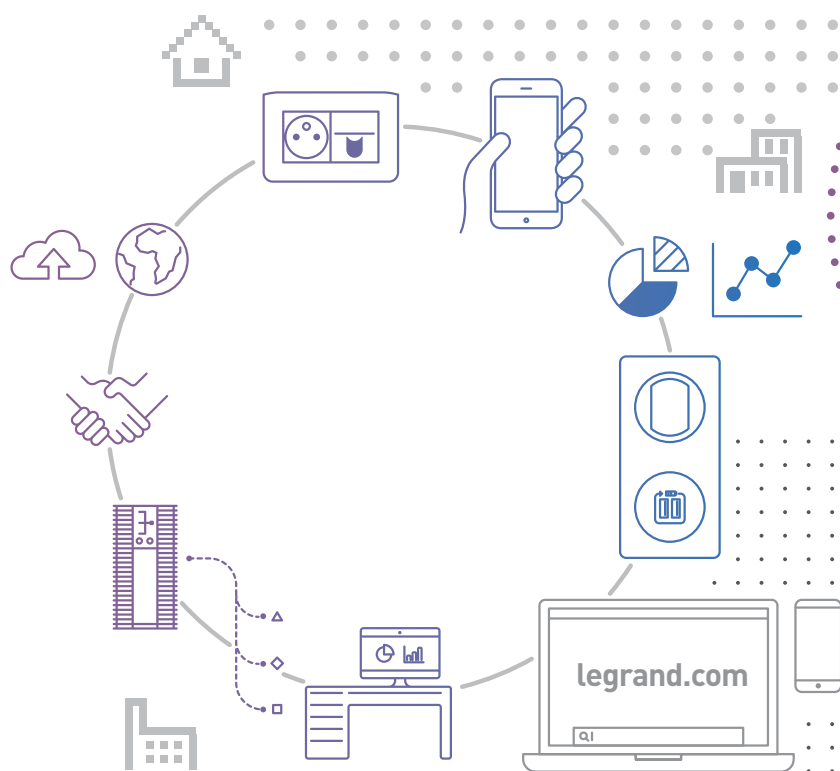


INTEGRATED REPORT

2019





2019

L INTEGRATED REPORT

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MESSAGE

FROM THE CHIEF EXECUTIVE OFFICER



Benoît Coquart,

CEO

SOLID INTEGRATED PERFORMANCE IN 2019

Legrand maintained its momentum for profitable and sustainable growth in 2019, with both its financial and non-financial performance being fully in line with targets for the year. Sales rose a total +10.4%, including +2.6% organic growth, and adjusted operating margin before acquisitions (2018 scope) came to 20.4%. Non-financial performance was ahead of schedule, with 113% achievement rate of Group's CSR roadmap, reflecting its commitment to all stakeholders.

Legrand also pursued its initiatives to further strengthen its value creation model:

- sustained deployment of our Eliot program – with a 29% increase in sales generated by connected products, including organic growth up +10%;
- active acquisitions drive, with three new deals completed in 2019; and
- further performance-enhancing measures.



Sales

€6,622 million



Around

39,000 employees
worldwide



Operations in close to

90 countries

and products distributed in close to

180 countries



Market capitalization of around

€15.6 billion

at the end of March 2020.

Member of the CAC 40 index and
of various benchmark ESG indices.

“ In 2019, in a mixed economic environment, Legrand delivered a solid integrated performance that was fully in line with its targets for the year and its value-creating medium-term business model. In keeping with its ambitions, in 2019, Legrand pursued initiatives aimed at strengthening its profitable growth profile and leading positions.”

A VALUE-CREATING BUSINESS MODEL

Legrand's development is driven by the technological and social changes that are having a lasting and profound impact on buildings. These include digitalization, longer life expectancy, urbanization, solutions helping to reduce energy consumption, efforts to combat global warming and the introduction of new technologies and approaches, such as voice control.

By harnessing these megatrends, Legrand's purpose is to improve life by transforming spaces where people live, work and meet with electrical, digital infrastructures and connected solutions that are simple, innovative and sustainable. Our approach is built on forging close partnerships with industry players, fostering diversity and inclusiveness within our teams, and enhancing the environmental and social footprint of our operations—with the aim to set the standard for our sector of activity.

To achieve this, the business model is built around robust market positions and on fundamentals that have delivered sustained success over many years:

- a clear and proven strategy formulated around our two key growth drivers: i) organic growth, especially through innovation and the increasing digitalization of our product offering, and ii) external growth through bolt-on acquisitions;
- unwavering attention to customer experience, for both professionals and individuals;
- well-respected financial discipline and a culture of continuous improvement in performance, which we cultivate through multiple manufacturing initiatives;
- commitment of employees, who share a strong culture of accountability, empowerment, simplicity in dealings with others, rapid decision-making and commitment;
- deployment of ambitious CSR roadmaps;
- governance aligned with best practices.

FOR THE BENEFIT OF ALL OUR STAKEHOLDERS AND GLOBAL PRIORITIES

At Legrand, we believe we need to analyze our overall performance in terms of how well we meet the expectations of all our stakeholders. These obviously include our customers and workforce, but also our suppliers, shareholders, public authorities and communities, and we also need to consider natural resources and the environment.

That's why we signed up to the United Nations Global Compact and have pledged to help meet the Sustainable Development Goals for 2030 – These long-term goals help shape our CSR roadmaps, which set out for each year demanding public commitments in areas such as reducing CO₂ and VOC emissions, diversity and improvement in health and safety in the workplace. They also guide the products and solutions we market, which, for example, already cut our customers' CO₂ emissions by close to 2.5 million tons in 2019 alone.

