

TOGETHER IMPROVING LIVES

2021 Integrated report



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Message from Benoît Coquart, Chief Executive Officer of Legrand

Sales
 €7.0 billion

Over
 38,200
employees worldwide

Operations in close to
 90 countries
and products distributed in close to
180 countries

Market capitalization of around
 €27.5 billion
at December 31, 2021.
Constituent of the CAC 40
and CAC 40 ESG indexes.



Benoît Coquart, Chief Executive Officer

Record financial results and solid ESG performance in 2021

The more rapid pace of our profitable and responsible value creation was evident in Legrand's 2021 performance, following an unprecedented 2020, which highlighted the resilience of our business model.

From a financial perspective, the Group posted record results in a still changing environment (pandemic and supply chain pressures):

- sales of €7 billion, up 14.7% on the previous year and up 5.6% versus 2019, powered by marked organic growth of 13.6% over the year and of 3.7% versus 2019;
- adjusted operating profit representing 20.5% of sales, up 8.1% versus 2019, and net profit up 32.8% versus 2020 and up 8.3% versus 2019; and
- normalized free cash flow representing 15.4% of full-year sales.

Our non-financial performance was also very strong. Our fourth CSR roadmap's overall achievement rate was 131% in 2021, its final year, reflecting the full part played by all countries. Particularly noteworthy was the substantial reduction of 28% in our direct CO₂ emissions.



Our achievements in 2021 have underscored our positioning as a leading force in our industry, and our customers, our partners and our teams deserve great credit.”

Strong engagement amid a changing environment

Amid the enduring pandemic situation, we did not compromise on keeping our employees and our whole ecosystem safe (stringent health precautions, easy access to vaccination in a number of countries, solidarity measures, etc.).

We also managed the mounting supply chain pressures and historical inflation levels effectively, ensuring:

- no disruption to our customer service thanks to supply chain adjustments, advance planning with our suppliers and a redesign to supply approach;
- a tight grip on our costs and management of our selling prices, to achieve a high level of profitability and cash generation.

Our achievements in 2021 have underscored our positioning as a leading force in our industry, and our customers, our partners and our teams deserve great credit. Their commitment (2021 employee engagement rate at 80%, a substantial increase of 11 points versus 2017) has been flawless ever since the pandemic began.

Strengthening a unique model that creates value over the long term

In 2021, we further detailed our mid-term model and strategic roadmap. We are accelerating the pace of our profitable and responsible value creation in a market driven by increasingly buoyant structural trends – both historical (electrification, demographic change and development of the middle classes) and more recent (climate crisis, teleworking and assisted living).

Capitalizing on our unique position as a pure-playing powerhouse, generating close to two-thirds of our 2021 sales through leadership positions, we are stepping up our development initiatives, especially in faster expanding segments such as datacenters, connected offerings and energy efficiency programs:

- geographical product launches and roll-outs;
- accelerated digitalization of commercial relationships (more user-friendly apps and product configurators);
- development of promising new distribution channels (e-commerce) and geographical markets (Northern and Eastern Europe, Africa); and
- completion of four acquisitions in a year, accounting for a total of around €250 million in annual sales.

Faster expanding segments accounted for 33% of Legrand's sales in 2021 (versus around 31% in 2020 and 18% in 2015). Our medium-term goal is to increase this figure to 50%.

On the ESG front, as a key player, we increased our commitments to combat climate change, with:

- a carbon trajectory (on Scopes 1, 2 and 3), aligned with the most ambitious objective of the Paris Agreement (1.5°C), validated by the SBTi;
- an array of solutions under our energy efficiency programs already accounting for around 21% of Group sales and enabling our customers to cut their own CO₂ emissions substantially.

In 2022, we will launch our fifth CSR Roadmap targeting four key areas: encouraging diversity and inclusion; reducing our carbon footprint; promoting the circular economy; and continuing to act responsibly vis-à-vis our stakeholders.

Building on a year in 2021 in which we demonstrated the relevance of our strategy, we have set targets for 2022 and the medium term that are aligned with an accelerated value creation benefiting all our stakeholders.

