

APPENDIX 2 – MANAGEMENT REPORT ON FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Management report of the Board of Directors on March 17, 2021, to the Annual General Meeting scheduled on May 26, 2021, 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 of its subsidiaries and the companies it controls, by business segment

Revenues amounted to €22.0 million in the year to December 31, 2020, for providing services within the Group, compared with €24.7 million in the year to December 31, 2019.

Other operating income amounted to €2.1 million in the year to December 31, 2020, €1.8 million in the year to December 31, 2019.

Operating expenses amounted to €20.0 million in the year to December 31, 2020, compared with €22.2 million in the year to December 31, 2019.

At December 31, 2020, operating profit was €4.1 million, compared with €4.3 million in the year to December 31, 2019.

Net interest and other financial items for 2020 represented income amounting to €412.8 million, compared with €416.3 million in the year to December 31, 2019. This increase was mainly the result of an increase in interest on bond issues.

Non-recurring items resulted in a loss of €5.0 million on a net basis in 2020, compared with a loss of €3.1 million in 2019. The change was mainly due to expenses relating to the performance share plan.

Tax income amounted to €15.7 million to December 31, 2020, representing the surplus of tax paid by subsidiaries within the tax consolidation group, compared with €13.9 million in the year to December 31, 2019.

Net income for the year to December 31, 2020, amounted to €427.5 million, compared with €431.4 million in the year to December 31, 2019.

1.2 Analysis of changes in the business, results and financial position of the Company and the Group

Information on the Group's business is presented in chapter 5 of this Universal Registration Document.

The Company's debt position is summarized in appendix 1 to this management report. The Company's external debt rose in 2020 compared to 2019.

1.3 Appropriation of earnings and determination of dividend

We propose that the Company's earnings of €427,487,360.64 in respect of the financial year to December 31, 2020, be appropriated as follows:

- an amount of €68,647.20 would be allocated to the legal reserve which is thus raised to 10 % of the share capital;
- the retained earnings amounting to €90,255,385.25, distributable income would therefore amount to €517,674,098.69;
- the amount of €5,158,756.43 would be allocated to reserves unavailable for treasury shares, thereby raising them to a total amount of €8,615,006.54;
- distributable income less the amount allocated to reserves unavailable for treasury shares would thus amount to €512,515,342.26;
- the Board of Directors proposes (i) to pay to shareholders as a dividend €1.42 per share, and (ii) allocate the balance of distributable profit to the item “retained earnings”.

On the basis of the number of shares comprising the share capital at December 31, 2020 and after deduction of treasury shares held at that date, the appropriation of distributable income would be as follows: (i) €379,597,721.38 to dividends and (ii) a total amount of €132,917,620.88 under “retained earnings”.

In the event of a change in the number of shares entitling holders to a dividend before the dividend payment date, the total dividend amount would be adjusted accordingly.

No dividends would be due on any shares held by the Company itself or canceled before the payment date. As regards the tax treatment of the dividend of €1.42 per share, the distribution will be classified as taxable income subject, for individual shareholders residing in France, to the flat-rate income tax of 12.8% introduced by 2018 finance act No. 2017-1837 of December 30, 2017 (or, if a shareholder makes an overall and irrevocable election, in the income tax declaration and no later than the time limit for said declaration, for sliding-scale income tax after deduction of the 40% exemption provided for under Article 158, paragraph 3, sub-paragraph 2 of the French General Tax Code), to social security contributions at a rate of 17.2% as well as, for taxpayers whose reference taxable income exceeds certain thresholds, an exceptional levy on high incomes at a rate of either 3% or 4%, pursuant to Article 223 sexies of the French General Tax Code. The dividend is, in principle, subject to a non-definitive flat-rate tax of 12.8% on its gross amount, excluding social security contributions. That levy is deductible from income tax levied during the 2021 fiscal year unless an exemption is requested in accordance with the provisions of Article 242 quater of the French General Tax Code.

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.

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 chapter 5.12 of this Universal Registration Document for more information about the Group’s outlook, particularly in relation to the global public health context.

1.10 Existing branches

None.

1.11 Research and Development activity

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 <i>(in thousands of euros)</i>	0 days	1 day or more	Total (1 day or more)
Total invoices incl.VAT at December 31, 2020	658	0	0
% of total ex-VAT purchases in 2020	22.0%	0%	0%
Total invoices incl.VAT at December 31, 2019	347	0	0
% of total ex-VAT purchases in 2019	9.9%	0%	0%

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 <i>(in thousands of euros)</i>	0 days	1 day or more	Total (1 day or more)
Total invoices incl.VAT at December 31, 2020	4,649	0	0
% of ex-VAT revenue in 2020	21.2%	0%	0%
Total invoices incl.VAT at December 31, 2019	6,784	0	0
% of ex-VAT revenue in 2019	27.4%	0%	0%

1.13 Significant shareholdings or controlling interests acquired during the financial year in companies whose registered office is in France

None.