Finally, this integrated report charts our progress with grasping opportunities for value creation in a sustainable, responsible and profitable manner. It is based on the framework drawn up by the International Integrated Reporting Council (IIRC), and it complements other publications.

Benoît Coquart,
Chief Executive Officer

STRATEGIC POSITIONING

► An accessible market worth over €110 billion, driven by megatrends

Legrand is a global player in electrical and digital infrastructure for tertiary, residential and industrial buildings.

Social and technological megatrends, and those relating to customer habits, offer the Group long-term growth prospects. Buildings are the central focus of these developments.

SOCIAL MEGATRENDS



- Growing and aging populations
- Rise of the middle classes in new economies
- Climate change and energy savings
- Health and wellbeing
- Growing urbanization

CUSTOMER-RELATED MEGATRENDS



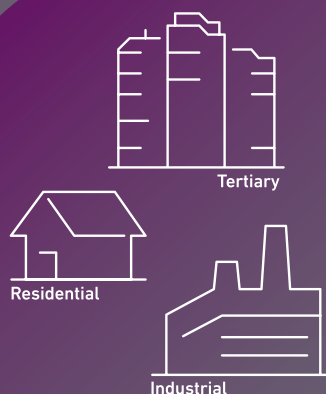
- Mobility
- Connected living
- E-commerce
- The Internet of me
- Collaborative and remote working
- Personal data protection
- Responsible consumption

TECHNOLOGICAL MEGATRENDS



- Wireless
- Voice control
- Sensors
- Fiber optics
- Big Data and blockchain
- Artificial intelligence

SECTORS



- Smart buildings
- Connected home
- Energy efficiency and sustainable energies
- Assisted-living systems
- High-performance infrastructure
- Smart cities
- Industry 4.0

Around **10%** of the world's population still has no access to electricity.

Buildings are responsible for **36%** of energy consumption*.

The number of people aged over 80 is expected to **triple** between now and 2050**.

* Source: International Energy Agency (IEA).

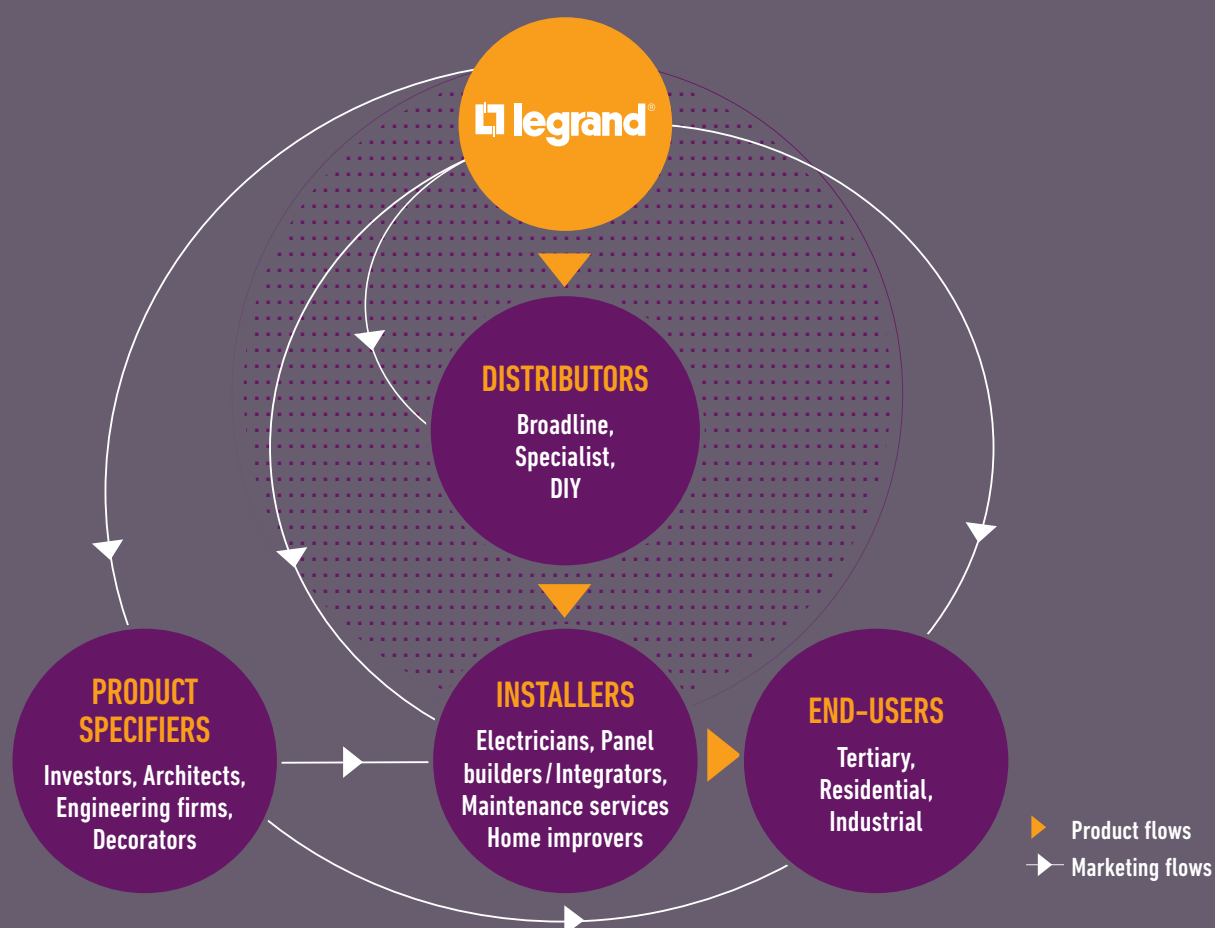
** Source: United Nations Organization.