Strategic positioning

Legrand is ideally placed for the next economic cycle

A specialist in a growing industry



Low-risk sector of activity

More resistant to economic cycles



Strategic industry

Strategic industry with a low level of energy intensity supported by authorities under global and regional stimulus plans



Secular trends

Electrification, demographics, shortage of buildings, development of new economies



New trends

Energy efficiency, digitalization, assisted-living systems, working from anywhere, well-being

A unique profile that creates value



Unique pure player in the building sector

"A giant in niches", with close to two-thirds of sales deriving from leadership positions



Responsible value creation

A longstanding, integrated approach to performance, with a leading track-record in terms of profitability, cash generation and CSR



Clear development strategy

Organic growth and selective acquisitions



Agile organization and empowered teams

Committed, execution-focused teams

Extensive product offering

More than 300,000 product references



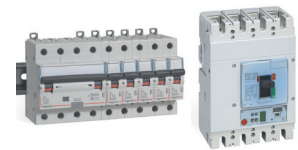
Control electrical installations



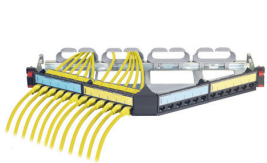
Make power available



Provide a secure, stable and optimized power supply



Protect electrical installations



Install structured cabling



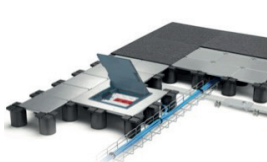
Distribute audio and video signals



Regulate temperature and sunlight



Manage and optimize lighting



Ensure the flow of electricity



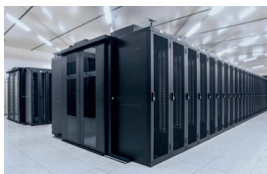
Remotely manage and control all infrastructures



Recharge electric vehicles



Measure and control energy consumption



Organize datacenters' white-space infrastructures



Supply power to workstations



Ensure that people can move around buildings and exit them safely

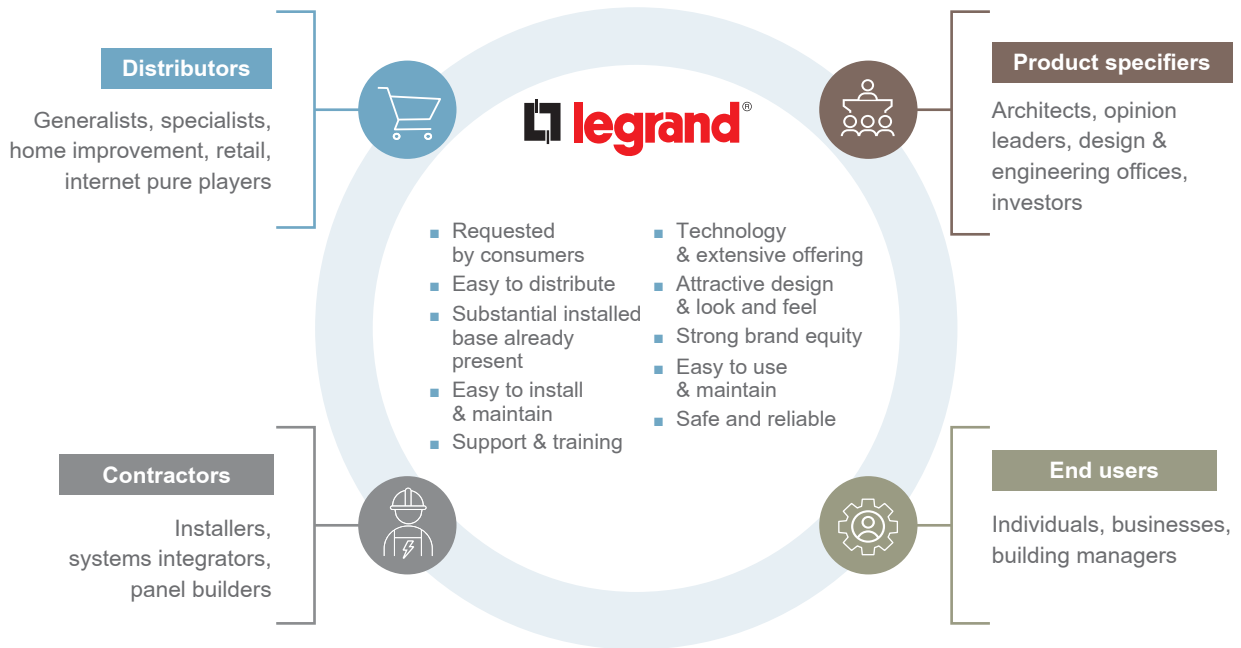


Welcome and screen visitors

Strategic positioning

Legrand: a key player in the value chain

Delivering major benefits to the entire value chain...



