

Our value creation model

Our strategy

- **Pure player** in the building sector
- **Two thirds of sales** generated by leading market positions
- **Two growth drivers:**
 - **Organic growth:** ~ 5% of sales invested in R&D between 2010 and 2022 leading to many product innovations
 - **External growth:** 60 acquisitions between 2010 and early 2023
- **Acceleration in faster expanding segments**
- **Continuation of our CSR policy:** 5th CSR Roadmap launched in 2022
- **Efficient organization,** with performance-focused teams
- **Serving our customers:**
 - **Distributors:** generalists, specialists, home improvement, retail, internet pure players
 - **Contractors:** installers, systems integrators, panel builders
 - **Product specifiers:** architects, opinion leaders, design & engineering offices, investors
 - **End users:** individuals, businesses, building managers

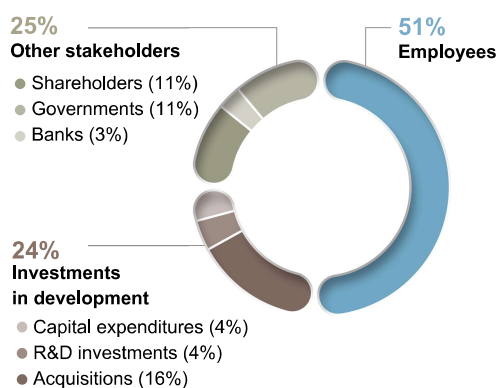
Our mid-term targets

- **Annual average sales growth**, excluding exchange-rate effects, between +5% and +10%
- **Average adjusted operating margin** of approximately 20% of sales
- **Continued expansion** of faster expanding segments: medium-term target of 50% of sales
- **2030**
 - **80% of sales** derived from **eco-responsible solutions**
 - **50% reduction in carbon emissions** related to our own business operations (Scope 1&2) and 15% reduction in those arising from our value chain (Scope 3) - unadjusted data, 2019 baseline
 - **One third of women in key positions** and **gender parity** across the workforce

Our value creation in 2022

- **€8.3 billion** of sales
- **20.4%** adjusted operating margin
- **€1.2 billion** normalized free cash flow

Balanced split of value added for stakeholders (2022)



- **15% reduction** in our Scope 1&2 emissions in 2022 versus 2021
- **55% of renewable energy** used by the Group
- **4.5 GWh produced at our sites** by our renewable energy installations
- **4.2 million tons of CO₂ avoided** by our customers through our energy efficient solutions
- **111 suppliers committed** in 2022 to reducing their emissions by 127,284 metric tons of CO₂e by 2030
- **90% of sales** made to satisfied customers
- **28.5% of management positions** (Hay14+) held by women
- **96% of Legrand employees** received at least 5 hours of training
- **54% reduction** in the frequency of workplace accidents (FR2) from 2018 to 2022
- **77% of Legrand employees** covered by the extended "Serenity On" program
- **Legrand named** among the "World Best Employers" by Forbes and Statista

01

02

03

04

05

06

07

08

09

T

A