LEGRAND, THE GLOBAL SPECIALIST IN ELECTRICAL AND DIGITAL BUILDING INFRASTRUCTURES

► Present across all parts in the economic chain

The depth of Legrand's offering, geared towards low-voltage applications in tertiary, residential and industrial buildings, makes the Group a global benchmark for all the players in its economic chain:

- **distributors**, to which Legrand sells its products,
- **electrical contractors**, who install Legrand's solutions in buildings,
- **product specifiers** (architects and engineering firms), who recommend the Group's solutions,
- **end-users** (individuals, companies and building managers).



► A broad product range

Legrand offers a wide range of more than 300,000 product lines and solutions that are straightforward, innovative and sustainable.

Group solutions are installed in spaces where people live (individual and collective housing, hotels, etc.), work (offices, datacenters, industrial sites etc.) and meet (shops, hospitals, schools and universities etc.).



Worldwide, our catalogs offer more than 100 product categories to:

- **control electrical installations** (switches, user interfaces, etc.);
- **make power available** (domestic and industrial power sockets, USB connectors, etc.);
- **supply power to workstations** (mobile or flush-mounted sockets, floor boxes, etc.);
- **Provide a secure, stable and optimized power supply** (Uninterruptible Power Supply (UPS), transformers, harmonic filters, etc.);
- **protect electrical installations** (residential or power protection panels, circuit-breakers, etc.);
- **ensure the flow of electricity** through buildings (cable management, busbar trunking etc.);
- **secure buildings** (intrusion alarms, access controls, technical alarms, smart locks, etc.);
- **welcome and screen visitors** (audio and video door-entry systems, doorbells, etc.);
- **regulate temperature and sunlight** (thermostats, shutter controls, etc.);
- **provide structured cabling** (cabinets and enclosures, patching racks, copper and fiber-optic connectors, etc.);
- **organize** a datacenter's white-space **infrastructure** (Power Distribution Units (PDU), cabinets and racks, busways, etc.);
- **command lighting control systems** (detectors, lighting control systems, specification-grade architectural lighting for commercial buildings, etc.);
- **distribute audio and video signals** (support systems, video-conferencing solutions, etc.);
- **ensure that people can move around buildings and exit them safely** (emergency lighting, pathway marking solutions, etc.);
- **provide assisted living solutions** (personal alarm systems, sockets for easy unplugging, etc.);
- **measure and control power consumption** (smart electrical panels, eco-meters, load-shedding devices, etc.);
- **recharge electric vehicles** (kits, sockets and recharging stations, etc.);
- **remotely control and manage** all infrastructure and systems in homes and all kinds of smart buildings.

In 2019

Legrand generated over 12% of sales from connected products (Eliot program), of which 63% in non-residential buildings. These solutions with enhanced value in use deliver sustainable benefits to individuals and professionals, contractors and end-users.

► An organization structure supporting the Group's strategy and customers

THE GROUP'S ORGANIZATIONAL STRUCTURE IS BASED ON TWO DISTINCT ROLES:

THE FRONT OFFICE, is organized by country and consists of sales (in a broad sense) and operational marketing, aimed at meeting the specific needs of each market.

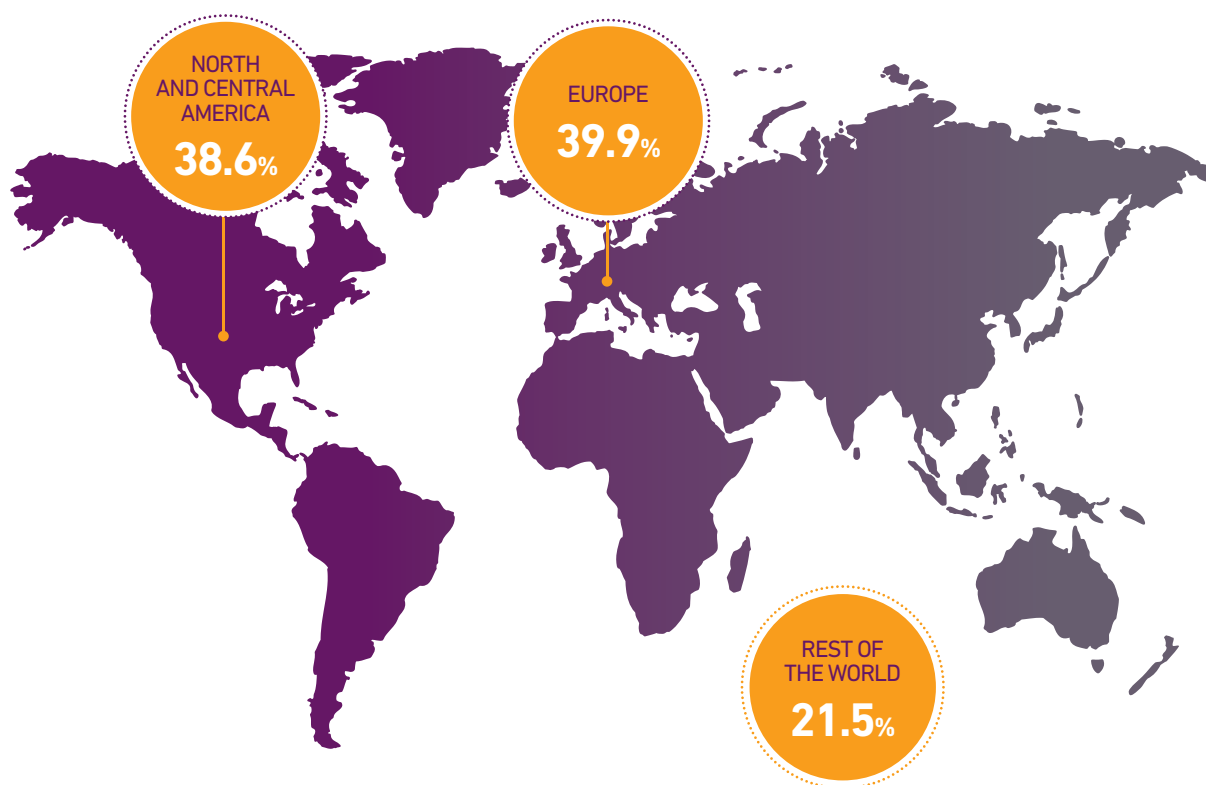
THE BACK OFFICE, brings together activities linked to strategy, industrial operations (innovation, research and development, manufacturing, purchasing and supply chain), and general administration, organized globally.

► Global presence

Legrand's products are sold under more than **70 brands** across close to 180 countries. The Group has sales and manufacturing operations in nearly **90 countries**.

2019 SALES

BY GEOGRAPHICAL REGION (BY DESTINATION)



2019 SALES

BY END-MARKET



56%

TERTIARY



39%

RESIDENTIAL



5%

INDUSTRIAL

INTEGRATED STRATEGY

TWO GROWTH DRIVERS: ORGANIC GROWTH AND ACQUISITIONS

CLOSE TO
5%
OF SALES INVESTED IN R&D
ON AVERAGE BETWEEN
2010 AND 2019

APPROXIMATELY
50%
OF INVESTMENTS DEVOTED
TO NEW PRODUCTS ON
AVERAGE BETWEEN 2010 AND 2019

10
ACQUISITIONS COMPLETED
IN 6 DIFFERENT COUNTRIES
BETWEEN 2018 AND 2019

CLOSE TO A FURTHER
€400 million
RELATED
TO ACQUISITIONS
MADE IN 2018 AND 2019

► Organic growth driven by innovation and sales and marketing initiatives

To learn more:
Chapter 2 of the Universal Registration Document

Organic growth is driven by **innovation**, through **regular new product launches** and ongoing **sales and marketing initiatives**. In addition, Legrand has established **technological and commercial partnerships** to spur on innovation, speed up development and push the entire industry forward.

Investment in innovation has sparked numerous success stories, driven by pioneering technology.

Under the Eliot program, for example, Legrand was the first in the market to introduce:

- **connected user interfaces** (Céliane with Netatmo, Living Now with Netatmo, etc.);
- **smart video door-entry systems** (including the Classe 300x and Classe 100x systems);
- **connected emergency lighting systems**.

► External growth underpinned by a strategy of selective targeted acquisitions

Legrand's targeted acquisitions strategy focuses on small- and medium-sized companies, referred to as bolt-on acquisitions, that complement the Group's existing activities, strengthen its positions and expand its accessible market year after year.

The Group has made 173 acquisitions since 1954 and invested an average of €427 million per year between 2010 and 2019.

In 2019, Legrand has acquired more specifically three companies:

- **Universal Electric Corporation**, the undisputed American leader in busways for datacenters;
- **Jobo Smartech**, the Chinese leader in connected hotel-room management systems (lighting, ambient temperature, etc.);
- **Connectrac**, an innovative US company specializing in over-floor power and data distribution.

FOCUS ON ELIOT PROGRAM

Since 2015, Legrand has accelerated investments in developing internet of things solutions under the Eliot program.

• NEW TARGETS FOR 2022

Double-digit organic growth in sales of connected products between 2018 and 2022, or sales of over €1 billion.

• WORKS WITH LEGRAND

This portal enables third parties (start-ups, large groups, manufacturers, IoT platforms, etc.) to connect to Legrand solutions so they can offer new services and features. Since 2018, more than 330 applications have been developed by over 1,100 partners.



PROFITABLE AND SUSTAINABLE GROWTH, CONTRIBUTING TO THE UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS (SDGs)

PEOPLE



BUSINESS ECOSYSTEM



ENVIRONMENT



LEGRAND PRODUCTS AND SOLUTIONS CONTRIBUTE TO THE SDGs



Products and solutions afford the broadest possible **access to reliable and sustainable electrical installations** (SDG 7 - Affordable and clean energy).



Products are generally **manufactured as close as possible to the markets** where they are sold, and so they contribute to the **development of local economies**. (SDG 9 - Industry, innovation and infrastructure).



Our extensive range of energy efficiency solutions catering to every type of building helps our customers **reduce their carbon footprint** (SDG 13 - Climate action).



Most of our products are **eco-friendly by design** and provide users with **transparent environmental information** (SDG 12 - Responsible consumption and production).

INTEGRATED STRATEGY

PROFITABLE AND SUSTAINABLE GROWTH, IN A LOGIC OF PROGRESS FOR THE WHOLE STAKEHOLDERS AND THE PLANET

PROFITABLE AND SUSTAINABLE GROWTH, IN A LOGIC OF PROGRESS FOR THE WHOLE STAKEHOLDERS AND THE PLANET

1 A CSR program embedded in the business model and aligned with global priorities

Legrand's Corporate Social Responsibility spans the environmental, ethical and societal aspects of our operations and growth plans around the world.

It is where our business activities and strategy intersect with the global challenges we face. It represents a commitment by our whole organization: all subsidiaries and entities are stakeholders in the CSR strategy, and they implement it globally.

3 A CSR program developed jointly with stakeholders

Risks and priorities arising from the business model are identified through a materiality survey of stakeholders and also through our risk mapping efforts.



2 A CSR program aligned with international standards:

- the 10 Principles of the United Nations Global Compact;
- The United Nations Sustainable Development Goals (SDGs) for 2030;
- the Universal Declaration of Human Rights;
- the Declaration of the International Labour Organization (ILO);
- the GRI (Global Reporting Initiative) and ISO 26000 standards.