... that help to build leadership positions

Sales generated through leadership positions⁽¹⁾



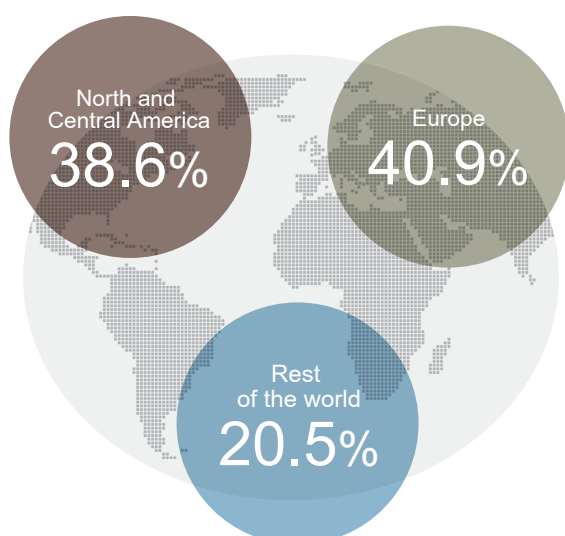
(1) Sales generated by no. 1 or no. 2 market positions for a product range on a given market.

Exposure to structurally positive trends

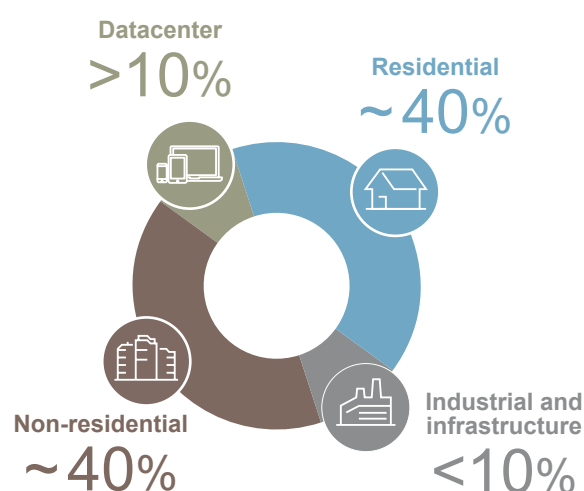
Secular trends	Top-of-the-agenda trends	Post-Covid trends
<p>Demographics Population growth is driving up consumption and infrastructure spending</p> <p>Urbanization Better living conditions, work opportunities and higher incomes are favoring demand for smart applications and for the internet of things</p> <p>Rising middle class Rising middle classes are investing in high-quality digital products, services and technologies</p>	<p>Buildings of the future Smart-Connected-Simple-Safe products and applications are becoming essential</p> <p>Climate emergency More efficient, smarter buildings have a crucial role to play in curbing global warming This trend is supported by higher expectations among customers, stimulus plans recognizing the need to make buildings “greener” and stricter regulations in areas such as energy efficiency and carbon emission reductions</p> <p>Health and wellbeing Societies are putting greater emphasis on well-being and assisted-living systems</p>	<p>Digital lifestyles Digitalization combined with the shift in lifestyles is giving rise to structural trends for buildings in terms of connectivity and standards of comfort</p> <p>Hybrid workplaces Adjustments to office spaces are required (meeting rooms, social distancing) Workspaces will feature greater connectivity and even more embedded technology</p> <p>Online business Digitalization is driving more online purchases and sourcing, plus an increased need for digital infrastructure in all buildings</p>

Balanced exposure (2021 sales)