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 4 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 appendix 3 of this management report.

3.2 Start and end dates of each director's term of office

This information is given in appendix 3 of this management report.

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 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.

3.7 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.

3.8 Evaluation of the Board of Directors

This information is provided in section 6.1.1.2 of this Universal Registration Document.

3.9 Independence of directors

This information is provided in section 6.1.1.1 of this Universal Registration Document.

3.10 Description of the diversity policy applied to members of the Board of Directors and the Company's Executive Committee

This information is provided in sections 6.1.1.1, 6.1.3.1 and 6.1.4.5 of this Universal Registration Document.

3.11 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.

3.12 Procedure for assessing agreements relating to ordinary transactions and formed on an arm's-length basis

Information relating to the procedure mentioned in Article L. 22-10-12 of the French Commercial Code is provided in the section on the "Internal Charter on the Qualification of Agreements" in section 6.1.1.2 of this Universal Registration Document.

3.13 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 www.medef.com. The Company considers that its practices comply with all recommendations of that Code.

3.14 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.legrandgroup.com website) and in section 9.3.5 of this Universal Registration Document.

3.15 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.

3.16 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 shares during 2020 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	<p>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.</p> <p>Except as provided by law, each Director must hold (in registered form) at least 500 shares of the Company throughout his or her term as Director.</p> <p>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 shares is equal to the average Legrand share price over the previous financial year.</p> <p>Directors have a three-year term of office⁽¹⁾. 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.</p> <p>When statutory conditions are met, the Board of Directors may appoint members to the Board on a temporary basis for the remaining term of office of their predecessor. By law, temporary appointments shall be subject to ratification by the next Ordinary General Meeting of Shareholders.</p> <p>No individual one over the age of 70 may be appointed as a member of the Board of Directors if such appointment means that more than a third of Board members will be over that age. If, during their term of office, members of the Board of Directors over the age of 70 make up more than one third of the Board, the oldest member of the Board of Directors will be deemed to have resigned at the end of the Ordinary General Meeting of Shareholders convened to consider the financial statements for the previous financial year and held during the year in which the age limit is reached.</p> <p>Where the Company's articles of association do not specifically provide otherwise, their amendment shall be subject to the applicable statutory provisions.</p>

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.

Powers of the Board of Directors, in particular concerning share 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:

- agreement for the issuance of bonds on the US market by the Legrand France subsidiary in an amount of \$374.9 million, in the event of a change in control due to a hostile takeover;
- the loan contract in an amount of €900 million entered into with financial institutions on October 20, 2011 and amended on July 25, 2014 and on December 20, 2019;
- the bond issue made on April 11, 2012 in a nominal amount of €400 million;
- the bond issue made on December 9, 2015 in a nominal amount of €300 million;
- the bond issue made on June 29, 2017 in a nominal amount of €1 billion;
- the bond issue made on October 4, 2017 in a nominal amount of €400 million;
- the bond issue made on February 26, 2018 in a nominal amount of €400 million;
- the bond issue made on June 17, 2019 in a nominal amount of €400 million;
- the bond issue made on May 12, 2020 in a nominal amount of €600 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.

(1) The director's term of office was reduced from four years to three years by the Shareholders' Meeting of May 27, 2020 (sixteenth resolution). This change applies only to appointments and renewals of terms decided on or after the said Meeting.

3.17 Description of the compensation policy for company officers

In accordance with article L. 22-10-8 of the French Commercial Code, the information required under article R. 22-10-14 of the French Commercial Code is presented in sections 6.2.1 and 6.2.5 of this Universal Registration Document.

3.18 Total compensation and benefits of any kind paid or allotted 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 sections 6.2.2 and 6.2.5 of this Universal Registration Document.

3.19 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 6.2.2.4 of this Universal Registration Document.

3.20 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 6.2.2.4 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 2017, 2018 and 2019 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
2017	267,316,360 shares with a par value of €4 each	€1.26*	€0.93	€0.00
2018	266,464,962 shares with a par value of €4 each	€1.34**	€0.79	€0.00
2019	266,730,249 shares with a par value of €4 each	€1.34	€1.34	€0.00

* Since €0.33 of the dividend distributed for the 2017 financial year constitutes, for tax purposes, a repayment of paid-in capital as defined by Article 112(1)(1) of the French General Tax Code, this sum is not considered as distributed income for tax purposes.

** Since €0.55 of the dividend distributed for the 2018 financial year constitutes, for tax purposes, a repayment of paid-in capital as defined by Article 112(1)(1) of the French General Tax Code, this sum is not considered as distributed income for tax purposes.

3.21 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 "C-Other compensation components" part of section 6.2.1, section 6.2.4 and section 6.2.5 of this Universal Registration Document.

3.22 Lock-in requirements for stock options and bonus shares awarded to executives

This information is provided in chapter 7 and section 6.2.1.3 of this Universal Registration Document.

4. OWNERSHIP STRUCTURE AND CAPITAL

4.1 Ownership structure and changes during the 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.

4.3 Information on acquisitions and disposals by the Company of its own shares

The Company 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 July 2, 2018 relating to the establishment of liquidity contracts on equity securities under accepted market practice.

In the course of 2020, the Company purchased a total of 3,547,937 shares at a total cost of €234,826,693 and sold 3,489,823 shares for a total of €230,722,068, under the liquidity agreement.

With respect to the liquidity agreement, the average purchase price was €66.19 per share and the average sale price was €66.54 per share. There were no trading costs associated with these transactions.

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 during the 2020 financial year and the start of the 2021 financial year were as follows:

Person reporting	Type of transaction	Description of the financial instrument	Number of transactions	Total amount of transactions (in euros)
Franck Lemery	Sale	Shares	1	143,714
Antoine Burel	Sale	Shares	1	413,179

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 adjustments to the number and/or price of shares corresponding to stock options and performance shares

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 26, 2021.

At December 31, 2020, the balance on the liquidity agreement stood at 97,727 shares.

Outside the scope of the liquidity contract, the Company repurchased 515,000 shares during the 2020 financial year, for a value of €29,643,130 at an average purchase price of €57.56, with trading costs amounting to €88,929.

The Company transferred 496,113 shares to employees under performance share plans. The Company also canceled 265,000 shares.

At December 31, 2020, the Company held 125,407 shares with a nominal value of €4 each or a total of € 501,628 equal to 0.05% of its share capital. Valued at cost at the time of purchase, these shares totaled €8,615,007.

Aside from the liquidity agreement, the Company held 27,680 shares at December 31, 2020, with a total purchase cost of €1,605,771 and nominal value of €110,720.

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 10,022,779, representing 3.75% of the share capital, including 708,681 shares held in the "Actions Legrand" investment fund, a sub-fund of the Group's employee share ownership plan. These shares represented 0.27% of the Company's share capital.

At December 31, 2020, Group employees held a total of 2,350,262 shares within the meaning of article L. 225-102 of the French Commercial Code, representing 0.88% of the Company's 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 2020, excluding items carried over from prior years, came to €46,734, including €17,397 related to the tax on company vehicles (*Taxe sur les Véhicules de Tourisme et Société*) and €29,337 related to vehicle lease payments and depreciation, with the corresponding tax in an amount of €14,966.

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 a table in appendix 2 to this management report.

5.4 Loans referred to in Article L. 511-6(3bis) 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 9, 2021, 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

None.

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.

March 17, 2021
The Board of Directors

Appendix 1 to the Management Report

Debt position

<i>(in millions of euros)</i>	December 31, 2020	December 31, 2019
EXTERNAL DEBT		
Debt		
Bonds	3,500.0	2,900.0
Bank borrowings	0.0	0.0
Credit Facility	0.0	0.0
TOTAL EXTERNAL DEBT	3,500.0	2,900.0
Accrued interest	24.0	21.3
Interest expense		
Bonds	43.5	39.6
Bank borrowings	0.0	0.0
Credit Facility	0.0	0.0
TOTAL INTEREST EXPENSE ON EXTERNAL DEBT	43.5	39.6
%	1.2%	1.4%
INTRA-GROUP DEBT		
Debt		
Advance fromt Legrand France SA	0.0	0.0
Interest expense		
Advance fromt Legrand France SA	0.0	0.0
%		
TOTAL DEBT	3,524.0	2,921.3
Equity	2,195.3	2,131.7
DEBT-TO-EQUITY RATIO	161%	137%

Appendix 2 to the Management Report

Parent-company financial results for the last five years

(in thousands of euros except for numbers of shares, earnings per share and numbers of employees)

	2016	2017	2018	2019	2020
Capital at end of year					
Share capital	1,069,309	1,067,223	1,069,981	1,069,105	1,069,791
Number of ordinary shares	267,327,374	266,805,751	267,495,149	267,276,128	267,447,746
Total number of shares in issue	267,327,374	266,805,751	267,495,149	267,276,128	267,447,746
of which shares held in treasury*	1,365,561	45,128	905,347	313,406	125,407
Comprehensive income from operations					
Ex-VAT revenue	15,470	17,592	18,592	24,725	21,970
Income before tax, employee profit-sharing, depreciation, amortization and provisions	198,266	208,937	211,516	417,336	414,896
Income tax benefit/(expense)	10,228	41,459	16,630	13,944	15,707
Employee profit-sharing	(125)	(115)	(161)	(109)	(99)
Income after tax, employee profit-sharing, depreciation, amortization and provisions	207,884	247,048	227,535	431,363	427,487
Dividends paid	307,058	317,415	336,819	357,063	357,419
Income from operations per share (in euros)					
Income after tax and employee profit-sharing, but before depreciation, amortization and provisions	0.78	0.94	0.85	1.61	1.61
Income after tax, employee profit-sharing, depreciation, amortization and provisions	0.78	0.93	0.85	1.61	1.60
Dividend paid per ordinary share	1.15	1.19	1.26	1.34	1.34
Employee data					
Average number of employees	33	33	37	43	44
Total payroll	5,735	6,235	7,175	7,109	5,884
Total benefits (social security, other social benefits, etc.)	2,487	2,690	2,482	2,703	3,632

* Treasury shares do not carry any dividend entitlement or voting rights.

Appendix 3 to the Management Report

Executive company officer	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>BENOIT COQUART – Chief Executive Officer of Legrand*</p> <p>Aged 47 ⁽¹⁾ French citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2020 End of current term of office: 2023</p> <p>Education Benoît Coquart is a graduate of the Institut d'Etudes Politiques de Paris (Sciences Po Paris) and the École Supérieure des Sciences Économiques et Commerciales (ESSEC).</p> <p>Professional Background Benoît Coquart joined Legrand immediately after completing his studies in 1997 to manage the Group's activities in South Korea. Pursuing his career within the Group, Benoît Coquart has 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 has been a member of Legrand's* Executive Committee since 2010. He became a Director of Legrand on July 1, 2020. He has also been Chairman of Iignes (Industries du Génie Numérique, Énergétique et Sécuritaire) since 2019.</p>	<p>Legrand</p> <ul style="list-style-type: none"> ■ Chief Executive Officer of Legrand* ■ Director of Legrand* (since 2020): ■ Roles in various subsidiaries ⁽²⁾: - Chairman of Legrand Holding Inc. <p>Companies outside the Legrand Group</p> <ul style="list-style-type: none"> ■ None <p>Non-corporate roles</p> <ul style="list-style-type: none"> ■ Chairman of Iignes (since 2019) 	<p>Legrand</p> <ul style="list-style-type: none"> ■ Vice-President France (until 2018) ■ Roles in various subsidiaries <p>Companies outside the Legrand Group</p> <ul style="list-style-type: none"> ■ None <p>Non-corporate roles</p> <ul style="list-style-type: none"> ■ None

Benoît Coquart holds 46,212 Legrand shares.

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

(2) No compensation in any form is paid or due in respect of directorships held in Legrand or in Group subsidiaries.

Company officer	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>ANGELES GARCIA-POVEDA – Chairwoman of Legrand's Board of Directors, Partner and Director of Spencer Stuart Aged 50 ⁽¹⁾ Spanish citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2012 End of current term of office: 2023</p>	<p>Legrand <ul style="list-style-type: none"> ■ Director of Legrand*: - Chairwoman of the Board of Directors (since 2020) - Member of the Strategy and Social Responsibility Committee </p>	<p>Legrand <ul style="list-style-type: none"> ■ Lead Director ■ Chairwoman of the Compensation Committee ■ Chairwoman of the Nominating and Governance Committee </p>
<p>Education Angeles Garcia-Poveda is a graduate of ICADE business school in Madrid. She also attended the Business Case Study Program at Harvard University.</p>	<p>Companies outside the Legrand Group <ul style="list-style-type: none"> ■ Director of Spencer Stuart* (since 2018) ■ Member of the Supervisory Board of AdVini* (since 2020) </p>	<p>Companies outside the Legrand Group <ul style="list-style-type: none"> ■ Managing Director of Spencer Stuart EMEA (until 2018) </p>
<p>Professional Background Angeles Garcia-Poveda has been Chairwoman of Legrand's* Board of Directors since July 2020. Before being appointed to that role, she had been Lead Director of Legrand* since 2013 after being appointed to the Board of the global specialist in electrical and digital building infrastructure in 2012. Angeles Garcia-Poveda also sits on the Supervisory Board of executive search consultancy Spencer Stuart. She joined Spencer Stuart in 2008 and became manager of its France office in 2011, before being appointed head of the EMEA region and a member of the global Executive Committee. Angeles Garcia-Poveda started her career at the Boston Consulting Group (BCG), where she spent 14 years as a strategy consultant and then as global recruiting manager. She is also a member of the Supervisory Board of wine group AdVini* and a Director of IFA and NEOMA.</p>	<p>Non-corporate roles <ul style="list-style-type: none"> ■ Director of the Institut Français des Administrateurs (French Institute of Directors, since 2020) ■ Director of NEOMA (since 2021) </p>	<p>Non-corporate roles <ul style="list-style-type: none"> ■ None </p>

Angeles Garcia-Poveda holds 4,800 Legrand shares.

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>OLIVIER BAZIL – Company Director Aged 74⁽¹⁾ French citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2002 End of current term of office: 2022</p>	<p>Legrand ■ Director of Legrand*: - Member of the Nominating and Governance Committee - Member of the Strategy and Social Responsibility Committee</p>	<p>Legrand ■ Roles in various subsidiaries</p>
<p>Education Olivier Bazil is a graduate of the École des Hautes Études Commerciales (HEC) and holds an MBA (Master of Business Administration) from Harvard Business School.</p>	<p>Companies outside the Legrand Group ■ None</p>	<p>Companies outside the Legrand Group ■ Director of Firmenich International SA (until 2016) ■ Member of the Supervisory Board of Vallourec* (until 2017) ■ Chairman of Fritz SAS (until 2019) ■ Member of the Supervisory Board of Société Civile du Château Palmer (until 2019) ■ Member of the Supervisory Board of Michelin* (until May 2020)</p>
<p>Professional Background Olivier Bazil joined Legrand in 1973 as Deputy Company Secretary responsible for financial communications and developing the Group's growth strategy. He became Chief Financial Officer of the Legrand Group in 1979, Deputy Chief Executive Officer in 1993, and then held the position of Vice-Chairman and Chief Operating Officer from 2000 until the General Meeting of Shareholders on May 26, 2011.</p>	<p>Non-corporate roles ■ None</p>	<p>Non-corporate roles ■ None</p>

Olivier Bazil holds 2,085,299 Legrand shares.

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>ISABELLE BOCCON-GIBOD – Company Director Aged 52 ⁽¹⁾ French citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2016 End of current term of office: 2023</p>	<p>Legrand ■ Director of Legrand*: - Member of the Audit Committee - Member of the Strategy and Social Responsibility Committee</p>	<p>Legrand ■ None</p>
<p>Education Isabelle Boccon-Gibod is a graduate of the Ecole Centrale de Paris and Columbia University in the United States.</p>	<p>Companies outside the Legrand Group ■ Director of Arkema* (since 2014) ■ Director of Paprec (since 2014) ■ Chairwoman of Demeter (since 2018) ■ Director of SilMach (since 2019) ■ Director of GTT* (since 2020) ■ Director of Arc Holdings (since 2020) ■ Chairwoman of Observatoire Conseil (since 2020)</p>	<p>Companies outside the Legrand Group ■ Member of the Executive Committee of Altavia (until 2016) ■ Zodiac Aerospace*: - Director (until 2018) - Member of the Audit Committee (until 2018) ■ Director of Sequana (until 2019)</p>
<p>Professional Background Isabelle Boccon-Gibod began her career in 1991 with the International Paper Group, where she was head of industrial activities in the Cardboard division first in the United States and then 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 Special Advisor to General Management. She was appointed as Vice-Executive President of the Sequana* Group in 2008 and Executive Director of the Arjowiggins Group in 2009. Isabelle Boccon-Gibod is also a photographer and an author. She is a Director of Arkema*, the Paprec group, SilMach, GTT* and Arc Holdings. She is also Chairwoman of Observatoire Conseil. Finally, she has unpaid roles as Chairwoman of Demeter and Director of Adie (Association pour le Droit à l'Initiative Économique).</p>	<p>Non-corporate roles ■ Director of Adie (Association pour le Droit à l'Initiative Économique) (since 2018)</p>	<p>Non-corporate roles ■ Director of Centre Technique du Papier (until December 2020)</p>

Isabelle Boccon-Gibod holds 1,000 Legrand shares.

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>CHRISTEL BORIES – Chairwoman and Chief Executive Officer of Eramet* Aged 56⁽¹⁾ French citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2012 End of current term of office: 2023</p> <p>Education Christel Bories is a graduate of the École des Hautes Études Commerciales (HEC).</p> <p>Professional Background Christel Bories began her career in 1986 as a strategy consultant with Booz-Allen & Hamilton before moving to Corporate Value Associates. She then held several executive positions with Umicore and the Pechiney Group. When Pechiney became part of the Alcan Group, Christel Bories was appointed Chairman and Chief Executive Officer of Alcan Packaging, then Chairman and Chief Executive Officer of Alcan Engineered Products and finally Chief Executive Officer of Constellium (ex-Alcan) until her departure in December 2011. She was appointed Deputy Chief Executive Officer of Ipsen* on February 27, 2013, a position she held until March 2016. She joined Eramet* in February 2017, where she has been Chairwoman and Chief Executive Officer since May 2017. Christel Bories has also been a Director of non-profit organization France Industrie since 2020.</p>	<p>Legrand ■ Director of Legrand*: – Chairwoman of the Strategy and Social Responsibility Committee – Member of the Audit Committee</p> <p>Companies outside the Legrand Group ■ Chairwoman and Chief Executive Officer of Eramet* (since 2017)</p> <p>Non-corporate roles ■ Director of non-profit organization France Industrie (since 2020)</p>	<p>Legrand ■ None</p> <p>Companies outside the Legrand Group ■ Deputy Chief Executive Officer of Ipsen* (until 2016) ■ Director of Smurfit Kappa* (until December 2019)</p> <p>Non-corporate roles ■ None</p>

Christel Bories holds 1,470 Legrand shares.

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>SOPHIE BOURDAIS – Legrand's national delegate for relations with the technical education sector Aged 53 ⁽¹⁾ French citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2020 End of current term of office: 2023</p> <p>Education Sophie Bourdais is a graduate of <i>the Ecole Supérieure de Gestion</i> in Paris.</p> <p>Professional Background 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 in the Legrand* Board meeting of November 4, 2020.</p> <p>Sophie Bourdais holds 620 Legrand shares.</p>	<p>Legrand</p> <ul style="list-style-type: none"> ■ Director representing employees of Legrand* (since 2020): - Member of the Compensation Committee (since 2020) ■ National delegate for relations with the technical education sector <p>Companies outside the Legrand Group</p> <ul style="list-style-type: none"> ■ None <p>Non-corporate roles</p> <ul style="list-style-type: none"> ■ None 	<p>Legrand</p> <ul style="list-style-type: none"> ■ Sales Department France (until 2019) <p>Companies outside the Legrand Group</p> <ul style="list-style-type: none"> ■ None <p>Non-corporate roles</p> <ul style="list-style-type: none"> ■ None

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.



APPENDIX

APPENDIX 2 – MANAGEMENT REPORT ON FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>EDWARD A. GILHULY – Co-founder and Managing Partner of Sageview Capital LP* Aged 61⁽¹⁾ US citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2018 End of current term of office: 2022</p>	<p>Legrand ■ Director of Legrand*: - Member of the Strategy and Social Responsibility Committee</p>	<p>Legrand ■ None</p>
<p>Education Edward A. Gilhuly holds a B.A. in Economics and History from Duke University and an MBA from Stanford University.</p>	<p>Corporate roles outside the Legrand Group ■ Director of Avalara* (since 2011) ■ Director of Exaro Energy (since 2012) ■ Director of MetricStream Inc. (since 2014) ■ Director of DemandBase (since 2015) ■ Director of ElasticPath Software (since 2018) ■ Director of Pantheon Systems (since 2019) ■ Co-founder and Managing Partner of Sageview Capital LP* (since 2005)</p>	<p>Corporate roles outside the Legrand Group ■ Director of GoPro (until 2017)</p>
<p>Professional Background Edward A. Gilhuly is the Co-founder and Managing Partner of Sageview Capital, a technology-focused investment firm with over USD 1 billion in assets under management. Before founding Sageview Capital in 2006, he worked from 1986 to 2005 at Kohlberg Kravis Roberts & Co (KKR), where he became a partner in 1995, started and oversaw KKR’s business in Europe from 1998 to 2005, and was a member of KKR’s Investment Committee from 2000 until his departure in 2005. Edward A. Gilhuly is a director of Avalara*, DemandBase, ElasticPath Software, Exaro Energy, MetricStream Inc. and Pantheon Systems.</p>	<p>Non-corporate roles ■ None</p>	<p>Non-corporate roles ■ None</p>

Edward A. Gilhuly holds 119,712 Legrand shares.

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors’ biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>PHILIPPE JEULIN – On secondment to the Rector of the Limoges Academy Aged 63⁽¹⁾ French citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2018 End of current term of office: 2022</p>	<p>Legrand ■ Director representing employees of Legrand* - Member of the Audit Committee</p>	<p>Legrand ■ Director representing employees on the Board of Directors of Legrand France (until 2018)</p>
<p>Education Philippe Jeulin is a graduate of the École Nationale Supérieure de Mécanique et d'Aérotechnique (ENSMA) and has Master's degrees in Science and in History of Science and Technology.</p>	<p>Companies outside the Legrand Group ■ On secondment to the Rector of the Limoges Academy as part of the University-Business academic cooperation program</p>	<p>Companies outside the Legrand Group ■ None</p>
<p>Professional Background Philippe Jeulin joined Legrand* in 1985 after working at Enertec Schlumberger and GMF. Until 2015, he held various positions at Legrand*, mainly in the IT and Human Resources Departments. He is currently on secondment to the Rector of the Limoges Academy as part of the University-Business academic cooperation program. He was also the originator and lead teacher of the "Business IT Engineering" program for CNAM Limousin (continuing education institute) from 1988 to 2015. Philippe Jeulin was appointed director representing employees on the Board of Directors of Legrand* on June 26, 2018, upon expiry of his term of office as director representing employees on the Board of Directors of Legrand France, Legrand's French subsidiary.</p>	<p>Non-corporate roles ■ None</p>	<p>Non-corporate roles ■ None</p>
<p>Philippe Jeulin does not hold any Legrand shares.</p>		

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>PATRICK KOLLER – Chief Executive Officer of Faurecia* Aged 62 ⁽¹⁾ Dual French and German citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2018 End of current term of office: 2022</p>	<p>Legrand ■ Director of Legrand*: - Member of the Compensation Committee - Member of the Nominating and Governance Committee</p>	<p>Legrand ■ None</p>
<p>Education Patrick Koller 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).</p>	<p>Companies outside the Legrand Group ■ Chief Executive Officer of Faurecia* (since 2016) ■ Director of Faurecia* (since 2017)</p>	<p>Companies outside the Legrand Group ■ Faurecia*: – Chief Operating Officer (until 2016) ■ Roles in various Faurecia* group subsidiaries</p>
<p>Professional Background Patrick Koller has been the Chief Executive Officer of Faurecia* since July 1, 2016. He first joined the Faurecia* Group in 2006 as Executive Vice-President of the Business Group Faurecia Automotive Seating (now called Faurecia Seating), a position he held until February 2, 2015. During that period, he held many executive roles in Faurecia group subsidiaries, including Faurecia (China) Holding Co., Ltd., Faurecia Components Pisek, S.r.o. (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.</p>	<p>Non-corporate roles ■ Director of the Fondation du Collège de France (since 2017)</p>	<p>Non-corporate roles ■ None</p>

Patrick Koller holds 1,000 Legrand shares.

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>MICHEL LANDEL – Company Director Aged 69⁽¹⁾ French citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2019 End of current term of office: 2023</p>	<p>Legrand ■ Director of Legrand*: - Lead Director (since 2020) - Chairman of the Nominating and Governance Committee (since 2020) - Member of the Compensation Committee (since 2020)</p>	<p>Legrand ■ None</p>
<p>Education European Business School</p>	<p>Companies outside the Legrand Group ■ Chairman of Astrolabe Services (since 2018) ■ Danone* - Director</p>	<p>Companies outside the Legrand Group ■ Danone* - Lead Director (until March 2021) - Chairman of the Governance Committee (until March 2021)</p> <p>■ Sodexo* - Chief Executive Officer (until 2018) - Director (until 2018) - Member of the Supervisory Board of Sodexo Pass International (until 2018) - Member of the Supervisory Board of ONE SCA (until 2018) ■ Chairman of the Board of Directors of Louis Delhaize (until April 2020)</p>
<p>Professional Background 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 Operations Manager for Africa. In 1989, he was appointed Chief Executive Officer for Sodexo in North America. In 2000, he became Vice-Chairman of the group's Executive Committee and, in 2003, the group's Deputy Chief Executive Officer. Between 2005 and January 2018, he was Chief Executive Officer of Sodexo and Chairman of the Executive Committee. Between 2007 and 2018 he was a director of Sodexo. Since 2018, Michel Landel has been director and Chairman of the Governance Committee at Danone*, and he is also Chairman of Astrolabe Services. Michel Landel was awarded the title of Chevalier de la Légion d'Honneur in 2007.</p>	<p>Non-corporate roles ■ None</p>	<p>Non-corporate roles ■ None</p>

Michel Landel holds 500 Legrand shares.

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>ANNALISA LOUSTAU ELIA – Company Director Aged 55 ⁽¹⁾ Italian citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2013 End of current term of office: 2021</p> <p>Education Annalisa Loustau Elia is a law graduate from La Sapienza University in Rome.</p> <p>Professional Background Annalisa Loustau Elia started her career at Procter & Gamble* in 1989, firstly at the Group's subsidiaries in Rome and Paris, then until 2001 at its international headquarters in Geneva, where she was in charge of global marketing for Pampers, the group's leading brand. She then joined L'Oréal* as Managing Director of several brands. In 2004, Annalisa Loustau Elia joined Cartier, where she sat on the global Executive Committee for four years as Managing Director with responsibilities including product development and marketing. From 2008 until January 2021 she was Chief Marketing and Communication Officer and member of the Executive Committee at the Printemps group. As part of that role, she worked specifically on digital transformation and the customer experience. Annalisa Loustau Elia has been a Director of Campari* since 2016 and a member of the Supervisory Board at Roche Bobois* since 2018.</p> <p>Annalisa Loustau Elia holds 1,340 Legrand shares.</p>	<p>Legrand ■ Director of Legrand*: - Chairwoman of the Compensation Committee (since 2020)</p> <p>Companies outside the Legrand Group ■ Campari* - Director (since 2016) - Member of the Board of Directors - Member of the Compensation and Nominating Committee - Member of the Control and Risks Committee ■ Roche Bobois* - Member of the Supervisory Board (since 2018) - Member of the Audit Committee</p> <p>Non-corporate roles ■ None</p>	<p>Legrand ■ None</p> <p>Companies outside the Legrand Group ■ Printemps - Member of the Executive Committee (until 2020) - Head of Marketing (until 2020)</p> <p>Non-corporate roles ■ None</p>

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>ÉLIANE ROUYER-CHEVALIER – Company Director Aged 68⁽¹⁾ French citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2011 End of current term of office: 2023</p>	<p>Legrand ■ Director of Legrand*: - Chairwoman of the Audit Committee - Member of the Compensation Committee</p>	<p>Legrand ■ None</p>
<p>Education Éliane Rouyer-Chevalier holds a degree in economics from Université Paris II Assas.</p>	<p>Companies outside the Legrand Group ■ Ipsos* - Independent Director (since 2019) - Member of the Audit Committee ■ Chairwoman of ERC Consulting (since 2013)</p>	<p>Companies outside the Legrand Group ■ Director of Time2Start (until 2019) ■ Independent Director of Vigeo Eiris (until 2019)</p>
<p>Professional Background Éliane Rouyer-Chevalier joined the Accor* Group in 1983, where she was in charge of international financing and foreign currency cash management before becoming Head of Investor Relations and Financial Communication in 1992. From 2010 to 2012, she was a member of the Executive Committee of Edenred*, a spin-off from the Accor* Group, with the role of Vice President of Corporate and Financial Communications & Social Responsibility. She has been Chairwoman of ERC Consulting since 2013 and consultant to the World Bank (IFC) since 2016, and was an Independent Director of Vigeo Eiris from 2018 to 2019. Since 2019, she has been a Director of Ipsos* and a member of its Audit Committee. Since 2012, she has led a financial communication course at Université Paris Dauphine. In the not-for-profit sector, Éliane Rouyer-Chevalier is the Honorary President of the French Association for Investor Relations (CLIFF) having served as President from 2004 to 2014. She was Vice-President of the Observatoire de la Communication Financière from 2005 to 2018, and has been Director of France's Federation of Individual Investors and Investment Clubs (F2IC) since 2014. She was a Director of the Institut Français du Tourisme from 2013 to 2016, Cercle de la Compliance from 2015 to 2017 and Time2Start, an organization that helps young people from suburban areas to set up their own companies, from 2016 to 2019</p>	<p>Non-corporate roles ■ Director of F2IC (since 2014)</p>	<p>Non-corporate roles ■ Director of the Institut Français du Tourisme (until 2016) ■ Director of the Cercle de la Compliance (until 2017) ■ Vice-President of the Observatoire de la Communication Financière (since 2018)</p>
<p>Éliane Rouyer-Chevalier holds 1,350 Legrand shares.</p>		

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.

Director	Directorships and other roles currently held in companies or other types of organization in France or abroad	Directorships and other roles previously held in the past five years
<p>GILLES SCHNEPP – Company Director Aged 62 ⁽¹⁾ French citizen 128, avenue du Maréchal de Lattre de Tassigny, 87000 Limoges Date of first appointment: 2002 End of current term of office: 2022</p> <p>Education Gilles Schneppe is a graduate of the École des Hautes Études Commerciales (HEC).</p> <p>Professional Background Gilles Schneppe began his career at Merrill Lynch France where he became Vice-Chairman. He joined Legrand* in 1989 as Deputy Chief Financial Officer. He became Company Secretary of Legrand France in 1993, Chief Financial Officer in 1996 and Chief Operating Officer in 2000. Gilles Schneppe has been a Director of the Company since 2002, and Chairman of the Board of Directors since 2006. He was Chairman and Chief Executive Officer from 2006 to February 7, 2018. He was Chairman of Legrand's Board of Directors from February 8, 2018 until June 30, 2020. Gilles Schneppe has been an Operating Advisor to Clayton, Dubilier & Rice funds since September 2020. Gilles Schneppe has also been a Director of Saint-Gobain* since 2009, and a Director of Sanofi* and of Danone* since 2020. He is appointed Chairman of the Board of Directors of Danone* in March 2021.</p>	<p>Legrand ■ Director of Legrand*: - Member of the Strategy and Social Responsibility Committee</p> <p>Companies outside the Legrand Group ■ Saint-Gobain*: - Director (since 2009) - Member of the Audit and Risks Committee (since 2017) ■ Sanofi*: - Director (since 2020) ■ Danone*: - Director (since 2020) - Chairman of the Board of Directors (since March 2021) ■ Clayton, Dubilier & Rice: - Operating Advisor (since 2020)</p> <p>Non-corporate roles ■ Medef: - Member of the Executive Board of Medef - Joint Chairman of Medef's Ecological and Economic Transition Commission (since 2018)</p>	<p>Legrand ■ Chairman of the Board of Directors (until 2020) ■ Chairman and Chief Executive Officer (until 2018) ■ Roles in various subsidiaries</p> <p>Companies outside the Legrand Group ■ PSA* (until 2020): - Vice-Chairman of the Supervisory Board - Lead member of the Supervisory Board - Chairman of the Appointments, Remuneration and Governance Committee - Member of the Finance and Audit Committee</p> <p>Non-corporate roles ■ Chairman of FIEEC (until 2020)</p>

Gilles Schneppe holds 2,415,082 Legrand shares.

* Listed company.

(1) Age as at March 17, 2021, the date on which the Board of Directors approved Appendix 3 to the Management Report which contains the directors' biographies.