Legrand has also joined the Science Based Targets initiative (backed by the WWF, the United Nations Global Compact, the World Resources Institute and the Carbon Disclosure Project).

4 A longstanding CSR program

Multi-year CSR roadmaps set out the priorities and targets for the Group and each subsidiary. The Sustainable Development function was created in 2004 and the first published CSR roadmap dates back to 2007.

Broad involvement in extra-financial performance

- **Strategy and Social Responsibility Committee:** it is made up of six members of the Board of Directors and contributes to consistency between the CSR priorities and Group strategy.
- **Compensation criteria:** non-financial performance has a significant influence over the compensation of Group executives and decision-makers (CEO, members of the Executive Committee, country managers, functional managers, etc.).

To learn more:
Chapter 4 of the Universal Registration Document

10 KEY CHALLENGES FOR 2021



BUSINESS ECOSYSTEM

All along the value chain, Legrand aims to address the expectations of business stakeholders, suppliers, users and partners, in order to ensure progress for all in strict compliance with ethical rules.


**PROVIDE
SUSTAINABLE SOLUTIONS**


**ENSURE SUSTAINABLE
PURCHASING**


ACT ETHICALLY



PEOPLE

All over the world, Legrand is committed to ensuring the greatest respect for human rights, diversity, safety, wellbeing, health and talent among its employees and communities.


**RESPECT HUMAN RIGHTS
AND COMMUNITIES**


**PROMOTE HEALTH, SAFETY
AND WELL-BEING AT WORK**


DEVELOP SKILLS


**PROMOTE EQUAL OPPORTUNITIES
AND DIVERSITY**



ENVIRONMENT

It is Legrand's responsibility to limit the environmental impact of its activities, and leading the way forward to a low-carbon society.


**LIMIT GREENHOUSE
GAS EMISSIONS**


**INNOVATE FOR CIRCULAR
ECONOMY**


**COMBAT
POLLUTION**

3 AMBITIONS FOR 2030

INCREASE THE SHARE OF SUSTAINABLE INCOME

Derive 80% of the Group's sales from sustainable products.

STRENGTHEN THE POSITION OF WOMEN AT LEGRAND

Ensure that women hold at least one-third of the Group's key roles. Reach gender parity in the workforce.

CONTINUE REDUCING THE CARBON FOOTPRINT

Achieve a 30% reduction in CO₂ emissions directly related to the Group's activities (target validated by Science Based Targets).

INTEGRATED PERFORMANCE

LEGRAND'S MEDIUM-TERM VALUE-CREATING MODEL

Confident in the soundness of its model and its ability to fuel lasting profitable growth, Legrand confirmed in 2019 its medium-term model:

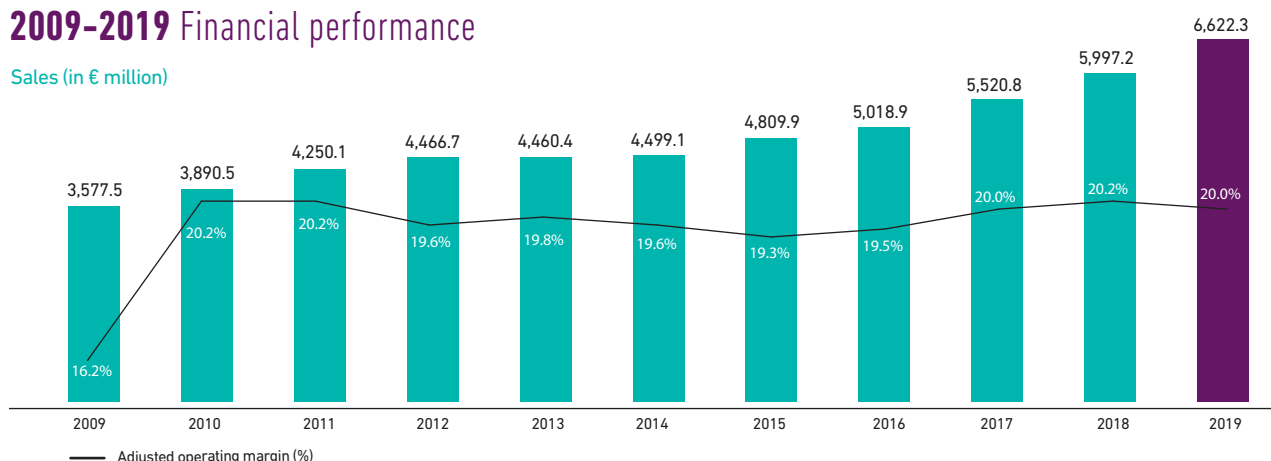
- assuming a buoyant economic backdrop and excluding exchange-rate effects, the Group intends to achieve annual growth in sales and adjusted operating profit of around +10%;
- assuming a lackluster or unfavorable economic backdrop, Legrand will focus on protecting its model, profitability and generation of free cash flow.

Over a full economic cycle, and excluding any major economic slowdown, this model would result in average annual total growth in sales above that of the Group's reference markets, adjusted operating margin averaging around 20% of sales, normalized free cash flow ranging on average between 13% and 14% of sales, and an attractive dividend.

Legrand also intends to continue rolling out an ambitious approach to CSR, driven by demanding roadmaps.