3 main geographical regions



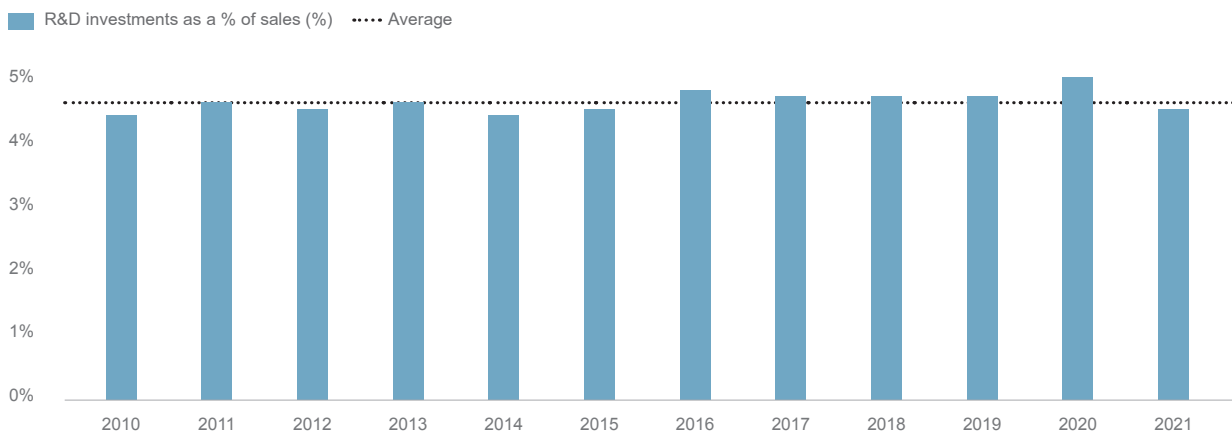
4 main end markets



Strategy focused on growth

Organic growth driven by innovation and by sales and marketing initiatives

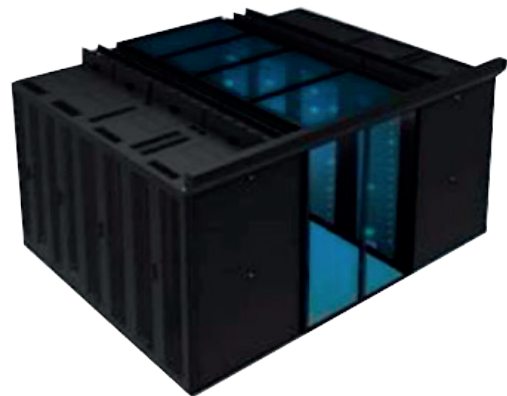
Organic growth driven by product innovation with high levels of investment in R&D



Video door-entry system Classe 300 EOS



Disinfectant lighting technology "Indigo Clean"



Linkeo Datacenter cabinets

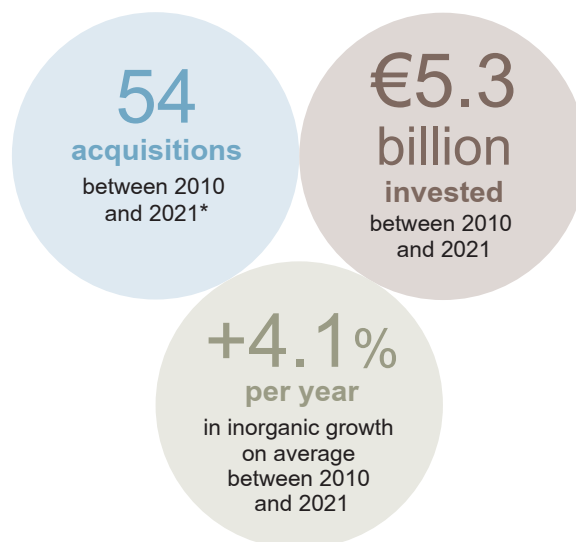
Targeted acquisitions

A still fragmented market made up of close to 3,000 small- and medium-sized businesses, half of which are owned by local players

Close relationships established with around 300 companies representing substantial potential for Legrand

Selective approach: close to 5 acquisitions per year on average since 2010, forming a very good fit with Legrand's business activities and creating value for the Group within 3 to 5 years

Highly efficient docking process



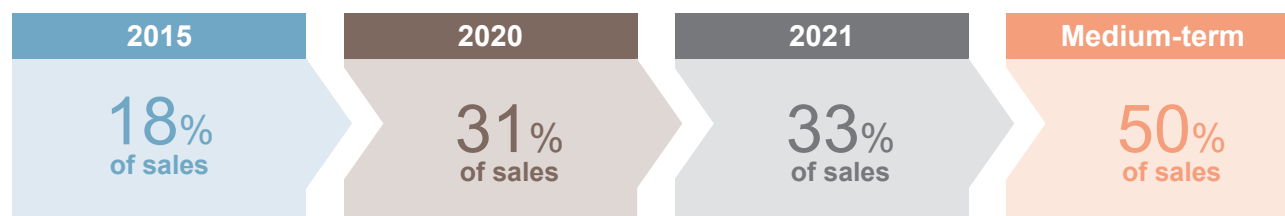
* including Emos.

Accelerated development thanks to faster expanding segments

Three faster expanding segments

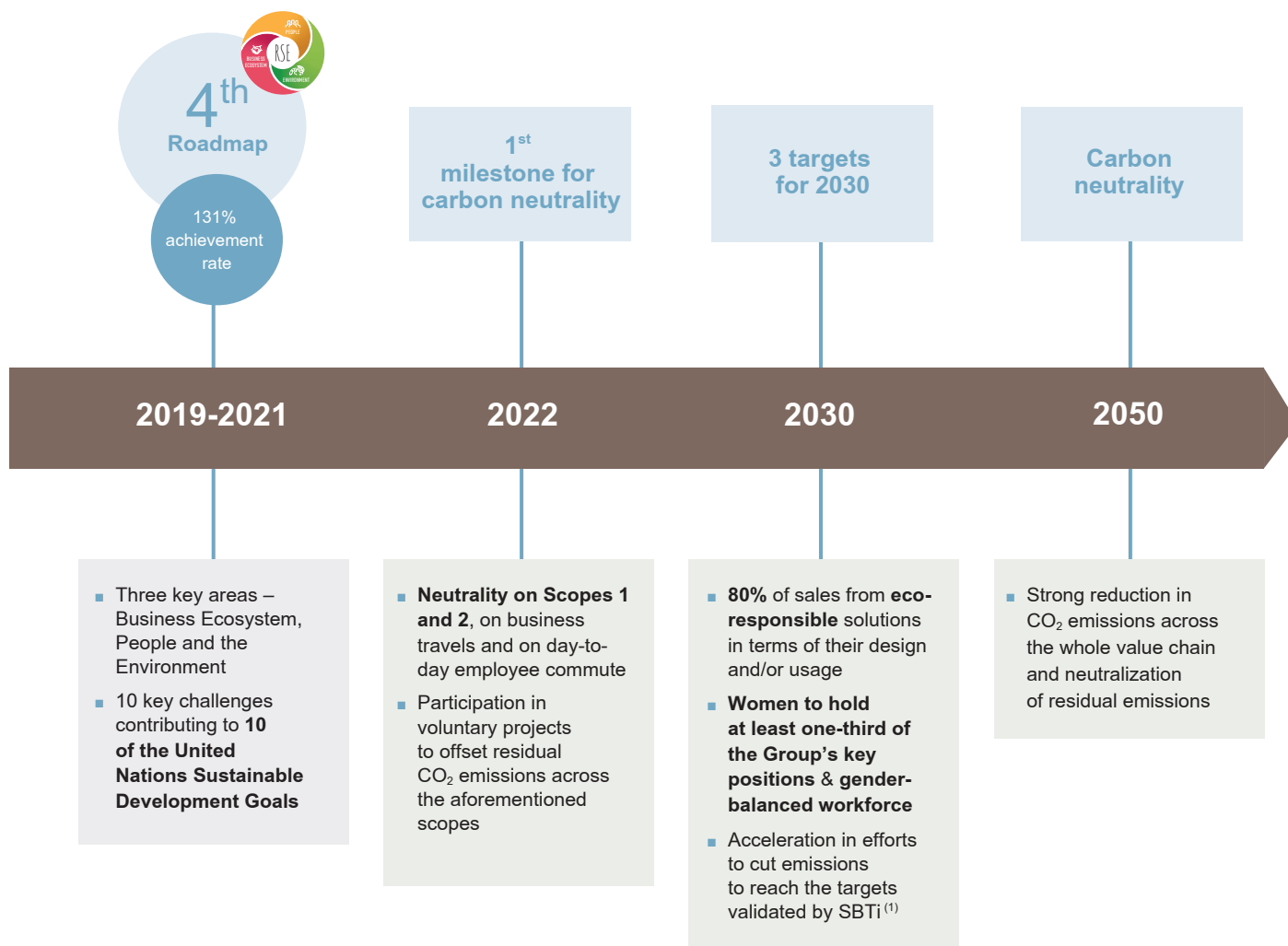
Datacenters	Connected products – Eliot program	Energy efficiency
<p>x2</p> <p>% of Group sales since 2017</p> <p>Close to 13% of the Group's sales in 2021</p>	<p>>40</p> <p>categories of connected products out of >100</p> <p>Around 15% of the Group's sales in 2021</p>	<p>>13</p> <p>million metric tons of CO₂ emissions avoided for our customers since 2014</p> <p>Around 21% of the Group's sales in 2021</p>

A medium-term ambition: generating half of sales in faster expanding segments



Longstanding CSR program





Aligned with priorities and global standards

Main contributions to the United Nations Sustainable Development Goals

Protect and improve the health, safety and well-being of the occupants of living spaces



Encourage diversity and inclusion at work



Equip buildings with more reliable and efficient energy supplies to help combat climate change



Supply products and solutions that are sustainable and part of the circular economy, safe, resource efficient, and transparent on their impact



(1) For more information, please refer to the press release of July 30, 2021.

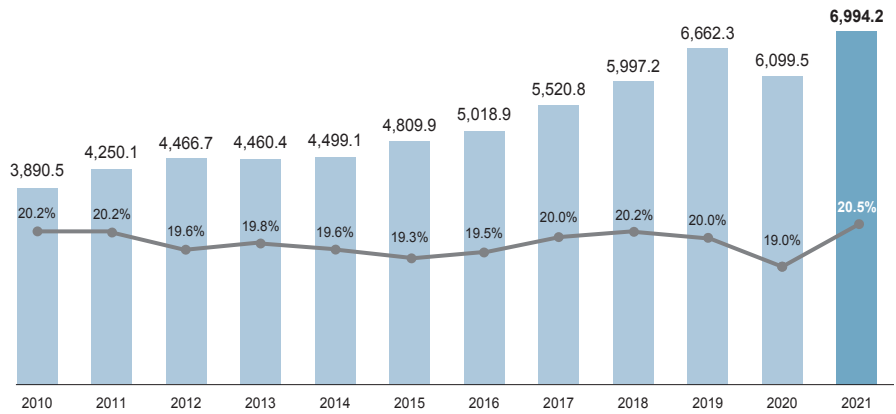
Integrated performance

Historical performance

2010-2021 historical financial performance

Sales (€ million) and **adjusted operating margin** (as a %) 2010 to 2021

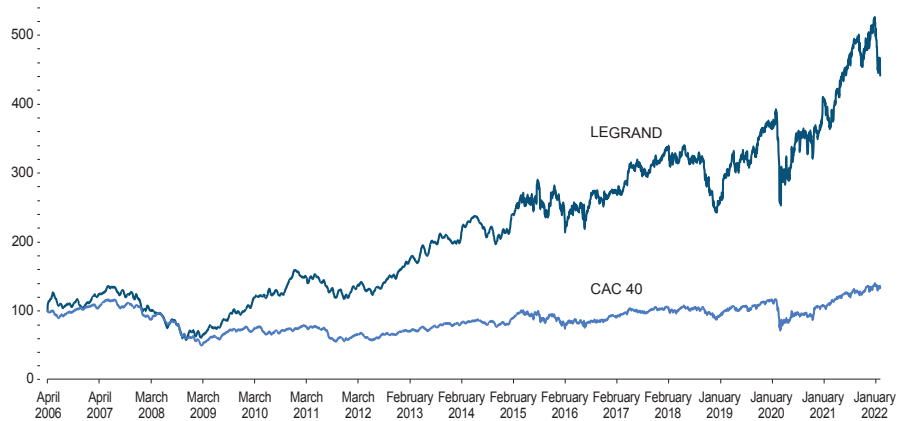
— Adjusted operating margin (%)



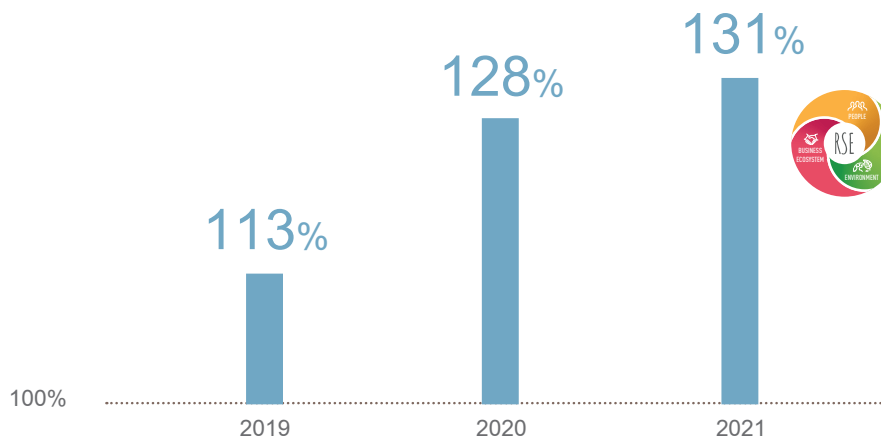
Share price performance

Between April 6, 2006 and February 11, 2022 (rebased 100 in 2006)

Annualized total shareholder return including reinvestment of dividends: 14% (at December 31, 2021)



2019–2021 non-financial performance



Mid-term outlook driving value creation

Sustained sales growth

+5% to +10%
average annual growth in sales
excluding exchange-rate effects

- Supported by a strengthened business model
- Market expansion driven by structural trends and new addressable segments (> €30 billion)
- Organic growth profile strengthened with faster expanding segments from 33% of sales in 2021 to 50% in the medium term
- Bolt-on acquisitions strategy to be pursued with 3 to 6 deals per year

~20% of sales adjusted
average operating margin

- Supported by volume-related leverage, sector-benchmark ability to raise selling prices, and solid cost management
- Full absorption of:
- Investments in organic growth
 - Dilutive impact of new acquisitions (-10 to -50 basis points per year)
 - Financing of restructuring initiatives

13% to 15% of sales,
average normalized free cash flow

- Balanced capital allocation
 - >1/2 of free cash flow invested in bolt-on acquisitions, while preserving a solid balance sheet
 - Average dividend payout ratio of ~50%
 - Share buybacks to compensate for the dilution linked to LTI programs

Climate

- 2050:** **Carbon-neutrality:** reduction in CO₂ emissions across Scopes 1, 2, & 3 and neutralization of residual emissions
- 2030:** **SBTi target⁽¹⁾ (1.5°C):** Scopes 1 & 2 -50%, Scope 3 -15%
- 2022:** **Carbon-neutral operations:** Scopes 1 & 2 and part of Scope 3 (business travel and day-to-day employee commute) emissions with voluntary carbon offsets

Diversity & inclusion

- 2030:** **1/3 of key positions** held by **women**
Gender balance across the Group's **entire workforce**

Eco-responsible revenue streams

- 2030:** **80%** of products (by revenue) are **eco-responsible** by design or by usage

(1) 2030 targets compared with 2019.

Integrated performance

2019-2021 CSR Roadmap performance



Business ecosystem

Results		
2019	2020	2021

PRIORITIES AND OBJECTIVES

Sustainable solutions	Protect the health and safety of users 100% of sales to be covered by the product risk management procedure	98%	100%	100%	
	Stimulate innovation thanks to partnerships 10 innovation partnerships to be implemented every year	15	24	32	
Sustainable purchasing	Raise awareness and provide sustainable purchasing training 1,000 employees to be given responsible purchasing training in 2021 30 countries to incorporate "life cycle cost" in their purchasing policy in 2021	503	651	501	
	Measure progress of suppliers identified as at-risk in CSR terms 100% of suppliers identified as being at-risk to make improvements in 2021	9	23	28	
Act ethically	Continue to train employees on business ethics Business ethics training to be delivered to 3,000 employees every year	-	78%	113%	
	Monitor implementation of the Compliance program 100% of sales to be covered by the business ethics program	4,151	13,511	21,707	



People

Results		
2019	2020	2021

PRIORITIES AND OBJECTIVES






Human rights and communities	Comply with the Group's commitment to human rights 100% of Legrand's locations to uphold human rights	100%	100%	100%	
	Contribute to communities 75% of countries to implement a skills-sharing strategy in 2021	61%	80%	89%	
Equal opportunities and diversity	Encourage gender diversity Ratio of management positions held by women to increase by 20% in 2021	+3%	+10%	+18%	
Health, safety and well-being at work	Deploy best practices on health and safety at work Accident frequency rate (with and without lost time) to be cut by 20% in 2021	-16%	-30%	-46%	
	90% of employees to be covered by the Legrand Way "Health and safety rules" in 2021	44%	65%	94%	
Skills	Strengthen employee engagement 100% of scopes to be covered by an "employee engagement" plan	100%	100%	109%	
	95% of workforce to be covered by the Serenity On program in 2021	83%	93%	97%	
Skills	Develop the skills and talents of all employees 85% of employees to receive at least 4 hours of training every year	85%	89%	93%	
	90% of managers to be given an annual performance review every year	93%	98%	97%	



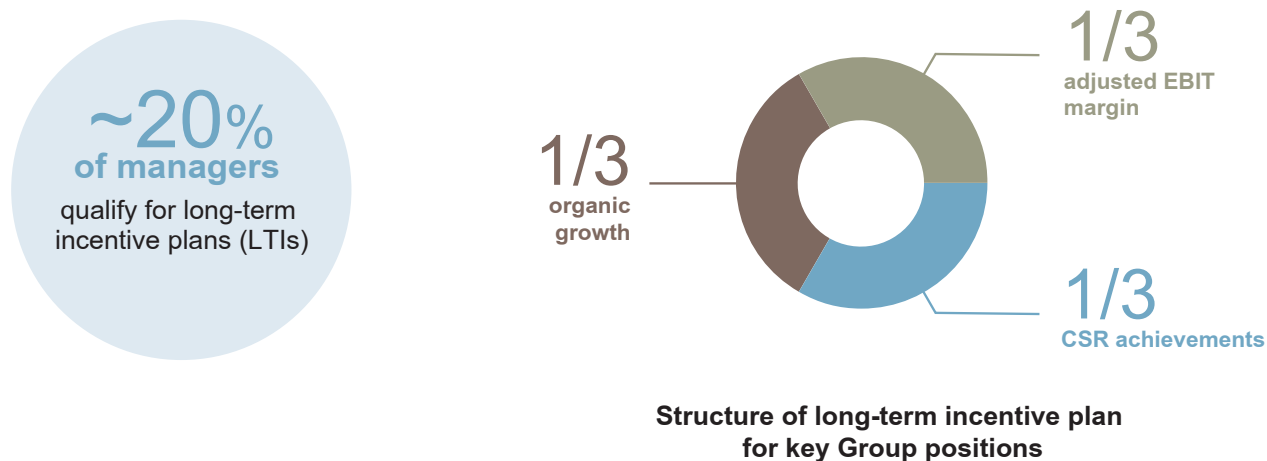
Environment

Results		
2019	2020	2021

PRIORITIES AND OBJECTIVES

Greenhouse gas emissions	Reduce Legrand's carbon footprint CO ₂ emissions to be cut by 7% in 2021 (2018 base, at comparable structure)	-7%	-23%	-28%	 
	Avoid CO ₂ emissions through the Group's energy efficiency offers 2.9 million metric tons of CO ₂ emissions to be avoided in 2021	2.5 Mt	3.0 Mt	3.3 Mt	
Circular economy	Incorporate circular economy principles in the development of new products 100% of circular economy principles to be introduced at R&D centers in 2021	94%	97%	104%	 
	Provide environmental information on the Group's products Two-thirds of annual sales to be covered by audited environmental statements	62%	67%	70%	
	Recover the waste generated by the Group 90% of waste to be recovered every year	90%	90%	92%	
Air pollution	Reduce Volatile Organic Compounds (VOC) emissions VOC emissions to be cut by 10% by 2021 (2018 base, at constant scope)	- 4%	- 26%	- 22%	

Compensation in line with the Group's objectives



Business model

Capital, 2021 figures

Human capital



- Over **38,200 employees** (38% women)
- 2,600 people** working in R&D in more than 20 countries
- Engaged teams
- 80% engagement rate

Industrial capital



- