, metrics and targets. The 2025–2027 CSR Roadmap, implemented

across the entire Group, is aligned with this approach and addresses several of these challenges. All dedicated teams are fully engaged in implementing these action plans and monitoring performance.

	Promote diversity and inclusion	
Supplier Diversity & Inclusion	Developing 100 additional business streams with suppliers committed to Diversity & Inclusion	
	Mitigating climate change	
Indirect GHG emissions (Scope 3)	Reducing GHG emissions from our suppliers' operations by an average of 30% , representing 70% of our purchased goods emissions	
	Being a responsible business	
Human Rights and our suppliers	Achieving 100% of major suppliers engaged and compliant with the EcoVadis Human Rights score and 100% of at-risk suppliers engaged	

Information regarding these priorities is outlined in sections 4.1.2.1 “Combating climate change”, 4.1.3 “Social information and commitments”, and 4.1.5.4 “Suppliers committed to Diversity and Inclusion” of this universal registration document.

Supplier impact and risk analysis

Decisions relating to sustainable purchasing should favor, for Legrand and its suppliers and partners:

- risk control: social, environmental, economic,
- a competitive advantage,
- an improved image among partners and customers,
- innovation and value creation (synergies with suppliers and service providers and the local economy).

Thus, Legrand identifies gross risks associated with its value chain, based on three components:

- sustainability risk, defined according to the country risk and the risk relating to the supplier's business sector,
- purchasing risk, defined according to the amount of annual expenditure and strategic categorization of the supplier,
- public risk, defined by looking at the company's publicly available documentation.

The gross risk analysis takes into account the diversity of the Group's suppliers and applies to:

- major suppliers - strategic and privileged - due to their purchase amount and their key role in Legrand's supply chain: recognized performance and reliability, ability to create value and development potential,
- suppliers identified at risk *via* a gross inherent risk analysis methodology (country and/or sector),
- new suppliers, whose integration took place within the year.

In 2025, supplier risk management rules and processes were strengthened with the following actions:

- reinforcement of CSR assessments of suppliers identified as risky and critical (see below) with the definition of associated monitoring indicators,
- implementation of action plans for risky and critical suppliers following their CSR assessment, with prioritization of the social/human rights pillar,
- setting up on-site audits for critical rated suppliers,
- study of the supplier panel exit rules in case of non-compliance,
- redesign of the contractual architecture and the homologation process.

Supplier CSR assessment and monitoring

In addition to analyzing the overall impacts and risks associated with its value chain, Legrand conducts document-based assessments and/or on-site audits. By 2025, 52.3% of total procurement spending were covered by these initiatives; this figure rises to 93% for the Group's major suppliers (strategic and preferred).

1. Document-based assessment of CSR risks

Legrand uses the services of a third-party document evaluation organization which provides it with a tool for analyzing supplier risks and managing improvement actions. The risks are grouped under four themes and analyzed according to 21 criteria. The material impacts and risks of the Group (working time, health and safety, forced labor and child labor) are covered by these evaluations. Suppliers respond to a CSR questionnaire covering the following key areas:

- upholding human rights, labor rights and social rights (human rights and working conditions, occupational health and safety, diversity and inclusion), as well as observance of the relevant ILO conventions, the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises Involving Value Chain

Workers,

- management of environmental issues (e.g. handling and managing regulated substances),
- the supplier's sustainable purchasing approach (including identification of its own suppliers that present CSR-related risks),
- business integrity and ethics, including adherence to best business practices and data protection.

Depending on the responses and checks of the supporting evidence, the supplier is given a score of 0 to 100% to assess the level of residual risk. This score is reported both as an overall score for the supplier and for each of the four risk categories.

A supplier is considered:

- compliant if they obtain a score of 45 or more,
- at-risk for a score of 25 to 44,
- critical for a score of 24 or lower and cannot be approved.

In 2025, 2,822 Group and local suppliers have been subject to a document-based assessment. Among these suppliers and taking into account the 4 pillars of CSR (environment, social/human rights, ethics and responsible purchasing), 352 obtained an insufficient overall score; 308 were identified as risky and 44 critical.

For certain purchasing categories, particularly in electronic components, Legrand's business model leads it to enter into contracts with distributors—tier-1 suppliers. For this purchasing category, and in order to manage risks effectively, risks including tier-2 need to be mapped. Accordingly, a process to rationalize these tier-2 suppliers has been initiated within the Group, and nearly 170 manufacturers have been identified. A

document-based CSR assessment is requested for these tier-2 suppliers, and the current coverage rate is 58%. The objectives of this initiative are to expand to all Group manufacturers, which should total approximately 260 suppliers once rationalized.

2 – On-site audits of suppliers identified as posing CSR risks

On-site audits are launched when:

- the score obtained by the document-based assessment is insufficient (at-risk or critical),
- a visit by Group buyers to the supplier site raises alerts,
- during the approval processes the purchasing category is considered at-risk and/or when suppliers are not subject to a document-based assessment.

In 2024, Legrand strengthened its on-site audit system through a partnership with a specialized provider and an update of its audit grid related to the material impacts, risks and opportunities of the CSRD concerning workers in the value chain. The presence of a supplier in a high-risk country and/or sector, as identified by the Group, is one of the criteria used to prioritize the implementation of this audit program. These audits help to limit reputational and legal risks in accordance with the Group's obligations as part of its duty of care plan.

Echoing the requirements set out in its Supplier Code of Conduct, this audit checklist is aligned with ILO (International Labor Organization) requirements. It respects local laws and Legrand's ethical requirements, and is inspired by industry best practices and existing standards on social and environmental issues. The majority of on-site audits are entrusted with an authorized and certified third-party organization (APSCA). When these processes were redesigned, training courses were held for buyers to facilitate the adoption of these tools and streamline the launch of on-site audits in the event of alerts.

The control of non-conformities and vigilance regarding value chain workers are essential objectives for Legrand.

In 2025, 59 CSR audits were conducted, 63% of which were performed by a third party organization. The majority of these audits (73%) were conducted in Colombia, India, and China. The audits carried out in 2025 covered 38,481 workers from the Group's suppliers, of whom 632 were interviewed directly.

On-site audits are an opportunity to exchange with workers in the Group's value chain and to verify worker representation, the absence of child labor, compliance with decent working conditions, and the existence of HSE management systems. (Hygiene, Health and Environment).

In accordance with the on-site audit process, potential non-conformities are addressed by setting up a collaborative action plan at the concerned suppliers; it is piloted by the local teams via a document follow-up or a follow-up audit if necessary.

No case of child labor, forced labor or critical situation requiring an immediate termination of the business relationship has been identified.

Beyond an approach based on purchase amounts, the Group applies a reinforced approach to CSR risk management with 136 strategic and preferred suppliers, representing 23% of purchasing expenses. The objective is to cover 100% of this panel with a documentary evaluation and/or an on-site audit by 2027. At the end of 2025, 93% of the purchase amounts of these suppliers are covered by a documentary evaluation and 120 suppliers out of 136 meet the minimum requirements of the Group.

3 – Monitoring and measuring the progress of suppliers identified as being at-risk regarding CSR

Sustainable purchasing forms part of a collaborative continuous improvement approach. The Purchasing Department helps suppliers if any shortcomings are identified in terms of their ethical, environmental and social practices.

To address the risks identified during document-based assessments or on-site audits, a formal action plan is mandatory for suppliers deemed at-risk or critical from a CSR perspective, based on predefined thresholds.

Out of 352 suppliers having obtained an inadequate rating during the CSR documentary evaluations, 100% are covered by an improvement action plan and 29% have already been reassessed and improved their rating during this new evaluation. In total for 2024 and 2025, 82% of suppliers reassessed after implementing an action plan improved their score.

Audits conducted in 2025 have highlighted shortcomings primarily regarding health and safety (fire and exit alarms, emergency exits, safe and secure treatment of chemicals, lack of personal protective equipment, first aid and accidents) and topics related to salaries, benefits, and excessive working hours.

Action plans, whether document-based or through follow-up audits, contribute to the development of supplier maturity and help reduce the number of non-conformities. Here are two examples:

- in Egypt, a CSR audit was conducted, and 17 compliance breaches were identified. Follow-up audits revealed that

the number of non-conformities had been reduced to 3, demonstrating that major issues—such as the formalization of contracts and staff training on health and safety—had been addressed and brought under control,

- similarly, after an audit conducted in Taiwan, follow-up on the action plan resulted in a reduction from 16 compliance breaches to 3. Compliance breaches addressed and resolved include the provision of adequate signage facilities, floor markings, and the clearing of security exits.

Action plans continue until the suppliers are no longer at risk. Progress made on action plans and critical situations is shared periodically between country purchasing managers and the person in charge of sustainable purchasing for the Group. A quarterly review is carried out by the Purchasing Management Committee and the Purchasing CSR Steering Committee to identify the suppliers to be audited. This information is then shared with the entities, which are responsible for launching audits and following up on action plans.

High-risk situations identified following a documentary evaluation or an on-site audit, or those where the improvement plans do not meet the expectations of the Group (blockage, delays, absence of correction, etc.) are reviewed in the Procurement Risk Committee in order to decide on the appropriate management measures. If suppliers fail to commit to a process of continuous improvement, or if they refuse to undergo an assessment or audit, they may be gradually removed from Legrand's supplier portfolio.

4.1.5.4 Suppliers committed to Diversity and Inclusion [G1-2]

The Group has set itself the goal of developing 100 additional business streams by 2027 with suppliers committed to diversity and inclusion.

Principle

Diversity and Inclusion are fully integrated into the Group's Procurement Policy. Through its Supplier Code of Conduct and its Human Rights Charter, Legrand expects its suppliers and partners to contribute to the elimination of all forms of discrimination, promote equal opportunity, and prohibit any discriminatory or intimidating practices, both within their own organizations and throughout their value chains.

Legrand supports employment of people who have difficulty accessing the job market due to their personal situation, notably people with disabilities, people from various backgrounds or origins, whether they are social, cultural or ethnic.

The diversity and inclusion approach is implemented across all Group entities involved in purchasing activities as part of Legrand's regular business activities. It applies to all types of suppliers and partners, regardless of their size, business activity or location. The Group Purchasing Department is responsible for this policy, which is implemented by local purchasing departments in the countries concerned.

Legrand encourages its suppliers and partners to implement a Diversity and Inclusion Policy and obtain third-party certification or accreditation for their policy.

Suppliers and partners need to ensure that their own whistleblowing procedure allows for discriminatory behavior to be reported and handled.

Actions and resources

Since 2019, diversity has been one of the CSR criteria taken into consideration in selecting Legrand's suppliers. The 2022-2024 CSR Roadmap has specifically targeted suppliers committed to Diversity and Inclusion by awarding them additional business. With its 2025-2027 CSR Roadmap, Legrand requires a formal commitment, evidenced by a status, certification, or label recognizing the company as inclusive or diverse, as verified by a third party.

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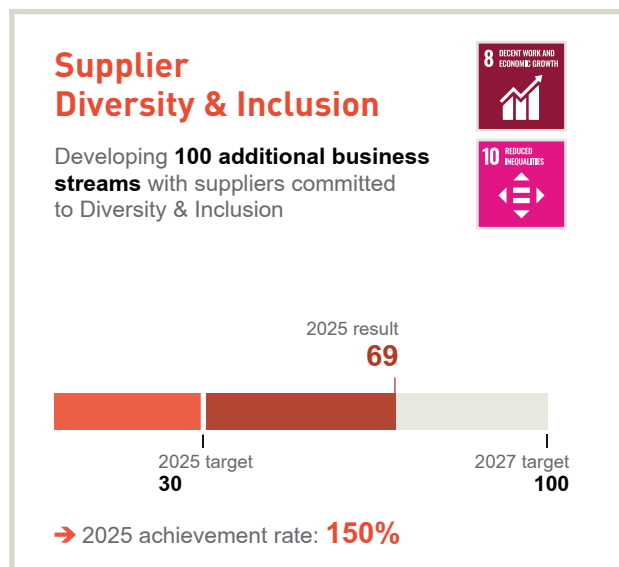
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Thus, in 2025, the 13 main countries of the Group – including France, the United States and Italy - were selected and subject to these new, more stringent selection criteria. They now must dedicate a part of their purchase amounts to suppliers recognized for their commitment for Diversity and Inclusion. In total, these countries generated 69 additional business opportunities, compared with a Group target of 30, representing a 230% achievement rate (capped at 150% for the calculation of overall performance under the CSR Roadmap).



An additional business stream refers to the establishment of a partnership with a new supplier that meets established criteria, or the maintenance of a long-term commercial relationship with a supplier that now complies with the selection criteria defined by Legrand. Over the three-year period of the CSR Roadmap, each supplier is counted only once, provided that a business relationship is maintained with that supplier during this period.

Suppliers are selected specifically for their “Diversity & Inclusion” status, certification or label and provide evidence of their commitment, which is analyzed and checked by the person in charge of sustainable purchasing.

This ambition in relation to Diversity and Inclusion was presented early to more than 500 suppliers in 2024 in order to allow for immediate deployment and consideration of this subject. More than 250 buyers were trained on this topic in 2024 and 2025.

4.1.5.5 Sustainable purchasing and the environment

4.1.5.5.1 Climate change [ESRS E1]

One of the priorities of the Group’s sustainable purchasing strategy is to encourage its suppliers to reduce their GHG emissions, thereby contributing to lowering Legrand’s Scope 3 Category 1 emissions, and more broadly contributing to achieving carbon neutrality.

Since 2022, through its successive CSR Roadmaps, Legrand has been encouraging its highest-emitting suppliers to set GHG emission reduction targets, aligned with the Group reduction target for Scope 3 “Purchased goods and services” GHG emissions.

Under its 2025–2027 CSR Roadmap, Legrand is strengthening this ambition: suppliers representing 70% of

the emissions related to purchased goods are now invited to officially commit to reducing their GHG emissions linked to their operations by an average of 30% by 2030.

Another structuring focus of the sustainable purchasing approach relates to the deployment of 100% renewable electricity by 2030, consistent with the commitment made to RE100.

Legrand’s actions in relation to climate change and the purchase of renewable electricity are incorporated into its Climate Policy. Details are provided in section 4.1.2.1.5 “Actions, metrics and targets relating to climate change” of this universal registration document.

4.1.5.5.2 Pollution [ESRS E2]

Legrand's actions concerning its suppliers in relation to pollution are incorporated into its policy for combating pollution. Details are provided in section 4.1.2.2.3 "Actions, metrics and targets relating to pollution" of this universal registration document.

Managing the presence of regulated substances in the Group's purchases

Legrand expects its suppliers to comply with local, national and international regulations in force applicable to their activities regarding environmental protection and in particular management of hazardous substances.

Accordingly, Legrand expects its suppliers to commit to complying with all applicable regulations relating to hazardous substances that may be present in the products they deliver to us, and in particular, Regulation (EC) 1907/2006 of December 18, 2006, concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) and Directive 2011/65/EU of June 8, 2011, on the restriction of the use of certain hazardous substances in electrical and electronic equipment (RoHS), as well as all application measures.

Regardless of where they manufacture or sell products, Legrand asks its suppliers and partners to provide the following information for products, items, substances and materials they supply:

- the presence of hazardous substances,
- the proportion of these substances,
- the name of the regulation(s) associated with these substances,
- specific measures to be taken concerning use and end-of-life management,
- if applicable, documents proving that the appropriate compliance assessment procedure has been applied,

4.1.5.5.3 Resource use and circular economy [ESRS E5]

To address the impacts, risks and opportunities relating to the circular economy, Legrand has included a dedicated section in its 2025–2027 CSR Roadmap on "Developing a more circular economy", which sets out the Group's main commitments in this area.

Purchasing makes an active contribution to a number of targets by 2027:

- using 37% sustainable materials in products manufactured by the Group by 2027,

- and safety data sheets prepared in accordance with Annex II of Regulation (EC) 1907/2006.

The scope of suppliers concerned by the presence of regulated substances has been determined in collaboration with experts from the central materials laboratory, the environmental department, designers and buyers. They identify the categories of materials and items purchased with a high probability of containing regulated substances, notably those subject to RoHS and REACH. Specific monitoring is carried out regarding the SVHC (substances of very high concern), candidate list for authorization under REACH, so that substitution programs can be adopted if necessary with the suppliers concerned.

The purchasing categories concerned are identified in the Supplier Value Management (SVM) platform, which allows buyers to activate the process for verifying suppliers' compliance with these regulations upon approval. A certificate or any other form of proof is provided by suppliers to attest that they comply with requirements relating to regulated substances. The corresponding compliance documents are managed on the SVM platform.

Additionally, since 2025, Legrand has used an external platform to collect information on the substances contained in its products and initiate the necessary compliance actions.

The Group's requirements for regulated substances are set out in the Supplier Code of Conduct, as well as in its contractual documents, in which it is specified that the goods supplied must not contain prohibited substances under current regulations. Suppliers are required to inform Legrand of the presence of authorized substances that are subject to regulations, the measures to be adopted for using these goods and any instructions concerning destruction after use, regardless of where the goods are manufactured or sold.

- removing 80% of primary plastic packaging from manufactured products (by weight).

Legrand's actions with its suppliers in relation to these targets are incorporated into its Circular Economy Policy. Details are provided in section 4.1.2.3.3.2 "Use of sustainable materials" of this universal registration document.

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4.1.6 - Appendices to the Sustainability report

Appendix 1: Incorporation of information by reference [ESRS 2 BP-2]

Datapoints subject to a cross-reference	Reference to a section of this universal registration document (URD) 2025 to which the reader is referred	2025 URD references
GOV-1_04	Section 6.1.1.2 Operating procedures of the Board of Directors - "Missions and duties of the Board of Directors and of its Chair" paragraph	4.1.1.2.1
GOV-1_09	Section 6.1.3.2 Operating procedures of the Board of Directors' specialized Committees	4.1.1.2.2
GOV-1_16	Chapter 1 Skills and competencies of the Board of Directors	4.1.1.2.2
GOV-1_04	Section 6.1.1.1 Composition of the Board of Directors - "Current composition of the Board of Directors" paragraph	4.1.1.2.2
GOV-3_01	Chapter 1 Executive compensation policy	4.1.1.2.3
GOV-3_01	Section 6.2.3.4 Compensation of non-executive company officers in 2023, 2024 and 2025	4.1.1.2.3
SBM-1_25	Section 2.1 A unique and proven model of responsible value creation	4.1.1.3.1
SBM-1_01	Chapter 1 Our strengths in this promising market	4.1.1.3.1
SBM-1_01	Section 2.1.1.2 A product range of unrivaled depth	4.1.1.3.1
SBM-1_06	Section 5.3.2.1 Revenue	4.1.1.3.1
SBM-1_23	Section 2.2.1.2 The environmental emergency and the energy transition	4.1.1.3.1
SBM-1_25	Chapter 1 Our value creation model	4.1.1.3.1
SBM-1_27	Chapter 1 Our strengths in this promising market	4.1.1.3.1
SBM-1_27	Section 2.1.1.2 A product range of unrivaled depth	4.1.1.3.1
SBM-1_27	Section 2.1.1.3 Global specialist in electrical and digital building infrastructures with balanced exposure	4.1.1.3.1
SBM-1_27	Section 2.2.3 A strong ambition to expand in solutions supporting the energy and digital transition, especially datacenters	4.1.1.3.1
SBM-3_01, SBM-3_02	Section 3.7 Legrand's Duty of Care plan	4.1.1.5.1
E1.GOV-3	Section 2.2.3 A strong ambition to expand in solutions supporting the energy and digital transition, especially datacenters	4.1.2.1.1
E1.GOV-3_01, E1.GOV-3_02, E1.GOV-3_03	Section 6.2 Company officers' compensation	4.1.2.1.1
E1.GOV-3_01, E1.GOV-3_02, E1.GOV-3_03	Section 6.2.3.2 Total compensation and benefits paid in 2025 or awarded in respect of the same year to Benoît Coquart	4.1.2.1.1
E1.GOV-3_01, E1.GOV-3_02, E1.GOV-3_03	Section 8.1 note 4.2 Stock option plans and performance share plans	4.1.2.1.1
E1-IRO-1	Section 2.2.1.2 The environmental emergency and the energy transition	4.1.2.1.2.1
S1-SBM-3	Chapter 1 Our HR policy incorporated into the Company's strategy	4.1.3.1.2.3
G1-IRO-1	Section 8 note 5.5 Claims and contingent liabilities	4.1.4.2.1

Appendix 2: List of datapoints in cross-cutting and topical standards that derive from other EU regulations
[ESRS 2 IRO–2]

Disclosure Requirement and related datapoint	SFDR ⁽¹⁾ reference	Pillar 3 ⁽²⁾ reference	Benchmark Regulation ⁽³⁾ reference	EU Climate Law ⁽⁴⁾ reference	Corresponding section in Legrand's 2025 URD
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816 ⁽⁵⁾ , Annex II		4.1.1.2.1
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II		4.1.1.2.1
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1				4.1.1.2.4
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 ⁽⁶⁾ Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818 ⁽⁷⁾ , Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)	4.1.2.1.4
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		4.1.2.1.4

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Disclosure Requirement and related datapoint	SFDR ⁽¹⁾ reference	Pillar 3 ⁽²⁾ reference	Benchmark Regulation ⁽³⁾ reference	EU Climate Law ⁽⁴⁾ reference	Corresponding section in Legrand's 2025 URD
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		4.1.2.1.6
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator number 5 Table #2 of Annex 1				4.1.2.1.5.1
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1				4.1.2.1.5.1
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1				4.1.2.1.5.1
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		4.1.2.1.6
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		4.1.2.1.6
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)	4.1.2.1.6
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		4.1.2.1.6

Disclosure Requirement and related datapoint	SFDR ⁽¹⁾ reference	Pillar 3 ⁽²⁾ reference	Benchmark Regulation ⁽³⁾ reference	EU Climate Law ⁽⁴⁾ reference	Corresponding section in Legrand's 2025 URD
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk			4.1.2.1.2.1
ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).					
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book - Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			4.1.2.1.6
ESRS E1-9 Degree of exposure of the portfolio to climate-related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II		Not relevant and/or confidential
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				Not disclosed
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1				Not material
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1				Not material
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1				Not material
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1				Not material
ESRS E3-4 Total water consumption in m ³ per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1				Not material
ESRS 2- SBM 3 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1				Not material

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Disclosure Requirement and related datapoint	SFDR ⁽¹⁾ reference	Pillar 3 ⁽²⁾ reference	Benchmark Regulation ⁽³⁾ reference	EU Climate Law ⁽⁴⁾ reference	Corresponding section in Legrand's 2025 URD
ESRS 2- SBM 3 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1				Not material
ESRS 2- SBM 3 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1				Not material
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1				Not material
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1				Not material
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1				Not material
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1				Not Material
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1				Not Material and Not Relevant
ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I				Not Material
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I				Not Material
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				4.1.3.1.3.4
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II		4.1.3.1.3
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I				Not Material
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I				4.1.3.1.3.4
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32	Indicator number 5 Table #3 of Annex I				4.1.3.1.5
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		4.1.3.1.6.5
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I				4.1.3.1.6.5
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		4.1.3.1.6.6.2.2

Disclosure Requirement and related datapoint	SFDR ⁽¹⁾ reference	Pillar 3 ⁽²⁾ reference	Benchmark Regulation ⁽³⁾ reference	EU Climate Law ⁽⁴⁾ reference	Corresponding section in Legrand's 2025 URD
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I				4.1.3.1.6.6.2.2
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I				4.1.3.1.6.6.2.1
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		4.1.3.1.7
ESRS 2- SBM3 – S2 Significant risk of child labor or forced labor in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I				4.1.3.2.3
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				4.1.3.2.3
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1				4.1.3.2.3
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		4.1.3.2.3
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II		4.1.3.2.3
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1				4.1.3.2.3
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				Not material

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Disclosure Requirement and related datapoint	SFDR ⁽¹⁾ reference	Pillar 3 ⁽²⁾ reference	Benchmark Regulation ⁽³⁾ reference	EU Climate Law ⁽⁴⁾ reference	Corresponding section in Legrand's 2025 URD
ESRS S3-1 non-respect of UNGPs on Business and Human rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		Not material
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1				Not material
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				4.1.3.3.4.2
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		4.1.3.3.3.2
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1				4.1.3.3.3.3
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1				4.1.4.3.2
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1				4.1.4.4
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		4.1.4.4
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1				4.1.4.4

(1) Regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019 on sustainability-related disclosures in the financial services sector (Sustainable Finance Disclosures Regulation) (OJ L 317, 9.12.2019, p. 1).

(2) Regulation (EU) No 575/2013 of the European Parliament and of the Council of 26 June 2013 on prudential requirements for credit institutions and investment firms and amending Regulation (EU) No 648/2012 (Capital Requirements Regulation "CRR") (OJ L 176, 27.6.2013, p. 1).

(3) Regulation (EU) 2016/1011 of the European Parliament and of the Council of 8 June 2016 on indices used as benchmarks in financial instruments and financial contracts or to measure the performance of investment funds and amending Directives 2008/48/EC and 2014/17/EU and Regulation (EU) No 596/2014 (OJ L 171, 29.6.2016, p. 1).

(4) Regulation (EU) 2021/1119 of the European Parliament and of the Council of 30 June 2021 establishing the framework for achieving climate neutrality and amending Regulations (EC) No 401/2009 and (EU) 2018/1999 ('European Climate Law') (OJ L 243, 9.7.2021, p. 1).

(5) Commission Delegated Regulation (EU) 2020/1816 of 17 July 2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council as regards the explanation in the benchmark statement of how environmental, social and governance factors are reflected in each benchmark provided and published (OJ L 406, 3.12.2020, p. 1).

(6) Commission Implementing Regulation (EU) 2022/2453 of 30 November 2022 amending the implementing technical standards laid down in Implementing Regulation (EU) 2021/637 as regards the disclosure of environmental, social and governance risks (OJ L 324, 19.12.2022, p.1).

(7) Commission Delegated Regulation (EU) 2020/1818 of 17 July 2020 supplementing Regulation (EU) 2016/1011 of the European Parliament and of the Council as regards minimum standards for EU Climate Transition Benchmarks and EU Paris-aligned Benchmarks (OJ L 406, 3.12.2020, p. 17).

Appendix 3: Table showing how the information provided in the Sustainability report (section 4.1) relates to due diligence [ESRS 2 GOV-5]

CORE ELEMENTS OF DUE DILIGENCE	PARAGRAPHS IN THE SUSTAINABILITY REPORT
a) Embedding due diligence in governance, strategy and business model	4.1.1.2.1 Governance processes, controls and procedures 4.1.1.2.3 Integration of sustainability-related performance 4.1.1.5.1.1 Material impacts, risks and opportunities
b) Engaging with affected stakeholders in all key steps of the due diligence	4.1.1.3.2 Interests and views of the Group's stakeholders 4.1.1.5.2 Policies adopted to manage material sustainability issues
c) Identifying and assessing adverse impacts	4.1.1.5.1.1 Material impacts, risks and opportunities 4.1.1.4 Double materiality analysis methodology and management of impacts, risks and opportunities 4.1.1.5 Double materiality matrix
d) Taking actions to address those adverse impacts	ESRS E1: 4.1.2.1.3 Policy relating to climate change, and 4.1.2.1.4 Strategy: Transition plan ESRS E2: 4.1.2.2.2 Policy relating to pollution, and 4.1.2.2.3 Actions, metrics and targets relating to pollution ESRS E5: 4.1.2.3.2 Policy relating to circular economy, and 4.1.2.3.3 Actions metrics and targets relating to circular economy ESRS S1: 4.1.3.1.3 Policies relating to own workforce, and 4.1.3.1.6 Actions, metrics and targets relating to own workforce ESRS S2: 4.1.3.2.3 Policies relating to workers of the value chain, and 4.1.3.2.4 Actions, metrics and targets relating to the workers of the value chain ESRS S4: 4.1.3.3.3.2 Policies relating to customers, and 4.1.3.3.3.3 Actions, metrics and targets relating to customers ESRS S4: 4.1.3.3.4.2 Policies relating to end users, and 4.1.3.3.4.3 Actions, metrics and targets relating to end users ESRS G1: 4.1.4.3 Policies relating to business ethics, and 4.1.4.4 Actions metrics and targets relating to business ethics
e) Tracking the effectiveness of these efforts and communicating	ESRS E1: 4.1.2.1.5 Actions, measures, targets relating to climate change ESRS E2: 4.1.2.2.3 Actions, metrics and targets relating to pollution ESRS E5: 4.1.2.3.3 Actions, metrics and targets relating to circular economy ESRS S1: 4.1.3.1.6 Actions, metrics and targets relating to own workforce ESRS S2: 4.1.3.2.4 Actions, metrics and targets relating to workers of the value chain ESRS S4: 4.1.3.3.3.3 Actions, metrics and targets relating to customers, and 4.1.3.3.4.3 Actions, metrics and targets relating to end users ESRS G1: Actions, measures and targets relating to business conduct

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Appendix 4: List of material topics for the Group (in blue) from the double materiality analysis [ESRS 2 IRO-2]



Environment

ESRS E1 - Climate change

- Climate change adaptation
- Climate change mitigation
- Energy

ESRS E2 - Pollution

- Pollution of air
- Pollution of water
- Pollution of soil
- Pollution of living organisms and food resources
- Substances of concern and very high concern
- Microplastics

ESRS E3 - Water and marine resources

- Water
- Marine resources
 - Water consumption
 - Water withdrawals
 - Water discharges
 - Water discharges in the oceans
 - Extraction and use of marine resources

ESRS E4 - Biodiversity and ecosystems

- Direct impact drivers of biodiversity loss
 - Climate change
 - Land-use change, fresh water-use change and sea-use change
 - Direct exploitation
 - Invasive alien species
 - Pollution
 - Others

- Impacts on the state of species
- Impacts on the extent and condition of ecosystems
- Impacts and dependencies on ecosystem services

ESRS E5 - Resource use and circular economy

- Resource inflows, including resource use
- Resources outflows related to products and services
- Waste



Governance

ESRS G1 - Business conduct

- Corporate culture
- Protection of whistleblowers
- Animal welfare
- Political engagement and lobbying activities
- Management of relationships with suppliers including payment practices
- Corruption and bribery
 - Prevention and detection including training
 - Incidents / case

- Material topic / subtopics / sub subtopics following double materiality analysis
- Sub subtopics excluded from the double materiality analysis
- Non-material topics after double materiality analysis

Social

ESRS S1 - Own workforce

- **Working Conditions**
 - Secure employment
 - Working time
 - Adequate wages
 - Social Dialogue
 - Freedom of association, the existence of works councils and the information, consultation and participation rights of workers
 - Collective bargaining, including rate of workers covered by collective agreements
 - Work-life balance
 - Health and safety
- **Equal treatment and opportunities for all**
 - Gender equality and equal pay for work of equal value
 - Training and skills development
 - Employment and inclusion of persons with disabilities
 - Measures against violence and harassment in the workplace
 - Diversity
- **Other work-related rights**
 - Child Labour
 - Forced Labour
 - Adequate housing
 - Privacy

ESRS S2 - Workers in the value chain

- **Working conditions**
 - Secure employment
 - Working Time
 - Adequate wages
 - Social Dialogue
 - Freedom of association, including the existence of work councils
 - Collective bargaining
 - Work-life balance
 - Health and safety
- **Equal treatment and equal opportunities for all**
 - Gender equality and equal pay for work of equal value
 - Training and skills development
 - Employment and inclusion of persons with disabilities
 - Measures against violence and harassment in the workplace
 - Diversity
- **Other work-related rights**
 - Child Labour
 - Forced Labour
 - Adequate housing
 - Water and sanitation
 - Privacy

ESRS S3 - Affected Communities

- **Communities' economic, social and cultural rights**
 - Adequate housing
 - Adequate food
 - Water and sanitation
 - Land-related impacts
 - Security-related impacts
- **Communities' civil and political rights**
 - Freedom of expression
 - Freedom of assembly
 - Impacts on Human rights defenders
- **Rights of indigenous peoples**
 - Free, prior and informed consent
 - Self-determination
 - Cultural rights

ESRS S4 - Consumers and end-users

- **Information-related impacts for consumers and / or end-users**
 - Privacy
 - Freedom of expression
 - Access to (quality) information
- **Personal safety of consumers and/or end-users**
 - Health and safety
 - Security of a person
 - Protection of children
- **Social inclusion of consumers and/or end-users**
 - Non-discrimination
 - Access to products and services
 - Responsible marketing practices

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- Material topic / subtopics / sub subtopics following double materiality analysis
- Sub subtopics excluded from the double materiality analysis
- Non-material topics after double materiality analysis

4.1.7 - Statutory Auditors' report

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Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852

(For the year ended 31 December 2025)

This is a translation into English of the Statutory Auditors' report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

To the Annual General Meeting of Legrand SA,

This report is issued in our capacity as Statutory Auditors of Legrand SA (hereafter "Legrand"). It covers the sustainability information and the information required by Article 8 of Regulation (EU) 2020/852, relating to the financial year ended 31 December 2025 and included in chapter 4.1 "Sustainability report" of the Group management report (hereafter the "Sustainability report").

Our work on this information was carried out in an evolving context characterised by uncertainties surrounding the interpretation of legal texts and the development of market practices.

Pursuant to Article L. 233-28-4 of the French Commercial Code (*Code de commerce*), Legrand is required to include the abovementioned information in a separate section of the Group management report.

This information provides an understanding of the impact of the Group's activity on sustainability matters, as well as the way in which these matters influence the development of its business, performance and position. Sustainability matters include environmental, social and corporate governance matters.

Pursuant to II of Article L. 821-54 of the aforementioned Code, our responsibility is to carry out the procedures necessary to issue a conclusion, expressing limited assurance, on:

- compliance with the requirements of sustainability reporting standards adopted by the European Commission pursuant to Article 29^{ter} of Directive 2013/34/EU of the European Parliament and of the Council of 26 June 2013, as amended by Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (European Sustainability Reporting Standards or ESRS), of the process implemented by Legrand to determine the information reported, which includes, where applicable to the entity, the obligation to consult with the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code (*Code du travail*);
- compliance of the information included in the Sustainability report with the provisions of Article L. 233-28-4 of the French Commercial Code, including with the ESRS; and
- compliance with the requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethical rules, including those on independence, and quality control, prescribed by the French Commercial Code.

It is also governed by the H2A guidelines on limited assurance engagements on the certification of sustainability information and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852.

In the three separate parts of the report that follow, we present, for each of the parts covered by our engagement, the nature of the procedures we carried out, the conclusions we drew from these procedures and, in support of these conclusions, the elements to which we paid particular attention and the procedures we carried out with regards to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken in isolation and that the procedures described should be considered in the overall context of the formation of the conclusions issued in respect of each of the three parts of our engagement.

Finally, where it was deemed necessary to draw your attention to one or more items of sustainability information provided by Legrand in the Group management report, we have included an emphasis of matter paragraph hereafter.

The limits of our engagement

As the purpose of our engagement is to provide limited assurance, the nature (choice of techniques), extent (scope) and timing of the procedures are less than those required to obtain reasonable assurance.

This engagement does not provide a guarantee regarding the viability or the quality of the management of Legrand; in particular, it does not provide an assessment of the relevance of the choices made by Legrand in terms of action plans, targets, policies, scenario analyses and transition plans, that extend beyond compliance with the ESRS reporting requirements.

Furthermore, in the case of forward-looking information, as forecasts are by definition uncertain, actual results may sometimes differ significantly from the forecasts presented in the Group management report.

Our mission does, however, allow us to express conclusions regarding the process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852, as to the absence of identification or, on the contrary, the identification of errors, omissions or inconsistencies of such importance that they would be likely to influence the decisions that readers of the information subject to this engagement might make.

The sustainability information and information required by Article 8 of Regulation (EU) 2020/852, may also be subject to inherent uncertainty because of incomplete scientific knowledge and due to the quality of external data used. Certain information presented in the Group management report is sensitive to methodological choices, assumptions and/or estimates used to prepare it.

Furthermore, the comparative information relating to financial years prior to 2024 has not been the subject of a sustainability certification report within the meaning of Article L. 821-54 of the French Commercial Code (*Code de commerce*).

Compliance with the ESRS requirements of the process implemented by Legrand to determine the information reported, including the requirement to consult the social and economic committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labour Code

Nature of the procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Legrand, including the obligation to consult the social and economic committee provided for in the sixth paragraph of Article L.2312-17 of the French Labour Code, has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities that are disclosed in the Group's Sustainability report; and
- the information provided on this process also complies with the ESRS.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies regarding the compliance of the process implemented by Legrand with the ESRS.

Elements that received particular attention

The elements to which we paid particular attention concerning the compliance with the ESRS of the process implemented by Legrand to determine the information reported are presented below.

Information relating to the manner in which the entity has updated its double materiality assessment is set out in section 4.1.1.4 "Methodology of the double materiality analysis and management of impacts, risks and opportunities" of the Sustainability report.

Through discussion with the CSR Department and inspection of the documentation available, we obtained an understanding of:

- the identification and assessment of the internal and external factors that led to the changes made to the double materiality assessment;
- changes from the previous year to the list of actual or potential impacts (positive or negative), risks and opportunities ("IROs") identified by the entity.

Additionally, based on our professional judgment, our procedures consisted mainly in:

- critically assessing the documentation of the analyses carried out by the entity as well as on the approach implemented by the latter to identify the internal and external factors to be considered;
- assessing the appropriateness of the internal and external factors considered by the entity in the light of our knowledge of the entity;
- assessing the relevance of the changes made by the entity in terms of the actual and potential impacts, risks and opportunities identified with regard to:

- our knowledge of the entity,
- risk analyses carried out by Group entities,
- available sector analyses and competitive benchmarks that we considered relevant;
- assessing, for changes affecting actual and potential impacts, risks and opportunities, the compliance of the impact materiality and financial materiality assessment process implemented by the entity (including the setting of thresholds), and its compliance with the criteria defined by ESRS 1;
- assessing the appropriateness of the description given in this respect in section 4.1.1.4 "Methodology of the double materiality analysis and management of impacts, risks and opportunities" of the Sustainability report.

Compliance of the information included in the Sustainability report with the provisions of Article L. 233-28-4 of the French Commercial Code, including with the ESRS

Nature of the procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided an understanding of the general basis for the preparation and governance of the sustainability information included in the Sustainability report, including the general basis for determining the information relating to the value chain and the exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Legrand for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of users, this information does not contain any material errors, omissions or inconsistencies, i.e., that are likely to influence the judgment or decisions of the users of this information.

Conclusion the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions or inconsistencies regarding the compliance of the sustainability information included in the Sustainability report with the provisions of Article 80f of the French Commercial Code, including the ESRS.

Emphasis of matter

Without qualifying our conclusion expressed above, we draw your attention to the information in section 4.1.2.1.4.2 "Decarbonisation levers" of the Sustainability report, which explains the reasons for the increase in Scope 3 emissions ("Purchased goods and services" and "Use of sold products") since 2022, particularly in relation to the development of the Group's activities in data centres, and mentions the work to recalculate base year emissions and review medium-term objectives, which will be carried out in 2026 and submitted to a new SBTi validation

Elements that received particular attention

The elements to which we paid particular attention concerning the compliance of the sustainability information included in the Sustainability report with the provisions of Article L. 233-28-4 of the French Commercial Code, including the ESRS, are presented below.

Information provided in application of environmental standards (ESRS E1 to E5)

The information reported in respect of the greenhouse gas emissions inventory and the transition plan are referred to respectively in section 4.1.2.1.6 "Other reporting requirements relating to climate change" and section 4.1.2.1.4 "Strategy: the transition plan [E1-1]" of the Sustainability report.

The elements to which we paid particular attention concerning the compliance of this information with the ESRS are presented below.

With regard to the information reported on the greenhouse gas emissions inventory:

- we considered the internal control and risk management procedures the Group has put in place to ensure the compliance of the disclosed information;
- we assessed the consistency of the scope used to assess the greenhouse gas emissions inventory with the scope of the consolidated financial statements and the upstream and downstream value chain;
- we considered the greenhouse gas emissions inventory protocol used by the entity to draw up its greenhouse gas emissions inventory, and we assessed how it was applied to a selection of emissions categories and sites, for Scopes 1 and 2.
- with regard to Scope 3 emissions, we assessed:
 - the justification for the inclusions and exclusions of the various categories and the transparency of the information provided in this respect,
 - the process for gathering information;

- we assessed the appropriateness of the emission factors used and the calculation of the relevant conversions, as well as the calculation and extrapolation assumptions, taking into account the inherent uncertainty related to the state of scientific or economic knowledge and the quality of the external data used;
- we spoke to management to understand the main changes in activities during the year that could have an impact on the greenhouse gas emissions inventory;
- for physical data (such as energy consumption), we reconciled the underlying data used to draw up the greenhouse gas emissions inventory, together with the supporting documents;
- we performed analytical procedures;
- with regard to the estimates that we deemed structuring and that the entity used to draw up its greenhouse gas emissions inventory:
 - through discussion with management, we considered the methodology used to calculate the estimated data and the sources of information on which these estimates are based,
 - we assessed whether the methods have been applied consistently or whether there have been any changes since the previous period, and whether these changes are appropriate;
- we checked the mathematical accuracy of the calculations used to establish this information.

Concerning the verification of the transition plan for climate change mitigation, our work consisted primarily in:

- assessing whether the information disclosed with respect to the transition plan meets the requirements of ESRS E1 and provides an appropriate description of the underlying assumptions, it being specified that we are not required to express an opinion on the appropriateness or the level of ambition of the transition plan objectives;
- assessing the consistency of the main information provided under the transition plan, particularly with regard to the financial information provided on investments (CapEX and OpEX) and the entity's financing (cash flows), as well as the decarbonisation levers;
- assessing whether the transition plan is in line with the strategic plan as approved by the governing bodies and the entity's financial planning;
- assessing the consistency of the transition plan with the (aligned) indicators published under the taxonomy regulation;
- verifying that the entity has carried out a qualitative assessment of locked-in greenhouse gas emissions and that it has taken this into account in its transition plan.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of the procedures carried out

Our procedures consisted in verifying the process implemented by Legrand to determine the eligible and aligned nature of the activities of the entities included in the scope of consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- compliance with the rules governing the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions or inconsistencies in the information provided, i.e., information likely to influence the judgment or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions or inconsistencies in relation to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Elements that received particular attention

We established that there were no such elements to address in our report.

Courbevoie and Neuilly-sur-Seine, 5 March 2026

The Statutory Auditors

PricewaterhouseCoopers Audit

Patrice Morot
Partner

Flora Camp
Partner

Forvis Mazars & Associés

Gaël Lamant
Partner

Florence Page
Partner

4.2 - Other Corporate Social Responsibility information

The purpose of this section is to provide the reader with information on the sustainability topics on which Legrand has historically communicated, and are used by specific stakeholders. For the sake of clarity, some of the material information presented in the Sustainability report is repeated here.

Unless explicitly stated, data presented in this chapter is collected on the non-financial consolidation scope described in section 4.1.1.1.1 "General basis for the preparation of the Sustainability report", and are subject to the internal control procedures described in section 4.1.1.2.5 "Risk management and internal control over sustainability reporting information".

4.2.1 - Other environmental information

In addition to the actions described in section 4.1.2 "Environmental information and commitments" of the Sustainability report various actions are taken each year on the following subjects:

4.2.1.1 Waste management

Industrial waste management and valuation

Legrand seeks to reduce waste in four ways:

- product design and industrial processes to reduce production waste and scrap. Injection mold sprues are ground down and reincorporated with virgin material in the thermoplastic injection process, while scrap from the metal cutting process is legally classified as production waste and is systematically recycled outside the Company,
- sharing of best practices and identification of local improvement initiatives to limit the amount of waste at source,
- identifying waste and defining sorting instructions to facilitate its treatment, giving priority to material recovery (recycling) and energy recovery,
- a procedure for the selection of service providers by the Purchasing department to find the best waste recovery options available in the regions where plants are located. This desire to maintain the best possible recovery of our production waste for as long as possible is reflected by the following hierarchy:
 - creation of channels for reuse (e.g. for pallets),
 - finding and signing contracts with recyclers for cardboard, plastics, metals, glass and wood,
 - and energy recovery contracts as soon as an effective heat network is linked to an incinerator. Just 7% of total waste produced currently goes to landfill across all Group sites.

In 2025, the Group's waste generation (hazardous and non-hazardous) amounts to 60 thousand tons against 59 thousand tons in 2024 (and 51 thousand tons in 2023). Relative to the Group's sales, this translates into an average production intensity of 6,330 tons per million euros of sales in

2025, compared to 6,860 tons in 2024 (and 6,000 tons in 2023), representing an 8% decrease in consumption intensity between 2024 and 2025.

The volume of non-hazardous waste that was not recycled or recovered was significantly reduced in 2025, with 3,346 tons of waste that had not been recycled or recovered in 2024 successfully integrated into a recycling or energy recovery program in 2025.

The production of hazardous waste by the Group amounts to 3,000 tons in 2025, compared with 2,950 tons in 2024 (and 2,550 tons in 2023). Relative to the Group's sales, this translates into an average production intensity of 320 tons per million euros of sales in 2025, compared to 360 tons in 2024 (and 300 tons in 2023), representing an 11% decrease in consumption intensity between 2024 and 2025.

End-of-life product: managing waste from electrical and electronic equipment

Legrand is committed to financing the collection and treatment of the end-of-life of its products and encourages the establishment of recycling channels for electrical and electronic equipment, thus ensuring a high level of environmental protection.

Legrand also commits to informing the entire downstream value chain about the use of Substances of Very High Concern (SVHC) as defined by Regulation (EC) No 1907/2006 of the European Parliament and of the Council of 18 December 2006 concerning the registration, evaluation, and authorization of chemicals, to ensure better consideration during the end-of-life treatment of its products.

4.2.1.2 Water management

Legrand monitors its water use separately and takes the scarcity of the local water supply into consideration, measuring the impact of its operations by taking into account:

- industrial sites' water withdrawals,
- the local value of water, estimated based on its natural availability and the conditions for accessing it.

For this reason, the Group uses public benchmarks to assess its exposure and dependency on water. By combining the consumption reported by the sites and the WSI (Water Scarcity Index) mapping data published by the UNEP (United Nations Environment Program), the Group has identified 20 sites that account for 80% of Legrand's water stress worldwide. This analysis has revealed that approximately 70% of the Group's water consumption occurs at industrial sites situated in zones where there is low or moderate water consumption (WSI index less than or equal to 0.7).

This approach allows for actions to be more focused on the most sensitive sites in terms of their environmental impact on local water resources.

Legrand uses domestic quality water as most of its water consumption is for domestic use by staff in the workplace. The treatment of wastewater is therefore similar to the treatment of water used by the local community. The few Legrand facilities that use water for industrial purposes are

rigorously monitored to avoid any risk of pollution. For example, surface treatment units have effluent treatment plants that are strictly maintained and regularly upgraded. The ISO 14001 certification policy of Group sites entails responsible industrial processes and practices in water management.

In 2025, the Group's water consumption amounted to 710,000 m³ compared with 539,000 m³ in 2024. Per million euro of revenue, average water use intensity was 75 m³ in 2025, versus 62 m³ in 2024 and 117 m³ in 2019. Despite an increase in 2025, these numbers show a 36% intensity reduction between 2019 and 2025. At Group level, 33,000 m³ of water had been recycled or reused at Group level by 2025.

In addition, the gradual implementation of water discharge measurement systems allows for the adjustment of the calculation of actual consumption, prioritizing actions on the sites with the highest water usage.

Finally, in line with sustainable development goal 6 (SDG 6) to "Ensure availability and sustainable management of water and sanitation for all", Legrand guarantees access to drinking water, improved sanitation facilities and hand-washing facilities with soap and water for 100% of its employees worldwide.

4.2.1.3 Biodiversity

Aware of the growing expectations of Legrand's stakeholders on the subject of biodiversity, the Group has worked to understand its impact on biodiversity.

In 2023, Legrand analyzed its impact on biodiversity (GBS approach) with the help of CDC Biodiversity and I-Care. This global study highlighted the following:

- the impacts of Scope 1 & 2 on terrestrial biodiversity are very low. This is because Legrand does not directly exploit the soil. Most of the Group's manufacturing sites are in business parks or regulated industrial zones,
- the Group's activities are more dependent on water-related ecosystems: groundwater, surface water, maintenance of water flow and protection against floods and storms,
- the main impacts of Legrand's biodiversity footprint are on the Group's Scope 3. The upstream part of Legrand's

value chain is responsible for most impacts on biodiversity, mainly from tier-1 suppliers,

- the Group must also consider the risk of freshwater eutrophication⁽¹⁾ and eco-toxicity associated with the extraction and manufacture of metals. Most of the impacts associated with Legrand's purchasing are divided between raw materials extraction and processing.

Following the study carried out on the Group perimeter in 2023, Legrand wished to refine its assessment using the methodology proposed by WWF, the Biodiversity Risk Filter (BRF) and advised by TNFD. This study, launched in 2024, will enable us to localize precisely the Group's strategic sites that have an interface with nature, to assess the impacts on biodiversity at each site, and thus to pilot the necessary mitigation measures.

(1) Eutrophication: process of accumulating nutrients in a given ecosystem.

4.2.1.4 Environmental regulatory monitoring

In recent years, most legislators around the world have taken up the issue of environmental protection and planetary limits, and the volume and frequency of environmental regulations have increased considerably. Legrand anticipates these regulatory changes impacting the Group's products and production sites, thanks to an environmental regulatory monitoring process based on:

- applicative software solutions using artificial intelligence, adapted to Legrand's field of activity, which deliver real-time trends in regulatory developments covering all environment-related themes in all countries in which the Group's products are marketed,
- a network of 50 local correspondents based in the regions concerned, who are fully conversant with the intricacies of the regulations, ensuring that local constraints and provisions are taken into account,
- a corporate management team, coordinating the network and analyzing the impact of these changes on the Group.

The expertise of field teams covering all the Group's sites around the world, leads to effective implementation of regulatory changes, whether in terms of the environmental management system linked to the production and storage of our products (ISO 14001 certification of our main sites) or requirements in terms of eco-design of these.

Legrand is also heavily involved in various federations and unions of industries offering electrical and digital solutions, particularly in Europe, where environmental regulations constantly require industries to reinvent themselves for a healthier and more sustainable environment. This sector dynamic allows for constructive exchanges with all stakeholders and facilitates the emergence of innovative solutions to better protect the environment by anticipating regulatory changes.

This regulatory monitoring system thus enables Legrand to manage the evolution of its business model, while controlling the associated risks, as required by environmental regulations.

4.2.1.5 Overview of environmental indicators

Environmental indicators – sites

	2023	2024	2025
ISO 14001-certified sites (%)	84%	81%	81%
Water withdrawals (in thousands of m ³)		723	824
By type of withdrawal in %:			
renewable ground water		41%	37%
non renewable ground water		1%	1%
third party sources water (tap water)		55%	57%
fresh surface water		3%	5%
Water discharges (in thousands of m ³)		184	114
Water consumption (in thousands of m ³)	686	539	710
Water reused/recycled (in thousands of m ³)		27	33
Drinking water, sanitation, and handwashing (% of employees with access)		100%	100%
Waste produced (in thousands of tons)	51	59	60
of which hazardous waste	5%	5%	5%
Waste sent to recycling*		78%	83%
Waste sent to energy recovery*		6%	7%
Waste sent to incineration or landfill*		16%	10%
F-Gas emissions (in tons CO ₂ e)		1,091	1,172
Volatile Organic Compound (VOC) emissions (in tons)**	91	111	101

* in % of produced waste

** Only business-related emissions are taken into account (excluding maintenance activities). In 2025, three sites located in Mexico for which Legrand exercises operational control were not included in the calculation of these emissions. A work on the local management of this indicator will be carried out during 2026 so that they can be reintegrated quickly.

Environmental Indicators - products

	2023	2024	2025
Share of Group sales generated by products covered with PEPs	73%	75%	74.3%
Share of Group sales ⁽¹⁾ compliant with RoHS regulations	93%	86%	84.2%

(1) Including Group products outside the scope of RoHS regulations, excluding acquisitions in 2022, 2023 and 2024 and sales of services. The elimination of RoHS substances contained in these products is a voluntary commitment from the Group.

Environmental indicators - other

	2023	2024	2025
Environment-related contingency provisions and guarantees (in millions of euros)	2.0	1.7	1.7
Convictions, fines, closures	0.0	0.0	0.0

4.2.2 - Other social information

In addition to the actions described in section 4.1.3 "Social information and commitments" of the Sustainability report, various actions are implemented each year on the following subjects:

4.2.2.1 Occupational Health and safety

In addition to the actions described in section 4.1.3.1.6.5 "Health and safety" of the Sustainability report, various measures are taken each year to ensure the health and safety of our employees in the workplace.

- **safety talks:** safety talks are informal discussions led by managers with their teams. They deal with topics relating to health and safety and resulting in one or two collective commitments made by the team to modify the way they work and make progress in terms of the safety culture. In 2025, 436,821 people took part in the safety talks across the Group's consolidated scope (excluding recent acquisitions),
- **management of external contractors:** The aim is to coordinate the work of external contractors in order to assess and control the risks arising from co-activity, and to ensure that the entity's occupational health and safety rules are complied with by all service providers working on site. A guide has been drawn up for all the company's sites. It describes the procedures for safe intervention by external contractors, particularly during work on our premises. The guide sets out the best practices to be followed during the 6 stages of the process, from the selection of external contractors to feedback at the end of the intervention. At the end of 2025, 98% of Legrand's workforce was covered by a formalized approach to risk prevention during these operations,
- **occupational health and safety training:** Occupational health and safety (OHS) training is an essential component of occupational risk prevention. In 2025, over 230,000 hours of OHS training were provided, representing an average of 7.1 hours per person (7.6 in 2024). Topics covered include regulatory issues such as safety induction for new employees, electrical risks, firefighting and various driving licenses, as well as other subjects depending on

the needs of the business units. E-learning tools have developed considerably in recent years, and OHS modules are now being offered, with, for example, the roll-out in 2024-2025 of two new modules on accident risks and risk prevention. The aim of these modules is to encourage all staff to identify dangerous situations,

- **prevention of psychosocial risks:** Annual reporting shows that 92% of Legrand's workforce is covered by a methodology for the prevention of psychosocial risks, including stress in the workplace. Must have number 6 of the Legrand Way program in occupational health and safety requires the implementation of a Prevention of Psychosocial Risks (RPS) approach. The methodology must be based on continuous improvement (regularly updated), with a specific detailed risk assessment and associated action plan. This approach is expected for all entities, whether industrial, logistics, commercial or tertiary activities. Some areas provide training in mental health first aid, such as our office in Madagascar or the Consett and Scarborough sites in the United Kingdom which trained 10 people this year, showing that mental safety is treated with the same attention as physical safety,
- **safety days 2025:** Most sites organize safety days, which provide an opportunity to develop the Group's safety culture through a variety of activities, most of them fun. For example, all the sites of the France Division organized safety days in 2025. Themes covered included: development of safety culture, prevention of fall risks and use of portable electric tools. Some sites also focused on the STOP rule, which is one of the Group's must-haves,
- **serious risk management:** Legrand has always been concerned to protect its teams, and to prevent the risk of serious or fatal accidents. To this end, the company's Deputy Chief Executive Officer has asked each country to

organize an audit of work on roofs and at heights, and on high-voltage installations or those involving flammable gases. A second memo then focused on risk prevention in the use of our machines. This involved carrying out audits to gain a precise view of the situation in each perimeter, and any adjustments that might need to be made. All of the subjects were regularly monitored during periodic operational performance reviews (COPR). Because these are potentially the most serious accidents, we reinforced the message in 2025 by asking countries to ensure that procedures concerning high-risk work were deployed, known and applied. We also insisted on maintaining the machine fleet up to date over time, including when acquiring new machines, and through employee training.

These topics are also taken into account in the docking process of companies that join the Group,

- **Dojo rooms:** A dojo room is a training room to perform hands-on training before employees join their actual workstations. Legrand started deploying dojos in 2022 in Turkey, an initiative that was recognised with an internal Legrand Way Platinum award in 2024. Another dojo in France has won an award. In 2025, a dojo room was established at Legrand's head office in Limoges (France). Its particularity is that it can be used as an escape game, and learning by playing makes it a great, fun training tool. We have more than 40 of them at the end of 2025 and plan to open many more in 2026.

4.2.2.2 Ensuring responsible reorganization

Being able to adapt to change and manage it responsibly allows us to be more effective and provide new opportunities for growth to our employees.

It may be necessary to provide information to and consult employees before changes are made, depending on the type of change being considered and local statutory rules. Anticipating changes in job roles, working conditions, and even employment itself helps prepare everyone for these changes. Appropriate training initiatives maintain employees'

internal and external employability and allow them to develop the skills needed to adapt before the changes take place. In more exceptional circumstances, in which a transformation may have consequences for employment, the focus is on training, internal transfers and help to find jobs outside the Group.

At all stages of support, the Group pays attention to ensuring fairness and respecting individuals, as well as complying with national and supranational regulations.

4.2.2.3 Actions to promote physical activity and sport

The practice of physical and sporting activities is promoted through local initiatives linked to the Serenity On program, and networks such as Ellegrand, or through local entities' specific initiatives. Examples of these initiatives include:

- Yoga and Pilates classes (physical and mental well-being) in Algeria, Chile, China and India,
- Massage, stretching and muscle-strengthening sessions organized in the workplace, in Peru and Thailand,

- Occasional sports events (on-site sports training and tournaments, participation in team races, walks as part of Pink October, etc.),
- Financial support and partnerships with gyms and bicycle rental services renewed each year in many countries (Germany, Finland, Malaysia, Poland, etc.).

4.2.2.4 Compensation and employee benefits

Remuneration schemes such as the employee shareholding plan and the long-term profit-sharing plan complete the range of measures that have an impact on motivation, attractiveness and loyalty. In addition to its talent

management programs and a strong focus on internal promotion, Legrand also relies on its compensation policy to retain management.

Long-term incentive plans

These plans are distributed either in performance shares or in long-term bonuses.

A selection process involving line management and General Management seeks to identify the best-performing employees in all countries who help to create value responsibly across the organization. Performance share plans cover around 18% of the Group's managers (nearly 2,500 people).

Employee shareholding plan

At the date of publication of this document, and building on the success of its first international employee shareholding operation in 2024, Legrand launched a second expanded edition, now accessible to more than 70% of the Group's employees in 11 countries. This system allows them to become shareholders of the company under preferential conditions, thus reinforcing the Group's commitment to sharing the value created.

4.2.2.5 Summary of social indicators

Health and Safety indicators

	2023	2024	2025
FR1 - Frequency rate of workplace accidents with lost-time: (Number of accidents x 1,000,000) / (Number of hours worked) (Group employees)	1.73	1.65	1.84
FR2 - Frequency rate of workplace accidents with or without lost time: (Number of accidents x 1,000,000) / (Number of hours worked) (Group employees)	2.83	2.51	2.77
Number of accidents with lost time (Group employees)	103	98	112
Number of accidents without lost time (Group employees)	66	52	57
FR2t - Frequency rate of workplace accidents with or without lost time including temporary workers (Number of accidents x 1,000,000) / (Number of hours worked) (Group employees and temporary workers)		2.92	2.82
Number of accidents with and without lost time (temporary workers only)		68	51
Frequency rate of workplace accidents with or without lost time for temporary workers (Number of accidents x 1,000,000) / (Number of hours worked) (temporary workers only)		4.60	3.03
Health and Safety Committees (HSCs) (% of Group workforce covered by this process)	98%	99%	99%
Occupational health (Number of people who have had a (para)medical check-up within the last 5 years)	84%	94%	95%
Severity rate of accidents at work (Number of days of lost time x 1,000) / (Number of hours worked) (Group employees)	0.09	0.08	0.08
Number of days lost after an accident at work (Group employees)	5,074	4,602	5,212
Number of accidents involving subcontractors working on our premises	76	80	65
Training Number of health and safety training hours per person	6.8	7.6	7.1
Occupational illness (Number of recognized occupational illnesses) *	48	40	73
Frequency rate of occupational illnesses (Number of recognized occupational illnesses x 1,000,000) / (Number of hours worked)	0.81	0.66	1.19
Number of fatal accidents (Group employees) **	0	2	1
Number of fatal accidents (temporary workers and contractors working on site) **	0	0	0
Percentage of headcount covered by an H&S management system based on legal requirements and/or recognized standards and/or guidelines	ND	100%	100%
Number of sites with valid certification of their H&S management system (ISO 45001)	66	93	107
Percentage of headcount covered by the above certification (HC of certified sites / HC of sites within the scope of certification according to Group rule)	63%	91%	99%

* The illnesses have to be validated as due to professional activities by the competent authority or by the entity.

** This number includes fatalities identified as due to occupational illnesses.

Indicators on employment, organization of labor, relations and training

Group workforce at the end of 2025

Average workforce (open-ended and fixed-term contracts): average headcount in 2025 was 39,611. The breakdown by geographical location and main business sector is set out below.

	2023		2024		2025	
Total number of employees (annual average)	37,768		38,306		39,611	
By geographical location:						
Europe	15,281		15,140		15,391	
North and Central America	6,517		6,459		6,643	
Rest of the world	15,970		16,707		17,577	
	of which Back Office	of which Front Office	of which Back Office	of which Front Office	of which Back Office	of which Front Office
Total number of employees (annual average)	80%	20%	80%	20%	81%	19%
By geographical location:						
Europe	78%	22%	79%	21%	79%	21%
North and Central America	78%	22%	78%	22%	79%	21%
Rest of the world	82%	18%	83%	17%	83%	17%

Organization of working hours – Worldwide

	2023	2024	2025
% employees working full-time	97.3%	97.3%	96.9%
% employees working part-time	2.7%	2.7%	3.1%

N.B. The definition of full-time and part-time is given in the HR reporting user guide.

Absenteeism – Worldwide

	2023	2024	2025
All job categories	3.08%	2.87%	2.69%

N.B. The following are excluded: days of temporary layoff, disciplinary suspension, strikes, maternity leave, absence for family events (statutory or under agreements), statutory holidays and unpaid leave. Days of long-term sickness leave, i.e. days when the employee is no longer compensated by the company, are excluded from the calculation.

The absenteeism indicator covered 83.8% of the year-end workforce in HR reporting (excluding US data).

Social dialogue and freedom of association – Worldwide

	2023	2024	2025
% of employees covered by a collective bargaining agreement and/or convention	49%	55%	54%

N.B. The percentage of employees covered by a collective bargaining agreement is the percentage of the total year-end workforce in the HR reporting scope.

Restructuring and reorganization – Worldwide

	2023	2024	2025
% of reporting scopes with consultation rules	33%	34%	33%

Geographical breakdown of workforce

	2023	2024	2025
Mature countries	52%	51%	53%
New economies	48%	49%	47%
TOTAL	100%	100%	100%

N.B. The breakdown covers 100% of employees on permanent or fixed-term contracts of the HR reporting.

Breakdown by occupational category – Worldwide

	2023	2024	2025
Managers	37%	37%	39%
Non-Managers	63%	63%	61%

N.B. Definitions of occupational categories are included in the HR reporting user guide.

Breakdown by type of contract

	2023	2024	2025
Open-ended worldwide	86%	87%	89%
Fixed-term worldwide	14%	13%	11%

N.B. It should be noted that the proportion of fixed-term contracts is inherently affected by the large number of temporary contracts in China, a common local practice

Hirings and departures – Worldwide

	2023	2024	2025
Proportion of open-ended contracts in hiring of employees on open-ended and fixed-term contracts (excluding fixed-term contracts converted into open-ended contracts)	59%	60%	64%
Proportion of fixed-term contracts converted into open-ended contracts in hiring of employees on open-ended contracts	16%	17%	17%
Open-ended contract turnover	13%	14%	13%
o/w voluntary open-ended contract turnover (resignations)	6.6%	5.9%	6.1%

In 2025:

- the total number of hires was 5,379,
- the number of open-ended contracts among new hires on open-ended and fixed-term contracts totaled 3,442,
- the number of fixed-term contracts converted into open-ended contracts was 712.

"Open-ended contract turnover" takes into account resignations, retirements, layoffs for personal reasons, layoffs for economic reasons, departures by stipulated agreement, employees with an open-ended contract not remaining in the company at the end of their probationary period, and other reasons (Death, ...) (according to the methodology recommended by the GRI). This "open-ended contract turnover" indicator is calculated by taking the total number of terminated open-ended contracts and dividing it by the open-ended contract workforce at the beginning of the financial year. "Voluntary open-ended contract turnover" is calculated by dividing the number of resignations by the number of open-ended contract employees at the beginning of the financial year.

Moreover, it should be noted that the proportion of fixed-term contracts is inherently affected by the large number of temporary contracts in China, a common local practice.

Hirings by gender – Worldwide

	2023	2024	2025
Percentage of women among persons hired	43%	42%	36%
Percentage of men among persons hired	57%	58%	64%

N.B.: These figures take into account open-ended and fixed-term contracts and exclude fixed-term contracts converted into open-ended contracts.

Employee training (fixed-term and open-ended contracts)

	2023	2024	2025
Number of training hours per employee (Worldwide)	22 h	20 h	23 h
Number of training hours per employee – Managers	23 h	23 h	27 h
Number of training hours per employee – Non-managers	21 h	19 h	20 h
Percentage of the Group's workforce receiving training during the year	95%	96%	97%

These figures are calculated by taking into account the number of training hours completed divided by the number of people registered at the end of the year, excluding acquisitions in years n and n-1. The calculation of the training rate takes into account the 100% limitation of countries' achievement rates.

Talent management – Worldwide

	2023	2024	2025
Manager retention rate	94%	95%	94%

Diversity indicators

The tables below summarize the main Group indicators in terms of diversity. All data are reported unadjusted for changes in scope of consolidation.

Breakdown of employees by gender – Worldwide – Open-ended and fixed-term contracts

	2024	2025
"Female" employees < 30y	6.6%	5.9%
"Male" employees < 30y	8.5%	9.1%
"Other" employees < 30y	0%	0%
"Not reported" employees < 30y	0%	0%
"Female" employees ≥ 30y et ≤ 50y	22.6%	21.7%
"Male" employees ≥ 30y et ≤ 50y	34.5%	34.8%
"Other" employees ≥ 30y et ≤ 50y	0.0%	0.01%
"Not reported" employees ≥ 30y et ≤ 50y	0%	0.01%
"Female" employees > 50y	8.6%	8.6%
"Male" employees > 50y	19.2%	20.0%
"Other" employees > 50y	0%	0.01%
"Not reported" employees > 50y	0%	0%
Total "Female" employees	37.8%	36.2%
Total "Male" employees	62.2%	63.8%
Total "Other" employees	0%	0.02%
Total "Not reported" employees	0%	0.01%

Breakdown of employees by gender and occupational categories – Worldwide – Open-ended and fixed-term contracts

	2023	2024	2025
Percentage of female managers	29.1%	30.5%	31.1%
Percentage of male managers	70.9%	69.5%	68.9%
Percentage of other managers		0.02%	0.03%
Percentage of not reported managers		0%	0.02%
Percentage of female non-managers	42.5%	42.1%	41.6%
Percentage of male non-managers	57.5%	57.9%	58.4%
Percentage of other non-managers		0.01%	0.01%
Percentage of not reported non-managers		0%	0%
Percentage of women in key positions	26.2%	27.8%	27.8%

All the above percentages are calculated on the basis of registered headcount end of the year, excluding acquisitions made in year n and n-1, with the exception of the proportion of women in key positions, which only excludes acquisitions made in the year.

Percentage of disabled workers – Worldwide

	2023	2024	2025
Percentage of workers with disabilities	2.38%	2.46%	2.33%
of which female		38.9%	39.1%
of which male		61.1%	60.8%
of which other		0%	0.1%
of which not reported		0%	0.0%

4.2.3 - Other corporate information

4.2.3.1 Philanthropic actions

Legrand strives to provide sponsorship initiatives in areas close to its expertise and business lines, more specifically, helping the elderly and people with disabilities (assisted living), and combating energy poverty and exclusion.

This responsibility is reflected by a three-tier sponsorship policy:

- the partnership with NGO *Électriciens sans frontières* since 2007 to enable as many people as possible to benefit from access to electricity, primarily within the framework of development aid and emergency aid,
- the Legrand Foundation for independent living, set up in 2014 under the aegis of FACE, the Foundation for inclusion, to combat exclusion and energy poverty,
- initiatives by Group subsidiaries defined according to local needs and in line with the priority concerns identified by the Group and the sustainable development goals.

Sponsorship activities enable the Group to contribute to public interest initiatives, convey its values, build and develop relationships with partners and raise employee awareness of issues of shared interest.

Legrand's "Sponsorship Guide" helps countries select organizations to benefit from its support and defines three main themes of sponsorship:

- taking action to ensure suitable housing,
- combating energy poverty,
- promoting equal opportunities in the electrical industry.

Support is provided mainly in the form of:

- financial donations,
- products,
- contribution of skills,
- other gifts in kind (provision of facilities, training, etc.).

In 2025, the total budget allocated to charitable activities amounted to more than €6.2 million, breaking down as follows:

- Cash donations: €4.2 million,
- Product donations or other gifts in kind: €2 million.

Legrand pays particular attention to slow-moving products which, rather than being scrapped, are offered free of charge to charities and local training centers.

Legrand has several country programs that enable employees to take part in community initiatives during working hours. In 2025, employees spent a total of 1,475 working days on community engagement projects addressing issues of shared interest.

Focus: partnership with *Électriciens sans frontières*

Since 2007, the Group has been a partner of *Électriciens sans frontières*, an international NGO campaigning for wider access to energy and drinking water for people in developing countries. Legrand's support for *Électriciens sans frontières* takes the form of financial aid, the supply of equipment, the provision of the Group's premises for use by the NGO, and the involvement of employees who offer their skills and become directly involved on the ground or who provide training or technical support.

Legrand offers long-term support for development projects and donates occasional aid to emergency humanitarian actions.

Since 2007, Legrand has supported *Électriciens sans frontières* in some 300 projects to increase access to electricity and provide emergency aid in 47 countries. Joint initiatives with *Électriciens sans frontières* have given more than 3.5 million people access to electricity since 2017, 115,280 in 2025.

In 2024, in line with the agreements signed in 2017 and in 2021, Legrand renewed its commitment to *Électriciens sans frontières* and the crisis and support center set up by the French Ministry for Europe and Foreign Affairs for managing emergency humanitarian situations. The agreement was signed by 14 companies or corporate foundations in the electricity sector and enables *Électriciens sans frontières* to assist the crisis and support center on a case-by-case basis when emergency situations arise, or during reconstruction efforts or when the contribution of skills is needed. The partners to the agreement will provide material and financial resources for that purpose.

In particular, Legrand has provided assistance to the NGO during the following emergency interventions:

- Palu (Indonesia) in 2018,
- Beira (Mozambique) in 2019,
- Beirut (Lebanon) and Yerevan (Armenia) in 2020,
- Moldova on the border with Ukraine in 2022,
- Turkey and Syria in 2023.

Focus: aid to local populations following natural disasters

In 2025, after the passage of cyclone Chido in Mayotte in December 2025, Legrand provided financial support to FAMAR (Federation of Active Mahoran Associations of La Réunion). In addition, a Legrand employee has committed to the Civil Protection as part of a skills-based sponsorship, participating notably in the distribution of food products, as well as in the protection and tarpaulin-making of local housing in the areas affected by the cyclone.

4.2.3.2 Fighting counterfeiting and respecting intellectual property

Combating counterfeiting

Due to its international presence, the Group faces a greater risk of its products being counterfeited. Its aim is to guarantee that all products available on the market comply with current standards and ensure user safety. Both directly and in collaboration with the electrical industry, Legrand is involved in ongoing efforts to prevent counterfeiting on three levels:

- through internal anti-counterfeiting mechanisms (such as Copytracer, below), supported in particular by intellectual property representatives at the operational level,
- customs surveillance and active participation in actions to seize and destroy counterfeit products, in close collaboration with local market authorities and the customs services of the countries concerned. These seizures enable many counterfeit electrical products to be withdrawn from the market, and production tools to be seized and destroyed. In addition, Legrand takes legal action to put a stop to counterfeiters' activities and obtain compensation for its losses,
- global communication initiatives via trade associations or the industry (*Industries du Génie Numérique Énergétique et Sécuritaire* "IGNES", *Union des Fabricants* "UNIFAB" and the Quality Brands Protection Committee of China Association of Enterprises with Foreign Investment "QBPC" in China). Legrand is also a member of REACT (The Anti-Counterfeiting Network). The aim of these initiatives is to raise awareness among all players, especially installers and distributors.

In addition, Legrand actively fights against online counterfeiting: the initiatives implemented have made it possible to detect and take action against resellers infringing Legrand's intellectual property rights on their own websites as well as on various e-commerce platforms. These actions have resulted in the removal of hundreds of links and offers of counterfeit products.

Respecting and ensuring respect for intellectual property

The Intellectual Property department works on combating counterfeiting and managing trademarks, patents, models and domain names.

Legrand holds extensive portfolios of patents, models and trademarks, some of which apply worldwide.

The Group's entities take all necessary precautions to not infringe the rights of third parties. The Intellectual Property department relies on a network of intellectual property advisors, in association with internal correspondents within the Group's main subsidiaries.

As projects come up, Legrand acquires intellectual property rights, protects its immaterial assets and ensures that its rights are respected, in particular by allowing for the withdrawal from the market of product copies.

Legrand also implements global domain name monitoring to quickly detect any abusive or fraudulent registrations.

In keeping with Legrand's purpose, the entire intellectual property policy in place makes it possible to protect innovation, the Group's trademarks and its customers and users.

Focus: Copytracer, protecting the user

Customer satisfaction also depends on the Group's ability to guarantee the authenticity of its products to customers.

To combat counterfeiting, Legrand has introduced a system known as Copytracer. This involves a unique registration number being applied to certain Legrand products.

This system makes it possible to distinguish original products from copies and other counterfeits.

4.2.3.3 The level of service offered to customers

The service level is a key indicator of the Group's performance, reflecting its ability to answer customer expectations in terms of availability, quality and reliability of products and services. In 2025, the service rate reached 91.5%, compared to 91% in 2024, reflecting the efforts sustained by the Group, particularly in inventory management, supply chain optimization, and strengthening customer satisfaction. Legrand actively pursues the

improvement of its internal processes and strengthens its strategic partnerships in order to optimize this rate and ensure an optimal customer experience. The cross-cutting implementation of the continuous improvement program, Legrand Way, is crucial for the success of the customer experience strategy.

4.2.3.4 Innovating for our customers

Legrand's organic growth is driven primarily by its ability to innovate. On average, the Group allocates nearly 5% of its revenue to research and development. This solid level of investment ensures a constant flow of new products offering innovative products and new aesthetics and functions, in line with customers' expectations.

Innovation increases commercial value by:

- creating products that are suited to new uses, in particular those that are most sustainable,

- making the Company stand out in its market,
- creating barriers to entry for competitors,
- preventing commoditization of products,
- increasing productivity and reducing costs.

This enables Legrand to increase the level of trust among distributors, as well as the loyalty of installers, specifiers and end users, and strengthen its numerous market-leading positions.

4.2.3.4.1 Innovating by adopting new technologies

In order to seize the opportunities offered by the changing technical landscape, Legrand has defined its "technological Roadmap" managed at Group level. A total of 80 technologies are included in the Roadmap and classified by level of maturity. These technologies are managed and monitored in order to generate incremental innovations and

even breakthroughs in the short and long term. To better understand the challenges, limit risks and seize opportunities related to emerging new technologies, Legrand carries out POCs (Proof of Concepts) and exploratory programs that strengthen skills and knowledge in line with customer needs.