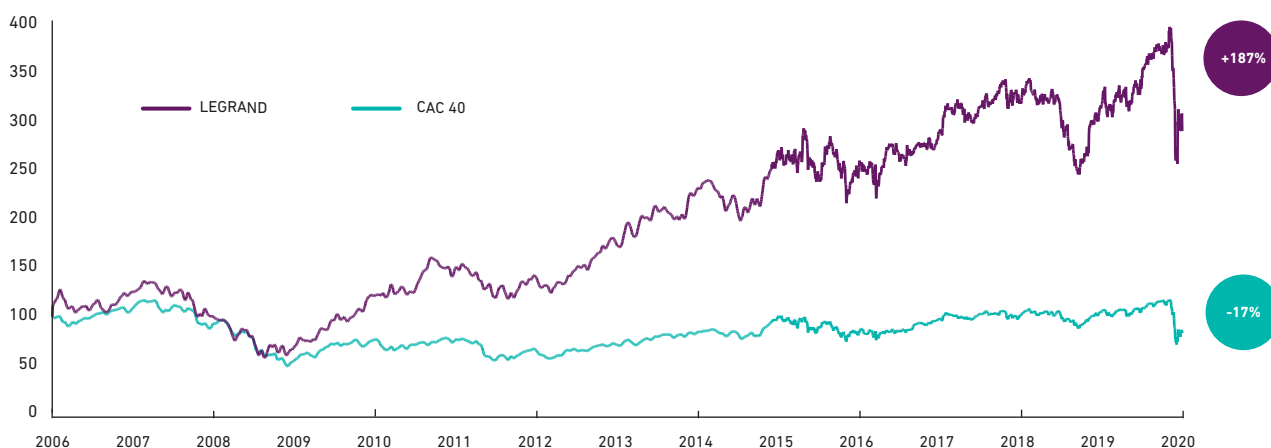
2009-2019 Financial performance

Sales (in € million)

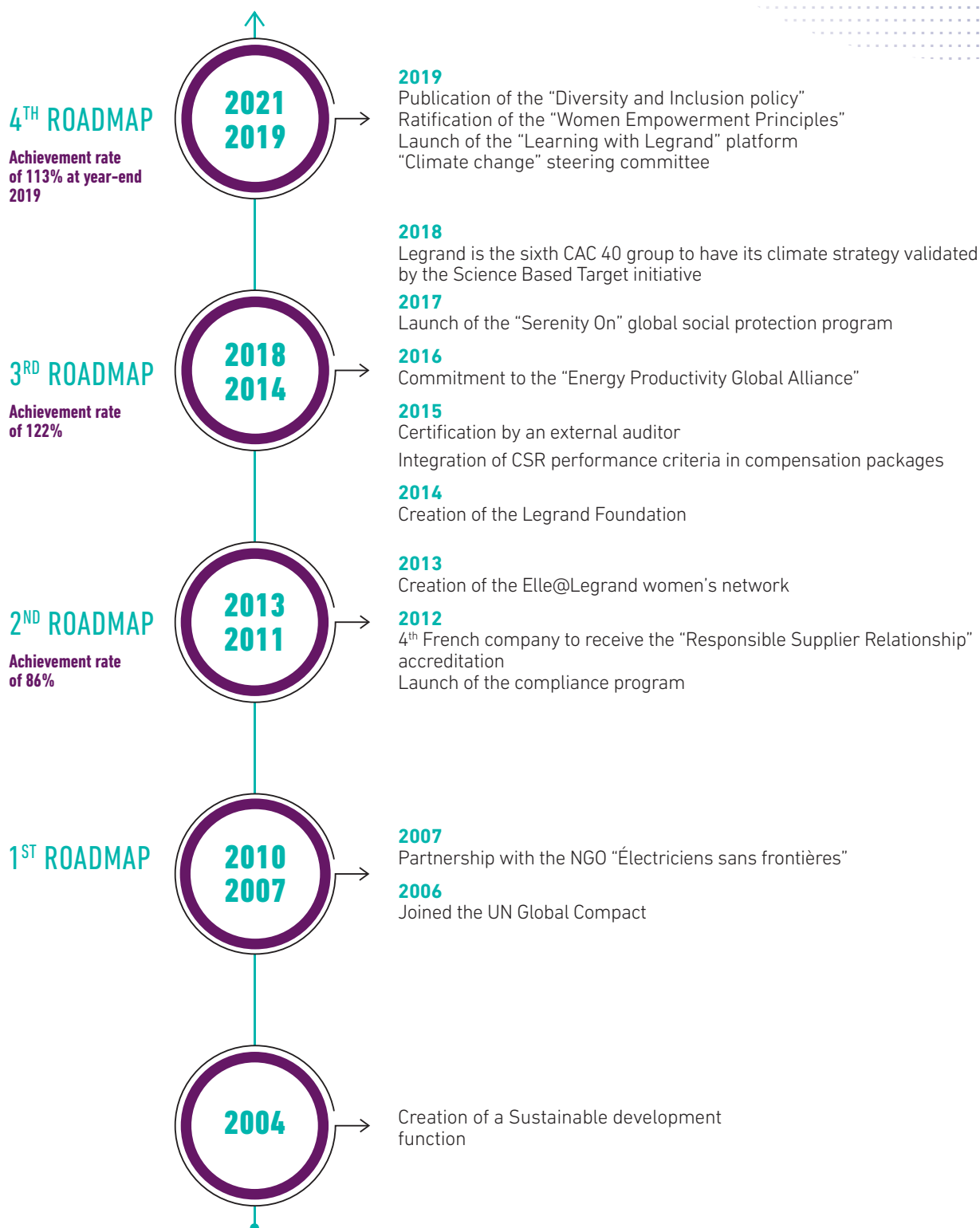


Share price performance

Between April 6, 2006 and April 15, 2020
(index 100 in 2006)



CSR highlights and performance since 2004



BUSINESS MODEL

PROFITABLE, SUSTAINABLE,
VALUE-CREATING GROWTH

2019 data

HUMAN CAPITAL

- Around **39,000** employees
- Over **2,600** people working in R&D in more than 20 countries
- Loyal and committed teams

INDUSTRIAL CAPITAL

- More than **130** manufacturing and logistics sites in 31 countries
- **81%** of sites ISO 9001-certified
- **91%** of sites ISO 14001-certified

FINANCIAL CAPITAL

- Solid balance sheet structure
- Net debt equal to **1.6x** EBITDA
- Investment-grade credit rating

INTELLECTUAL CAPITAL

- About **3,500** patents
- Over **70** trademarks
- More than **300,000** product references

SOCIAL CAPITAL

- **60%** of purchases from suppliers that have embraced Global Compact principles
- Corporate sponsorship (Électriciens sans frontières, Fondation Agir Contre l'Exclusion), technological alliances, commercial partnerships

NATURAL CAPITAL

- Land
- Raw materials
- Other natural resources

Global presence in electrical and digital building infrastructures, a market driven by megatrends

EXTERNAL GROWTH

47 acquisitions
from 2009 to 2019

€4.3 billion invested

ORGANIC GROWTH

Innovation

- 4.8% of sales invested in R&D in 2019
- More than 40 connected product categories (Eliot)

Commercial excellence

- 96.5% of sales covered by a CRM
- 124 million page views
- Digital initiatives: e-marketing, data analytics
- More than 100 showrooms and concept stores

LEADERSHIP POSITIONS

~ **2/3** of sales generated by no. 1 or no. 2 market positions

At least one leadership position in more than **45** countries

Solutions that are

- Reliable
- Accessible

and with significant added-value through their

- Features
- Simplicity
- Comfort
- Security
- Aesthetics

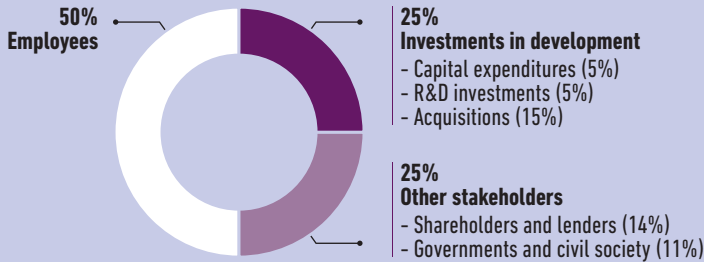
LONG-TERM VALUE CREATION

€ 6.6 billion in sales
including €819 million from connected products

20.0 % adjusted operating margin (as a % of sales)

€ 1,009.8 million of normalized free cash flow

BREAKDOWN OF VALUE ADDED BY STAKEHOLDER (2009-2019)



BUSINESS ECOSYSTEM

- 60 partnerships since 2014
- Around 1 million customers trained since 2014
- Systematic follow-up and improvement plans for CSR risky suppliers
- Over 4,000 staff members trained in 2019 to Business ethics



PEOPLE

- 61% of countries deploying a Charitable policy towards local communities
- 2.5 million people benefiting from electricity supply projects carried out with Électriciens sans frontières since 2007
- - 16% reduction in the frequency of workplace accidents between 2018 and 2019
- 83% of employees covered by the Serenity On program
- 85% of employees received at least 4 hours' training during the year
- Steady increase in the number of women holding key positions



ENVIRONMENT

- 90% of waste recovered
- 6% reduction in direct CO₂ emissions between 2018 and 2019
- 7 million metric tons of CO₂ emissions avoided through our energy efficiency solutions since 2014
- 62% of sales covered by PEP (Product Environmental Profile)

Legrand, the sixth CAC 40 company to be recognized by the Science Based Target Initiative for its commitment to reducing greenhouse gas emissions

RISK MANAGEMENT

SERVING PERFORMANCE

► Group risk mapping

To learn more:
Chapter 3 of the Universal Registration Document

As the Group and its operating environment changes, risk mapping identifies risks and opportunities that are likely to significantly impact the Group's strategy, operations, financial position or reputation, and to mitigate them.

Risk factors may be external (regulatory changes, cybercrime, technological developments, market trends, climate change, natural catastrophes etc.) or internal (equipment or human failure, fraud, non-compliance with regulations, etc.).

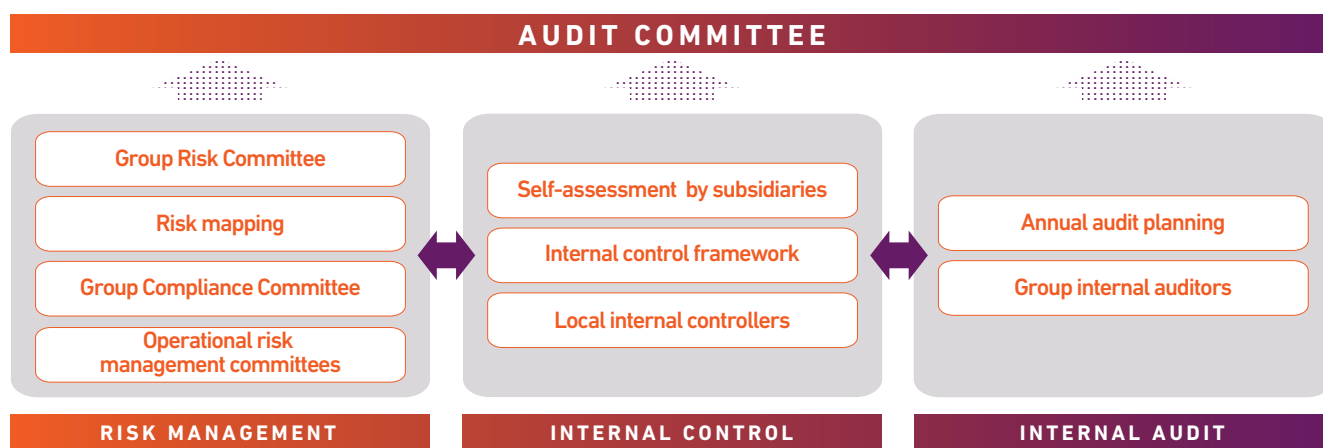
Risk management is an ongoing task for which all Group managers are responsible.

A dedicated governance framework is in place consisting of:

- a risk manager in charge of overseeing the process,
- a risk committee chaired by the Chief Executive Officer,
- operational risk committees in some departments,
- the Audit Committee, charged with assessing the organization and the system's effectiveness.

The approach is based on identifying and ranking risks based on their impact, probability and estimated level of control.

► Dedicated governance framework



RISK MANAGEMENT IS A KEY ASPECT OF THE GROUP'S OPERATIONS AND SAFEGUARDING ITS INTEGRATED PERFORMANCE

► Risks and opportunities associated with the business model

The risk mapping programs identify the risks and opportunities associated with our business model.

ASPECTS OF THE BUSINESS MODEL	ASSOCIATED RISKS AND OPPORTUNITIES
Organic growth and innovation - Particularly related to the Internet of Things	• Technological disruption and digital transformation • Personal data protection • Failure in launching a major project
Acquisitions	• Detecting acquisition targets, acquiring them and integrating them within Legrand
Leadership positions	• Changes in product standards and regulations • Ability to adjust prices • Product quality and safety • Brand and reputational damage
Human capital	• Attracting and retaining talent • Adapting skills to requirements • Employees engagement
Intellectual capital	• Intellectual property, patent protection, infringement of third-party rights, counterfeiting
Industrial capital	• Raw materials and component shortages • Failure of a strategic supplier • Unavailability of a production, storage or logistics site
Social capital	• Poor practice among suppliers • Environmental impact • Employment practices • Business ethics • Tax
Financial capital	• Financing and liquidity risk • Counterparty risk • Value of brands and goodwill
Natural capital	• Risks related to climate change
Creation of financial value added	• Failure to achieve the expected financial performance • Reliability of accounts and internal control • Foreign currency risk • Customer credit risk
Global presence	• Country risk

GOVERNANCE

CENTRAL TO ALL ISSUES

► Board of Directors: independence, diversity and variety of skills

Legrand is listed on Euronext Paris and is a member of the CAC 40⁽¹⁾.

Our shareholder base is international, and is mainly located in the United States, France, the United Kingdom and various other European countries. Its free float is 96%. We pay particular attention to our governance, ensuring that it meets the highest standards, not only to comply with legal requirements but to act in the interests of all our stakeholders. We abide by 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 Board of Directors exercises the powers vested in it by law to act in the company's interest in all circumstances. The Board's decisions are made within the context of the Group's sustainable development approach. The Board of Directors is thus made up of individuals with varied and complementary profiles. They possess strategic, financial and specific skills such as financial communication, CSR, talent management and marketing.

THE MEMBERS OF THE BOARD OF DIRECTORS ARE AS FOLLOWS⁽¹⁾:



PROPORTION OF INDEPENDENT
DIRECTORS*

80%

GENDER BALANCE
ON THE BOARD OF DIRECTORS*

50% 50%

NATIONALITIES REPRESENTED
ON THE BOARD OF DIRECTORS

5

* These figures do not include the director representing employees.

(1) On the date this Universal Registration Document was registered.

To find learn more:
Chapter 6 of the Universal Registration

7
MEETINGS OF
THE BOARD IN 2019

94%
DIRECTOR ATTENDANCE
RATE AT BOARD MEETINGS

1
MEETING HELD BY DIRECTORS
WITHOUT INTERNAL
AND EXECUTIVE DIRECTORS

EVALUATION OF THE BOARD AND ITS
COMMITTEES CONDUCTED "INTERNALLY"
AND INCLUDING AN ASSESSMENT
OF THE INDIVIDUAL CONTRIBUTION
OF EACH DIRECTORS

Since 2017, Legrand ranked consistently among the top quartile of CAC 40 companies
in terms of governance practices according to the "CAC 40 governance"
index launched by Euronext in partnership with Vigeo EIRIS.

8
MEETINGS
OF THE AUDIT
COMMITTEE

3
MEETINGS
OF THE COMPENSATION
COMMITTEE

4
MEETINGS
OF THE STRATEGY AND
SOCIAL RESPONSIBILITY
COMMITTEE

3
MEETINGS
OF THE NOMINATING
AND GOVERNANCE
COMMITTEE

98%
DIRECTOR
ATTENDANCE RATE
AT BOARD SPECIALIZED
COMMITTEE MEETINGS

2
MEETINGS
OF THE AD HOC
COMMITTEE

► The Executive Committee: a multi-disciplinary and experienced team

The Executive Committee is made up of a close-knit nine-member team, with a varied and complementary range of expertise. All its members understand the Group's core business and its development issues.

This Committee brings together representatives from country management teams and country operational support departments. On the date the 2019 Universal Registration Document was filed, the Executive Committee, which included three women, was made up as follows:

Name	Duties	Year of arrival
Mr. Benoît COQUART	Chief Executive Officer	1997
Ms. Karine ALQUIER-CARO	Executive VP Purchasing	2001
Ms. Bénédicte BAHIER	Executive VP Human Resources	2007
Mr. Antoine BUREL	Deputy Chief Executive Officer, Executive VP Group Operations	1993
Mr. Jean-Luc CARTET	Executive VP Asia-Pacific, Middle East & Africa and South America	1992
Ms. Gloria GLANG	Executive VP Strategy and Development	2019
Mr. Franck LEMERY	Chief Financial Officer	1994
Mr. John SELLDORFF	President and Chief Executive Officer of Legrand North & Central America	2002
Mr. Frédéric XERRI	Executive VP Europe	1993



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