4.2.3.4.2 Innovating through knowledge sharing

Promoting and sharing innovation initiatives within Legrand structures with different cultures, mentalities and skills sets helps generate ideas and optimizes the exploratory phase.

To this end, the Group's Strategy, Branding and Digital department organizes regular Innovation Events each year

on strategic innovation topics and a "Techno Day" focusing on a technological theme identified in collaboration with Group Operations. These events welcomed speakers from within the Group and guests from external organizations to share their visions and initiatives.

4.2.3.4.3 Innovating through partnerships

Legrand and its ecosystem face collective challenges that are too significant to be tackled in isolation. Innovative and more effective solutions are needed on a global scale to address challenges such as sustainability, climate change, the energy crisis, healthcare needs and transportation. Open innovation methodologies add an essential component to traditional innovation approaches and speed up collective learning and value creation.

The Group firmly believes that stimulating innovation requires partnerships to accelerate the pace of development and help achieve progress across the entire electrical and digital industry.

To achieve this, Legrand works closely with the industrial, scientific and academic communities.

Partnerships with start-ups, SMEs and large companies

Each year, Legrand launches dozens of innovation projects in collaboration with start-ups, scale-ups, SMEs and large companies facing a variety of challenges, with the support of research centers. Examples include:

- a partnership with a French start-up to develop innovative monitoring solutions and come up with ways of optimizing energy consumption using artificial intelligence,
- a partnership with a Chinese company specialized in datacenters, developing container datacenter solutions for the Chinese market,
- partnerships with companies specializing in megatrends such as hydrogen, the metaverse and NFTs, which are useful to Legrand to anticipate the risks and benefits for the Group's main activities and define an innovative user experience.

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Partnerships with research laboratories and universities

There are numerous examples of collaborations with public and private research institutions that aim to look into opportunities associated with new technologies and the adoption of innovative governance and business models. Examples include:

- in France, Legrand has established a long-term partnership with CEA-Tech, a French organization specializing in research, development, innovation and the technology transfer program. This collaboration has led to the development of autonomous power supply solutions. Legrand and the CEA are now working actively on energy recovery applications and exploring the area of predictive maintenance for next-generation datacenters,
- in the Netherlands, with a research centre focusing on Direct to Chip server cooling technologies in datacenters to optimise efficiency and reduce environmental impact,
- in Italy, Legrand has a long-term collaboration with the Politecnico di Milano, focusing on transforming technological trends in the area of digital technology into business opportunities for Legrand's portfolio of connected solutions and identifying promising start-ups,
- in the United Kingdom, Legrand is collaborating with Aston Business School on creating artificial intelligence solutions to extend the life span and improve the living conditions of elderly people by analyzing data collected through domestic sensors.

Other major collaborations with leading universities are also in place in countries such as Brazil, India, China and Singapore.

Technological alliances and alliances with standardizing bodies

Legrand promotes innovation within a number of ecosystems by contributing to the activities of 10 or so alliances and numerous standardization bodies on a local and international level.

Examples of technological alliances in which Legrand is involved include:

- **Connectivity Standard Alliance:** to build the foundations and future of the IoT (Internet of Things) by allowing all objects to connect and interact securely,
- **DECT Forum:** for the use of long-distance radio bands for building automation with open protocols,
- **Open Charge Alliance:** a global consortium of public and private sector leading names in electric vehicle infrastructure coming together to promote open standards,
- **Wireless Power Consortium:** a collaborative open standard development group that aims to promote worldwide compatibility of all wireless chargers and wireless power sources,
- **OCP Alliance:** a global consortium pooling innovation efforts within an open infrastructure ecosystem to define technological standards for next-generation datacenters in light of the emergence of artificial intelligence servers.

Legrand is also involved in more than 60 standardizing bodies and promotes the development of standards. Within many of these bodies, the proactive role played by the Group's representatives has been recognized through prestigious awards such as the Lord Kelvin and Thomas Edison awards.

Partnerships within business clusters

Legrand is a member of business clusters. These are designed to bring together, in a given region, local businesses, start-ups, training organizations, research laboratories and universities, to develop synergies and cooperation through innovative projects. In France, Legrand is a member of ALPHA RLH, a high-tech cluster specializing in the fields of photonics and microwaves, and S2E2 (*Science et Système de l'Énergie Électrique* – Science and Electrical Power System), which focuses on electrical energy on topics such as energy efficiency, smart grids, sustainable building and energy storage.

4.2.4 - Other governance information - Responsible taxation

According to the United Nations, taxes play a vital role in contributing to the economies of the countries in which companies operate.

Because of the Group's international presence and the complexity of the various tax systems around the world, Legrand may be exposed to the risk of changes in tax regulations or of having its positions challenged during tax inspections.

Such challenges may give rise to financial costs that are potentially significant and, in some countries, criminal penalties that would damage the Group's image and reputation among its stakeholders. The Group Tax Department and local experts are committed to refraining from using aggressive tax strategies disconnected from operational reality or artificial tax arrangements. If necessary, operational teams use the services of tax firms that are internationally renowned or have a very strong local reputation. The Group Tax Department carries out permanent monitoring of the most significant regulatory

developments. It ensures that the Company complies with the applicable rules and laws in the main countries, and checks overall compliance with the Group policy defined in accordance with OECD rules. The Tax Department has also set up country-by-country reporting in accordance with international recommendations. This enables it to identify potential discrepancies in the tax liability or in the allocation of profits.

Each month, the Group tax department monitors the overall tax expense borne by Legrand and for all Group subsidiaries.

Quarterly discussions take place between the Group Tax Department and finance officers in the main countries to review major tax matters.

In addition, key aspects of tax results, any pending disputes, and regulatory developments in the tax area are reviewed quarterly with the Finance Department and annually with senior management. The main points are also shared with the Audit Committee upon each quarterly earnings release.

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4.2.5 - Cross-reference tables

4.2.5.1 GRI correspondence table

This report was prepared in accordance with the GRI Standards (2025 version) at the "Core level". The full cross-reference table is available on the Group website: <https://www.legrand.com/en/our-commitments/csr-resource-center>.

4.2.5.2 UN Global Compact cross-reference table

Global Compact principle		Sections of the Universal Registration Document
1.	Businesses should support and respect the protection of internationally proclaimed Human rights	4.1.3.1.3 Policies relating to own workforce
		4.1.3.2.3 Policies relating to workers of the value chain
2.	Businesses should ensure that they are not complicit in Human rights abuses	
3.	Businesses should uphold freedom of association and the effective recognition of the right to collective bargaining	4.1.3.1.3 Policies relating to own workforce
4.	The elimination of all forms of forced or compulsory labor	4.1.3.1.3.4 Commitment
5.	The effective abolition of child labor	
6.	The elimination of discrimination with respect to employment and occupation	4.1.3.1.3 Policies relating to own workforce 4.1.3.1.3.4 Commitment
7.	Businesses should support a precautionary approach to environmental challenges	4.1.2 Environmental information and commitments
8.	The undertaking of initiatives to promote greater environmental responsibility	
9.	The encouragement of the development and diffusion of environmentally friendly technologies	4.1.2.1.5.1 Reducing energy consumption and electrification
10.	Businesses should work against corruption in all its forms, including extortion and bribery	4.1.4 Disclosures and commitments in relation with business conduct - Acting ethically
		4.1.3.3 Policies relating to business ethics
		4.1.4.4.2 Compliance program
		4.1.5 Engaging our suppliers: our sustainable purchasing strategy

4.2.5.3 TCFD recommendations cross-reference table

TCFD recommendation - Governance	Relevant section of the Sustainability Report
a) Describe the board's oversight of climate-related risks and opportunities	4.1.2.1 Combating climate change 4.1.2.1.1 Governance and compensation
b) Describe management's role in assessing and managing climate related risks and opportunities	4.1.2.1 Combating climate change 4.1.2.1.1 Governance and compensation
TCFD information requirement – Strategy	
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	4.1.2.1.2 Impacts, risks and opportunities relating to climate change 4.1.2.1.3 Policy relating to climate change 4.1.2.1.4 Strategy: transition plan
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	4.1.2.1.2 Impacts, risks and opportunities relating to climate change 4.1.2.1.3 Policy relating to climate change 4.1.2.4 EU Taxonomy
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	2.2 Upbeat growth prospects 4.1.2.1.3 Policy relating to climate change 4.1.2.1.6 Other reporting requirements
TCFD information requirement – Risk management	
a) Describe the organization's processes for identifying and assessing climate-related risks	4.1.2.1.2 Impacts, risks and opportunities relating to climate change 3.6.1.2 Environmental impacts and risks related to climate change
b) Describe the organization's processes for managing climate related risks	3.3.2 Risk management procedure 3.6.1.2 Environmental impacts and risks related to climate change
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	3.3 Risk management system 3.6 Risk factors and control mechanisms in place
TCFD information requirement – Metrics and Targets	
a) Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process	3.3.2 Risk management procedure 4.1.2.1.2 Impacts, risks and opportunities relating to climate change 3.6.1.2 Environmental impacts and risks related to climate change
b) Disclose greenhouse gas (GHG) emissions for Scope 1, 2 and, where applicable, 3, as well as associated risks	4.1.2.1.4 Strategy: transition plan 4.1.2.1.2 Impacts, risks and opportunities relating to climate change
c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets	4.1.2.1.2 Impacts, risks and opportunities relating to climate change 4.1.2.1.3 Policy relating to climate change

4.2.5.4 SASB cross-reference table

The full cross-reference table can be found on the Group website.

<https://www.legrand.com/en/our-commitments/csr-resource-center>

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5.1 - Preliminary disclaimer

This selected financial data of the Company should be read together with the consolidated financial statements and their related notes in chapter 8 of this universal registration document. Financial statements of the Company have been prepared in accordance with IFRS and IFRS Interpretations Committee interpretations as adopted by the European Union. The following information includes forward-looking

statements based on estimates relating to the future activity of Legrand and which may differ materially from actual results.

Percentages may be calculated on non-rounded figures and therefore may vary from percentages calculated on rounded figures.

5.2 - 2025 Highlights

Consolidated sales

Over the full year, sales rose by +9.6% from the same period of 2024, to reach €9,480.6 million, with organic growth of +7.7%.

The impact of broader scope of consolidation was +5.1% for the year. Based on acquisitions announced as of today and their likely dates of consolidation, the 2026 full-year impact of scope changes would be close to +6%.

The annual exchange-rate effect on sales was -3.1%. Based on average exchange rates observed in January 2026, the full-year effect would be around -2.5% in 2026.

Adjusted operating profit and margin

Adjusted operating profit for 2025 stood at €1,962.3 million, up +10.5% from the same period of 2024. This corresponds to an adjusted operating margin equal to 20.7% of sales, up by +0.2 points compared with 2024.

In 2025, EBITDA represented 23.4% of sales for the period.

During the year, the Group's high profitability demonstrated once again the strength of Legrand's strategic model and its solid capacity to execute and adapt, particularly in a volatile environment linked to U.S. customs policies, which increased the Group's cost base by around +\$100 million.

Value creation and solid balance sheet

During the year, net profit attributable to the Group rose by +6.7% compared with 2024, reaching €1,244.6 million, or 13.1% of sales. This performance mainly reflects growth in operating profit, a stable corporate income tax rate of 25.9%, and an unfavorable change in the financial result.

In 2025, solid free cash flow amounted to €1,330.8 million, representing 14.0% of sales and a conversion rate⁽¹⁾ of 107% of net profit attributable to the Group for the period. This cash generation supported sustained acquisition momentum while preserving balance sheet strength, with financial leverage kept under control at 1.9⁽²⁾ at December 31, 2025.

Extra financial performance 2025

In 2025, Legrand reached an achievement rate of 110% on the targets set for the first year of its 2025-2027 CSR roadmap. Over the year, achievement rates across the five pillars contributing to nine United Nations Sustainable Development Goals (SDGs) were as follows:

- **123% for promoting diversity and inclusion**, including a rise in the ratio of women in management positions (defined as Hay Grade 14+) at 31.3% or close to 5,600 opportunities offered to early-in-careers in 2025;
- **123% for climate change mitigation**, including a reduction in the Group's CO₂ emissions of -19% for scopes 1&2;
- **123% for developing circular economy**, with close to 37% of sustainable materials in the Group's products or a weight reduction of primary plastic packaging in manufactured products of -34% in 2025;
- **102% for serving our customers**, notably with 6 million tons of CO₂ avoided by the Group's customers thanks to Legrand products and 74% of the Group's 2025 annual sales covered by Product Sustainability Profiles;
- **and 89% as a responsible business**, with for example, a reduction of -3% of the FR2t rate (frequency rate of workplace accidents with and without lost time, including temporary workers) and more than 97% of the Group's employees trained for at least 8 hours over the year.

(1) Free cash flow / Net profit attributable to the Group

(2) Based on EBITDA for the past 12 months

Acquisitions

The main acquisitions of 2025 were as follows:

- Performance, specialized in connected healthcare software. Based in Zeist, Netherlands Performance has over 140 employees and reporting annual sales of over €20 million;
- Computer Room Solutions (CRS), leading player in the design, development, manufacturing and commissioning of white space infrastructure for datacenters. Based in Mascot, Sydney, CRS employs nearly 80 people with an annual revenue of around €30 million;
- Linkk Busway Systems, an Asian reference specialist in power busbars, particularly for datacenters' grey space. Based in Malaysia, in Beranang, Selangor, Linkk Busway Systems employs over 240 people and generated sales of around €45 million in 2024;
- Amperio Project, a Swiss specialist in busbars. Based in Murten, the company employs around 20 people and has annual sales of over €4 million;

- Quitérios, a leading Portuguese player in electrical and digital modular distribution boards. Based in Mira, the company employs more than 100 people and has annual sales of nearly €20 million;
- Cogelec, a company listed on Euronext Growth in Paris and specializing in access control in buildings, with revenue of €74 million in 2024. Following a draft simplified tender offer, the Group owns 97.9% of Cogelec's shares at the end of December 2025, and a mandatory squeeze-out was initiated on January 21, 2026, to acquire the remaining 2.1%; and
- Avtron Power Solutions, based in Cleveland, Ohio (USA), Avtron is a global leader in load banks and power quality solutions for datacenters and other critical applications. In 2025, the company generated nearly \$350 million in sales with high profitability, employs 600 people across North America and Europe, and the purchase price paid is \$1,125 million.

5.3 - Operating income

5.3.1 - Introduction

The Group reports its finances and operating results on the basis of three operating segments that correspond to the regions of origin of invoicing. Information concerning the results of operations and financial positions for each of these three operating segments is presented for 2024 and 2025 in note 2.1 to the consolidated financial statements shown in chapter 8 of this universal registration document. A segment corresponds either to a country or groups of countries. These three operating segments are:

- Europe, mainly including Benelux, France, Germany, Iberia (Portugal and Spain), Ireland, Italy, Poland, Scandinavia, Turkey, and the United Kingdom;
- North and Central America including Canada, Mexico, the United States and Central American countries; and

- Rest of the world, mainly including Australia, China, India, Malaysia and South America (in particular Brazil, Chile and Colombia).

Since local market conditions are the determining factors in business performance and net sales by zone, consolidated financial information for multi-country zones does not accurately reflect financial performance in each national market.

Furthermore, products may be manufactured and sold locally or imported from or exported to another Group entity. These factors may make it difficult to compare results for different operating segments. Consequently, with the exception of information relating to net sales, the discussion of results below focuses primarily on consolidated results, with reference to national markets where these have a material impact on consolidated accounts.

5.3.2 - Main factors affecting Group results

5.3.2.1 Net sales

Markets in the countries and regions where Legrand operates have their own features, essentially as a result of local economic conditions and lifestyles, which affect the scale of renovation and new construction of homes, stores and office buildings, as well as the level of corporate investment in industrial facilities.

Changes in consolidated net sales principally reflect the following factors:

- changes in sales volume (i.e., the number of products sold in each period) due to changes in product demand and business levels in all markets;
- product mix;
- changes in sales prices (including discounts and rebates, cash discounts for prompt payment, general price changes relating to local market conditions, and specific price

changes, such as those designed to pass on inflation in all costs);

- fluctuations in exchange rates between the euro and the different billing currencies, which affect the level of consolidated net sales after conversion; and
- changes in the subsidiaries consolidated by Legrand, mainly as a result of acquisitions or disposals (which are referred to as "change in scope").

The table below presents a breakdown by geographic zone of the Company's consolidated net sales (by destination: market where customers are based) for the years ended December 31, 2025 and 2024. Net sales "by destination" means all sales by the Group to third parties in a given geographic market.

	12 months ended			
	December 31, 2025		December 31, 2024	
	€	%	€	%
(in € million, except %)				
Net sales by destination				
Europe	3,603.7	38.0	3,458.4	40.0
North and Central America	4,001.8	42.2	3,465.8	40.1
Rest of the World	1,875.1	19.8	1,724.7	19.9
Total	9,480.6	100.0	8,648.9	100.0

5.3.2.2 Discussion and analysis of changes in net sales

In the discussion below, changes in net sales are analyzed by distinguishing variations due to changes in the scope of consolidation, organic growth (changes in net sales "using constant scope of consolidation and exchange rates"), and the impact of exchange-rate variations between the euro and

other currencies. The Company believes that this measure is a useful tool for analyzing changes and trends in its historical consolidated net sales over different periods. Measures of organic growth are computed by making the following adjustments.

5.3.2.2.1 Companies acquired during the current period

Where companies are acquired during the current period, the net sales of the acquired company are reflected in the consolidated statement of income only for the portion of the current period from the date of first consolidation of such company. The calculation of the change in consolidated net sales at constant scope of consolidation takes into account

the acquired company's sales, based on sales information for the acquired company prepared in a manner consistent with the Group's accounting policies, for the portion of the prior period equal to the portion of the current period during which Legrand actually consolidated the acquired entity.

5.3.2.2.2 Companies acquired during a prior period

Where companies were acquired during the prior period, net sales of the acquired company are reflected in the consolidated statement of income for the entirety of the current period but only for the portion of the prior period from the date of first consolidation of such company. The calculation of the change in consolidated net sales at

constant scope of consolidation takes into account the acquired company's sales, based on sales information for the acquired company prepared in a manner consistent with the Group's accounting policies, for the prior period during which the Group consolidated the acquired entity.

5.3.2.2.3 Disposals during the current period

Where companies are disposed of during the current period, the sales of the company sold are reflected in the consolidated statement of income for only the portion of the current period prior to the date of disposal and deconsolidation. The calculation of the change in

consolidated net sales at constant scope of consolidation does not take into account the sales of the divested company during the period of the previous year corresponding to the period of the current year after disposal.

5.3.2.2.4 Disposals during a prior period

Where companies were disposed of during the prior period, the net sales of the company sold are not reflected in the consolidated statement of income for the current period. The

calculation of the change in consolidated net sales at constant scope of consolidation does not take into account sales of the divested company in the prior period.

5.3.2.2.5 Activity discontinued during the current period

Where activities are discontinued during the current period, the net sales of the activity discontinued are reflected in the consolidated statement of income only for the period up to discontinuation. The calculation of the change in

consolidated net sales at constant scope of consolidation does not take into account the sales of the discontinued activity during the period of the previous year corresponding to the period of the current year after discontinuation.

5.3.2.2.6 Activity discontinued during a prior period

Where activities were discontinued during the prior period, the net sales of the activity discontinued are not reflected in the consolidated statement of income for the current period.

The calculation of the change in consolidated net sales at constant scope of consolidation does not take into account sales of the activity discontinued in the prior period.

5.3.2.2.7 Using constant exchange rates

Consolidated historical net sales include the effects of exchange rate differences between the euro and other currencies. To analyze the variation of consolidated net sales excluding the effects of these exchange rate changes,

Legrand uses constant exchange rates (calculated by adjusting net sales reported for a given financial year using the exchange rates for the prior financial year) to compare year-to-year changes in net sales.

5.3.2.3 Cost of sales

Cost of sales consists primarily of the following:

Cost of raw materials and components. The cost of raw materials and components accounted for, on average, approximately 69% of consolidated cost of sales over the last two financial years. Likewise, on average approximately 75% of this cost relates to components and approximately 25% relates to raw materials. The breakdown between raw materials, components and semi-finished products varies according to product mix, trends in market prices and choices for industrial organization, in particular with the implementation of good practices ("Legrand way").

Legrand purchases some of its raw materials and components locally. However, Company policy is to increase the percentage of raw materials and components purchased by the Group on world markets in order to benefit from economies of scale. The cost of raw materials and components may also fluctuate with macroeconomic trends.

Production costs. In general, these costs change on an aggregate basis in proportion to fluctuations in production volumes; they rise due to inflation and decline as a result of productivity initiatives and economies of scale associated with the increase in production volumes.

Other items included in production costs are:

- payroll costs;
- depreciation of fixed assets;
- subcontracted added value; and
- other general manufacturing expenses, such as expenses linked to energy consumption.

The main factors that influence cost of sales, in particular as a percentage of net sales, include:

- trends in net sales;
- production volumes, insofar as the Company achieves economies of scale through higher production volumes, thereby spreading fixed production costs over a larger number of units produced;
- the mix of products sold, insofar as consumption and production costs vary depending on the cost of raw materials and other components needed to manufacture a given product;
- changes in the prices of raw materials, components and semi-finished goods due to local or global economic conditions;
- effective purchasing following deployment of the cost-reduction policy through the centralization of purchasing management at Group level and standardization of components;

- trends in inflation for other cost components (salaries, energy, etc.);
- depreciation of industrial capital expenditures needed to manufacture goods;
- initiatives aiming at improving Group operating efficiency, through the implementation of best practices designed to improve productivity and inventory management optimization; and
- Product life cycles.

5.3.2.4 Administrative and selling expenses

Legrand's administrative and selling expenses consist essentially of the following:

- salary costs and benefit charges for administrative staff and sales personnel;
- expenses relating to logistics, information systems and miscellaneous expenses;
- amortization of intangible assets, such as trademarks revalued following acquisitions; and
- other selling expenses, such as expenses incurred in connection with travel, advertising and communication.

5.3.2.5 Research and development costs

Research and development costs consist principally of the following:

- salary costs and benefit charges for research and development employees;
- miscellaneous expenses related to research and development, such as software, prototypes and patent registration costs, less R&D tax credits granted in various countries;
- expenses related to the use and maintenance of administrative offices, as well as expenses related to information systems, in each case, concerning research and development activities; and
- amortization of capitalized development costs. Costs incurred on significant development projects relating to the design and testing of new or improved products are recognized as intangible assets when it is probable that the project, considering its technical, commercial and technological feasibility, will be a success, and the costs can be reliably quantified. Once these conditions are satisfied, a portion of the relevant development expense is capitalized. Development costs are amortized from the starting date of the sale of the product on a straight-line basis over the period of its expected benefit, not exceeding a period of ten years.

5.3.2.6 Other operating income and expenses

Other operating income and expenses include restructuring costs and other expenses and provisions.

5.3.2.7 Operating profit

Operating profit consists of net sales, less cost of sales, administrative and selling expenses, research and development costs, and other operating expenses.

5.3.2.8 Other factors affecting the Group's results

The acquisition of Legrand France in 2002 and associated purchase accounting adjustments and transactions have affected net income. In particular, the significant intangible assets recorded in connection with the acquisition of Legrand France increased the amortization charges of the Group. The purchase accounting adjustments relating to the acquisition of Legrand France essentially concern the

revaluation of trademarks that are being amortized on a straight-line basis until 2026 at the latest.

Acquisitions made since 2002 have also had an impact on the Group's net income. This is because intangible assets revalued as part of the purchase-price allocation of entities acquired generate additional amortization.

5.4 - Year-on-year comparison: 2025 and 2024

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Net sales	9,480.6	8,648.9
Operating expenses		
Cost of sales	(4,662.0)	(4,182.8)
Administrative and selling expenses	(2,448.5)	(2,277.6)
Research and development costs	(409.3)	(406.1)
Other operating income (expenses)	(152.3)	(139.7)
Operating profit	1,808.5	1,642.7
Financial expenses	(167.9)	(153.9)
Financial income	75.7	103.0
Exchange gains (losses)	(25.2)	(13.9)
Financial profit (loss)	(117.4)	(64.8)
Profit before tax	1,691.1	1,577.9
Income tax expense	(438.8)	(409.0)
Share of profits (losses) of equity-accounted entities	0.0	0.0
Profit for the period	1,252.3	1,168.9
Of which:		
– Net profit attributable to the Group	1,244.6	1,166.4
– Minority interests	7.7	2.5

The table below shows the calculation of adjusted operating income (defined as operating income 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), and maintainable adjusted operating income (i.e., excluding restructuring charges) for the periods under review:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Profit for the period	1,252.3	1,168.9
Share of profits (losses) of equity-accounted entities	0.0	0.0
Income tax expense	438.8	409.0
Exchange (gains) losses	25.2	13.9
Financial income	(75.7)	(103.0)
Financial expenses	167.9	153.9
Operating profit	1,808.5	1,642.7
Amortization & depreciation of revaluation of assets at the time of acquisitions and other	153.8	133.3
P&L impacts relating to acquisitions		
Goodwill impairment	0.0	0.0
Adjusted operating profit	1,962.3	1,776.0
Adjusted restructuring costs⁽¹⁾	64.6	74.6
Maintainable adjusted operating profit	2,026.9	1,850.6

(1) Adjusted restructuring costs are defined as restructuring costs adjusted for revaluation of assets at the time of acquisitions.

5.4.1 - Net sales

Consolidated net sales rose 9.6% to €9,480.6 million in 2025, compared with €8,648.9 million in 2024, reflecting the combined impact of:

- +7.7% organic rise (at constant scope of consolidation and exchange rates);
- increase of +5.1% due to the broader scope of consolidation that resulted from acquisitions, with carry-over effect of 2024 acquisitions consolidated for 12 months in 2025, Netrack (India), Enovation (Netherlands), Davenham (Ireland) and VASS (Australia), for respectively

9 months, 7 months, 6 months and 7 months in 2024, and UPSistemas (Colombia), APP (Australia), Power Bus Way (Canada) in the balance sheet only as of December, 31 2024. The first consolidations in 2025 of Performance (Netherlands), Computer Room Solutions (Australia), Quitérios (Portugal), Linkk Busway Systems (Malaysia) and Avtron Power Solutions (USA) for respectively 11 months, 9 months, 5 months, 6 months and 2 months also have an impact on this scope variation;

- -3.1% due to exchange-rate effects over the period.

5.4.1.1 Analysis of changes in net sales by destination from 2024 to 2025

The table below shows a breakdown of changes in net sales to third parties as reported by zone of **destination** (market where sales are recorded) between 2024 and 2025:

12 months ended December 31,						
Net sales (in € million, except %)	2025	2024	Total change	Change in scope	Organic growth ⁽¹⁾	Exchange-rate effect
Europe	3,603.7	3,458.4	4.2%	3.1%	1.9%	(0.8%)
North and Central America	4,001.8	3,465.8	15.5%	4.0%	16.0%	(4.3%)
Rest of the World	1,875.1	1,724.7	8.7%	11.2%	2.7%	(4.8%)
Consolidated total	9,480.6	8,648.9	9.6%	5.1%	7.7%	(3.1%)

(1) At constant scope of consolidation and exchange rates.

Comments below concern sales by destination:

Europe:

Net sales in the Europe zone for 2025 came to €3,603.7 million compared with €3,458.4 million in 2024, an increase of +4.2%. This reflects:

- a +3.1% change in scope of consolidation;
- the unfavorable -0.8% impact of exchange-rate fluctuations;
- and +1.9% organic evolution.

Over the year, sales increased notably in Germany, Italy, the Netherlands and the United Kingdom, partly offset by moderate declines in Spain or France.

North and Central America:

Net sales in the North and Central America zone in 2025 came to €4,001.8 million compared with €3,465.8 million in 2024, an increase of +15.5%. This reflects:

- a +4.0% change in scope of consolidation;
- the unfavorable -4.3% impact of exchange-rate fluctuations;
- and +16.0% organic evolution.

In the United States (39.2% of Group revenue), sales rose a sharp +17.0% over the year, including a marked +11.7% rise in the fourth quarter, against a particularly demanding fourth

quarter in 2024. Over twelve months, this growth was driven by the remarkable performance of product offerings dedicated to datacenters.

In 2025, Canada and Mexico reported sales growth.

Rest of the World:

Net sales in the Rest of the World zone for 2025 came to €1,875.1 million compared with €1,724.7 million in 2024, an increase of +8.7%. This reflects:

- a +11.2% change in scope of consolidation;
- the unfavorable -4.8% impact of exchange-rate fluctuations;
- and +2.7% organic evolution.

In Asia-Pacific (12.6% of Group revenue), sales were up +4.5% from 2024 and +6.7% in the fourth quarter. Over the year, sales rose sharply in India and Malaysia, declined in Australia, and fell sharply in China.

In Africa and the Middle East (3.5% of Group revenue), sales grew +5.8% over twelve months and +6.1% in the fourth quarter. In 2025, sales rose sharply in the Middle East and in Africa, excluding Algeria, which recorded a marked decline.

In South America (3.7% of Group revenue), sales retreated - 5.4% over twelve months, mainly due to Brazil, and fell by - 8.9% in the fourth quarter.

5.4.1.2 Breakdown of changes in net sales by origin from 2024 to 2025

The following table presents the breakdown of changes in net sales to third parties as reported by zone of origin between 2024 and 2025:

Net sales (in € million, except %)	12 months ended December 31,					
	2025	2024	Total change	Change in scope	Organic growth ⁽¹⁾	Exchange-rate effect
Europe	3,834.1	3,634.0	5.5%	3.5%	2.7%	(0.7%)
North and Central America	4,012.3	3,504.7	14.5%	3.5%	15.6%	(4.3%)
Rest of the World	1,634.2	1,510.2	8.2%	12.5%	1.7%	(5.4%)
Consolidated total	9,480.6	8,648.9	9.6%	5.1%	7.7%	(3.1%)

(1) At constant scope of consolidation and exchange rates.

5.4.2 - Cost of sales

The consolidated cost of sales rose 11.5% to €4,662.0 million in 2025, compared with €4,182.8 million in 2024. This was primarily due to:

- the expansion of the scope of consolidation following acquisitions made during the period;
- a slight increase in the purchase price of raw materials and components;

- an increase in the customs tariff applied by the United States;
- an increase in the volume of raw materials and components consumed, in line with the increase in sales volumes;

partially offset by ongoing productivity and adaptation efforts.

As a percentage of net sales, the cost of sales came to 49.2% in 2025 compared with 48.4% in 2024.

5.4.3 - Administrative and selling expenses

Administrative and selling expenses rose by 7.5% to €2,448.5 million in 2025, compared with €2,277.6 million in 2024. This was essentially attributable to:

- the increased pace of digitalization;
- selective investments in growth;

- consolidation of new acquisitions.

Expressed as a percentage of sales, administrative and selling expenses decreased from 26.3% in 2024 to 25.8% in 2025.

5.4.4 - Research and development costs

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Research and development costs	(409.3)	(406.1)
Acquisition-related amortization and R&D tax credit	26.4	23.2
Amortization of capitalized development costs	26.0	25.4
R&D costs before capitalized development costs	(356.9)	(357.5)
Capitalized development costs	(27.6)	(29.3)
Research and development expenditure for the period	(384.5)	(386.8)

In accordance with IAS 38 “Intangible Assets”, Legrand has implemented an internal measurement and accounting system for development costs to be recognized as intangible assets.

On this basis, €27.6 million in development costs have been capitalized in 2025 compared with €29.3 million in 2024.

Amortization charges for capitalized development costs amounted to €26.0 million in 2025, compared with €25.4 million in 2024.

Research and development costs totaled €409.3 million in 2025 compared with €406.1 million in 2024. Excluding the impact of the capitalization of development costs and purchase accounting charges relating to acquisitions, as well as the tax credit for research and development activities, R&D expenditure stood at €384.5 million in 2025 (4.1% of net sales), compared with €386.8 million in 2024 (4.5% of net sales).

In 2025, there were around 2,800 research and development employees in more than 20 countries.

5.4.5 - Other operating income and expenses

In 2025, other operating income and expenses totaled €152.3 million compared with €139.7 million in 2024.

5.4.6 - Operating profit

The Group consolidated operating profit rose 10.1% to €1,808.5 million in 2025 compared with €1,642.7 million in 2024. This increase resulted from:

- a 9.6% rise in net sales;
- an 11.5% rise in cost of sales;
- a 6.5% rise in administrative, selling and research & development costs; and

- an €12.6 million rise in other income and operating expenses.

As a percentage of net sales, operating profit came to 19.1% in 2025 compared with 19.0% in 2024.

5.4.7 - Adjusted operating profit

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

Adjusted operating income rose 10.5% to stand at €1,962.3 million in 2025 compared with €1,776.0 million in 2024, and broke down as follows by operating segments: (as indicated in section 3.1, consolidated financial information for multi-country zones does not reflect the financial performance of each national market):

- **Europe:** a 3.2% rise to €864.8 million in 2025 compared with €838.0 million in 2024, representing 22.6% of net sales in 2025 compared with 23.1% in 2024;

- **North and Central America:** a 24.2% rise to €821.5 million in 2025, compared with €661.4 million in 2024, representing 20.5% of net sales in 2025 compared with 18.9% in 2024; and

- **Rest of the World:** a 0.2% decline to €276.0 million in 2025 compared with €276.6 million in 2024, representing 16.9% of net sales in 2025 compared to 18.3% in 2024.

In 2025, Group adjusted operating margin before acquisitions (at 2024 scope of consolidation) stood at 20.6% of net sales, an improvement of 0.1 point compared with 2024 figure of 20.5%. Taking acquisitions into account, the Group's adjusted operating margin came to 20.7% of net sales in 2025.

5.4.8 - Net financial expenses

Net financial expenses principally correspond to financial expenses related to Yankee bonds, the 2015, 2017, 2018, 2019, 2020, 2021, 2023, 2024 and 2025 bond issues; the 2011 credit facility amended in July 2014, December 2019 and June 2025; and other bank borrowings (for a description of these arrangements, see paragraph 1.5.2 of this chapter), less financial income arising from the investment of cash and cash equivalents.

Finance expenses stood at €167.9 million in 2025 compared with €153.9 million in 2024. Financial income came to €75.7 million in 2025 compared with €103.0 million in 2024.

Net financial expenses rose €41.3 million in 2025 from 2024.

Net financial expenses represent 1.0% of net sales in 2025 compared with 0.6% in 2024.

5.4.9 - Exchange gains and losses

Exchange gains and losses correspond mainly to translation differences recognized on settlement of foreign currency transactions, as well as the translation impact at the closing exchange rate of monetary assets and liabilities denominated in foreign currencies.

Exchange losses amounted to €25.2 million in 2025 compared with €13.9 million losses in 2024.

5.4.10 - Income tax expense

In 2025 Legrand's profit before tax amounted to €1,691.1 million up from €1,577.9 million in 2024.

Consolidated income tax expense amounted to €438.8 million in 2025 compared with €409.0 million in 2024. The effective tax rate stood at 25.9% in 2025 compared with 25.9% in 2024.

5.4.11 - Net profit attributable to the Group

Net profit attributable to the Group amounted to €1,244.6 million in 2025 up €78.2 million or +6.7% compared with 2024, reflecting primarily:

- a €165.8 million rise in operating profit;

- a €41.3 million rise in net financial expenses;
- a €11.3 million rise in exchange losses;
- a €29.8 million rise in income tax expense.

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5.5 - Cash flows and indebtedness

5.5.1 - Cash flows

The table below summarizes the Company's cash flows for the years ended December 31, 2025 and 2024:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Net cash from operating activities	1,576.8	1,523.3
Net cash from investing activities*	(1,607.7)	(1,735.8)
Net cash from financing activities	393.7	(535.8)
Translation net change in cash and cash equivalents	(62.3)	13.6
Increase (decrease) in cash and cash equivalents	300.5	(734.7)
* Of which capital expenditure and capitalized development costs	(248.7)	(239.6)

For a detailed analysis of cash flows, investors should refer to the consolidated statement of cash flows provided in the

Group's consolidated financial statements in chapter 8 of this universal registration document.

5.5.1.1 Net cash from operating activities

Net cash provided by operating activities stood at €1,576.8 million at December 31, 2025 compared with €1,523.3 million at December 31, 2024, or €53.5 million more.

This increase was due primarily to an increase of cash flow from operations (defined as net cash generated by operating activities, excluding changes in current operating assets and

liabilities) reaching €1,715.6 million at December 31, 2025 compared with €1,598.6 million on December 31, 2024 and also to changes in current operating assets and liabilities, which set cash used at €138.8 million in 2025 compared with cash used at €75.3 million in 2024.

5.5.1.2 Net cash from investing activities

Net cash used in investing activities for the period ended December 31, 2025 amounted to €1,607.7 million compared with €1,735.8 million for the period ended December 31, 2024.

Capital expenditure and capitalized development costs amounted to €248.7 million for the period ended December 31, 2025 or 2.6% of net sales compared to

€239.6 million for the period ended December 31, 2024 or 2.8% of net sales.

The amount of acquisitions (net of cash acquired) totaled €1,314.4 million in 2025 (compared with €1,510.4 million in 2024).

5.5.1.3 Net cash from financing activities

Net cash generated by financing activities amounted to €393.7 million in 2025, including primarily the increase in long-term financing for €1,550.0 million, partially offset by a payment of dividends for an amount of €575.7 million, a

reduction in short-term financing of €330.0 million and net buybacks of treasury shares and transactions under the liquidity contract of €111.2 million.

5.5.2 - Debt

Gross debt (defined as the sum of long-term and short-term borrowings, including commercial paper and bank overdrafts) came to €6,603.8 million at December 31, 2025 compared to €5,086.2 million at December 31, 2024.

Cash and cash equivalents and marketable securities amounted to €2,381.2 million at December 31, 2025 compared to €2,080.7 million at December 31, 2024.

Net debt (defined as gross debt less cash and cash equivalents and marketable securities) totaled €4,222.6 million at December 31, 2025 compared to €3,005.5 million at December 31, 2024.

The ratio of consolidated net debt to consolidated shareholders' equity was approximately 58% at December 31, 2025 compared with approximately 40% at December 31, 2024.

At December 31, 2025, the Group's gross debt consisted of the following:

- €5,434.5 million in bonds issued on December 2015 (€355.0 million), July 2017 (€500.0 million), March 2018 (€400.0 million), June 2019 (€475.0 million), May 2020 (€600.0 million), October 2021 (€600.0 million), May 2023 (€700.0 million), June 2024 (€600.0 million), March 2025 (€500.0 million) and on June 2025 (€704.5 million);
- €321.5 million in negotiable commercial paper;
- €433.6 million in lease financial liabilities; and
- €414.2 million in other debt, consisting mainly of bank borrowings, overdrafts and financial liabilities related to acquisitions, net of debt issuance costs.

The repayment schedule for the non-current portion of this borrowing appears in note 4.6.1 to the consolidated financial statements referred to in chapter 8 of this universal registration document.

5.6 - Capital expenditure

Capital expenditure takes into account the capitalization of some development costs pursuant to IAS 38.

Capital expenditure and capitalized development costs amounted to €248.7 million for the period ended December 31, 2025 representing 2.6% of net sales compared with investments and capitalized development costs of €239.6 million in the period ending December 31, 2024 representing 2.8 % of net sales.

Capital expenditure consists mainly of investment in new products, as well as productivity and the Group's digitalization. Meanwhile, the Group is pursuing ongoing initiatives to control capital employed.

5.7 - Off-balance sheet commitments

The Group does not have any off-balance sheet arrangements that have or can be considered reasonably likely to have a current or future impact on its finances, revenues, expenses, results, operating profit, cash, capital expenditure or capital reserves, and that would be material to investors.

(See note 5.4 to the consolidated financial statements referred to in chapter 8 of this universal registration document).

There is no significant off-balance sheet commitment given linked to acquisitions.

5.8 - Subsequent events

In February 2026, Legrand announced the following acquisitions:

- Green4T, a Brazilian specialist in the installation, maintenance and operation of technical infrastructure for datacenters. Based in São Paulo, Green4T employs nearly 750 people and generates annual sales of around €45 million;

- Kratos Industries, a U.S. specialist in low- and medium-voltage power distribution systems primarily serving datacenters. Based in Denver, Colorado, in the United States, Kratos Industries employs nearly 250 people and generates annual sales of around \$100 million.

5.9 - Variations in exchange rates

A significant number of the Group's foreign subsidiaries operate in countries outside the euro zone. In 2025, approximately 68% of the Group's net sales were denominated in currencies other than the euro. As a consequence, the Group's consolidated net sales, operating income and free cash flow could be affected by variations in exchange rates between the euro and other currencies.

In preparing its consolidated financial statements, the Group must convert assets, liabilities, income and expenses that are

recognized in other currencies into euros. Variations in exchange rates affect such items in the Group's consolidated financial statements, even if the value of the item remains unchanged in its original currency.

The Group uses end-of-period exchange rates for the translation of balance sheet data and period-average exchange rates for the translation of income statement and cash flow data.

The following table shows, for the periods indicated, data on euro/US dollar exchange rates from 2021 to 2025, expressed in euros per US dollar. This exchange rate information is provided as an indication only and does not represent the exchange rates used by Legrand in the preparation of its consolidated financial statements:

(euro per US dollar)	Period-end rate	Average rate ⁽¹⁾	High	Low
2021	0.88	0.85	0.89	0.81
2022	0.94	0.95	1.04	0.87
2023	0.91	0.92	0.96	0.89
2024	0.96	0.92	0.97	0.89
2025	0.85	0.89	0.98	0.84

(1) The average exchange rate for the euro is calculated as the average monthly figures for the relevant year-long period.

See note 5.1.2.2 to the consolidated financial statements mentioned in chapter 8 of this universal registration document for a description of management of currency risk.

5.10 - Quantitative and qualitative disclosures relating to financial risks

Legrand's exposure to financial risk mainly concerns the following areas:

- interest rate risk;
- currency risk;
- commodity risk;
- credit risk;
- counterparty risk; and
- liquidity risk.

The Group's cash management strategy is based on overall financial risk management principles and involves taking specific measures to manage the risks associated with interest rates, exchange rates, commodity prices and the investment of available cash. The Group does not conduct any trading in financial instruments, in line with its policy of not carrying out any speculative transactions. Transactions involving derivative financial instruments are conducted with the sole purpose of managing interest rate, exchange rate and commodity risks, and as such are limited in duration and value.

This strategy is centralized at Group level. Its implementation is deployed by the Financing and Treasury Department, which recommends appropriate measures and implements them after they have been validated by the Corporate Finance Department and Group management. A detailed reporting system has been set up to enable permanent close tracking of the Group's positions and effective oversight of the management of the financial risks.

A detailed description of risks and Legrand's risk management appears in note 5.1.2 to the consolidated financial statements referred to in chapter 8 of this universal registration document.

The main characteristics of internal control and risk management procedures for preparing and processing accounting and financial information are described in chapter 3 of this universal registration document.

5.11 - Summary of critical accounting policies

The accounting policies described below are those the Company considers critical in preparing its consolidated financial statements:

- intangible assets;
- fair value of financial instruments;
- share-based payments;
- employee benefits;
- deferred taxes; and
- use of estimates.

These policies include significant estimates made by management using information available at the time the estimates are made. A more detailed description of the main accounting policies used by the Company in preparing its consolidated financial statements is included in notes to the consolidated financial statements referred to in chapter 8 of this universal registration document, and in particular in note 1.2.3.

5.12 - New IFRS pronouncements

Summaries of these publications and their possible consequences as regards the financial information provided by the Group are presented in note 1.2.1. to the consolidated financial statements referred to in chapter 8 of this universal registration document.

5.13 - Trends and prospects

In 2026, the Group will continue to accelerate its profitable and responsible growth momentum, in line with its strategic roadmap.

Taking into account the current global macroeconomic outlook, a very strong datacenter market, and a modest recovery in the building sector, Legrand is targeting the following in 2026:

- sales growth (excluding currency effects) of between +10% and +15%, comprising organic growth of between +4%

and +7%, and growth through acquisitions of between +6% and +8%;

- adjusted operating margin (after acquisitions) of 20.5% to 21.0% of sales;
- a CSR achievement rate of at least 100% for the second year of its 2025-2027 roadmap.

5.14 - Table of consolidated financial results over the last five years

(in € millions except number of shares, earnings per share and number of employees)

	2021	2022	2023	2024	2025
End of period share capital					
Share capital	1,069.8	1,067.3	1,056.1	1,049.0	1,049.0
Number of shares	267,447,746	266,817,746	264,031,292	262,245,733	262,245,733
Earnings					
Net sales	6,994.2	8,339.4	8,416.9	8,648.9	9,480.6
Profit before tax, depreciation and amortization	1,563.4	1,795.7	1,919.7	1,957.6	2,100.2
Income tax expense	(351.9)	(383.8)	(401.1)	(409.0)	(438.8)
Share of profits (losses) of equity-accounted entities	0.0	0.0	0.0	0.0	0.0
Profit for the period	905.1	999.5	1,148.5	1,168.9	1,252.3
Dividends paid	377.9	439.3	504.0	547.0	575.7
Earnings per share⁽¹⁾					
Profit before tax, depreciation and amortization	5.858	6.735	7.242	7.472	8.017
Basic earnings per share	3.389	3.749	4.333	4.452	4.750
Dividend per share	1.42	1.65	1.90	2.09	2.20
Personnel					
End of period number of employees	34,244	33,895	33,910	34,901	35,967
Personnel costs	1,695.0	1,854.6	1,918.4	2,048.5	2,158.3

(1) Earnings per share are computed on the basis of the number of circulating ordinary shares during the period, or 266,896,342 shares in 2021, 266,608,415 shares in 2022, 265,083,085 shares in 2023, 261,976,092 shares in 2024 and 262,029,398 in 2025.

5.15 - Selected financial information

Selected financial information for the financial years ended December 31, 2025, 2024 and 2023 is based on the consolidated financial statements prepared in accordance with IFRS as set out in chapter 8 of this universal registration document and have been certified by PricewaterhouseCoopers Audit and Forvis Mazars & Associés.

The selected financial information presented below should be read in conjunction with the Group's consolidated financial statements, the notes to the consolidated financial statements as mentioned in chapter 8 of this universal registration document, and any other financial information mentioned in another section of this universal registration document.

(in € millions except %)	2025	2024	2023
Net sales	9,480.6	8,648.9	8,416.9
Total sales growth	9.6%	2.8%	0.9%
Sales growth at constant scope of consolidation and exchange rates	7.7%	1.0%	2.7%
EBITDA⁽¹⁾	2,217.6	2,022.4	1,961.7
Maintainable EBITDA ⁽²⁾	2,277.4	2,098.6	2,053.9
Adjusted operating profit⁽³⁾	1,962.3	1,776.0	1,770.2
As % of net sales	20.7%	20.5%	21.0%
Maintainable adjusted operating profit ⁽²⁾	2,026.9	1,850.6	1,831.7
Adjusted net profit attributable the Group	1,244.6	1,166.4	1,203.1
As % of net sales	13.1%	13.5%	14.3%
Profit for the period⁽⁴⁾	1,252.3	1,168.9	1,148.5
As % of net sales	13.2%	13.5%	13.6%
Free cash flow⁽⁵⁾	1,330.8	1,290.5	1,584.8
As % of net sales	14.0%	14.9%	18.8%
Net financial debt at December 31⁽⁶⁾	4,222.6	3,005.5	2,005.9

(1) EBITDA is defined as operating profit plus depreciation and impairment of tangible assets, amortization and impairment of intangible assets (including capitalized development costs) and impairment of goodwill.

(2) Maintainable EBITDA and maintainable adjusted operating income are used to analyze EBITDA and adjusted operating income excluding the impact of restructuring costs (including capital gains or losses on the sale of assets).

(3) Adjusted operating income is defined as operating income adjusted for amortization of revaluation of intangible assets at the time of acquisitions and for expense/income relating to acquisitions, depreciations of assets in Russia and, where applicable, for impairment of goodwill.

(4) Profit corresponds to published net income (before minority interests).

(5) Free cash flow is defined as the sum of net cash from operating activities and net proceeds on asset disposals, less capital expenditure and capitalized development costs.

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

The table below shows a reconciliation of adjusted operating profit and maintainable adjusted operating profit with profit for the period and operating profit:

(in € millions)	2025	2024	2023
Profit for the period	1,252.3	1,168.9	1,148.5
Share of profits (losses) of equity-accounted entities	0.0	0.0	0.0
Income tax expense	438.8	409.0	401.1
Exchange (gains) losses	25.2	13.9	8.6
Financial income	(75.7)	(103.0)	(87.6)
Financial expenses	167.9	153.9	121
Operating profit	1,808.5	1,642.7	1,591.6
Amortization and depreciation of tangible assets	240.1	224.3	203.9
Amortization and depreciation of intangible assets (including capitalized development costs)	169.0	155.4	166.2
Goodwill impairment	0.0	0.0	0.0
EBITDA	2,217.6	2,022.4	1,961.7
Restructuring costs	59.8	76.2	92.2
Maintainable EBITDA	2,277.4	2,098.6	2,053.9

The table below shows a reconciliation of the Group's adjusted operating income and maintainable adjusted operating income with net income and operating income:

(in € millions)	2025	2024	2023
Profit for the period	1,252.3	1,168.9	1,148.5
Share of profits (losses) of equity-accounted entities	0.0	0.0	0.0
Income tax expense	438.8	409.0	401.1
Exchange (gains) losses	25.2	13.9	8.6
Financial income	(75.7)	(103.0)	(87.6)
Financial expenses	167.9	153.9	121
Operating profit	1,808.5	1,642.7	1,591.6
i) Amortization & depreciation of revaluation of assets at the time of acquisitions, other P&L impacts relating to acquisitions and ii) impacts related to disengagement from Russia (impairment of assets and effective disposal)	153.8	133.3	178.6
Goodwill impairment	0.0	0.0	0.0
Adjusted operating profit	1,962.3	1,776.0	1,770.2
Adjusted restructuring costs ⁽¹⁾	64.6	74.6	61.5
Maintainable adjusted operating profit	2,026.9	1,850.6	1,831.7

(1) Adjusted restructuring costs are defined as restructuring costs adjusted for revaluation of assets at the time of acquisitions.

The table below shows a reconciliation of research and development expenditure with research and development expense:

(in € millions)	2025	2024	2023
Research and development costs	(409.3)	(406.1)	(376.3)
Acquisition-related amortization and R&D tax credit	26.4	23.2	12.7
Amortization of capitalized development costs	26.0	25.4	32.3
R&D costs before capitalized development costs	(356.9)	(357.5)	(331.3)
Capitalized development costs	(27.6)	(29.3)	(30.8)
Research and development expenditure for the period	(384.5)	(386.8)	(362.1)

The table below shows a reconciliation of the Group's free cash flow with net cash from operating activities:

(in € millions)	2025	2024	2023
Net cash from operating activities	1,576.8	1,523.3	1,836.4
Net proceeds on assets disposals	2.7	6.8	1.7
Capital expenditures	(221.1)	(210.3)	(222.5)
Capitalized development costs	(27.6)	(29.3)	(30.8)
Free cash flow	1,330.8	1,290.5	1,584.8

The table below shows changes in the net financial debt of Legrand:

(in € millions)	2025	2024	2023
Long-term borrowings	6,059.3	4,642.7	4,089.0
Short-term borrowings	544.5	443.5	732.3
Cash and cash equivalents and marketable securities	(2,381.2)	(2,080.7)	(2,815.4)
Net financial debt	4,222.6	3,005.5	2,005.9

The table below shows the changes in Legrand's equity:

(in € millions)	2025	2024	2023
Share capital	1,049.0	1,049.0	1,056.1
Retained earnings	7,119.7	6,679.9	6,126.5
Translation reserves	(874.5)	(198.5)	(459.9)
Equity attributable to equity holders of Legrand	7,294.2	7,530.4	6,722.7

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Corporate governance

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6.1 - Administration and Management of the Company

This section includes the components of the corporate governance report prepared by the Board of Directors on March 18, 2026, on the recommendations of the Nomination and Governance Committee and the Compensation Committee.

The Company refers to the Afep-Medef Corporate Governance Code for Listed Corporations (the “**Code of Corporate Governance**”). Under the “comply or explain” rule provided for in Article L.22-10-10 of the French Commercial Code and Article 28.1 of the Code of Corporate Governance, the Company considers that its practices are compliant with all the recommendations of the Code of Corporate Governance.

6.1.1 - Board of Directors

6.1.1.1 Composition of the Board of Directors

Applicable principles

The Articles of Association of the Company and the internal rules of the Board of Directors⁽¹⁾ (the “**Internal Rules**”) define the following principles:

- **number of directors:** the Board of Directors has at least three members and no more than the maximum number of members authorized by the applicable legal and regulatory provisions;
- **length of directors’ term of office:** directors serve for a three-year term of office. It expires at the end of the Ordinary Shareholders’ Meeting convened to consider the financial statements for the previous financial year and held in the year in which their term of office expires. Directors may always be reappointed for consecutive terms. The Shareholder’s Meeting may also appoint one or more directors for a term of one or two years, as an exception to the three-year term of office stated in article 8.1 of the Articles of Association. The purpose of this option of departing from the three-year term of office specified in the Articles of Association is to allow directors’ terms of office to be staggered so as to avoid too many directors being reappointed in the same year and to promote the harmonious renewal of the Board of Directors;
- **ownership of Legrand shares:** subject to the exceptions provided for in law, each director (except employee-representative directors) must own at least 500 shares, in registered form, for the entire duration of their term of office. In addition to this requirement laid down in the Articles of Association, the Internal Rules⁽¹⁾ recommend that each director should gradually acquire in the course of their term of office a number of shares equivalent to one full year of compensation for their duties as a director;
- **age limit for directors:** no one over the age of 70 may be appointed as a director if such appointment means that more than one third of Board members will be over that

age. If, during their term of office, the number of members of the Board of Directors aged over 70 rises to more than one third of the Board, the oldest member will be deemed to have resigned at the end of the Ordinary Shareholders’ Meeting convened to consider the financial statements for the previous financial year and held during the year in which the age limit is reached;

- **chairmanship of the Board of Directors:** the Chair is appointed by the Board of Directors from among its members. They must be a natural person aged under 65 at the time of their appointment. When the Chair has reached this age limit, they are considered as having resigned at the end of the Ordinary Shareholders’ Meeting convened to consider the financial statements for the previous financial year and held during the year in which the age limit is reached. The Chair may be reappointed for consecutive terms;
- **vice-chairmanship of the Board of Directors:** the Board of Directors may appoint a Vice-Chair if necessary. Their role is to take the place of the Chair if the latter is prevented from fulfilling their duties. The Vice-Chair is subject to the same age limit as the Chair;
- **lead director (the “Lead Director”):** the Board of Directors may appoint a Lead Director. In accordance with the Code of Corporate Governance, the Lead Director must be appointed from among the independent directors. The appointment becomes mandatory if the offices of Chair of the Board of Directors and of Chief Executive Officer are held by the same person. Please see section 6.1.2 for details of all the Lead Director’s duties and powers;
- **co-opting:** when the legal conditions are met, the Board of Directors may appoint directors temporarily, for their predecessor’s remaining term of office. By law, temporary appointments are subject to ratification by the next Ordinary Shareholders’ Meeting.

(1) The Company’s Articles of Association and the Internal Rules are available on the Company’s website <https://www.legrand.com/en>, in the “INVESTORS AND SHAREHOLDERS/Corporate governance/Home” section.

Current composition of the Board of Directors

The following table provides a summary overview of the composition of the Board of Directors as of March 18, 2026:

Personal information						Experience	Position on the Board			Membership of specialized committees		
						Number of appointments in listed companies ⁽¹⁾	Independence	Date of first appointment	End date of term of office	Length of service on the Board	Audit	Nomination and Governance
as of March 18, 2026											Compensation	Commitments/CSR
Company officers		Age	Gender	Nationality	Number of shares							
	Angeles Garcia-Poveda (Chair)	55	F	Dual French-Spanish	6,950	2		May 25, 2012	2026 SM	13		•
	Benôit Coquart (Chief Executive Officer)	52	M	French	137,640	0		May 27, 2020	2026 SM	5		
	Isabelle Boccon-Gibod	57	F	French	1,261	2	X	May 27, 2016	2026 SM	9	C	•
	Jean-Marc Chéry	65	M	French	761	2	X	May 26, 2021	2027 SM	4		C
	Valérie Chort	62	F	Dual French-Canadian	1,300	1	X	May 31, 2023	2026 SM	2	•	•
	Patrick Koller	67	M	Dual French-German	2,000	0	X	May 30, 2018	2028 SM	7	•	•
	Michel Landel (Lead Director)	74	M	French	1,600	0	X	May 29, 2019	2026 SM	6	C	C
	Rekha Mehrotra Menon	67	F	Indian	500	1	X	May 29, 2024	2027 SM	1	•	
	Florent Menegaux	64	M	French	815	1	X	May 25, 2022	2028 SM	3	•	•
	Stéphane Pallez	66	F	French	600	1	X	May 27, 2025	2028 SM	<1		•
Directors representing employees	Clare Scherrer	57	F	Dual US-British	1,000	1	X	May 31, 2023	2026 SM	2	•	
	Sophie Bourdais	58	F	French	N/A	0		Sept. 30, 2020	2026 SM	5		•
	Philippe Bourdolle	51	M	French	N/A	0		May 29, 2024	2026 SM	1	•	

(1) The office held at the Company is not counted in this calculation.

SM: Shareholders' Meeting. •: Member of a committee. C: Chair of a committee.

As of the date of this Universal Registration Document, the Board of Directors has 13 members including the Chair of the Board, the Lead Director and the two directors representing employees. The biographies of the Company's directors are provided below.



Age: 55⁽¹⁾

Nationality:
Dual French-Spanish

Number of shares held:
6,950

Date of 1st appointment:
2012

Expiry date of current
term of office:
2026

ANGELES GARCIA-POVEDA

Chair of Legrand*'s Board of Directors

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Angeles Garcia-Poveda has been Chair of the Board of Legrand since July 1, 2020. She joined the Board as an independent director in 2012 and chaired the Nomination and Governance Committee and the Compensation Committee, sat on the Strategy and CSR Committee, and has served as Lead Director from 2013 to 2020.

Angeles Garcia-Poveda joined Spencer Stuart in 2008 within the Paris office. After being Managing Director for France during five years, she led Spencer Stuart's EMEA region for three years and served on the Global Executive Committee. She served as an elected director on the Global Supervisory Board from 2018 to 2021. She was a Senior Advisor within the governance practice until 2023. Before joining Spencer Stuart, Angeles Garcia-Poveda worked for fourteen years at The Boston Consulting Group (BCG) in Madrid and Paris as a strategy consultant, before taking on various recruitment assignments at local, international and global level.

Angeles Garcia-Poveda serves as a board member at Bridgepoint plc* and Puig SA*. She is a member of the *Haut Comité de Gouvernement d'Entreprise* ("HCGE") since 2023.

She also sits on the Executive Council of the MEDEF, the Board of the IFD (*Institut de la finance durable*) and on the advisory board of the Climate Governance Initiative. She is a former Director of AdVini, Edenred*, *Institut français des administrateurs* (IFA) and NEOMA.

Aged 55, Angeles Garcia-Poveda graduated from ICADE business school in Madrid and NEOMA in Reims and completed the Business Case Study Program at Harvard University.

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Chair of the Board of Directors (since 2020)
 - Director (since 2012)
 - Member of the Commitments and CSR Committee (since 2013)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- Bridgepoint*:
 - Director (since 2021)
 - Chair of the Compensation Committee (since 2021)
 - Member of the Nomination Committee (since 2021)
 - Member of the CSR Committee (since 2024)
- Puig*:
 - Director (since 2023)
 - Member of the Appointments and Remuneration Committee (since 2023)
 - Chair of the Appointments and Remuneration Committee (since 2024)
 - Member of the Sustainability and Social Responsibility Committee (since 2024)

Non-corporate roles

- Member of the Executive Council of MEDEF (since 2022)
- Member of the *Haut Comité de Gouvernement d'Entreprise* ("HCGE") (since 2024)
- Director of the IFD (since 2023)
- Member of the Climate Governance Initiative Advisory Board (since 2022)

Over the last five financial years:

Companies

- AdVini*:
 - Member of the Supervisory Board (until 2022)
 - Censor (until 2022)
- Spencer Stuart:
 - Partner (until 2021)
 - Director (until 2021)
 - Senior Advisor (until 2023)

Edenred*:

- Director (until 2025)
- Member of the Compensation, Appointments and CSR Committee (until 2025)

Non-corporate roles

- Director of the IFA (until 2023)
- Director of NEOMA (until 2025)

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



BENOÎT COQUART

Chief Executive Officer of Legrand*

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Benoît Coquart joined Legrand* in 1997 to manage the Group's activities in South Korea.

Continuing his career with the Group, he held several positions, including Executive Vice President Investor Relations, Executive Vice President Corporate Development (M&A), Executive Vice President Strategy and Development and Executive Vice President France. On February 8, 2018, he was appointed Chief Executive Officer of Legrand*.

He became a director of Legrand* on May 27, 2020.

He is also Chair of the FIEEC (*Fédération des industries électriques, électroniques et de communication*) since 2026 and has been Chairman of Iignes (*Industries du génie numérique, énergétique et sécuritaire*) until 2025.

Benoît Coquart is a graduate of the *Institut d'études politiques de Paris* (Sciences Po Paris) and the *École supérieure des sciences économiques et commerciales* (ESSEC).

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Chief Executive Officer (since 2018)
 - Director (since 2020)
 - Chair of Legrand Holding Inc.⁽²⁾

Over the last five financial years:

- Roles in various subsidiaries

Directorships and other roles outside the Legrand Group

Current:

Companies

- Nil

Non-corporate roles

- Chairman of the FIEEC (since January 2026)
- France Industrie:
 - Director (since February 2026)

Over the last five financial years:

Companies

- Nil

Non-corporate roles

- Director of ESSEC (until 2024)
- Chairman of Iignes (until 2025)
- Vice President Building of the FIEEC (until January 2026)

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.

(2) No compensation in any form is paid or due in respect of directorships held in Legrand or in Group subsidiaries.



Age: 57⁽¹⁾

Nationality: French

Number of shares held:
1,261

Date of 1st appointment:
2016

Expiry date of current
term of office:
2026

ISABELLE BOCCON-GIBOD

Company director

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Isabelle Boccon-Gibod began her career in 1991 with the International Paper group as an engineer for the Cardboard division in the United States. She then joined and managed the same division in the United Kingdom from 1997 to 2001. She was then Head of Strategic Development for Europe until 2004.

She joined the Sequana Group* in 2006 as project officer to General Management.

She was appointed as Executive Vice President of the Sequana Group* in 2008 and Executive Director of the Arjowiggins Group in 2009.

Isabelle Boccon-Gibod is also a photographer and writer.

Isabelle Boccon-Gibod is a director of Arkema* and Constellium*. She is Chair of Observatoire Conseil. Lastly, she chairs Demeter on a voluntary basis, is a member of ORT France's Board of Directors and chairs the Supervisory Board of BRAINCUBE Holding.

Isabelle Boccon-Gibod is a graduate of the *École centrale de Paris* and of Columbia University in the United States.

In 2025, Isabelle Boccon-Gibod obtained the "Governance, climate and sustainable transformation" certificate issued by Paris Dauphine PSL University (Executive Education). This certificate meets the requirement for decision-makers to update their knowledge and improve their skills in systemic issues related to climate and the sustainability of business models.

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director (since 2016)
 - Member of the Audit Committee (since 2016)
 - Member of the Commitments and CSR Committee (since 2017)
 - Chair of the Audit Committee (since 2023)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- Arkéma*:
 - Director (Permanent representative of the *Fonds stratégique de participations*) (since 2014)
 - Member of the Audit and Accounts Committee (since 2014)
 - Member of the Innovation and Sustainable Growth Committee (since 2021)
- Chair of Demeter (since 2018)
- Chair of *Observatoire Conseil* (since 2020)
- Constellium*:
 - Director (since 2021)
 - Member of the Nomination and Governance Committee (since 2021)
 - Member of the Audit Committee (since 2021)
- BRAINCUBE Holding:
 - Chair of the Supervisory Board (since 2025)

Non-corporate roles

- Member of the Board of Directors of ORT France (since 2024)

Over the last five financial years:

Companies

- Director of SilMach (until 2021)
- Director of GTT* (until 2022)
- Director of Paprec (until 2023)
- Chair of Arc Holdings' Board of Directors (until 2025)

Non-corporate roles

- Director of the Adie fund (until 2024)

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



SOPHIE BOURDAIS

Legrands national delegate for relations with the technical education sector**

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Sophie Bourdais joined Legrand* in 1991. Until 2019, she held various positions at Legrand, particularly in the Sales Department. Sophie Bourdais is currently national delegate for relations with the technical education sector.

Sophie Bourdais took up her role as director representing employees within the Legrand* Board of Directors, on September 30, 2020.

Sophie Bourdais is a graduate of the *Ecole supérieure de gestion* in Paris.

Age: 58⁽¹⁾

Nationality: French

Number of shares held:
N/A

Date of 1st appointment:
2020

Expiry date of current
term of office:
2026

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director representing employees (since 2020)
 - Member of the Compensation Committee (since 2020)
 - National delegate for relations with the technical education sector (since 2019)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- Nil

Non-corporate roles

- Director of the “Les Pros d’avenir” production school (since 2020)
- Director (representing IGNES) of the CFA Ducretet professional training network (since 2020)

Over the last five financial years:

Companies

- Nil

Non-corporate roles

- Nil

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



Age: 51⁽¹⁾

Nationality: French

Number of shares held:
N/A

Date of 1st appointment:
2024

Expiration date of
current term of office:
2026

PHILIPPE BOURDOLLE

Project Performance Specialist

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Philippe Bourdolle joined Legrand in 1999. Until 2020, he held various positions within the supply chain.

From 2020 to 2025, he worked on pricing and reporting within the Marketing department of the User Interface SBU. Since 2026, he has held the position of Project Performance Specialist at Legrand*.

Philippe Bourdolle took office as director representing employees within the Legrand's* Board of Directors on May 29, 2024.

Philippe Bourdolle holds a university diploma in management and personal development in business.

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director representing employees (since 2024)
 - Member of the Audit Committee (since 2024)
 - Project Performance Specialist (since January 2026)

Over the last five financial years:

- Legrand*:
 - Pricing Manager User Interface SBU (until 2025)

Directorships and other roles outside the Legrand Group

Current:

Companies

- Nil

Non-corporate roles

- Nil

Over the last five financial years:

Companies

- Nil

Non-corporate roles

- Nil

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



JEAN-MARC CHÉRY

President of the Managing Board and Chief Executive Officer of STMicroelectronics*

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Jean-Marc Chéry has been President of the Managing Board and Chief Executive Officer of STMicroelectronics* since May 31, 2018. He is the sole member of the Managing Board and is Chairman of STMicroelectronics*'s Executive Committee.

Jean-Marc Chéry began his career in French group Matra's quality teams. In 1986, he joined Thomson Semiconducteurs (which later became STMicroelectronics*) and held various management positions in product scheduling and production, rising to lead STMicroelectronics' fabs.

In 2008, he was promoted to Chief Technology Officer. In 2014, he was appointed as Chief Operating Officer with responsibility for production and technology. In 2017, he was appointed Deputy CEO.

Jean-Marc Chéry has also been a member of the Board of Directors at the Global Semiconductor Alliance since 2022 and President since 2024, and director of Capgemini* since May 2025. He was President of the Council of France-Malaysia Business Leaders of Medef International until 2024.

In 2019, he was awarded the title of *chevalier de la Légion d'honneur* by the Ministry of the Economy and Finance.

Jean-Marc Chéry is a graduate of *École nationale supérieure d'arts et métiers* (ENSAM) in Paris.

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director (since 2021)
 - Chair of the Commitments and CSR Committee (since 2023)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- Capgemini*:
 - Director (since 2025)
 - Member of the Strategy & CSR Committee (since 2025)
- STMicroelectronics*:
 - President of the Managing Board (since 2018)
 - Chief Executive Officer (since 2018)
 - Sole President of the Managing Board (since 2018)
 - Chairman of the Executive Committee (since 2018)

Non-corporate roles

- Director of the Global Semiconductor Alliance (GSA) (since 2022)
- President of the Global Semiconductor Alliance (GSA) (since 2024)

Over the last five financial years:

Companies

- Nil

Non-corporate roles

- President of ESIA (until 2021)
- President of AENEAS (Association for European Nanoelectronics Activities) (until 2021)
- President of the Council of France-Malaysia Business Leaders of Medef International (until 2024)

Age: 65⁽¹⁾

Nationality: French

Number of shares held:
761

Date of 1st appointment:
2021

Expiry date of current
term of office:
2027

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



Age: 62⁽¹⁾

Nationality: Dual
French-Canadian

Number of shares held:
1,300

Date of 1st appointment:
2023

Expiry date of current
term of office:
2026

VALÉRIE CHORT

Company director

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

After studying biochemistry and chemical engineering, Valérie Chort joined the Ontario Ministry of the Environment as an industrial wastewater engineer from 1989 to 1991.

In 1991, she was hired by Arthur D. Little, a leading consulting firm in the development of management and audit executives, which was looking to create Environment Health & Safety (EHS) audit frameworks to help clients anticipate significant hazards. In 1994, she joined Husky Injection Molding Systems, where she became Vice President EHS and Product Safety.

From 2001 to 2015, Valérie Chort worked with Deloitte as Americas Leader for Sustainability & Climate Change, and was a Partner with Deloitte Canada's Enterprise Risk Services. In that role, she developed a nationwide practice specialized in strategy consulting and environmental, social and reputational risk management for Canada's largest enterprises and FP 500 companies.

From 2015 until 2023, she served as Vice President Corporate Citizenship & Sustainability for the Royal Bank of Canada (RBC), where she was in charge of formulating an integrated citizenship strategy, aligned with RBC's core purpose and commercial targets. She was also Executive Director of the RBC Foundation.

Valérie Chort has served on the boards of directors of North West Rubber Ltd since 2023 and of BNP Paribas* since May 2025.

She is also a director of the Women's College Hospital Foundation and of the International Institute for Sustainable Development (IISD).

Valérie Chort holds a BSc degree in biochemistry and a BASc degree in chemical engineering from the University of Ottawa.

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director (since 2023)
 - Member of the Audit Committee (since 2023)
 - Member of the Commitments and CSR Committee (since 2023)
 - Member of the Compensation Committee (since 2024)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- BNP Paribas*:
 - Director (since 2025)
 - Member of the Financial Statements Committee (since 2025)
 - Member of the Remuneration Committee (since 2025)
- North West Rubber Ltd.:
 - Director (since 2023)
 - Member of the Health & Safety Committee (since 2024)
- Fleur de Roy, Inc.:
 - Co-owner (since 2023)

Non-corporate roles

- Women's College Hospital Foundation:
 - Director (since 2019)
 - Member of the Governance Committee (since 2024)
- International Institute for Sustainable Development (IISD):
 - Director (since 2021)
 - Member of the Consultative Committee for Development of the Fund (since 2021)
 - Member of the Audit and Investment Committee (since 2022)

Over the last five financial years:

Companies

- Royal Bank of Canada*:
 - Vice President Corporate Citizenship & Sustainability (until 2023)
 - Executive Director of the RBC Foundation (until 2023)
- Transat A.T.*:
 - Director (until March 2026)
 - Member of the Risk Management and Corporate Responsibility Committee (until March 2026)

Non-corporate roles

- Nil

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



Age: 67⁽¹⁾

Nationality:
Dual French-German

Number of shares held:
2,000

Date of 1st appointment:
2018

Expiry date of current
term of office:
2028

PATRICK KOLLER

Company director

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Patrick Koller served as Chief Executive Officer of Forvia SE* from July 1, 2016 until February 28, 2025 and Vice President of the HELLA* Shareholders' Committee from 2022 until February 28, 2025. He first joined the Faurecia* Group (now called Forvia) in 2006 as Executive Vice President of the Faurecia Automotive Seating Business Group, a position he held until February 2015. During that period, he held many executive roles in Faurecia group subsidiaries, including Faurecia China Holding Co., Ltd. (China), Faurecia Components Pisek, Sro. (Czech Republic), Faurecia Automotive GmbH (Germany) and Faurecia NHK Co., Ltd. (Japan). On February 2, 2015, he was appointed Deputy Chief Operating Officer, a position he held until June 30, 2016.

He has also held senior management positions in several other major industrial companies: he was Chief Executive Officer of Rhodia* Polyamide Intermediates until 2003 and then Group Industrial and Purchasing Director until 2006. He was also Managing Director of the Engine Cooling Europe Division at Valeo* until 2000.

Patrick is a graduate of Nancy Polytech (formerly *École supérieure des sciences et technologies de l'ingénieur de Nancy* – ESSTIN) and of the French Institute of Management (*Institut français de gestion* – IFG).

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director (since 2018)
 - Member of the Nomination and Governance Committee (since 2018)
 - Member of the Compensation Committee (since 2019)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- Boston Consulting Group:
 - Senior Advisor (since 2025)
 - Member of the Advisory Board EMESA (since 2025)
- Jolt Capital:
 - Operating Partner (since February 2026)

Non-corporate roles

- Nil

Over the last five financial years:

Companies

- Forvia SE*:
 - Chief Executive Officer (until 2025)
 - Vice President of the Shareholders' Committee of HELLA (until 2025)
 - Director (until 2025)

Non-corporate roles

- Director of the *Fondation du Collège de France* (until 2025)

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



Age: 74⁽¹⁾

Nationality: French

Number of shares held:
1,600

Date of 1st appointment:
2019

Expiry date of current
term of office:
2026

MICHEL LANDEL

Company director

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Michel Landel started his career in 1977 at Chase Manhattan Bank. In 1980, he became a plant manager at Poliet. In 1984, he joined the Sodexo* group as Manager for East Africa, then Africa. In 1989, he was appointed Chief Executive Officer for Sodexo in North America. In 2000, he became Vice President of the group's Executive Committee and, in 2003, Deputy Chief Executive Officer. Between 2005 and January 2018, he was Chief Executive Officer of Sodexo* and Chairman of the Executive Committee. Lastly, between 2007 and 2018, he was a director of Sodexo*.

Since 2018, Michel has been Chairman of Astrolabe Services. Michel Landel was awarded the title of *chevalier de la Légion d'honneur* in 2007.

Michel Landel is a graduate of the European Business School.

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director (since 2019)
 - Lead Director (since 2020)
 - Chair of the Nomination and Governance Committee (since 2020)
 - Member of the Compensation Committee (since 2020)
 - Chair of the Compensation Committee (since 2024)

Over the last five financial years:

- Member of the Audit Committee (until 2024)

Directorships and other roles outside the Legrand Group

Current:

Companies

- Chairman of Astrolabe Services (since 2018)

Non-corporate roles

- Nil

Over the last five financial years:

Companies

- Danone*:
 - Lead Director (until 2021)
 - Chair of the Governance Committee (until 2021)
 - Director (until 2023)
 - Member of the Nomination, Compensation and Governance Committee (until 2023)
 - Member of the CSR Committee (until 2023)

Non-corporate roles

- Nil

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



REKHA MEHROTRA MENON

Company director

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Rekha Mehrotra Menon (Rekha M. Menon) began her career in human resources in the manufacturing industry before becoming an independent consultant for companies setting up in India, including Levi Strauss & Co., Cargill and AkzoNobel. She went on to co-found Talisma Corporation, a venture-capital-backed customer relationship management software company.

In 2004, Rekha M. Menon joined Accenture as Associate Partner to build and manage the company's corporate functions, first in India, then in the ASEAN region, the Philippines and China. Next she joined the Growth Markets strategic team, which laid the foundations for robust growth in the Asia-Pacific region, Middle East, Africa, Russia, Turkey and Latin America.

She took on the role of Senior Managing Director and Chair of Accenture in India in 2016. She was responsible for developing the company's business in India as the country was becoming one of Accenture's largest geographies and the heart of its global innovation capabilities. She has also been instrumental in ensuring that Accenture India leads the industry in gender diversity, sustainability and talent management.

Rekha M. Menon has been a member of the Executive Council of NASSCOM since 2016, a non-profit industry association, and served as its Chairperson between 2021 and 2022. She was also the Chairperson of the G20 Empower Working Group on Empowering Women in Business, a member of the National Council of the Confederation of Indian Industry (CII), India's premier cross-sectoral trade association, and a member of the India Advisory Council of the United States of USIBC.

She is co-founder of Pratham Books, a non-profit publisher of children's books, and has served on the Board of Directors of the Akshara Foundation, a non-profit organization focused on children's education.

Rekha M. Menon has also been a director of Biocon* since 2023.

Rekha M. Menon has obtained her MBA from the XLRI Xavier School of Management, one of India's top business schools, and is on its Board of Directors.

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director (since 2024)
 - Member of the Nomination and Governance Committee (since 2024)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- Biocon Ltd.*:
 - Director (since 2023)
 - Member of the Appointments and Remuneration Committee (since 2023)
 - Member of the CSR and ESG Committee (since 2023)
 - Member of the Stakeholder Relations Committee (since 2023)
 - Chair of the Stakeholder Relations Committee (since 2025)
- Apollo Hospitals Enterprise Ltd.*:
 - Consultant (since 2024)

Non-corporate roles

- NASSCOM:
 - Member of the Executive Council (since 2016)
- XLRI Xavier School of Management:
 - Member of the Board of Directors (since 2017)

Over the last five financial years:

Companies

- Accenture PLC. (India):
 - Chair (until 2023)
 - Managing Director (until 2023)

Non-corporate roles

- Invest India:
 - Member of the Board of Directors (until 2025)
- Pratham Books:
 - Member of the Board of Directors (until 2024)
- National Council of Confederation of Indian Industry (CII):
 - Member (until 2023)
- US Indian Business Council (USIBC):
 - Member of the India Advisory Council of the United States (until 2023)
- NASSCOM:
 - Chair of the Executive Council (until 2022)

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



Age: 64⁽¹⁾

Nationality: French

Number of shares held:
815

Date of 1st appointment:
2022

Expiry date of current
term of office:
2028

FLORENT MENEGAUX

Managing General Partner and Managing Chairman of Compagnie Générale des Établissements Michelin* ("Michelin")

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Florent Menegaux has been Managing General Partner of the Michelin Group* since 2018 and Managing Chairman since 2019.

Under his tenure, Michelin* laid down and deployed its "Michelin in Motion 2030" plan, which unlocked fresh growth impetus and value creation for people, profit and planet. With this plan, Michelin*, drawing on its 130 years of innovation, aims to become a world leader in composite materials and experiences that change our daily lives.

Florent Menegaux first joined the Group in 1997. He held international responsibilities, such as at the Truck Sales division, North America department in 2000, then in South America in 2003. In 2008, he was appointed as Global Head of the Light Truck/Passenger Vehicle product line. He joined the Group's Executive Committee in 2008, going on to become Chief Operating Officer in 2014.

It was at this point that he launched a Group-wide initiative to consider what unites and motivates Michelin*'s teams. This work on a co-construction basis gave rise to the "Giving people a better way forward" corporate purpose, then in 2018 to a new leadership model called "I CARE", to the overhaul of Michelin's values and to the development of a corporate dream in 2021.

Florent Menegaux also puts into practice his deeply held beliefs about corporate responsibility and the need for more sustainable development as Head of the United Nations Global Compact France Network since 2023.

Before joining Michelin*, Florent Menegaux held management and executive roles at Price Waterhouse, Exel Logistics and Norbert Dentressangle.

Florent Menegaux holds a diploma in finance, management and economic science from Paris Dauphine University.

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director (since 2022)
 - Member of the Audit Committee (since 2024)
 - Member of the Nomination and Governance Committee (since March 18, 2026)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- Compagnie Générale des Établissements Michelin*:
 - Managing General Partner (since 2018)
 - Managing Chairman (since 2019)
 - Chairman of the Manufacture Française des Pneumatiques Michelin (since 2019)

Non-corporate roles

- President of the United Nations Global Compact France network (since 2023)

Over the last five financial years:

Companies

- Nil

Non-corporate roles

- Nil

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



STEPHANE PALLEZ

Chairwoman and CEO of FDJ UNITED*

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Stéphane Pallez has been Chairwoman and Chief Executive Officer of FDJ UNITED* since November 2014. During these 10 years, she led a profound transformation of the group, notably through digitalization of the traditional lottery, product innovation, development of online sports betting, and creation of new business activities (payment and services, international B2B services, etc.). This transformation paved the way for the company's privatization in November 2019 through an oversubscribed IPO and success with 500,000 individual shareholders. Since then, FDJ's activity has continued to grow, despite a brief slowdown due to COVID in 2020. In 2023 and 2024, FDJ began its international diversification with the acquisition of the operator of the Irish lottery (PLI) and Kindred, a European leader in online gaming.

Stéphane Pallez was previously Chairwoman and Chief Executive Officer of CCR, a reinsurance group from 2011 to 2014, and deputy Chief Financial Officer at *France Télécom-Orange** telecommunications group from 2004 to 2011.

From 1984 to 2004, she held various positions in the General Management of the Treasury at the Ministry of Economy and Finance. She was in charge of the Insurance Subdirectorates from 1995 to 1998, managed a portfolio of French State investments (Air France, TMM, Bull, Eramet, Cogema, Gaz de France...) between 1998 and 2000, then Head of the European and International Affairs Department from 2000 to 2004.

During that period at Ministry for Economy and Finance, she was also alternate Director for France at the World Bank in Washington from 1988 to 1990, and technical advisor for industrial matters to the Ministers in charge of the Economy and Finance Pierre Bérégovoy and Michel Sapin from 1991 to 1993.

She is also Chairwoman of the Board of Directors of the *Conservatoire national supérieur de musique et de danse de Paris* and director at *Institut Pasteur*.

Stéphane Pallez is a graduate of the *Institut d'études politiques* (IEP) in Paris and of the *École nationale d'administration* (ENA – Louise Michel cohort).

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director (since 2025)
 - Member of the Commitments and CSR Committee (since 2025)
 - Member of the Compensation Committee (since 2025)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- FDJ UNITED*:
 - Chairwoman and CEO (since 2014)
 - Member of the Executive Committee (since 2014)

Non-corporate roles

- *Alliance pour l'Éducation*:
 - Member of the Board of Directors (since 2018)
 - Chairwoman of the association (since 2025)
- Chairwoman of the Board of Directors of the *Conservatoire national supérieur de musique et de danse de Paris* (since 2020)
- Director at *Institut Pasteur* (since 2024)

Over the last five financial years:

Companies

- CNP Assurances:
 - Director (until 2024)
 - Chair of the Audit and Risks Committee (until 2024)
 - Member of the Strategy Committee (until 2024)
- EURAZEO*:
 - Member of the Supervisory Board (until 2025)
 - Chair of the Audit Committee (until 2025)
 - Member of the CSR Committee (until 2025)

Non-corporate roles

- Nil

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.



Age: 57⁽¹⁾

Nationality:
Dual US-British

Number of shares held:
1,000

Date of 1st appointment:
2023

Expiry date of current
term of office:
2026

CLARE SCHERRER

Company director

Business address: 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges

Experience and expertise

Clare Scherrer started her career as a consultant at McKinsey & Company. In 1996, she joined Goldman Sachs* where she worked for over 25 years advising multinational companies on M&A, IPOs and strategic transformations. In 2006, she was named as a Partner. In 2011, she moved to London as Head of EMEA Industrials Investment Banking before being appointed and serving as Co-Head of Global Industrials Investment Banking from 2013 to 2022. Clare Scherrer also chaired Goldman Sachs*' Investment Banking Diversity Committee and co-chaired the Firmwide Commitments Committee.

From 2022 to 2025, Clare Scherrer served as Chief Financial Officer for Smiths Group*, a UK-based FTSE 100 industrial technology company.

Clare Scherrer has been an Independent Non-Executive Director of Shell plc* since January 2026.

Clare Scherrer is a graduate of Harvard College and the Harvard Business School.

Directorships and other roles within the Legrand Group

Current:

- Legrand*:
 - Director (since 2023)
 - Member of the Audit Committee (since 2023)

Over the last five financial years:

- Nil

Directorships and other roles outside the Legrand Group

Current:

Companies

- Shell plc*:
 - Independent Non-Executive Director (since January 2026)
 - Member of the Remuneration Committee (since January 2026)
 - Member of the Audit & Risk Committee (since January 2026)

Non-corporate roles

- Nil

Over the last five financial years:

Companies

- Smiths Group plc*:
 - Chief Financial Officer and Director (until 2025)
- Goldman Sachs Inc.* (USA):
 - Partner and Co-Head of the Global Industrials Investment Banking division (until 2022)
 - Co-Chair of the Firmwide Commitments Committee (until 2022)

Non-corporate roles

- Nil

* Listed company.

(1) Age as of March 18, 2026, the date on which the Board of Directors approved the Management Report.

Directors representing employees

In accordance with Article L.225-27-1 of the French Commercial Code, the Board of Directors laid down on March 18, 2018 the selection procedures for directors representing employees. It was determined that they should be selected by the Central Works Council, which has since been renamed the Central Workforce and Economic Committee (the “CWEC”).

At its meeting on March 18, 2026, the Board of Directors decided to alter these arrangements. It resolved to present to the Shareholders’ Meeting on May 27, 2026 an amendment to article 9.2 of Legrand’s Articles of Association stipulating that one of the directors representing employees should in future be selected by the Group Committee and the other by the European Works Council.

This evolution aims to better reflect the Group’s international dimension and to achieve more balanced representation for employees from its various entities.

The current terms of office of Sophie Bourdais and Philippe Bourdolle, the directors representing employees, expire at the close of the Shareholders’ Meeting to be held in 2026 to approve the financial statements for the year ended December 31, 2025. Subject to the shareholders’ approval of the twenty-sixth resolution concerning the amendment to article 9.2 of the Articles of Association, their successors will be appointed respectively by the Group Committee and by the European Works Council at their meetings scheduled to take place by the end of June 2026.

The directors appointed to represent the employees have the same status, same rights, and same responsibilities as the other directors.

Representatives of the CWEC

Since the amendment to the October 12, 2018 agreement on the powers and duties of the CWEC of the Legrand ESU and the Group’s Social and Economic Committee, a CWEC representative is entitled to attend meetings of the Board of Directors in an advisory capacity.

Staggered renewal of directors’ terms of office

Eight directors’ terms of office are due to expire at the forthcoming Shareholders’ Meeting scheduled to take place on May 27, 2026, two in 2027 and three in 2028. To prevent an excessive concentration of terms of office coming up for renewal in a single year, the Articles of Association provide, as an exception to the three-year terms, for one or more directors to be appointed for terms of one or two years. This mechanism, designed to ensure a gradual rebalancing of the staggering of terms of offices and a smooth renewal of Board, will be implemented in 2026. In particular, it will apply in connection with the twelfth resolution on the renewal of Isabelle Boccon-Gibod’s term as a director for a two-year period. In keeping with this approach, the Board of Directors has taken several measures to stagger the expiration of directors’ terms of office more evenly. These include not systematically renewing a number of terms equivalent to the number of terms expiring (thus, in 2025, two directorships ended with only one appointment, and in 2026 five renewals will be proposed for six expiring terms, excluding directors representing employees).

No convictions or conflicts of interest

As of the filing date of this Universal Registration Document and as far as the Company is aware, none of the Company directors:

- have family ties with another Company director;
- have been convicted of fraud within the last five years;
- have been involved in any bankruptcy, receivership, liquidation or court administration of a business within the last five years;
- have been convicted of any charge and/or received an official public penalty issued by the statutory or regulatory authorities (including designated professional bodies);
- have been prohibited by a court from sitting on an administrative, management or supervisory body of an issuer or from taking part in the management or conduct of an issuer’s business over the last five years.

To uphold its commitment to good corporate governance, the Board of Directors adopted a Directors’ Charter, which has been integrated into its Internal Rules. This Directors’ Charter sets forth the rights and obligations of the directors and is binding upon each director. In accordance with the Directors’ Charter, directors undertake to:

- inform the Lead Director and the Board of Directors of any actual or potential conflict of interest, abstain from participating in the related discussions and votes, in accordance with the Code of Corporate Governance; and
- avoid any personal involvement with businesses that are competitors of the Company and its Group without having informed the Board of Directors and obtained its consent.

In addition, the Internal Rules lay down the rules for preventing and managing conflicts of interest. This document states that the Lead Director is responsible for preventing conflicts of interest from arising. To achieve this, they must raise awareness about situations that could potentially give rise to conflicts of interest. They must also be kept informed by each director of any actual or potential conflict of interest. They must then inform the Board of Directors.

No actual or potential conflict of interest was reported to the Lead Director or to the Board of Directors during the 2025 financial year.

In addition, the directors have undertaken to keep the Board of Directors informed of directorships and positions held in other French or foreign companies.

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A Board of Directors with 82%⁽¹⁾ of its members designated as independent directors

Definition of independent director and applicable criteria

A director is considered to be independent if they have no relationship of any kind with the Company, its management or the Group which might compromise their free judgment or create a conflict of interest with the Company, its management or the Group. In this regard, the Internal Rules list the independence criteria set forth in the Code of Corporate Governance. Accordingly, an independent director must not:

- be or have been in the past five years:
 - an employee or executive officer of the Company or Group,
 - an employee, executive officer or director of a company consolidated by the Company,
 - an employee, executive officer or director of the Company's parent company or of a company consolidated by that parent company;
- be an executive officer of a company in which the Company directly or indirectly holds a directorship or in which an employee appointed as such or an executive officer of the Company (currently in office or having held such office during the last past five previous years) is a director;
- be a customer, supplier, commercial banker, investment banker or advisor:
 - that is significant to the Company or its Group; or
 - with a material proportion of its business accounted for by the Company or its Group⁽²⁾;
- be related by close family ties to a company officer of the Company or Group;
- have been a Statutory Auditor for the Company or a Group company in the course of the five previous years;
- have been a director of the Company for more than 12 years, with the status of independent director being lost on the date at which this 12-year period is reached;
- be a non-executive officer and receive variable compensation in cash or in the form of securities or any compensation linked to the performance of the Company or the Group;
- be a major shareholder in the Company exercising any control.

However, when a director represents a shareholder of the Company directly or indirectly holding more than 10% of the Company's capital or voting rights, the Board of Directors, after receiving a report from the Nomination and Governance Committee, must systematically review the director's independence status. To this end, it takes into account the composition of the Company's capital and the existence of any potential conflicts of interest.

Procedure for determining the independence of directors

In accordance with the Internal Rules, the independence of directors is discussed by the Nomination and Governance Committee with regard to the independence criteria defined above, and is approved by the Board of Directors when a director is appointed and annually for all directors. The findings of the Board of Directors' review are made available to shareholders.

Conclusions of the review conducted by the Nomination and Governance Committee and the Board of Directors concerning the criterion of business relationships between the Company and its directors

During the annual review of directors' independence, the Nomination and Governance Committee and then the Board of Directors at its meeting of March 18, 2026 analyzed any business relationships that may exist between the Group, on the one hand, and each director or companies with which they are associated (as a customer, supplier, commercial banker, investment banker or advisor) on the other hand.

To prepare the evaluation, the Nomination and Governance Committee asked directors to complete an independence questionnaire. The committee then analyzed the position of each director based on the responses given, with the following objectives:

- determine whether a business relationship exists;
- and where applicable, assess whether this relationship is significant by applying qualitative criteria (context, background and structure of the relationship, and parties' respective powers) as well as quantitative criteria (materiality of the relationship to the parties).

The review showed none of the directors had business relationships with Legrand, except for Jean-Marc Chéry.

Regarding the latter, the business relationship between Legrand and the STMicroelectronics group, of which Jean-Marc Chéry is CEO, consists mainly of indirect purchases. Certain Group entities buy electronic components manufactured by STMicroelectronics from specialized distributors.

(1) Directors representing employees are not counted for the purpose of calculating the proportion of independent directors, in accordance with the recommendations of the Code of Corporate Governance. The proportion of independent directors will stand at 80% at the close of the Combined General Meeting of May 27, 2026 subject to the approval of the reappointments as directors of Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda and Clare Scherrer.

(2) The assessment of whether the relationship with the Company or the Group is significant or non-significant must be considered by the Board of Directors. The qualitative and quantitative criteria leading to that assessment (continuity, economic dependence, exclusivity, etc.) are explicitly stated in this Universal Registration Document.

The Committee found that:

- the purchase of STMicroelectronics' electronic components by the Company and its entities preceded the appointment of Jean-Marc Chéry as a director of the Company;
- Jean-Marc Chéry, in his capacity as a director of the Company, had no decision-making authority within the Group with regard to the establishment or continuation of this business relationship. Lastly, the financial stakes involved are not significant for either Legrand or for STMicroelectronics.

The Nomination and Governance Committee thus considered the business relationship between Legrand and Jean-Marc Chéry to be "non-significant" from both a qualitative and quantitative standpoint because the financial stakes involved are of low significance for both the groups involved. The

Board of Directors subsequently approved the conclusion drawn by the Nomination and Governance Committee.

Conclusions of the review conducted by the Nomination and Governance Committee and the Board of Directors concerning other independence criteria

On March 18, 2026, the Board of Directors reviewed the individual status of each director in relation to the independence criteria stated above. On the recommendation of the Nomination and Governance Committee, it found that Isabelle Boccon-Gibod, Jean-Marc Chéry, Valérie Chort, Patrick Koller, Michel Landel, Rekha Mehrotra Menon, Florent Menegaux, Stéphane Pallez and Clare Scherrer could be designated as independent directors:

	Angeles Garcia-Poveda	Isabelle Boccon-Gibod	Valérie Chort	Benoît Coquart	Jean-Marc Chéry	Patrick Koller	Michel Landel	Rekha Mehrotra Menon	Florent Menegaux	Stéphane Pallez	Clare Scherrer
Employee or company officer during the previous 5 years	●	●	●	X	●	●	●	●	●	●	●
Cross-directorships	●	●	●	●	●	●	●	●	●	●	●
Significant business relationships	●	●	●	●	●	●	●	●	●	●	●
Family ties	●	●	●	●	●	●	●	●	●	●	●
Statutory Auditor	●	●	●	●	●	●	●	●	●	●	●
Term of office of over 12 years	X	●	●	●	●	●	●	●	●	●	●
Non-executive officer status	●	●	●	●	●	●	●	●	●	●	●
Major shareholder status ⁽¹⁾	●	●	●	●	●	●	●	●	●	●	●

●: indicates independence criterion met.

X: indicates independence criterion not met.

(1) Shareholder holding, directly or indirectly, more than 10% of the Company's share capital or voting rights.

The proportion of independent directors on the Company's Board of Directors thus stands at 82%⁽¹⁾. This level is higher than the minimum ratio of 50% recommended by the Code of Corporate Governance for non-controlled companies.

With respect to the Board of Directors' specialized committees:

- the Audit Committee has five members, four of whom are independent, and so the proportion of independent directors is 100% (directors representing employees are not counted for the purpose of calculating the proportion of

independent directors in accordance with the Code of Corporate Governance). This is in line with the Code of Corporate Governance, which recommends that at least two thirds of the Committee's members should be independent directors;

- the Nomination and Governance Committee has four independent members, and so the proportion of independent directors is 100%. This is in line with the Code of Corporate Governance, which recommends that the majority of the Committee's members should be independent directors;

(1) Directors representing employees are not counted for the purpose of calculating the proportion of independent directors, in accordance with the recommendations of the Code of Corporate Governance. The proportion of independent directors will stand at 80% at the close of the Combined General Meeting of May 27, 2026 subject to the approval of the reappointments as directors of Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda and Clare Scherrer.

- the Compensation Committee has five members, four of whom are independent directors, and so the proportion of independent directors is 100% (directors representing employees are not counted for the purpose of calculating the proportion of independent directors in accordance with the Code of Corporate Governance). This is in line with the Code of Corporate Governance, which recommends that the majority of the Committee's members should be independent directors;
- the Commitments and CSR Committee has five members, four of whom are independent, and so the proportion of independent directors is 80%.

The Lead Director is also independent, in accordance with the Code of Corporate Governance.

Multiple directorships

The Internal Rules state that each director must devote the necessary time and attention to their duties. In accordance with the recommendations of the Code of Corporate Governance, a director must not hold more than four other directorships in listed companies not affiliated with the Group, including those outside France. In addition, the French Commercial Code states that an individual may not simultaneously hold directorships in more than five *sociétés anonymes* (public limited company) having their registered office in France.

Selection process for independent directors appointed by the Shareholders' Meeting

Pursuant to the recommendations of the Code of Corporate Governance, the Nomination and Governance Committee established a procedure for selecting future members of the Board of Directors in the event of a new appointment or a vacancy arising.

The process is as follows:

- the Board of Directors, based on the work performed by the Nomination and Governance Committee, sets objectives for changes in its composition, the profiles targeted based on its diversity policy and the requisite skills identified, in particular during the annual assessment of the Board of Directors and its committees' operating procedures and the selection criteria in line with the requirements of the Company, and its strategic and operational challenges;
- the Nomination and Governance Committee is assisted by a recruitment firm in the process of identifying candidates who match the target profiles set by the Board of Directors;
- based on a detailed report and conversations with the recruitment firm, the Chair of the Board of Directors and the Chair of the Nomination and Governance Committee draw up a shortlist of candidates and contact them individually;
- the Nomination and Governance Committee discusses the proposed profiles with regard to the predefined selection

criteria, compliance with the rules of the Code of Corporate Governance and proxy advisors' and investors' voting policies (independence, multiple directorships) and their availability;

- the candidates chosen then meet with the other members of the Nomination and Governance Committee and with the Chief Executive Officer;
- the Nomination and Governance Committee considers the results of these interviews and submits its recommendations to the Board of Directors;
- the Board of Directors approves the proposed resolutions for the appointment of the new director(s) to be submitted to the Shareholders' Meeting.

Renewal process for directors appointed by the Shareholders' Meeting

The Nomination and Governance Committee also established a procedure for renewing directors' terms of office. This procedure was applied for the proposed reappointments as directors of Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda and Clare Scherrer.

The process is as follows:

- The Nomination and Governance Committee reviews the terms of office due to expire and analyzes the succession planning for the Board of Directors, in particular in the course of a special annual meeting held for this purpose;
- the Committee analyzes the profiles of the relevant directors with regard to its diversity policy and the balance of skills, confirming compliance with the rules of the Code of Corporate Governance and proxy advisors' and investors' voting policies (independence, multiple directorships, attendance at meetings of the Board and its committees);
- when directors fulfill all these criteria, the Nomination and Governance Committee contacts them to confirm their wish to stand for reappointment;
- the Nomination and Governance Committee then submits its recommendations to the Board of Directors;
- the Board of Directors approves the proposed resolutions for the reappointment of the director(s) to be submitted to the Shareholders' Meeting.

Process for selecting directors representing employees

Directors representing employees are appointed by the CWEC.

Following the Shareholders' Meeting of May 27, 2026, subject to shareholders' approval of the twenty-sixth resolution concerning the amendment to article 9.2 of the Articles of Association, one director representing employees will be selected by the Group Committee and the other by the European Works Council.

Changes in the composition of the Board of Directors in 2025

During the 2025 financial year, the composition of the Board of Directors changed as follows:

Departures	Appointments	Reappointments
Olivier Bazil (May 27, 2025)	Stéphane Pallez (May 27, 2025)	Patrick Koller (May 27, 2025)
Edward A. Gilhuly (May 27, 2025)		Florent Menegaux (May 27, 2025)

Directorships that expired in 2025

The directorships of Olivier Bazil, Edward A. Gilhuly, Patrick Koller and Florent Menegaux expired in 2025.

Olivier Bazil and Edward A. Gilhuly decided not to seek reappointment.

Patrick Koller and Florent Menegaux declared themselves candidates to their own succession.

Patrick Koller, a dual French-German national, has been a director of Legrand since 2018 and is a member of the Nomination and Governance Committee and the Compensation Committee. He was Chief Executive Officer of the Forvia Group from 2016 until February 28, 2025. Through his experience as CEO of a large listed industrial company, Patrick Koller makes a valuable contribution to the Board of Directors' work.

Florent Menegaux, a French national, has been a director of Legrand since 2022 and is a member of the Audit Committee and of the Nomination and Governance Committee. He has been Managing General Partner since 2018 and Managing Chairman since 2019 of *Compagnie Générale des Établissements Michelin*. Florent Menegaux has also been President of the Global Compact France network since 2023. Through his experience as executive of a large listed industrial company, Florent Menegaux makes a valuable contribution to the Board of Directors' work.

The Board of Directors thus decided to propose at the Shareholders' Meeting on May 27, 2025, the renewal of Patrick Koller's and Florent Menegaux's term of office as directors for a three-year term of office. The shareholders voted in favor of this reappointment, with an approval rate in excess of 98%.

Appointment of an independent director in 2025

Following the decision of Olivier Bazil and Edward A. Gilhuly not to seek the renewal of their terms of office, and in line with the results of the annual evaluations, which highlighted the need to continue increasing the proportion of members of the Board of Directors holding senior executive roles at listed companies, the Board, based on a proposal made by the Nomination and Governance Committee, recommended the appointment of Stéphane Pallez as an independent director at the Shareholders' Meeting of May 27, 2025. Stéphane Pallez brings to the Board of Directors her solid experience as the senior executive of a listed group, as well as proven audit, finance and risk management skills, extensive expertise in strategy, and insightful knowledge into issues related to digital, innovation and new technologies.

The shareholders voted in favor of this appointment, with an approval rate in excess of 99%.

Evolution in the composition of the Board of Directors in 2026

Directorships expiring in 2026

The terms of office as directors of Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda, Michel Landel and Clare Scherrer expire in 2026.

Michel Landel decided not to seek reappointment. The Board of Directors of March 18, 2026 confirmed that the role of Lead Director would be retained since it represents a core pillar safeguarding the balance of powers and effective governance. Accordingly, a decision was made to entrust Isabelle Boccon-Gibod with the position of Lead Director, subject to shareholder approval for her reappointment as a director at the Shareholders' Meeting on May 27, 2026.

Isabelle Boccon-Gibod was selected by the Board of Directors on the recommendation of the Nomination and Governance Committee to succeed Michel Landel as Lead Director for the following reasons:

- her status as an independent director complies with the Internal Rules of the Board of Directors and, more broadly, the recommendations of proxy advisors, the AMF requirements and the recommendations of the Code of Corporate Governance;
- by virtue of her experience as a director of Legrand for ten years and as Chair of the Audit Committee since 2023, she possesses in-depth knowledge of the Company and its governance. Her knowledge of the Company and her involvement in committees make her well suited to ensuring the smooth operation of the governance bodies and the dialogue with shareholders.

Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda and Clare Scherrer have declared themselves candidates to their own succession.

Isabelle Boccon-Gibod, a French national, has been a director of Legrand since 2016, a member of the Audit Committee since 2016, a member of the Commitments and CSR Committee since 2017 and Chair of the Audit Committee since 2023. Isabelle Boccon-Gibod brings to the Company her financial skills and expertise and her experience with various international industrial groups.

Valérie Chort, a dual French-Canadian national, has been a director of Legrand since 2023, a member of the Audit Committee and the Commitments and CSR Committee since 2023 and of the Compensation Committee since 2024. By virtue of her expertise in strategy and CSR, and her in-depth knowledge of North America and Latin America, Valérie Chort makes an effective contribution to the work of the Board of Directors.

Benoît Coquart, a French national, has been Legrand's Chief Executive Officer since February 8, 2018 and a director since 2020. Benoît Coquart's considerable experience within the Legrand Group and his highly extensive knowledge of operational matters represent a valuable asset for the Board of Directors.

Angeles Garcia-Poveda, a dual French-Spanish national, has been a director of the Company since 2012 and was Lead Director, Chair of the Nomination and Governance Committee and Chair of the Compensation Committee until June 30, 2020. She has chaired the Board of Directors since July 1, 2020.

The Board of Directors noted the loss of Angeles Garcia-Poveda's independence on May 25, 2024 in accordance with the Code of Corporate Governance since she had served as a director for 12 years.

As a result, the Nomination and Governance Committee and the Board of Directors reviewed her application to renew her term of office, taking the following factors into consideration:

- her major involvement in the work of the Board and its committees, together with her commitment to coordinate their activities, thereby directly contributing to the effectiveness of the governance bodies;
- her in-depth knowledge of the Group and the challenges it faces, which she has gained since 2012;
- her renowned expertise in governance and the vital contribution she makes to maintaining high standards;
- her ability to engage with directors, to lead open and constructive discussions and to maintain a harmonious and effective operation of the Board;
- the positive results of the annual evaluations, which underscore the quality of the relationships between the Board of Directors and the Chair, which are regarded as a crucial asset for the Company's governance, as well as the high level of confidence placed in her, her major contribution to the effectiveness of the Board's work and her key role in leading the Board's work effectively;
- the absence of any conflicts of interest vis-à-vis the Company and its senior executives: her status as a non-independent member is purely the result of the fact that she has served on the Board for more than 12 years.

Clare Scherrer, a dual US-UK national, has been a director of Legrand since 2023 and a member of the Audit Committee also since 2023. Through her international experience as Chief Financial Officer of a UK listed company, Clare Scherrer brings to the Board of Directors her expertise in finance and in terms of external growth strategy.

On March 18, 2026, the Board of Directors, on the recommendation of the Nomination and Governance Committee, renewed the independent status of Isabelle Boccon-Gibod, Valérie Chort and Clare Scherrer.

The Board of Directors assessed the number of directorships held by Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda and Clare Scherrer outside the Company based on the recommendation of the Nomination and Governance Committee. That analysis was in line with the rules of the French Commercial Code, the Code of Corporate Governance and the voting policy of proxy advisors and investors.

The Board of Directors has thus decided to propose at the Shareholders' Meeting on May 27, 2026, the renewal of Valérie Chort's, Benoît Coquart's, Angeles Garcia-Poveda's and Clare Scherrer's term of office as directors for a three-year period and Isabelle Boccon-Gibod's term of office for a two-year period. For further information, please refer to the presentation of the agenda (explanatory notes) and the proposed resolutions available on the Company's website: www.legrand.com/en in the "INVESTORS AND SHAREHOLDERS/Shareholders' meetings/2026 General Meeting" section.

Replacement of both directors representing employees in 2026

The current terms of office of Sophie Bourdais and Philippe Bourdolle, the directors representing employees, expire at the close of the Shareholders' Meeting to be held in 2026 to approve the financial statements for the year ended December 31, 2025. Subject to shareholders' approval of the twenty-sixth resolution concerning the amendment to article 9.2 of the Articles of Association, their successors will be appointed respectively by the Group Committee and by the European Works Council at their meetings scheduled to take place by the end of June 2026.

Board of Directors' diversity policy

As part of promoting diversity among directors' profiles, the Board of Directors regularly reviews its composition and that of its committees, in accordance with Article L.22-10-10, 2° of the French Commercial Code and the recommendations of the Code of Corporate Governance.

Objectives and criteria under the diversity policy

The Board of Directors reviews its composition carefully. Its goal is to ensure its composition and that of its specialized committees are diverse in the belief that this diversity ensures the quality of the Board's discussions and decision-making.

The Board of Directors' policy on the diversity of its composition also aims to promote a varied and complementary range of skills and experience to ensure that it can fulfil its duties in a fully independent and objective manner. Accordingly, based on the work of the Nomination and Governance Committee, the Board of Directors:

- aims to bring together the skills required for the Company's development and strategy. It carefully monitors the balance, complementary nature and relevance of directors' skills set in relation to the Company's strategy;

- endeavors to continue promoting the balanced representation of women and men;
- continuously aims to improve the international profiles of its members;
- aims to maintain a high overall independence rate (i.e., over 70%), relevant to the Company's shareholding structure;
- also seeks to maintain a balanced apportionment of lengths of service among its members.

Implementation of the diversity policy

The Nomination and Governance Committee reviews on a regular basis the suitability of the composition of the Board of

Directors and that of its specialized committees and reports on its activities to the Board of Directors.

The Nomination and Governance Committee produced a collective matrix showing directors' skills in order to make it easier to monitor how its diversity policy is implemented.

In developing the Board's collective skills matrix, the Nomination and Governance Committee assesses each director against six key competencies, taking into account their professional background and training.

The matrix shown below is updated on an annual basis and every time the composition of the Board of Directors changes.

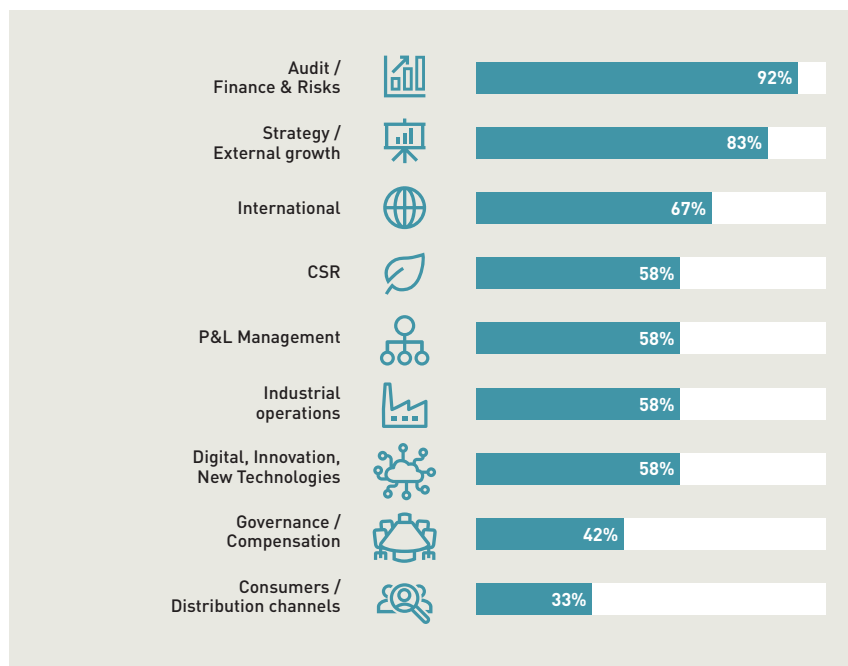
Results of implementing the diversity policy following the Shareholders' Meeting on May 27, 2026

The following table summarizes the implementation of the various diversity policy objectives relating to the composition of the Board of Directors during 2025 and 2026 and following the General Meeting of May 27, 2026.

Targets	Results of implementing the diversity policy following the Shareholders' Meeting on May 27, 2026
Number of directors kept at a reasonable level	At the close of the Shareholders' Meeting on May 27, 2026, there will be 10 directors, excluding directors representing employees. The Board of Directors believes it should target between 10 and 12 members to safeguard a coherent, collegiate and effective decision-making process.
Promoting the balanced representation of women and men	At the close of the Shareholders' Meeting on May 27, 2026, six Board members will be women, representing a percentage of 60% ⁽¹⁾ , which exceeds the 40% minimum requirement of the French Commercial Code and is higher compared to 2025, while keeping the under-represented gender above the 40% level.
Further internationalization	At the close of the Shareholders' Meeting on May 27, 2026, seven different nationalities (Canadian, French, German, Indian, Spanish, UK and US) will be represented on the Board of Directors, a stable level compared to 2025.
Diverse, complementary and relevant mix of skills and experience	The directors' skills matrix at the close of the Shareholders' Meeting on May 27, 2026 is shown below.
High overall independence rate (i.e., over 70%) maintained, relevant to the Company's shareholding structure	At the close of the Shareholders' Meeting of May 27, 2026, it will include eight independent directors, representing a percentage of 80% ⁽¹⁾ , which exceeds the 50% minimum recommendation stated in the Code of Corporate Governance.
Directors' length of service	The Board believes that its composition is balanced, since it includes directors who have longstanding knowledge of Legrand and directors who have joined the Board of Directors more recently.

(1) Directors representing employees are not counted for the purpose of calculating (i) the minimum ratio of directors of a single gender, in accordance with the provisions of law, or (ii) the proportion of independent directors, in accordance with the recommendations of the Code of Corporate Governance. The rate is calculated subject to the approval by the Combined General Meeting on May 27, 2026 of the renewal of Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda and Clare Scherrer as directors.

Directors' skills matrix at the close of the Shareholders' Meeting on May 27, 2026⁽¹⁾



As regards 2026, the Board of Directors considered directors' skills to be varied and complementary. Certain directors possess strategic skills or experience in the general management of industrial groups, and others have financial skills or more specific areas of expertise (governance and compensation, CSR, digital, innovation and new technologies, knowledge of consumers and distribution channels).

Legrand has featured in the "CAC 40 Governance" index, which is made up of companies with the best governance practice.

Given all these factors, the Board considers its composition in 2026 to be satisfactory with regard to the diversity and expertise criteria examined.

6.1.1.2 Operating procedures of the Board of Directors

The Company's Board of Directors has adopted Internal Rules pursuant to the Articles of Association. These Internal Rules are designed to establish details of the composition, organization and operating procedures of the Board of Directors and its committees, as well as the rights and obligations of directors. The main rules relating to the organization and operation of the Company's administration bodies are outlined below.

Missions and duties of the Board of Directors and of its Chair

The Board of Directors exercises the powers that have been assigned to it by law in order to act in all circumstances in the Company's interest. The Board of Directors determines the Company's General Management structure. The Board of Directors may decide to set up committees to examine matters submitted to them by the Board of Directors or its Chair, for consideration. It determines the composition and duties of its committees. They perform their duties under its responsibility and without prejudice to the powers of the Board itself.

The Board's strategy and action are formulated within the framework of the Company's sustainable development. It endeavors to promote long-term value creation by the Company considering in particular the social and environmental aspect of its activities.

Consequently, the Board's role is:

- to consider and approve all decisions relating to significant strategic, economic, social, financial and technological orientations for the Company and the Group and ensure that General Management puts them into effect;
- concerning the matters mentioned below, to make related proposals to shareholders where they are subject to approval at Shareholders' Meetings or to grant prior authorization to the Chief Executive Officer to proceed with their conclusion and implementation where they are matters for General Management:
 - exercise of any delegation of powers or authority relating to the issue or repurchase of shares or other securities giving access to the share capital,

⁽¹⁾ Subject to the approval of the renewal of the terms of office of Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda and Clare Scherrer as directors by the Combined Shareholders' Meeting on May 27, 2026.

- subscription or conclusion of borrowings, whether as bonds or in any other form, or any voluntary early repayment of loans, advances or borrowings for an amount exceeding €100 million,
 - the establishment of any joint venture(s) or the acquisition of any business(es) for an amount exceeding €100 million; the acquisition of any equity interest or business, or the formation of any joint-venture agreement where the amount involved exceeds €100 million,
 - the sale or transfer of any business(es) or asset(s) for an amount exceeding €100 million; the sale of any equity interest or business involving an amount exceeding €100 million,
 - the selection, replacement or removal of any or all of the Statutory Auditors,
 - the selection, removal or replacement of any or all of the Statutory Auditor(s) and/or independent third party(ies) in charge or certifying the sustainability information (the “sustainability auditors”),
 - merger transactions or proposals concerning the Company or, more generally, any transaction resulting in the transfer or sale of all or substantially all of its assets,
 - any transaction leading to an increase or reduction in the Company’s share capital, including, as may be the case, through the issue of securities giving access to the Company’s share capital, such as securities convertible into shares or exchangeable for or redeemable in shares or preferred shares (except for allocations of bonus shares or stock options in the Company’s normal course of business),
 - any creation of double voting rights or any other change to the voting rights attached to Company shares,
 - any proposal for the appointment of new members to the Board of Directors,
 - the admission to trading of any shares issued by the Company on a regulated market other than Euronext or any other financial instrument issued by the Company,
 - insolvency filings, appointment of an *ad hoc* authorized agent, liquidation, any voluntary winding-up or agreed liquidation of the Company, and any decision that may result in the initiation of insolvency proceedings or the appointment of an *ad hoc* authorized agent,
 - any proposal for a decision entailing amendment of the Company’s Articles of Association,
 - in the event of a dispute, the conclusion of any treaty or transaction, or the acceptance of any compromise, where the amount involved exceeds €100 million,
 - the grant of any surety on Company assets if the obligation for which surety is given or the assets pledged represents an amount in excess of €100 million,
 - more generally, any material transaction outside the scope of the Legrand’s stated strategy, where the amount concerned exceeds €100 million;
- to examine and approve the reports on the activities of the Board of Directors and its committees to be included in the corporate governance report;
 - to examine and approve, based on a proposal made by the Nomination and Governance Committee, the presentation of directors to be included in the corporate governance report, in particular the list of independent directors, setting out the criteria applied;
 - to co-opt directors where necessary, and submit proposals for the reelection or appointment of directors to the Ordinary Shareholders’ Meeting;
 - to discuss the performance of the executive officers (without the interested parties being present), to determine, based on a proposal made by the Compensation Committee, the compensation due to executive officers and to apportion the compensation allocated to the directors, in accordance with the compensation policies approved every year by the Shareholders’ Meeting;
 - to deliberate on draft stock option and share plans and all other share-based payments or compensation indexed or otherwise linked to shares;
 - to ensure that shareholders and investors receive relevant, balanced and instructive information about the strategy, development model, the way in which extra-financial issues that are material for the Company are taken into account and its long-term outlook;
 - to review on a regular basis, along with the strategy it has formulated, the opportunities and risks, such as financial, legal, operational, social and environmental⁽¹⁾ risks, as well as the measures taken accordingly;
 - to ensure, as appropriate, that a framework is implemented to detect and prevent corruption and influence peddling;
 - to make certain that executive officers implement a policy of non-discrimination and diversity, in particular with regard to the balanced representation of women and men on its executive bodies;
 - to approve the management report, which includes the sustainability information and the corporate governance report and presents the compensation policy;
 - based on a proposal from General Management, the Board of Directors establishes multi-annual strategic guidelines on corporate social responsibility (“CSR”);

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(1) For more information on the governance and missions of the Commitments and CSR Committee and of the Board of Directors regarding the review and supervision of environmental and social risks and opportunities, please refer to the section “Sustainability governance” in 4.1.1.2 of this Universal Registration Document.

- to ensure the CSR strategy implemented by General Management includes an action plan and time frames within which these actions will be taken and to review the implementation arrangements for this strategy, as presented by General Management, as well as the results obtained on an annual basis;
- on climate-related issues, to ensure the CSR strategy implemented by General Management carries precise objectives defined for different time frames and to review on an annual basis the results achieved and the relevance, if any, of adapting the action plan or changing the objectives in the light of, *inter alia*, the evolution of the Company's strategy, technologies, shareholder expectations and the economic capacity to implement them;
- to make certain the climate strategy and the main actions taken for this purpose are presented at the Shareholders' Meeting.

The Board of Directors alone has the power to amend its Internal Rules.

The Chair of the Board of Directors organizes and directs the work of the Board. The Chair reports to the Shareholders' Meeting. The Chair is responsible for ensuring that the Company's corporate bodies operate effectively in line with the principles of good governance. The Chair sets the schedule and the agenda for Board meetings and convenes them. The Chair coordinates the work of the Board of Directors with that of its specialized committees. In dealings with the Company's other bodies and with external parties, the Chair of the Board of Directors is the only person with the power to act in the name of the Board of Directors and to speak on its behalf⁽¹⁾.

The Chair may hold discussions with the Statutory Auditors and the sustainability auditor(s) in order to prepare the work of the Board of Directors and its committees. The Chair coordinates with the Chief Executive Officer, who alone is responsible for the executive management and administration of the Company.

The Board of Directors and corporate social responsibility

When formulating and reviewing strategy, the Board of Directors considers social and environmental issues of the Company's activities.

The Commitments and CSR Committee also makes certain the Group's strategy and its CSR approach are aligned.

The Board of Directors' other specialized committees are responsible for CSR matters related to their duties:

- the Audit Committee monitors the latest changes in the non-financial reporting requirements, the reliability of the calculation of extra-financial indicators, including those related to the European Taxonomy and the process of elaborating and monitoring sustainability information;

- the Compensation Committee ensures that CSR criteria (including criteria related to sustainability) are integrated effectively in the annual variable compensation paid to the Chief Executive Officer and in the long-term compensation paid to the Chief Executive Officer and managers;
- the Nomination and Governance Committee makes certain that the Board of Directors possesses CSR skills, especially concerning sustainability issues.

Relationship between the Board of Directors and the shareholders

The Chair is responsible for the dialog on governance matters between the Board of Directors and the shareholders, alongside the Head of Investor Relations and/or the Secretary of the Board. Depending on the topics being discussed, the members of the management team may also attend meetings.

If the Chair of the Board of Directors is not independent and, unless the shareholders requested otherwise, the Lead Director assumes this dialog with shareholders based on the same arrangements.

In accordance with the Code of Corporate Governance, the Chair of the Board of Directors or the Lead Director reports to the Board regarding this duty.

Meetings of the Board of Directors

The Board of Directors meets as often as required in the interests of the Company and in any event, must meet at least five times per year.

Members of the Board of Directors are convened to Board meetings by the Chair, or, in the event that the Chair is unable to do so, by the Vice-Chair.

The Lead Director may also:

- ask the Chair to convene a Board of Directors' meeting; or
- directly convene a meeting of the Board of Directors to consider a given agenda that justifies holding an extraordinary meeting of the Board of Directors on account of its importance or urgent nature.

The Internal Rules state that notices of meetings, which may be sent out by the Secretary of the Board of Directors, may be issued by letter, email or orally. Meetings are held at the registered office or at any other location stated in the notice of meeting, in France or abroad.

For the purposes of determining quorum and majority, directors participating in a meeting of the Board of Directors by any means of telecommunication that enables their identification and ensures their effective participation are deemed present, in accordance with applicable statutory and regulatory provisions.

The Chair must endeavor to issue notices of Board meetings five days prior to the meeting. The Chair must also endeavor to take account of the diary constraints of Board members in order to ensure that as many members as possible attend each meeting.

(1) Other than in exceptional circumstances, and excluding where a particular mission or specific mandate is entrusted by the Board of Directors to another director.

Decisions are adopted in accordance with the quorum and majority requirements provided by law. If a vote is tied, the Chair has the casting vote. The Board may appoint a secretary who may be chosen from outside its membership.

Written consultation of the Board of Directors

On the Chair's initiative (or, if the Chair is unable to act, the Lead Director), decisions may be adopted by the Board of Directors by written consultation of the directors, including by electronic means, unless a Board member objects to the use of this procedure by notifying such objection in writing within one (1) business day of receipt of the consultation. The consultation may be sent by any means to each director.

If the written consultation method is used, the Chair (or, where applicable, the Lead Director, in circumstances referred to in article 2.3.2 of the Internal Rules) will send to the directors, where applicable via the Board Secretary, in writing, including electronically, the text of the proposed decision(s) and any document or information needed for them to make their decision.

The Directors' response time (deadline) is set by the consultation in accordance with article 9.5 of the Articles of Association and may be no less than three (3) working days, or any shorter period set by the Chair (or, where applicable, by the Lead Director) if the context and nature of the decision so require.

The directors will respond, by the deadline set, to the written consultation as provided for therein or, where no clarifications are given, by any written means, including electronically, stating whether or not they vote in favor.

Directors failing to respond by the deadline set will be considered as not satisfying the quorum requirement for the decisions contained in the consultation.

Attendance register

An attendance register is kept at the Company's registered office that is signed by the directors taking part at the meeting of the Board of Directors. Where appropriate, it contains the names of the directors who were present by any means of telecommunication, represented, excused or absent.

Minutes

The Board's deliberations are evidenced by minutes prepared, signed, and maintained in accordance with regulatory requirements.

Notices and minutes of Board meetings are translated into English.

The draft minutes of the meeting of the Board of Directors are prepared by the Board Secretary after each meeting.

The minutes are approved at a meeting of the Board of Directors and signed by the Chair of the meeting and a director.

Decisions taken by written consultation are recorded in minutes drawn up by the Chair (or, where applicable, by the Lead Director) or by the Secretary of the Board.

The minutes may be prepared in electronic form. They may also be signed by means of an electronic signature, complying at the very least with the requirements applicable to advanced electronic signatures, as provided for in the statutory provisions in force.

Evaluation of the Board of Directors and its specialized committees

The Board discusses its operating procedures and those of its specialized committees at least once a year. That includes a review of the operating procedures of the specialized committees. An account of this is included in the Company's corporate governance report so that shareholders are kept informed each year of the evaluations carried out and, if applicable, any steps taken as a result (see section 6.1.1.3).

The evaluation of the Board's operating procedures and those of its specialized committees is undertaken by the Lead Director.

Directors' access to information

So that Board members can carry out their duties effectively, a file containing all the documents and information needed for the consideration of the items on the agenda is made available to the directors within a reasonable amount of time before the meeting, in particular on a secure digital platform.

Directors may request any documents they believe relevant for the preparation of the meeting, provided that they submit such requests with a reasonable notice period.

The members of the Board of Directors are in regular contact with the Executive Committee members and management who participate in strategic seminars, Board of Directors' meetings and committee meetings as and when current events require.

A monthly press review including articles about Legrand and its environment and a summary of investment analysts' research reports after each publication of results is also made available to directors on the secure digital platform.

In addition, the Chief Executive Officer or the Chair of the Board of Directors may issue briefings on the latest news concerning Legrand's business in between meetings of the Board of Directors.

Directors' training

Upon their appointment and throughout their term of office, each director can receive training related to the specific features of the Group, its activities, businesses, and challenges related to CSR, especially climate issues.

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An induction program has been established for new directors to facilitate their onboarding and assumption of duties.

The main components of this program are as follows:

- every new director is given documentation that includes:
 - (i) the Internal Rules, which state the rules on confidentiality and on the prevention of conflicts of interest applicable to members of the Board, (ii) the Code of Conduct for Stock Market Transactions, (iii) the Company's Articles of Association, (iv) the minutes of the meetings of the Board of Directors in the previous year, (v) various other documents introducing the Group, including presentations given at the Board of Directors' strategic seminars in the previous five years;
- meetings are also held with Executive Committee members and the Company's senior executives, to deepen and enrich new directors' knowledge of the Group's business activities, its competitive environment, its external growth strategy, its HR roadmaps and Information Systems;
- lastly, site visits are also arranged to give new directors insights into the Group's various activities.

The induction program is also open to any other director who asks to take part.

For example, visits, presentations and meetings were arranged for Stéphane Pallez following her appointment on May 27, 2025. In the course of this induction program, Stéphane Pallez visited the Magré production site, the product lab and the Innoval customer training center in Limoges, which showcase the home systems technologies marketed by Legrand. Interviews were arranged with the managers in charge of the Group's main central functions.

In addition, the Board arranges various theme-specific training sessions throughout the year so that directors can deepen their knowledge of the Group (through presentations of its key challenges, business lines, products and services or some of its regions, and its competitive environment). These sessions are usually arranged as part of the strategic seminars and working meetings to address a specific theme (see section 6.1.1.3).

The Internal Rules also stipulate that directors representing employees or representing employee-shareholders should receive appropriate training on the requirements of their role.

Lastly, financial and legal training sessions can also be arranged upon request for the CWEC representatives who attend the Company's Board of Directors' meetings.

Professional ethics for directors

In accordance with the Directors' Charter, before taking up their post, all directors must ensure that they are fully aware of the general and specific obligations incumbent upon them. These obligations arise from legislation and regulations, the Articles of Association, the Internal Rules and the Code of Conduct for Stock Market Transactions, as well as from various other legally binding documents.

Code of Conduct for Stock Market Transactions

In 2006, the Group adopted a Code of Conduct for Stock Market Transactions, which is available on the Company's website at www.legrand.com/en. This Code of Conduct complies with the market abuse regulations in force and was amended in 2021.

This Charter aims to raise awareness of members of staff ("**Members of Staff**"⁽¹⁾ or "**Member of Staff**"⁽¹⁾) of the Group concerning:

- the legislation and regulations applicable to the possession, disclosure and use of "inside information" ("**Inside Information**"⁽²⁾) concerning the Company which could apply to them since they may have access to such information by virtue of their positions or duties for the Group;
- compliance with the closed periods laid down by the Company;
- the rules for trading in Legrand Securities (the "**Legrand Securities**"⁽³⁾) and the safeguards put in place to ensure that individuals may invest in Legrand Securities without breaching market integrity rules;
- the penalties incurred in the event that these rules are breached.

The Code also provides for:

- the appointment of the ethics officer, who is the Group's Executive VP Legal Affairs (the "**Ethics Officer**");
- rules on establishing and updating a list of all individuals privy to Inside Information who work for the Group pursuant to an employment contract or who perform in any other manner tasks giving them access to the Inside Information (the "**Insider List**");

(1) Member of Staff refers to any person discharging managerial responsibilities (Chair and CEO, Chief Executive Officer, directors), any employee or external service provider acting in the name and on behalf of Legrand.

(2) Inside Information is information of a precise nature not already in the public domain directly or indirectly concerning Legrand or the Legrand Group, or one or more Legrand shares, and that would be likely to have a significant impact on the price of Legrand shares were it to be made public.

(3) Legrand Securities refers to (i) any and all financial instruments issued by Legrand admitted to trading or covered by an application for admission to trading on a regulated market or a multi-lateral trading facility (MTF) or negotiated on an organized trading facility (OTF) and including the shares and any securities issued or to be issued in the future by Legrand giving access to the share capital of the Company or of one of the subsidiaries of the Legrand Group, the bonds and any other securities representing a debt claim on the Company or one of the Legrand Group's subsidiaries, the rights that may be detached from these various securities, including preferred subscription or allotment rights, and units or shares of collective investment undertakings, and (ii) any and all financial instruments the price or value of which depend on the price or value of the securities referred to in (i) above or that has an impact on this price or value.

- where the Insider is a service provider acting in the name and on behalf of the Company with access to Inside Information in the course of its business relationship with the Company, rules on having an individual within the organization who establishes and updates a list of Insiders stating those members of its staff and, if need be, of third parties conducting tasks for the service provider who are privy to Inside Information concerning Legrand;
- the embargo periods during which the Company will not give out any new information about its business or earnings to financial analysts and investors;
- the role of the Committee (the “**MAR Committee**”), which evaluates, on a case-by-case basis, whether or not information is inside information and then determines and examines the consequences in the event that such information is disseminated.

Under this Code, the Managers⁽¹⁾ and other individuals regularly or occasionally privy to Inside Information concerning Legrand must refrain from trading in Legrand Securities during the periods laid down in the Charter.

In general, any person may, before performing a transaction in Legrand Securities, request the opinion of the Ethics Officer who will then convene a meeting of the MAR Committee.

These opinions are of consultative value only, and the decision on whether or not to perform the transaction in Legrand Securities is the sole responsibility of the relevant individual.

Internal Charter on the Classification of Agreements

The internal charter on the qualification of agreements qualifies agreements when they are entered into by the Company at the time of their conclusion and distinguishes between agreements subject to the regulated agreements procedure and those relating to day-to-day transactions entered into under normal conditions. It is available on the Company's website at www.legrand.com/en in the “INVESTORS AND SHAREHOLDERS/Corporate governance/Home” section. In accordance with the statutory requirements, the charter was updated and adopted by the Board of Directors on May 6, 2020. Under this charter, the Board of Directors established a committee (the “**Non-regulated Agreements Committee**”) responsible for analyzing the relevance of the criteria used to qualify agreements as current and concluded under normal conditions within the Group (the “**Non-regulated Agreements**”). Application of this procedure during the year did not lead to any changes in the criteria used to qualify Non-regulated Agreements entered into by the Company.

6.1.1.3 Work performed by the Board of Directors in 2025

In 2025, the Board of Directors met 14 times. Directors' attendance at Board of Directors' meetings was highly satisfactory since the attendance rate in 2025 was 97%.

Attendance record of the Board of Directors

Attendance rate (meetings attended/total number of meetings)

Angeles Garcia-Poveda	100% (14/14)
Olivier Bazil ⁽¹⁾	100% (7/7)
Isabelle Boccon-Gibod	100% (14/14)
Sophie Bourdais	100% (14/14)
Philippe Bourdolle	100% (14/14)
Jean-Marc Chéry	100% (14/14)
Valérie Chort	100% (14/14)
Benoît Coquart	100% (14/14)
Edward A. Gilhuly ⁽¹⁾	71% (5/7)
Patrick Koller	100% (14/14)
Michel Landel	93% (13/14)
Florent Menegaux	93% (13/14)
Rekha Mehrotra Menon	86% (12/14)
Stéphane Pallez ⁽²⁾	100% (7/7)
Clare Scherrer	100% (14/14)

(1) The terms of office of Olivier Bazil and Edward A. Gilhuly came to an end on May 27, 2025.

(2) Stéphane Pallez was appointed on May 27, 2025.

(1) Or “persons discharging managerial responsibilities” refers to the company officers and senior managers. For the purposes of the Code:

- the company officers are the Chair and CEO, the Chief Executive Officer or the Chief Operating Officer(s) of Legrand, and the members of Legrand's Board of Directors;
- the senior executives are individuals who, firstly, have decision-making powers at the Legrand Group concerning the future direction and strategy of Legrand or the Legrand Group and, secondly, who are regularly privy to Inside Information directly or indirectly concerning Legrand or the Legrand Group.

According to the Internal Rules, in certain fields, its deliberations may be prepared by the Board of Directors' specialized committees, enabling the Board of Directors to discharge its duties as effectively as possible. The attendance rate at meetings of the various specialized committees was 99% in 2025. Information on these specialized committees can be found in section 6.1.3 of this Universal Registration Document.

Topics covered by the Board of Directors in 2025

The Board worked on matters including:

- the Company's results:
 - report on the Audit Committee's work, as set out in section 6.1.3.3 below,
 - approval of the consolidated and statutory financial statements for the year ended December 31, 2024, and the related reports, the quarterly consolidated financial statements as of March 31, 2025, the half-yearly consolidated financial statements and management report as of June 30, 2025, and the consolidated financial statements as of September 30, 2025,
 - review and approval of press releases on the annual, half-yearly and quarterly consolidated financial statements,
 - proposed allocation of earnings and returns to shareholders,
 - choice of dividend payment method and consequences in terms of share-related adjustments,
 - drawing up of forecast financial statements for 2025,
 - approval of the 2025 budget,
 - upward revision of the full-year 2025 sales target with early publication of sales and of the 2025 adjusted operating margin target (after acquisitions);
- management of the Company's financial affairs:
 - annual renewal of financing authorizations,
 - annual renewal of powers granted to the Chief Executive Officer regarding sureties, endorsements and guarantees,
 - grants of authority to the Board of Directors to be proposed at the Shareholders' Meeting,
 - use of the authority granted under the thirteenth resolution of the Combined General Meeting on May 27, 2025,
 - use of the authority granted under the fifteenth resolution of the Combined General Meeting on May 27, 2025,
 - authorization for the conclusion of an amendment to the syndicated loan agreement,
 - implementation of the delegation of authority to the Board of Directors by the Combined General Meeting of May 29, 2024 in its twentieth resolution for the purpose of issuing a borrowing consisting of bonds with options to convert them into new shares and/or exchange for existing shares by means of an offering pursuant to Article L.411-2, 1° of the French Monetary and Financial Code;
- risk management:
 - report on the Audit Committee's work, as set out in section 6.1.3.3 below,
 - review of the risk management framework,
 - update of the Group's risk mapping,
 - discussions concerning management of cybersecurity risk and climate risk (physical risks and transition risks);
- Company strategy and growth:
 - report on the Commitments and CSR Committee's work, as set out in section 6.1.3.3 below,
 - update on the Company's M&A policy,
 - regular progress reports on proposed acquisition projects (four acquisition projects representing an outlay of over €100 million),
 - Company's shareholding structure,
 - feedback from the markets following publication of the full-year results,
 - corporate access and investor targeting,
 - presentations on strategic issues, especially during the Board of Directors' annual strategic seminar,
 - presentation of the 2022-2024 CSR Roadmap achievements,
 - presentation of the new CSR Roadmap 2025-2027,
 - presentation of the key changes in methodology used to calculate the Scope 3 emissions from the use of sold products,
 - presentation of implementation of the CSRD within the Group, including double-materiality methodology and the results obtained,
 - report on the CSR Capital Markets Day,
 - update on the Group's HR Roadmap;
- governance:
 - report on the work performed by the Lead Director,
 - report on the work of the Nomination and Governance Committee, as set out in section 6.1.3.3 below,
 - determination of directors' independence,
 - review of succession planning for the Board:
 - review of the composition of the Board of Directors in connection with the non-reappointment of the term of office of one director, and the reappointment of five directors,
 - review of the composition of the specialized committees,
 - definition of diversity targets for the Board of Directors' composition,
 - internal evaluation of the operating procedures of the Board of Directors and its committees (summary and proposals),
 - review of regulated agreements,
 - review of the succession plan for executive officers;

- compensation:
 - report on the work of the Compensation Committee, as set out in section 6.1.3.3 below,
 - compensation paid to the executive officers,
 - review of compensation for 2024,
 - determination of the principles of compensation for 2025,
 - benchmarking and positioning of the Chief Executive Officer's compensation,
 - determination of the principles applicable to performance share plans,
 - use of the authority granted under the fifteenth resolution of the Combined General Meeting on May 27, 2025,
 - approval of the rules of the 2025 performance share plan for Group employees, the Chief Executive Officer, Executive Committee members resident in France for tax purposes and Executive Committee members resident outside France for tax purposes, and for long-term incentive bonuses,
 - approval of individual performance share awards to Group employees and Executive Committee members,
 - determination of the number of shares that the Chief Executive Officer is required to hold in registered form until the termination of their duties as concerns performance share awards,
 - compensation granted to the directors: amounts awarded for 2024,
 - work on the 2026 compensation policy for directors;
- preparations for the annual Shareholders' Meeting on May 27, 2025:
 - notice of meeting for the annual Combined General Meeting (finalization of the agenda and approval of proposed resolutions),
 - drafting of the reports for the Shareholders' Meeting;
- other:
 - annual review of the policy regarding gender balance and equal pay,
 - employee share ownership plan.

Meetings of non-executive directors

In accordance with the Code of Corporate Governance, two meetings of the non-executive directors are organized every year, including one without the Chair of the Board of Directors.

During these meetings, the directors discussed the evaluation of the performance of the Chair of the Board of Directors, the Chief Executive Officer and succession plan for the company officers.

Working meeting of the Board of Directors

Legrand's directors take part every year in a working meeting dedicated to specific topical and/or extra-financial themes

related to the duties of the Board of Directors. External specialists are brought in to give presentations to Board members at this type of meeting.

Board of Directors' annual strategic seminar

Every year, Legrand's directors and the representatives of the CWEC who attend meetings of the Board of Directors participate at a strategic seminar organized in France or abroad. In 2025, the Board of Directors' strategic seminar was held in India. The Group's activities in India and the APMEASA region were presented during this event.

Areas of improvement for the Board of Directors' performance further to the annual evaluation of the Board of Directors

Since 2007, an evaluation of the operating procedures of the Board of Directors and its specialized committees has been conducted every year in order to assess, as required by the Code of Corporate Governance:

- the arrangements for the operation of the Board and its specialized committees;
- the quality of preparation and discussions regarding significant matters; and
- the actual contribution of each director to the work of the Board, and their involvement in decision-making.

In accordance with its Internal Rules, the Board of Directors discusses its operating procedures at least once a year. It reports on this in the Company's Universal Registration Document.

It should be noted that the Board approved the process for evaluating its work based on a three-year cycle. As part of this cycle, an external evaluation including an evaluation of directors' individual contribution that gives rise to individual feedback alternates with internal evaluations. In accordance with the recommendations of the *Haut Comité de Gouvernement d'Entreprise* ("HCGE"), the Chair of the Board of Directors is evaluated every year.

In 2025, the evaluation of the Board of Directors and its specialized committees was conducted internally by the Lead Director through individual interviews based on a structured interview guide.

The results were fed back at the Board of Directors' meeting of March 19, 2025.

In brief, the evaluation carried out in 2025 for 2024 showed that the Board of Directors' operating procedures are highly satisfactory, especially with regard to:

- **the composition of the Board of Directors and the committees:** (i) the Board's composition is diverse, with a satisfactory proportion of independent directors, a satisfactory mix of both genders, nationalities represented, balance between long-standing and new members, (ii) the composition is adequate in terms of its size (iii), the Board's members possess complementary skills and expertise aligned with the Group's needs and strategy;

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- **the documents and information provided to the Board of Directors:** the information packs made available to directors are comprehensive and well organized;
- **the Board of Directors' discussions:** the openness and constructive nature of discussions were highlighted;
- **the operation of the Board of Directors and its committees and relationships:** (i) the Board of Directors operates effectively, (ii) roles are assigned effectively and in a balanced manner;
- **the operation and duties of the committees:** (i) the allocation of duties between the committees and the Board of Directors is well balanced, (ii) the committees are highly professional and produce high-caliber outcomes;
- **the presentations, visits and training arranged by the Group:** they are very useful for members of the Board of Directors, especially presentations concerning the Group's competitive environment, products and operations, and external experts are brought in;
- **meetings of the non-executive directors:** the directors are satisfied with the organization and topics covered;
- **the good relations established by the Board of Directors with the Chief Executive Officer, the Chair of**

the Board of Directors and the Lead Director: (i) the relationships between the Board, the Chair and the Lead Director and between the Board and the Chief Executive Officer represent a major asset for the Company's governance, (ii) informal conversations between the Board members and the Chief Executive Officer are highly appreciated.

During 2025, the directors made the following comments for the purpose of maintaining the continuous improvement process for the Board's operating procedures:

- further cross-cutting work streams between the Board of Directors' specialized committees;
- further presentations by members of the Executive Committee and management on special topics at meetings of the Board of Directors or at the seminar;
- organization of regular updates on the roadmaps for Human Resources (including talent management and the succession plan for key people), the Group's information systems and other extra-financial issues.

These recommendations were implemented in the remainder of 2025.

6.1.2 - Lead Director

The appointment of a Lead Director is one of the ways in which the Company safeguards an appropriate balance of powers in the Group's governance. The Lead Director is appointed from among the independent directors (in accordance with the Code of Corporate Governance) who have been members of the Board for at least one year, after soliciting the opinion of the Nomination and Governance Committee. The term of office of the Lead Director may not exceed their term as a director. The Lead Director may be reappointed based on a proposal made by the Nomination and Governance Committee.

After the offices of Chair and Chief Executive Officer were separated in 2018, a decision was made to retain the position of Lead Director. The role of Lead Director was entrusted to Michel Landel in 2020 until the expiration of his term of office as a director. Michel Landel, an independent director, is also Chair of the Compensation Committee and Chair of the Nomination and Governance Committee.

Michel Landel's term of office as a director expires in 2026. The Board of Directors confirmed its intention to retain this role, which it recognized as being a key factor in the balance of powers and smooth operation of the governance

framework, including during annual evaluations of the Board of Directors. Accordingly, a decision was made to entrust Isabelle Boccon-Gibod with the position of Lead Director, subject to shareholder approval for her reappointment as a director at the Shareholders' Meeting on May 27, 2026.

The Board of Directors, on the recommendation of the Nomination and Governance Committee, decided to appoint Isabelle Boccon-Gibod to succeed Michel Landel as Lead Director for the following reasons:

- her status as an independent director fulfills the requirements of the Internal Rules of the Board of Directors and, more broadly, the recommendations of proxy advisors, the AMF requirements and the recommendations of the Code of Corporate Governance;
- by virtue of her experience as a director of Legrand for ten years and as Chair of the Audit Committee since 2023, she possesses in-depth knowledge of the Company and its governance. Her knowledge of the Company and her involvement in committees make her well suited to ensuring the smooth operation of the governance bodies and the dialogue with shareholders.

6.1.2.1 Duties of the Lead Director

The Lead Director's duty is to ensure the proper operation of the Company's governance bodies. The Lead Director is tasked with:

- preventing and managing conflicts of interest: the Lead Director is responsible for preventing conflicts of interest from arising by raising awareness about situations likely to lead to such conflict. The Lead Director is kept informed by each director of any actual or potential conflict of interest. The Lead Director reports on these to the Board of Directors, as they do on any actual or potential conflict of interest which they may detect independently;

- leading the annual evaluation of the operating procedures of the Board of Directors and of its specialized committees;
- chairing and coordinating meetings of the non-executive directors;
- reporting to the Chair of the Board of Directors on the conclusions of non-executive directors' meetings; and
- if the Chair of the Board of Directors is not independent and, unless the shareholders requested otherwise, carrying out the dialog with the Company's shareholders.

6.1.2.2 Powers of the Lead Director

In the exercise of their duties, the Lead Director may:

- submit a proposal, as appropriate, to the Chair of the Board of Directors to add items to the agenda of Board of Directors' meetings;
- ask the Chair to convene a meeting of the Board of Directors or directly convene a meeting of the Board of Directors on a given agenda that justifies holding an extraordinary meeting of the Board of Directors on account of its importance or urgent nature;
- in accordance with Article 9.5 of the Articles of Association, launch a written consultation of the directors, should the Chair be unable to do so;

- chair meetings of the Board of Directors if the Chair is unable to attend; and
- if appropriate, attend meetings of committees of which the Lead Director is not a member.

The Lead Director ensures that directors are able to meet with and hear from senior managers and Statutory Auditors, as provided for by the Internal Rules. More generally, the Lead Director ensures that directors receive the information they need to discharge their duties as effectively as possible, as provided for in the Internal Rules. The Lead Director reports to the Board of Directors once a year on their activities.

6.1.2.3 Lead Director's 2025 activity report

In 2025, the Lead Director led the internal evaluation of the Board of Directors and its committees, plus the work on succession plan for company officers.

He convened and chaired two non-executive directors' meetings. During these meetings, the directors discussed various topics, including the evaluation of the performance of the Chair of the Board of Directors, the Chief Executive Officer, and the review of the succession plan for company officers.

He also engaged in a dialog with the Company's shareholders during governance roadshows ahead of the May 27, 2025 Shareholders' Meeting and in late 2025.

During the annual evaluation of the operating procedures of the Board and its specialized committees, the Lead Director asked the directors to provide feedback on the quality of meetings of the non-executive directors (scheduling, length, etc.) and to assess the quality and substance of the discussions held at those meetings. In the most recent evaluation of the Board of Directors, directors unanimously commended the quality and effectiveness of the operating procedures of the Board and its committees, as well as the role of the Lead Director in ensuring the functioning of the Board and balanced governance.

In accordance with the Internal Rules, the Lead Director, Michel Landel presented a report on his activities in 2025 to the Board of Directors on March 18, 2026.

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6.1.3 - Board of Directors' specialized committees

To facilitate the work of the Board of Directors and make preparations for its deliberations, the Board establishes specialized committees from among its members. These specialized committees submit opinions, proposals and recommendations to the Board of Directors.

There are four standing specialized committees:

- the Audit Committee;
- the Nomination and Governance Committee;
- the Compensation Committee; and
- the Commitments and CSR Committee.

6.1.3.1 Composition of the Board of Directors' specialized committees

Applicable principles

The Board of Directors appoints members of the specialized committees based on a proposal made by the Nomination and Governance Committee, for a term that may not exceed their term of office as directors. The Board of Directors may remove Committee members after consultation with the Nomination and Governance Committee.

The Audit Committee may not have more than five members. Executive officers may not be members of the Committee. Members of the Audit Committee should possess finance, accounting or statutory auditing skills. The Chair of the Audit Committee is chosen by the Committee members based on a proposal made by the Nomination and Governance Committee, from among its independent members. The appointment of the Audit Committee's Chair must be specifically considered by the Board of Directors. This procedure applies for the extension of the Chair of the Audit Committee's term of office.

The Nomination and Governance Committee may not have more than five members. Executive officers may not be members of the Committee. The Chair of the Nomination and Governance Committee is chosen by the Committee members from among its independent members.

The Compensation Committee may not have more than five members. Executive officers may not be members of the Committee. The Chair of the Compensation Committee is chosen by the Committee members from among its independent members, based on a proposal made by the Nomination and Governance Committee.

The Commitments and CSR Committee may not have more than six members. The Chair of the Commitments and CSR Committee is chosen by the members of said Committee from among its members, based on a proposal made by the Nomination and Governance Committee.

Current composition of the Board of Directors' specialized committees

Board of Directors' specialized committees				
	Audit Committee	Nomination and Governance Committee	Compensation Committee	Commitments and CSR Committee
Angeles Garcia-Poveda				●
Isabelle Boccon-Gibod	C			●
Philippe Bourdolle	●			
Sophie Bourdais			●	
Jean-Marc Chéry				C
Valérie Chort	●		●	●
Benoît Coquart				
Patrick Koller		●	●	
Michel Landel		C	C	
Rekha Mehrotra Menon		●		
Florent Menegaux ⁽¹⁾	●	●		
Stéphane Pallez ⁽²⁾			●	●
Clare Scherrer	●			

●: Member of a Committee.

C: Chair of a Committee.

(1) Florent Menegaux has been a member of the Nomination and Governance Committee since March 18, 2026.

(2) Stéphane Pallez has been a member of the Commitments and CSR Committee and of the Compensation Committee since November 5, 2025.

In 2025, and through until the filing date of this Universal Registration Document, the changes in the composition of the various committees were as follows:

	Departures	Appointments	Reappointments
Audit Committee			Florent Menegaux (May 27, 2025)
Nomination and Governance Committee	Olivier Bazil (May 27, 2025)	Florent Menegaux (March 18, 2026)	Patrick Koller (May 27, 2025)
Compensation Committee		Stéphane Pallez (November 5, 2025)	Patrick Koller (May 27, 2025)
Commitments and CSR Committee	Olivier Bazil (May 27, 2025) Edward A. Gilhuly (May 27, 2025)	Stéphane Pallez (November 5, 2025)	

Audit Committee

The Audit Committee has five members, four⁽¹⁾ of them independent, appointed by the Board of Directors, in accordance with the recommendations of the Code of Corporate Governance, which state that at least two thirds of members should be independent directors:

- Isabelle Boccon-Gibod (independent director, Chair),
- Philippe Bourdolle (director representing employees),
- Valérie Chort (independent director),
- Florent Menegaux (independent director), and
- Clare Scherrer (independent director).

Their biographies can be found in section 6.1.1.1 “Composition of the Board of Directors” of this Universal Registration Document.

The Audit Committee is chaired by **Isabelle Boccon-Gibod**. Isabelle Boccon-Gibod holds financial and accounting qualifications, and possesses CSR skills and experience as an Audit Committee member of listed companies. She has also been a member of the Committee since 2016 and is very well acquainted with the Group’s financial and accounting procedures. As indicated in the “Directorships due for renewal in 2026” section above, Isabelle Boccon-Gibod has stated her intention to stand for reappointment as director. In accordance with the Code of Corporate Governance, the proposed renewal of Isabelle Boccon-Gibod’s term of office and of her duties as Chair of the Audit Committee was reviewed in detail by the Board of Directors at its meeting on March 18, 2026, which approved the proposal of the Nomination and Governance Committee.

Philippe Bourdolle, a director representing employees, makes a contribution in areas including risk management on account of his background and experience with Legrand. He knows the company and its sector of activity, which is particularly useful for the Committee’s work.

Valérie Chort’s CSR and sustainability expertise is of great benefit to the Committee.

In addition, **Florent Menegaux**’s senior management experience of an industrial group and **Clare Scherrer**’s

experience as Chief Financial Officer are valuable assets to the Audit Committee.

As indicated in the “Directorships due for renewal in 2026” section above, **Valérie Chort** and **Clare Scherrer** stated their intention to stand for reappointment as director. The Nomination and Governance Committee and the Board of Directors of March 18, 2026 recommended the renewal of their terms of office. Should they be reappointed, **Valérie Chort** and **Clare Scherrer** would remain members of the Audit Committee.

The Nomination and Governance Committee

The Nomination and Governance Committee has four independent members appointed by the Board of Directors:

- Michel Landel (independent director, Chair),
- Patrick Koller (independent director),
- Rekha Mehrotra Menon (independent director), and
- Florent Menegaux (independent director).

Their biographies can be found in section 6.1.1.1 “Composition of the Board of Directors” of this Universal Registration Document.

The Nomination and Governance Committee is chaired by **Michel Landel**. He possesses substantial experience as a senior executive and director of another CAC 40 company. He is renowned for his major trailblazing commitments to diversity and, more generally, for his extensive knowledge of CSR matters.

Patrick Koller brings to the Committee his experience of senior management and Board of Directors’ membership at a large listed industrial group.

Given her commitment to diversity and her knowledge of CSR, **Rekha Mehrotra Menon** makes a valuable contribution to the Committee’s work.

In addition, **Florent Menegaux**’s senior management experience of working for a listed industrial group is very helpful for the operation of the Nomination and Governance Committee.

(1) Directors representing employees are not counted for the purpose of calculating the proportion of independent directors, in accordance with the recommendations of the Code of Corporate Governance.

As indicated in the “Directorships due for renewal in 2026” section above, Michel Landel stated his intention not to stand for reappointment as director. In view of the non-renewal of his term of office as a director and of his role as Chair of the Nomination and Governance Committee at the close of the forthcoming Shareholders’ Meeting, the Nomination and Governance Committee proposed the nomination of Jean-Marc Chéry as Chair of the Committee to replace Michel Landel effective May 27, 2026.

The Nomination and Governance Committee noted that Jean-Marc Chéry possesses substantial experience as a senior executive of another CAC 40 company, which is especially helpful for the operation of the Committee.

The Code of Corporate Governance recommends that a majority of the members of the Nomination and Governance Committee should be independent directors. With a 100% independence rate, the Nomination and Governance Committee’s composition is compliant with this recommendation.

Compensation Committee

The Compensation Committee is made up of five members appointed by the Board of Directors, four⁽¹⁾ of whom are independent:

- Michel Landel (independent director, Chair),
- Valérie Chort (independent director),
- Sophie Bourdais (director representing employees),
- Patrick Koller (independent director), and
- Stéphane Pallez (independent director).

Their biographies can be found in section 6.1.1.1 “Composition of the Board of Directors” of this Universal Registration Document.

The Compensation Committee is chaired by **Michel Landel**. His experience as a director of listed companies, his expertise in corporate social responsibility, an important component of the Group’s executive compensation, and his experience and insight in the field of corporate governance make a significant contribution to the Committee’s work.

Valérie Chort’s expertise in CSR provides relevant insights into the qualitative and extra-financial compensation criteria, which are very useful for the work of the Committee.

In accordance with the Code of Corporate Governance, the Board of Directors, on the recommendation of the Nomination and Governance Committee, appointed **Sophie Bourdais**, a director representing employees, as a member of the Compensation Committee.

Patrick Koller and **Stéphane Pallez** bring to the Committee the benefit of their experience in senior management and Board of Directors’ members of listed groups and their knowledge of compensation practices at listed companies.

As indicated in the “Directorships due for renewal in 2026” section above, Michel Landel did not express his intention to stand for reappointment as director. In view of the non-renewal of his term of office as a director and of his role as Chair of the Compensation Committee at the close of the forthcoming Shareholders’ Meeting, the Nomination and Governance Committee proposed the nomination of Patrick Koller as Chair of the Committee to replace Michel Landel effective May 27, 2026.

The Nomination and Governance Committee noted that Patrick Koller possesses experience as a senior manager and Board of Directors’ member of listed groups and knowledge of compensation practices at listed companies.

The Code of Corporate Governance recommends that a majority of the members of the Compensation Committee should be independent directors. With a 100% independence rate, the Compensation Committee’s composition is compliant with this recommendation.

Commitments and CSR Committee

The Commitments and CSR Committee has five members appointed by Board of Directors, four of whom are independent, namely:

- Jean-Marc Chéry (independent director, Chair),
- Isabelle Boccon-Gibod (independent director),
- Valérie Chort (independent director),
- Angeles Garcia-Poveda, and
- Stéphane Pallez (independent director).

Their biographies can be found in section 6.1.1.1 “Composition of the Board of Directors” of this Universal Registration Document.

The Commitments and CSR Committee is chaired by **Jean-Marc Chéry**, whose senior management experience with industrial groups is useful for the Committee’s operation.

Isabelle Boccon-Gibod’s financial and CSR expertise is of great value to the Committee.

Valérie Chort possesses strategy and CSR expertise, which is especially useful for the Committee’s operation.

Angeles Garcia-Poveda provides the Committee with the benefit of her in-depth knowledge of the Group, its sector of activity and the challenges it faces.

Stéphane Pallez brings to the Committee her experience of senior management and Board of Directors’ membership at a listed group.

As indicated in the “Directorships due for renewal in 2026” section above, Isabelle Boccon-Gibod, Angeles Garcia-Poveda and Valérie Chort stated their intention to stand for reappointment as a director. The Nomination and Governance Committee and the Board of Directors of March 18, 2026 recommended the renewal of their terms of office. Should their terms of office be renewed, they would remain members of the Commitments and CSR Committee.

(1) Directors representing employees are not counted for the purpose of calculating the proportion of independent directors, in accordance with the recommendations of the Code of Corporate Governance.

Composition of the specialized committees at the close of the Shareholders' Meeting on May 27, 2026⁽¹⁾

As stated in the "Directorships due for renewal in 2026" section above, the terms of office as directors of Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda, Michel Landel and Clare Scherrer expire at the forthcoming Shareholders' Meeting. The Nomination and Governance Committee and the Board of Directors of March 18, 2026 support the renewal of the terms of office of Isabelle Boccon-Gibod, Valérie Chort, Benoît Coquart, Angeles Garcia-Poveda and Clare Scherrer.

Based on the work performed by the Nomination and Governance Committee on succession plan for the Board of Directors and its specialized committees, and assuming a vote in favor by the Shareholders' Meeting of May 27, 2026 on the proposals for the renewal of the terms of office submitted to it, the Board of Directors decided on March 18, 2026 on the composition presented in the table below for the Board of Directors' specialized committees at the close of that Shareholders' Meeting.

Board of Directors' specialized committees at the close of the Shareholders' Meeting on May 27, 2026⁽¹⁾

	Audit Committee	Nomination and Governance Committee	Compensation Committee	Commitments and CSR Committee
Angeles Garcia-Poveda				•
Isabelle Boccon-Gibod	C			•
New director representing employees			•	
New director representing employees	•			
Jean-Marc Chéry		C		C
Benoît Coquart				
Valérie Chort	•		•	•
Patrick Koller		•	C	
Florent Menegaux	•	•		
Rekha Mehrotra Menon		•		
Stéphane Pallez			•	•
Clare Scherrer	•			

•: Member of a Committee.

C: Chair of a Committee.

(1) Subject to a vote in favor by the Shareholders' Meeting on the proposals to renew the directors' terms of office.

At the close of the Shareholders' Meeting on May 27, 2026⁽¹⁾, the composition of the various committees would change as follows:

	Departures	Appointments	Reappointments
Audit Committee			Isabelle Boccon-Gibod as Chair (May 27, 2026) Valérie Chort (May 27, 2026) Clare Scherrer (May 27, 2026)
Nomination and Governance Committee	Michel Landel (May 27, 2026)	Jean-Marc Chéry as Chair (May 27, 2026)	
Compensation Committee	Michel Landel (May 27, 2026)	Patrick Koller as Chair (May 27, 2026)	Valérie Chort (May 27, 2026)
Commitments and CSR Committee			Isabelle Boccon-Gibod (May 27, 2026) Valérie Chort (May 27, 2026) Angeles Garcia-Poveda (May 27, 2026)

(1) Subject to a vote in favor by the Shareholders' Meeting on the proposals to renew the directors' terms of office.

At the close of the Shareholders' Meeting on May 27, 2026⁽¹⁾, the percentages of independent directors would be as follows:

- the Audit Committee will have five members, four of whom are independent, and so the proportion of independent directors is 100% (directors representing employees are not counted for the purpose of calculating the proportion of independent directors in accordance with the Code of Corporate Governance). This is in line with the Code of Corporate Governance, which recommends that at least two thirds of the Committee's members should be independent directors;
- the Nomination and Governance Committee will have four independent members, representing a ratio of 100% independent directors. This is in line with the Code of

Corporate Governance, which recommends that the majority of the Committee's members should be independent directors;

- the Compensation Committee will have four members, three of whom are independent directors and so the proportion of independent directors is 100% (directors representing employees are not counted for the purpose of calculating the proportion of independent directors in accordance with the Code of Corporate Governance). This is in line with the Code of Corporate Governance, which recommends that the majority of the Committee's members should be independent directors;
- the Commitments and CSR Committee will have five members, including four independent directors, representing a ratio of 80% independent directors.

6.1.3.2 Operating procedures of the Board of Directors' specialized committees

Each Committee meets as often as required to consider issues falling within its area of competence; meetings are convened by the Chair of the Committee or by half of its members. If the Chair of the Board of Directors considers that a Committee has not met as required by the rules stated below, they may call a meeting of that Committee.

In performing its duties, each committee may contact the Company's principal executives after having informed the Chair of the Board of Directors of its intention to do so and subject to briefing the Board of Directors on the discussions with such principal executives. The committees make sure that the quality of reports to the Board of Directors keeps it fully informed, thereby facilitating its decision-making.

Audit Committee

The duties and arrangements for the operation of the Audit Committee are outlined in the Internal Rules, the provisions of which are restated below. The duties and operating rules of the Company's Audit Committee were determined on the basis of the conclusions of the AMF working group on the Audit Committee in July 2010 and order no. 2016-315 of March 17, 2016 on statutory audits. They were also expanded pursuant to Order no. 2023-1142 of December 6, 2023 on the publication and assurance of sustainability information and on the environmental, social and corporate governance obligations of commercial companies and the implementing Decree no. 2023-1394 for the aforementioned Order.

Duties of the Audit Committee

The Audit Committee assists the Board of Directors in the conduct of its duties as regards the adoption of annual statutory and consolidated financial statements and the preparation of information presented to shareholders and the market. It monitors the effectiveness of internal controls and risk management. It is also charged with monitoring issues relating to the preparation and control of accounting, financial and sustainability information, as well as the statutory audit.

The Audit Committee holds regular meetings with the Statutory Auditors and the sustainability auditors, including meetings not attended by executives.

The duties of the Audit Committee are presented in detail in the Internal Rules, which can be viewed in full on the Company's website <https://www.legrand.com/en>, in the "INVESTORS AND SHAREHOLDERS/Corporate governance/Home" section.

Meetings of the Audit Committee

The Audit Committee meets as often as may be necessary. It must report regularly to the Board of Directors, and as a minimum when the annual and half-yearly financial statements are approved on:

- how it has conducted its missions;
- the results of the statutory audit; and
- how this audit assignment contributed to the integrity of financial reporting and its role in the process.

It immediately informs the Board of Directors of any difficulties encountered. The purpose of the activity reports by the Audit Committee to the Board of Directors is to enable the Board of Directors to understand how its tasks have contributed to the integrity of financial and sustainability information (and the role the committee played in this process).

The Audit Committee may only validly meet if at least half of its members are present. Decisions are made by simple majority, with a casting vote for the Committee Chair in the event of tie. Meetings of the Audit Committee may take place by conference call or videoconference.

The Audit Committee and the Commitments and CSR Committee may hold joint sessions or may agree that the Chair of the Commitments and CSR Committee will attend an Audit Committee meeting to discuss topics related to both committees.

⁽¹⁾ Subject to a vote in favor by the Shareholders' Meeting on the proposals to renew the directors' terms of office.

The Nomination and Governance Committee

The duties and arrangements for the operation of the Nomination and Governance Committee are outlined in the Internal Rules, the provisions of which are restated below.

Duties of the Nomination and Governance Committee

The Nomination and Governance Committee is specifically responsible for making proposals to the Board of Directors regarding the composition of the Board and the Board Committees. Its duties also include:

- periodically evaluating, under the supervision of the Lead Independent Director, the proper functioning of the Board and its Committees;
- examining changes in corporate governance rules and monitoring the Company's implementation of these rules;
- establishing the succession plan for executive officers.

The duties of the Nomination and Governance Committee are presented in detail in the Internal Rules, which can be viewed in full on the Company's website <https://www.legrand.com/en>, in the "INVESTORS AND SHAREHOLDERS/Corporate governance/Home" section.

Meetings of the Nomination and Governance Committee

The Nomination and Governance Committee meets at least twice a year. It reports on its activities to the Board of Directors. The Nomination and Governance Committee may only validly meet if at least half of its members are present. Decisions are made by simple majority, with a casting vote for the Committee Chair in the event of tie. Meetings of the Nomination and Governance Committee may be held by conference call or videoconference.

Compensation Committee

The duties and arrangements for the operation of the Compensation Committee are outlined in the Internal Rules, the provisions of which are restated below.

Duties of the Compensation Committee

The principal role of the Compensation Committee is to give an opinion on compensation paid to the executive officers. It also ensures that the Company fulfills its obligations regarding the transparency of compensation. Executive officers may not join the Compensation Committee.

The duties of the Compensation Committee are presented in detail in the Internal Rules, which can be viewed in full on the Company's website <https://www.legrand.com/en>, in the "INVESTORS AND SHAREHOLDERS/Corporate governance/Home" section.

In addition, the Compensation Committee must be informed of the compensation policy for key executives who are not company officers. The Committee involves the executive officer in this aspect of its work.

Meetings of the Compensation Committee

The Compensation Committee meets at least twice a year. It reports on its activities to the Board of Directors. The Compensation Committee may only validly meet if at least half of its members are present. Decisions are made by simple majority, with a casting vote for the Committee Chair in the event of tie. Meetings of the Compensation Committee may take place by conference call or videoconference.

Commitments and CSR Committee

The duties and arrangements for the operation of the Commitments and CSR Committee are outlined in the Internal Rules, the provisions of which are restated below. For more information about the CSR organization and governance, please refer to section 4.1.1.2 of this Universal Registration Document.

Duties of the Commitments and CSR Committee

The duties of the Commitments and CSR Committee are to assist the Board of Directors in its decisions with the Group's main commitments (annual budget, acquisitions) and the CSR strategy, including:

- examining all significant projects concerning the Group's development, in particular projects for strategic partnerships and significant investments or divestments;
- examining proposed annual budgets submitted to the Board of Directors;
- checking that the Group's strategy and CSR approach are consistent and take into account CSR issues, in particular climate-related risks and opportunities;
- evaluating the adequacy of the resources available to the Group for successful implementation of its CSR strategy, in view of the objectives pursued.

The duties of the Commitments and CSR Committee are presented in detail in the Internal Rules, which can be viewed in full on the Company's website <https://www.legrand.com/en>, in the "INVESTORS AND SHAREHOLDERS/Corporate governance/Home" section.

Meetings of the Commitments and CSR Committee

The Commitments and CSR Committee meets as often as necessary to carry out its duties and, in any event, at least twice a year. It reports on its activities to the Board of Directors. The Commitments and CSR Committee may only validly meet if at least half of its members are present. Decisions are made by simple majority, with a casting vote for the Committee Chair in the event of tie. Meetings of the Commitments and CSR Committee may take place by conference call or videoconference.

Use of external consultancy services

The specialized committees may commission external technical studies on matters falling within their area of competence at the Company's expense, after they have informed the Chair of the Board of Directors or the Board of Directors itself. They are obliged to report back to the Board on the results of these studies. Where the committees use the external consultancy services, they must ensure that the consultant concerned is objective.

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6.1.3.3 Work performed by the Board of Directors' specialized committees in 2025

In 2025, directors' attendance rate at specialized committee meetings was 99%. In accordance with the recommendations of the Code of Corporate Governance, the table below provides details of each director's individual attendance rate.

Attendance record at the specialized committees	Audit Committee	Nomination and Governance Committee	Compensation Committee	Commitments and CSR Committee
Angeles Garcia-Poveda	—	—	—	100%
Olivier Bazil ⁽¹⁾	—	50%	—	100%
Isabelle Boccon-Gibod	100%	—	—	100%
Sophie Bourdais	—	—	100%	—
Philippe Bourdolle	100%	—	—	—
Jean-Marc Chéry	—	—	—	100%
Valérie Chort	100%	—	100%	100%
Benoît Coquart	—	—	—	—
Edward A. Gilhuly ⁽²⁾	—	—	—	100%
Patrick Koller	—	100%	100%	—
Michel Landel	—	100%	100%	—
Rekha Mehrotra Menon	—	100%	—	—
Florent Menegaux ⁽³⁾	100%	—	—	—
Stéphane Pallez ⁽⁴⁾	—	—	100%	100%
Clare Scherrer	100%	—	—	—

(1) Olivier Bazil was a member of the Nomination and Governance Committee and of the Commitments and CSR Committee until May 27, 2025, when his term of office as a director expired.

(2) Edward A. Gilhuly was a member of the Commitments and CSR Committee until May 27, 2025, when his term of office as a director expired.

(3) Florent Menegaux has been a member of the Nomination and Governance Committee since March 18, 2026.

(4) Stéphane Pallez has been a member of the Compensation Committee and a member of the Commitments and CSR Committee since November 5, 2025.

Work performed by the Audit Committee in 2025

The Audit Committee met six times in 2025. The attendance rate for the year was 100%. It addressed the following topics in particular:

- the Company's results:
 - a review of the annual statutory and consolidated financial statements at December 31, 2024,
 - upward revision of the full-year 2025 sales target with early publication of sales and of the 2025 adjusted operating margin target (after acquisitions);
- a review of the consolidated management report,
 - a review of the quarterly consolidated financial statements as of March 31, 2025, the half-yearly consolidated financial statements as of June 30, 2025, the half-yearly financial report, and the consolidated financial statements as of September 30, 2025,
 - review of the Statutory Auditors' work as of December 31, 2024, and June 30, 2025,
 - review of key figures in press releases on the annual, quarterly and half-yearly consolidated financial statements and assumptions on the outlook for 2025, as well as accounting options,
 - payment arrangements for dividends and their consequences for resolutions to be submitted to the Annual Shareholders' Meeting of May 27, 2025;
- risk management and internal control:
 - review of the Group's risk management policy and procedures, its internal audit and control procedures, and the related organizations and resources,
 - review of the risk management system,
 - update of the risk mapping,
 - presentation of the steering framework for certain specific risks and in particular cybersecurity risk and climate risk;
- audit and relations with external auditors:
 - internal audit: internal audit and internal control framework, summary of 2024 achievements and review of the 2025 audit plan,
 - quarterly update on internal audits and fraud (review of audit summaries and fraud report),
 - review of the assignments of the external auditors, including additional assignments,
 - review of the budget for external auditors' fees,
 - scrutiny of services other than the certification of accounts;

- other:
 - analysis and consideration of the recommendations issued by the *Autorité des Marchés Financiers* in the course of its periodic review of the 2024 Universal Registration Document,
 - scrutiny of the approach taken to refinancing the Group's debt,
 - update on the June 2025 convertible bond issue, in particular, the accounting treatment applicable to this instrument at issue,
 - oversight of implementation of the obligations arising from the Corporate Sustainability Reporting Directive (CSRD), and in particular results of the double materiality analysis and the material impacts, risks and opportunities (IRO) identified,
 - presentation of sections 3.1 to 3.5 of the 2025 Universal Registration Document and of the 2024 sustainability report.

Pursuant to the Internal Rules, the Audit Committee, as part of its duties, met with the Chief Financial Officer and the head of internal audit and risk control. The Audit Committee also met with the Statutory Auditors, without the presence of the Company's executives, in line with the recommendations of the Code of Corporate Governance.

Work performed by the Nomination and Governance Committee in 2025

The Nomination and Governance Committee met twice during 2025. The attendance rate for the year was 88%. It addressed the following topics in particular:

- composition of the Board of Directors and its specialized committees:
 - procedure for assessing the independence of directors,
 - follow-up on the process for succession planning for the Board of Directors and its committees,
 - annual review of the Board of Directors' diversity policy,
 - recommendation in favor of renewing the terms of office of directors Patrick Koller and Florent Menegaux and, where applicable, their positions as committee members,
 - recommendation in favor of the appointment of Stéphane Pallez,
 - work to reinforce the duties of the independent Lead Director and clarify their role in the shareholder dialog,
 - review of the governance roadshows and organization of roadshows with the participation of the independent Lead Director;
- Group succession plan:
 - annual review of existing succession plan for the duties of the Chair of the Board of Directors and members of the Board of Directors and specialized committees, the Chief Executive Officer, and all key positions within the Group;

- other:
 - review of the corporate governance report,
 - review of the internal evaluation of the operating procedures of the Board of Directors and its committees.

Work performed by the Compensation Committee in 2025

The Compensation Committee met three times in 2025. The attendance rate for the year was 100%. It addressed the following topics in particular:

- compensation paid to the executive officers:
 - review of the overall compensation structure for executive officers,
 - determination of the compensation of the Chair of the Board of Directors for 2024,
 - determination of the compensation of the Chief Executive Officer for 2024 (including deliberation on the qualitative portion of the Chief Executive Officer's 2024 annual variable compensation),
 - determination of the compensation policy for executive officers for 2025,
 - benchmarking and positioning of the Chief Executive Officer's compensation,
 - benchmarking analysis of the executive officers compensation policy against other CAC 40 companies;
- long-term incentive plans/performance share plans:
 - rules of the 2025 performance share plan,
 - approval of individual awards of performance shares to the Chief Executive Officer and the Group's key managers,
 - determination of the number of shares that the executive officer is required to hold in registered form until the termination of his duties as concerns performance share awards,
- compensation granted to the directors:
 - amounts awarded for 2024,
 - determination of the compensation policy for directors for 2025,
 - work on the 2026 compensation policy for directors.

Work performed by the Commitments and CSR Committee in 2025

The Commitments and CSR Committee met five times in 2025. Attendance for the year was 100%. It addressed the following topics in particular:

- acquisitions:
 - report on the acquisitions completed since 2008,
 - examination of proposed acquisitions,
 - definition of strategic guidelines for future acquisitions,
 - performance of recent acquisitions;

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- budget:
 - presentation of the 2025 proposed budget,
 - approval of the 2025 budget;
- CSR:
 - presentation of the 2022-2024 CSR Roadmap achievements,
 - presentation of the new CSR Roadmap 2025-2027,
 - presentation of the main changes to the methodology for calculating emissions related to the use of Scope 3 products sold,
 - presentation of implementation of the CSRD within the Group, including double-materiality methodology and the results obtained,
 - report on the CSR Capital Market Day.

6.1.4 - General Management of the Company

6.1.4.1 Identity of the Chief Executive Officer

The Board of Directors on February 7, 2018, appointed Benoît Coquart as Chief Executive Officer.

Multiple directorships

The Code of Corporate Governance recommends that executive officers should hold no more than two other

directorships in listed companies outside their group, including foreign ones. Benoît Coquart, Chief Executive Officer, does not hold any other directorship in another French or foreign listed company.

6.1.4.2 Operating procedures of General Management

Choice of the Company's General Management method

Applicable principles

The Board of Directors decides, under the conditions set out in the Company's Articles of Association, whether General Management is exercised by the Chair of the Board of Directors or by another individual serving as Chief Executive Officer. The General Management structure may be changed at any time. The Board of Directors must discuss whether or not to retain the current system whenever the term of office of the Chair of the Board of Directors or the Chief Executive Officer comes to an end.

Where the Chair of the Board of Directors is responsible for General Management of the Company, the following provisions relating to the Chief Executive Officer apply to the Chair.

The Chief Executive Officer must always be an individual under the age of 65 upon appointment. When the Chief Executive Officer has reached this age limit, they are considered as having resigned from the role at the close of the Ordinary Shareholders' Meeting convened to approve the financial statements from the year then ended and held in the year in which the age limit is reached.

The Chief Executive Officer is chosen from among the directors or from outside the board. If not a director, the Chief Executive Officer attends meetings of the Board of Directors in an advisory capacity, except if the Board decides otherwise by a simple majority vote. If the Chief Executive Officer is temporarily unable to perform their functions, the Board of Directors may appoint a director to act as Chief Executive Officer. The Board of Directors determines the compensation for and the term of the Chief Executive Officer's duties.

Decision by the Board of Directors to separate the duties of Chair from those of Chief Executive Officer

According to the Code of Corporate Governance, the Board must issue an opinion on whether to separate or combine the functions of Chair and Chief Executive Officer.

The Board of Directors decided to separate the functions of the Chair of the Board of Directors and the Chief Executive Officer as of February 8, 2018. A decision was made to maintain the separation between the duties of Chair and Chief Executive Officer at the close of the Shareholders' Meeting of May 31, 2023 at its meeting on March 15, 2023.

As stated in the "Directorships due for renewal in 2026" section above, the term of office as a director of Angeles Garcia-Poveda expires at the Shareholders' Meeting called for May 27, 2026. Angeles Garcia-Poveda has stated her intention to stand for reappointment as a director. The Nomination and Governance Committee and the Board of Directors of March 18, 2026 recommended the renewal of her term of office. The Board of Directors also decided to maintain the separation between the duties of Chair and Chief Executive Officer effective May 27, 2026. In the event of the renewal of her term of office, the Board of Directors also decided to reappoint Angeles Garcia-Poveda to her duties as Chair of the Board of Directors for the term of her directorship.

Appointment of the Chief Executive Officer as a director

As stated in the "Directorships due for renewal in 2026" section above, the term of office as a director of Benoît Coquart expires at the Shareholders' Meeting called for May 27, 2026. Benoît Coquart has stated his intention to stand for reappointment as a director. The Nomination and Governance Committee and the Board of Directors of March 18, 2026 recommended the renewal of his term of office.

In accordance with the recommendations of the Nomination and Governance Committee, the Board of Directors considered that Benoît Coquart's considerable experience

within the Legrand Group and his solid knowledge of operational aspects represent a valuable asset for the Board of Directors.

6.1.4.3 Powers of the Chief Executive Officer

Subject to internal restrictions, not binding on third parties, that the Board of Directors may apply to their powers in its Internal Rules, the Chief Executive Officer holds the broadest powers to act under any circumstances on behalf of the Company. These powers are exercised within the limits of the corporate purpose and subject to the powers expressly

granted by law to Shareholders' Meetings and the Board of Directors. The Internal Rules list certain important decisions and transactions requiring prior approval from the Board of Directors. These decisions and transactions are presented in section 6.1.1.2 of this Universal Registration Document.

6.1.4.4 Executive Committee

The Executive Committee is made up of a close-knit team of 11 members with complementary and varied skills, who are familiar with the Group's business and challenges.

As of the date of this Universal Registration Document, the Executive Committee is composed as follows:

Name	Position	Date joined the Group
Benoît Coquart	Chief Executive Officer	1997
Blandine Antoine	Executive VP Products and Technology	2024
Bénédicte Bahier	Executive VP Human Resources	2007
Delphine Bazard	Executive VP Operations	2026
Antoine Burel	Deputy Chief Executive Officer, Executive VP Operations	1993
Jean-Luc Cartet	Executive VP Asia-Pacific, Middle East & Africa and South America	1992
Brian Di Bella	President and Chief Executive Officer of Legrand North & Central America	2004
Virginie Gatin	Executive VP Corporate Social Responsibility	2021
Franck Lemery	Executive VP Chief Financial Officer	1994
Juan Moreno Alamo	Executive VP Strategy, Brands and Digital	2000
Frédéric Xerri	Executive VP Europe	1993

6.1.4.5 Gender diversity in senior management

As stated in section 4.1.3 of this Universal Registration Document, the Group is actively committed to combating discrimination and promoting diversity. The Group encourages the hiring of more female managers and intends to ensure that working conditions are the same for women as for men. Promoting women to the Group's key positions is part of an ongoing action plan that follows on from measures already implemented by the Group over several years. Please refer to section 4.1.3 of this Universal Registration Document for further information.

At the date of publication of this document, the proportion of women on the Executive Committee is 36.4%.

In addition, the Group had set a year-end 2030 objective of achieving a one-third representation of women in key positions, which are defined as grade 20+ positions according to Hay's methodology. At year-end 2025, the percentage stood at 28.5%. That compares to 27.8% at year-end 2024 and 26.2% at year-end 2023.

Lastly, to promote diversity in senior management positions, the Group has set itself the target, as part of its 2025-2027 CSR Roadmap, of achieving 35% women in grade 14+ positions, according to Hay's methodology, on a like-for-like basis in 2022. At year-end 2025, this rate stood at 31.33%.

6.1.5 - Service agreements

As of the date of the filing of this Universal Registration Document and as far as the Company is aware, no service agreement has been entered into between members of the administrative or management bodies and the Company or any of its subsidiaries that provides for the granting of benefits.

6.2 - Company officers' compensation

Pursuant to Article L.22-10-8 of the French Commercial Code, the current compensation policy for company officers in respect of 2026 was established by the Board of Directors, on the recommendation of the Compensation Committee.

This section includes the components of the corporate governance report prepared by the Board of Directors on March 18, 2026, acting on the recommendations of the Nomination and Governance Committee and the Compensation Committee.

6.2.1 - Objectives, principles and rules used to determine and implement the 2026 compensation policy applicable to all company officers

Objectives and principles of the compensation policy

In determining the compensation policy, the Board of Directors considers the following principles mentioned in the Code of Corporate Governance:

- comprehensiveness,
- balance between the compensation components,
- comparability,
- consistency,
- understandability of the rules, and
- proportionality.

It also aims to make certain that the compensation policy upholds the following principles:

- it is in line with market practice for comparable companies,
- it is tailored to the Company's strategy and context, and
- it promotes the Company's performance and its competitiveness in the medium and long term, while integrating criteria related to corporate social responsibility, including at least one criterion related to the Company's climate objectives.

The compensation policy is also consistent with the Group's 2030 Ambitions⁽¹⁾, as announced at the Capital Markets Day on September 24, 2024.

At the same time, Legrand will continue to deploy a bold and exemplary ESG approach, through demanding roadmaps, with a particular focus on the fight against global warming and the promotion of diversity.

These medium-term financial and non-financial targets are accompanied by a capital allocation policy that **prioritizes acquisitions** (at least 50% of free cash flow on average) and **the payment of an attractive dividend** (with a payout of around 50%). Over the 2025-2030 period, around €5 billion will be allocated to acquisitions of companies complementing the Group's product portfolio and geographical exposure.

Each year, these medium-term objectives are translated into annual targets, which are communicated to the market and provide a framework for the annual compensation policy.

These annual targets are based in particular on:

- the sales growth, organic and through acquisitions;
- the adjusted operating margin;
- the CSR Roadmap.

Under its strategic roadmap, the Group will pursue further profitable and responsible growth in 2026. For more information about the 2026 full-year targets, please refer to the press release dated February 12, 2026.

Accordingly, the principles of the compensation policy for company officers in 2026 remain unchanged compared to 2025. Profitable, sustainable and responsible growth, value creation over the long term and taking into account all stakeholders' concerns are central to the Company's compensation policy:

- total compensation should be balanced and consistent with the Company's strategy;
- the compensation structure and, in particular, the variable compensation components based on financial and non-financial performance, should be aligned with stakeholders' interests and contribute to the achievement of the Company's profitable, sustainable and responsible growth;
- performance criteria should be stringent and be aligned with the Company's short-, medium- and long-term objectives;
- a significant proportion of variable compensation is based on the Company's performance relating to corporate social responsibility;
- lastly, in keeping with the Company's interest, the compensation policy is simple and transparent and ensures a certain level of attractiveness for company officers without going beyond what is fair and acceptable to stakeholders.

(1) For further details about the Group's 2030 ambitions, please refer to the press releases dated September 24, 2024, February 13, 2025 and February 12, 2026 available on the company's website at <http://www.legrand.com/en> and in section 2.4 of this Universal Registration Document.

The compensation policy thereby helps to underpin the Company's business strategy and future viability, while upholding its corporate interests.

Decision-making process for determination, adjustment and implementation of the compensation policy

Determination of the compensation policy

The Compensation Committee examines and makes recommendations to the Board of Directors on all components of executive officers' compensation. The Compensation Committee lays down the level of annual fixed compensation and the rules for setting the variable portion. It ensures that these rules are consistent with annual assessments of executive officers' performance and the medium-term strategy of the Company. For more details on the Group's 2030 Ambitions, please refer to the Company's press releases dated September 24, 2024, February 13, 2025 and February 12, 2026 and to section 2.4 of this Universal Registration Document.

As regards directors' compensation, the Compensation Committee issues a recommendation on the overall allocation and the method of apportionment for this compensation. That apportionment takes into account the directors' actual participation to the Board of Directors and its committees, in accordance with the Code of Corporate Governance. It includes a predominantly variable portion.

The compensation policy for company officers is established in accordance with standard practices at CAC 40 companies, the Group's benchmark index, as determined by benchmarking. It is assessed annually by the Compensation Committee.

The compensation policy for executive officers also takes into consideration the pay and employment conditions of the Company's employees. In particular, the Board of Directors, on the recommendation of the Compensation Committee, ensures that the compensation structure for its company officers, and in particular that of the Chief Executive Officer, is consistent with that applicable to the Group's main executives. This means that it should be made up of fixed compensation and variable compensation (annual and long-term).

Almost 20% of the Group's managers in 2026 benefit from long-term incentive plans, with a major part in the form of performance shares.

As in 2025, the first three performance criteria set for long-term compensation – sales growth excluding currency effects, the adjusted operating margin after acquisitions and the achievement of CSR targets – apply to all beneficiaries.

Incentive plans for Executive Committee members additionally incorporate a fourth criterion related to the performance of Legrand shares relative to the EURO STOXX Industrial Goods & Services index.

This policy directly encourages the creation of financial and non-financial value over time, while generating loyalty among management (see sections 4.1.1.2, 7.2 and 7.3 of this Universal Registration Document).

Finally, each year, equity ratios between the Chief Executive Officer's compensation and that of the Company's employees, in accordance with Article L.22-10-9 of the French Commercial Code, are presented to the Board of Directors. They are shown in section 6.2.3.3 of this Universal Registration Document.

Adjustment of the compensation policy

In accordance with the Code of Corporate Governance, the executive officers' fixed compensation is reviewed only at relatively long intervals and takes into consideration the evolution of the pay and employment conditions of the Company's employees.

The fixed compensation policy for the company officers may still be reviewed by the Board of Directors earlier than anticipated. This may take place in the event of significant changes in the scope of the company officers' responsibilities or a discrepancy in the positioning of company officers' compensation compared with other comparable companies, and in particular to CAC 40 companies, the Group's benchmark index.

The most recent adjustment of the compensation policy for the Chief Executive Officer and the directors, initially planned for 2020, was carried out in 2021 amid the backdrop of the Covid-19 pandemic and economic crisis.

Change in the compensation policy

With regard to the compensation policy for the Chair of the Board of Directors applicable for 2026, the Board of Directors, on the recommendation of the Compensation Committee, has decided to retain the compensation policy applicable to the Chair of the Board of Directors for 2025 unchanged.

At its March 18, 2026 meeting, the Board of Directors, acting on the recommendation of the Compensation Committee, proposed, subject to shareholder approval at the May 27, 2026 Shareholders' Meeting, increasing the Chief Executive Officer's fixed compensation for 2026 from €900,000 to €1,100,000, representing a 22.2% increase in the fixed compensation and a 22.2% increase in the target total compensation⁽¹⁾. This adjustment aims to position the Chief Executive Officer's compensation at a consistent and reasonable level relative to the CAC 40 companies, the Group's benchmark index.

This adjustment is presented in detail in section 6.2.2.2 of this Universal Registration Document. The other components of the Chief Executive Officer's compensation remain unchanged.

(1) Including fixed compensation, target annual variable compensation and long-term variable compensation awarded at its IFRS value. The increase in maximum total compensation including fixed compensation, maximum annual variable compensation and long-term variable compensation awarded at its IFRS value amounts to 22.2%.

On the recommendation of the Compensation Committee, the Board of Directors decided at its March 18, 2026 meeting to leave the fixed component of directors' compensation unchanged. It decided to change the amount of the variable component for attendance at each special meeting of the Board of Directors, effective as of the 2026 financial year.

On the recommendation of the Compensation Committee, the Board of Directors also decided to propose an increase in the overall allocation for directors' compensation to €1,600,000 effective as of the 2026 financial year. These adjustments are shown in section 6.2.2.3 of this Universal Registration Document. The other components of the directors' compensation remain unchanged.

Implementation of the compensation policy

The compensation policy is implemented by the Board of Directors in accordance with the resolutions passed by the Shareholders' Meeting. Every year the Board of Directors sets the targets for the variable compensation (annual and long-term) performance criteria.

Management of conflicts of interest

In accordance with the Code of Corporate Governance and the Internal Rules, the Board of Directors discusses the executive officers' compensation components in their absence.

In the event of a potential conflict of interest affecting determination of the compensation policy for executive officers by the Compensation Committee, the Board of Directors may decide to entrust the task to an *ad hoc* Committee.

Methods for assessing achievement of the performance criteria set for annual variable compensation

The first two criteria for the **quantifiable portion** of annual variable compensation are:

- organic sales growth, and
- adjusted operating margin before acquisitions.

The third criterion for the quantifiable component of annual variable compensation is related to Legrand's external growth. It is measured on the basis of sales growth resulting from changes in scope.

The fourth criterion for the quantifiable component of annual variable compensation is related to the rate of achievement of the Group's CSR Roadmap. That rate is audited by independent third parties and announced to the market. The rate of achievement of the Group's CSR Roadmap criterion, and notably the achievement of the climate and environmental criteria, is based solely on quantifiable criteria. The Group's latest 2025-2027 CSR Roadmap⁽¹⁾ published on

March 25, 2025 has five pillars: (i) promoting diversity and inclusion, (ii) mitigating climate change, (iii) developing a more circular economy, (iv) serving our customers, and (v) being a responsible business.

All these targets are aligned with the Company's public targets. They are usually announced to the market in February each year. The criteria are therefore transparent, simple and measurable.

Achievement of the criteria for the **qualitative portion** of annual variable compensation is assessed by the Board of Directors on the recommendation of the Compensation Committee, based on targets set at the beginning of the year. The Compensation Committee forms its assessment using information provided by management.

Methods for assessing achievement of the performance criteria set for long-term compensation

The first two criteria for long-term compensation are sales growth excluding currency effects and the adjusted operating margin after acquisitions. The targets set are aligned with the Group's 2030 Ambitions, which were announced to the market at the Capital Markets Day on September 24, 2024.

The third criterion for long-term compensation is the rate of achievement over a three-year period of the Group's 2025-2027⁽¹⁾ CSR Roadmap.

The fourth criterion for long-term compensation is based on the performance of Legrand's share price relative to the EURO STOXX Industrial Goods & Services index.

These four criteria are transparent, quantifiable and measurable.

Criteria for apportioning the annual fixed sum allocated to directors

The criteria for apportioning compensation between directors are presented in section 6.2.2.3 of this Universal Registration Document.

Procedures for applying the compensation policy in the event of a change in governance

In the event of a change in governance, and notably in the event of appointment of a new executive officer during 2026, the principles and components of compensation set forth in the compensation policy applicable for 2026 would apply to the new office holder, subject to shareholder approval of the eighth resolution at the Shareholders' Meeting to be held on May 27, 2026. The Board of Directors, on the recommendation of the Compensation Committee, nevertheless reserves the right to adjust the level and structure of compensation (in particular the fixed compensation) to the circumstances of the relevant new executive officer.

(1) For more details on the 2025-2027 objectives in the Group's CSR Roadmap, and especially the climate and environmental objectives, please refer to the press release date March 25, 2025 and to chapters 1 and 4 of this Universal Registration Document.

Procedures for applying the compensation policy in exceptional circumstances

In exceptional circumstances, in accordance with Article L.22-10-8 III, 2° of the French Commercial Code, the Board of Directors may depart from the application of the components of the compensation policy if the legal requirements are met. The deviation must be temporary, in keeping with the Company's interests and necessary to safeguard its continued operation or viability. It could notably apply in the event of a significant change in the Group's scope, the acquisition or establishment of a significant new business, the discontinuation of a significant business or a major external event affecting (i) the achievement of one or more performance criteria, or (ii) Legrand's markets and/or major competitors.

The Board of Directors would decide on any adjustments to the compensation policy in exceptional circumstances, based

on a proposal by the Compensation Committee. As part of this approach, the Board of Directors may, after consulting the Compensation Committee, adjust either upwards or downwards the performance criteria (objectives, targets, weightings, trigger threshold, etc.) for the annual and long-term variable compensation. Note that the overall cap for this compensation may not be modified in any circumstances.

Where adjustments are made, the Board would carefully reflect the executive's performance and maintain the correlation between compensation and the Company's performance.

The Board of Directors should continue to respect the principles set out in the compensation policy and provide shareholders with a clear, precise and complete explanation of its choice. These adjustments would then be put to an *ex-post* vote at the Shareholders' Meeting and have to be duly justified by the Board.

6.2.2 - Compensation policy applicable to the company officers in respect of 2026

6.2.2.1 Compensation policy for the Chair of the Board of Directors in respect of 2026

A – Term of office of the Chair of the Board of Directors

The Board of Directors elects from among its members a Chair who must be an individual below the age of 65 upon appointment. The Chair may be reappointed. The Chair of the Board of Directors may resign from office at any time without giving any notice. The Board of Directors may dismiss the Chair at any time without giving any notice. The term of office of the Chair of the Board of Directors is the same as that of their term of office as a director, currently three years.

Angeles Garcia-Poveda was appointed as Chair of the Board of Directors on July 1, 2020, replacing Gilles Schnepf. Her term of office as a director and Chair of the Board of Directors was renewed on May 31, 2023. The renewal of her term of office as a director of the Company will be proposed at the forthcoming Shareholders' Meeting on May 27, 2026. It is also envisaged that she will be reappointed as Chair of the Board of Directors. For further information, please refer to the presentation of the agenda and the proposed resolutions available on the Company's website: www.legrand.com/en in the "INVESTORS AND SHAREHOLDERS/Shareholders' meetings/2026 General Meeting" section.

The current Chair of the Board of Directors is not bound by any contract of employment or service agreement with the Company or any other Group company.

B – Compensation of the Chair of the Board of Directors in respect of 2026

The annual fixed compensation of the Chair of the Board of Directors is determined by the Board of Directors, on the recommendation of the Compensation Committee. It is determined in accordance with the principles stated in section 6.2.1, and in line with the responsibilities and duties assumed by the Chair of the Board of Directors. The main elements taken into account in determining that compensation are as follows:

- the role of the Chair of the Board of Directors in organizing and directing the work of the Board of Directors;
- the skills and experience of the Chair of the Board of Directors; and
- the benchmarking of compensation practices for non-executive chairs of CAC 40 companies.

Accordingly, the Board of Directors held on March 18, 2026, on the recommendation of the Compensation Committee, considered that the compensation structure of the Chair of the Board of Directors in respect of 2026 was adequate. It consists solely of fixed compensation of €625,000. That decision was made taking into account market practices and benchmarks.

Furthermore, the Board of Directors, on March 18, 2026, on the proposal of the Compensation Committee, decided that the Chair of the Board of Directors could continue to benefit from the "medical expenses" supplementary health insurance and the "death, disability and inability to work" insurance available to the Group's French executives under exactly the same terms since she is classified as an executive for social

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security and tax purposes. She receives those benefits on the same terms as the other employees in that category.

The Company's contribution in respect of the Chair of the Board of Directors would amount to €7,796 for 2026. This amount is given for information purposes only.

In addition, the Chair of the Board of Directors could continue to receive the benefit of the mandatory collective defined-contribution pension plan that falls within the scope of supplementary Article 83 of the French General Tax Code (**FGTC**), under the same terms as all other relevant employees.

All the Group's French executives qualify for the benefit of the defined-contribution pension plan. Contributions are based on the A, B and C Tranches of compensation as defined for the calculation of contributions to the mandatory supplementary pension plans (AGIRC-ARRCO). Entitlements accrue through the payment of annual contributions equal to 1.5% of the A, B and C Tranches. The Company pays half this amount (0.75%) and the beneficiaries pay the other half (0.75%).

The Company's contribution in respect of the Chair of the Board of Directors would amount to €2,884 for 2026. This amount is given for information purposes only.

6.2.2.2 Compensation policy for the Chief Executive Officer in respect of 2026

A – Term of office of the Chief Executive Officer

The Chief Executive Officer is appointed by the Board of Directors, which determines his compensation and the length of his duties. The Chief Executive Officer must always be an individual below the age of 65 upon appointment. The Chief Executive Officer may resign from office at any time without giving any notice. The Board of Directors may dismiss the Chief Executive Officer at any time without giving any notice.

Benoît Coquart was appointed Chief Executive Officer effective February 8, 2018 for an indefinite term. He was also appointed as a director of the Company initially at the Shareholders' Meeting of May 27, 2020 and reappointed at the Shareholders' Meeting of May 31, 2023.

The renewal of his term of office as a director of the Company will be proposed at the forthcoming Shareholders' Meeting on May 27, 2026. For further information, please refer to the presentation of the agenda and the proposed resolutions available on the Company's website: www.legrand.com/en in the "INVESTORS AND SHAREHOLDERS/Shareholders' meetings/2026 General Meeting" section.

The Chief Executive Officer is not bound by any contract of employment or service agreement with the Company or any other Group company.

B – Overall structure of compensation attributable to the Chief Executive Officer in respect of 2026

The Board of Directors, on the recommendation of the Compensation Committee, defines the compensation policy applicable to the Chief Executive Officer based on all the criteria and principles stated in section 6.2.1 of this chapter.

The compensation has three components:

- annual fixed compensation ;
- annual variable compensation linked to annual financial and non-financial performance ; and
- long-term compensation linked to financial and non-financial performance over the long term.

The Chief Executive Officer's annual fixed compensation is determined in line with his responsibilities and duties.

In accordance with the Code of Corporate Governance, the Board of Directors ensures that the long-term compensation mechanisms should aim to retain the loyalty of executives and align their interests with those of the Company and all its stakeholders.

The Board of Directors therefore wishes to promote annual variable compensation and long-term compensation to help foster retention and to provide an incentive for financial and non-financial performance.

At its March 18, 2026 meeting, the Board of Directors, on the recommendation of the Compensation Committee, proposes, subject to shareholder approval at the May 27, 2026 Shareholders' Meeting, increasing the Chief Executive Officer's fixed compensation from €900,000 to €1,100,000, representing a 22.2% increase in the fixed compensation and a 22.2% increase in the target total compensation⁽¹⁾. This adjustment aims to position the Chief Executive Officer's compensation at a consistent and reasonable level relative to the companies in the CAC 40, the Group's benchmark index.

This reassessment of the Chief Executive Officer's compensation was decided by the Board of Directors on March 18, 2026, on the recommendation of the Compensation Committee, based on the following factors:

- the Group's development since 2021, when the Chief Executive Officer's compensation policy was modified most recently, both in terms of its size (over 39,600 employees worldwide, presence in close to 90 countries and marketing activities in close to 180 countries) and its complexity and scope (27 acquisitions completed since 2021) ;
- the Group's performances between 2021 and 2025 under the leadership of the Chief Executive Officer: over this period, sales grew by 35.5%, adjusted operating margin rose by 36.8% and the share price moved up 74.3% ;
- the absence of any increase in Benoît Coquart's fixed compensation since 2021 ;

(1) Including fixed compensation, target annual variable compensation and long-term variable compensation awarded at its IFRS value. The increase in maximum total compensation including fixed compensation, maximum annual variable compensation and long-term variable compensation awarded at its IFRS value amounts to 22.2%.

- the conclusions of the benchmarking studies vis-à-vis CAC 40 companies, showing a gap between the current positioning of the Chief Executive Officer's compensation and Legrand's positioning within this index.

These analyses highlighted that the Chief Executive Officer's fixed compensation has been at the lowest level of the CAC 40 index since 2024, and that his target total compensation⁽¹⁾ of €3,199,261 remains below the first quartile of the index, which stands at €4,036,000.

The Group's market capitalization, which was €40,346 million at March 2, 2026, lay between the first quartile of the CAC 40 index (€19,602 million) and its median (€42,835 million).

After the increase, the fixed compensation would lie between the first quartile and the median for the CAC 40 and close to the first quartile for target total compensation, a level that the Board of Directors considered to be consistent with Legrand's positioning within the index and the Group's profile.

The Board of Directors has therefore established the following compensation structure for the Chief Executive Officer in 2026:

Component	Purpose and link with the strategy	Operation	Amount/percentage weighting of fixed compensation
Fixed	Provide compensation for the scope and level of responsibility	Determined by the Board of Directors, fairly and competitively, on the recommendation of the Compensation Committee, in consideration of: ■ level of responsibility; ■ skills and experience; ■ market practices of CAC 40 companies.	€1,100,000
Annual variable	Provide an incentive to achieve the Company's annual financial and non-financial targets	Determined by the Board of Directors, on the recommendation of Compensation Committee, according to strategic priorities and based on: ■ order of magnitude of variable compensation relative to fixed compensation; ■ annual objectives to be achieved; ■ type and weighting of performance criteria; ■ proportion of quantifiable and qualitative components. of which quantifiable (80%): structured to encourage the achievement of specific and ambitious performance criteria: ■ financial (organic growth, adjusted operating margin before acquisitions, external growth); ■ non-financial (rate of achievement of the Group's 2025-2027 CSR Roadmap with five pillars: promoting diversity and inclusion, mitigating climate change, developing a more circular economy, serving our customers and being a responsible business). of which qualitative (20%): structured to take account of the year's initiatives deployed to support growth and people development.	Minimum value: 0% of fixed compensation Target value: 100% of fixed compensation Maximum value: 150% of fixed compensation
Long-term	Spur higher long-term financial and non-financial performance Retain and build loyalty over the long term	Determined by the Board of Directors, on the recommendation of the Compensation Committee, according to strategic priorities and based on: ■ objectives to be achieved; ■ type and weighting of future performance criteria. Determined after application of a continuing service requirement and four demanding performance criteria (each counting for a quarter) measured over 3 years: ■ target for sales growth excluding currency effects (3-year average of achievement rates); ■ target for adjusted operating margin after acquisitions (3-year average of achievement rates); ■ rate of achievement of the Group's CSR Roadmap (3-year average of achievement rates); ■ Legrand's share price performance relative to the performance of the EURO STOXX Industrial Goods & Services index (performance gap measured over a 3-year period).	Minimum value: 0% Awarded value (target value): 200% of fixed compensation Maximum value: 150% of the number of shares initially awarded depending on the future achievement of performance criteria

(1) Including fixed compensation, target annual variable compensation and long-term variable compensation awarded at its IFRS value. The increase in maximum total compensation including fixed compensation, maximum annual variable compensation and long-term variable compensation awarded at its IFRS value amounts to 22.2%.

Implementation of the compensation policy for the Chief Executive Officer in respect of 2026

The Board of Directors, on the recommendation of the Compensation Committee, decided on the following principles regarding the compensation policy for the Chief Executive Officer in respect of 2026.

■ Annual fixed compensation amounting to €1,100,000.

This amount was set by the Board of Directors on March 18, 2026, after considering the requisite level of responsibility, profile and experience, as well as market practices among CAC 40 companies. An increase was proposed relative to 2025 annual fixed compensation to position the Chief Executive Officer's compensation at a level that is consistent and reasonable relative to CAC 40 companies, the Group's benchmark index.

After the increase, the fixed compensation would lie between the first quartile and the median for the CAC 40, a level that the Board of Directors considered consistent with Legrand's positioning within the index and with the Group's profile.

■ Annual variable compensation, with a target value set at 100% of annual fixed compensation (80% quantifiable and 20% qualitative).

It may vary between 0% and 150% of fixed compensation, depending on the level of achievement of the quantifiable and qualitative criteria detailed in the "Quantifiable performance criteria selected for annual variable compensation and target-setting method" paragraph in section 6.2.2.2 C of this chapter.

■ Long-term compensation in the form of performance share plans, with a target value set at 200% of the annual fixed compensation.

It will entitle the recipient, where applicable, to an award of shares. The number of shares may vary thereafter between 0% and 150% of the initial award based on the level of future achievement of four financial and non-financial criteria measured on the basis of a three-year average. These criteria are detailed in the "Performance criteria selected for long-term variable compensation and target-setting method" paragraph in section 6.2.2.2 C of this chapter.

After the increase, the target total compensation⁽¹⁾ would lie close to the first quartile, a level that the Board of Directors considered consistent with Legrand's positioning within the index and with the Group's profile.

C – Determination of the calculation principles, criteria and weightings applicable to the annual and long-term variable compensation components attributable to the Chief Executive Officer in respect of 2026

Annual variable compensation of the Chief Executive Officer in respect of 2026

The principles for calculating the annual variable compensation in respect of 2026 include the applicable criteria and their weightings, as set out in the table below. They were determined by the Board of Directors of March 18, 2026, on the recommendation of the Compensation Committee.

Under Article L.22-10-34, II. of the French Commercial Code, payment of the annual variable compensation is subject to prior approval by the Shareholders' Meeting (*ex-post* vote).

The Board of Directors of March 18, 2026 decided to leave unchanged the nature of the quantifiable and qualitative criteria relating to annual variable compensation in place since 2021, as well as their target value and their maximum value.

The Board of Directors took the view that the variable compensation criteria lie at the heart of Legrand's growth and value creation model. Legrand's expansion model has two growth engines: organic growth stimulated in particular by innovation (regular launches of new products offering enhanced value in use) and commercial initiatives (organizational, physical with, for example, the opening of showrooms, and digital), and growth through bolt-on acquisitions, which is a key component of Legrand's development model. Since 1954, the Group has acquired 202 companies. Legrand's development model stands out on account of its significant ability to adapt to economic, geopolitical and social changes in its markets. Thanks to this ability, it has maintained first-class profitability over time. As a result, the Group achieved adjusted operating margin that has represented 20% of its sales from 2010 to 2025, with a minimum of 19.0% in 2020 as a result of the pandemic crisis, and a maximum of 21% in 2023.

Legrand's strategy is driven by a responsive organization that has close ties with its markets, featuring:

- highly committed teams, comprising over 39,600 highly committed staff members across nearly 90 countries.
- a business culture that focuses on integrated performance (financial and non-financial) and operational excellence.

(1) Including fixed compensation, target annual variable compensation and long-term variable compensation awarded at its IFRS value. The increase in maximum total compensation including fixed compensation, maximum annual variable compensation and long-term variable compensation awarded at its IFRS value amounts to 22.2%.

Quantifiable performance criteria selected for annual variable compensation and target-setting method

Performance criterion	Reason for selection of the criterion	Target-setting method
Organic sales growth	Alignment with annual public targets	The range bounds for the performance targets are consistent with the Company's annual targets, announced to the market upon publication of the annual financial statements of the previous year (in February)
Adjusted operating margin before acquisitions	Alignment with annual public targets	
External growth	Fit with the Group's growth model	Fit with the Group's growth model (measured by sales growth during the year resulting from changes in scope)
Rate of achievement of the CSR Roadmap	The CSR Roadmap is central to the Group's growth model. It aims to ensure that the Group achieves profitable, sustainable and responsible growth	Fit with the Group's corporate social and environmental responsibility commitments under its CSR Roadmap

Qualitative performance criteria selected for annual variable compensation and target-setting method

Performance criterion	Reason for selection of the criterion	Target-setting method
Innovation and market positions	Alignment with the Group's strategic priorities	At the beginning of the year, the Board makes certain that the criteria adopted are aligned with the Group's strategic priorities and sets targets.
Quality of external growth		Achievement of the qualitative criteria applicable to annual variable compensation is assessed at the discretion of the Board of Directors, on the recommendation of the Compensation Committee, based on information presented by management.
People development		

Criteria and targets for annual variable compensation for 2026

				Min	Target	Max
Quantifiable: 80% of target fixed compensation	Organic sales growth	2026 organic sales growth	As a % of fixed compensation	0%	15%	22.5%
			Indicator value	3.5%	5.5%	7.5%
	Operating margin	2026 adjusted operating margin (at 2025 scope)	As a % of fixed compensation	0%	40%	60%
			Indicator value	20.5%	20.9%	21.3%
	External growth	2026 sales growth resulting from changes in scope	As a % of fixed compensation	0%	10%	15%
			Indicator value	0%	5%	10%
	Corporate Social Responsibility	2026 rate of achievement of the Group's CSR Roadmap ⁽¹⁾	As a % of fixed compensation	0%	15%	22.5%
			Indicator value	70%	100%	130%
QUANTIFIABLE TOTAL				0%	80%	120%
Qualitative: 20% of target fixed compensation	Innovation and market positions	■ Innovation and Research & Development (new products and transformation of manufacturing processes)		0%	10%	15%
		■ Trend in sales generated by products supporting the energy and digital transition				
		■ Changes in market share				
	Quality of external growth	■ Quality of acquisitions pipeline		0%	5%	7.5%
		■ Emphasis on multiples paid				
		■ Quality of integration (in the short and medium term)				
	People development	■ Development of talent and succession planning for key managers		0%	5%	7.5%
		■ Talent attraction and employer branding initiatives				
QUALITATIVE TOTAL				0%	20%	30%
TOTAL VARIABLE AS A % OF FIXED COMPENSATION				0%	100%	150%

(1) The Group's 2025-2027 CSR Roadmap published on March 25, 2025 is based on five pillars:

- promoting diversity and inclusion;
- mitigating climate change;
- developing a more circular economy;
- serving our customers;
- being a responsible business.

For more details on the 2025-2027 objectives in the Group's CSR Roadmap, and especially the climate and environmental objectives, please refer to the press release dated March 25, 2025 and to chapters 1 and 4 of this Universal Registration Document.

Long-term compensation of the Chief Executive Officer in respect of 2026

In respect of 2026, the Chief Executive Officer is a beneficiary of a performance share plan (the **"2026 Performance Share Plan"**).

Long-term compensation corresponds to 200% of the target amount of the annual fixed compensation, with a possible variation in the number of shares initially allotted between 0% and 150% of the initial allotment based on future achievement of performance criteria.

The nature of the performance criteria has not been altered by comparison with the 2025 compensation policy. The Board of Directors considered that the performance criteria were aligned with the Group's medium-term strategy and the medium-term value creation targets, in keeping with best governance practices.

Performance criteria selected for long-term variable compensation and target-setting method

The **first two** performance **criteria** are aligned with the Company's 2030 Ambitions as announced to the market at

the Capital Markets Day on September 24, 2024. They relate to sales growth excluding currency effects and the adjusted operating margin after acquisitions. These indicators lie at the heart of Legrand's business model based on profitable growth.

The **third criterion** is of a non-financial nature, based on the achievement of the Group's corporate social responsibility commitments under its CSR Roadmap. The CSR Roadmap lies at the heart of Legrand's business model and aims to ensure sustainable and responsible growth, with due regard for all stakeholders.

The **fourth criterion** is based on the performance of Legrand's share price relative to the EURO STOXX Industrial Goods & Services index. If the share price underperforms the EURO STOXX Industrial Goods & Services index (as described in point 4 below), no payment is made in relation to this criterion.

The proposed performance criteria thus reflect the Company's model based on profitable, sustainable and responsible growth aligned with the interests of all stakeholders.

Performance criteria	Description of performance criteria and target-setting method	Weighting of performance criteria
Sales growth target excluding currency effects	Comparison between the target and the average achievement over 3 years	1/4
Target for adjusted operating margin after acquisitions	Comparison between the target and the average achievement over 3 years	1/4
Annual achievement rates of the Group's CSR Roadmap ⁽¹⁾	Target: arithmetic mean over 3 years of the Group's annual CSR Roadmap achievement rates	1/4
Legrand's share price performance relative to the performance of the EURO STOXX Industrial Goods & Services index	Performance gap between Legrand's share price and the EURO STOXX Industrial Goods & Services index over a 3-year period	1/4

(1) For further details on the Group's CSR Roadmap targets for 2025-2027, and in particular on the climate and environmental targets, please refer to the press release of March 25, 2025 and to chapters 1 and 4 of this Universal Registration Document.

Performance criteria are measured over a three-year period. The number of performance shares awarded definitively to the Chief Executive Officer is calculated using the following method:

1) Sales growth criterion excluding currency effects

Pay-out rate ⁽¹⁾	0%	50%	100%	150%	150%
3-year average achievements in the year of implementation of the plan and the following 2 years	Below 4%	4%	8%	12%	Above 12%

(1) For any point between the limits stated in the above table, the pay-out rate is calculated on a straight-line basis.

2) Adjusted operating margin after acquisitions criterion

Pay-out rate ⁽¹⁾	0%	50%	100%	150%	150%
3-year average achievements in the year of implementation of the plan and the following 2 years	Below 19.5%	19.5%	20%	20.5%	Above 20.5%

(1) For any point between the limits stated in the above table, the pay-out rate is calculated on a straight-line basis.

3) Annual achievement rates of the Group's CSR Roadmap

Pay-out rate ⁽¹⁾	0%	70%	100%	150%	150%
Arithmetic mean over a 3-year period of the annual CSR Roadmap achievement rates	Below 70%	70%	100%	150%	Above 150%

(1) For any point between the limits stated in the above table, the pay-out rate is calculated on a straight-line basis.

4) Legrand's share price performance

Pay-out rate ⁽¹⁾	0%	50%	100%	150%	150%
Performance gap between Legrand's share price and the EURO STOXX Industrial Goods & Services index ⁽²⁾	Below 0 point	Equal to 0 point	Equal to 5 points	Equal to 10 points	Above 10 points

(1) For any point between the limits stated in the above table, the pay-out rate is calculated on a straight-line basis.

(2) For the 2026 Performance Share Plan, 3-year performance will be measured over the 2026-2028 period using the following calculation method:

- Legrand's share price performance: comparison of the average daily closing prices in the second half of the third year of the plan (second half of 2028) to the average daily closing market prices in the second half of the year preceding the first year of the plan (second half of 2025), i.e., €132.02;
- performance of the EURO STOXX Industrial Goods & Services index: comparison of the average EURO STOXX Industrial Goods & Services daily closing indices in the second half of the third year of the plan (second half of 2028) to the average closing indices of the EURO STOXX Industrial Goods & Services index in the second half of the year preceding the first year of the plan (second half of 2025), i.e. 1,595.80 points.

The difference between these two performances will be measured by the difference, in percentage points, between the change in the Legrand's share price and the change in the EURO STOXX Industrial Goods & Services index.

Vesting period and fate of performance shares in the event of the departure of the Chief Executive Officer before the end of the vesting period

The vesting period for the Chief Executive Officer is three years. The (additional) holding period is two years. At the end of the vesting period of the performance shares allotted in 2026, the performance criteria and the condition of continuing service will be verified. The rules applicable in the event of the Chief Executive Officer's departure prior to the expiration of the vesting period are presented under the "Long-term compensation in respect of 2024 and 2025" heading in section 6.2.3.2 of this Universal Registration Document.

Holding obligation

Pursuant to Article L.22-10-59 of the French Commercial Code, as specified in the Code of Corporate Governance, the Chief Executive Officer must retain in registered form a certain percentage of the shares allocated until his term of office ends. The Board of Directors decided that the Chief Executive Officer will be required to hold at least 30% of all performance shares acquired under performance shares plans until his term of office ends.

Formal undertaking not to engage in hedging transactions

The Company has not put in place any hedging instruments for performance shares. Furthermore, the Chief Executive Officer has formally undertaken to refrain from using any hedging instruments in relation to the performance shares allocated to him.

D – Other elements of the compensation policy

Compensation for duties as a director of the Company and for directorships at other Group companies

No compensation is awarded to the Chief Executive Officer for his duties as a director of the Company or of any other Group companies.

Exceptional compensation

There are no provisions for exceptional compensation.

Undertakings covered by the provisions of Article L.22-10-9, I, 4° of the French Commercial Code

Pension plans

There is no undertaking under defined-benefit pension plans.

The Chief Executive Officer continues to benefit from the mandatory collective defined-contribution pension plan that falls within the scope of supplementary Article 83 of the FGTC. The Chief Executive Officer was a member of that plan before his appointment and continues to benefit from it under the same terms as all other relevant employees.

All the Group's French executives qualify for the benefit of the defined-contribution pension plan. Contributions are based on the A, B and C Tranches of compensation as defined for the calculation of contributions to the mandatory supplementary pension plans (AGIRC-ARRCO). Entitlements accrue through the payment of annual contributions equal to 1.5% of the A, B and C Tranches. The Company pays half this amount (0.75%) and the beneficiaries pay the other half (0.75%).

For 2026, the Company's contribution for the Chief Executive Officer is estimated at €2,884. This amount is given for information purposes only.

Termination benefits

The Chief Executive Officer does not benefit from any undertaking covering compensation components, indemnities or other benefits that are or may be due in the event of or subsequent to the termination of his term of office or assignment to a different position ("golden parachutes"). No such undertaking covers him, including if control of the Company changes.

Non-compete clause

Given the profile of the Chief Executive Officer and to protect the interests of the Company and its shareholders, in its meeting of March 20, 2018, the Board of Directors approved a non-compete agreement between the Company and the Chief Executive Officer. Under that agreement, the Chief Executive Officer undertakes not to carry out any activity that will compete with Legrand's business for a one-year period starting from the date his term of office ends.

The Company's Board of Directors will decide whether or not to apply this non-compete clause when the Chief Executive Officer's term of office ends. It may unilaterally decide to waive the application of this clause.

If applied, the Chief Executive Officer's fulfillment of this undertaking would result, for a one-year period after the end of his term of office, in the payment by the Company of a monthly indemnity. The latter would be equal to the monthly average of the reference salary received during the last 12 months of employment by the Company. The reference salary includes the fixed salary and annual variable compensation excluding sums received as long-term variable compensation. This amount is below the maximum cap recommended by the Code of Corporate Governance.

In accordance with Article R.22-10-14, III of the French Commercial Code, no indemnity would be payable under this non-compete clause should the Chief Executive Officer

decide to retire. In accordance with the Code of Corporate Governance, no indemnity may be paid if the Chief Executive Officer is aged over 65.

Incentive and profit-sharing plans

The Company has for many years implemented an incentive and profit-sharing plan covering all its employees and those of its main French subsidiaries. The Chief Executive Officer has not enjoyed the benefit of this plan since he was appointed as Chief Executive Officer on February 8, 2018.

Other non-cash forms of compensation components (company car, pension plan, supplementary health insurance coverage)

The Chief Executive Officer benefits from a company car. The benefit in kind for the provision of the company car is estimated to be worth €6,135 for 2026. This amount is given for information purposes only.

Furthermore, the Board of Directors, on February 7, 2018 decided that the Chief Executive Officer would continue to benefit from the "medical expenses" supplementary health insurance and the "death, disability and inability to work" insurance available to the Group's French executives under exactly the same terms since he is classified as an executive for social security and tax purposes.

For 2026, the Company's contribution for Benoît Coquart is estimated at €7,796. This amount is given for information purposes only.

Clawback clause

The Board of Directors, on the advice of the Compensation Committee, may decide not to pay or to request the return of all or part of the annual and long-term variable compensation in the event of (i) fraud by the Chief Executive Officer and/or (ii) gross misconduct by the Chief Executive Officer having a material negative impact on the Group.

6.2.2.3 Compensation policy applicable to the directors in respect of 2026

A – Directors' term of office

Directors are appointed by the Shareholders' Meeting for a term of office of three years, subject to the provisions of the Articles of Association concerning the age limit and the provisions of law and of the Code of Corporate Governance on multiple directorships. They may be reappointed without limitation subject to fulfilling the same requirements.

Directors may resign from their office at any time without giving any notice. Directors may be dismissed at any time by the Shareholders' Meeting without any notice. The duties of the directors representing employees come to an end prematurely in the event of the termination of their employment contract.

B – Compensation of the directors in respect of 2026

The Board of Directors apportions directors' compensation on the recommendation of the Compensation Committee and based on the total amount authorized by the Shareholders' Meeting. The total amount authorized by the Shareholders' Meeting of May 29, 2024, was €1,300,000. It will remain valid until a new resolution setting out a new amount is adopted by the Shareholders' Meeting.

On the recommendation of the Compensation Committee, the Board of Directors decided on March 18, 2026 to increase the total allocation for directors' compensation to €1,600,000. The increase in the allocation is intended to reflect (i) any potential additional meetings of the Board and its committees in light of current developments within the Group, and (ii) the inclusion of an amount of €70,583 corresponding to the overrun against the applicable 2025 allocation (set at €1,300,000).

The €70,583 overrun in respect of 2025, which arose from the holding of additional meetings of the Board and its committees⁽¹⁾ not originally scheduled and linked to current developments within the Group, is included in the 2026 compensation policy. It will be drawn from the 2026 compensation allocation and paid at the close of the Shareholders' Meeting of May 27, 2026, subject to shareholder approval of the ninth and tenth resolutions.

For further information about the determination of the maximum amount of compensation allotted to members of the Board of Directors, please refer to the presentation of the agenda and the proposed resolutions available on the Company's website: www.legrand.com/en in the "INVESTORS AND SHAREHOLDERS/Shareholders' meetings/2026 General Meeting" section.

It should be noted that neither the Chair of the Board of Directors nor the Chief Executive Officer receives any compensation for their duties as directors of the Company.

Accordingly, the compensation is apportioned between the other directors including the two directors representing employees.

The apportionment of compensation between directors takes into account directors' actual attendance at meetings of the Board of Directors and of its specialized committees. Additional compensation may be awarded, or exceptional compensation paid, for specific duties, such as those of the Lead Director.

On the recommendation of the Compensation Committee, the Board of Directors decided on March 18, 2026 to leave directors' fixed compensation unchanged. It has decided to amend the variable portion for each attendance at exceptional meeting of the Board of Directors effective as of the 2026 financial year. The 2026 compensation policy for directors is as follows:

- €25,000 a year in respect of the fixed portion of directors' compensation. The sum is increased by:
 - €5,000 for attendance at every regular meeting of the Board of Directors;
 - €2,500 for attendance at every exceptional meeting of the Board of Directors.

- €3,000 for each director who is also a member of a specialized committee for attendance at each specialized committee meeting;
- an additional €20,000 is paid to the Chair of the Audit Committee and an additional €10,000 is paid to the Chairs of the other specialized committees; and
- an additional €2,500 per trip is paid to directors residing outside Europe, in addition to variable compensation. This sum would not be paid in the event of participation via videoconference or telecommunication.

These rules for apportioning directors' compensation are in line with the Code of Corporate Governance, which recommends that the variable portion of the compensation awarded to directors should predominate.

Should the Board of Directors decide to entrust any director with specific duties or a specific term of office, they may be awarded exceptional compensation. Its amount will be proportionate for such duties or term of office and in line with market practices.

Given the specific duties discharged by the Lead Director, the Board of Directors has decided to award him an additional compensation of €20,000. Information regarding the Lead Director's duties is provided in section 6.1.2 of this Universal Registration Document.

In accordance with the Directors' Charter within the Internal Rules, the minimum number of shares that a director must hold in a personal capacity and retain throughout their term of office is 500 shares. All directors must, during their terms of office, gradually acquire a number of shares equivalent to one year's compensation (calculated assuming their attendance at all meetings of the Board and committees to which they belong and based on the average share price of Legrand shares for the previous financial year as the unit value).

Lastly, each director is entitled to reimbursement, upon presentation of supporting documents, of any travel and journey expenses incurred in the course of their duties, subject to the limits set out in the Company's applicable policy.

(1) For more details about meetings of the Board of Directors and its committees, please refer to section 6.1.1.3 "Work performed by the Board of Directors in 2025" and 6.1.3.3 "Work performed by the Board of Directors' specialized committees in 2025" of section 6.1 of this Universal Registration Document.

6.2.3 - Total compensation and benefits paid in 2025 or awarded in respect of the same year to the company officers

6.2.3.1 Angeles Garcia-Poveda's total compensation and benefits paid in 2025 or awarded in respect of the same year

The tables summarizing the components of compensation and benefits of any kind paid in respect of the financial year ended December 31, 2025, or awarded in respect of the

same year to Angeles Garcia-Poveda, Chair of the Board of Directors, are shown below.

Summary of compensation, options and shares awarded to Angeles Garcia-Poveda in her capacity as Chair of the Board of Directors in 2025 (Table 1 of the Code of Corporate Governance)

Angeles Garcia-Poveda, Chair of the Board of Directors	2024	2025
Compensation awarded in respect of the year (see Table 2 below for details)		
(in euros)	625,000	625,000
Value of options awarded during the year (Table 4 – not applicable)		
Number of options	Nil	Nil
(in euros)	Nil	Nil
Value of performance shares awarded during the year (Table 6 – not applicable)		
Number of shares	Nil	Nil
Value (in euros)	Nil	Nil
Value of long-term variable compensation awarded during the year		
Number of shares	Nil	Nil
Value (in euros)	Nil	Nil
TOTAL (in euros)	625,000	625,000

Summary of compensation awarded to Angeles Garcia-Poveda in her capacity as Chair of the Board of Directors in 2025 (Table 2 of the Code of Corporate Governance)

(in euros)	2024		2025	
	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Angeles Garcia-Poveda, Chair of the Board of Directors from July 1, 2020				
Fixed compensation	625,000	625,000	625,000	625,000
Annual variable compensation	Nil	Nil	Nil	Nil
Long-term variable compensation	Nil	Nil	Nil	Nil
Exceptional compensation	Nil	Nil	Nil	Nil
Compensation allocated due to the directorship	Nil	Nil	Nil	Nil
Benefits in kind ⁽¹⁾	Nil	Nil	Nil	Nil
TOTAL	625,000	625,000	625,000	625,000

(1) The Group did not fund any benefit.

Fixed compensation

For the 2025 financial year, the fixed compensation paid to Angeles Garcia-Poveda was €625,000.

Annual variable compensation

Angeles Garcia-Poveda does not receive any annual variable compensation.

Long-term compensation

Angeles Garcia-Poveda does not receive any long-term compensation. That is in accordance with the recommendations of the Code of Corporate Governance.

Subscription or purchase options exercised by Angeles Garcia-Poveda in 2025 (Table 5 of the Code of Corporate Governance)

Not applicable (no options outstanding in 2025).

Performance shares awarded free of charge to Angeles Garcia-Poveda and that have become available during the financial year (Table 7 of the Code of Corporate Governance)

Not applicable (Angeles Garcia-Poveda has never been awarded any free shares).

Compensation and benefits due as a result of the termination of Angeles Garcia-Poveda's role as Chair of the Board of Directors (Table 11 of the Code of Corporate Governance)

Executive officer	Employment contract		Supplementary pension plan		Indemnities or benefits due or potentially due in the event of termination or change of office		Non-compete clause indemnities	
	Yes	No	Yes	No	Yes	No	Yes	No
Angeles Garcia-Poveda								
Chair of the Board of Directors		X	X			X		X
Start of term of office: July 1, 2020								

Other compensation components

Compensation in respect of the directorship

Angeles Garcia-Poveda has not received any compensation for her position as a director of the Company.

Exceptional compensation

There is no provision for exceptional compensation.

Undertakings covered by the provisions of Article L.22-10-9, I, 4° of the French Commercial Code

Pension plans

There is no undertaking related to defined-benefit pension plans. Angeles Garcia-Poveda receives the benefit of the mandatory collective defined-contribution pension plan that falls within the scope of supplementary Article 83 of the FGTC, under the same terms as all other relevant employees.

All the Group's French executives qualify for the benefit of the defined-contribution pension plan. Contributions are based on the A, B and C Tranches of compensation as defined for the calculation of contributions to the mandatory supplementary pension plans (AGIRC-ARRCO). Entitlements accrue through the payment of annual contributions equal to 1.5% of the A, B and C Tranches. The Company pays half this amount (0.75%) and the beneficiaries pay the other half (0.75%).

For 2025, the Company's contribution for the Chair of the Board of Directors was €2,826.

Indemnity payments due on termination of duties: termination benefit/non-compete indemnity payment

Angeles Garcia-Poveda does not benefit from any undertaking covering compensation components, indemnities or other benefits that are or may be due in the event of or subsequent to the termination of her term of office or assignment to a different position ("golden parachutes"). No such undertaking covers her, including if control of the Company changes.

No non-compete agreement has been entered into between the Chair of the Board of Directors and the Company.

Other non-cash forms of compensation components (pension plan, supplementary health insurance coverage, etc.)

The Board of Directors decided on March 19, 2025 that the Chair of the Board of Directors could continue to benefit from the "medical expenses" supplementary health insurance and the "death, disability and inability to work" insurance available to the Group's French executives, since she is classified as an executive for social security and tax purposes. She receives those benefits on the same terms as the other employees in that category.

For 2025, the Company's contribution for Angeles Garcia-Poveda amounted to €7,632.

Compensation paid or awarded by a company within the scope of consolidation as defined in Article L.233-16 of the French Commercial Code

No compensation was paid or awarded by a company within the scope of consolidation as defined in Article L.233-16 of the French Commercial Code to Angeles Garcia-Poveda.

Equity ratio of the compensation of the Chair of the Board of Directors relative to that of the Company's employees, in accordance with Article L.22-10-9 of the French Commercial Code

These elements are presented in section 6.2.3.3 of this chapter.

Comparison between evolution in Angeles Garcia-Poveda's compensation, the Company's performance and the compensation of the Company's employees, in accordance with Article L.22-10-9 of the French Commercial Code

These elements are presented in section 6.2.3.3 of this chapter.

Conformity of the total compensation paid in 2025 or awarded in respect of that period to Angeles Garcia-Poveda, Chair of the Board of Directors, with the compensation policy approved by the Shareholders' Meeting of May 27, 2025

The total compensation paid to Angeles Garcia-Poveda in respect of 2025 amounted to €625,000. This compensation is in line with the compensation policy for the Chair of the Board of Directors set out in the seventh resolution of the Shareholders' Meeting of May 27, 2025. That resolution stated that the compensation structure in respect of 2025, as in 2024, was to pay her an annual fixed amount of €625,000 and no other components of compensation. Please refer to section 6.2.2.1 on pages 322-323 of the Company's 2024 Universal Registration Document for more information on this subject.

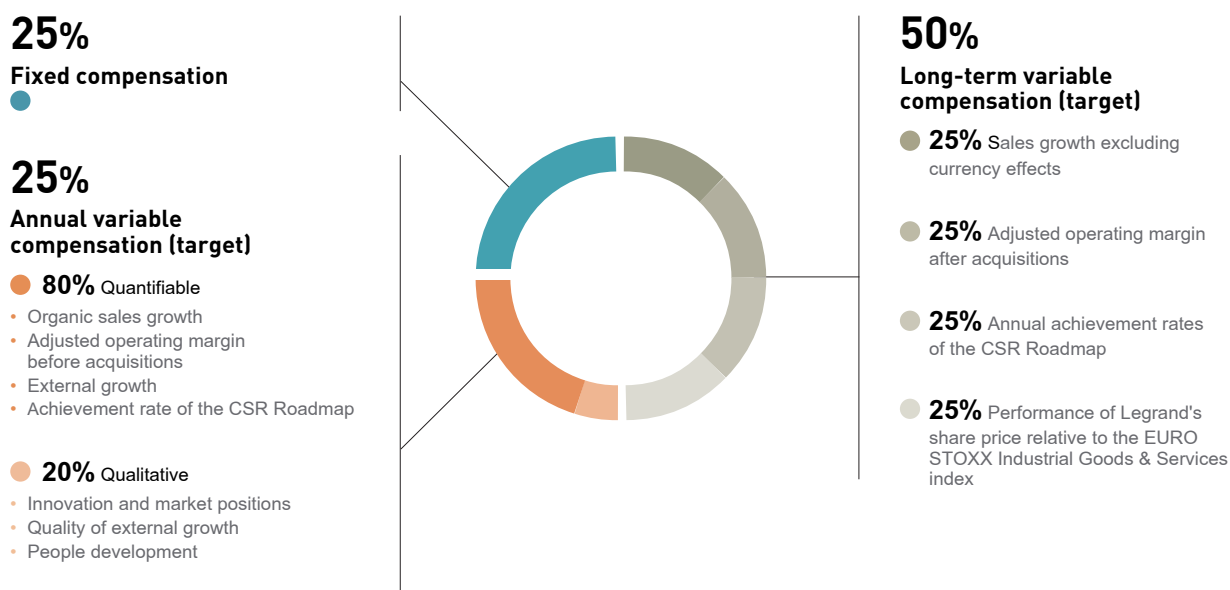
This compensation contributes to the Company's long-term performance and enables:

- to provide compensation for the role of the Chair, for organizing and leading the work performed by the Board of Directors and the specialized committees; and
- to give the Company the benefit of the Chair's skills and experience.

The Board of Directors considered that this policy was suitable given the high level of approval (99.77%) of the seventh resolution at the Shareholders' Meeting of May 27, 2025, concerning the 2025 compensation policy applicable to the Chair of the Board of Directors.

6.2.3.2 Total compensation and benefits paid in 2025 or awarded in respect of the same year to Benoît Coquart

Compensation paid to the Chief Executive Officer in 2025 – Apportionment of fixed and variable portions



The tables summarizing the components of compensation and benefits of any kind paid in the financial year ended December 31, 2025 or awarded in respect of the same year to Benoît Coquart, Chief Executive Officer, are shown below.

Summary of compensation, options and shares awarded to Benoît Coquart in 2025 (Table 1 of the Code of Corporate Governance)

	2024	2025
Benoît Coquart, Chief Executive Officer		
Compensation awarded in respect of the year (see Table 2 below for details)		
(in euros)	1,962,992	1,987,935
Value of options awarded during the year (Table 4 – not applicable)		
Number of options	Nil	Nil
(in euros)	Nil	Nil
Value of performance shares awarded during the year (see Table 6 below for details)		
Number of shares	17,700	16,644
Value (in euros)	1,610,877 ⁽¹⁾	1,399,261 ⁽²⁾
Value of long-term variable compensation awarded during the year		
Number of shares	Nil	Nil
Value (in euros)	Nil	Nil
TOTAL (in euros)	3,573,869	3,387,196

(1) Value of performance shares awarded in 2024, as determined by an independent expert pursuant to IFRS 2, subject to the future performance conditions detailed in the section on "Ongoing performance share plans" in this Universal Registration Document.

(2) Value of performance shares awarded in 2025, as determined by an independent expert pursuant to IFRS 2, subject to the future performance conditions detailed in the section on "Ongoing performance share plans" in this Universal Registration Document.

Summary of compensation awarded to Benoît Coquart in 2025 (Table 2 of the Code of Corporate Governance)

	2024		2025	
(in euros)	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
Benoît Coquart, Chief Executive Officer from February 8, 2018				
Fixed compensation	900,000	900,000	900,000	900,000
Annual variable compensation	1,059,300	1,167,300	1,081,800	1,059,300
Long-term variable compensation	Nil	Nil	Nil	Nil
Exceptional compensation	Nil	Nil	Nil	Nil
Compensation allocated due to the directorship	Nil	Nil	Nil	Nil
Benefits in kind ⁽¹⁾	3,692	3,692	6,135	6,135
TOTAL	1,962,992	2,070,992	1,987,935	1,965,435

(1) At the filing date of this Universal Registration Document, the Chief Executive Officer benefits from a company car.

Fixed compensation in respect of 2024 and 2025

In respect of 2025, as in respect of 2024, the amount of Benoît Coquart's fixed compensation was €900,000.

Annual variable compensation in respect of 2024 and 2025

Benoît Coquart's variable compensation for the 2024 financial year was determined by the Board of Directors on March 19, 2025, on the recommendation of the Compensation Committee.

In respect of 2024, the achievement rate of quantifiable and qualitative targets applied to maximum annual variable compensation was 78.5% (equal to 117.7% divided by 150%). The achievement rate was 117.7% (equal to 117.7% divided by 100%) of the target, giving an amount of €1,059,300. This amount was approved by the Company's shareholders at the Shareholders' Meeting of May 27, 2025 with an approval rate of 97.6% (sixth resolution).

Benoît Coquart's variable compensation for the 2025 financial year was determined by the Board of Directors on March 18, 2026, on the recommendation of the Compensation Committee. It was determined after applying

the criteria set by the Compensation Committee and subsequently approved by the Board of Directors. Those criteria are presented in the table below.

				Min	Target	Max	Actual
Quantifiable: 80% of target fixed compensation	Organic sales growth	2025 organic sales growth	As a % of fixed compensation	0%	15%	22.5%	22.5%
			Indicator value	1%	3%	5%	7.7%
	Operating margin	2025 adjusted operating margin (at 2024 scope)	As a % of fixed compensation	0%	40%	60%	40%
			Indicator value	20.2%	20.6%	21%	20.6%
	External growth	2025 sales growth resulting from changes in scope	As a % of fixed compensation	0%	10%	15%	10.2%
			Indicator value	0%	5%	10%	5.1%
	Corporate Social Responsibility	2025 Rate of achievement of the Group's CSR Roadmap ⁽¹⁾	As a % of fixed compensation	0%	15%	22.5%	17.5%
			Indicator value	70%	100%	130%	110%
	QUANTIFIABLE TOTAL				0%	80%	120%
Qualitative: 20% of target fixed compensation	Innovation and market positions	■ Innovation and Research & Development (new products and transformation of manufacturing processes)		0%	10%	15%	15%
		■ Trend in sales generated by products supporting the energy and digital transition					
		■ Changes in market share					
	Quality of external growth	■ Quality of acquisitions pipeline		0%	5%	7.5%	7.5%
		■ Emphasis on multiples paid					
		■ Quality of integration (in the short and medium term)					
	People development	■ Development of talent and succession planning for key managers		0%	5%	7.5%	7.5%
		■ Talent attraction and employer branding initiatives					
	QUALITATIVE TOTAL				0%	20%	30%
TOTAL VARIABLE AS A % OF FIXED COMPENSATION				0%	100%	150%	120.2%

(1) The Group's 2025-2027 CSR Roadmap published on March 25, 2025 is based on five pillars:

- promoting diversity and inclusion;
- mitigating climate change;
- developing a more circular economy;
- serving our customers;
- being a responsible business.

For more details on the 2025-2027 objectives in the Group's CSR Roadmap, and especially the climate and environmental objectives, please refer to the press release dated March 25, 2025 and to chapters 1 and 4 of this Universal Registration Document.

In respect of 2025, the achievement rate of quantifiable and qualitative targets applied to maximum annual variable compensation was 80.1% (equal to 120.2% divided by 150%). The achievement rate was 120.2% (equal to 120.2% divided by 100%) of the target, giving an amount of €1,081,800.

The principles and achievements of the annual variable portion of Benoît Coquart's 2025 compensation, as calculated in the above table, are as follows:

- the target value of the quantifiable portion was set at 80% of the fixed compensation, which may vary between 0% and 120% of said fixed compensation ;

- the 2025 achievement rate for this quantifiable component came to 90.2% of fixed compensation. It was determined on the basis of the following criteria:

- **organic sales growth:** 15% of the target fixed compensation based on the achievement of organic sales growth of 3%. The compensation rate may vary between 0% and 22.5% of fixed compensation for organic sales growth between 1% and 5% (consistent with annual targets announced to the market at the beginning of 2025). The performance achieved in 2025 was 7.7%, giving an entitlement equal to 22.5% of fixed compensation. Indeed, in a still muted building market, sales grew by 7.7% organically,

- **2025 adjusted operating margin (based on the 2024 scope):** 40% of the fixed compensation as a target value based on a reported 2025 adjusted operating margin of 20.6% (based on the 2024 scope). The compensation rate may vary between 0% and 60% of fixed compensation for a 2025 adjusted operating margin (based on the 2024 scope) between 20.2% and 21% (consistent with annual targets announced to the market at the beginning of 2025). The performance achieved in 2025 was 20.6%, giving an entitlement equal to 40% of fixed compensation. Before acquisitions (at 2024 scope), the adjusted operating margin was 20.6% of sales in 2025. During the year, the Group's high profitability demonstrates once again the strength of Legrand's strategic model and its solid capacity to execute and adapt, particularly in a volatile environment linked to U.S. customs policies, which increased the Group's cost base by around +\$100 million,
- **2025 sales growth resulting from changes in scope:** 10% of the fixed compensation as a target value based on the achievement of 2025 sales growth through acquisitions of +5%. The compensation rate may vary between 0% and 15% of fixed compensation for sales growth through acquisitions of between 0% and 10%. The performance achieved in 2025 was 5.1%, giving an entitlement equal to 10.2% of fixed compensation,
- **2025 achievement rate of the Group's CSR Roadmap:** 15% of fixed compensation as a target value for an achievement rate of the Group's 2025-2027 CSR Roadmap set at 100%. The compensation awarded may vary between 0% and 22.5% of fixed compensation for a roadmap achievement rate of between 70% and 130%. The performance achieved in 2025 was 110%, giving an entitlement equal to 17.5% of fixed compensation. Over the year, achievement rates across the five pillars contributing to nine United Nations Sustainable Development Goals (SDGs) were as follows:
 - 123% for promoting diversity and inclusion, including a rise in the ratio of women in management positions (defined as Hay Grade 14+) at 31.3%, and close to 5,600 opportunities offered to early-in-careers in 2025,
 - 123% for climate change mitigation, including a reduction in the Group's CO₂ emissions for Scopes 1 & 2 of -19% in 2025,
 - 123% for developing circular economy, with close to 37% of sustainable materials in the Group's products or a weight reduction of primary plastic packaging in manufactured products of -34% in 2025,
 - 102% for serving our customers, notably with 6 Mt of CO₂ avoided by the Group's customers thanks to Legrand products and 74% of the Group's 2025

annual sales covered by Product Sustainability Profiles,

- and 89% as a responsible business, with, for example, 83.8% major suppliers engaged⁽¹⁾ and 81.3% of at-risk suppliers engaged⁽¹⁾ or training of at least 8 hours provided to over 97% of the Group's workers. The FR2t rate (frequency rate of work accidents with and without lost time, including temporary workers) also decreased over the year by 3.4%⁽²⁾;
- the target value of the quantifiable component was set at 20% of the fixed compensation, which may vary between 0% and 30% of said fixed compensation. The 2025 achievement rate for the qualitative component came to 25% of fixed compensation. Having assessed the following criteria, the Compensation Committee and then the Board of Directors stated the opinion that the performance achieved was remarkable. This achievement rate was determined based on the following factors:

– **10% of fixed compensation (10% target value) related to the innovation and market positions criterion:**

The Board of Directors noted that numerous new products were launched in 2025, reflecting sustained innovation momentum, including:

- the strengthening of essential infrastructure solutions with the launches of enhanced wiring device ranges Arteor™ Advance, Nexy, Bonjun, Zhihui and Niloe, lighting solutions dedicated to tertiary and specialized environments, notably for healthcare infrastructures with Saros Duo and Seem Sweep 2. Lastly, professional audiovisual solutions were strengthened through the launch of Chief® Velocity Outdoor Pedestal System, and TiLED® Off-the-Wall™ dvLED installation solutions for displays,
- energy and digital transition offerings strengthening in datacenters, these include M70 monitor configuration tools; T-Series and Pro-Series cabinets and containment solutions; high-power Starline Track busways; universal outlet units compatible with all types of PDUs (single-phase and three-phase); Open compute ORv3 racks; Keor Flex 1200 uninterruptible power supplies; HPR cabinets; 6,000A busway distribution systems, and ORv3 power systems and vertical busbars. In digital lifestyles offering, launches include Netatmo Advance cameras; the Radiant Smart Lights connected lighting system; DLM touchscreen control panels and the new Home+Pro application. For the energy transition, new solutions include the HPI 33 Evo UPS, photovoltaic panel systems, DMX3 2500-800V circuit breakers; Green'up Home charging stations; XL³ HP 6300 cabinets; and Green-I™ motion and presence detectors.

(1) In 2025, 83.8% of major suppliers signed the Supplier Code of Conduct and obtained an EcoVadis assessment compliant with the Human Rights pillar. In addition, 81.3% of at-risk suppliers signed the Supplier Code of Conduct, exceeding the Group's target of 50%.

(2) Despite the significant decrease in the FR2t rate, the achievement rate for this sub-criterion of the 'Being a responsible business' pillar for 2025 stands at 0%. For further details on the 2025 achievement rate, readers are invited to refer to section 4.1.3.1.6.5 of this Universal Registration Document.

In 2025, the Group notably launched agent-based tools such as Gaia, which automates the generation of product data, and Elia, a product assistance solution available before and after sales trained on the full set of product data delivering instant responses across 200,000 product references. At the same time, Legrand continues the methodical deployment of artificial intelligence across its back- and front-office processes to improve efficiency.

Datacenters, at the heart of the Group's growth strategy, represented sales of €2.4 billion at year-end 2025, *i.e.* 26% of Group sales, compared with €0.7 billion in 2020.

Building on nearly 30 acquisitions completed in this field, Legrand has become a leading player and a preferred partner for major industry participants in critical power, compute infrastructure and advanced cooling solutions, as well as testing and services. In 2025, the Group once again demonstrated the relevance of its offering and positioning through the success of numerous flagship project.

Legrand also continued to develop its offerings for energy transition. Recent acquisitions completed in the datacenter solutions have notably helped strengthen the Group's positions in critical power in residential, office, healthcare, and education buildings with other verticals driven by electrification, such as infrastructures, industry, telecoms, oil & gas and microgrids.

– **7.5% of fixed compensation (5% target value) linked to the quality of external growth:**

The Board of Directors noted that the Company maintained its strong acquisition momentum. In 2025, Legrand announced the acquisition of seven companies, all in the energy transition and digital, representing €500 million in additional annualized revenue. These acquisitions enable Legrand to:

- strengthen its datacenter offering with Avtron Power Solutions (U.S. leader in load banks⁽¹⁾), Linkk Busway Systems (Asian reference specialist in power busbars), Amperio Project (Swiss specialist in busbars) and Computer Room Solutions (Australian leading player in white space infrastructure),
- consolidate its positions in digital lifestyles solutions through the acquisitions of Cogelec (French specialist in access control) and Performation (Dutch software player in connected healthcare),
- continue its development in the energy transition with Quitérios (leading Portuguese player in electrical and digital modular distribution boards).

In addition, in 2025 Legrand made an investment in Accelsius in the United States, a pioneer in two-phase direct-to-chip liquid cooling. This investment will further strengthen the Group's portfolio of solutions for AI and HPC (High Performance Computing) datacenters.

The Board of Directors also noted the quality of the acquisition pipeline, the emphasis on the multiples paid and the quality of integration in the short and medium term.

– **7.5% of fixed compensation (5% target value) related to people development:**

The Committee, then the Board of Directors noted the various people development initiatives.

The list of the profiles identified as having great future potential in 2025 was drawn up, together with a review of succession planning for key managers. Furthermore, a number of initiatives were implemented in 2025, notably (i) the strengthening of the Group's datacenter talent pool, particularly through strategic moves combining external recruitment, internal promotions and the upskilling of experienced female leaders, (ii) the creation of new momentum within the Executive Committee following the appointment of three new members, bolstering diversity, key expertise and the implementation of the Group's Ambition 2030 plan, (iii) the launch of a global mentoring program designed to accelerate leadership development and strengthen succession pipelines and (iv) the enhancement of the Group's visibility and employer brand through a strategy combining global initiatives and targeted communication.

Long-term compensation in respect of 2024 and 2025

Future Performance Units

In 2025, as in 2024, no future performance units were awarded in respect of the financial year ended.

Subscription or purchase options

In 2025, as in 2024, no options to purchase or subscribe for shares were awarded.

Performance shares

As regards the award of performance shares in 2025, Benoît Coquart was awarded 16,644 performance shares. They are subject to the future performance criteria presented in the "Ongoing performance share plans" section of this Universal Registration Document. Their value was determined by an independent expert pursuant to IFRS 2 and amounts to €1,399,261.

(1) Load banks: equipment that simulates an electrical load in order to test the reliability of power supply systems.

This award represents 0.006% of the Company's share capital.

The vesting period of the performance shares awarded in 2025 will end on June 8, 2028. On that date, the continuing service and performance criteria will be reviewed. As regards the condition of continuing service, the following rules are applicable:

- in the event of the Chief Executive Officer's resignation during the vesting period, the shares initially awarded by the Board of Directors will not vest;
- in the event of the Chief Executive Officer's dismissal or retirement during the vesting period, a final number of the shares would vest, subject to the performance criteria as at the expiry date of the vesting period, calculated in

proportion to his length of service as Chief Executive Officer within the Company during the vesting period;

- in the event of death during the vesting period, the Chief Executive Officer's heirs may request the transfer of ownership of all shares that the Board of Directors initially allocated to the deceased Chief Executive Officer, without waiting until the expiration of the vesting period;
- in the event that the Chief Executive Officer becomes permanently disabled, within the meaning of French law or that of his country of residence, the Chief Executive Officer may, under French law, request the transfer of ownership of all shares that the Board of Directors initially allocated to him without waiting until the expiration of the vesting period.

Performance shares awarded free of charge by the Shareholders' Meeting to Benoît Coquart by the Company and by any Group company in 2025 (Table 6 of the Code of Corporate Governance)

Name of executive officer	Date of plan	Number of shares awarded during the year	Value of the shares according to method used for the consolidated financial statements	Vesting date	End of lock-up period	Performance criterion
Benoît Coquart	2025 Performance share plan (May 27, 2025)	16,644	1,399,261 ⁽¹⁾	June 8, 2028	May 29, 2030	For a description of the applicable performance criteria, please refer to the "Ongoing performance share plans" section of this Universal Registration Document

(1) The value of the 16,644 shares allocated to Benoît Coquart was determined by an independent expert pursuant to IFRS 2.

Ongoing performance share plans

On the recommendation of the Compensation Committee, the Board of Directors, at its meetings of May 31, 2023, May 29, 2024 and May 27, 2025, approved the implementation of performance share plans (the "2023 Performance Share Plan", the "2024 Performance Share Plan" and the "2025 Performance Share Plan", respectively) benefiting Benoît Coquart.

The number of performance shares that will be awarded definitively to Benoît Coquart will vary between 0% and 150% of the number of shares initially awarded, subject to a condition of continuing service and various performance criteria. The criteria applicable under the 2023 and 2024 Performance Share Plans are presented in note 4.2.1.1 to the financial statements in Chapter 8 of this Universal Registration Document.

The criteria applicable to the 2025 Performance share plan are described in the following tables.

Performance criteria	Description of performance criteria and target-setting method	Weighting of performance criteria
Sales growth target excluding currency effects	Comparison between the target and the average achievement over 3 years	1/4
Target for adjusted operating margin after acquisitions	Comparison between the target and the average achievement over 3 years	1/4
Annual achievement rates of the Group's CSR Roadmap ⁽¹⁾	Target: arithmetic mean over 3 years of the Group's annual CSR Roadmap achievement rates	1/4
Legrand's share price performance relative to the performance of the EURO STOXX Industrial Goods & Services index	Performance gap between Legrand's share price and the EURO STOXX Industrial Goods & Services index over a 3-year period	1/4

(1) For more details on the Group's 2025-2027 CSR Roadmap, please refer to the press release dated March 25, 2025 and to chapters 1 and 4 of this Universal Registration Document.

Performance criteria are measured over a three-year period. The number of performance shares awarded definitively to the Chief Executive Officer is calculated using the following method:

1) Sales growth criterion excluding currency effects

Pay-out rate ⁽¹⁾	0%	50%	100%	150%	150%
3-year average of achievements for 2025, 2026 and 2027	Below 4%	4%	8%	12%	Above 12%

(1) For any point between the limits stated in the above table, the pay-out rate is calculated on a straight-line basis.

2) Adjusted operating margin after acquisitions criterion

Pay-out rate ⁽¹⁾	0%	50%	100%	150%	150%
3-year average of achievements for 2025, 2026 and 2027	Below 19.5%	19.5%	20%	20.5%	Above 20.5%

(1) For any point between the limits stated in the above table, the pay-out rate is calculated on a straight-line basis.

3) Annual achievement rates of the Group's CSR Roadmap

Pay-out rate ⁽¹⁾	0%	70%	100%	150%	150%
Arithmetic mean over a 3-year period of the annual CSR Roadmap achievement rates	Below 70%	70%	100%	150%	Above 150%

(1) For any point between the limits stated in the above table, the pay-out rate is calculated on a straight-line basis.

4) Legrand's share price performance

Pay-out rate ⁽¹⁾	0%	50%	100%	150%	150%
Performance gap between Legrand's share price and the EURO STOXX Industrial Goods & Services index ⁽²⁾	Below 0 point	Equal to 0 point	Equal to 5 points	Equal to 10 points	Above 10 points

(1) For any point between the limits stated in the above table, the pay-out rate is calculated on a straight-line basis.

(2) For the 2025 Performance Share Plan, 3-year performance will be measured over the 2025-2027 period using the following calculation method:

- Legrand's share price performance: comparison of the average daily closing prices in the second half of the third year of the plan (second half of 2027) to the average daily closing market prices in the second half of the year preceding the first year of the plan (second half of 2024), i.e., €98.32;
- performance of the EURO STOXX Industrial Goods & Services index: comparison of the average EURO STOXX Industrial Goods & Services daily closing indices in the second half of the third year of the plan (second half of 2027) to the average closing indices of the EURO STOXX Industrial Goods & Services index in the second half of the year preceding the first year of the plan (second half of 2024), i.e. 1,263.76 points.

The difference between these two performances will be measured by the difference, in percentage points, between the change in the Legrand's share price and the change in the EURO STOXX Industrial Goods & Services index.

Achievement rate of performance criteria under the 2022 plan

Criteria	2022		2023		2024		3-year average		
	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Performance
Organic sales growth	5.0%	9.7%	1.0%	2.7%	0.0%	1.0%	2.0%	4.5%	119.3%
Adjusted operating margin before acquisitions ⁽²⁾	20.3%	20.7%	20.0%	21.2%	20.4%	20.6%	20.2%	20.8%	126.0%
Annual rates of achievement of the Group's CSR Roadmap	100%	123%	100%	118%	100%	113%	100%	118%	103.6%
Legrand's share price performance relative to the performance of the CAC 40 index							up 8.8%	Not achieved	0.0%
Performance									87.2%

(1) 100% achievement target for the criterion.

(2) The adjusted operating margin before acquisitions corresponds to the adjusted operating income (see key figures).

For more details on the achievement rates of the performance criteria, please refer to note 4.2 to the financial statements in chapter 8 of this Universal Registration Document.

Performance shares awarded free of charge to Benoît Coquart and that have become available in 2025

(Table 7 of the Code of Corporate Governance)

Name of executive officer	Date of plan	Number of shares that became available during the financial year ⁽¹⁾	Vesting condition
Benoît Coquart	May 25, 2022	19,650	N/A

(1) A two-year holding period applies to the performance shares covered by the 2022 performance share plan.

Subscription or purchase options exercised by Benoît Coquart in 2025

(Table 5 of the Code of Corporate Governance)

Nil.

Compensation and benefits due as a result of the termination of Benoît Coquart's role as Chief Executive Officer (Table 11 of the Code of Corporate Governance)

	Employment contract		Supplementary pension plan		Indemnities or benefits due or potentially due in the event of termination or change of office		Non-compete clause indemnities	
	Yes	No	Yes	No	Yes	No	Yes	No
Executive officer								
Benoît Coquart								
Chief Executive Officer		X	X			X	X	
Start of term of office: Feb. 8, 2018								

Other compensation components

Compensation in respect of the directorship

Benoît Coquart does not receive any compensation for his position as a director of any of the Group companies.

Compensation paid or awarded by a company within the scope of consolidation as defined in Article L.233-16 of the French Commercial Code

No compensation was paid or awarded by a company within the scope of consolidation as defined in Article L.233-16 of the French Commercial Code to Benoît Coquart.

Exceptional compensation

There is no provision for exceptional compensation.

Undertakings covered by the provisions of Article L.22-10-9, I, 4° of the French Commercial Code

Benoît Coquart has not received any undertaking covering compensation components, indemnities or other benefits that are or may be due in the event of or subsequent to the termination of his term of office or assignment to a different position ("golden parachutes"). No such undertaking covers him, including if control of the Company changes.

Pension plans

There is no undertaking under defined-benefit pension plans. Benoît Coquart continues to benefit from the mandatory collective defined-contribution pension plan that falls within the scope of supplementary Article 83 of the FGTC. He joined that plan before his appointment as Chief Executive Officer, and he continues to benefit from it under the same terms as all other relevant employees.

All the Group's French executives qualify for the benefit of the defined-contribution pension plan. Contributions are based on the A, B and C Tranches of compensation as defined for the calculation of contributions to the mandatory supplementary pension plans (AGIRC-ARRCO). Entitlements accrue through the payment of annual contributions equal to

1.5% of the A, B and C Tranches. The Company pays half this amount (0.75%) and the beneficiaries pay the other half (0.75%).

For 2025, the Company's contribution for the Chief Executive Officer amounted to €2,826.

Chief Executive Officer's contract of employment and length of his term of office

In accordance with the Code of Corporate Governance, Benoît Coquart does not have an employment contract with the Company.

On the recommendation of the Nomination and Governance Committee, the Board of Directors decided at its meeting on February 7, 2018, that the Chief Executive Officer's term of office would be indefinite.

Other non-cash forms of compensation components (company car, pension plan, supplementary health insurance coverage, etc.)

Benoît Coquart has the use of a company car. This benefit in kind for the provision of the vehicle amounted to €6,135 for 2025.

Furthermore, the Board of Directors, on February 7, 2018 decided that the Chief Executive Officer would continue to benefit from the "medical expenses" supplementary health insurance and the "death, disability and inability to work" insurance available to the Group's French executives under exactly the same terms since he is classified as an executive for social security and tax purposes.

For 2025, the Company's contribution for Benoît Coquart was €7,632.

Equity ratio of Benoît Coquart's compensation to that of the Company's employees, in accordance with Article L.22-10-9 of the French Commercial Code

These elements are presented in section 6.2.3.3 of this chapter.

Comparison between evolution in Benoît Coquart's compensation, the Company's performance and the compensation of the Company's employees, in accordance with Article L.22-10-9 of the French Commercial Code

These elements are presented in section 6.2.3.3 of this chapter.

Conformity of the total compensation paid in 2025 or awarded in respect of that year to Benoît Coquart, Chief Executive Officer, with the compensation policy approved by the Shareholders' Meeting of May 27, 2025

The total compensation paid or awarded to Benoît Coquart in respect of 2025 amounted to €3,387,196. It consists of fixed compensation of €900,000, annual variable compensation of €1,081,800, benefit in kind of €6,135 and long-term compensation valued at €1,399,261. It was in line with the

compensation policy for the Chief Executive Officer, which was the subject of the eighth resolution of the Shareholders' Meeting of May 27, 2025.

Please refer to section 6.2.2.2 on pages 323 to 329 of the Company's 2024 Universal Registration Document for more information on this subject.

This compensation contributes to the Company's long-term performance. Indeed, the proportion of variable compensation in total compensation is predominant, thereby incentivizing financial and non-financial performance over the medium and long term.

The Board of Directors considered that this policy was suitable given the high level of approval (98.18%) of the eighth resolution at the Shareholders' Meeting of May 27, 2025, concerning the 2025 compensation policy applicable to the Chief Executive Officer.

6.2.3.3 Equity ratios and comparison of annual changes in the Company's compensation and performance

Ratios concerning the Chair of the Board of Directors

Table of ratios pursuant to Article L.22-10-9 I., 6° and 7° of the French Commercial Code⁽¹⁾

	2020 ⁽³⁾	2021	2022	2023	2024	2025
Total amount of Angeles Garcia-Poveda's compensation used to calculate the ratios	625,000	625,000	625,000	625,000	625,000	625,000
Change (as a %) in Angeles Garcia-Poveda's compensation - Chair of the Board of Directors ⁽²⁾	0.0	0.0	0.0	0.0	0.0	0.0
Information concerning the Legrand SA scope⁽⁴⁾						
Change (as a %) in employees' average pay	5.6	24.6	-4.1	-8.8	-15.4	-10.9
Ratio relative to employees' average pay	3.7	2.9	3.1	3.4	4.0	4.5
Change in ratio (as a %) compared to previous year	-5	-22	7	10	18	13
Ratio relative to employees' median pay	7.3	6.6	6.2	6.7	7.0	7.8
Change in ratio (as a %) compared to previous year	-3	-10	-6	8	4	11
Additional information concerning the Legrand France ESU scope⁽⁵⁾						
Change (as a %) in employees' average pay	0.8	8.2	5.5	2.1	2.2	-0.4
Ratio relative to employees' average pay	11.6	10.7	10.2	10.0	9.7	9.8
Change in ratio (as a %) compared to previous year	-1	-8	-5	-2	-3	1
Ratio relative to employees' median pay	14	13.1	12.3	12.2	12.0	12.0
Change in ratio (as a %) compared to previous year	-1	-6	-6	-1	-2	0
Performance of the Company						
Sales (€m)	6,099.5	6,994.2	8,339.4	8,416.9	8,648.9	9,480.6
Change	-7.9%	14.7%	19.2%	0.90%	2.8%	9.6
Adjusted operating income (€m)	1,156.0	1,434.0	1,701.5	1,770.2	1,776.0	1,962.3
Change	-12.8%	24.0%	18.7%	4.0%	0.3%	10.5%
Achievement rate of the CSR Roadmap targets	128%	131%	123%	118%	113%	110%
Share price at Dec. 31 (€)	73	102.9	74.8	94.1	94.0	127.3
Change	0.5%	41.0%	-27.3%	25.8%	-0.1%	35.3%

Methodological notes

- (1) Gross total compensation paid or awarded during the year. Presentation in line with AFEP guidelines as updated in February 2021.
- (2) Angeles Garcia-Poveda has been Chair of the Board of Directors since July 1, 2020. The disclosures in this section are shown on an annualized basis for the Chair of the Board of Directors. The office was previously held by Gilles Schnepf from February 9, 2018 to June 30, 2020.
- (3) In 2020, Gilles Schnepf received 50% of the annual compensation of the Chair of the Board of Directors corresponding to the first half of 2020, while Angeles Garcia-Poveda received the other 50% for the second half of 2020.
- (4) Information presented based on the legal scope.
- (5) Additional information presented based on a broader scope—Legrand France ESU—considered to be more representative. Legrand SA, the listed company, had an average of 52 employees during the period under consideration, whereas the Legrand France ESU houses close to 90% of the workforce in France.

Ratios concerning the Chief Executive Officer

Table of ratios pursuant to Article L.22-10-9 I., 6° and 7° of the French Commercial Code⁽¹⁾

	2020	2021	2022	2023	2024	2025
Total amount of Benoît Coquart's compensation used to calculate the ratios	2,170,622	2,895,716	3,526,414	3,743,627	3,681,869	3,364,696
Change (as a %) in Benoît Coquart's compensation - Chief Executive Officer ⁽²⁾	-15.3	33.4	21.8	6.2	-1.6	-8.6
Information concerning the Legrand SA scope⁽³⁾						
Change (as a %) in employees' average pay	5.6	24.6	-4.1	-8.8	-15.4	-10.9
Ratio relative to employees' average pay	12.7	13.6	17.3	20.1	23.4	24.0
Change in ratio (as a %) compared to previous year	-20	7	27	16	16	3
Ratio relative to employees' median pay	25.5	30.7	35.2	40.3	41.1	41.9
Change in ratio (as a %) compared to previous year	-17	20	15	14	2	2
Additional information concerning the Legrand France ESU scope⁽⁴⁾						
Change (as a %) in employees' average pay	0.8	8.2	5.5	2.1	2.2	-0.4
Ratio relative to employees' average pay	40.3	49.7	57.3	59.6	57.4	52.6
Change in ratio (as a %) compared to previous year	-16	23	15	4	-4	-8
Ratio relative to employees' median pay	48.5	60.6	69.3	72.9	70.5	64.5
Change in ratio (as a %) compared to previous year	-17	25	14	5	-3	-9
Performance of the Company						
Sales (€m)	6,099.5	6,994.2	8,339.4	8,416.9	8,648.9	9,480.6
Change	-7.9%	14.7%	19.2%	0.9%	2.8%	9.6%
Adjusted operating income (€m)	1,156.0	1,434.0	1,701.5	1,770.2	1,776.2	1,962.3
Change	-12.8%	24.0%	18.7%	4.0%	0.3%	10.5%
Achievement rate of the CSR Roadmap targets (as a %)	128%	131%	123%	118%	113%	110%
Share price at Dec. 31 (€)	73.0	102.9	74.8	94.1	94.0	127.3
Change	0.5%	41.0%	-27.3%	25.8%	-0.1%	35.3%

Methodological notes

(1) Gross total compensation paid or awarded during the year. Presentation in line with AFEF guidelines as updated in February 2021.

(2) Benoît Coquart was appointed as Chief Executive Officer on February 8, 2018.

(3) Information presented based on the legal scope.

(4) Additional information presented based on a broader scope—Legrand France ESU—considered to be more representative. Legrand SA, the listed company, had an average of 52 employees during the period under consideration, whereas the Legrand France ESU houses close to 90% of the workforce in France.

6.2.3.4 Compensation of non-executive company officers in 2023, 2024 and 2025

Rules for apportioning the compensation allocated to directors in respect of their term of office

The Board of Directors decided, from the 2025 financial year onwards, to apportion the compensation paid to directors as follows:

- €25,000 a year paid to each director as the fixed component of compensation;
- for each director, this sum increases by €5,000 per attendance at every meeting of the Board of Directors. Since the Board of Directors met 14 times in 2025, the maximum variable component of compensation allotted to each director amounted to €95,000. This is in line with the Code of Corporate Governance, which recommends that the variable component of the compensation awarded to directors should be predominant. The increase in the number of meetings of the Board and its committees was linked to developments within the Group in 2025;
- €3,000 is also paid to each director who is a member of a committee for attendance at each specialized committee meeting;

- an additional €20,000 is paid to the Chair of the Audit Committee and an additional €10,000 paid to the Chairs of the other specialized committees;
- an additional €20,000 is paid to the Lead Director given their specific duties;
- an additional €2,500 per trip is paid to directors residing outside Europe, in addition to variable compensation. This sum is not paid in the event of participation *via* videoconference or telecommunication.

Summary of amounts paid to the directors during the 2024, 2025 and 2026 financial years

The table below presents the amounts of compensation awarded to the directors in respect of their term of office during the 2023, 2024 and 2025 financial years and thus paid out in 2024, 2025 and 2026. The amount of compensation is calculated according to directors' attendance at meetings of the Board of Directors and the specialized committee(s) of which they are members.

Compensation received by non-executive company officers (Table 3 of the Code of Corporate Governance)

Non-executive company officers	Gross amounts paid during 2024 in respect of 2023 (in euros)	Gross amounts paid during 2025 in respect of 2024 (in euros)	Gross amounts paid during 2026 in respect of 2025 (in euros)
Olivier Bazil			
Compensation in respect of the directorship	76,000	90,000	51,583
Other payments	0	0	0
Isabelle Boccon-Gibod			
Compensation in respect of the directorship	92,667	124,000	148,000
Other payments	0	0	0
Sophie Bourdais⁽¹⁾			
Compensation in respect of the directorship	66,000	71,000	104,000
Other payments	0	0	0
Philippe Bourdolle⁽²⁾			
Compensation in respect of the directorship	N/A	43,917	113,000
Other payments	N/A	0	0
Christel Bories⁽³⁾			
Compensation in respect of the directorship	42,167	N/A	N/A
Other payments	0	N/A	N/A
Daniel Buisson⁽⁴⁾			
Compensation in respect of the directorship	53,000	36,083	N/A
Other payments	0	0	N/A
Jean-Marc Chéry			
Compensation in respect of the directorship	60,833	91,000	120,000
Other payments	0	0	0
Valérie Chort⁽⁵⁾			
Compensation in respect of the directorship	44,000	124,000	149,500
Other payments	0	0	0

Non-executive company officers	Gross amounts paid during 2024 in respect of 2023 (in euros)	Gross amounts paid during 2025 in respect of 2024 (in euros)	Gross amounts paid during 2026 in respect of 2025 (in euros)
Benoît Coquart⁽⁶⁾			
Compensation in respect of the directorship	0	0	0
Other payments	0	0	0
Angeles Garcia-Poveda⁽⁷⁾			
Compensation in respect of the directorship	0	0	0
Other payments	0	0	0
Edward A. Gilhuly			
Compensation in respect of the directorship	67,000	86,000	43,583
Other payments	0	0	0
Patrick Koller			
Compensation in respect of the directorship	67,000	83,000	110,000
Other payments	0	0	0
Michel Landel			
Compensation in respect of the directorship	111,000	121,833	145,000
Other payments	0	0	0
Annalisa Loustau Elia⁽⁸⁾			
Compensation in respect of the directorship	76,000	37,250	N/A
Other payments	0	0	N/A
Rekha Mehrotra Menon⁽⁹⁾			
Compensation in respect of the directorship	N/A	43,417	103,500
Other payments	N/A	0	0
Florent Menegaux			
Compensation in respect of the directorship	60,000	72,000	108,000
Other payments	0	0	0
Éliane Rouyer-Chevalier⁽¹⁰⁾			
Compensation in respect of the directorship	45,333	N/A	N/A
Other payments	0	N/A	N/A
Stéphane Pallez⁽¹¹⁾			
Compensation in respect of the directorship	N/A	N/A	61,417
Other payments	N/A	N/A	0
Clare Scherrer⁽⁵⁾			
Compensation in respect of the directorship	44,000	83,000	113,000
Other payments	N/A	0	0
TOTAL	905,000	1,106,500	1,370,583⁽¹²⁾

(1) The above table does not include compensation paid to the director representing employees under her employment contract. The compensation due for her directorship is paid to the Legrand Foundation.

(2) Director whose appointment was in effect at May 29, 2024. The above table does not include compensation paid to the director representing employees under his employment contract. The compensation due for his directorship is paid to the "Les Aguerris" association.

(3) Director whose directorship ended at the Shareholders' Meeting on May 31, 2023.

(4) Director whose directorship ended on May 29, 2024. The above table does not include compensation paid to the director representing employees under his employment contract. The compensation due for his directorship is paid to Électriciens sans frontières.

(5) Director appointed by the Shareholders' Meeting of May 31, 2023.

(6) Benoît Coquart does not receive any compensation for his directorship.

(7) Angeles Garcia-Poveda has not received compensation for her directorship since July 1, 2020.

(8) Director whose directorship came to an end following the Shareholders' Meeting of May 29, 2024.

(9) Director appointed by the Shareholders' Meeting of May 29, 2024.

(10) Director whose directorship came to an end following the Shareholders' Meeting of May 31, 2023.

(11) Director appointed by the Shareholders' Meeting of May 27, 2025.

(12) The amount of €70,583 payable in respect of 2025, which exceeds the allocation applicable in 2025 set at €1,300,000, is covered by the 2026 compensation policy and will be paid at the close of the Shareholders' Meeting of May 27, 2026, subject to shareholders' approval of the ninth and tenth resolutions.

The amount of compensation allotted to the directors in respect of 2025 amounted to €1,370,583, of which €1,300,000 was approved by the Board of Directors at its meeting on March 18, 2026 for payment in March 2026.

An amount of €70,583, corresponding to the overrun in respect of the 2025 allocation (set at €1,300,000), which

arose from the holding of additional meetings of the Board and its committees⁽¹⁾ that were not originally scheduled and linked to current developments within the Group, is included in the 2026 compensation policy. It will be drawn from the 2026 compensation allocation and paid at the close of the Shareholders' Meeting of May 27, 2026, subject to shareholders' approval of the ninth and tenth resolutions.

6.2.4 - Company officers' shareholdings in the Company's share capital

Please refer to section 6.1.1. of this Universal Registration Document.

6.2.5 - Components of company officers' compensation subject to shareholders' approval

6.2.5.1 Compensation and benefits paid during 2025 or awarded in respect of that same financial year to Angeles Garcia-Poveda for her duties as Chair of the Board of Directors

Compensation components paid or awarded in respect of 2025	Amounts paid during the financial year now ended	Amounts awarded in respect of the financial year now ended or accounting value	Details
Fixed compensation	€625,000		Gross annual fixed compensation approved by the Board of Directors on March 19, 2025, on the recommendation of the Compensation Committee and approved by the Shareholders' Meeting of May 27, 2025. This amount of annual fixed compensation for the Chair of the Board of Directors was determined in accordance with the principles laid down in section 6.2.1 of this Universal Registration Document, and in line with the responsibilities and duties of the Chair of the Board of Directors. The main factors considered in determining this compensation were (i) the key role of the Chair of the Board of Directors in organizing and leading the work performed by the Board of Directors, (ii) the skills of the Chair of the Board of Directors, and (iii) the benchmarking study analyzing the compensation practices for the non-executive chairs of CAC 40 companies.
Annual variable compensation	Not applicable	Not applicable	There are no provisions to award any annual variable compensation. The Chair of the Board of Directors is excluded from the benefit of all variable compensation systems in accordance with the recommendations of the Code of Corporate Governance.
Deferred variable compensation	Not applicable	Not applicable	There are no provisions to award any deferred variable compensation.
Long-term variable compensation paid in cash	Not applicable	Not applicable	There are no provisions to award any multi-year variable cash compensation. The Chair of the Board of Directors is excluded from the benefit of all variable compensation systems in accordance with the recommendations of the Code of Corporate Governance.

(1) For more details about meetings of the Board of Directors and its committees, please refer to section 6.1.1.3 "Work performed by the Board of Directors in 2025" and 6.1.3.3 "Work performed by the Board of Directors' specialized committees in 2025" in section 6.1 of this Universal Registration Document.

Compensation components paid or awarded in respect of 2025	Amounts paid during the financial year now ended	Amounts awarded in respect of the financial year now ended or accounting value	Details
Stock options, performance shares or any other long-term compensation component	Stock options: not applicable	Stock options: not applicable	There are no provisions to award any stock options. The Chair of the Board of Directors is excluded from the benefit of all variable compensation systems, including performance share plans or any other long-term compensation components in place in the Company, in accordance with the recommendations of the Code of Corporate Governance.
	Performance shares: not applicable	Performance shares: not applicable	There are no provisions to award any performance shares. The Chair of the Board of Directors is excluded from the benefit of all variable compensation systems, including performance share plans or any other long-term compensation components in place in the Company, in accordance with the recommendations of the Code of Corporate Governance.
	Other awards of securities: not applicable	Other awards of securities: not applicable	There are no provisions to award securities. The Chair of the Board of Directors is excluded from the benefit of all variable compensation systems, including performance share plans or any other long-term compensation components in place in the Company, in accordance with the recommendations of the Code of Corporate Governance.
Exceptional compensation	Not applicable	Not applicable	There are no provisions to award any exceptional compensation.
Compensation in respect of the directorship	Not applicable	Not applicable	The Chair of the Board of Directors does not receive any compensation in respect of the offices she holds at the Company or its subsidiaries.
Value of benefits in kind	Not applicable	Not applicable	There is no undertaking in this regard.
Termination benefit	Not applicable	Not applicable	There is no undertaking in this regard.
Non-compete indemnity	Not applicable	Not applicable	There is no undertaking in this regard.
Supplementary pension plan	€2,826		There is no undertaking related to defined-benefit pension plans. The Chair of the Board of Directors may receive the benefit of the mandatory collective defined-contribution pension plan that falls within the scope of supplementary Article 83 of the French General Tax Code, applicable to the Group's executives in France, under the same terms as all other relevant employees. All the Group's French executives qualify for the benefit of the defined-contribution pension plan (supplementary Article 83 of the FGTC). Contributions are based on the A, B and C Tranches of compensation as defined for the calculation of contributions to the mandatory supplementary pension plans (AGIRC-ARRCO). Entitlements accrue through the payment of annual contributions equal to 1.5% of the A, B and C Tranches. The Company pays half this amount (0.75%) and the beneficiaries pay the other half (0.75%).
Personal protection and medical expenses plan	€7,632		The Chair of the Board of Directors may benefit from the "medical expenses" supplementary health insurance and the "death, disability and inability to work" insurance available to the Group's French executives since she is classified as an executive for social security and tax purposes. She receives those benefits on the same terms as the other employees in that category.

6.2.5.2 Compensation and benefits paid during 2025 or awarded in respect of that same period financial year to Benoît Coquart for his duties as Chief Executive Officer

Compensation components paid or awarded in respect of 2025	Amounts paid during the financial year now ended	Amounts awarded in respect of the financial year now ended or accounting value	Details
Fixed compensation	€900,000		Gross annual fixed compensation determined by the Board of Directors on March 19, 2025 and approved by the Shareholders' Meeting of May 27, 2025.
Annual variable compensation ⁽¹⁾	Amount awarded in respect of 2024 and paid in 2025: €1,059,300	Amount awarded in respect of 2025 and payable in 2026: €1,081,800	The Board of Directors decided at its meeting of March 19, 2025 that the variable compensation paid to Benoît Coquart in respect of 2025 may vary between 0% and 150% of annual fixed compensation (with a target value set at 100% of annual fixed compensation) and would be determined as follows: - a quantifiable portion representing 80% of this annual variable compensation, varying from 0% to 120% of the annual fixed compensation (with a target value set at 80%) and calculated based on criteria relating to (i) 2025 organic sales growth, (ii) the 2025 adjusted operating margin before acquisitions, (iii) 2025 sales growth resulting from acquisitions (scope effect) and (iv) the rate of achievement of the Group CSR Roadmap; - a qualitative portion representing 20% of this annual variable compensation, varying between 0% and 30% of the annual fixed compensation (with a target value set at 20%) calculated based on criteria relating to (i) innovation and market positions (Innovation and Research & Development - new products and transformation of manufacturing processes, trend in sales generated by products contributing to the energy and digital transition, changes in market share), (ii) quality of external growth (quality of acquisition pipeline, emphasis on multiples paid, quality of integration in the short and medium term), (iii) people development (development of talent and succession planning for key managers, attraction of talent and initiatives to promote the employer brand image). Based on the Compensation Committee's recommendations, the Board, at its meeting on March 18, 2026, set: - at 90.2% of annual fixed compensation, the variable portion of 2025 compensation payable based on the achievement of quantifiable targets, - at 30% of the annual fixed compensation, the variable portion of 2025 compensation payable in respect of the achievement of qualitative targets. That reflects an achievement rate of 80.1% (equal to 120.2% divided by 150%) of the maximum annual variable compensation and 120.2% (equal to 120.2% divided by 100%) of the target, <i>i.e.</i>, €1,081,800 (full details of the rate of achievement of quantifiable and qualitative criteria are provided in section 6.2.3.2 of this Universal Registration Document).
Deferred variable compensation	Not applicable	Not applicable	There are no provisions to award any deferred variable compensation.
Long-term variable compensation paid in cash	Not applicable	Not applicable	There are no provisions to award any multi-year cash compensation.
	Stock options: not applicable	Stock options: not applicable	There are no provisions to award any stock options.
Stock options, performance shares or any other long-term compensation component		Performance shares: valuation: €1,399,261	On the recommendation of the Compensation Committee, the Board of Directors decided on May 27, 2025 to establish the 2025 Performance Share Plan. This 2025 Performance Share Plan (including the performance criteria applicable to the shares awarded) is described in section 6.2.3.2 and in section 7.3 of this Universal Registration Document. The award under the 2025 Performance Share Plan to Benoît Coquart corresponds to 3.95% of the overall award under the plan. A total of 16,644 performance shares were awarded to Benoît Coquart (target). The number of shares to award definitively may subsequently vary between 0% and 150% of the number of shares initially awarded, according to the level of achievement of future performance criteria. As a reminder, the Board of Directors on May 27, 2025 had an authorization granted by the Shareholders' Meeting of May 27, 2025 (15th resolution).
		Other awards of securities: not applicable	There are no provisions to award securities.

Compensation components paid or awarded in respect of 2025	Amounts paid during the financial year now ended	Amounts awarded in respect of the financial year now ended or accounting value	Details
Exceptional compensation	Not applicable	Not applicable	There are no provisions to award any exceptional compensation.
Compensation in respect of the directorship	Not applicable	Not applicable	Benoît Coquart does not receive any compensation in respect of his position within the Company or in respect of his positions within the Company's subsidiaries.
Value of benefits in kind	€6,135		A company car was made available to the Chief Executive Officer in 2025.
Termination benefit	Not applicable	Not applicable	There is no undertaking in this regard.
Non-compete indemnity		1 year's reference salary (annual fixed + variable) solely at the Company's initiative	Given the profile of the Chief Executive Officer and to protect the interests of the Company and its shareholders, in its meeting of March 20, 2018 the Board of Directors authorized a non-compete agreement between the Company and the Chief Executive Officer, whereby the Chief Executive Officer undertakes not to carry out any activity that will compete with Legrand's business for a one-year period starting from the date his term of office ends. After the Chief Executive Officer's term of office ends, the Company's Board of Directors will decide whether or not to apply this non-compete clause and may unilaterally decide to waive the application of this clause. If applied, the Chief Executive Officer's fulfillment of this undertaking would result, for a one-year period after the end of his term of office, in the payment by the Company of a monthly indemnity equal to the monthly average of the reference salary received during the last twelve months of his service at the Company. In this context, the reference salary comprises the fixed salary and the annual variable compensation and excludes sums received as long-term variable compensation, which will be below the maximum cap recommended by the Code of Corporate Governance. In accordance with Article R.22-10-14, III of the French Commercial Code, no indemnity would be payable under this non-compete clause should the Chief Executive Officer decide to retire. In accordance with the Code of Corporate Governance, no indemnity may be paid if the Chief Executive Officer is aged over 65.
Supplementary pension plan	€2,826		There is no undertaking related to defined-benefit pension plans. The Chief Executive Officer continues to benefit from the mandatory collective defined-contribution pension plan that falls within the scope of supplementary Article 83 of the FGTC, applicable to the Group's French executives, which he joined before his appointment as Chief Executive Officer, under the same terms as all other relevant employees. All the Group's French executives qualify for the benefit of the defined-contribution pension plan (supplementary Article 83 of the FGTC). Contributions are based on the A, B and C Tranches of compensation as defined for the calculation of contributions to the mandatory supplementary pension plans (AGIRC-ARRCO). Entitlements accrue through the payment of annual contributions equal to 1.5% of the A, B and C Tranches. The Company pays half this amount (0.75%) and the beneficiaries pay the other half (0.75%).
Personal protection and medical expenses plan	€7,632		The Chief Executive Officer benefits from the "medical expenses" supplementary health insurance and the "death, disability and inability to work" insurance available to the Group's French executives since he is classified as an executive for social security and tax purposes. He receives those benefits on the same terms as the other employees in that category.

(1) Payment of this compensation component is contingent upon the approval of the Combined Shareholders' Meeting of May 27, 2026, pursuant to Article L.22-10-34, II of the French Commercial Code.

07

Share ownership

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7.1 - Share capital ownership structure

Unless otherwise stated, the information presented in this chapter is given as of December 31, 2025.

7.1.1 - Shareholder structure as of December 31, 2025 and changes to the shareholder structure in 2025

7.1.1.1 Shareholder structure as of December 31, 2025

	Shares comprising the share capital		Theoretical voting rights		Voting rights exercisable in Shareholders' Meetings	
	Number	%	Number	%	Number	%
Shareholders						
Employees and persons of equivalent status ⁽¹⁾	7,752,028	2.96	7,752,028	2.96	7,752,028	2.96
Treasury stock ⁽²⁾	612,474	0.23	612,474	0.23	0	0
Free float	253,881,231	96.81	253,881,231	96.81	253,881,231	97.04
TOTAL	262,245,733	100	262,245,733	100	261,633,259	100

(1) Relates to shares held in registered form by current and former employees and executive officers of the Group, and to shares held by current and former employees through an employee savings investment fund (FCPE).

(2) Voting rights not exercisable in Shareholders' Meetings.

7.1.1.2 Change in the shareholder structure during the 2025 financial year and information on crossing of legal thresholds

During financial year 2025, the Company was not notified by the crossing of legal thresholds. Between the end of the 2025 financial year and February 27, 2026, the Company was not notified by the crossing of legal thresholds.

During the 2025 financial year, the Company was informed that Massachusetts Financial Services (MFS) Company had crossed a statutory threshold downwards, holding 6.948% of the Company's share capital or voting rights as of July 10, 2025, and that BlackRock had crossed a statutory threshold upwards, holding 8% of the Company's share capital or voting rights as of February 16, 2026.

To the Company's knowledge, there is no shareholder holding, directly or indirectly, more than 5% of the Company's share capital or voting rights as of February 27, 2026, other than:

- Massachusetts Financial Services (MFS) Company;
- BlackRock.

7.1.2 - Shareholder structure as of December 31, 2024 and changes to the shareholder structure in 2024

The Company's shareholder structure as of December 31, 2024 was as follows:

	Shares comprising the share capital		Theoretical voting rights		Voting rights exercisable in Shareholders' Meetings	
	Number	%	Number	%	Number	%
Shareholders						
Employees and persons of equivalent status ⁽¹⁾	7,918,885	3.02	7,918,885	3.02	7,918,885	3.02
Treasury stock ⁽²⁾	114,876	0.04	114,876	0.04	0	0
Free float	254,211,972	96.94	254,211,972	96.94	254,211,972	96.98
TOTAL	262,245,733	100	262,245,733	100	262,130,857	100

(1) Relates to shares held in registered form by current and former employees and executive officers of the Group, and to shares held by current and former employees through an employee savings investment fund (FCPE).

(2) Voting rights not exercisable in Shareholders' Meetings.

Information on crossing legal thresholds and changes to the shareholders structure during the 2024 financial year can be

found in section 7.1.1 of the 2024 Universal Registration Document filed with the AMF under no. D.25-0236.

7.1.3 - Shareholder structure as of December 31, 2023 and changes to the shareholder structure in 2023

The Company's shareholder structure as of December 31, 2023 was as follows:

	Shares comprising the share capital		Theoretical voting rights		Voting rights exercisable in Shareholders' Meetings	
	Number	%	Number	%	Number	%
Shareholders						
Employees and persons of equivalent status ⁽¹⁾	8,478,727	3.21	8,478,727	3.21	8,478,727	3.23
Treasury stock ⁽²⁾	1,863,478	0.71	1,863,478	0.71	0	0
Free float	253,689,087	96.08	253,689,087	96.08	253,689,087	96.77
TOTAL	264,031,292	100	264,031,292	100	262 167 814	100

(1) Relates to shares held in registered form by current and former employees and executive officers of the Group, and to shares held by current and former employees through an employee savings investment fund (FCPE).

(2) Voting rights not exercisable in Shareholders' Meetings.

Information on crossing legal thresholds and changes to the shareholders structure during the 2023 financial year can be

found in section 7.1.1 of the 2023 Universal Registration Document filed with the AMF under no D.24-0270.

7.1.4 - Shareholders' agreement and specific agreements

To the Company's knowledge, there is no shareholders' agreement in effect at the date of this Universal Registration Document that governs relations between shareholders of the Company, nor any shareholders acting in concert.

7.2 - Subscription or purchase options

Historical subscription or purchase options allocations

No subscription or purchase option has been granted since the 2010 Plan. As the 2010 Plan expired on March 4, 2020, no share will be created for this reason.

Options granted to and exercised by the top ten employees who are not company officers

Nil.

7.3 - Performance shares

Historical free shares allocations

(Table 10 of the Code of Corporate Governance)

2021, 2022, 2023, 2024 and 2025 performance shares plans

The following performance share plans were approved by the Company's Board of Directors:

	2021 Plans	2022 Plans	2023 Plans	2024 Plans	2025 Plans
Date approved by shareholders	May 26, 2021	May 26, 2021	May 26, 2021	May 29, 2024	May 27, 2025
Grant date	May 26, 2021	May 25, 2022	May 31, 2023	May 29, 2024	May 27, 2025
Total number of performance share rights initially granted	491,477	514,981	506,455	449,920	416,957
<i>o/w to Executive Officer</i>	20,544	22,534	20,390	17,700	16,644
– <i>Benoît Coquart</i>	20,544	22,534	20,390	17,700	16,644
Total IFRS 2 expense (in € millions)	35.2 ⁽¹⁾	31.9 ⁽¹⁾	34.3 ⁽¹⁾	36.5 ⁽¹⁾	33.8 ⁽¹⁾
End of vesting period	June 14, 2024 ⁽²⁾	June 11, 2025 ⁽⁶⁾	June 10, 2026 ⁽⁶⁾	June 09, 2027 ⁽⁶⁾	June 08, 2028 ⁽⁶⁾
	June 12, 2025 ⁽³⁾	June 10, 2026 ⁽⁷⁾	June 09, 2027 ⁽⁷⁾	June 07, 2028 ⁽⁷⁾	June 07, 2029 ⁽⁷⁾
End of lock-up period	May 27, 2026 ⁽²⁾	May 26, 2027 ⁽⁶⁾	May 31, 2028 ⁽⁶⁾	June 04, 2029 ⁽⁶⁾	May 29, 2030 ⁽⁶⁾
	June 12, 2025 ⁽³⁾	June 11, 2026 ⁽⁷⁾	June 09, 2027 ⁽⁷⁾	June 07, 2028 ⁽⁷⁾	June 07, 2029 ⁽⁷⁾
Number of performance shares adjusted for the performance criteria fulfilment	86,601 ⁽⁴⁾	56,920 ⁽⁵⁾	69,549 ⁽⁵⁾		
Number of performance share rights cancelled or forfeited	(62,251)	(60,627)	(37,697)	(21,348)	(1,382)
Number of performance shares acquired as of December 31, 2025	(515,827)	(41,852)	(679)	(276)	
PERFORMANCE SHARE RIGHTS OUTSTANDING AS OF DECEMBER 31, 2025	0	469,692	537,628	428,296	415,575

(1) Total charge estimated at the grant date assuming 100% achievement for each performance criteria. This charge is spread over the vesting periods.

(2) Date applicable to the Executive Officer and members of the Executive Committee.

(3) Date applicable to beneficiaries other than the Executive Officer and members of the Executive Committee.

(4) Percentage of performance criteria achievement: see Note 4.2.1.2.

(5) Adjustments estimated at the date when the consolidated financial statements were prepared.

(6) Date applicable to the Executive Officer and to some members of the Executive Committee.

(7) Date applicable to some members of the Executive Committee and other beneficiaries.

If all the performance shares from the 2022 to 2025 Plans were granted (i.e. 1,851,191 actions shares) and if those shares were transferred following share capital increases, the Company's share capital would be diluted by 0.7% as of December 31, 2025.

Under the 2025 Plan, in respect of the 2025 financial year, 46,622 performance shares were freely granted to the top 10 non-executives employees of the Company. That number is calculated before applying the performance and continuing service requirement conditions attached to said shares.

Information on the shares allocated to the corporate officer or vested during the financial year ended on December 31, 2025 is included in section 6.2.3.2 of this Universal Registration Document.

The Chief Executive Officer is subject to the requirement to hold at least 30% of all shares acquired (including performance shares) until the termination of his duties.

7.4 - Regulated agreements

7.4.1 - Description and qualification

The Company adopted an Internal Charter on the qualification of agreements, which can be consulted on the Company's website www.legrand.com/en, under the section "INVESTORS AND SHAREHOLDERS / Corporate governance / Home".

7.4.2 - Statutory Auditors' special report on regulated agreements

Annual General Meeting – Approval of the Financial Statements for the Year Ended 31 December 2025

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of Legrand SA,

In our capacity as statutory auditors of your Company, we hereby report on regulated agreements and commitments.

The terms of our engagement require us to communicate to you, based on information provided to us, the principal terms and conditions of those agreements brought to our attention or which we may have discovered during the course of our audit, as well as the reasons justifying that such agreements are in the Company's interest, without expressing an opinion on their usefulness and appropriateness or identifying other such agreements and commitments, if any. It is your responsibility, pursuant to Article R.225-31 of the French Commercial Code (*Code de commerce*), to assess the interest involved in respect of the conclusion of these agreements for the purpose of approving them.

Our role is also to provide you with the information stipulated in Article R.225-31 of the French Commercial Code relating to the implementation during the past year of agreements previously approved by the Shareholders' Meeting, if any.

We performed the procedures that we considered necessary with regard to the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to this engagement.

AGREEMENTS SUBMITTED TO THE APPROVAL OF THE ANNUAL GENERAL MEETING

Agreements authorized and entered into during the financial year under review.

In accordance with Article L.225-38 of the French Commercial Code, we inform you that we have not been advised of any agreements authorized during the year to be submitted for the approval of the Annual General Meeting.

AGREEMENTS PREVIOUSLY APPROVED BY ANNUAL GENERAL MEETING

We inform you that we have not been advised of any agreement previously approved by annual general meeting that remained in force during the year.

Neuilly-sur-Seine and Levallois-Perret, March 18, 2026

The Statutory Auditors

PricewaterhouseCoopers Audit

Patrice Morot
Partner

Flora Camp
Partner

Forvis Mazars & Associés

Gaël Lamant
Partner

Florence Page
Partner

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08

Consolidated financial information concerning the Group's assets, liabilities, financial position and results

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8.1 - Consolidated financial statements in accordance with IFRS for the years ended December 31, 2025 and December 31, 2024

8.1.1 - Consolidated statement of income

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Net sales (Notes 2.1 and 2.2)	9,480.6	8,648.9
Operating expenses (Note 2.3)		
Cost of sales	(4,662.0)	(4,182.8)
Administrative and selling expenses	(2,448.5)	(2,277.6)
Research and development costs	(409.3)	(406.1)
Other operating income (expenses)	(152.3)	(139.7)
Operating profit	1,808.5	1,642.7
Financial expenses	(167.9)	(153.9)
Financial income	75.7	103.0
Exchange gains (losses)	(25.2)	(13.9)
Financial profit (loss)	(117.4)	(64.8)
Profit before tax	1,691.1	1,577.9
Income tax expense (Note 2.4)	(438.8)	(409.0)
Share of profits (losses) of equity-accounted entities	0.0	0.0
Profit for the period	1,252.3	1,168.9
Of which:		
– Net profit attributable to the Group	1,244.6	1,166.4
– Minority interests	7.7	2.5
Basic earnings per share (euros) (Note 4.1.3)	4.750	4.452
Diluted earnings per share (euros) (Note 4.1.3)	4.705	4.423

The accompanying Notes are an integral part of these consolidated financial statements.

8.1.2 - Consolidated statement of comprehensive income

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Profit for the period	1,252.3	1,168.9
<i>Items that may be reclassified subsequently to profit or loss</i>		
Translation reserves	(676.1)	259.9
Cash flow hedges (Note 5.1.1.1)	(10.3)	(12.9)
Income tax relating to components of other comprehensive income	0.0	4.7
<i>Items that will not be reclassified to profit or loss</i>		
Actuarial gains and losses (Note 4.5.1.1)	15.8	1.0
Deferred taxes on items that will not be reclassified to profit or loss	(4.0)	(0.3)
Other	(32.9)	(0.4)
Comprehensive income for the period	544.8	1,420.9
Of which:		
– Comprehensive income attributable to the Group	537.2	1,419.9
– Minority interests	7.6	1.0

The accompanying Notes are an integral part of these consolidated financial statements.

8.1.3 - Consolidated balance sheet

ASSETS

(in € millions)	December 31, 2025	December 31, 2024
Non-current assets		
Intangible assets (Note 3.1)	2,587.3	2,644.3
Goodwill (Note 3.2)	7,629.7	6,897.2
Property, plant and equipment (Note 3.3)	970.9	913.8
Right-of-use assets (Note 3.4)	410.3	294.9
Investments in equity-accounted entities	0.0	0.0
Other investments	27.2	43.0
Other non-current assets	187.2	142.4
Deferred tax assets (Note 4.7)	210.8	178.7
TOTAL NON-CURRENT ASSETS	12,023.4	11,114.3
Current assets		
Inventories (Note 3.5)	1,466.7	1,320.9
Trade receivables (Note 3.6)	1,226.9	1,051.0
Income tax receivables	158.9	212.5
Other current assets (Note 3.7)	334.9	294.3
Other current financial assets	0.8	1.3
Cash and cash equivalents (Note 3.8)	2,381.2	2,080.7
TOTAL CURRENT ASSETS	5,569.4	4,960.7
TOTAL ASSETS	17,592.8	16,075.0

The accompanying Notes are an integral part of these consolidated financial statements.

EQUITY AND LIABILITIES

(in € millions)	December 31, 2025	December 31, 2024
Equity		
Share capital (Note 4.1)	1,049.0	1,049.0
Retained earnings (Notes 4.2 and 4.3.1)	7,119.7	6,679.9
Translation reserves (Note 4.3.2)	(874.5)	(198.5)
Equity attributable to equity holders of Legrand	7,294.2	7,530.4
Minority interests	39.8	17.7
TOTAL EQUITY	7,334.0	7,548.1
Non-current liabilities		
Long-term provisions (Notes 4.4 and 4.5.2)	177.9	167.1
Provisions for post-employment benefits (Note 4.5.1)	125.3	137.6
Long-term borrowings (Note 4.6.1)	6,059.3	4,642.7
Deferred tax liabilities (Note 4.7)	1,012.0	1,004.0
TOTAL NON-CURRENT LIABILITIES	7,374.5	5,951.4
Current liabilities		
Trade payables	1,064.0	963.6
Income tax payables	55.3	48.1
Short-term provisions (Note 4.4)	162.1	178.1
Other current liabilities (Note 4.8)	1,058.3	941.8
Short-term borrowings (Note 4.6.2)	544.5	443.5
Other current financial liabilities	0.1	0.4
TOTAL CURRENT LIABILITIES	2,884.3	2,575.5
TOTAL EQUITY AND LIABILITIES	17,592.8	16,075.0

The accompanying Notes are an integral part of these consolidated financial statements.

8.1.4 - Consolidated statement of cash flows

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Profit for the period	1,252.3	1,168.9
Adjustments for non-cash movements in assets and liabilities:		
– Depreciation and impairment of tangible assets (Note 2.3)	146.6	140.4
– Amortization and impairment of intangible assets (Note 2.3)	145.3	131.0
– Amortization and impairment of capitalized development costs (Note 2.3)	23.7	24.4
– Depreciation and impairment of right-of-use assets (Note 3.4)	93.5	83.9
– Amortization of financial expenses	6.1	5.2
– Impairment of goodwill (Note 3.2)	0.0	0.0
– Changes in long-term deferred taxes	(9.5)	6.7
– Changes in other non-current assets and liabilities (Notes 4.4 and 4.5)	40.9	28.8
– Unrealized exchange (gains)/losses	1.0	0.1
– Share of (profits) losses of equity-accounted entities	0.0	0.0
– Other adjustments	11.3	7.8
– Net (gains)/losses on sales of activities and assets	4.4	1.4
Changes in working capital requirement:		
– Inventories (Note 3.5)	(137.4)	(56.5)
– Trade receivables (Note 3.6)	(120.4)	11.4
– Trade payables	63.8	(11.7)
– Other operating assets and liabilities (Notes 3.7 and 4.8)	55.2	(18.5)
Net cash from operating activities	1,576.8	1,523.3
– Net proceeds on asset disposals	2.7	6.8
– Capital expenditure (Notes 3.1 and 3.3)	(221.1)	(210.3)
– Capitalized development costs	(27.6)	(29.3)
– Changes in non-current financial assets and liabilities	(47.3)	7.4
– Acquisitions and disposals of subsidiaries, net of cash (Note 1.4.2)	(1,314.4)	(1,510.4)
Net cash from investing activities	(1,607.7)	(1,735.8)
– Proceeds from issues of share capital and premium (Note 4.1.1)	0.0	0.0
– Net sales / (buybacks) of treasury shares and transactions under the liquidity contract (Note 4.1.2)	(111.2)	(46.3)
– Dividends paid to equity holders of Legrand (Note 4.1.3)	(575.7)	(547.0)
– Dividends paid by Legrand subsidiaries	(0.3)	0.0
– Proceeds from long-term financing (Note 4.6)	1,550.0	801.5
– Repayment of long-term financing* (Note 4.6)	(96.7)	(94.4)
– Debt issuance costs	(15.7)	(15.4)
– Increase / (reduction) in short-term financing (Note 4.6)	(330.0)	(613.9)
– Acquisitions of ownership interests with no gain of control (Note 1.4.2)	(26.7)	(20.3)
Net cash from financing activities	393.7	(535.8)
Translation net change in cash and cash equivalents	(62.3)	13.6
Increase / (decrease) in cash and cash equivalents	300.5	(734.7)
Cash and cash equivalents at the beginning of the period	2,080.7	2,815.4
Cash and cash equivalents at the end of the period (Note 3.8)	2,381.2	2,080.7
Items included in cash flows:		
– Interest paid during the period**	106.6	91.7
– Income taxes paid during the period	432.2	437.0

* Of which €87.1 million corresponding to lease financial liabilities repayment for the 12 months ended December 31, 2025 (€80.0 million for the 12 months ended December 31, 2024).

** Interest paid is included in the net cash from operating activities; of which €16.1 million interests on lease financial liabilities for the 12 months ended December 31, 2025 (€11.9 million for the 12 months ended December 31, 2024).

The accompanying Notes are an integral part of these consolidated financial statements.

8.1.5 - Consolidated statement of changes in equity

(in € millions)	Equity attributable to the Group				Total	Minority interests	Total equity
	Share capital	Retained earnings	Translation reserves	Actuarial gains and losses*			
As of December 31, 2023	1,056.1	6,181.2	(459.9)	(54.7)	6,722.7	12.0	6,734.7
<i>Profit for the period</i>		1,166.4			1,166.4	2.5	1,168.9
<i>Other comprehensive income</i>		(8.6)	261.4	0.7	253.5	(1.5)	252.0
Total comprehensive income		1,157.8	261.4	0.7	1,419.9	1.0	1,420.9
Dividends paid		(547.0)			(547.0)		(547.0)
Issues of share capital and premium	0.0	0.0			0.0		0.0
Cancellation of shares held in treasury	(7.1)	(152.9)			(160.0)		(160.0)
Net sales / (buybacks) of treasury shares and transactions under the liquidity contract		113.7			113.7		113.7
Change in scope of consolidation**		(56.6)			(56.6)	4.7	(51.9)
Current taxes on share buybacks		0.0			0.0		0.0
Share-based payments		37.7			37.7		37.7
As of December 31, 2024	1,049.0	6,733.9	(198.5)	(54.0)	7,530.4	17.7	7,548.1
<i>Profit for the period</i>		1,244.6			1,244.6	7.7	1,252.3
<i>Other comprehensive income</i>		(43.2)	(676.0)	11.8	(707.4)	(0.1)	(707.5)
Total comprehensive income		1,201.4	(676.0)	11.8	537.2	7.6	544.8
Dividends paid		(576.0)			(576.0)		(576.0)
Issues of share capital and premium (Note 4.1.1)	0.0	0.0			0.0		0.0
Issue of OCEANES		101.5			101.5		101.5
Cancellation of shares held in treasury (Note 4.1.1)	0.0	0.0			0.0		0.0
Net sales / (buybacks) of treasury shares and transactions under the liquidity contract (Note 4.1.2)		(111.2)			(111.2)		(111.2)
Change in scope of consolidation**		(225.4)			(225.4)	14.5	(210.9)
Current taxes on share buybacks		(0.6)			(0.6)		(0.6)
Share-based payments (Note 4.2)		38.3			38.3		38.3
As of December 31, 2025	1,049.0	7,161.9	(874.5)	(42.2)	7,294.2	39.8	7,334.0

* Net of deferred taxes.

** Corresponds mainly to acquisitions of additional shares in companies already consolidated and to puts on minority interests.

The accompanying Notes are an integral part of these consolidated financial statements.

8.1.6 - Notes to the consolidated financial statements

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KEY FIGURES

(in € millions)	2025	2024
Net sales	9,480.6	8,648.9
Adjusted operating profit	1,962.3	1,776.0
As % of net sales	20.7%	20.5%
	20.6% before ⁽¹⁾ acquisitions	
Operating profit	1,808.5	1,642.7
As % of net sales	19.1%	19.0%
Net profit attributable to the Group	1,244.6	1,166.4
As % of net sales	13.1%	13.5%
Free cash flow	1,330.8	1,290.5
As % of net sales	14.0%	14.9%
Net financial debt at December 31	4,222.6	3,005.5

(1) At 2024 scope of consolidation.

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, impairment of goodwill.

Free cash flow is defined as the sum of net cash from operating activities and net proceeds on asset disposals, less capital expenditure and capitalized development costs.

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

The reconciliation of key figures with the financial statements is available in Note 5.8.

NOTE 1 - Basis of preparation of the consolidated financial statements

NOTE 1.1 General information

Legrand ("the Company") along with its subsidiaries (together "Legrand" or "the Group") is the global specialist in electrical and digital building infrastructures.

The Group has manufacturing and/or distribution subsidiaries and offices in close to 90 countries and sells its products in about 170 countries.

The Company is a French *société anonyme* (K65D) incorporated and domiciled in France. Its registered office is located at 128, avenue du Maréchal de Lattre de Tassigny – 87000 Limoges (France).

On April 9, 2025, the universal registration document for fiscal year 2024 was filed with the AMF (French Financial Markets Authority) under number D.25-0236.

The consolidated financial statements cover the period from January 1, 2025 to December 31, 2025, they were approved by the Board of Directors on February 11, 2026.

All amounts are presented in millions of euros with a figure after the decimal point, unless otherwise specified. Some totals may include rounding differences.

NOTE 1.2 Accounting policies

As a company incorporated in France, Legrand is governed by French company laws, including the provisions of the *Code de commerce* (French Commercial Code).

The consolidated financial statements cover the 12 months ended December 31, 2025. They have been prepared in accordance with the International Financial Reporting Standards (IFRS) and IFRS Interpretations Committee publications adopted by the European Union and applicable or authorized for early adoption from January 1, 2025.

IFRS issued by the International Accounting Standards Board (IASB) that have not been adopted for use in the European Union are not applicable to the Group.

The preparation of financial statements in accordance with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying accounting policies. The areas involving a specific degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 1.2.3.

The consolidated financial statements have been prepared using the historical cost convention, except for some classes of assets and liabilities in accordance with IFRS. The classes concerned are mentioned in Note 5.1.1.2.

NOTE 1.2.1 New standards, amendments and interpretations that may impact the Group's financial statements

NOTE 1.2.1.1 New standards, amendments and interpretations with mandatory application from January 1, 2025 that have a material impact on the Group's 2025 financial statements

Not applicable.

NOTE 1.2.1.2 New standards, amendments and interpretations with mandatory application from January 1, 2025 that have no material impact on the Group's 2025 financial statements

Amendment to IAS 21 – "Lack of Exchangeability"

In August 2023, the IASB published "Lack of Exchangeability (Amendment to IAS 21)" containing guidance to specify when a currency is exchangeable and how to determine the exchange rate when it is not.

The amendment had no material impact on the Group's consolidated financial statements as of December 31, 2025.

NOTE 1.2.1.3 New standards, amendments and interpretations adopted by the European Union and not applicable to the Group until future periods

Amendment to IFRS 9 and IFRS 7 – Classification and Measurement Requirements for Financial Instruments

In May 2024, the IASB issued amendments to IFRS 9 and IFRS 7 concerning the classification and measurement of financial instruments.

The IFRS 9 amendments clarify requirements related to the timing of recognition and derecognition of certain financial assets and liabilities, introducing a new exception for specific financial liabilities settled through an electronic funds transfer system.

The IFRS 7 amendments introduce additional disclosure requirements for:

- instruments with contractual terms that may alter the timing or amount of cash flows,
- equity instruments designated at fair value through other comprehensive income.

These amendments will come into effect for periods beginning on or after January 1, 2026.

These amendments are not expected to have a significant impact on the Group's consolidated financial statements.

Amendments to IFRS 9 – “Contracts Referencing Nature– dependent Electricity”

In December 2024, the IASB issued amendments to IFRS 9 “Contracts Referencing Nature– dependent Electricity”.

These amendments to IFRS 9 include guidelines on the use of power purchase agreements (PPAs) as hedging instruments in eligible hedging relationships.

These amendments will come into effect for periods beginning on or after January 1, 2026.

These amendments are not expected to have a significant impact on the Group's consolidated financial statements.

Annual Improvements to IFRS Accounting Standards — Volume 11

On July 2024, the IASB issued the annual Improvements to IFRS Accounting Standards – Volume 11, including amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 et IAS 7.

These amendments will come into effect for periods beginning on or after January 1, 2026.

These amendments are not expected to have a significant impact on the Group's consolidated financial statements.

NOTE 1.2.1.4 New standards, amendments and interpretations not yet adopted by the European Union and not applicable to the Group until future periods

New IFRS 18 Standard – Presentation and Disclosure in Financial Statements

In April 2024, the IASB issued IFRS 18 aimed at improving the comparability, quality, and transparency of financial information. This standard enhances the role of structured presentation of primary financial statements and emphasizes the importance of notes to the financial statements. It

introduces aggregation and disaggregation rules for better granularity of information.

This standard which has not yet been adopted by the European Union, is expected to come into effect for periods beginning on or after January 1, 2027.

The main issues and impacts of this standard on the presentation of financial statements are currently under review.

NOTE 1.2.1.5 Standards newly applicable to the Group

Not applicable.

NOTE 1.2.2 Basis of consolidation

Subsidiaries are consolidated if they are controlled by the Group.

The Group has exclusive control over an entity when it has power over the entity, i.e., it has substantive rights to govern the entity's key operations, is exposed to variable returns from its involvement with the entity and has the ability to affect those returns.

Such subsidiaries are fully consolidated from the date when effective control is transferred to the Group. They are deconsolidated from the date on which control ceases.

An entity over which the Group has either:

- significant influence (a situation that occurs in principal when the Group holds more than 20% of the voting rights without providing it with substantive rights to govern the entity's key operations); or
- joint control (a situation where the Group's participation gives it substantive rights to govern the entity's key operations jointly with a partner but does not provide exclusive control to the Group)

is consolidated using the equity method.

Such subsidiaries are initially recognized at acquisition cost and consolidated from the date when significant influence or joint control is transferred to the Group. They are deconsolidated from the date on which control ceases.

Items included in the financial statements of each Group entity are measured using the currency of the primary economic environment in which the entity operates (the

“functional currency”). The consolidated financial statements are presented in euros, which is the Group's functional and presentation currency.

NOTE 1.2.3 Use of judgments and estimates

The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that are reflected in the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities as of the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from those estimates.

Estimates and judgments are continually evaluated. They are based on historical experience and other factors, including expectations of future events, and are believed to be reasonable under the circumstances.

NOTE 1.2.3.1 Impairment of goodwill and intangible assets

Trademarks with indefinite useful lives and goodwill are tested for impairment at least once a year and whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. These circumstances are identified based on external or internal criteria.

Intangible assets with finite useful lives are amortized over their estimated useful lives and are tested for impairment when there is an indication that their recoverable amount may be less than their carrying amount.

Future events could cause the Group to conclude that evidence exists that certain intangible assets acquired in a business combination are impaired. Any resulting impairment loss could have a material adverse effect on the Group's consolidated financial statements and in particular on the Group's operating profit.

Discounted cash flow estimates (used for impairment tests on goodwill and trademarks with indefinite useful lives) are based on management's estimates of key assumptions, especially discount rates, medium-term growth and profitability rates.

NOTE 1.2.3.2 Accounting for income taxes

As part of the process of preparing the consolidated financial statements, the Group is required to estimate income taxes in each of the jurisdictions in which it operates. This involves estimating the actual current tax exposure and assessing temporary differences resulting from differing treatment of items such as deferred revenue or prepaid expenses for tax and accounting purposes. These differences result in deferred tax assets and liabilities, which are reported in the consolidated balance sheet.

The Group must then assess the probability that deferred tax assets will be recovered from future taxable profit. Deferred

tax assets are recognized only when it is probable that sufficient taxable profit will be available, based on management-approved taxable profit forecasts.

The Group has not recognized all of its deferred tax assets because it is not probable that some of them will be recovered before they expire. The amounts involved mainly concern operating losses carried forward and foreign income tax credits. The assessment is based on management's estimates of future taxable profit by jurisdiction in which the Group operates and the period over which the deferred tax assets are recoverable.

NOTE 1.2.3.3 Other assets and liabilities based on estimates

Other assets and liabilities based on estimates include provisions for pensions and other post-employment benefits, impairment of trade receivables, inventories and financial

assets, share-based payments, provisions for contingencies and charges, right-of-use assets, capitalized development costs, and any annual volume rebates offered to customers.

NOTE 1.3 Significant transactions and events for the period

No significant transactions or events are to be reported during the period.

NOTE 1.4 Scope of consolidation

NOTE 1.4.1 List of main consolidated companies

The consolidated financial statements comprise the financial statements of Legrand and its 273 subsidiaries.

The following list shows the main operating subsidiaries that are fully consolidated as of December 31, 2025. They are all owned 100%, with the exception of Davenham Switchgear Limited, Clamper Industria e Comercio S.A and Linkk Busway Systems, which are respectively owned at 90%, 84.5% and 51%.

Europe

Legrand France	France	Limoges
Legrand SNC	France	Limoges
Legrand ZRT	Hungary	Szentes
Davenham Switchgear Ltd	Ireland	Dublin
Bticino SpA	Italy	Varese
Legrand Polska Factory Service	Poland	Zabkowice
Legrand Group España	Spain	Madrid
Legrand Elektrik	Turkey	Gebze
Legrand Electric	United Kingdom	Birmingham
Starline Holding Technology Ltd	United Kingdom	London

North and Central America

Power Bus Way	Canada	Ontario
Bticino de Mexico SA de CV	Mexico	Querétaro
Avtron Power Solutions	United States	Cleveland
Cablofil Inc.	United States	Mascoutah
Finelite Inc.	United States	Union City
Focal Point LLC	United States	Chicago
Kenall Manufacturing Co.	United States	Kenosha
Legrand AV Inc.	United States	Eden Prairie
Legrand DPC, LLC	United States	West Hartford
Pass & Seymour Inc.	United States	Syracuse
Raritan Technologies Inc.	United States	Somerset
Starline Holdings LLC	United States	Canonsburg
The WattStopper Inc.	United States	Santa Clara
The Wiremold Company	United States	West Hartford

Rest of the World

Australian Plastic Profiles Pty Ltd	Australia	Sydney
Pipe King Pty Ltd	Australia	Caringbah
Clamper Industria e Comercio S.A	Brazil	Belo Horizonte
Legrand Brazil LTDA	Brazil	São Paulo
Servicios de Respaldo de Energía Técnica Spa	Chile	Antofagasta
DongGuan Rocom Electric	China	Dongguan
Legrand Intelligent Electrical (Huizhou) Co., Ltd	China	Huizhou
Legrand Low Voltage Electrical (Wuxi) Co., Ltd	China	Wuxi
Novateur Electrical and Digital Systems	India	Mumbai
Numeric Lanka Technoloies Private Ltd	India	Vadapalani
Linkk Busway Systems	Malaysia	Beranang

NOTE 1.4.2 Changes in the scope of consolidation

The contributions to the Group's consolidated financial statements of companies acquired since the end of 2023 were as follows:

2024	March 31	June 30	September 30	December 31
Full consolidation method				
MSS	Balance sheet only	6 months' profit	9 months' profit	12 months' profit
ZPE Systems	Balance sheet only	Balance sheet only	Balance sheet only	12 months' profit
Enovation		Balance sheet only	Balance sheet only	7 months' profit
Netrack		Balance sheet only	Balance sheet only	9 months' profit
Davenham		Balance sheet only	Balance sheet only	6 months' profit
VASS		Balance sheet only	Balance sheet only	7 months' profit
UPSistemas			Balance sheet only	Balance sheet only
APP				Balance sheet only
Power Bus Way				Balance sheet only

2025	March 31	June 30	September 30	December 31
Full consolidation method				
MSS	3 months' profit	6 months' profit	9 months' profit	12 months' profit
ZPE Systems	3 months' profit	6 months' profit	9 months' profit	12 months' profit
Enovation	3 months' profit	6 months' profit	9 months' profit	12 months' profit
Netrack	3 months' profit	6 months' profit	9 months' profit	12 months' profit
Davenham	3 months' profit	6 months' profit	9 months' profit	12 months' profit
VASS	3 months' profit	6 months' profit	9 months' profit	12 months' profit
UPSistemas	3 months' profit	6 months' profit	9 months' profit	12 months' profit
APP	Balance sheet only	6 months' profit	9 months' profit	12 months' profit
Power Bus Way	Balance sheet only	6 months' profit	9 months' profit	12 months' profit
Performation	Balance sheet only	Balance sheet only	Balance sheet only	11 months' profit
Computer Room Solutions	Balance sheet only	Balance sheet only	Balance sheet only	9 months' profit
Linkk Busway Systems			Balance sheet only	6 months' profit
Amperio Project			Balance sheet only	Balance sheet only
Quitérios			Balance sheet only	5 months' profit
Cogelec				Balance sheet only
Avtron Power Solutions				2 months' profit

The main acquisitions of 2025 were as follows:

- Performance, specialized in connected healthcare software. Based in Zeist, Netherlands Performance has over 140 employees and reporting annual sales of over €20 million;
- Computer Room Solutions (CRS), leading player in the design, development, manufacturing and commissioning of white space infrastructure for datacenters. Based in Mascot, Sydney, CRS employs nearly 80 people with an annual revenue of around €30 million;
- Linkk Busway Systems, an Asian reference specialist in power busbars, particularly for datacenters' grey space. Based in Malaysia, in Beranang, Selangor, Linkk Busway Systems employs over 240 people and generated sales of around €45 million in 2024;
- Amperio Project, a Swiss specialist in busbars. Based in Murten, the company employs around 20 people and has annual sales of over €4 million;
- Quitérios, a leading Portuguese player in electrical and digital modular distribution boards. Based in Mira, the company employs more than 100 people and has annual sales of nearly €20 million;
- Cogelec, a company listed on Euronext Growth in Paris and specializing in access control in buildings, with revenue of €74 million in 2024. Following a draft simplified tender offer, the Group owns 97.9% of Cogelec's shares at the end of December 2025, and a mandatory squeeze-out was initiated on January 21, 2026, to acquire the remaining 2.1%; and
- Avtron Power Solutions, based in Cleveland, Ohio (USA), Avtron is a global leader in load banks and power quality solutions for datacenters and other critical applications. In 2025, the company generated nearly \$350 million in sales with high profitability, employs 600 people across North America and Europe, and the purchase price paid is \$1,125 million.

The impact of the consolidated acquisitions during the 2025 financial year on the Group's accounts is detailed in the table below:

<i>(in € millions)</i>	2025
Trademarks	42.6
Customer relationships	31.3
Other non current assets	105.0
Total non-current assets	178.9
Cash and cash equivalents	83.0
Other Current assets	285.3
Total current assets	368.3
Equity - Minority interests	7.5
Non-current liabilities	82.3
Current liabilities	209.4
Net assets	248.0
Purchase price	1,589.9
Goodwill	1,341.9
<i>including temporary goodwill</i>	1,089.7

NOTE 2 - Results for the year

NOTE 2.1 Segment information

In accordance with IFRS 8, operating segments are determined based on the reporting made available to the chief operating decision maker of the Group and to the Group's management.

Given that Legrand's activities are carried out locally, the Group is organized for management purposes by countries or groups of countries which have been allocated for internal reporting purposes into three operating segments:

- Europe, mainly including Benelux, France, Germany, Iberia (Portugal and Spain), Ireland, Italy, Poland, Scandinavia, Turkey, and the United Kingdom;

- North and Central America, including Canada, Mexico, the United States, and Central American countries; and
- Rest of the World, mainly including Australia, China, India, Malaysia and South America (in particular, Brazil, Chile and Colombia).

These three operating segments are under the responsibility of three segment managers who are directly accountable to the chief operating decision maker of the Group.

12 months ended December 31, 2025

(in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales to third parties	3,834.1 ⁽¹⁾	4,012.3 ⁽²⁾	1,634.2	9,480.6
Cost of sales	(1,749.2)	(1,988.3)	(924.5)	(4,662.0)
Administrative and selling expenses, R&D costs	(1,219.5)	(1,225.2)	(413.1)	(2,857.8)
Other operating income (expenses)	(54.7)	(67.0)	(30.6)	(152.3)
Operating profit	810.7	731.8	266.0	1,808.5
– of which acquisition-related amortization, expenses and income				
• accounted for in administrative and selling expenses, R&D costs	(54.1)	(89.7)	(10.0)	(153.8)
• accounted for in other operating income (expenses)	0.0	0.0	0.0	0.0
– of which goodwill impairment	0.0	0.0	0.0	0.0
Adjusted operating profit	864.8	821.5	276.0	1,962.3
– of which depreciation and impairment expense of tangible assets	(90.3)	(26.4)	(29.5)	(146.2)
– of which amortization and impairment expense of intangible assets	(17.2)	(1.5)	(2.1)	(20.8)
– of which amortization and impairment of development costs	(22.2)	0.0	(1.5)	(23.7)
– of which amortization and impairment of right-of-use assets	(36.9)	(32.8)	(23.8)	(93.5)
– of which restructuring costs	(31.8)	(16.8)	(16.0)	(64.6)
Capital expenditure	(127.9)	(46.9)	(46.3)	(221.1)
Capitalized development costs	(25.2)	0.0	(2.4)	(27.6)
Net tangible assets	600.0	198.4	172.5	970.9
Total current assets	3,156.7	1,367.0	1,045.7	5,569.4
Total current liabilities	1,617.4	748.4	518.5	2,884.3

(1) Of which France: €1,165.6 million.

(2) Of which United States: €3,646.7 million.

12 months ended December 31, 2024

(in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales to third parties	3,634.0 ⁽¹⁾	3,504.7 ⁽²⁾	1,510.2	8,648.9
Cost of sales	(1,668.2)	(1,686.7)	(827.9)	(4,182.8)
Administrative and selling expenses, R&D costs	(1,128.8)	(1,153.6)	(401.3)	(2,683.7)
Other operating income (expenses)	(35.8)	(86.0)	(17.9)	(139.7)
Operating profit	801.2	578.4	263.1	1,642.7
– of which acquisition-related amortization, expenses and income				
• accounted for in administrative and selling expenses, R&D costs	(34.6)	(83.0)	(13.5)	(131.1)
• accounted for in other operating income (expenses)	(2.2)	0.0	0.0	(2.2)
– of which goodwill impairment	0.0	0.0	0.0	0.0
Adjusted operating profit	838.0	661.4	276.6	1,776.0
– of which depreciation and impairment expense of tangible assets	(86.5)	(26.4)	(26.9)	(139.8)
– of which amortization and impairment expense of intangible assets	(14.2)	(2.6)	(2.0)	(18.8)
– of which amortization and impairment of development costs	(22.4)	0.0	(2.0)	(24.4)
– of which amortization and impairment of right-of-use assets	(33.1)	(29.2)	(21.6)	(83.9)
– of which restructuring costs	(28.7)	(35.4)	(10.5)	(74.6)
Capital expenditure	(134.5)	(33.9)	(41.9)	(210.3)
Capitalized development costs	(27.6)	0.0	(1.8)	(29.4)
Net tangible assets	580.4	174.4	159.0	913.8
Total current assets	2,966.1	1,136.3	858.3	4,960.7
Total current liabilities	1,441.0	649.6	484.9	2,575.5

(1) Of which France: €1,184.5 million.

(2) Of which United States: €3,196.0 million.

NOTE 2.2 Net sales

The Group derives the large majority of its revenue from product sales to generalist and specialist distributors. The Group considers that no individual customer represents more than 10% of consolidated net sales.

Contracts with distributors are signed for a one-year period. As a general rule, there is only one performance obligation in these contracts, which is to sell and deliver products to the customer (the performance obligation related to delivery is not material within the context of customer contracts).

Within the context of these contracts, the Group owns the main risks and benefits resulting from the product sales, and therefore acts as the principal (and not as an agent).

Net sales are generally recognized at one point in time, corresponding to the date on which the control of the asset (products or, more rarely, services) is transferred to the customer, usually the date of shipment in the case of product sales. In the specific case of service sales where the customer consumes the service benefits over the period in

which they are provided, net sales are recognized over time, i.e. spread over the period in which the services are provided to the customer.

Contracts with customers generally include variable payments in their favor, primarily deferred discounts and rebates, and occasionally commercial returns. These variable payments to customers are estimated at their most likely amount and accounted for when net sales are recognized. By default, variable payments to customers are accounted for as a deduction from net sales. Only payments made to customers in exchange for the transfer of products or services by these customers are accounted for as selling expenses, for the portion of these payments corresponding to the transferred products' or services' fair value.

In 2025, the Group's consolidated net sales came to €9,480.6 million, up +9.6% in total compared with 2024 due to an organic growth of +7.7%, change in scope of +5.1%, and the unfavorable impact of exchange rates (3.1%).

Changes in net sales by destination are as follows:

Net sales (in € million, except %)	12 months ended December 31,					
	2025	2024	Total change	Change in scope	Organic growth ⁽¹⁾	Exchange-rate effect
Europe	3,603.7	3,458.4	4.2%	3.1%	1.9%	(0.8%)
North and Central America	4,001.8	3,465.8	15.5%	4.0%	16.0%	(4.3%)
Rest of the World	1,875.1	1,724.7	8.7%	11.2%	2.7%	(4.8%)
Consolidated total	9,480.6	8,648.9	9.6%	5.1%	7.7%	(3.1%)

(1) At constant scope of consolidation and exchange rates.

The Group sells its products in mature countries as well as many new economies (Eastern Europe and Turkey in the Europe operating segment, Central America and Mexico in the North and Central America operating segment, Asia

excluding South Korea, Japan and Australia, South America, Africa and the Middle East in the Rest of the World operating segment).

Net sales by destination in these two geographical areas are as follows:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Mature countries	7,283.9	6,484.2
New economies	2,196.7	2,164.7
TOTAL	9,480.6	8,648.9

NOTE 2.3 Operating expenses

Operating expenses include the following main categories of costs:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Raw materials and component costs	(3,253.3)	(2,876.4)
Personnel costs	(2,158.8)	(2,049.0)
Other external costs	(1,698.6)	(1,561.5)
Depreciation of right-of-use assets	(93.5)	(83.9)
Depreciation of tangible assets	(146.6)	(140.4)
Amortization of intangible assets	(169.0)	(155.4)
Restructuring costs	(64.6)	(74.6)
Goodwill impairment	0.0	0.0
Other	(87.7)	(65.0)
OPERATING EXPENSES	(7,672.1)	(7,006.2)

"Other" operating expenses primarily include impairment losses and reversals on inventories (Note 3.5), on trade receivables (Note 3.6) and provisions for contingencies (Note 4.4).

The Group had an average of 39,611 employees in 2025 (versus 38,306 in 2024), of which 32,000 back-office employees and 7,611 front-office employees (versus 30,725 and 7,581, respectively, in 2024).

NOTE 2.4 Income tax expense

Income tax expense consists of the following:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Current taxes	(488.7)	(420.9)
Deferred taxes	49.9	11.9
TOTAL INCOME TAX EXPENSE	(438.8)	(409.0)

The reconciliation of total income tax expense for the period to income tax calculated at the standard tax rate in France is as follows, based on profit before tax of €1,691.1 million in 2025 (versus €1,577.9 million in 2024):

(Tax rate)	12 months ended	
	December 31, 2025	December 31, 2024
Standard French income tax rate	28.4%	25.8%
Increases (reductions):		
– Effect of foreign income tax rates	(4.5%)	(1.7%)
– Non-taxable items	0.6%	0.2%
– Income taxable at specific rates	0.0%	0.0%
– Other	1.2%	1.4%
	25.7%	25.7%
Impact on deferred taxes of:		
– Changes in tax rates	0.0%	0.0%
– Recognition or non-recognition of deferred tax assets	0.2%	0.2%
EFFECTIVE TAX RATE	25.9%	25.9%

NOTE 3 - Details of non-current and current assets

NOTE 3.1 Intangible assets

(in € millions)	December 31, 2025	December 31, 2024
Trademarks	1,862.4	1,888.4
Patents	198.3	176.5
Customer relationships	362.3	421.9
Other intangible assets	164.3	157.5
NET VALUE AT THE END OF THE PERIOD	2,587.3	2,644.3

NOTE 3.1.1 Trademarks with indefinite and finite useful lives

The Legrand and Bticino brands represent close to 98% of the total value of trademarks with indefinite useful lives. These trademarks with indefinite useful lives are used internationally, and therefore contribute to all of the Group's cash-generating units.

They should contribute indefinitely to future consolidated cash flows because management plans to continue using them indefinitely. The Group performs periodical reviews of these trademarks' useful lives.

Trademarks with finite useful lives are amortized over their estimated useful lives ranging:

- from 10 years when management plans to gradually replace them by other major trademarks owned by the Group;
- to 20 years when management plans to replace them by other major trademarks owned by the Group only over the long term or when, in the absence of such an intention, management considers that the trademarks may be threatened by a major competitor in the long term.

Amortization of trademarks is recognized in the income statement under administrative and selling expenses.

Trademarks can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Gross value at the beginning of the period	2,468.3	2,365.6
– Acquisitions	66.5	62.1
– Disposals	0.0	0.0
– Translation adjustments	(97.0)	40.6
Gross value at the end of the period	2,437.8	2,468.3
Accumulated amortization and impairment at the beginning of the period	(579.9)	(507.6)
– Amortization expense	(50.3)	(51.1)
– Reversals	0.0	0.0
– Translation adjustments	54.8	(21.2)
Accumulated amortization and impairment at the end of the period	(575.4)	(579.9)
NET VALUE AT THE END OF THE PERIOD	1,862.4	1,888.4

The carrying value of trademarks with indefinite useful lives amounts to €1,408 million as of December 31, 2025.

To date, no material impairment has been recognized for these trademarks.

For the purposes of impairment tests, the net book values of trademarks with an indefinite useful life are included in the impairment tests of goodwill at the level of CGU (Note 3.2). These tests are carried out in the fourth quarter of each year as well as whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

NOTE 3.1.2 Patents

Patents can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Gross value at the beginning of the period	920.9	802.1
– Acquisitions	62.2	103.4
– Disposals	0.0	0.0
– Translation adjustments	(32.1)	15.4
Gross value at the end of the period	951.0	920.9
Accumulated amortization and impairment at the beginning of the period	(744.4)	(709.2)
– Amortization expense	(28.8)	(26.0)
– Reversals	0.0	0.0
– Translation adjustments	20.5	(9.2)
Accumulated amortization and impairment at the end of the period	(752.7)	(744.4)
NET VALUE AT THE END OF THE PERIOD	198.3	176.5

To date, no material impairment has been recognized for these patents.

NOTE 3.1.3 Customer relationships

Customer relationships acquired in business combinations are recognized when they correspond to contractual relationships with key customers. Such customer

relationships are measured using the excess earnings method and are amortized over a period ranging from 5 to 20 years.

Customer relationships can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Gross value at the beginning of the period	705.7	567.5
– Acquisitions	21.2	109.0
– Adjustments	0.0	0.0
– Disposals	0.0	0.0
– Translation adjustments	(66.3)	29.2
Gross value at the end of the period	660.6	705.7
Accumulated amortization and impairment at the beginning of the period	(283.8)	(234.2)
– Amortization expense	(46.5)	(35.4)
– Reversals	0.0	0.0
– Translation adjustments	32.0	(14.2)
Accumulated amortization and impairment at the end of the period	(298.3)	(283.8)
NET VALUE AT THE END OF THE PERIOD	362.3	421.9

To date, no material impairment has been recognized for these customer relationships.

NOTE 3.1.4 Other Intangible assets

Other intangible assets are recognized at cost less accumulated amortization and impairment. They include in particular:

- costs incurred for development projects (relating to the design and testing of new or improved products). They are amortized from the date of sale of the product on a straight-line basis over the period in which the asset's

future economic benefits are consumed, not exceeding 10 years. Costs incurred for projects that do not meet the IAS 38 definition of an intangible asset are recorded in research and development costs for the year in which they are incurred;

- software, which is generally purchased from an external supplier and amortized over 3 years.

Other intangible assets can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Capitalized development costs	535.9	517.9
Software	221.3	202.1
Other	38.9	40.9
Gross value at the end of the period	796.1	760.9
Accumulated amortization and impairment at the end of the period	(631.8)	(603.4)
NET VALUE AT THE END OF THE PERIOD	164.3	157.5

To date, no material impairment has been recognized for these items.

NOTE 3.2 Goodwill

To determine the goodwill for each business combination, the Group applies the partial goodwill method whereby goodwill is calculated as the difference between the consideration paid to acquire the business combination and the portion of the fair value of the identifiable net assets acquired and liabilities assumed that is attributable to the Group at the date of acquisition.

Under this method no goodwill is allocated to minority interests. Changes in the percentage of interest held in a controlled entity are recorded directly in equity without recognizing any additional goodwill.

Goodwill is tested for impairment annually, in the fourth quarter of each year, and whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Each CGU (cash-generating unit) corresponds to individual countries or to groups of countries, when they either have similar market characteristics or are managed as a single unit. Within the Legrand Group, the level at which the goodwill carrying amount is measured corresponds to groups of CGUs, namely the three operating segments (Note 2.1),

these three operating segments corresponding to the level of performance monitoring and allocation of resources by the Management Committee.

Value in use is estimated based on discounted cash flows for the next five years and a terminal value calculated from the final year of the projected period. The cash flow data used for the calculation is taken from the most recent medium-term business plans approved by Group management. Business plan projections are based on the latest available external forecasts of trends in the Group's markets. Cash flows beyond the projection period of five years are estimated by applying a growth rate to perpetuity. Estimations and judgements impact these flows, notably the revenue projections as well as the operational margin rates and the evaluation of the discount rate and long-term growth rate applied to future treasury flows.

The discount rates applied derive from the capital asset pricing model. They are calculated for each individual country, based on financial market and/or valuation services firm data (average data over the last three years). The cost of debt used in the calculations is the same for all individual countries (being equal to the Group's cost of debt).

Goodwill can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Europe	2,855.0	2,602.4
North and Central America	3,914.7	3,389.8
Rest of the World	860.0	905.0
NET VALUE AT THE END OF THE PERIOD	7,629.7	6,897.2

The North and Central America group corresponds to a single cash-generating unit (CGU), while the Europe and Rest of the World groups each include several CGUs.

Changes in goodwill can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Gross value at the beginning of the period	6,953.0	5,533.1
– Acquisitions	1,333.4	1,236.2
– Adjustments*	(164.0)	(3.3)
– Translation adjustments	(438.3)	187.0
Gross value at the end of the period	7,684.1	6,953.0
Impairment value at the beginning of the period	(55.8)	(56.9)
– Impairment losses	0.0	0.0
– Translation adjustments	1.4	1.1
Impairment value at the end of the period	(54.4)	(55.8)
NET VALUE AT THE END OF THE PERIOD	7,629.7	6,897.2

* Adjustments correspond to the difference between provisional and final goodwill.

Purchase price allocations, which are performed within one year of each business combination, are as follows (excluding inventory revaluation):

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
– Trademarks	66.5	64.3
– Deferred taxes on trademarks	(16.3)	(7.6)
– Patents	62.2	103.4
– Deferred taxes on patents	(16.2)	(13.7)
– Other intangible assets	21.2	109.0
– Deferred taxes on other intangible assets	1.1	(28.4)

The following goodwill impairment testing parameters were used in the period ended December 31, 2025:

(in € millions)	Recoverable amount	Carrying amount of goodwill	Value in use	
			Discount rate (before tax)	Growth rate to perpetuity
Europe		2,855.0	10.2% to 30.7%	1.9% to 11.0%
North and Central America	Value in use	3,914.7	11.6%	2.0%
Rest of the World		860.0	10.1% to 17.5%	1.5% to 4.0%
NET VALUE AT THE END OF THE PERIOD		7,629.7		

No goodwill impairment losses were identified in the period ended December 31, 2025.

In addition, a sensitivity analysis was performed on revenue variances, discount rates, long-term growth rates, and

operating margin rates. An unfavorable evolution of 100 base points of any of these factors (deterioration serving as a reasonably possible hypothesis) taken separately or together at the level of each cash generating unit (CGUs) would not result in the recognition of an impairment loss.

The following goodwill impairment testing parameters were used in the period ended December 31, 2024:

(in € millions)	Recoverable amount	Carrying amount of goodwill	Value in use	
			Discount rate (before tax)	Growth rate to perpetuity
Europe		2,602.4	10.0% to 30.1%	2.0% to 13.0%
North and Central America	Value in use	3,389.8	11.2%	2.1%
Rest of the World		905.0	11.8% to 17.1%	2.0% to 4.0%
NET VALUE AT THE END OF THE PERIOD		6,897.2		

NOTE 3.3 Property, plant and equipment

Depreciation is calculated on a straight-line basis over the estimated useful lives of the respective assets; the most commonly adopted useful lives are the following:

Lightweight buildings	25 years
Standard buildings	40 years
Machinery and equipment	8 to 10 years
Tooling	5 years
Building fixtures	15 years

Changes in property, plant and equipment in 2025 are analyzed as follows:

(in € millions)	December 31, 2025				
	Land	Buildings	Machinery and equipment	Assets under construction and other	Total
Gross value					
At the beginning of the period	54.7	744.4	2,089.7	453.0	3,341.8
– Acquisitions	0.0	9.4	52.0	141.0	202.4
– Disposals	0.0	(5.6)	(57.2)	(11.8)	(74.6)
– Transfers and changes in scope of consolidation	4.0	80.0	122.3	(115.6)	90.7
– Translation adjustments	(3.4)	(20.9)	(63.1)	(24.3)	(111.7)
At the end of the period	55.3	807.3	2,143.7	442.3	3,448.6
Depreciation and impairment					
At the beginning of the period	(0.2)	(499.2)	(1,712.3)	(216.3)	(2,428.0)
– Depreciation expense	(0.2)	(25.3)	(99.9)	(21.1)	(146.5)
– Reversals	0.0	5.0	55.1	9.3	69.4
– Transfers and changes in scope of consolidation	0.2	0.5	(39.8)	(4.3)	(43.4)
– Translation adjustments	0.1	13.0	43.8	13.9	70.8
At the end of the period	(0.1)	(506.0)	(1,753.1)	(218.5)	(2,477.7)
Net value					
At the beginning of the period	54.5	245.2	377.4	236.7	913.8
– Acquisitions/depreciation	(0.2)	(15.9)	(47.9)	119.9	55.9
– Disposals/reversals	0.0	(0.6)	(2.1)	(2.5)	(5.2)
– Transfers and changes in scope of consolidation	4.2	80.5	82.5	(119.9)	47.3
– Translation adjustments	(3.3)	(7.9)	(19.3)	(10.4)	(40.9)
At the end of the period	55.2	301.3	390.6	223.8	970.9

Changes in property, plant and equipment in 2024 were analyzed as follows:

	December 31, 2024				
(in € millions)	Land	Buildings	Machinery and equipment	Assets under construction and other	Total
Gross value					
At the beginning of the period	54.0	715.2	1,987.4	432.8	3,189.4
– Acquisitions	0.0	7.0	52.7	135.1	194.8
– Disposals	(0.3)	(7.2)	(54.6)	(14.5)	(76.6)
– Transfers and changes in scope of consolidation	0.1	24.0	100.4	(104.1)	20.4
– Translation adjustments	0.9	5.4	3.8	3.7	13.8
At the end of the period	54.7	744.4	2,089.7	453.0	3,341.8
Depreciation and impairment					
At the beginning of the period	(0.2)	(477.6)	(1,650.7)	(212.6)	(2,341.1)
– Depreciation expense	(0.1)	(22.9)	(97.6)	(19.8)	(140.4)
– Reversals	0.0	6.1	53.2	13.3	72.6
– Transfers and changes in scope of consolidation	0.1	(0.9)	(13.0)	6.5	(7.3)
– Translation adjustments	0.0	(3.9)	(4.2)	(3.7)	(11.8)
At the end of the period	(0.2)	(499.2)	(1,712.3)	(216.3)	(2,428.0)
Net value					
At the beginning of the period	53.8	237.6	336.7	220.2	848.3
– Acquisitions/depreciation	(0.1)	(15.9)	(44.9)	115.3	54.4
– Disposals/reversals	(0.3)	(1.1)	(1.4)	(1.2)	(4.0)
– Transfers and changes in scope of consolidation	0.2	23.1	87.4	(97.6)	13.1
– Translation adjustments	0.9	1.5	(0.4)	0.0	2.0
At the end of the period	54.5	245.2	377.4	236.7	913.8

NOTE 3.4 Right-of-use assets

Right-of-use assets are initially measured at an amount equal in principle to the sum of:

- initial values of the lease financial liability;
- prepayments (including the first lease payment in case of lease payments made at the beginning of lease periods); and
- restoration costs.

Right-of-use assets value is subsequently revalued whenever the lease financial liability value is remeasured.

Right-of-use assets are depreciated using the straight-line method over the estimated lease contract duration. This latter is determined by taking into account the existence of lease renewal options and early termination options whose exercise is subject solely to the Group's decision.

More specifically, regardless of the nature of these options, whenever there is significant capital expenditure on leased buildings, the depreciation period applied to the tangible assets resulting from these expenditures is used to determine the estimated lease contract duration of these buildings.

Lease financial liabilities are initially valued at the present value of future lease payments (excluding variable lease payments and service payments whenever it is possible to identify these payments within total lease payments, while including, when applicable, the purchase option value if the exercise of this option is deemed probable), using as the discount rate the borrowing rate available for a Group entity for both the currency and the maturity corresponding to the estimated duration of the lease contract.

Lease financial liabilities are revalued when there is a change in future lease payments arising from a change in an index or rate, or a change in the lease term (following the subsequent exercise of an extension or an early termination option).

Lease financial liabilities are analyzed in Note 4.6.1.

The Group has elected not to recognize right-of-use assets and lease financial liabilities for short-term leases (not exceeding a one-year period) and/or leases of low-value assets.

Right-of-use assets in 2025 can be analyzed as follows:

(in € millions)	December 31, 2025			
	Buildings	Machinery and equipment	Other	Total
Gross value				
At the beginning of the period	563.3	7.8	90.7	661.8
– Increases	197.7	1.8	23.5	223.0
– Decreases	(90.1)	(0.7)	(14.9)	(105.7)
– Transfers and changes in scope of consolidation	72.3	(1.8)	(17.5)	53.0
– Translation adjustments	(49.4)	(0.4)	(2.4)	(52.2)
At the end of the period	693.8	6.7	79.4	779.9
Depreciation and impairment				
At the beginning of the period	(312.4)	(4.2)	(50.3)	(366.9)
– Depreciation expense	(73.1)	(1.4)	(19.0)	(93.5)
– Reversals	55.7	0.5	13.6	69.8
– Transfers and changes in scope of consolidation	(24.1)	1.6	17.5	(5.0)
– Translation adjustments	24.9	0.1	1.0	26.0
At the end of the period	(329.0)	(3.4)	(37.2)	(369.6)
Net value				
At the beginning of the period	250.9	3.6	40.4	294.9
– Increases/depreciation	124.6	0.4	4.5	129.5
– Decreases/reversals	(34.4)	(0.2)	(1.3)	(35.9)
– Transfers and changes in scope of consolidation	48.2	(0.2)	0.0	48.0
– Translation adjustments	(24.5)	(0.3)	(1.4)	(26.2)
At the end of the period	364.8	3.3	42.2	410.3

“Buildings” right-of-use assets in principle concern lease contracts for production sites, commercial offices and warehouses. Most of these lease contracts offer both extension and early termination options, while very few of them include purchase options or restoration costs. Therefore, the corresponding right-of-use assets do not include any material amount for purchase options or restoration costs.

“Machinery and equipment” right-of-use assets comprise mainly industrial machinery.

“Other” right-of-use assets mainly concern vehicles, forklifts and some IT equipment. Although most of these lease contracts include purchase options, these options are generally not exercised.

Renewal options not included in lease financial liabilities' value as of December 31, 2025 represent a discounted value of approximately €33 million.

A significant portion of this value corresponds to renewal options related to building lease contracts in the United States, the exercise of which is subject solely to the Group's decision. The exercise of these renewal options, which represent an additional lease period ranging from 5 to 10 years according to lease contracts, is not currently deemed certain by management and would not occur for several years.

Changes in right-of-use assets in 2024 were analyzed as follows:

(in € millions)	December 31, 2024			
	Buildings	Machinery and equipment	Other	Total
Gross value				
At the beginning of the period	510.1	4.9	73.9	588.9
– Increases	97.9	1.3	15.8	115.0
– Decreases	(48.0)	(0.6)	(7.8)	(56.4)
– Transfers and changes in scope of consolidation	(7.4)	2.0	7.1	1.7
– Translation adjustments	10.7	0.2	1.7	12.6
At the end of the period	563.3	7.8	90.7	661.8
Depreciation and impairment				
At the beginning of the period	(287.6)	(2.7)	(37.8)	(328.1)
– Depreciation expense	(67.6)	(0.9)	(10.9)	(79.4)
– Reversals	42.1	0.6	6.8	49.5
– Transfers and changes in scope of consolidation	7.5	(1.1)	(7.2)	(0.8)
– Translation adjustments	(6.8)	(0.1)	(1.2)	(8.1)
At the end of the period	(312.4)	(4.2)	(50.3)	(366.9)
Net value				
At the beginning of the period	222.5	2.2	36.1	260.8
– Increases/depreciation	30.3	0.4	4.9	35.6
– Decreases/reversals	(5.9)	0.0	(1.0)	(6.9)
– Transfers and changes in scope of consolidation	0.1	0.9	(0.1)	0.9
– Translation adjustments	3.9	0.1	0.5	4.5
At the end of the period	250.9	3.6	40.4	294.9

NOTE 3.5 Inventories

Inventories are measured at the lower of cost (of acquisition or production) and net realizable value, with cost determined principally on a first-in, first-out (FIFO) basis. Net realizable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

An impairment provision for inventories is recognized when the net realizable value of the inventories is lower than their carrying amount.

By default, the Group considers any inventory quantity exceeding one year of forecast consumption as surplus. This assumption serves as the basis for calculating the provision, except in duly justified specific cases.

Inventories can be analyzed as follows:

<i>(in € millions)</i>	December 31, 2025	December 31, 2024
Purchased raw materials and components	686.9	611.5
Sub-assemblies, work in progress	246.4	164.5
Finished products	801.4	810.7
Gross value at the end of the period	1,734.7	1,586.7
Impairment	(268.0)	(265.8)
NET VALUE AT THE END OF THE PERIOD	1,466.7	1,320.9

NOTE 3.6 Trade receivables

Trade receivables are initially recognized at fair value and are subsequently measured at amortized cost.

In accordance with IFRS 9, expected credit losses on trade receivables are estimated based on a provision table, by applying provision rates depending on the receivables aging.

Furthermore, a provision can be recognized in the income statement when there is objective evidence of impairment such as:

- when a debtor has defaulted; or
- when a debtor's credit rating has been downgraded or its business environment has deteriorated.

Trade receivables can be analyzed as follows:

<i>(in € millions)</i>	December 31, 2025	December 31, 2024
Trade receivables	1,329.4	1,147.3
Impairment	(102.5)	(96.3)
NET VALUE AT THE END OF THE PERIOD	1,226.9	1,051.0

The Group uses factoring contracts to reduce the risk of late payments.

As of December 31, 2025, these factoring contracts allowed the Group to derecognize trade receivables for an amount of

€151.9 million (€117.7 million as of December 31, 2024), as they transfer all credit and late payment risks to the factoring companies. The only risk that is not transferred is dilution risk, which is historically very low.

Overdue trade receivables can be analyzed as follows:

<i>(in € millions)</i>	December 31, 2025	December 31, 2024
Less than 3 months past due receivables	231.7	208.0
From 3 to 12 months past due receivables	54.2	43.4
More than 12 months past due receivables	46.8	39.0
TOTAL	332.7	290.4

Provisions for impairment of overdue trade receivables amounted to €80.4 million as of December 31, 2025 (€71.4 million as of December 31, 2024). These provisions break down as follows:

(in € millions)	December 31, 2025	December 31, 2024
Provisions for less than 3 months past due receivables	9.4	6.9
Provisions for 3 to 12 months past due receivables	27.8	25.5
Provisions for more than 12 months past due receivables	43.2	39.0
TOTAL	80.4	71.4

NOTE 3.7 Other current assets

Other current assets can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Employee advances	2.2	4.3
Prepayments	87.6	71.3
Tax receivables other than income tax	152.1	155.7
Other receivables	93.0	63.0
NET VALUE AT THE END OF THE PERIOD	334.9	294.3

These assets are valued at amortized cost.

NOTE 3.8 Cash and cash equivalents

Cash and cash equivalents consist of cash, short-term deposits and other liquid financial assets (possibility to realize the assets in less than three months at any time), readily convertible to known amounts of cash and are not subject to any material risk of change in value. Some of these other financial assets may have an initial maturity of one year or more, as they are easily convertible.

Cash and cash equivalents that are unavailable in the short term for the Group correspond to the bank accounts of

certain subsidiaries facing complex, short-term fund repatriation conditions due mainly to regulatory reasons.

Cash and cash equivalents totaled €2,381.2 million as of December 31, 2025 (versus €2,080.7 million as of December 31, 2024). Of this amount, €8.7 million is not available to the Group in the short term as of December 31, 2025 (versus €5.5 million as of December 31, 2024).

NOTE 4 - Details of non-current and current liabilities

NOTE 4.1 Share capital and earnings per share

Share capital as of December 31, 2025 amounted to €1,048,982,932, represented by 262,245,733 ordinary shares with a par value of €4 each, for 262,245,733 theoretical voting rights and 261,633,259 exercisable voting rights (after subtracting shares held in treasury by the Group as of this date).

As of December 31, 2025, the Group held 612,474 shares in treasury, versus 114,876 shares as of December 31, 2024, i.e. 497,598 additional shares corresponding to:

- the net acquisition of 975,000 shares outside of the liquidity contract mainly for transfer under performance share plans;

- the transfer of 483,386 shares to employees under performance share plans;
- the net purchase of 5,984 shares under the liquidity contract (Note 4.1.2.2).

As of December 31, 2025, among the 612,474 shares held in treasury by the Group, 548,624 shares have been allocated according to the allocation objectives described in Note 4.1.2.1, and 63,850 shares are held under the liquidity contract.

	Number of shares	of which number of shares held by the Group
As of December 31, 2024	262,245,733	114,876
Transfer to employees		(483,386)
Share buybacks		975,000
Transactions under the liquidity contract		5,984
Share cancellations		—
As of December 31, 2025	262,245,733	612,474
of which for transfer to employees		548,624
of which liquidity contract		63,850
of which for share cancellations		—

NOTE 4.1.1 Changes in share capital

Changes in share capital in 2025 were as follows:

	Number of shares	Par value	Share capital (euros)	Premiums (euros)
As of December 31, 2024	262,245,733	4	1,048,982,932	110,351,249
As of December 31, 2025	262,245,733	4	1,048,982,932	110,351,249

NOTE 4.1.2 Share buybacks and transactions under the liquidity contract

As of December 31, 2025, the Group held 612,474 shares in treasury (114,876 as of December 31, 2024, of which 57,010

under the share buyback program and 57,866 under the liquidity contract) which can be analyzed as follows:

NOTE 4.1.2.1 Share buybacks

As of December 31, 2025, the Group held 548,624 shares, acquired at a total cost of €69.6 million. These shares are being held for allocation, upon exercise of performance share plans.

During 2025, transactions under share buybacks, net of disposals, led to a cash outflow of €111.0 million.

NOTE 4.1.2.2 Liquidity contract

The Group appointed a financial institution to maintain a liquid market for its shares on the Euronext Paris market under a liquidity contract. This contract is compliant with the AMF decision on June 22, 2021 relating to the establishment of liquidity contracts on equity securities under accepted market practice.

As of December 31, 2025, the Group held 63,850 shares under this contract, purchased at a total cost of €8.1 million.

During 2025, transactions under the liquidity contract led to a cash outflow of €0.2 million corresponding to the net purchase of 5,984 shares.

NOTE 4.1.3 Earnings per share

Basic earnings per share are calculated by dividing net profit attributable to the Group by the weighted average number of ordinary shares outstanding (excluding shares held in treasury) during the period.

Diluted earnings per share are calculated according to the treasury stock method, by dividing profit attributable to the

Group restated with interest charges net of tax linked to OCEANEs by the weighted average number of ordinary shares outstanding (excluding shares held in treasury) during the period, plus the number of dilutive potential ordinary shares. The weighted average number of ordinary shares outstanding used in these calculations is adjusted for the share buybacks and sales carried out during the period.

Basic and diluted earnings per share, calculated on the basis of the average number of ordinary shares outstanding during the period, are as follows:

	12 months ended	
	December 31, 2025	December 31, 2024
Average number of shares (excluding shares held in treasury)	262,029,398	261,976,092
Average dilution from:		
– Performance shares	1,773,438	1,733,269
– OCEANES	2,632,397	
Shares transferred during the period under performance share plans	266,435,233	263,709,361
Basic earnings per share (in euros)	4.750	4.452
Diluted earnings per share (in euros)	4.705	4.423
Dividend per share (in euros)	2.200	2.090

During 2025, the Group:

- acquired 975,000 shares for transfer under performance share plans;
- transferred 483,386 shares under performance share plans, out of which 426,376 shares were bought back in the year and 57,010 shares were bought back in previous years for this purpose; and
- purchased a net 5,984 shares under the liquidity contract.

These movements were accounted on an accruals basis in the computation of the average number of ordinary shares outstanding during the period, in accordance with IAS 33. If the shares had been issued and bought back on January 1, 2025, earnings per share and diluted earnings per share would have amounted to €4.757 and €4.665 respectively for the 12 months ended December 31, 2025.

During 2024, the Group:

- acquired 750,000 shares for transfer under performance share plans and employee share ownership plans;
- transferred 744,103 shares under performance share plans and employee share ownership plan, out of which 692,990 shares were bought back in the year, and 51,113 shares were bought back in previous years for this purpose;
- purchased a net 31,060 shares under the liquidity contract; and
- cancelled 1,789,559 shares.

These movements were taken into account on an accruals basis in calculating the average number of ordinary shares outstanding during the period, in accordance with IAS 33. If the shares had been issued and bought back on January 1, 2024, basic earnings per share and diluted earnings per share would have amounted to €4.450 and €4.416 respectively for the 12 months ended December 31, 2024.

NOTE 4.2 Stock option plans and performance share plans

The cost of stock options or performance shares is measured at the fair value of the award on the grant date, using the Black & Scholes option pricing model or the binomial model, and is recognized in the income statement under personnel costs on a straight-line basis over the vesting period with a corresponding adjustment to equity. Changes in the fair value of stock options after the grant date are not taken into account.

The expense recognized by crediting equity is adjusted at each period-end during the vesting period to take into account changes in the number of shares that are expected to be delivered to employees when the performance shares vest or the stock options are exercised, except when performance criteria is linked to stock market performance.

NOTE 4.2.1 Performance share plans

The following performance share plans were approved by the Company's Board of Directors:

	2021 Plans	2022 Plans	2023 Plans	2024 Plans	2025 Plans
Date approved by shareholders	May 26, 2021	May 26, 2021	May 26, 2021	May 29, 2024	May 27, 2025
Grant date	May 26, 2021	May 25, 2022	May 31, 2023	May 29, 2024	May 27, 2025
Total number of performance share rights initially granted	491,477	514,981	506,455	449,920	416,957
<i>o/w number of performance share rights granted to Executive Officer</i>	20,544	22,534	20,390	17,700	16,644
– <i>Benoît Coquart</i>	20,544	22,534	20,390	17,700	16,644
Total IFRS 2 expense (in € millions)	35.2 ⁽¹⁾	31.9 ⁽¹⁾	34.3 ⁽¹⁾	36.5 ⁽¹⁾	33.8 ⁽¹⁾
End of vesting period	June 14, 2024 ⁽²⁾	June 11, 2025 ⁽⁶⁾	June 10, 2026 ⁽⁶⁾	June 09, 2027 ⁽⁶⁾	June 08, 2028 ⁽⁶⁾
	June 12, 2025 ⁽³⁾	June 10, 2026 ⁽⁷⁾	June 09, 2027 ⁽⁷⁾	June 07, 2028 ⁽⁷⁾	June 07, 2029 ⁽⁷⁾
End of lock-up period	May 27, 2026 ⁽²⁾	May 26, 2027 ⁽⁶⁾	May 31, 2028 ⁽⁶⁾	June 04, 2029 ⁽⁶⁾	May 29, 2030 ⁽⁶⁾
	June 12, 2025 ⁽³⁾	June 11, 2026 ⁽⁷⁾	June 9, 2027 ⁽⁷⁾	June 07, 2028 ⁽⁷⁾	June 07, 2029 ⁽⁷⁾
Number of performance shares adjusted for the performance criteria fulfillment	86,601 ⁽⁴⁾	56,920 ⁽⁵⁾	69,549 ⁽⁵⁾		
Number of performance share rights cancelled or forfeited	(62,251)	(60,627)	(37,697)	(21,348)	(1,382)
Number of performance shares acquired as of December 31, 2025	(515,827)	(41,582)	(679)	(276)	
PERFORMANCE SHARE RIGHTS OUTSTANDING AS OF DECEMBER 31, 2025	0	469,692	537,628	428,296	415,575

(1) Total charge estimated at the grant date assuming 100% achievement for each performance criteria. This charge is spread over the vesting periods.

(2) Date applicable to the Executive Officer and members of the Executive Committee.

(3) Date applicable to beneficiaries other than the Executive Officer and members of the Executive Committee.

(4) Percentage of performance criteria achievement: see Note 4.2.1.2.

(5) Adjustments estimated at the date when the consolidated financial statements were prepared.

(6) Date applicable to the Executive Officer and to some members of the Executive Committee.

(7) Date applicable to some members of the Executive Committee and other beneficiaries.

If all the performance shares from the 2022 to 2025 plans were granted (i.e., 1,851,191 shares) and if those shares were transferred following capital increases, the Company's capital would be diluted by 0.7% as of December 31, 2025.

The final number of shares granted to beneficiaries is determined on the condition that the beneficiary is present within the Group at the time the vesting period expires and according to several performance criteria.

For the Executive Officer and members of the Executive Committee, the term of the vesting period is three years, with

an additional two-year holding period; for other beneficiaries, the vesting period is four years, with no holding period.

Starting from 2022 plans, for some members of the Executive Committee living abroad, the vesting period is four years, with no holding period.

NOTE 4.2.1.1 2021, 2022, 2023 and 2024 performance share plans

Performance criteria applicable to the Executive Officer and members of the Executive Committee

The performance criteria applicable to the Executive Officer and members of the Executive Committee are defined as follows:

Type of performance criteria	Description of performance criteria and target-setting method	Weight of performance criteria
Target for organic sales growth	Target: 3-year arithmetic mean of the upper and lower bounds of the annual target ranges concerned. Comparison between the target and the average achievement over three years.	1/4
Target for adjusted operating margin before acquisitions ⁽¹⁾	Target: 3-year arithmetic mean of the upper and lower bounds of the annual target ranges concerned. Comparison between the target and the average achievement over three years.	1/4
Annual rates of achievement of the Group's CSR Roadmap	Target: arithmetic mean over 3 years of the annual CSR Roadmap achievement rates.	1/4
Legrand's share price performance relative to the performance of the CAC 40 index	Performance gap between Legrand's share price and the CAC 40 index over a 3-year period.	1/4

(1) The adjusted operating margin before acquisitions corresponds to the adjusted operating profit (see key figures).

Performance criteria applicable to beneficiaries other than the Executive Officer and members of the Executive Committee

The performance criteria applicable to beneficiaries other than the Executive Officer and members of the Executive Committee are defined as follows:

Type of performance criteria	Description of performance criteria and target-setting method	Weight of performance criteria
Target for organic sales growth	The target to be reached for this criterion, set annually corresponds to the lower and upper ranges of the relevant annual target. The annual rate of achievement is measured in relation to the annual target. The final pay-out rate for this criterion corresponds to the arithmetic average over a three-year period of the annual rates of achievement.	1/3
Target for adjusted operating margin before acquisitions ⁽¹⁾	The target to be reached for this criterion, set annually corresponds to the lower and upper ranges of the relevant annual target. The annual rate of achievement is measured in relation to the annual target. The final pay-out rate for this criterion corresponds to the arithmetic average over a three-year period of the annual rates of achievement.	1/3
Annual rates of achievement of the Group's CSR Roadmap	The annual rate of achievement corresponds to the rate of achievement of the CSR annual Roadmap. The final pay-out rate for this criterion corresponds to the arithmetic average over a three-year period of the annual rates of attainment.	1/3

(1) The adjusted operating margin before acquisitions corresponds to the adjusted operating profit (see key figures).

The final pay-out rate for each criterion corresponds to the arithmetic average over a three-year period of the annual achievement rates.

NOTE 4.2.1.2 2025 performance share plan

Performance criteria applicable to the Executive Officer and members of the Executive Committee

The performance criteria applicable to the Executive Officer and members of the Executive Committee are defined as follows:

Type of performance criteria	Description of performance criteria and target-setting method	Weight of performance criteria
Sales growth target excluding currency effects	Comparison between the target and the average achievement over 3 years.	1/4
Target for adjusted operating margin after acquisitions ⁽¹⁾	Comparison between the target and the average achievement over 3 years.	1/4
Annual rates of achievement of the Group's CSR Roadmap	Target: arithmetic mean over 3 years of the annual rates of achievement of the Group's CSR Roadmap.	1/4
Legrand stock market performance compared with the performance of the EURO STOXX Industrial Goods & Services index	Difference in performance between Legrand share price and the EURO STOXX Industrial Goods & Services index over a 3-year period.	1/4

(1) The adjusted operating margin after acquisitions corresponds to the adjusted operating profit (see key figures).

Performance criteria applicable to beneficiaries other than the Executive Officer and members of the Executive Committee

The performance criteria applicable to beneficiaries other than the Executive Officer and members of the Executive Committee are defined as follows:

Type of performance criteria	Description of performance criteria and target-setting method	Weight of performance criteria
Sales growth target excluding currency effects	Comparison between the target and the average achievement over 3 years.	1/3
Target for adjusted operating margin after acquisitions ⁽¹⁾	Comparison between the target and the average achievement over 3 years.	1/3
Annual rates of achievement of the Group's CSR Roadmap	Target: arithmetic mean over 3 years of the annual rates of achievement of the Group's CSR Roadmap.	1/3

(1) The adjusted operating margin after acquisitions corresponds to the adjusted operating profit (see key figures).

The first two performance criteria are aligned with the Company's 2030 Ambitions as announced at the Capital Markets Day on September 24, 2024. These indicators based on profitable growth lie at the heart of Legrand's business model.

The final pay-out rate for each criterion corresponds to the arithmetic average over a three-year period of the annual achievement rates.

NOTE 4.2.1.3 Monitoring of performance criteria performance share plans

Monitoring of the performance criteria under the 2021 plan applicable to the Executive Officer and members of the Executive Committee can be detailed as follows:

Criteria	2021		2022		2023		3-year average		
	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Performance
Organic sales growth	3.5%	13.6%	5.0%	9.7%	1.0%	2.7%	3.2%	8.7%	150.0%
Adjusted operating margin before acquisitions ⁽²⁾	19.7%	20.8%	20.3%	20.7%	20.0%	21.2%	20.0%	20.9%	147.3%
Annual rates of achievement of the Group's CSR Roadmap	100%	131%	100%	123%	100%	118%	100%	124%	104.8%
Legrand's share price performance relative to the performance of the CAC 40 index							+8.8%	Not achieved	0.0%
Performance									100.5%

(1) 100% achievement target for the criterion.

(2) The adjusted operating margin before acquisitions corresponds to the adjusted operating profit (see key figures).

Monitoring of the performance criteria under the 2021 plan applicable to beneficiaries other than the Executive Officer and members of the Executive Committee can be detailed as follows:

Criteria	2021			2022			2023			Performance by criterion
	Target ⁽¹⁾	Actual	Performance	Target ⁽¹⁾	Actual	Performance	Target ⁽¹⁾	Actual	Performance	
Organic sales growth	3.5%	13.6%	150.0%	5.0%	9.7%	150.0%	1.0%	2.7%	108.5%	136.2%
Adjusted operating margin before acquisitions ⁽²⁾	19.7%	20.8%	150.0%	20.3%	20.7%	110.0%	20.0%	21.2%	150.0%	136.7%
Annual rates of achievement of the Group's CSR Roadmap	100%	131%	108.6%	100.0%	123%	104.6%	100%	118%	103.6%	105.6%
Performance by year			136.2%			121.5%			120.7%	126.1%

(1) 100% achievement target for the criterion.

(2) The adjusted operating margin before acquisitions corresponds to the adjusted operating profit (see key figures).

Monitoring of the performance criteria under the 2022 plan applicable to the Executive Officer and members of the Executive Committee can be detailed as follows:

Criteria	2022		2023		2024		3-year average		
	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Performance
Organic sales growth	5.0%	9.7%	1.0%	2.7%	0.0%	1.0%	2.0%	4.5%	119.3%
Adjusted operating margin before acquisitions ⁽²⁾	20.3%	20.7%	20.0%	21.2%	20.4%	20.6%	20.2%	20.8%	126.0%
Annual rates of achievement of the Group's CSR Roadmap	100%	123%	100%	118%	100%	113%	100%	118%	103.6%
Legrand's share price performance relative to the performance of the CAC 40 index							+8.8%	Not achieved	0.0%
Performance									87.2%

(1) 100% achievement target for the criterion.

(2) The adjusted operating margin before acquisitions corresponds to the adjusted operating profit (see key figures).

Monitoring of the performance criteria under the 2022 plan applicable to beneficiaries other than the Executive Officer and members of the Executive Committee can be detailed as follows:

Criteria	2022			2023			2024			Performance by criterion
	Target ⁽¹⁾	Actual	Performance	Target ⁽¹⁾	Actual	Performance	Target ⁽¹⁾	Actual	Performance	
Organic sales growth	5.0%	9.7%	150.0%	1.0%	2.7%	108.5%	0.0%	1.0%	105.0%	121.2%
Adjusted operating margin before acquisitions ⁽²⁾	20.3%	20.7%	110.0%	20.0%	21.2%	150.0%	20.4%	20.6%	105.0%	121.7%
Annual rates of achievement of the Group's CSR Roadmap	100%	123%	104.6%	100%	118%	103.6%	100%	113%	102.6%	103.6%
Performance by year			121.5%			120.7%			104.2%	115.5%

(1) 100% achievement target for the criterion.

(2) The adjusted operating margin before acquisitions corresponds to the adjusted operating profit (see key figures).

Monitoring of the performance criteria under the 2023 plan applicable to the Executive Officer and members of the Executive Committee can be detailed as follows:

Criteria	2023		2024		2025		3-year average		
	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Target ⁽¹⁾	Actual	Performance
Organic sales growth	1.0%	2.7%	0.0%	1.0%	3.0%	7.7%	1.3%	3.8%	119.3%
Adjusted operating margin before acquisitions ⁽²⁾	20.0%	21.2%	20.4%	20.6%	20.6%	20.6%	20.3%	20.8%	115.3%
Annual rates of achievement of the Group's CSR Roadmap	100%	118%	100%	113%	100%	110%	100%	114%	102.7%
Legrand's share price performance relative to the performance of the CAC 40 index							8.8%	above 15 pts	150.0%
Performance									121.9%

(1) 100% achievement target for the criterion.

(2) The adjusted operating margin before acquisitions corresponds to the adjusted operating profit (see key figures).

Monitoring of the performance criteria under the 2023 plan applicable to beneficiaries other than the Executive Officer and members of the Executive Committee can be detailed as follows:

Criteria	2023			2024			2025			Performance by criterion
	Target ⁽¹⁾	Actual	Performance	Target ⁽¹⁾	Actual	Performance	Target ⁽¹⁾	Actual	Performance	
Organic sales growth	1.0%	2.7%	108.5%	0.0%	1.0%	105.0%	3.0%	7.7%	150.0%	121.2%
Adjusted operating margin before acquisitions ⁽²⁾	20.0%	21.2%	150.0%	20.4%	20.6%	105.0%	20.6%	20.6%	100.0%	118.3%
Annual rates of achievement of the Group's CSR Roadmap	100%	118%	103.6%	100%	113%	102.6%	100%	110%	102.0%	102.7%
Performance by year			120.7%			104.2%			117.3%	114.1%

(1) 100% achievement target for the criterion.

(2) The adjusted operating margin before acquisitions corresponds to the adjusted operating profit (see key figures).

NOTE 4.2.2 Share-based payments (IFRS 2 expense)

In accordance with IFRS 2, an expense of €38.3 million was recorded in 2025 (€37.7 million in 2024) for all of these plans combined.

NOTE 4.3 Retained earnings and translation reserves

NOTE 4.3.1 Retained earnings

The Group's consolidated retained earnings as of December 31, 2025 amounted to €7,119.7 million.

As of the same date, the Company had retained earnings including profit for the period of €1,678.6 million available for distribution.

NOTE 4.3.2 Translation reserves

Assets and liabilities of Group entities whose functional currency is different from the presentation currency are translated using the exchange rate at the balance sheet date. Statements of income are translated using the average

exchange rate for the period. Gains or losses arising from the translation of the financial statements of foreign subsidiaries are recognized directly in equity under "Translation reserves", until the potential Group's loss of control over these entities.

Translation reserves record the impact of fluctuations in the following currencies:

(in € millions)	December 31, 2025	December 31, 2024
US dollar	(214.5)	366.9
Other currencies	(660.0)	(565.4)
TOTAL	(874.5)	(198.5)

The Group operates in close to 90 countries. It is mainly exposed to a dozen currencies other than the euro and the US dollar, including the Australian dollar, Brazilian real, British pound, Chilean peso, Chinese yuan, Indian rupee, Egyptian pound, Mexican peso and Turkish lira.

Under IFRS 9, non-derivative financial instruments may be designated as hedges only when they are used to hedge foreign currency risk and provided that they qualify for hedge accounting. Accordingly, in the case of hedges of a net investment in a foreign operation, the portion of the gain or loss of the hedging instrument that is deemed to be an effective hedge is recognized in equity.

As such, the counterpart of the foreign exchange gains and losses on Yankee debt amounting to €2.0 million in 2025, was recorded as an increase in translation reserves. As of December 31, 2025, a total balance of €88 million was recorded as a decrease in translation reserves, under the Yankee loan.

In accordance with IAS 21, translation gains and losses on receivables or payables considered as part of a net investment in a foreign Group entity are recognized in translation reserves. Losses recognized in translation reserves in 2025 amounted to €1.9 million, resulting in a net positive balance of €8.5 million as of December 31, 2025.

The Group applies IAS 29 – "Financial Reporting in Hyperinflationary Economies" to companies whose functional currency is that of a hyperinflationary economy. Financial statements of related companies are restated for the effects of inflation (using the historical cost convention) before being converted into the Group's presentation currency at the closing rate. Legrand applies the standard to Turkey. As of December 31, 2025, a total balance of €103 million was recorded as an increase in translation reserves.

NOTE 4.4 Provisions

Changes in provisions in 2025 are as follows:

(in € millions)	December 31, 2025					
	Product warranties	Claims and litigation	Tax and employee risks	Restructuring	Other	Total
At the beginning of the period	70.6	116.8	46.9	57.6	53.3	345.2
Changes in scope of consolidation	2.1	—	1.7	—	0.7	4.5
Increases	24.6	17.4	3.4	36.4	27.0	108.8
Utilizations	(9.3)	(7.0)	(0.8)	(38.2)	(13.5)	(68.8)
Reversals of surplus provisions	(14.4)	(8.9)	—	(1.9)	(8.1)	(33.3)
Reclassifications	(0.8)	0.7	—	1.5	0.1	1.5
Translation adjustments	(4.6)	(2.7)	(5.1)	(3.7)	(1.8)	(17.9)
AT THE END OF THE PERIOD	68.2	116.3	46.1	51.7	57.7	340.0
<i>Of which non-current portion</i>	27.4	79.3	14.0	11.4	45.8	177.9

Changes in provisions in 2024 were as follows:

(in € millions)	December 31, 2024					
	Product warranties	Claims and litigation	Tax and employee risks	Restructuring	Other	Total
At the beginning of the period	58.5	135.3	44.0	36.2	56.7	330.7
Changes in scope of consolidation	1.8	5.5	0.0	1.2	2.0	10.5
Increases	21.3	18.5	4.7	52.3	16.9	113.7
Utilizations	(6.4)	(14.1)	(1.1)	(33.0)	(12.4)	(67.0)
Reversals of surplus provisions	(6.0)	(34.7)	0.0	(0.4)	(5.3)	(46.4)
Reclassifications	0.0	5.1	0.1	0.0	(4.3)	0.9
Translation adjustments	1.4	1.2	(0.8)	1.3	(0.3)	2.8
AT THE END OF THE PERIOD	70.6	116.8	46.9	57.6	53.3	345.2
<i>Of which non-current portion</i>	16.6	82.4	13.2	12.3	42.6	167.1

NOTE 4.5 Provision for post-employment benefits and other long-term employee benefits

NOTE 4.5.1 Pension and other post-employment benefit obligations

Group companies operate various pension plans. The plans are funded through payments to insurance companies or trustee-administered funds, determined by periodic actuarial calculations. The Group has both defined contribution and defined benefit plans.

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Contributions are recognized as an expense for the period of payment. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in current and prior periods.

A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and end-of-career salary.

The liability recognized in the balance sheet for defined benefit pension plans is the present value of the defined benefit obligation at the balance sheet date, less the fair value of plan assets. The past service cost arising from changes to pension benefit plans is expensed in full as incurred.

In accordance with IAS 19, the Group recognizes all actuarial gains and losses outside profit or loss, in the consolidated statement of comprehensive income.

Defined benefit obligations are calculated using the projected unit credit method. This method takes into account estimated years of service at retirement, final salaries, life expectancy and staff turnover, based on actuarial assumptions. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of investment grade corporate bonds that are denominated in the currency in which the benefits will be paid.

and have terms to maturity approximating the period to payment of the related pension liability.

Some Group entities provide post-employment healthcare benefits to their retirees. Entitlement to these benefits is

usually conditional on the employee remaining with one of these Group entities up to retirement age and completion of a minimum service period. These benefits are treated as post-employment benefits under the defined benefit scheme.

Pension and other post-employment defined benefit obligations can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
France (Note 4.5.1.2)	86.2	92.4
Italy (Note 4.5.1.3)	24.1	25.8
United Kingdom (Note 4.5.1.4)	63.8	78.3
United States (Note 4.5.1.5)	51.1	60.5
Other countries	56.5	58.8
TOTAL PENSION AND OTHER POST-EMPLOYMENT DEFINED BENEFIT OBLIGATIONS	281.7	315.8

NOTE 4.5.1.1 Analysis of pension and other post-employment defined benefit obligations

The total (current and non-current) obligation under the Group's pension and other post-employment defined benefit plans, consisting primarily of plans in France, Italy, the United States and United Kingdom, is as follows:

(in € millions)	December 31, 2025	December 31, 2024
Defined benefit obligation		
Projected benefit obligation at the beginning of the period	315.8	307.3
Service cost	9.2	9.5
Interest cost	13.2	13.6
Benefits paid or unused	(22.5)	(25.0)
Employee contributions	0.4	0.8
Actuarial losses/(gains)	(18.5)	3.3
Curtailments, settlements, special termination benefits	0.0	(0.5)
Translation adjustments	(15.9)	7.2
Other	0.0	(0.4)
PROJECTED BENEFIT OBLIGATION AT THE END OF THE PERIOD	281.7	315.8
Fair value of plan assets		
Fair value of plan assets at the beginning of the period	194.4	179.3
Expected return on plan assets	8.9	9.0
Employer contributions	7.4	7.1
Employee contributions	0.4	0.3
Benefits paid	(11.1)	(14.4)
Actuarial (losses)/gains	(2.7)	4.3
Translation adjustments	(15.5)	8.2
Other	0.0	0.6
FAIR VALUE OF PLAN ASSETS AT THE END OF THE PERIOD	181.8	194.4
PROVISION RECOGNIZED IN THE BALANCE SHEET	131.9	143.4
Current liability	6.6	5.8
Non-current liability	125.3	137.6
Non-current asset	32.2	22.0

Actuarial gains recognized in equity in 2025 amounted to €15.8 million.

These €15.8 million actuarial gains resulted from:

- €12,3 million in gains from changes in financial assumptions;
- €0,9 million in gains from changes in demographic assumptions; and
- €2,6 million in experience gains.

The discount rates used are determined by reference to the yield on high-quality bonds based on the following benchmark indices:

- Euro zone: iBoxx € Corporates AA 10+;
- United Kingdom: iBoxx £ Corporates AA 15+;

- United States: Citigroup Pension Liability Index.

Sensitivity tests were performed on:

- the discount rate. According to the results of these tests, a 50-basis point reduction in the rate would lead to the recognition of a reduction in the actuarial gain of around €13,8 million and would increase the provision as of December 31, 2025 by the same amount; and
- the rate of future salary increases. According to the results of these tests, a 50-basis point increase in the rate would lead to the recognition of a reduction in the actuarial gain of around €9,5 million and would increase the provision as of December 31, 2025 by the same amount.

Discounted future payments for the Group's pension and other post-employment benefit plans are as follows:

(in € millions)

2026	18.5
2027	16.5
2028	19.2
2029	19.7
2030 and beyond	207.8
TOTAL	281.7

The impact of service costs and interest costs on profit before tax for the period is as follows:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Service cost	(9.2)	(9.5)
Net interest cost	(4.3)	(4.6)
TOTAL	(13.5)	(14.1)

The weighted average allocation of pension plan assets is as follows as of December 31, 2025:

(as a percentage)	United Kingdom	United States
Equity instruments	29.9	28.2
Debt instruments	63.5	61.8
Insurance funds	6.6	10.0
TOTAL	100.0	100.0

These assets are marked to market.

NOTE 4.5.1.2 Provisions for retirement benefits and supplementary pension benefits in France

The provisions recorded in the consolidated balance sheet concern the unvested entitlements of active employees. The Group has no obligation with respect to the vested entitlements of former employees, as the benefits were settled at the time of their retirement, either directly or through payments to insurance companies in full discharge of the liability.

The main defined benefit plan applicable in France concerns statutory length-of-service awards, under which all retiring employees are eligible for a lump-sum payment calculated according to their length of service.

This payment is defined either in the collective bargaining agreement to which their company is a party or in a separate company-level agreement, whichever is more advantageous to the employee. The amount generally varies depending on the employee category (manager/non-manager).

In France, provisions recorded in the consolidated balance sheet amounted to €86.2 million as of December 31, 2025 (€92.4 million as of December 31, 2024) corresponding to the difference between the projected benefit obligation of €86.2 million as of December 31, 2025 (€92.4 million as of December 31, 2024), and the fair value of the related plan assets of €0.0 million as of December 31, 2025 (€0.0 million as of December 31, 2024).

The projected benefit obligation is calculated based on staff turnover and mortality assumptions, estimated rates of salary increases and an estimated discount rate. In France, the calculation as of December 31, 2025 was based on a salary increase rate of 3.5% and a discount rate of 4.0% (respectively 3.5% and 3.2% in 2024).

NOTE 4.5.1.3 Provisions for termination benefits in Italy

In Italy, a termination benefit is awarded to employees regardless of the reason for their departure.

Since January 2007, such benefits have been paid either into an independently managed pension fund or to the Italian social security service (INPS). As from that date, the Italian termination benefit plans have been qualified as defined contribution plans under IFRS.

Termination benefit obligations arising prior to January 2007 continue to be accounted for under IFRS as defined

benefit plans, based on revised actuarial estimates that exclude the effect of future salary increases.

The resulting provisions for termination benefits, which correspond to the obligation as of December 31, 2006 plus the ensuing actuarial revisions, amounted to €24.1 million as of December 31, 2025 (€25.8 million as of December 31, 2024).

The calculation as of December 31, 2025 was based on a discount rate of 3.4% (3.2% in 2024).

NOTE 4.5.1.4 Provisions for retirement benefits and other post-employment benefits in the United Kingdom

The UK plan is a trustee-administered plan governed by article 153 of the 2004 Finance Act and is managed in a legal entity outside of the Group.

Benefits are paid directly out of funds consisting of contributions paid by the company and by plan participants.

The plan has been closed to new entrants since May 2004.

Active plan participants account for 1.1% of the projected benefit obligation, participants who are no longer accumulating benefit entitlements for 31.6% and retired participants for 67.3%.

The provisions recorded in the consolidated balance sheet amounted to €0.0 million as of December 31, 2025 (€0.0 million as of December 31, 2024) reflecting the fact that the fair-value of the plan assets is higher than the value of the projected benefit obligation.

The projected benefit obligation is calculated based on staff turnover and mortality assumptions, estimated rates of salary increases and an estimated discount rate. The calculation as of December 31, 2025 was based on a salary increase rate of 3.8% and a discount rate and an expected return on plan assets of 5.5% (respectively 4.2% and 5.2% in 2024).

NOTE 4.5.1.5 Provisions for retirement benefits and other post-employment benefits in the United States

In the United States, the Group provides pension benefits for employees and health care and life insurance for certain retired employees.

The Legrand North America Retirement Plan is covered by a plan document in force since January 2002 that was last amended in January 2008. The minimum funding requirement is determined based on Section 430 of the Internal Revenue Code.

To meet its obligations under the plan, the Group has set up a trust with Prudential Financial, Inc. The trust assets include several different investment funds. The current trustee is Legrand North America. The Wiremold Company is the Plan Administrator and the Custodian is Prudential Financial, Inc.

The plan has been closed to new entrants since August 2006 for salaried employees and since April 2009 for hourly

employees. Since January 1, 2018, active plan participants can no longer cumulate new rights.

Active plan participants account for 8.4% of the projected benefit obligation, other participants who are no longer accumulating benefit entitlements for 20.0% and retired participants for 71.6%.

The funding policy consists of ensuring that the legal minimum funding requirement is met at all times.

The provisions recorded in the consolidated balance sheet amounted to €0.0 million as of December 31, 2025 (€0.0 million as of December 31, 2024) reflecting the fact that the fair value of the plan assets is higher than the value of the projected benefit obligation.

The calculation as of December 31, 2025 was based on a discount rate and an expected return on plan assets of 5.1% (5.0% in 2024).

NOTE 4.5.2 Other long-term employee benefits

The Group implemented cash-settled long-term employee benefit plans for employees deemed to be key for the Group, subject to the grantees' continued presence within the Group after a vesting period of three years.

In addition to the grantee still being present within the Group, these plans can, in certain cases, depend on the Group's achievement of future economic performance conditions.

Due to their gradual replacement by equity-settled long-term employee benefit plans detailed in Note 4.2.1, these plans no longer represent material amounts in the Group's financial statements.

NOTE 4.6 Long-term and short-term borrowings

The Group actively manages its debt through diversified sources of financing available to support its medium-term business growth while guaranteeing a robust financial position over the long term.

Negotiable commercial paper

Legrand France has a short-term marketable securities program (NEU CP) whose package was increased from €700.0 million to €1,200.0 million on March 25, 2020.

A complementary medium-term marketable securities program (NEU MTN) was opened on March 18, 2021 with a package of €1,200.0 million.

Bonds

In December 2015, the Group carried out a €300.0 million 1.875% twelve-year bond issue. An additional €55.0 million in nominal value was issued in January 2024. The bonds will be redeemed at maturity on December 16, 2027.

In July 2017, the Group carried out a bond issue for a total of €1.0 billion, in two tranches of €500.0 million each, with maturities of seven and fifteen years. The first tranche of €500.0 million was reimbursed on July 6, 2024. The second tranche will be redeemed at maturity on July 6, 2032 with an annual coupon of 1.875%.

In March 2018, the Group carried out a €400.0 million 1.0% eight-year bond issue. The bonds will be redeemed at maturity on March 6, 2026.

In June 2019, the Group carried out a €400.0 million 0.625% nine-year bond issue. An additional €75.0 million in nominal value was issued in March 2024. The bonds will be redeemed at maturity on June 24, 2028.

In May 2020, the Group carried out a €600.0 million 0.75% ten-year bond issue. The bonds will be redeemed at maturity on May 20, 2030.

In October 2021, the Group carried out its first sustainability-linked bond issue indexed to its carbon neutrality metrics. The 0.375% ten-year bonds were issued for a total amount

of €600.0 million and will be redeemed at maturity on October 6, 2031.

The issue is indexed to the Group's carbon trajectory by applying a potential additional coupon of 0.50% only over the final year in which the bond reaches maturity, in the event that the related objectives are not achieved.

In May 2023, the Group carried out a sustainability-linked bond issue indexed to CSR engagements of the Group. The 3.5% six-year bonds were issued for a total amount of €700 million and will be redeemed at maturity on May 29, 2029.

The issue is indexed to CSR engagements of the Group by applying an additional coupon of 0.125% over the four last year in which the bond reaches maturity, following the failure to achieve one of the related objectives.

In June 2024, the Group carried out a €600.0 million 3.5% ten-year bond issue. The bonds will be redeemed at maturity on June 26, 2034.

In March 2025, the Group carried out a €500 million 3.625% ten-year bond issue. The bonds will be redeemable at maturity on March 19, 2035.

In June 2025, the Group carried out a €800.0 million bond issue convertible into new shares and/or exchangeable for existing shares (OCEANEs), with a duration of 8 years. The bonds carry an annual coupon of 1.5% and an initial conversion premium of 45% (*i.e.*, an initial conversion price of €159.03 per share). The bonds will be either redeemable at maturity on June 23, 2033, or convertible into shares. Standard early redemption options are attached to these bonds.

The OCEANEs have:

- a debt component, assessed on inception date on the basis of the market interest rate applied to an equivalent non-convertible bond and recognized in long-term borrowings, and
- an optional component recognized in equity.

As of December 31, 2025, the debt component recorded at net book value amounts to €704.5 million and the optional component to €101.5 million.

Yankee bonds

On February 14, 1995, Legrand France issued \$400.0 million worth of 8.5% debentures due in February 2025, through a public placement in the United States. Interest on Yankee bonds was payable semi-annually on February 15 and August 15 of each year, beginning August 15, 1995.

The remaining balance of the Yankee bond issue, \$291.3 million, was fully reimbursed on February 18, 2025.

2011 Credit Facility

In October 2011, the Group signed a Credit Facility with six banks to set up a €900.0 million revolving multicurrency credit line for a five-year period with two successive one-year period renewal options. As per this contract, the margin applied to market rates is determined on the basis of the Group's credit rating.

In July 2014, the Group signed an agreement that amends and extends this Credit Facility with all banks party to this contract. This agreement extends the maximum maturity of the €900.0 million revolving credit line by three years, i.e., up to July 2021, including two successive one-year period

extension options, and at improved financing terms compared with October 2011.

In December 2019, the Group signed a new agreement that amends and extends this Credit Facility with all banks party to this contract. Following this agreement, the maturity of the €900.0 million revolving credit line is extended to December 2026. The margin applied to market rates is still determined on the basis of the Group's credit rating, but it is increased or decreased each year according to the Group yearly achievement rate on its CSR roadmap.

In June 2025, the Group signed a new agreement that amends and extends this Credit Facility with seven banks, compared to six previously. Under this agreement, the nominal amount of this revolving credit facility has been raised to €1,050 million and its maturity has been extended to June 2030, with extension options to June 2032. The financial terms are substantially unchanged compared to those agreed in December 2019. The margin applied to market rates is still determined on the basis of the Group's credit rating and on the achievement rate of the Group's CSR roadmap.

The Credit Facility does not contain any covenants.

As of December 31, 2025, the Credit Facility had not been drawn down.

NOTE 4.6.1 Long-term borrowings

Long-term borrowings are initially recognized at fair value, taking into account any transaction costs directly attributable

to the issue, and are subsequently measured at amortized cost, using the effective interest method.

Long-term borrowings can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Negotiable commercial paper	321.5	71.5
Bonds	5,034.5	4,230.0
Lease financial liabilities	344.5	241.2
Other borrowings	393.8	125.4
Long-term borrowings excluding debt issuance costs	6,094.3	4,668.1
Debt issuance costs	(35.0)	(25.4)
TOTAL	6,059.3	4,642.7

No guarantees have been given with respect to these borrowings.

Long-term borrowings (excluding debt issuance costs) break down by currency as follows, after hedging (see Note 5.1.2.2):

(in € millions)	December 31, 2025	December 31, 2024
Euro	5,517.8	4,402.8
US dollar	205.0	94.2
Other currencies	371.5	171.1
LONG-TERM BORROWINGS EXCLUDING DEBT ISSUANCE COSTS	6,094.3	4,668.1

Long-term borrowings (excluding debt issuance costs) as of December 31, 2025 can be analyzed by maturity as follows:

(in € millions)	Negotiable commercial paper	Lease financial liabilities	Other borrowings	Bonds	Bonds - undiscouted contractual cash flows
Due in one to two years	321.5	93.1	140.4	355.0	457.1
Due in two to three years	0.0	55.3	231.6	475.0	569.1
Due in three to four years	0.0	40.0	10.9	700.0	777.8
Due in four to five years	0.0	33.1	9.6	600.0	664.5
Due beyond five years	0.0	123.0	1.3	3,000.0	3,195.6
LONG-TERM BORROWINGS EXCLUDING DEBT ISSUANCE COSTS	321.5	344.5	393.8	5,130.0	5,664.0

Long-term borrowings (excluding debt issuance costs) as of December 31, 2024 can be analyzed by maturity as follows:

(in € millions)	Negotiable commercial paper	Lease financial liabilities	Other borrowings	Bonds	Bonds - undiscouted contractual cash flows
Due in one to two years	0.0	63.9	28.6	400.0	472.0
Due in two to three years	71.5	48.5	65.0	355.0	426.1
Due in three to four years	0.0	34.7	20.7	475.0	538.1
Due in four to five years	0.0	22.4	10.1	700.0	747.3
Due beyond five years	0.0	71.7	1.0	2,300.0	2,423.7
LONG-TERM BORROWINGS EXCLUDING DEBT ISSUANCE COSTS	71.5	241.2	125.4	4,230.0	4,607.2

Average interest rates on borrowings are as follows:

	12 months ended	
	December 31, 2025	December 31, 2024
Negotiable commercial paper	3.00%	3.22%
Bonds	2.21%	1.77%
Lease financial liabilities	4.40%	3.99%
Other borrowings	1.96%	3.09%

NOTE 4.6.2 Short-term borrowings

Short-term borrowings can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Negotiable commercial paper	0.0	50.0
Bonds	400.0	0.0
Yankee bonds	0.0	279.8
Lease financial liabilities	89.1	77.7
Other borrowings	55.4	36.0
TOTAL	544.5	443.5

NOTE 4.6.3 Changes in long-term and short-term borrowings

Changes in long-term and short-term borrowings can be analyzed as follows:

(in € millions)	Variations not impacting cash flows						December 31, 2024
	December 31, 2025	Cash flows	Acquisitions	Reclassifications	Translation adjustments	Other*	
Long-term borrowings	6,059.3	1,546.0	332.5	(530.4)	(21.7)	90.2	4,642.7
Short-term borrowings	544.5	(438.4)	19.8	530.4	(11.7)	0.9	443.5
Gross financial debt	6,603.8	1,107.6	352.3	0.0	(33.4)	91.1	5,086.2

* Including €(101.5) millions related to OCEANES recognized in equity.

NOTE 4.7 Deferred taxes

In accordance with IAS 12, deferred taxes are recognized on temporary differences between the tax bases of assets and liabilities and their carrying amount in the consolidated balance sheet.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled.

Deferred tax assets and deferred tax liabilities are offset when the entity has a legally enforceable right of offset and they relate to income taxes levied by the same taxation authority.

Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilized. The recognized deferred tax assets are expected to be utilized no later than five years from the period-end.

Deferred taxes are classified in short-term (less than a year) or long-term (more than a year) according to the nature of restatements or temporary tax differences which generated them.

Deferred taxes recorded in the balance sheet result from temporary differences between the carrying amount of assets and liabilities and their tax base and can be analyzed as follows:

<i>(in € millions)</i>	December 31, 2025	December 31, 2024
Deferred tax assets (liabilities) recorded by French companies	(290.6)	(299.3)
Deferred tax assets (liabilities) recorded by foreign companies	(510.6)	(526.0)
TOTAL	(801.2)	(825.3)
Origin of deferred tax:		
– Impairment losses on inventories and trade receivables	89.8	88.4
– Margin on inventories	26.4	27.8
– Recognized operating losses carried forward	8.5	5.5
– Leases	7.9	8.1
– Fixed assets	(388.0)	(391.2)
– Trademarks	(434.5)	(433.9)
– Patents	(42.2)	(21.5)
– Other provisions	(64.7)	(105.4)
– Pensions and other post-employment benefits	28.5	32.9
– Fair value adjustments to derivative instruments	0.0	(0.1)
– Other	(32.9)	(35.9)
TOTAL	(801.2)	(825.3)
– Of which deferred tax assets	210.8	178.7
– Of which deferred tax liabilities	(1,012.0)	(1,004.0)

The timing of expected reversal of deferred taxes can be analyzed as follows:

<i>(in € millions)</i>	December 31, 2025	December 31, 2024
Deferred tax assets (liabilities) reversing in the short term	160.3	132.9
Deferred tax assets (liabilities) reversing in the long term	(961.5)	(958.2)
TOTAL	(801.2)	(825.3)

Tax losses carried forward break down as follows:

<i>(in € millions)</i>	December 31, 2025	December 31, 2024
Recognized operating losses carried forward	46.3	32.5
Recognized deferred tax assets	8.5	5.5
Unrecognized operating losses carried forward	171.0	157.5
Unrecognized deferred tax assets	36.7	33.1
Total net operating losses carried forward	217.3	190.0

NOTE 4.8 Other current liabilities

Other current liabilities can be analyzed as follows:

(in € millions)	December 31, 2025	December 31, 2024
Tax payable other than income tax	107.6	106.5
Accrued employee benefits expense	402.4	379.8
Statutory and discretionary profit-sharing reserve	29.3	34.3
Payables related to fixed asset purchases	41.6	38.7
Accrued expenses	315.4	244.9
Accrued interest	55.9	49.7
Deferred revenue	69.7	51.3
Other current liabilities	36.4	36.6
TOTAL	1,058.3	941.8

NOTE 5 - Other information

NOTE 5.1 Financial instruments and management of risks

NOTE 5.1.1 Financial instruments

NOTE 5.1.1.1 Impact of financial instruments

(in € millions)	12 months ended				
	December 31, 2025			December 31, 2024	
	Impact on financial profit (loss)	Impact on equity		Impact on financial profit (loss)	Impact on equity
		Fair value	Translation adjustment		
Other investments		(38.7)			
Trade receivables					
Cash and cash equivalents	53.4		(62.3)	78.9	13.6
Trade payables					
Borrowings	(136.3)		33.2	(113.5)	(17.9)
Derivatives	3.1	(10.3)		12.6	(12.9)
TOTAL	(79.8)	(49.0)	(29.1)	(22.0)	(17.2)

In accordance with IFRS 9, other investments are valued at fair value through equity. Therefore, changes in the fair value of other investments only impact the consolidated balance sheet and the consolidated statement of comprehensive income.

Yankee bonds denominated in US dollars are treated as net investment hedges (see Note 4.3.2).

NOTE 5.1.1.2 Breakdown of balance sheet items by type of financial instrument

(in € millions)	December 31, 2025					December 31, 2024	
	Carrying amount	Amortized cost	Fair value	Levels of valuation			Carrying amount
				Level 1 ⁽¹⁾	Level 2 ⁽²⁾	Level 3 ⁽³⁾	
ASSETS							
Non-current assets							
Other investments	27.2		27.2			27.2	43.0
Other non-current assets	187.2	155.0	32.2		32.2		142.4
TOTAL NON-CURRENT ASSETS	214.4	155.0	59.4	0.0	32.2	27.2	185.4
Current assets							
Trade receivables	1,226.9	1,226.9					1,051.0
Other current financial assets	0.8		0.8		0.8		1.3
Cash and cash equivalents	2,381.2		2,381.2		2,381.2		2,080.7
TOTAL CURRENT ASSETS	3,608.9	1,226.9	2,382.0	0.0	2,382.0	0.0	3,133.0
EQUITY AND LIABILITIES							
Non-current liabilities							
Long-term borrowings	6,059.3	5,715.6	343.7			343.7	4,642.7
TOTAL NON-CURRENT LIABILITIES	6,059.3	5,715.6	343.7	0.0	0.0	343.7	4,642.7
Current liabilities							
Short-term borrowings	544.5	528.9	15.6			15.6	443.5
Trade payables	1,064.0	1,064.0					963.6
Other current financial liabilities	0.1		0.1		0.1		0.4
TOTAL CURRENT LIABILITIES	1,608.6	1,592.9	15.7	0.0	0.1	15.6	1,407.5

(1) Level 1: quoted prices on an active market.

(2) Level 2: valuation derived from directly observable market data.

(3) Level 3: valuation derived from non-observable market data.

Most of the financial instruments listed on the balance sheet have a fair value close to their carrying amount. The fair value of the bonds, included in long-term borrowings for which the amortized cost on the balance sheet amounts to €5,034.5 million, is €5,005.7 million as of December 31, 2025 (the amortized cost was €4,230 million and the fair value of €4,023 million as of December 31, 2024).

In accordance with IFRS 13, fair value measurement takes counterparty default risk into account.

In light of the Group's credit rating, the measurement of other current financial liabilities is subject to insignificant credit risk.

NOTE 5.1.2 Management of financial risks

The Group's cash management strategy is based on overall financial risk management principles and involves taking specific measures to manage the risks associated with interest rates, exchange rates, commodity prices and the investment of available cash. The Group does not conduct any trading in financial instruments, in line with its policy of not carrying out any speculative transactions. All transactions involving derivative financial instruments are conducted with the sole purpose of managing interest rate, exchange rate and commodity risks and as such are limited in duration and value.

This strategy is centralized at Group level. Its implementation is deployed by the Financing and Treasury Department which recommends appropriate measures and implements them after they have been validated by the Corporate Finance Department and Group management. A detailed reporting system has been set up to enable permanent close tracking of the Group's positions and effective oversight of the management of the financial risks described in this note.

NOTE 5.1.2.1 Interest rate risk

As part of an interest rate risk management policy aimed mainly at managing the risk of a rate increase, the Group has structured its debt into a combination of fixed and variable

rate financing. The Group may be required to subscribe to hedging instruments for its future funding.

Net debt (excluding debt issuance costs) breaks down as follows between fixed and variable interest rates before the effect of hedging instruments:

(in € millions)	December 31, 2025						December 31, 2024	
	Due within 1 year	Due in 1 to 2 years	Due in 2 to 3 years	Due in 3 to 4 years	Due in 4 to 5 years	Due beyond 5 years	Total	Total
Financial assets*								
Fixed rate	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Variable rate	2,381.2	0.0	0.0	0.0	0.0	0.0	2,381.2	2,080.7
Financial liabilities**								
Fixed rate	(509.4)	(659.3)	(761.4)	(750.4)	(642.2)	(3,027.5)	(6,350.2)	(5,080.0)
Variable rate	(35.1)	(250.7)	(0.5)	(0.5)	(0.5)	(1.3)	(288.6)	(31.6)
Net exposure								
Fixed rate	(509.4)	(659.3)	(761.4)	(750.4)	(642.2)	(3,027.5)	(6,350.2)	(5,080.0)
Variable rate	2,346.1	(250.7)	(0.5)	(0.5)	(0.5)	(1.3)	2,092.6	2,049.1

* Financial assets: cash and marketable securities.

** Financial liabilities: borrowings (excluding debt issuance costs).

The following table shows the sensitivity of net debt costs to changes in interest rates, before hedging instruments:

(in € millions)	December 31, 2025		December 31, 2024	
	Impact on profit before tax	Impact on equity before tax	Impact on profit before tax	Impact on equity before tax
Impact of a 100-bps increase in interest rates	21.9	21.9	22.1	22.1
Impact of a 100-bps decrease in interest rates	(21.9)	(21.9)	(22.1)	(22.1)

The impact on profit before tax of a 100-basis point increase in interest rates would result in a gain of €21.9 million due to a net positive variable-rate exposure.

Conversely, the impact on profit before tax of a 100-basis point decrease in interest rates would result in a loss of €21.9 million.

NOTE 5.1.2.2 Foreign currency risk

The Group operates in international markets and is therefore exposed to risks through its use of several different currencies.

When relevant, "natural" hedges are preferred. If required, when the acquisition of an asset is financed using a currency other than the functional currency of the country concerned, the Group may enter into forward contracts to hedge its foreign currency risk.

As of December 31, 2025, the Group has set up forward contracts in British pounds, Canadian dollars, Chinese yuan, Mexican pesos, Polish zloty, Singaporean dollars and US dollars which are accounted for in the balance sheet at their fair value.

The following table shows the breakdown of net debt (excluding debt issuance costs) by reporting currency:

	December 31, 2025				December 31, 2024	
(in € millions)	Financial assets*	Financial liabilities**	Net exposure before hedging	Hedging	Net exposure after hedging	Net exposure after hedging
Euro	1,433.2	(5,996.9)	(4,563.7)	(205.1)	(4,768.8)	(3,374.4)
US dollar	604.1	(234.9)	369.2	160.2	529.4	182.3
Other currencies	343.9	(407.0)	(63.1)	44.9	(18.2)	161.2
TOTAL	2,381.2	(6,638.8)	(4,257.6)	0.0	(4,257.6)	(3,030.9)

* Financial assets: cash and marketable securities.

** Financial liabilities: borrowings (excluding debt issuance costs).

The following table shows the sensitivity of gross debt to changes in the exchange rate of the euro against other currencies, before hedging instruments:

	December 31, 2025		December 31, 2024	
(in € millions)	Impact on profit before tax	Impact on equity before tax	Impact on profit before tax	Impact on equity before tax
	10% increase		10% increase	
US dollar	0.0	23.3	0.0	40.6
Other currencies	(0.2)	40.3	(0.2)	13.7

	December 31, 2025		December 31, 2024	
(in € millions)	Impact on profit before tax	Impact on equity before tax	Impact on profit before tax	Impact on equity before tax
	10% decrease		10% decrease	
US dollar	0.0	(21.2)	0.0	(36.9)
Other currencies	0.2	(36.7)	0.2	(12.4)

Operating assets and liabilities break down as follows by reporting currency:

	December 31, 2025		December 31, 2024	
(in € millions)	Current operating assets excluding taxes	Current operating liabilities excluding taxes	Net exposure	Net exposure
Euro	844.3	1,002.9	(158.6)	(142.1)
US dollar	1,058.7	683.9	374.8	332.7
Other currencies	1,125.5	597.6	527.9	392.1
TOTAL	3,028.5	2,284.4	744.1	582.7

The table below presents the breakdown of net sales and operating expenses by reporting currency as of December 31, 2025:

(in € millions)	Net sales		Operating expenses	
Euro	3,074.9	32.4%	2,396.7	31.2%
US dollar	3,806.3	40.1%	3,108.4	40.5%
Other currencies	2,599.4	27.5%	2,167.0	28.3%
TOTAL	9,480.6	100.0%	7,672.1	100.0%

When relevant, natural hedges are also set up by matching costs and revenues in each of the Group's operating currencies. Residual amounts are hedged by options to limit the Group's exposure to fluctuations in the main currencies concerned. These hedges are for periods of less than 18 months.

The Group estimates that, all other things being equal, a 10% increase in the exchange rate of the euro against all other currencies would have resulted in 2025 in a decrease in net sales of approximately €582 million (€519 million in 2024) and a decrease in operating profit of approximately €103 million (€87 million in 2024), while a 10% decrease would have resulted in 2025 in an increase in net sales of approximately €641 million (€571 million in 2024) and an increase in operating profit of approximately €113 million (€95 million in 2024).

NOTE 5.1.2.3 Commodity risk

The Group is exposed to commodity risk arising from changes in the price of raw materials, mainly plastics and metals (steel, copper, brass, aluminum).

Raw materials consumption (except components) amounted to around €908 million in 2025.

A 10% increase in the price of the above-mentioned consumption would theoretically feed through to around a €91 million increase in annual purchasing costs. The Group

believes that it could, circumstances permitting, raise the prices of its products to offset the adverse impact of any such increases over the long term.

Additionally, the Group can set up specific derivative financial instruments (options) for limited amounts and periods to hedge part of the risk of an unfavorable change in copper and certain other raw material prices. The Group did not set up any such hedging contracts in 2025.

NOTE 5.1.2.4 Credit risk

As explained in Note 2.2, a substantial portion of Group revenue is generated with two major distributors. Other revenue is essentially derived from distributors of electrical products but sales are diversified due to the large number of customers and their geographic dispersion. The Group actively manages its credit risk by establishing regularly

reviewed individual credit limits for each customer, constantly monitoring collection of its outstanding receivables and systematically chasing up overdue receivables. In addition, the situation is reviewed regularly with the Corporate Finance Department. When the Group is in a position to do so, it can resort to either credit insurance or factoring.

NOTE 5.1.2.5 Counterparty risk

Financial instruments that may potentially expose the Group to counterparty risk are principally cash and cash equivalents, short-term investments and hedging instruments. These assets are placed with well-rated financial institutions or corporates with the aim of fragmenting the exposure to these

counterparties. Those strategies are decided and monitored by the Corporate Finance Department, which ensures a regular follow up of ratings and credit default swap rates of these main counterparties.

NOTE 5.1.2.6 Liquidity risk

The Group considers that managing liquidity risk depends primarily on having access to diversified sources of financing as to their origin and maturity. This approach represents the basis of the Group's financing policy.

The total amount of net financial debt (€4,222.6 million as of December 31, 2025) is fully financed by financing facilities

expiring at the earliest in 2026 and at the latest in 2035. The average maturity of gross debt is 4.8 years.

Legrand is rated "A-" with a stable outlook by Standard & Poor's.

Rating agency	Long-term debt	Outlook
S&P	A-	Stable

NOTE 5.2 Climate issues

The Group aims to contribute to the fight against climate change by reducing its carbon footprint and providing its customers with innovative and sustainable solutions.

NOTE 5.2.1 Climate commitments

For many years, the Group has set up ambitions to reduce its environmental impact, specifically concerning climate change.

Legrand's Net Zero 2050 target was validated by the Science Based Targets initiative (SBTi) in 2024.

This commitment involves reducing the Group's greenhouse gas (GHG) emissions by 90% by 2050 across its entire value chain and neutralizing residuals emissions.

The Group has adopted more ambitious targets for 2030, including:

- a 42% reduction in Scopes 1&2 emissions against a 2022 baseline,
- a 25% reduction in Scope 3 emissions in current data based on 2022, incorporating emissions related to purchased goods and services and the usage phase of Group's products.

Legrand has also signed up to the RE100 initiative, with the aim of using 100% renewable electricity by 2030.

To achieve all these targets, Legrand intends to continue with and expand its action plans such as improving energy efficiency and deploying solar panels on its sites, reducing emissions from its products during their use phase, committing its suppliers to reducing their GHG emissions, and increasing the use of recycled materials in its products.

The 2025-2027 CSR roadmap, launched in March 2025, includes a climate pillar with specific commitments to reducing greenhouse gas emissions by 2027:

- a 10% reduction in Scope 1 & 2 in GHG emissions compared to 2024;
- an average 30% reduction in GHG emissions from our suppliers' operations by 2030, representing 70% of emissions related to purchased goods compared to 2022.

And a circular economy pillar that contributes to reducing the Group's GHG emissions, notably through the following objectives:

- eco-design: achieve 50% of new or redesigned (product ranges) that comply with Legrand's eco-design index criteria, helping to reduce Scope 3 emissions during the usage phase of Legrand products;
- use 37% sustainable materials in products manufactured by the Group, thereby lowering the carbon footprint of the products offered by the Group.

The Group's financing supports its non-financial and climate commitments, in the form of:

- a multi-currency syndicated loan, the margin of which has been partly linked to the CSR roadmaps' yearly success rate since 2019;
- two sustainability-linked bond issues in 2021 and 2023, with a maturity of 10 years and 6 years respectively, both indexed to the Group's targets for decarbonization and gender diversity.

NOTE 5.2.2 Climate change challenges faced by the Group

Physical risks

To assess Legrand's exposure, an analysis of physical climate risks that may impact its production plants, distribution centers and offices has been conducted in 2024, and completed with an additional risk analysis in 2025.

The analysis focused on the acute and chronic risks in relation to the following hazards:

- Temperature-related: cold/freezing spells and heat waves, extreme temperatures, forest fires, heat stress;
- Water-related: flooding (coastal, rivers, surface water groundwater), drought, extreme precipitation;
- Wind-related: snowstorms, hail, tornadoes, cyclones and hurricanes;
- Soil-related: landslides, subsidence, earthquakes.

The main physical climate-related risks affecting the Group are heat stress, pluvial flooding, heatwaves, and tornadoes.

The results of this analysis show that the gross risk (before adaptation measures) remains reasonable for the Group's activity. In the short term, it represents slightly less than 6%

of the Group's net sales, spread across about fifteen sites. Adaptation plans are currently being implemented at the most exposed sites. In the medium term, it could affect approximately 10% of the Group's net sales and about thirty sites. Based on this study, Legrand is deploying additional mitigation measures to reduce these impacts.

Opportunities

In response to the climate emergency and changing needs, the Group provides a wide range of (connected and standard) solutions for controlling energy consumption in all types of buildings.

Sales from energy efficiency programs represented around 20% of net sales in 2025.

Regulatory challenges

The regulatory framework is changing to take into account climate change, notably through the EU's new Corporate Sustainability Reporting Directive (CSRD).

The regulations to which the Group is subject do not currently entail any risk for its business or financial situation. Climate change regulations are driving demand for Group products.

NOTE 5.2.3 Accounting and financial implications

The Group's current exposure to the consequences of climate change is limited. Accordingly, the impact of climate change on its financial statements is currently immaterial.

To meet its climate commitments, the Legrand Group is deploying additional resources that have had no material impact on its financial model at this stage.

The short- and medium-term effects have been integrated into the Group's strategic plans, on the basis of which impairment tests are carried out on indefinite-lived intangible assets (Note 3.2). The long-term effects of these changes are not quantifiable to date.

The Group's studies and analyses have not led to any other impacts on assets and are unlikely to cast doubt on its fair value measurement methods or the associated sensitivity tests.

NOTE 5.3 Related-party information

The only individuals qualifying as related parties within the meaning of IAS 24 are the corporate officers who serve on the Executive Committee and the Chairman of the Board of Directors.

Compensation and benefits provided to the members of the Executive Committee and to the Chairman of the Board of Directors for their services are detailed in the following table:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Compensation (amounts paid during the period)	8.8	9.9
of which fixed compensation	4.8	5.3
of which variable compensation	3.8	4.4
of which other short-term benefits ⁽¹⁾	0.2	0.2
Long-term compensation (charge for the period) ⁽²⁾	5.5	5.8
Termination benefits (charge for the period)	0.0	0.0
Pension and other post-employment benefits (charge for the period) ⁽³⁾	0.2	(0.1)

(1) Other short-term benefits include benefits in kind.

(2) As per the equity-settled benefit plans described in Note 4.2.1, with a 100% pay-out rate assumption.

(3) Change in the obligation present value (in accordance with IAS 19).

NOTE 5.4 Off-balance sheet commitments

(in € millions)	December 31, 2025	December 31, 2024
Guarantees given to banks	83.2	105.6
Guarantees given to third parties	52.4	45.1
Commitments related to operating activities	26.2	21.4
Commitments related to fixed assets	22.1	22.9
TOTAL	183.9	195.0
Commitments & guarantees received from banks	1,051.8	900.0
Commitments & guarantees received related to operating activities	0.0	0.0
TOTAL	1,051.8	900.0

Most of these guarantees are given by the Company to banks for Group entities located outside of France.

NOTE 5.5 Claims and contingent liabilities

The Group is involved in a number of claims and legal proceedings arising in the normal course of business. In the opinion of management, all such matters have been adequately provided for, being specified that no provision is recorded for claims and legal proceedings for which the Group considers that the provision recognition criteria under IFRS are not met.

On September 6, 2018, a search of Legrand premises took place. During the search, Legrand fully cooperated with the relevant authorities.

On July 4, 2022, Legrand received a statement of objections (notification de griefs) from the French Competition Authority, concerning the derogation mechanism with its distributors on the French market.

On October 20, 2022, Legrand reported that, as part of the investigation on the derogation mechanism on the French

market, one of Legrand's French entities has been indicted and ordered to provide security in the amount of €80.5 million. As of December 31, 2024, only €60 million paid as deposits remained on the balance sheet, and there were no off-balance sheet commitments remaining.

On October 30, 2024, Legrand has taken note of the enforceable decision of the French Competition Authority ordering Legrand to pay a fine of €43 million for the application of derogated prices on the French market between 2012 and 2015. Legrand categorically rejects the allegation made against it and has appealed this decision on December 16, 2024. This enforceable decision has no material impact on the Group's 2024 and 2025 financial statements. Disbursement has been made in the first half of the year 2025.

Legrand reiterates its firm commitment to comply strictly with applicable law, in particular competition law.

NOTE 5.6 Statutory Auditors' fees

The total amount of Statutory Auditors' fees invoiced to the Group in 2025 can be detailed as follows:

<i>(in thousand euros excluding taxes)</i>	PricewaterhouseCoopers Audit SAS		Forvis Mazars & Associés	
Statutory audit and related services	766	94%	665	92%
Non-audit services	50	6%	60	8%
TOTAL	816	100%	725	100%

<i>(in thousand euros excluding taxes)</i>	PricewaterhouseCoopers Audit SAS	Forvis Mazars & Associés
Sustainability Audit	210	290

NOTE 5.7 Subsequent events

In February 2026, Legrand announced the following acquisitions:

- Green4T, a Brazilian specialist in the installation, maintenance and operation of technical infrastructure for datacenters. Based in São Paulo, Green4T employs nearly 750 people and generates annual sales of around €45 million;
- Kratos Industries, a U.S. specialist in low- and medium-voltage power distribution systems primarily serving datacenters. Based in Denver, Colorado, in the United States, Kratos Industries employs nearly 250 people and generates annual sales of around \$100 million.

NOTE 5.8 Key figures reconciliation

Reconciliation of adjusted operating profit with profit for the period:

<i>(in € millions)</i>	12 months ended	
	December 31, 2025	December 31, 2024
Profit for the period	1,252.3	1,168.9
Share of profits (losses) of equity-accounted entities	0.0	0.0
Income tax expense	438.8	409.0
Exchange (gains) / losses	25.2	13.9
Financial income	(75.7)	(103.0)
Financial expense	167.9	153.9
Operating profit	1,808.5	1,642.7
Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions	153.8	133.3
Impairment of goodwill	0.0	0.0
Adjusted operating profit	1,962.3	1,776.0

Reconciliation of cash flow from operations and free cash flow with profit for the period:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Profit for the period	1,252.3	1,168.9
Adjustments for non-cash movements in assets and liabilities:		
Depreciation, amortization and impairment	415.2	384.9
Changes in other non-current assets and liabilities and long-term deferred taxes	31.4	35.5
Unrealized exchange (gains)/losses	1.0	0.1
(Gains)/losses on sales of assets, net	4.4	1.4
Other adjustments	11.3	7.8
Cash flow from operations	1,715.6	1,598.6
Decrease (Increase) in working capital requirement	(138.8)	(75.3)
Net cash provided from operating activities	1,576.8	1,523.3
Capital expenditure (including capitalized development costs)	(248.7)	(239.6)
Net proceeds on asset disposals	2.7	6.8
Free cash flow	1,330.8	1,290.5

Reconciliation of EBITDA with profit for the period:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Profit for the period	1,252.3	1,168.9
Share of profits (losses) of equity-accounted entities	0.0	0.0
Income tax expense	438.8	409.0
Exchange (gains) / losses	25.2	13.9
Financial income	(75.7)	(103.0)
Financial expense	167.9	153.9
Operating profit	1,808.5	1,642.7
Depreciation and impairment of tangible assets	240.1	224.3
Amortization and impairment of intangible assets (including capitalized development costs)	169.0	155.4
Impairment of goodwill	0.0	0.0
EBITDA	2,217.6	2,022.4

Calculation of net financial debt:

(in € millions)	12 months ended	
	December 31, 2025	December 31, 2024
Short-term borrowings	544.5	443.5
Long-term borrowings	6,059.3	4,642.7
Cash and cash equivalents	(2,381.2)	(2,080.7)
Net financial debt	4,222.6	3,005.5

Calculation of working capital requirement:

(in € millions)	December 31, 2025	December 31, 2024
Trade receivables	1,226.9	1,051.0
Inventories	1,466.7	1,320.9
Other current assets	334.9	294.3
Income tax receivables	158.9	212.5
Deferred tax assets / (liabilities) reversing in the short term	166.0	132.9
Trade payables	(1,064.0)	(963.6)
Other current liabilities	(1,058.3)	(941.8)
Income tax payables	(55.3)	(48.1)
Short-term provisions	(162.1)	(178.1)
Working capital required	1,013.7	880.0

8.2 - Statutory Auditors' report on the consolidated financial statements for the year ended December 31, 2025

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users. This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of Legrand SA,

OPINION

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying consolidated financial statements of Legrand SA ("the Group") for the year ended December 31, 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as of December 31, 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

BASIS FOR OPINION

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for statutory auditors, for the period from January 1, 2025 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Furthermore, the non-audit services that we provided to your Company and its controlled undertakings during the financial year that are not disclosed in the management report or in the notes to the consolidated financial statements are as follows:

- For PricewaterhouseCoopers Audit, a legal report and a comfort letter relating to bond issuances, as well as a limited assurance report on certain sustainability information.
- For Forvis Mazars, a legal report and a comfort letter relating to bond issuances, a limited assurance report on certain sustainability information, and an attestation.

JUSTIFICATION OF ASSESSMENTS - KEY AUDIT MATTERS

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Recoverable amount of goodwill and trademarks with indefinite useful lives

Risk identified

As of December 31, 2025, the net carrying amount of Group's intangible assets was chiefly composed of trademarks with indefinite useful lives (€1,408 million) and goodwill (€7,630 million).

The Group's management considers that the recoverable amount of these assets is assessed at the level of groups of cash-generating unit (CGUs), which correspond to the level at which performance is monitored, and resources are allocated by the Executive Committee, as indicated in notes 2.1 "Segment information" and 3.2 "Goodwill" to the consolidated financial statements.

As mentioned in note 1.2.3.1 "Impairment of goodwill and intangible assets", these assets are subject to an impairment test annually, as well as each time there are indications of impairment. They may present a risk of impairment linked to internal or external factors, changes which are likely to have an impact on the cash flow forecasts of the CGUs to which these assets are allocated, and consequently on the determination of their recoverable amount.

The methods of the impairment tests and the main assumptions used are presented in notes 3.1.1 "Trademarks with indefinite and finite useful lives" and 3.2 "Goodwill" to the consolidated financial statements.

These tests are sensitive to the assumptions used, especially those relating to operating margin rate, discount rate and growth rate applied to future cash flows.

We considered the assessment of the recoverable amount of goodwill and indefinite-life brands to be a key audit matter due to their significant weight in the Group's financial statements, the sensitivity of the estimates involved, and the level of judgment required from Management in determining the assumptions used in the impairment tests.

Our response

We examined whether the methodology applied by the Group complies with the applicable accounting standards for performing impairment tests.

We also verified the consistency of Management's approach in grouping the CGUs at the level at which impairment tests are carried out with the management reporting structure implemented by the Group.

We adapted our audit approach based on our assessment of the impairment risk, which varies depending on the CGUs thus grouped.

We perform the following audit procedures:

- Reconcile the net book value of the net assets related to the CGUs or groups of CGUs tested with the Group's accounting data;
- Analyze, with the support of our valuation experts included in the audit team, the consistency of the key assumptions used by Management in its tests, such as the discount rate and the perpetual growth rate, by referring both to external market data and to analyses of comparable companies;
- Corroborate the projections of future cash flows with historical data, the budgets drawn up by the Group's Management, and our knowledge of the Group's business, supported by interviews with the Group's management control department;
- Assess the sensitivity of the valuations to the main assumptions and test the mathematical accuracy of the Group's calculations, on a sample basis.

We assessed the appropriateness of the information provided in the notes to the consolidated financial statements.

Recoverable amount of goodwill and trademarks with indefinite useful lives

Risk identified

Your Group is involved in a number of disputes in the normal course of business, competition proceedings, litigation and investigations with third parties or judicial and/or administrative authorities, including tax authorities.

As indicated in note 5.5 "Claims and contingent liabilities" to the consolidated financial statements, the associated risks are either provided for in the balance sheet as liabilities when they meet the recognition criteria of IFRS (notes 4.4 "Provisions" and 4.7 "Deferred taxes") or constitute contingent liabilities.

Because of the potential impact on the consolidated financial statements, the degree of judgment required from management and the uncertainty surrounding the resolution of these proceedings, we considered that the assessment of litigation and contingent liabilities was a key issue in our audit.

Our response

We have performed a critical review of the litigation, antitrust proceedings, disputes and investigations and the related provisions and contingent liabilities disclosed in the financial statements.

Our work consisted in:

- Examining the procedures implemented by management to identify, assess and report on all risks and disputes;
- Interviewing the company's general, tax and legal departments (in France and abroad) and analyzing the underlying documentation of the procedures in progress;

- Examining, where appropriate with the assistance of our own specialists, the procedural elements and/or legal or technical opinions issued by external law firms or experts selected by management;
- Assessing the analysis of the probability of occurrence of the risks performed by Management, as well as the assumptions on the basis of which the provisions have been estimated, in light of the corresponding documentation;
- Assessing the appropriateness of the information provided in the notes to the consolidated financial statements.

SPECIFIC VERIFICATIONS

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the Group management report.

We have no matters to report as to their fair presentation and their consistency with the consolidated financial statements.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Legrand SA by the Annual General Meetings held on June 6, 2003, for PricewaterhouseCoopers Audit and on May 31, 2023, for Forvis Mazars & Associés.

As of December 31, 2025, PricewaterhouseCoopers Audit in the 23rd year of total uninterrupted engagement, of which 20 years since the securities of the Company were admitted to trading on a regulated market, and Forvis Mazars & Associés was in the third year of its engagement.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

STATUTORY AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L.821-55 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements;
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics (*Code de déontologie*) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Neuilly-sur-Seine and Levallois-Perret, March 5, 2026

The Statutory Auditors

PricewaterhouseCoopers Audit

Patrice Morot
Partner

Flora Camp
Partner

Forvis Mazars & Associés

Gaël Lamant
Partner

Florence Page
Partner

8.3 - Statutory Auditors' fees

(in € thousands excluding taxes)	PwC				Forvis Mazars			
	2025		2024		2025		2024	
	Amount	%	Amount	%	Amount	%	Amount	%
Statutory audit, certification and review of the parent company and consolidated financial statements								
■ Issuer	407	13%	416	13%	383	11%	378	13%
■ Fully consolidated subsidiaries	2,325	76%	2,274	73%	2,878	84%	2,533	85%
SUB-TOTAL	2,732	89%	2,691	86%	3,261	96%	2,911	98%
Services other than the certification of accounts								
■ Issuer ⁽¹⁾	50	2%	29	1%	50	1%	29	1%
■ Fully consolidated subsidiaries ⁽²⁾	283	9%	389	13%	107	3%	43	1%
SUB-TOTAL	333	11%	418	14%	157	4%	72	2%
TOTAL	3,065	100%	3,109	100%	3,418	100%	2,983	100%
Limited assurance engagement on the sustainability information (CSRD)								
TOTAL	210		223		290		307	

(1) These services mainly concern work conducted in connection with comfort letter for bond issues.

(2) These services mainly concern tax compliance review work.

8.4 - Dividend distribution policy

The Company may decide to distribute dividends on the recommendation of the Board of Directors and following a decision of its shareholders in a Shareholders' Meeting. However, the Company has no obligation to distribute dividends and the decision on whether or not to recommend the distribution of a dividend and the amount of that dividend will depend on:

- the Company's results and cash flows;
- the Company's financial situation;
- the Company's forecasts;

- the interests of the Company's shareholders;
- the general conditions of the Company's operations; and
- any other factor that the Company's Board of Directors deems relevant.

Notwithstanding the factors listed above, there is no formula for determining the amount of dividend to be distributed. In addition, the French Commercial Code and the Company's Articles of Association limit the Company's right to distribute dividends under certain circumstances.

Dividends distributed in respect of 2022, 2023 and 2024 financial years were as follows:

Financial year	Number of shares entitled to dividends	Dividend per share	Income distributed per share	
			Eligible for the 40% tax relief referred to in Article 158-3, 2° of the French General Tax Code	Not eligible for the 40% tax relief referred to in Article 158-3, 2° of the French General Tax Code
2022	265,260,992 shares each with a par value of €4	€1.90	€1.90	€0
2023	261,715,061 shares each with a par value of €4	€2.09	€2.09	€0
2024	262,245,733 shares each with a par value of €4	€2.20	€2.20	€0

Subject to approval by shareholders in the Shareholders' General Meeting to be held on May 27, 2026, the Company would distribute a dividend of €2.38 per share⁽¹⁾ for the 2025 financial year, on June 2, 2026.

8.5 - Legal and arbitration proceedings

Legrand is involved in various legal proceedings related to the day-to-day running of its operations. The Group does not expect the outcome of these proceedings to have a material adverse impact on its business, financial position or cash flows, either individually or in aggregate.

With regard to environmental matters and mainly as a result of previous operations of the Group or of companies acquired by the Group, Legrand is the subject of a number of disputes, including complaints and legal action concerning pollution of groundwater and soil caused by emissions and discharges of hazardous substances and waste. New information or future developments, such as changes in the law (or in its interpretation), environmental conditions or Legrand's operations could, however, result in

increased environmental costs and liabilities that could have a material impact on Legrand's results or financial position.

On October 30, 2024, Legrand has taken note of the enforceable decision of the French Competition Authority ordering Legrand to pay a fine of €43 million for the application of derogated prices on the French market between 2012 and 2015.

Legrand categorically rejects the allegation made against it and has appealed this decision on December 16, 2024.

Legrand reiterates its firm commitment to comply strictly with applicable law, in particular competition law.

8.6 - Material changes in the Company's financial or trading position

At the date of filing of this Universal Registration Document, there have been no material changes in Legrand's financial or trading position since the publication of the 2025 annual financial statements.

(1) For more information on the composition of the dividend, please refer to resolution 3 of the proposed resolutions and of the presentation of the agenda (explanatory notes) available on the Company's website <https://www.legrand.com/en>, in the "INVESTORS AND SHAREHOLDERS/Shareholders' meetings/2026 General Meeting" section.

8.7 - Material agreements

To the Group's knowledge, other than the agreements entered into in the normal course of business, including those relating to acquisitions, disposals or financing operations mentioned in this Universal Registration Document (for example, the amended 2011 Credit Facility described in Note 4.6 to the consolidated financial statements mentioned in chapter 8 of this Universal Registration Document), there are no other material agreements signed by the companies in the Group in the two years preceding the date of this document, still in force

on that date, that include terms giving rise to an obligation or commitment that could have a material impact on the Group's business, financial position or cash flow.

However, under certain agreements, material commitments and guarantees have been granted by Legrand or its subsidiaries. All these off-balance sheet commitments are set out in Note 5.4 to the consolidated financial statements in this Universal Registration Document.

8.8 - Capital expenditure

8.8.1 - Capital expenditure and capitalized development costs

Capital expenditure and capitalized development costs totaled €248.7 million in 2025 (€239.6 million in 2024 and €253.3 million in 2023), representing 2.6% of the Group's

consolidated sales (2.8% in 2024 and 3.0% in 2023). See sections 5.5.1.2 and 5.6 of this Universal Registration Document for further details on these items.

8.8.2 - Investments in equity interests: the Group's primary acquisitions

8.8.2.1 The Group's primary acquisitions in 2025

Legrand continued its acquisitions strategy at a steady pace in 2025, completing the following acquisitions:

- Performation, specialized in connected healthcare software. Based in Zeist, Netherlands Performation has over 140 employees and reporting annual sales of over €20 million;
- Computer Room Solutions (CRS), leading player in the design, development, manufacturing and commissioning of white space infrastructure for datacenters. Based in Mascot, Sydney, CRS employs nearly 80 people with an annual revenue of around €30 million;
- Linkk Busway Systems, an Asian reference specialist in power busbars, particularly for datacenters' grey space. Based in Malaysia, in Beranang, Selangor, Linkk Busway Systems employs over 240 people and generated sales of around €45 million in 2024;
- Amperio Project, a Swiss specialist in busbars. Based in Murten, the company employs around 20 people and has annual sales of over €4 million;

- Quitérios, a leading Portuguese player in electrical and digital modular distribution boards. Based in Mira, the company employs more than 100 people and has annual sales of nearly €20 million;
- Cogelec, a company listed on Euronext Growth in Paris and specializing in access control in buildings, with revenue of €74 million in 2024. Following a draft simplified tender offer, the Group owns 97.9% of Cogelec's shares at the end of December 2025, and a mandatory squeeze-out was initiated on January 21, 2026, to acquire the remaining 2.1%; and
- Avtron Power Solutions, based in Cleveland, Ohio (USA), Avtron is a global leader in load banks and power quality solutions for datacenters and other critical applications. In 2025, the company generated nearly \$350 million in sales with high profitability, employs 600 people across North America and Europe, and the purchase price paid is \$1,125 million.

8.8.2.2 The Group's primary acquisitions in 2024 and 2023

During the 2024 financial year, Legrand made the following acquisitions:

- ZPE Systems, Inc. in the United States. ZPE Systems is a leading American specialist in serial console servers that enable remote access and management of network IT equipment in datacenters. Based in Fremont, California, ZPE Systems employs over 140 people, reporting annual sales of more than \$80 million;
- Enovation, the Dutch leader in healthcare software in the market for connected health and assisted living. Enovation is based in Rotterdam, employs over 350 people and has annual sales of over €60 million;
- Netrack, an Indian specialist in server and network rack manufacturing, notably for datacenters. Based in Bangalore and employing over 250 people, Netrack reports annual revenue of around €10 million;
- Davenham, an Irish specialist in low-voltage power distribution systems (protection, switching, metering and energy distribution) for datacenters, including hyperscalers. Davenham is based in Dublin, employing 350 people and reports annual revenue of around €120 million, mostly in Europe and in the United States;
- VASS, the Australian leader in busbars, mostly for datacenters. Based in Ingleburn, near Sydney, and employing close to 40 people, VASS reports annual revenue of just under €10 million, mostly in Australia and the Asia-Pacific region;
- UPSistemas, a Colombian specialist in the integration, commissioning, maintenance and monitoring of technical infrastructures, in particular for datacenters. Based in

Bogota, and employing more than 300 people, UPSistemas reports annual revenue of around €30 million;

- APP (Australian Plastic Profiles), an Australian cable management (conduit) leader for all types of buildings. Based in Sydney, Australian Plastic Profile employs approximately 250 people and generates an annual revenue of over €100 million;
- Power Bus Way, leading North American specialist in power Cable Bus, primarily for datacenters. Based in Toronto, Power Bus Way employs over 120 people and generates an annual revenue of around €70 million, mainly in the United States and Canada; and
- Circul'R, a French company specializing in expertise and consulting in circular economy with 37 employees.

During the 2023 financial year, Legrand made the following acquisitions:

- Clamper, Brazilian leader in surge protection devices, used in particular for photovoltaic infrastructures. Based in Belo Horizonte, Clamper has over 600 employees and annual sales of nearly €40 million;
- Teknica, a Chilean specialist notably in UPS (integrated solutions, equipment, services and maintenance) used in particular in datacenter and infrastructure solutions. Based in Santiago de Chile, Teknica has nearly 400 employees and generates annual sales of almost €45 million; and
- MSS, a New Zealand company specialized in cable management. Based in Auckland, MSS has around 100 employees and reports annual sales of more than €10 million.

8.8.3 - The Group's primary acquisitions in 2026 and principal investments in process

In 2026, the Group plans to pursue its strategy of targeted, value-creating acquisitions.

In February 2026, Legrand announced the following acquisitions:

- Green4T, a Brazilian specialist in the installation, maintenance and operation of technical infrastructure for datacenters. Based in São Paulo, Green4T employs nearly

750 people and generates annual sales of around €45 million;

- Kratos Industries, a U.S. specialist in low- and medium-voltage power distribution systems primarily serving datacenters. Based in Denver, Colorado, in the United States, Kratos Industries employs nearly 250 people and generates annual sales of around \$100 million.

09

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9.1 - Information about the Company

9.1.1 - Company name

The Company's name is "Legrand".

The trade name and corporate name are identical.

9.1.2 - Place of registration and registration number

The Company is registered in the *Registre du commerce et des sociétés* (Trade and Companies Register) of Limoges (France) under number 421 259 615. Its Legal Entity Identifier (LEI) is 969500XXRPGD7HCAFA90.

9.1.3 - Date and duration of incorporation

The Company was initially incorporated on December 22, 1998, under the form of a *société anonyme* (public limited company). It was converted into a *société par actions simplifiée* (simplified joint-stock company) by an Extraordinary Shareholders' Meeting held on December 5, 2001.

The Company was converted again into a *société anonyme* by unanimous decision of the shareholders on November 4, 2002.

The Company's duration has been extended until February 24, 2105, unless the Company is dissolved early or a further extension takes place.

9.1.4 - Registered office

The Company's registered office is located at 128, avenue du Maréchal de Lattre de Tassigny – 87000 Limoges, France.

The telephone number of the registered office is + 33 (0)5 55 06 87 87.

9.1.5 - Legal form and applicable law

The Company is a *société anonyme* with a Board of Directors. Its Legal Entity Form number is K65D. The Company is mainly governed by the provisions of Book II of the French Commercial Code.

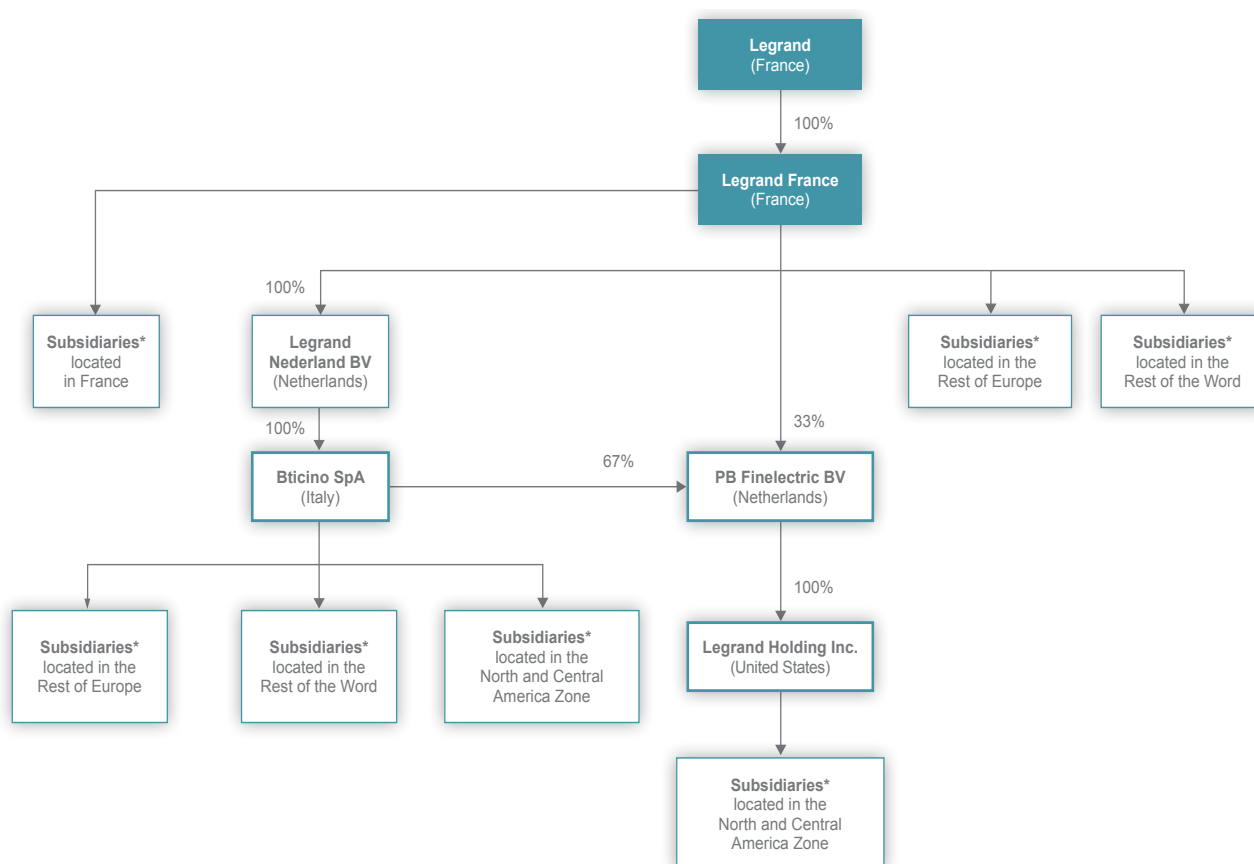
9.1.6 - Website and regulated information

The Company's website address is: <https://www.legrand.com/en>.

It is specified that information available on this website is not part of this Universal Registration Document.

The regulated information published during the last 12 months is available on the Company's website <https://www.legrand.com/en>, in sections "INVESTORS AND SHAREHOLDERS / Regulated information / 2025" and "INVESTORS AND SHAREHOLDERS / Regulated information / 2026".

9.1.7 - Simplified organizational chart



* Subsidiaries are directly or indirectly owned.

9.1.8 - Subsidiaries

The Group comprises the Company and the 273 subsidiaries that it controls. The Group's main subsidiaries are mentioned in the consolidated financial statements presented in chapter 8 (Note 1.4.1) of this Universal Registration Document. The Group consolidates its main subsidiaries using the full consolidation method.

Legrand (the “**Company**”) and its subsidiaries (collectively “**Legrand**” or the “**Group**”) are the global specialist in electrical and digital building infrastructures.

The Company is the parent company of the Group. Its business consists in providing general management and financial management services, allowing the management of the Group's activities. Please refer to:

- section 7.4 of this Universal Registration Document for a description of related-party transactions, and
- the management report on the annual financial statements in Appendix 2 of this Universal Registration Document for the list of directorships held by the Chief Executive Officer in the Group's subsidiaries.

The payment of dividends by Legrand's main subsidiaries is decided by their respective shareholders' general meetings and is subject to the applicable local laws and regulations. At the date of this Universal Registration Document, the Company had not identified any restrictions that would significantly limit its access to its subsidiaries' cash flows or to the dividends distributed by those subsidiaries.

The main subsidiaries that hold equity interests in the Group are:

BTICINO SPA (ITALY)

Bticino SpA is a public limited company incorporated under the laws of Italy, which registered office is located at Viale Borri 231, 21100 Varese. Bticino SpA's main activity is designing, manufacturing and marketing electrical products and systems. Bticino SpA joined the Group on July 1, 1989, and is wholly owned by Legrand Nederland BV.

LEGRAND FRANCE (FRANCE)

Formerly known as Legrand SA, Legrand France is the Group's main operating subsidiary in France. Legrand France is a *société anonyme* (public limited company) incorporated under the laws of France, registered in the Limoges Trade and Companies Register under number 758 501 001. Its registered office is located at 128 avenue du Maréchal de Lattre de Tassigny, 87000 Limoges. Legrand France's main activity is designing and manufacturing products and systems for electrical installations and their components. Legrand France was incorporated on July 21, 1953, and is wholly owned by the Company. Legrand France holds interests in some of the Group's other operating companies, located in France, the Rest of Europe and the Rest of the World.

LEGRAND HOLDING INC. (UNITED STATES)

Legrand Holding Inc. is a company incorporated under the laws of the United States, registered in Delaware. Its registered office is located at 60 Woodlawn Street, West Hartford, CT 06110. Legrand Holding Inc.'s main activity is

the acquisitions of shareholdings in other companies. Legrand Holding Inc. was incorporated on July 18, 1984, and joined the Group on October 31, 1984. It is wholly owned by PB Finelectric BV.

LEGRAND NEDERLAND BV (NETHERLANDS)

Legrand Nederland BV is a simplified joint-stock company incorporated under the laws of Netherlands, which registered office is located at Van Salmstraat 76, 5281 RS Boxtel. Legrand Nederland BV's main activity is manufacturing and marketing metal cable trays. It was incorporated and joined the Group on December 27, 1972. Legrand Nederland BV is wholly owned by Legrand France.

PB FINELECTRIC BV (NETHERLANDS)

PB Finelectric BV is a simplified joint-stock company incorporated under the laws of Netherlands, which registered office is located at Van Salmstraat 76, 5281 RS Boxtel. PB Finelectric BV's main activity is taking shareholdings in other companies. It was formed and joined the Group on December 19, 1991. PB Finelectric BV is owned by Bticino SpA at 66.84% and by Legrand France at 33.16%.

9.2 - Share capital

Unless otherwise indicated, the information presented in this section is accurate as of December 31, 2025.

9.2.1 - Subscribed share capital and share capital authorized but not issued

Taking into account the number of shares as of December 31, 2025, the Company's share capital amounted to €1,048,982,932 divided into 262,245,733 shares with a nominal value of €4 each.

At the date of this Universal Registration Document, the Company's share capital stood at €1,048,982,932, divided into 262,245,733 shares with a nominal value of €4 each.

The Company's shares are fully paid up and all of the same class. The shares may be held in registered or bearer form, at the option of the shareholder. They may be registered in individual shareholder accounts in accordance with applicable laws and regulations.

9.2.1.1 Current financial delegations of authority and financial authorizations

At the date of this Universal Registration Document, the Company's Board of Directors held the following financial authorizations granted by Shareholders' General Meetings.

Authorizations and delegations of authority granted by Shareholders' Meeting	Duration of the delegation of authority Expiry date	Terms and conditions of the delegation of authority	Use of the delegation of authority during the 2025 financial year
Shareholders' Meeting of May 29, 2024			
Issue of shares or complex securities, with preferential subscription rights (resolution 18)	26 months July 29, 2026	Total nominal amount of capital increases carried out under the authorization: may not exceed €200 million (this amount is deducted from the total nominal ceiling of €200 million for capital increases through the issue of shares or securities giving access to the capital (the "Global Capital Increase Ceiling")). Total nominal amount of debt securities (including bonds) likely to be issued by virtue of the delegation: may not exceed €2 billion (this amount is deducted from the total nominal ceiling for debt securities of €2 billion (the "Global Debt Securities Ceiling")).	Nil
Issuance, by way of public offering other than those referred to in article L.411-2, 1° of the French Monetary and Financial Code, of shares or complex securities, without of preferential subscription rights (resolution 19)	26 months July 29, 2026	Total nominal amount of capital increases carried out under the authorization: may not exceed €100 million (this amount is deducted from the nominal ceiling of €100 million set out in resolution no. 20 and from the Global Capital Increase Ceiling). Total nominal amount of debt securities (including bonds) likely to be issued by virtue of the delegation: may not exceed €1 billion (this amount is deducted from the €1 billion nominal ceiling in resolution no. 20 and from the Global Debt Securities Ceiling).	Nil
Issuance, by way of public offering as referred to in Article L.411-2, 1° of the French Monetary and Financial Code, of shares or complex securities, without preferential subscription rights (resolution 20)	26 months July 29, 2026	Total nominal amount of capital increases carried out under the authorization: may not exceed €100 million (this amount is deducted from the €100 million nominal ceiling in resolution no. 19 and from the Global Capital Increase Ceiling). Total nominal amount of debt securities (including bonds) likely to be issued by virtue of the delegation: may not exceed €1 billion (this amount is deducted from the nominal ceiling of €1 billion in resolution no. 19 and from the Global Debt Securities Ceiling).	€800,000,000
Increase in the amount of issuances carried out with or without preferred subscription rights in the event of excess demand (resolution 21)	26 months July 29, 2026	Deadline: in accordance with the laws and regulations applicable on the issue date (i.e., within 30 days of the close of the subscription period). Limit: in accordance with the laws and regulations applicable on the issue date (i.e., up to 15% of the initial issue, at the same price as the initial issue).	Nil
Share capital increase by incorporation of reserves, earnings, premiums or other sums which may be capitalized under the applicable regulations (resolution 22)	26 months July 29, 2026	Total nominal amount of capital increases carried out under the authorization: may not exceed €100 million. This ceiling is independent of any other ceiling relating to issues of equity securities and other securities authorized or delegated by the Shareholders' Meeting of May 29, 2024.	Nil
Delegation of authority granted to the Board of Directors to decide to issue shares or complex securities to members of a Company or Group savings plan, without shareholders' preferential subscription rights (resolution 23)	26 months July 29, 2026	Total nominal amount of capital increases carried out under the authorization: may not exceed €25 million (this amount is deducted from the nominal ceiling of €100 million in resolutions 19 and 20 and from the Global Capital Increase Ceiling).	Nil
Issuance of shares or complex securities as consideration for contributions in kind granted to the Company, with shareholders' preferential subscription rights waived in favour of the holders of the shares or securities constituting the contribution in kind (resolution 24)	26 months July 29, 2026	5% of share capital at the time of issue Total nominal amount of capital increases carried out under the authorization: may not exceed 5% of the share capital at the time of issue (this amount is deducted from the nominal ceiling of €100 million set out in resolutions no. 19 and 20 and from the Global Capital Increase Ceiling). Total nominal amount of debt securities (including bonds) that may be issued under the authorization: may not exceed €1 billion (this amount is deducted from the nominal ceiling of €1 billion in resolution no. 19 and 20 and from the Global Debt Securities Ceiling).	Nil

Authorizations and delegations of authority granted by Shareholders' Meeting	Duration of the delegation of authority Expiry date	Terms and conditions of the delegation of authority	Use of the delegation of authority during the 2025 financial year
Shareholders' Meeting of May 27, 2025			
Authorization to allow the Company to trade its own shares (resolution 13)	18 months November 27, 2026	Limit: 10% of the share capital on May 27, 2025 Maximum amount allocated: €2 billion Maximum purchase price per share: €150	€145,549,576.25
Authorization to reduce the share capital by cancellation of shares (resolution 14)	18 months November 27, 2026	Limit: 10% of the share capital on May 27, 2025	Nil
Authorization to carry out a bonus issue of existing or new shares to staff members and/or company officers of the Company (resolution 15)	38 months July 27, 2028	Limit: (i) 1.5% of share capital on the day the free shares are granted and (ii) 0.5% of the Company's share capital on the grant date per year	416,957 shares

9.2.1.2 Financial delegations of authority and financial authorizations submitted to the Shareholders' Meeting to be held on May 27, 2026

It is proposed to the shareholders to renew the following financial authorizations and delegations of authority during the Shareholders' Meeting to be held on May 27, 2026 (see the draft resolutions on the Company's website <https://www.legrand.com/en>, in the section "INVESTORS AND SHAREHOLDERS / Shareholders' meetings / 2026 General Meeting"):

Authorization/delegation of authority	Duration and expiry date	Terms and conditions of the delegation of authority/ Maximum nominal amount
Authorization to allow the Company to trade its own shares (resolution 16)	18 months November 27, 2027	Limit: 10% of the share capital on May 27, 2026 Maximum amount allocated: €2 billion Maximum purchase price per share: €250
Authorization to reduce the share capital by cancellation of shares (resolution 17)	18 months November 27, 2027	Limit: 10% of the share capital on May 27, 2026
Issue of shares or complex securities, with preferential subscription rights (resolution 18)	26 months July 27, 2028	Total nominal amount of capital increases carried out under the authorization: may not exceed €200 million (this amount is deducted from the total nominal ceiling of €200 million for capital increases through the issue of shares or securities giving access to the capital (the "Global Capital Increase Ceiling")). Total nominal amount of debt securities (including bonds) likely to be issued by virtue of the delegation: may not exceed €2 billion (this amount is deducted from the total nominal ceiling for debt securities of €2 billion (the "Global Debt Securities Ceiling")).
Issuance, by way of public offering other than those referred to in article L.411-2, 1° of the French Monetary and Financial Code, of shares or complex securities, without preferential subscription rights (resolution 19)	26 months July 27, 2028	Total nominal amount of capital increases carried out under the authorization: may not exceed €100 million (this amount is deducted from the nominal ceiling of €100 million set out in resolution no. 20 and from the Global Capital Increase Ceiling). Total nominal amount of debt securities (including bonds) likely to be issued by virtue of the delegation: may not exceed €1 billion (this amount is deducted from the €1 billion nominal ceiling in resolution no. 25 and from the Global Debt Securities Ceiling).

Authorization/delegation of authority	Duration and expiry date	Terms and conditions of the delegation of authority/ Maximum nominal amount
Issuance, by way of public offering as referred to in Article L.411-2, 1° of the French Monetary and Financial Code, of shares or complex securities, without preferential subscription rights (resolution 20)	26 months July 27, 2028	Total nominal amount of capital increases carried out under the authorization: may not exceed €100 million (this amount is deducted from the €100 million nominal ceiling in resolution no. 19 and from the Global Capital Increase Ceiling). Total nominal amount of debt securities (including bonds) likely to be issued by virtue of the delegation: may not exceed €1 billion (this amount is deducted from the nominal ceiling of €1 billion in resolution no. 25 and from the Global Debt Securities Ceiling).
Increase in the amount of issuances carried out with or without preferred subscription rights in the event of excess demand (resolution 21)	26 months July 27, 2028	Deadline: in accordance with the laws and regulations applicable on the issue date (i.e., within 30 days of the close of the subscription period). Limit: in accordance with the laws and regulations applicable on the issue date (i.e., up to 15% of the initial issue, at the same price as the initial issue).
Share capital increase by incorporation of reserves, earnings, premiums or other items which may be capitalized under the applicable regulations (resolution 22)	26 months July 27, 2028	Total nominal amount of capital increases carried out under the authorization: may not exceed €100 million. This ceiling is independent of any other ceiling relating to issues of equity securities and other securities authorized or delegated by the Shareholders' Meeting of May 27, 2026.
Delegation of authority granted to the Board of Directors to decide to issue shares or complex securities to members of a Company or Group savings plan, without shareholders' preferential subscription rights (resolution 23)	26 months July 27, 2028	Total nominal amount of capital increases carried out under the authorization: may not exceed €25 million (this amount is deducted from the nominal ceiling of €100 million in resolutions 19 and 20 and from the Global Capital Increase Ceiling).
Issuance of shares or complex securities as consideration for contributions in kind granted to the Company, with shareholders' preferential subscription rights waived in favour of the holders of the shares or securities constituting the contribution in kind (resolution 24)	26 months July 27, 2028	5% of share capital at the time of issue Total nominal amount of capital increases carried out under the authorization: may not exceed 5% of the share capital at the time of issue (this amount is deducted from the nominal ceiling of €100 million set out in resolutions no. 19 and 20 and from the Global Capital Increase Ceiling). Total nominal amount of debt securities (including bonds) that may be issued under the authorization: may not exceed €1 billion (this amount is deducted from the nominal ceiling of €1 billion in resolution no. 19 and 20 and from the Global Debt Securities Ceiling).

9.2.2 - Acquisition by the Company of its own shares

9.2.2.1 Current share buyback program

Implementation of the authorization granted by the Combined Shareholders' Meeting dated May 27, 2025

The Shareholders' Meeting dated May 27, 2025, authorized the Board of Directors, with the option of sub-delegation, to buy back the Company's shares. Pursuant to this authorization, the Company implemented a share buyback program.

Transaction	Duration of the authorization and expiry date	Maximum amount (in millions of euros)	Maximum number of shares
Share buyback program (resolution 13)	18 months November 27, 2026	2,000	10% of the Company's share capital as of May 27, 2025 at the maximum price of €150 per share (excluding purchase expenses)

The Company has purchased a certain number of its shares pursuant to this share buyback program and previous programs.

The Company has entered into a liquidity agreement with a financial institution for its shares listed on the Euronext Paris market. This agreement complies with the AMF decision of June 22, 2021, on the renewal of liquidity agreements relating to equity securities as an accepted market practice.

During financial year 2025, the Company purchased a total of 2,183,892 shares at a total acquisition price of €249,696,924 under the liquidity agreement (*i.e.* €104,147,348 under the share buyback program implemented pursuant to authorization granted by the Shareholders' Meeting of May 29, 2024, and €145,549,576 under the share buyback program implemented pursuant to the authorization granted by the Shareholders' Meeting of May 27, 2025). The Company sold 2,177,908 shares for a total value of €247,088,380.

As of December 31, 2025, the balance of the liquidity agreement amounts to 63,850 shares.

Excluding the liquidity agreement, the Company bought back 975,000 shares for a total amount of €110,161,717 and at an average purchase price of €112.99, including 975,000 shares for allocation to employees under performance share plans. The trading fees amounted to €440,178.

The Company transferred 483,386 shares to employees under performance share plans.

As of December 31, 2025, the Company held 612,474 shares with a nominal value of €4 each, *i.e.* €2,449,896, representing 0.23% of its share capital. The total value of these shares, based on the purchase price is €77,717,486.

Excluding the liquidity agreement and shares bought for cancellation, the Company held 548,624 shares as of December 31, 2025, at a total acquisition price of €69,646,497 and a nominal value of €2,194,496.

Description of the current share buyback program

The description of the current share buyback program is available on the Company's website <https://www.legrand.com/en>, in the section "INVESTORS AND SHAREHOLDERS / Regulated information / 2025 / Share buy-back program".

9.2.2.2 New share buyback program to be submitted for approval at the Shareholders' Meeting

The draft resolutions adopted by the Company's Board of Directors on March 18, 2026 provide for the renewal of the authorization for the share buyback program, subject to a limit of 10% of the share capital and a total amount of €2,000 million, with a maximum purchase price of €250 per share. It will be submitted to shareholders for approval at the Shareholders' Meeting of May 27, 2026.

The draft resolutions can be consulted on the Company's website <https://www.legrand.com/en>, in the section "INVESTORS AND SHAREHOLDERS / Shareholders' meetings / 2026 General Meeting".

9.2.3 - Other securities giving access to share capital

At the date of registration of this Universal Registration Document there are no securities, other than shares, giving access to the Company's share capital.

9.2.4 - Changes in share capital

In 2025, the Company's share capital was not reduced.

Changes in the share capital over the last three financial years as of the date of this Universal Registration Document are summarized in the table below:

Type of transaction	Date of Board decision	Number of shares issued/cancelled	Nominal value (in euros)	Issue premium (in euros)	Share capital (in euros)	Count of shares	Nominal value (in euros)
Cancellation of shares	28/07/2023	(1,738,001)	(6,952,004)	(142,784,798)	1,060,318,980	265,079,745	4
Cancellation of shares	07/11/2023	(1,048,453)	(4,193,812)	(85,763,180)	1,056,125,168	264,031,292	4
Cancellation of shares	14/02/2024	(1,785,559)	(7,142,236)	(152,857,700)	1,048,982,932	262,245,733	4
Cancellation of shares	12/02/2025	N/A	N/A	N/A	N/A	N/A	N/A

9.2.5 - Pledges, guarantees and security interests

As of the date of registration of this Universal Registration Document, and to the Company's knowledge, no pledges, guarantees, or security interests had been granted on the Company's shares.

9.2.6 - Number of voting rights

As of December 31, 2025, the Company's share capital was made of 262,245,733 shares corresponding to 262,245,733 theoretical voting rights and 261,633,259 exercisable voting rights, excluding shares held in treasury, which are stripped of voting rights.

As of February 28, 2026, the Company's share capital was made of 262,245,733 shares, corresponding to 262,245,733 theoretical voting rights and 261,425,719 exercisable voting rights, less treasury shares stripped of voting rights.

9.3 - Memorandum and Articles of Association

9.3.1 - Corporate purpose

In accordance with article 2 of the Articles of Association, the corporate purpose of the Company, directly or indirectly, in all countries, is:

- to purchase, subscribe, sell, own or transfer shares or other negotiable securities in any companies,
- to provide any services, particularly in the areas of human resources, information technology, management, communication, finance, law and marketing, and to make purchases for its subsidiaries and direct or indirect investments,

- and generally, to enter into any transactions, whether of a financial, commercial, industrial or private nature, and whether relating to real or personal property, which may be directly or indirectly associated with the corporate object set out above and with any similar or connected objects, and which are such as may directly or indirectly promote the objectives of the Company and its growth, development or corporate assets.

9.3.2 - Administration and management

For a description of the rules governing the composition, organization, and operation of the Company's administrative and management bodies, please refer to section 6.1 of this Universal Registration Document.

9.3.3 - Rights, privileges, and restrictions attached to shares

Shares shall be freely negotiable and may be transferred from one account to another in accordance with the legal and regulatory provisions.

Subject to the applicable legal and regulatory restrictions, each member of the General Meeting shall be entitled to a number of votes equal to the number of shares that he owns or represents. In line with the option provided for under Article L. 22-10-46 of the French Commercial Code, fully paid-up shares which have been in registered form for at least two years in the name of the same shareholder shall not enjoy double voting rights.

In the event that new shares are not fully paid-up at the time of their issue, cash calls will be made on dates determined by the Board of Directors, with 15 days' notice in advance, by means of announcements inserted in one of the legal announcements' journals in the place where the registered office is situated, or by registered letter with proof of receipt requested. Every payment in respect of shares subscribed for will be recorded in the form of a note inserted in the registered account opened in the name of the subscriber concerned. Any late payment shall automatically incur interest payable to the Company at the legal interest rate with effect from its due date, without the necessity for any formal notice or legal claim, and without prejudice to any personal action that the Company may bring against the defaulting shareholder and any enforcement measures provided by law.

Each share shall confer rights of ownership in identical proportions in respect of the Company's assets and upon the division of profits and liquidation surpluses, subject to the creation of preference shares.

Shares shall be indivisible as regards the Company, which shall therefore recognize only one owner per share. Joint

owners must be represented by a single person as regards to the Company. In the event of separation of the legal and beneficial ownership of a share, the voting right attached thereto shall belong to the beneficial owner for Ordinary General Meetings and to the legal owner for Extraordinary General Meetings.

A shareholder's heirs, creditors, agents or assigns shall not be entitled on any grounds whatever to attach the goods and assets of the Company, to apply for their distribution, or to interfere in any way whatever in the Company's administration.

In order to exercise their rights, they must rely on the Company's balance sheet and on the decisions of the General Meeting.

Whenever it is necessary to own several shares to exercise any right, and particularly in the event of the conversion or allocation of shares by way of transactions such as capital consolidations, increases or reductions, whether in cash or by the incorporation of reserves or by way of merger or in any other manner, owners of individual shares or shares whose number is lower than that required shall not have any rights against the Company. In such circumstances shareholders must make their own arrangements to purchase, sell or group together the necessary number of shares or rights.

The Company shall keep itself informed of the composition of the body of shareholders under the conditions provided by law. In this respect, the Company shall use all legal measures provided for the identification of the owners of securities conferring an immediate or future right to vote at its shareholders' meetings.

9.3.4 - Amendment of the rights attached to shares

Insofar the Company's Articles of Association do not provide specific provisions, any amendment to the rights attached to shares is subject to the provisions of applicable law.

9.3.5 - Shareholders' General Meetings

9.3.5.1 Participation in Shareholders' General Meetings

Subject to the restrictions provided by law and regulations, every shareholder shall be entitled to attend General Meetings and to take part in the deliberations whether personally or through a proxy, regardless of the number of shares that he owns.

The right to attend General Meetings, in any form whatsoever, is conditional upon the accounting registration or book-entry transfer in the name of the shareholder or the

authorized intermediary registered on his behalf, under the conditions and within the time limits provided for in current legislation.

Any shareholder wishing to vote by post or by proxy must have filed a proxy voting form, postal voting form or equivalent single document at the registered office or at any other place indicated in the notice of meeting within the time limits and according to the conditions provided for in current

legislation. The Board of Directors may, for any General Meeting, shorten this period by way of a general decision for the benefit of all shareholders.

In the event of a decision to this effect by the Board of Directors, mentioned in the notice of meeting, shareholders

may, subject to the conditions and time limits provided by law and regulations, send their proxy form and postal voting form by any means of telecommunication, including electronic means, that allow their identification and whose nature and conditions are determined by current legislation.

9.3.5.2 Convening Shareholders' General Meetings

General Meetings are convened in the conditions provided by law. Meetings are held at the registered office or at any other place in France or abroad specified in the notice of meeting.

9.3.5.3 Conduct of Shareholders' General Meetings

Shareholders' General Meetings are chaired by the Chairman of the Board of Directors, or failing that, by the Vice Chairman, or failing that, by a member of the Board of Directors specially nominated for that purpose by the Board. In default, the General Meeting shall elect a Chairman itself.

If the Board of Directors so permits in the notice of a General Meeting, any shareholder may participate in that meeting

by videoconferencing or by electronic means of telecommunication or transmission under the conditions provided by the current law and regulations, and shall then be deemed to be present at the meeting for the purposes of calculating the quorum and majority.

An attendance register shall be kept in the conditions provided by law.

9.3.5.4 Deliberations and powers of Shareholders' General Meetings

Ordinary and Extraordinary General Meetings vote in the conditions as to quorum and majority provided by the provisions governing such meetings, respectively. They shall have the powers attributed to them by law.

9.3.6 - Provisions to delay, defer or prevent a change of control

The Company's Articles of Association contain no provision to delay, defer, or prevent a change of control.

9.3.7 - Crossing of ownership thresholds

In addition to the legal provisions applicable in this area, any natural person or legal entity that directly or indirectly (including through a company controlled within the meaning of Article L. 233-3 of the French Commercial Code), alone or in concert, and in any way whatever, comes to hold 2% of the share capital or voting rights (the total number of voting rights to be used as the denominator being calculated on the basis of all the equities to which voting rights are attached, including equities whose voting rights have been suspended) must inform the Company of this. Such persons must do so by registered letter with proof of receipt requested addressed to the registered office, within a period of four stock exchange days as from the date this threshold is attained, independently of the date of registration of such shares in any account. They must specify the total number of shares and securities giving access to the share capital and the number of voting rights that are owned, directly or indirectly, alone or in concert. Notice must be given in the same

manner and within the same period when a holding is reduced to below this 2% threshold.

Above this threshold of 2%, any further increase or decrease in the holding by an amount of 1% of the share capital and voting rights must also be declared in the terms and conditions provided above.

In the event of non-compliance with the notice obligations referred set out above, and on the request, noted in the minutes of a General Meeting, of one or more shareholders owning at least two per cent (2%) of the share capital or voting rights, any shares in excess of the fraction that ought to have been declared shall be stripped of their voting rights. The defaulting shareholder shall not be entitled to exercise them or assign them for any General Meeting taking place until the expiry of a period of two years following the date on which such notice is properly served.

9.3.8 - Changes to the share capital

The Company's share capital may be increased or reduced in accordance with the applicable legal and regulatory provisions. The Extraordinary General Meeting may also decide to divide or consolidate the shares.

9.4 - Identity of persons responsible for the Universal Registration Document and for auditing the financial statements

9.4.1 - Persons responsible for the Universal Registration Document

9.4.1.1 Name and position of the person responsible for the Universal Registration Document

Benoît Coquart, Chief Executive Officer of the Company.

9.4.1.2 Declaration of the person responsible for the Universal Registration Document containing the Annual Financial Report

"I hereby certify that the information contained in this Universal Registration Document is, to the best of my knowledge, accurate and that there are no omissions that could materially affect its reliability.

I further certify that, to the best of my knowledge, the financial statements and the financial consolidated statements have been drawn up in accordance with the applicable accounting standards and provide a true and fair view of the assets, liabilities, financial position and profit or loss of the Company and of all its consolidated entities, and that the

management reports that appear in chapter 5 and Appendix 2 provide a true and fair view of developments in the business, the results and the financial position of the Company and of its consolidated entities, together with a description of the principal risks and uncertainties to which they are exposed, and that they have been prepared in accordance with the applicable sustainability reporting standards."

Benoît Coquart

Chief Executive Officer

9.4.1.3 Historical financial information incorporated by reference

This Universal Registration Document incorporates by reference the Company's consolidated financial statements for the year ended December 31, 2023, and the related Statutory Auditors' report, as presented on pages 303 to 356 and pages 357 to 360 of the 2023 Universal Registration Document filed with the AMF on April 10, 2024, under number D.24-0270 (available online at <https://www.legrand.com/en/investors-and-shareholders/annual-report-and-registration-document/2023>).

This Universal Registration Document also incorporates by reference the Company's consolidated financial statements for the year ended December 31, 2024, and the related Statutory Auditors' report, as presented on pages 359 to 412 and pages 413 to 416 of the 2024 Universal Registration Document filed with the AMF on April 9, 2025, under number D.25-0236 (available online at <https://www.legrand.com/en/investors-and-shareholders/annual-report-and-registration-document/2024>).

9.4.2 - Statutory Auditors

Principal Statutory Auditors

PricewaterhouseCoopers Audit

Member of the *Compagnie régionale des Commissaires aux comptes de Versailles* (Versailles Regional Body of Statutory Auditors)

Represented by Patrice Morot and by Flora Camp

63, rue de Villiers

92208 Neuilly-sur-Seine

Appointed Deputy Statutory Auditor by the Shareholders' General Meeting of June 6, 2003, they became Principal Statutory Auditor following the merger between Pricewaterhouse and Coopers & Lybrand Audit, and were reappointed as Principal Statutory Auditors by the Shareholders' General Meetings of March 2, 2004, May 27, 2010, May 27, 2016 and May 25, 2022, for a term of six financial years. This appointment expires at the end of the Shareholders' General Meeting to be convened in 2028 to vote on the financial statements for the year ending December 31, 2027.

Forvis Mazars & Associés

Member of the *Compagnie régionale des Commissaires aux comptes de Versailles* (Versailles Regional Body of Statutory Auditors)

Represented by Gaël Lamant and Florence Page

45 rue Kléber

92300 Levallois-Perret

Appointed Principal Statutory Auditor at the Shareholders' General Meeting of May 31, 2023, for a term of six financial years. This appointment expires at the end of the Shareholders' General Meeting to be convened in 2029 to vote on the financial statements for the year ending December 31, 2028.

9.4.3 - Information disclosure policy

9.4.3.1 Person responsible for information disclosures

Franck Lemery, Chief Financial Officer of the Company.

Address: 128 avenue du Maréchal de Lattre de Tassigny, 87045 Limoges Cedex

Telephone: +33 (0)5 55 06 87 87

Fax: +33 (0)5 55 06 88 88

9.4.3.2 Documents available to the public

The legal documents relating to the Company that must be made available to shareholders in accordance with the applicable regulations, as well as the Group's historical financial information, may be consulted at the Company's registered office.

9.4.3.3 Indicative financial information agenda

The 2026 financial information to be disclosed to the public by the Company will be available on the Company's website (<https://www.legrand.com/en>).

As an indication only, the Company's timetable for the publication of financial information up to December 31, 2026, is expected to be as follows:

- 2026 first-quarter results: May 7, 2026
start of the quiet period⁽¹⁾: April 7, 2026
- Shareholders' General Meeting: May 27, 2026
- ex-dividend date: May 29, 2026
- dividend payment date: June 2, 2026
- first-half 2026 results: July 29, 2026
start of the quiet period⁽¹⁾: June 29, 2026
- 2026 nine-month results: November 5, 2026
start of the quiet period⁽¹⁾: October 6, 2026

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

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Annual Financial Report

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18.1.5	Balance sheet, income statement, changes in equity, cash flow statement, accounting policies and explanatory notes	Chapter 8	359-422
18.1.6	Consolidated financial information	8.1.1 to 8.1.5	360-365
18.1.7	Date of latest audited financial information	8.1	360-414

Delegated Regulation (UE) 2019/980 of March 14, 2019 supplementing Regulation (UE) 2017/1129 of June 14, 2017 – Appendix 1 and 2**Universal Registration Document**

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18.3	Audit of the historical financial information		
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18.3.2	Other information in the Universal Registration Document that has been reviewed by the Statutory Auditors	N/A	—
18.3.3	Where financial data in the Registration Document is not extracted from the issuer's audited financial statements, the source of the data and a statement that the data is unaudited	N/A	—
18.4	Pro forma financial information	N/A	—
18.5	Dividend policy		
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Appropriation of earnings		Management Report 1.3	465-466
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Description and management of financial risks linked to the effects of climate change	L. 225-100-1(I)(4) of the French Commercial Code	Management Report, 1.7	466
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Limits that the Board of Directors imposes on the powers of the Chief Executive Officer	L. 22-10-10, 3° of the French Commercial Code	Management Report, 3.12	468
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APPENDIX 1 - Financial statements for the year ended December 31, 2025

Statement of income

(in € thousands)	12 months ended	
	December 31, 2025	December 31, 2024
Operating income		
Sold production	99,505	102,224
Net revenue	99,505	102,224
Reversals of depreciation, impairment and provisions	1,814	312
Other operating income	14	6,824
Total operating income	101,333	109,360
Operating expenses		
Purchases and external charges	(109,674)	(111,233)
Taxes other than on income	(919)	(815)
Salaries	(11,804)	(7,307)
Employee benefits expense	(4,968)	(9,030)
Amortization and provision expense		
Provisions expense	(2,259)	(1,587)
Other operating expenses	(1,294)	(1,101)
Total operating expenses	(130,918)	(131,073)
Operating profit	(29,585)	(21,713)
Financial income		
Dividends received	935,182	985,679
Interest income from marketable securities and receivables, net	39,570	94,275
Other financial income	52,628	10,417
Reversals of impairment and provisions	0	25
Total financial income	1,027,380	1,090,396
Financial expense		
Amortization and provision expense	(6,886)	(4,065)
Interest and similar expenses	(139,646)	(67,905)
Total financial expense	(146,532)	(71,970)
Financial profit (loss)	880,848	1,018,426
Recurring profit before tax	851,263	996,713
Total non-recurring expense	0	(45,854)
Total non-recurring income	0	40,994
Non-recurring profit (loss)	0	(4,860)
Profit before tax and employee profit-sharing	851,263	991,853
Employee profit-sharing	(125)	(268)
Income tax benefit	21,995	7,549
Total income	1,150,708	1,248,299
Total expenses	(277,575)	(249,165)
Profit for the period	873,133	999,134

Balance sheet

Assets

	December 31, 2025		December 31, 2024	
	Gross	Depreciation and amortization (to be deducted)	Net	Net
<i>(in € thousands)</i>				
Non-current assets				
Intangible assets				
Concessions, patents, licences, trademarks, processes, IT solutions, rights and similar items	204	204	0	0
Intangible assets in progress, advances and prepayments	660	0	660	660
Financial assets ⁽¹⁾				
Investments	6,223,659	0	6,223,659	6,223,659
Other investments	8,071	0	8,071	5,463
Loans	2,077,371	0	2,077,371	541,634
Total non-current assets	8,309,965	204	8,309,761	6,771,416
Current assets				
Receivables ⁽²⁾				
Trade receivables and related accounts	61,040	0	61,040	64,910
Other receivables	107,265	0	107,265	134,648
Prepaid expenses	4,112	0	4,112	4,240
Marketable securities				
Treasury shares	69,647	0	69,647	5,539
Cash		0		0
Total current assets	242,064	0	242,064	209,337
Debt issuance costs	12,983	0	12,983	4,532
Loan redemption premiums	15,380	0	15,380	16,003
Translation differences and valuation adjustments – Assets				
TOTAL ASSETS	8,580,392	204	8,580,188	7,001,288
<i>(1) Including amounts falling due within one year</i>	<i>8,071</i>			
<i>(2) Including amounts falling due within one year</i>	<i>126,180</i>			

Equity and liabilities

(in € thousands)	December 31, 2025	December 31, 2024
Equity		
Share capital	1,048,983	1,048,983
Share premiums, merger premiums, contribution premiums	68,141	68,141
Reserves		
Legal reserve	104,898	105,612
Regulated reserves	11,148	6,974
Other reserves	2,408	5,867
Retained earnings	801,533	378,048
Profit for the period	873,133	999,134
Total equity	2,910,244	2,612,759
Provisions		
Provisions for risks	2,810	1,911
Provisions for charges	703	1,157
Total provisions	3,513	3,068
Debts		
Convertible bonds	800,267	0
Other bonds	4,783,324	4,268,503
Trade payables and related accounts	37,161	33,665
Tax and social liabilities	8,289	7,748
Other debts	1,800	29,538
Deferred income	35,590	46,007
Total debts ⁽¹⁾	5,666,431	4,385,461
Translation differences and valuation adjustments – Liabilities	0	0
TOTAL LIABILITIES	8,580,188	7,001,288
(1) Including amounts falling due within one year	511,257	

Notes to the financial statements

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NOTE 1 - Summary of significant accounting policies

NOTE 1.1 Accounting principles, rules and policies

The financial statements have been prepared in accordance with French generally accepted accounting principles.

Generally accepted accounting principles have been adopted, in accordance with the conservatism principle and based on the following basic assumptions:

- going concern,
- consistency of accounting methods from one period to the next,
- accrual basis;
- and the general rules for preparing and presenting financial statements.

Historical cost is the basic method used to measure items recorded in the financial statements.

Change in accounting methods

ANC Regulation No. 2022-06, endorsed on December 30, 2023, amends the French General Chart of Accounts and applies from January 1, 2025. In particular, it changes the definition of exceptional income and expense items and modifies the financial statement templates. The financial statements for the year ended December 31, 2025 are prepared and presented in accordance with this regulation.

The financial statements for the year ended December 31, 2024 are not retrospectively restated for the new rules. However, reclassifications and groupings were made in the comparative "December 31, 2024" column, between balance sheet or income statement line items, to comply with the new financial statement format.

The main effects impacting the presentation of the Company's financial statements relate to the new definition of exceptional income and expenses, which now include:

- income and expenses directly related to a major and unusual event that would not have been recognized in the absence of such event;
- accounting entries of an exclusively tax-based nature, such as exceptional depreciation;
- changes in accounting methods recognized in profit or loss when equity treatment is excluded due to tax requirements;
- error corrections, except for those relating to entries initially recognized directly in equity.

This change results in the classification of transactions within current income that, prior to the application of the new regulation, were recorded by nature within exceptional income. The main impacts are detailed in Note 8.

NOTE 1.2 Intangible assets

Intangible assets correspond to software, which is amortized over a 3-year period. The difference between book amortization

and amortization calculated over 12 months for tax purposes is recorded under "Regulated provisions".

NOTE 1.3 Investments

Investments correspond primarily to investments in subsidiaries and affiliates, which are stated at the lower of cost and fair value. Fair value is determined by reference to

Legrand's equity in the investee's revalued net assets, as adjusted to reflect its earnings performance and future prospects.

NOTE 1.4 Share buybacks and liquidity agreement

NOTE 1.4.1 Accounting classification

Legrand shares acquired under share buyback programs are classified in accordance with recommendation 98-D released by the Urgent Issues Task Force of the French National Accounting Board, based on the purpose for which they were purchased:

- shares acquired specifically to be granted to employees are classified under "Marketable securities" as "Treasury shares";
- shares acquired specifically for the capital reduction or for any other express purpose other than those stated above

are classified under "Other investments" as "Treasury shares held for cancellation" or "Other treasury shares";

- shares purchased in connection with a liquidity agreement are also recorded under "Other investments" as "Other treasury shares";
- cash and short-term investments held in the liquidity account are classified under "Other investments" as "Other long-term receivables".

NOTE 1.4.2 Impairment of treasury shares

Treasury shares held for cancellation are stated at cost.

Treasury shares held for other purposes are stated at the lower of cost and fair value, with fair value corresponding to the average share price for the last month of the accounting period. Impairment is recognized for any unrealized losses. The loss incurred when treasury shares are transferred to employees is recorded under non-recurring expense.

For repurchased shares allocated to stock option or performance share plans, a provision for charges is recorded

for the difference between the price at which the treasury shares were granted to employees and their net carrying amount. This provision for charges is recorded for stock options only if it is probable that the options will be exercised. For performance shares and stock options, the provision is recorded when the Board of Directors decides to purchase the shares relating to the plan concerned.

In both cases, the provision is recognized on a straight-line basis over the vesting periods of the performance shares or stock options concerned.

NOTE 1.5 Marketable securities

This item includes Legrand shares purchased to be granted to employees as described in note 1.4 above.

NOTE 1.6 Receivables and payables

Receivables and payables are stated at nominal value.

A provision for doubtful accounts is recorded when necessary, to write down receivables to their estimated recoverable amount, assessed on a case-by-case basis.

NOTE 1.7 Foreign currency receivables and payables

Foreign currency receivables and payables are converted into euros at the exchange rate on the reporting date.

NOTE 1.8 Deferred expenses

Deferred expenses represent bond issuance fees. They are amortized over the term of the bonds in question.

NOTE 1.9 Bond redemption premiums

The redemption premiums reported in the balance sheet correspond to the 2015, 2017, 2018, 2019, 2020, 2021, 2023, 2024 and 2025 bond issues, described in note 7.2 below. They are amortized over the life of the issues.

NOTE 1.10 Provisions for retirement benefits and supplementary pension benefits

A defined-benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and end-of-career salary. The liability recognized in the balance sheet for defined-benefit pension plans is the present value of the defined-benefit obligation at the balance sheet date, less the fair value of plan assets. The past service cost arising from changes to pension benefit plans is expensed (or recognized in income) in full as incurred. Actuarial gains and losses are always recognized directly in the income statement.

Obligations relating to defined-benefit plans are calculated using the projected unit credit method. This method takes into account estimated years of service at retirement, final salaries, life expectancy and staff turnover, based on actuarial assumptions.

The present value of the defined-benefit obligation is calculated by discounting estimated future cash flows using a discount rate determined by reference to the yield on high-

quality bonds. The discount rate is determined on the basis of the external iBoxx € Corporates AA 10+index, which is commonly used as a benchmark.

The provisions recorded in the balance sheet concern the unvested entitlements of active employees. The Company has no obligation with respect to the vested entitlements of former employees, as the benefits were settled at the time of their retirement, either directly or through payments to insurance companies in full discharge of the liability.

The main defined-benefit plan applicable in France concerns statutory length-of-service awards, under which all retiring employees are eligible for a lump-sum payment calculated according to their length of service.

This payment is defined either in the collective bargaining agreement to which their company is a party or in a separate company-level agreement, whichever is more advantageous to the employee. The amount generally varies depending on the employee category (manager/non-manager).

NOTE 1.11 Provisions for statutory and discretionary profit-sharing

Legrand SA's statutory profit-sharing agreement is an "accord dérogatoire". The latest agreement was signed on May 22, 2025 and applies for the calculation of the special statutory profit-sharing reserve for the years 2025 to 2027. The plan covers employees of Legrand SA and also those of Legrand France, Legrand SNC, Cofrel, Planet-Wattohm,

Legrand Care, Legrand Énergie Solutions and Legrand Data Center Solutions.

Legrand SA also signed a discretionary profit-sharing agreement on May 22, 2025 covering the years 2025 to 2027. It applies to employees of the same companies as the statutory profit-sharing agreement.

NOTE 2 - Non-current assets

NOTE 2.1 Intangible assets

(in € thousands)	December 31, 2025			
	Gross value at beginning of period	Additions of the year	Disposals for the year	Gross value at end of period
Concessions, patents, licences, trademarks, processes, IT solutions, rights and similar items	204	204	204	204
Software	204	0	0	204
Intangible assets in progress, advances and prepayments	660	0	0	660
Assets in progress	660	0	0	660
Intangible assets, gross	864	0	0	864

NOTE 2.2 Investments

(in € thousands)	December 31, 2025			
	Gross value at beginning of period	Additions of the year	Disposals for the year	Gross value at end of period
Shares in subsidiaries and affiliates				
Legrand France SA	6,223,659	0	0	6,223,659
Total	6,223,659	0	0	6,223,659
Receivables from subsidiaries and affiliates				
Loan to Legrand France SA	541,545	1,535,737	0	2,077,282
Total	541,545	1,535,737	0	2,077,282
Other investments				
Treasury shares held for cancellation	0	0	0	0
Other treasury shares	5,463	249,697	247,089	8,071
Other long-term receivables	0	0	0	0
Deposits, guarantees and other loans	89	0	0	89
Total	5,552	249,697	247,089	8,160
Provisions for impairment				
Impairment of other treasury shares	0	0	0	0
Total	0	0	0	0
Total investments, net	6,770,756	1,785,434	247,089	8,309,101

For other treasury shares, changes correspond to the net purchases (purchases net of sales) for the period.

NOTE 2.2.1 Shares in subsidiaries and affiliates

No impairment provision has been recorded on these shares.

NOTE 2.2.2 Receivables from subsidiaries and affiliates

The loan agreement set up by the Company on June 1, 2023 was partially settled in 2024 as part of the capital increase of Legrand France on November 15, 2024. This loan, maturing on May 31, 2029, bears interest at a variable rate equal to 1-month Euribor + 0.070%, with interest capitalization.

On June 28, 2024, the Company set up a €500,000 thousand loan agreement with Legrand France SA for a period of 10 years, expiring on June 30, 2034. This loan is subject to

a floating interest rate corresponding to 1-month Euribor +0.1167%, with capitalization of interest.

On June 27, 2025, the Company set up a €1,500,000 thousand loan agreement with Legrand France SA for a period of 8 years, maturing on June 30, 2033. This loan bears interest at a variable rate equal to 1-month Euribor + 1.165%, with interest capitalization

NOTE 2.2.3 Other investments

This item includes shares acquired under share buyback programs, shares purchased under the liquidity agreement and cash and short-term investments held in the liquidity account (see note 1.4).

Legrand appointed a financial institution to maintain a liquid market for its shares on the EuronextTM Paris market under a liquidity contract. This contract is compliant with the AMF decision on June 22, 2021 relating to the establishment of liquidity contracts on equity securities under accepted market practice.

As of December 31, 2025, Legrand held 63,850 shares acquired under this agreement at a total cost of

€8,071 thousand which are recorded under "Other treasury shares".

During 2025, transactions under the liquidity agreement led to a cash inflow of €2,608.5 thousand corresponding to the purchases (net of sales) of 5,984 shares.

This amount was financed by the cash and short-term investments held in the liquidity agreement, the balance of which was €23,315 thousand as of December 31, 2025, which is included in the balance of current cash-pooling account.

Details of shares purchased and granted to employees are provided in note 4 on marketable securities.

NOTE 3 - Other receivables

Current receivables are as follows:

(in € thousands)	December 31, 2025		
	Cost	Maturity	
	Gross value	Within one year	Beyond one year
Trade account receivables	61,040	61,040	0
Prepaid and recoverable taxes	14,688	14,688	0
Recoverable value-added tax	6,421	6,421	0
Group relief receivables	11,368	11,368	0
Other receivables	74,788	31,788	43,000
TOTAL AT THE END OF THE PERIOD	168,305	125,305	43,000
TOTAL AT THE BEGINNING OF THE PERIOD	199,558	199,558	0

NOTE 4 - Marketable securities

In 2025, and 2024, this item exclusively comprised Legrand shares purchased with a view of being granted to employees.

(in € thousands)	December 31, 2025			December 31, 2024
	Cost	Impairment	Net	Net
Performance share plans	69,647	0	69,647	5,539
TOTAL	69,647	0	69,647	5,539

Details of the objectives and terms of the current share buyback program, which represents a maximum of €2 billion, are provided in the program description published on May 27, 2025.

In 2025, the Company bought back 975,000 shares at a cost of €110,161,717.

A breakdown of this item is provided in note 5.1.

NOTE 5 - Equity

NOTE 5.1 Share capital

Share capital as of December 31, 2025 amounts to €1,048,982,932 represented by 262,245,733 ordinary shares with a par value of €4 each, corresponding to 262,245,733 theoretical voting rights and 261,633,259 exercisable voting rights (after subtracting shares held in treasury by the Company at that date).

As of December 31, 2025, the Company holds 612,474 shares in treasury, versus 114,876 shares as of December 31, 2024, i.e. an increase of 497,598 shares corresponding to:

- the net acquisition of 975,000 shares outside the scope of the liquidity agreement;

- the transfer of 483,386 shares to employees under performance share plans;
- the net acquisition of 5,984 shares under the liquidity agreement (see note 2.2.3).

At December 31, 2025, the Company holds 612,474 shares, acquired at a cost of €77,717,486 and allocated as follows:

- 548,624 shares purchased at a cost of €69,646,496 and available for allocation upon exercise of performance share plans;
- 63,850 shares purchased at a cost of €8,070,990 and held under the liquidity agreement (see note 2.2.3).

Changes in share capital in 2025 were as follows:

	Number of shares	Par value	Share capital (in euros)	Premiums (in euros)
As of December 31, 2024	262,245,733	4	1,048,982,932	101,347,489
Exercise of options under plan	0	0	0	0
Share cancellations	0	4	0	0
As of December 31, 2025	262,245,733	4	1,048,982,932	101,347,489

NOTE 5.2 Additional paid-in capital, reserves and retained earnings

(in € thousands)	December 31, 2025	December 31, 2024
Before appropriation of profit		
Additional paid-in capital	101,347	101,347
IPO costs charged to additional paid-in capital	(33,206)	(33,206)
Legal reserve	104,898	105,612
Non-distributable reserves	11,148	6,974
Other reserves and retained earnings	803,941	383,915
TOTAL	988,128	564,642

NOTE 5.3 Changes in equity

(in € thousands)	December 31, 2025
Equity at the beginning of the period before appropriation of profit	2,612,759
Movements for the year after appropriation:	0
– Share capital	0
– Additional paid-in capital	0
– Reserves and retained earnings	(4,174)
– Non distributable reserves	4,174
– Dividends paid*	(575,648)
– Untaxed provisions and government grants	0
– Profit for the period	873,133
– Other	0
EQUITY AT THE END OF THE PERIOD BEFORE APPROPRIATION OF PROFIT	2,910,244

* Legrand SA's General Meeting of Shareholders held on May 27, 2025, approved the payment of a total dividend of €575,648 thousand representing €2.20 per share.

NOTE 6 - Provisions

	December 31, 2025				
			Reversals for the year		
(in € thousands)	At the beginning of the period	Charges for the year	Utilizations	Surplus provisions	At the end of the period
Pensions and other post-retirement benefit obligations	1,158	133	(587)	0	704
Provisions for charges	1,158	133	(587)	0	704
Other provisions	1,910	2,126	(1,227)	0	2,809
Provisions for risks	1,910	2,126	(1,227)	0	2,809
Impairment on investments	0	0	0	0	0
Impairment on marketable securities	0	0	0	0	0
Provisions for impairment	0	0	0	0	0
TOTAL	3,068	2,259	(1,814)	0	3,513
Charges to and reversals from provisions recorded under the following income statement captions:					
– operating income and expense		2,259	(1,814)	0	
– financial income and expense		0	0	0	
– non-recurring income and expense		0	0	0	
TOTAL		2,259	(1,814)	0	

Other provisions relate mainly to the *forfait social* tax (i.e. social charges) on performance share plans.

NOTE 7 - Debt and other liabilities

(in € thousands)	December 31, 2025			
	Gross value	Maturity		
		Due within one year	Due in one to five years	Due beyond five years
Convertible bonds	800,267	267	0	800,000
Bonds	4,783,324	453,324	2,130,000	2,200,000
Bank borrowings with original maturities:				
– of less than one year	0	0	0	0
– of more than one year	0	0	0	0
Other borrowings	0	0	0	0
TOTAL DEBT	5,583,591	453,591	2,130,000	3,000,000
Trade payables	37,161	37,161	0	0
Accrued taxes and employees benefit expense	8,289	8,289	0	0
Other liabilities	1,800	1,800	0	0
Deferred income	35,590	10,416	25,174	0
TOTAL OTHER LIABILITIES	82,840	57,666	25,174	0
TOTAL AT THE END OF THE PERIOD	5,666,431	511,257	2,155,174	3,000,000
TOTAL AT THE BEGINNING OF THE PERIOD	4,385,461	119,870	1,965,502	2,300,089

NOTE 7.1 2011 Credit Facility

In October 2011, the Company signed an agreement with six banks to set up a €900.0 million revolving multicurrency facility (the “Credit Facility”) utilizable through drawdowns. The five-year facility could be extended for two successive 1-year periods. Drawdowns are subject to an interest rate equivalent to market rates plus a margin determined on the basis of the Group’s credit rating.

In July 2014, the Company signed an agreement with all banks involved that amended and extended the Credit Facility.

The agreement extended the facility’s maximum maturity by 3 years, *i.e.*, up to July 2021, including two options to extend by successive 1-year periods, and at improved financing terms compared with October 2011.

In December 2019, the Group signed a new agreement that amends and extends this Credit Facility with all banks party to this contract. Under this agreement:

- the maturity of the €900.0 million revolving credit line was extended up to December 2026;

- the margin applied on top of market rates is still determined on the basis of the Group’s credit rating, but it will be increased or decreased each year according to the Group yearly achievement rate on its CSR Roadmap.

In June 2025, the Company signed a new agreement that amends and extends this Credit Facility with seven banks, compared to six previously. Under this agreement, the nominal amount of this revolving credit facility has been raised to €1,050 million and its maturity has been extended to June 2030, with extension options to June 2032. The financial terms are substantially unchanged compared to those agreed in December 2019. The margin applied to market rates is still determined on the basis of the Group’s credit rating and on the achievement rate of the Group’s CSR roadmap.

The Credit Facility does not contain any covenants.

As of December 31, 2025, the Credit Facility had not been drawn down.

NOTE 7.2 Bonds

In December 2015, the Company carried out a €300.0 million 1.875% twelve-year bond issue. An additional €55.0 million in nominal value was issued in January 2024. The bonds will be redeemed at maturity on December 16, 2027.

In July 2017, the Company carried out a bond issue for a total of €1.0 billion, in two tranches of €500.0 million each, with maturities of seven and fifteen years. The first tranche of €500.0 million was reimbursed on July 6, 2024. The second tranche will be redeemed at maturity on July 6, 2032 with an annual coupon of 1.875%.

In March 2018, the Company carried out a €400.0 million 1.0% eight-year bond issue. The bonds will be redeemed at maturity on March 6, 2026.

In June 2019, the Company carried out a €400.0 million 0.625% nine-year bond issue. An additional €75.0 million in nominal value was issued in March 2024. The bonds will be redeemed at maturity on June 24, 2028.

In May 2020, the Company carried out a €600.0 million 0.75% ten-year bond issue. The bonds will be redeemed at maturity on May 20, 2030.

In October 2021, the Company carried out its first sustainability-linked bond issue indexed to its carbon neutrality metrics. The 0.375% ten-year bonds were issued for a total amount of €600.0 million and will be redeemed at maturity on October 6, 2031.

The issue is indexed to the Group's carbon trajectory by applying a potential additional coupon of 0.50% only over the final year in which the bond reaches maturity, in the event that the related objectives are not achieved.

In May 2023, the Company carried out a sustainability-linked bond issue indexed to CSR engagements of the Group. The

3.5% six-year bonds were issued for a total amount of €700 million and will be redeemed at maturity on May 29, 2029.

The issue is indexed to CSR engagements of the Group by applying an additional coupon of 0.125% over the four last year in which the bond reaches maturity, following the failure to achieve one of the related objectives

In June 2024, the Company carried out a €600.0 million 3.5% ten-year bond issue. The bonds will be redeemed at maturity on June 26, 2034.

In March 2025, the Company carried out a €500.0 million 3.625% ten-year bond issue. The bonds will be redeemable at maturity on March 19, 2035.

In June 2025, the Company carried out a €800.0 million bond issue convertible into new shares and or exchangeable for existing shares (OCEANEs), with a duration of 8 years. The bonds carry an annual coupon of 1.5% and an initial conversion premium of 45% (*i.e.*, an initial conversion price of €159.03 per share). The bonds will be either redeemable at maturity on June 23, 2033, or convertible into shares. Standard early redemption options are attached to these bonds.

NOTE 7.3 Other liabilities

Other liabilities consist of the €1,796 thousand due to subsidiaries under the group tax relief agreement (corresponding to the tax benefits derived from the Company's use of their tax losses that they will recover when they return to profit).

NOTE 8 - Information relating to the income statement

Revenue amounted to €99,505 thousand, representing intragroup services.

Financial income and expenses are as follows:

(in € thousands)	December 31, 2025	December 31, 2024
Dividends received	935,182	985,679
Income from long-term receivables	39,570	94,275
Other financial income	52,628	10,417
Reversals of impairment and provisions	0	25
TOTAL FINANCIAL INCOME	1,027,380	1,090,396
Depreciation, impairment and provision charges	(6,886)	(4 065)
Interest and similar expenses	(96,338)	(67,905)
Other financial expenses	(43,308)	0
TOTAL FINANCIAL EXPENSES	(146,532)	(71,970)
FINANCIAL PROFIT (LOSS)	880,848	1,018,426

Non-recurring income and expenses are as follows:

(in € thousands)	December 31, 2025	December 31, 2024
Dividends received	0	0
Income from long-term receivables	0	429
Other financial income	0	40,565
TOTAL FINANCIAL INCOME	0	40,994
Depreciation, impairment and provision charges	0	(3,444)
Interest and similar expenses	0	(42,410)
Other financial expenses	0	0
TOTAL FINANCIAL EXPENSES	0	(45,854)
FINANCIAL PROFIT (LOSS)	0	(4,860)

As detailed in Note 1 of this document, the change in the definition of Non-recurring income and expenses results in classifying as current profit transactions that, before the application of the new regulation, were recognized by nature

in exceptional profit. In 2024, these transactions related mainly to income and expenses generated on sales and purchases of treasury shares. These items are, for the most part, reported under other financial income and expenses.

NOTE 9 - Other information

NOTE 9.1 Income tax

NOTE 9.1.1 Unrecognized deferred tax assets and liabilities

	Base: income (or expense)			Unrecognized deferred tax benefit (charge)			
	Movements for the period						
(in € thousands)	01.01.2025	Increase	Decrease	31.12.2025	01.01.2025	Change	31.12.2025
Timing difference between the recognition of income and expenses for financial reporting and tax purposes							
Taxed income not yet recognized in the income statement							
Unrealized exchange gains							
Expenses recognized in the income statement that are deductible in future years							
Employee profit-sharing	(268)	0	143	(125)	69	(33)	36
Provisions for pensions and other post-retirement benefit costs	(1,146)	0	452	(694)	296	(99)	197
Other provisions	(1,920)	(888)	0	(2,808)	496	301	797
Taxes and other	0	0	0	0	0	0	0
TOTAL	(3,334)	(888)	595	(3,627)	861	169	1,030

NOTE 9.1.2 Group tax relief

The Company is the parent of the tax group comprising all qualifying French subsidiaries of the Legrand Group. The tax group was set up on January 1, 2003.

Under the terms of the group tax relief agreement, each subsidiary calculates its income tax expense on a stand-alone basis and pays the tax due to the parent company of the group, which is responsible for paying tax for the entire tax group.

Income tax in Legrand's income statement corresponds to the difference between the tax due by the profitable companies in the tax group and the benefit arising from the use of the tax losses of loss-making companies, plus the tax on distributed earnings.

In 2025, Legrand recognized a net income tax benefit of €21,995 thousand.

NOTE 9.2 Exposure to market risks (interest rate, currency and credit risks)

NOTE 9.2.1 Management of financial risks

The Group's cash management strategy is based on overall risk-management principles and involves taking specific measures to manage the risks associated with interest rates, exchange rates, commodity prices and the investment of available cash. The Group does not conduct any trading in financial instruments, in line with its policy of not carrying out any speculative transactions. All transactions involving

derivative financial instruments are conducted with the sole purpose of managing interest-rate, exchange-rate and commodity-price risks and as such are limited in duration and value.

If required, the Group may enter into forward contracts to hedge its foreign currency risk. No hedges were in place as of December 31, 2025.

NOTE 9.2.2 Counterparty risk

Financial instruments that may potentially expose the Group to counterparty risk are principally cash equivalents, bank deposits, short-term investments and hedging instruments. These assets are placed with various leading financial institutions and corporations with the aim of limiting exposure

to any single counterparty. The related strategies are defined and monitored by the Corporate Finance Department, which tracks the credit ratings and credit default swap rates of the Group's main counterparties on a regular basis.

NOTE 9.2.3 Liquidity risk

The Group considers that managing liquidity risk depends primarily on having access to sources of financing that are diversified in terms of their origins and maturities.

This principle forms the basis of the Group's financing.

NOTE 9.3 Financial commitments

Financial commitments given by the Company as of December 31, 2025 and 2024, were as follows:

(in € thousands)	December 31, 2025	December 31, 2024
Guarantees given to banks	0	0
Guarantees given to other organizations	321,500	71,500
TOTAL	321,500	71,500

NOTE 9.4 Employees

	December 31, 2025	December 31, 2024
Average number of employees		
Management	51	48
Administrative staff	4	5
Apprentices	2	2
TOTAL	57	55

NOTE 9.5 Compensation of executive and non-executive Company officers

During 2025, compensation awarded to the executive and non-executive Company officers is as follows:

- Angeles Garcia-Poveda amounted to €625.0 thousand; and
- Benoît Coquart amounted to €1,981.8 thousand.

For more details on the compensation of the Chief Executive Officer, and of non-executive corporate officers, please refer to chapter 6.2.2 of the universal registration document.

NOTE 9.6 Related party information

In accordance with French government order no. 2009-267 of March 9, 2009, no material transactions were carried out by the Company with related parties that were not on an arm's-length basis.

NOTE 9.7 Subsidiaries and affiliates

	Shareholders' equity	% interest	Carrying amount of the shares		Net amount of loans and advances granted by the Company	Amount of guarantees given by the Company	Net sales (excluding tax) of the last closed financial year	Profit (income or loss) of the last closed financial year	Dividend received	Notes
(in € thousands)			Cost	Net						
Information concerning subsidiaries (more than 50% of the share capital held by the company)										
Legrand France SA	3,672,947	100	6,223,659	6,223,659	2,109,043	0	1,036,076	983,343	935,182	

The above information is given subject to adjustment of the profit/loss decided by the Board.

NOTE 9.8 Statutory Auditors' fees

The total amount of statutory auditors' fees invoiced to the Company in 2025 can be detailed as follows:

(in € thousands excluding taxes)	PricewaterhouseCoopers Audit SAS		Forvis Mazars & Associés	
Statutory audit and related services	407	89%	383	89%
Services other than the certification of accounts	50	11%	50	11%
TOTAL	457	100%	433	100%
Sustainability Audit	210		290	

NOTE 10 - Significant events in the period

None.

NOTE 11 - Subsequent events

None.

NOTE 12 - Balance sheet and income statement for the year ended December 31, 2024 approved and published

Statement of income

<i>(in € thousands)</i>	December 31, 2024
Operating income	
Revenue	102,224
Other operating income	7,136
Total operating income	109,360
Operating expenses	
Purchases and external charges	(111,233)
Taxes other than on income	(815)
Employee benefits expense	(16,337)
Amortization and provision expense	(1,587)
Other operating expenses	(1,101)
Total operating expenses	(131,073)
Operating profit	(21,713)
Financial income	
Dividend income	985,679
Interest income from marketable securities and receivables, net	94,275
Provision reversals and expense transfers	25
Exchange gains	0
Other financial income	10,417
Total financial income	1,090,396
Financial expense	
Amortization and provision expense	(4,065)
Exchange losses	0
Other financial expense	(67,905)
Total financial expense	(71,970)
Financial income and expense, net	1,018,426
Recurring profit before tax	996,713
Total Non-recurring expense	(45,854)
Total Non-recurring income	40,994
Non-recurring income and expense, net	(4,860)
Profit before tax and employee profit-sharing	991,853
Employee profit-sharing	(268)
Income tax benefit	7,549
Profit for the period	999,134

Balance sheet

Assets

(in € thousands)	December 31, 2024
Non-current assets	
Intangible assets	660
Property, plant and equipment	0
Investments	6,770,756
Total non-current assets	6,771,416
Current assets	
Receivables	199,558
Marketable securities	5,539
Cash	0
Total current assets	205,097
Other assets	24,775
Total assets	7,001,288

Equity and liabilities

(in € thousands)	December 31, 2024
Equity	
Share capital	1,048,983
Additional paid-in capital, reserves and retained earnings	564,642
Profit for the period	999,134
Untaxed provisions and government grants	0
Total equity	2,612,759
Provisions	3,068
Debt	
Other debt	4,268,503
Total debt	4,268,503
Other liabilities	70,951
Accruals	46,007
Total equity and liabilities	7,001,288

APPENDIX 2 - Management Report on financial statements for the year ended December 31, 2025

Management Report of the Board of Directors of March 18, 2026 to the Annual General Meeting scheduled on May 27, 2026 of Legrand SA (the “Company”)

1. Situation and business

1.1 Situation of the Company during the past financial year, business and results of the Company, each subsidiaries and the companies it controls, by business segment

Net sales amounted to €99.5 million as of December 31, 2025, compared with €102.3 million as of December 31, 2024. It represents services provided within the Group.

Other operating income amounted to €1.8 million as of December 31, 2025, compared with €7.1 million as of December 31, 2024.

Operating expenses amounted to €130.9 million as of December 31, 2025, compared with €131.1 million as of December 31, 2024.

As of December 31, 2025, operating loss was €29.6 million, compared with operating loss of €21.7 million as of December 31, 2024.

Financial results for financial year 2025 amounts to €880.8 million, compared with €1,018.4 million as of December 31, 2024. This change is mainly the result of a decrease in dividends received and financial income.

Non-recurring items were nil at December 31, 2025, following the application on January 1, 2025, of the reform related to ANC Regulation No. 2022-06, approved on December 30, 2023. This regulation notably changes the definition of non-recurring items. Non-recurring items resulted in a loss of €4.9 million at December 31, 2024.

Tax income amounted to €22 million as of December 31, 2025, representing the net amount of the tax savings generated by the tax consolidation group, compared with €7.5 million as of December 31, 2024.

Net income amounted to €873.1 million as of December 31, 2025, compared with €999.1 million as of December 31, 2024.

1.2 Analysis of changes in the business, results and financial position of the Company and the Group

Information on the Company's and Group's business is presented in chapter 5 of this Universal Registration Document.

The Company's debt position is summarized in the table below. The Company's external debt is higher in 2025 than in 2024.

(in millions of euros)	December 31, 2025	December 31, 2024
EXTERNAL DEBT		
Debt		
Bonds	5,530.0	4,230.0
Bank borrowings	0.0	0.0
Credit Facility	0.0	0.0
TOTAL EXTERNAL DEBT	5,530.0	4,230.0
Accrued interest	53.6	38.5
Interest expense		
Bonds	96.3	66.9
Bank borrowings	0.0	0.0
Credit Facility	0.0	0.0
TOTAL INTEREST EXPENSE ON EXTERNAL DEBT	96.3	66.9
%	1.7%	1.6%
INTRA-GROUP DEBT		
Debt		
Advance from Legrand France SA	0.0	0.0
Interest expense		
Advance from Legrand France SA	0.0	0.0
%		
TOTAL DEBT	5,583.6	4,268.5
Equity	2,910.2	2,612.8
DEBT-TO-EQUITY RATIO	192%	163%

1.3 Appropriation of earnings and determination of dividend

We propose that the Company's earnings of €873,132,528.07 in respect of the financial year ended December 31, 2025 to be appropriated as follows:

- After having noted that the "Retained earnings" total €801,533,406.95 and that the legal reserve stands at 10% of the share capital, that is €104,898,293.20, and that no allocation to the legal reserve is therefore required, notes that "Other reserves" total €2,408,008.90;
- Notes that earnings available for distribution total €1,674,665,935.02;
- Resolves to transfer the amount of €2,408,008.90 from "Other reserves" in order to increase "Reserves unavailable for treasury shares", bringing the amount of "Other reserves" to €0;
- Resolves to transfer the amount of €64,161,951.68 from "Retained earnings", thereby bringing the amount of "Reserves unavailable for treasury shares" to €77,717,490.84; and
- The Board of Directors proposes (i) to pay to shareholders, as a dividend, €2.38 per share and (ii) to allocate the

balance of earnings available for distribution to "Retained earnings".

Based on the number of shares making up the share capital as of December 31, 2025, that is 261,633,259 shares, and after deduction of the number of treasury shares held at that date, the allocation of earnings available for distribution would be as follows: (i) €622,687,156.42 to dividends and (ii) €987,816,826.92 to "Retained earnings".

In the event of a variation in the number of shares entitling holders to a dividend at the dividend payment date, by comparison with the number of shares making up the share capital at December 31, 2025, and minus the number of treasury shares held at December 31, 2025, the total amount of dividends will be adjusted and the amount allocated to retained earnings will be determined on the basis of dividends actually paid.

Any shares held by the Company on the dividend payment date, or cancelled before that date, will not be entitled to dividends.

As regards the tax treatment of the dividend, dividend paid to individual shareholders who are resident in France for tax purposes is subject to single flat-rate tax of 12.8% in accordance with Article 200 A, 1 of the French General Tax Code. However, upon an express overall election, the dividend may be taxed at progressive income tax rates and eligible for the 40% tax deduction provided for in Article 158-3, 2° of the French General Tax Code, applicable under certain conditions. The dividend is subject to a non-final withholding tax deducted at source (other than exceptions), as provided for in Article 117 *quater* of the French General Tax Code, which is then set off against income tax due on income received in 2026. In any event, the dividend will also be subject to social security levies at an overall rate of 18.6%.

The tax-related items of information presented here are those applicable at the time of drafting this report. As a general rule, shareholders are invited to consult their usual advisers as to applicable taxation arrangements.

1.4 Internal control and risk management procedures relating to the preparation and processing of financial and accounting information

Main characteristics of internal control and risk management procedures implemented by the Company on financial information are described in chapter 3 of this Universal Registration Document.

1.5 Description of the main risks and uncertainties faced by the Company

Risks and related Group policies are presented in chapter 3 of this Universal Registration Document.

1.6 The Company's objectives and policy concerning hedging in each main category of transactions for which hedge accounting is used, and about its exposure to price, credit, liquidity and treasury risks

All of this information is presented in chapter 8 of this Universal Registration Document.

Management of these risks is described in note 5.1.2 to the consolidated financial statements, which appear in chapter 8 of this Universal Registration Document.

1.7 Description and management of financial risks linked to the effects of climate change

Information on financial risks related to climate change effects and the presentation of measures taken by the Company to mitigate those risks by implementing a low-carbon strategy in all its business components are provided in chapter 4 of this Universal Registration Document and in note 5.2 annexed to the consolidated financial statements in chapter 8 of this Universal Registration Document.

1.8 Significant events between the reporting date and the date of preparation of the Management Report

None.

1.9 Forecast changes in the Company's position

All of this information is presented in chapter 2 of this Universal Registration Document.

Readers are invited to refer to section 5.13 of this Universal Registration Document for more information about the Group's outlook.

1.10 Existing branches

None.

1.11 Research and Development activities

None.

1.12 Due dates of accounts payable and customer receivables

In accordance with Article L. 441-14 of the French Commercial Code, the table below presents the balance of invoices received but not paid at the end of the financial year:

Days overdue relative to invoice due date (in thousands of euros)	0 days	1 day or more	Total (1 day or more)
Total invoices exc. VAT at December 31, 2025	26,460	307	307
% of total ex-VAT purchases in 2025	24.1%	0.3%	0.3%
Total invoices exc. VAT at December 31, 2024	24,965	0	0
% of total ex-VAT purchases in 2024	22.4%	0%	0%

The increase in payables is mainly due to payables owed to Group subsidiaries. These debts will be settled after the balance sheet date in 2026.

In accordance with Article L. 441-14 of the French Commercial Code, the table below presents the balance of invoices raised but not paid at the end of the financial year:

Days overdue relative to invoice due date (in thousands of euros)	0 days	1 day or more	Total (1 day or more)
Total invoices exc. VAT at December 31, 2025	52,653	7 310	7 310
% of (ex-VAT revenue + re-invoicing of LTI) of 2025 financial year	37.7%	5.2%	5.2%
Total invoices exc. VAT at December 31, 2024	58,232	5,654	5,654
% of ex-VAT revenue in 2024	41.9%	4.1%	4.1%

There was a decrease in trade receivables due to the decrease in management services billing over the year 2025. The billing frequency for free shares remains unchanged. The amount of the re-invoicing made in December 2025 amounts to €40.3 million.

1.13 Significant shareholdings or controlling interests acquired during the financial year in companies whose registered office is in France

The Company indirectly took control of Cogelec, a French company specializing in access control in buildings, which the Group acquired in 2025.

2. Information relating to the Company's corporate social and environmental responsibility

Duty of care plan

The duty of care plan and the report on its implementation are presented in chapter 3 of this Universal Registration Document.

3. Corporate governance

In accordance with paragraph 6 of Article L. 225-37 of the French Commercial Code, this section of the Management Report presents the information required in respect of the report on corporate governance.

3.1 Appointments and positions by each company officer in any company during the financial year (also including information on each company officer's nationality, age and main role)

This information is given in section 6.1.1.1 of this Universal Registration Document.

3.2 Start and end dates of each director's term of office

This information is given in section 6.1.1.1 of this Universal Registration Document.

3.3 Agreements entered into (directly or through an intermediary) between (i) a director, company officer or shareholder holding more than 10% of voting rights and (ii) a Company subsidiary (excluding standard agreements)

No member of the Company's Board of Directors or company officer is engaged in any business relationships with any Company subsidiary.

No Company shareholder holds more than 10% of its voting rights.

3.4 Report on work of the Board of Directors and its committees

This information is provided in sections 6.1.1.3 and 6.1.3.3 of this Universal Registration Document.

3.5 Membership of the Board of Directors and its committees

This information is provided in sections 6.1.1.1 and 6.1.3.1 of this Universal Registration Document.

3.6 Procedure for the selection of directors and report on its application

This information is provided in section 6.1.1.1 of this Universal Registration Document.

3.7 Preparation and organization of the work of the Board of Directors and its committees

This information is provided in sections 6.1.1.2, 6.1.1.3, 6.1.3.2 and 6.1.3.3 of this Universal Registration Document.

3.8 Number of meetings of the Board of Directors and of its committees, and director attendance rates

This information is provided in sections 6.1.1.3 and 6.1.3.3 of this Universal Registration Document.

3.9 Evaluation of the Board of Directors

This information is provided in section 6.1.1.2 of this Universal Registration Document.

3.10 Independence of directors

This information is provided in section 6.1.1.1 of this Universal Registration Document.

3.11 Description of the diversity policy applicable to members of the Company's Board of Directors

This information is provided in sections 6.1.1.1 and 6.1.3.1 of this Universal Registration Document.

3.12 Limits that the Board of Directors imposes on the powers of the Chief Executive Officer

This information is provided in section 6.1.4 of this Universal Registration Document.

3.13 Procedure for assessing agreements relating to ordinary transactions and formed on an arm's-length basis

Information relating to the procedure on the qualification of agreements mentioned in Article L. 22-10-12 of the French Commercial Code is provided in the section on the "Internal charter" in section 6.1.1.2 of this Universal Registration Document.

3.14 Reference to a Code of Corporate Governance

The Company refers to the principles of corporate governance for listed companies set out in the Afep-Medef Code of Corporate Governance, which can be consulted on Medef's website at: www.medef.com. The Company considers that its practices comply with all recommendations of that Code.

3.15 Formalities regarding shareholders' participation in General Meetings

Conditions for participation in the Company's General Meetings are outlined in article 12 ("General Meetings") of the Company's Articles of Association (available on the www.legrand.com/en website) and in section 9.3.5 of this Universal Registration Document.

3.16 Summary of extant authorization granted by shareholders to the Board of Directors to increase the share capital and use made of such authorization during the year

This information is provided in section 9.2.1.1 of this Universal Registration Document.

3.17 Factors that may be relevant in the event of a takeover bid

Ownership structure	Legrand's ownership structure is presented in section 7.1.1 of this Universal Registration Document.
Restrictions contained in the Articles of Association on the exercise of voting rights and on transfers of shares or clauses in agreements disclosed to the Company pursuant to article L. 233-11 of the French Commercial Code	None.
Direct and indirect interests in the Company's capital of which the Company is aware in accordance with articles L. 233-7 and L. 233-12 of the French Commercial Code	Changes in the ownership of Legrand Securities during 2025 are presented in section 7.1.1.2 of this Universal Registration Document.
Owners of any securities conferring special rights of control and description of those securities	None.
Control procedures provided for in any employee share-ownership plan where employees do not exercise rights of control themselves	In accordance with the regulations of the "Actions Legrand" company mutual fund, the voting rights attached to the Company's shares are exercised by the fund's Supervisory Board.
Shareholders' agreements of which the Company is aware and that may entail restrictions on the transfer of shares and on the exercise of voting rights	None.
Appointment and replacement of members of the Board of Directors and amendment of the Company's Articles of Association	In accordance with its Articles of Association, the Company is managed by a Board of Directors made up of a minimum of three members and a maximum of eighteen members, except as provided by law in the event of a merger. Except as provided by law, each Director must hold (in registered form) at least 500 shares of the Company throughout his/her term as Director. In the course of his/her term of office, the internal rules of the Board of Directors recommend that each director gradually acquire a number of shares equivalent to one full year of his/her share of directors' fees. For calculation purposes it is assumed that the director takes part, over one financial year, in all meetings of the Board and the committee(s) to which he/she belongs, and the unit value of Legrand Securities is equal to the average of Legrand share price over the previous financial year. Directors have a three-year term of office. It expires at the end of the Ordinary General Meeting of Shareholders convened to consider the financial statements for the previous financial year and held in the year in which their term of office expires. Directors may be reappointed for consecutive terms. When the legal conditions are met, the Board of Directors may appoint provisional members of the Board for the remaining term of office of their predecessor. As provided by law, provisional appointments are subject to ratification at the first shareholders' meeting after the appointment is made. No individual over the age of 70 may be appointed to the Board of Directors if his/her appointment results in more than one-third of members of the Board of Directors having exceeded such age. If, during their term of office, the number of members of the Board of Directors over the age of 70 exceeds one-third of their total number, the oldest member will be deemed to have resigned at the end of the Ordinary General Meeting of shareholders called to consider the accounts for the previous financial year and held during the year in which the age limit is reached. Where the Company's Articles of Association do not specifically provide otherwise, amendments to the articles are subject to the provisions of applicable law.

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Powers of the Board of Directors, in particular concerning shares' issuance and repurchase	This information is presented in sections 9.2.1.1 and 9.2.2.1 of this Universal Registration Document. The Company can only repurchase its own shares outside periods of public offerings involving the Company's shares.
Agreements entered into by the Company that would be amended or would lapse in the event of a change of control of the Company, except (unless disclosure is required by law) where disclosure would seriously harm its interests	The following agreements may be amended or may lapse if control of the Company changes: ■ the loan contract in an amount of €1,050 million entered into with financial institutions on October 2011 and amended on July 2014, on December 2019, on September 2022 and on June 2025; ■ the bond issue completed on December 2015 in a total nominal amount of €300 million, supplemented by a second tranche of €55 million on January, 2024; ■ the bond issue completed on July 2017 in a total nominal amount of €500 million; ■ the bond issue completed on March 2018 in a total nominal amount of €400 million; ■ the bond issue completed on June 2019 in a total nominal amount of €400 million, supplemented by a second tranche of €75 million on March 2024; ■ the bond issue completed on May 2020 in a total nominal amount of €600 million; ■ the bond issue completed on October 2021 in a total nominal amount of €600 million; ■ the bond issue completed on May 2023 in a total nominal amount of €700 million; ■ the bond issue completed on June 2024 in a total nominal amount of €600 million; ■ the bond issue completed on March 2025 in a total nominal amount of €500 million; ■ the issuance of convertible bonds on June 2025, with a nominal value of €800 million.
Agreements providing for payment of compensation to employees or members of the Board of Directors in the event of resignation, dismissal without real and serious cause, or termination of employment due to a takeover bid	None with respect to the company officers and members of the Board of Directors.

3.18 Description of the compensation policy for company officers

In accordance with article L. 22-10-8 of the French Commercial Code, information required under article R. 22-10-14 of the French Commercial Code is presented in section 6.2.2 of this Universal Registration Document.

3.19 Total compensation and benefits of any kind paid or awarded to each company officer during the financial year

In accordance with article L. 22-10-9 of the French Commercial Code, this information is presented in section 6.2.3 of this Universal Registration Document.

3.20 Presentation of the compensation of company officers compared with the mean compensation on a full-time-equivalent basis of the Company's employees and the change in that ratio over the last five financial years

This information is presented in section 6.2.3.3 of this Universal Registration Document.

3.21 Presentation of the compensation of company officers compared with the median compensation on a full-time-equivalent basis of the company's employees and the change in that ratio over the last five financial years

This information is presented in section 6.2.3.3 of this Universal Registration Document.

3.22 Any kinds of commitment made by the Company to its company officers concerning compensation, allowances or benefits payable or likely to be payable as a result of, or subsequent to, taking up, changing or leaving their offices

This information is mentioned in the "D- Other elements of the compensation policy" part of section 6.2.2.2, and section 6.2.3.2 of this Universal Registration Document.

3.23 Lock-in requirements for stock options and bonus shares awarded to executives

This information is provided in chapter 7 and section 6.2.2.3 of this Universal Registration Document.

4. Ownership structure and capital

4.1 Ownership structure and changes during the financial year

The shareholding structure of the Company and information about the crossing of thresholds and treasury shares is presented in section 7.1 of this Universal Registration

Document. For more information on shareholders and share ownership thresholds, please consult sections 7.1.1.2 to 7.1.4 of this Universal Registration Document.

4.2 Amount of dividends distributed with respect to the past three years, amount of income eligible for the 40% allowance and amount non-eligible for that allowance

In accordance with the provisions of Article 243 bis of the French General Tax Code, we inform you of the dividends paid over the past three years.

Dividends distributed in respect of the 2022, 2023 and 2024 financial years were as follows:

Financial year	Number of shares entitled to dividends	Dividend per share	Earnings distributed per share	
			Eligible for the 40% income tax allowance provided for in Article 158(3)(2) of the French General Tax Code	Not eligible for the 40% income tax allowance provided for in Article 158(3)(2) of the French General Tax Code
2022	265,260,992 shares with a par value of €4 each	€1.90	€1.90	€0.00
2023	261,715,601 shares with a par value of €4 each	€2.09	€2.09	€0.00
2024	261,658,074 shares with a par value of €4 each	€2.20	€2.20	€0.00

4.3 Information on acquisitions and disposals by the Company of its own shares

The Company appointed a financial institution to implement a liquidity agreement for its shares on the Euronext Paris market. This agreement is compliant with the AMF decision on June 22, 2021 on the renewal of liquidity agreements relating to equities securities as an accepted market practice.

During the 2025 financial year, the Company purchased a total of 2,183,892 shares at a total cost of €249,696,924 and sold 2,177,908 shares for a total of €247,088,380 under the liquidity agreement.

With respect to the liquidity agreement, the average purchase price was €114.34 per share and the average sale price was €113.45 per share. There were no trading costs associated with these transactions.

At December 31, 2025, the balance on the liquidity agreement stood at 63,850 shares.

Outside the scope of the liquidity contract, the Company repurchased 975,000 shares during the 2025 financial year, for a value of €110,161,717 at an average purchase price of €112.99, including 975,000 shares for allocation to employees under performance share plans. Trading costs amounted to €440,178.

The Company transferred 483,386 shares to employees under performance share plans.

At December 31, 2025, the Company held 612,474 shares with a nominal value of €4 each, *i.e.* a total of €2,449,896 representing 0.23% of its share capital. Valued at cost at the time of purchase, these shares amounted to €77,717,486.

Aside from the liquidity agreement, the Company held 548,624 shares at December 31, 2025, with a total purchase cost of €69,646,497 and nominal value of €2,194,496.

4.4 Transactions in securities by company officers and similar persons

Transactions reported by the company officers, key executives and similar persons to the French Financial Markets Authority from March 19, 2025 until March 18, 2026 year were as follows:

Person reporting	Type of transaction	Description of the financial instrument	Count of transactions	Total amount of transactions (in euros)
Antoine Burel	Sale	Shares	1	1,213,044.00
Antoine Burel	Sale	Shares	1	6,098.40
Antoine Burel	Sale	Shares	1	175,883.40
Isabelle Boccon-Gibod	Acquisition	Shares	1	13,456.80
Valérie Chort	Acquisition	Shares	1	114,592.00
Benoît Coquart	Sale	Shares	1	826,737.60
Benoît Coquart	Sale	Shares	1	899,062.50
Benoît Coquart	Sale	Shares	1	1,254,964.35
Angeles Garcia-Poveda	Acquisition	Shares	1	106,590.00
Franck Lemery	Sale	Shares	1	177,308.80
Franck Lemery	Sale	Shares	1	248,325.60
Franck Lemery	Sale	Shares	1	150,280.90
Franck Lemery	Sale	Shares	1	321,750.49
Franck Lemery	Sale	Shares	1	59,499.00
Stéphane Pallez	Acquisition	Shares	3	77,460.00

4.5 Information on adjustments to conversion terms or terms relating to the subscription or exercise of securities giving access to the capital

None.

4.6 Information on stock options and performance share plans

Information on the Company's stock option plans and performance share plans is presented in sections 7.2 and 7.3 of this Universal Registration Document.

In accordance with Articles L. 225-184 and L. 225-197-4 of the French Commercial Code, special reports on this subject will be presented to the General Meeting on May 27, 2026.

4.7 Statement of employee share ownership at year-end and portion of the share capital represented by shares held by employees under the employee share ownership program and by current and former employees through a company mutual fund

The total number of shares held by employees and similar persons is 7,752,028, representing 2.96% of the share capital, including 902,669 shares held in the "Actions Legrand" investment fund, a sub-fund of the Group's employee share ownership plan. These shares represented 0.34% of the Company's share capital.

At December 31, 2025, Group employees held a total of 2,527,744 shares within the meaning of article L. 225-102 of the French Commercial Code, representing 0.96% of the Company's share capital and voting rights.

4.8 Names, business and results of controlled companies and percentage of the share capital held

For subsidiaries and equity interests, an organizational chart and a presentation of their business and results are provided in sections 9.1.7 and 9.1.8 of this Universal Registration

Document, and in note 10.6 to the parent company financial statements.

4.9 Share disposals to regularize cross-shareholdings

None.

5. Other legal, financial and tax information concerning the Company

5.1 Expenditures on luxuries

None.

5.2 Add-backs of excessive general expenditure or general expenditure that does not feature in the special statement

Non-deductible expenses for financial year 2025, excluding items carried over from prior years, came to €36,865, including €9,490 related to the tax on company's vehicles

(*taxe sur les véhicules de tourisme et société*) and €27,375 related to vehicle lease payments and depreciation, with the corresponding tax in an amount of €10 470.

5.3 Table of the Company's results over the past five years

In accordance with Article R. 225-102 of the French Commercial Code, we inform you of the Company's earnings over the past five years. For the sake of clarity, this information is presented in the table below:

(in thousands of euros except for numbers of shares, earnings per share and numbers of employees)

	2021	2022	2023	2024	2025
Share capital	1,069,791	1,067,271	1,056,125	1,048,983	1,048,983
Number of ordinary shares	267,447,746	266,817,746	264,031,292	262,245,733	262,245,733
Total number of shares in issue	267,447,746	266,817,746	264,031,292	262,245,733	262,245,733
of which shares held in treasury*	678,176	149,515	1,863,478	114,876	612,474
Ex-VAT revenue	35,768	30,539	75,472	102,224	99,505
Income before tax, employee profit-sharing, depreciation, amortization and provisions	419,869	480,553	768,664	996,668	858,594
Income tax benefit/(expense)	15,540	23,049	35,744	7,549	21,995
Employee profit-sharing	(290)	(318)	(286)	(268)	(125)
Income after tax, employee profit-sharing, depreciation, amortization and provisions	430,135	504,957	801,471	999,134	873,133
Dividends paid	377,944	439,342	503,996	546,986	575,648
Income after tax and employee profit-sharing, but before depreciation, amortization and provisions	1.63	1.89	3.05	3.83	3.36
Income after tax, employee profit-sharing, depreciation, amortization and provisions	1.61	1.89	3.04	3.81	3.33
Dividend paid per ordinary share	1.42	1.65	1.90	2.09	2.20
Average number of employees	45	44	52	55	57
Total payroll	8,256	8,037	9,299	7,307	8,624
Total benefits (social security, other social benefits, etc.)	4,950	4,569	4,403	3,515	8,148

* Treasury shares do not carry any dividend or voting rights.

5.4 Loans referred to in Article L. 511-6 (3 bis) of the French Monetary and Financial Code (i.e. loans of less than three years granted by the Company to very small, small and medium-sized businesses with which it has economic links that justify such loans)

None.

5.5 Collateral, sureties and guarantees given and other security provided

At its meeting on February 11, 2026, the Board of Directors, acting in accordance with Article R. 225-28 of the French Commercial Code, authorized the Chief Executive Officer to grant collateral, sureties and other guarantees in the name of and on behalf of the Company, up to a limit of €100,000,000.

However, this limit does not apply to collateral, sureties or guarantees granted to tax or customs authorities, which are not subject to any limit. This authorization was granted for a term of one year.

5.6 Injunctions or fines for anti-competitive practices

Readers are invited to refer to section 8.5 of this Universal Registration Document.

5.7 Information on facilities categorized as upper tier under the Seveso Directive

The Company does not have any facilities that qualify as “upper-tier Seveso” sites, according to the terms of article L. 515-36 of the French Environment Code.

On March 18, 2026

The Board of Directors

APPENDIX 3 - Statutory auditors' report on the financial statements for the year ended December 31, 2025

This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users. This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France

To the Annual General Meeting of Legrand SA,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of Legrand SA for the year ended December 31, 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as of December 31, 2025, and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with the independence rules provided for in the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for Statutory Auditors, for the period from January 1, 2025, to the date of our report, and, in particular, we did not provide any non-audit services prohibited by Article 5(1) of Regulation (EU) No. 537/2014.

Furthermore, the non-audit services that we provided to your Company and its controlled undertakings during the financial year that are not disclosed in the management report or in the notes to the financial statements are as follows:

For PricewaterhouseCoopers Audit, a legal report and a comfort letter relating to bond issuances, as well as a limited assurance report on certain sustainability information.

For Forvis Mazars, a legal report and a comfort letter relating to bond issuances, a limited assurance report on certain sustainability information, and an attestation.

Emphasis of matter

We draw attention to the following matter described in note 1.1 « Accounting principles, rules and policies » and note 8 « Information relating to the income statement » to the financial statements relating to the impacts of the change in the method regarding the first adoption of ANC Regulation No. 2022-06. Our opinion is not modified in respect of this matter.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Value in use of shares in subsidiaries and affiliates

Risk identified

Shares in subsidiaries and affiliates are stated at acquisition cost and impaired, where necessary, based on their value in use determined by reference to Legrand's equity in the investee's revalued net assets, as adjusted to reflect its earnings performance and growth outlook (Note 1.3 "Investments").

As of December 31, 2025, they comprise Legrand France SA shares recorded in the balance sheet in the amount of €6,224 million (Note 2.2 "Investments"), that is 73% of total assets. The residual balance primarily consists of amounts receivable from this subsidiary.

Given the significance of Legrand France's equity investments in relation to the Company's financial statements and the level of judgment required to estimate their value in use, we considered the valuation of Legrand France's equity investments to be a key audit matter.

Our response

To assess the valuation of Legrand France's equity securities determined by Management, our work mainly consisted in:

- Assess the relevance of the methodology used to determine this assessment, within the scope of the activities of the Legrand France subsidiary and the subsidiaries it holds directly or indirectly.
- Assess the consistency of future cash flow projections with past performance and with Management's forecasts;
- Analyze, with the support of our valuation experts included in the audit team, the consistency of the key assumptions used by Management in its tests, such as the discount rate and the perpetual growth rate, by referring both to external market data and to analyses of comparable companies;
- Examine the consistency of this assessment with the Group's market capitalization.

SPECIFIC VERIFICATIONS

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents with respect to the financial position and the financial statements provided to Shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D.441-6 of the French Commercial Code (*Code de commerce*).

Information relating to corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L.225-37-4, L.22-10-10 and L.22-10-9 of the French Commercial Code (*Code de commerce*).

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code (*Code de commerce*) relating to remunerations and benefits received by or allocated to the directors and any other commitments made in their favour, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from controlled companies which are included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a takeover bid or exchange offer, provided pursuant to Article L.22-10-11 of the French Commercial Code (*Code de commerce*), we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the responsibility of Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Legrand SA by the Annual General Meetings held on June 6, 2003, for PricewaterhouseCoopers Audit and on May 31, 2023, for Forvis Mazars & Associés.

As of December 31, 2025, PricewaterhouseCoopers Audit in the 23rd year of total uninterrupted engagement, of which 20 years since the securities of the Company were admitted to trading on a regulated market, and Forvis Mazars & Associés was in the third year of its engagement.

RESPONSIBILITIES OF MANAGEMENT AND THOSE CHARGED WITH GOVERNANCE FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

STATUTORY AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.821-55 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;

- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements;
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee, which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics (*Code de déontologie*) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Neuilly-sur-Seine and Levallois-Perret, March 20, 2026

The Statutory Auditors

PricewaterhouseCoopers Audit

Patrice Morot
Partner

Flora Camp
Partner

Forvis Mazars & Associés

Gaël Lamant
Partner

Florence Page
Partner

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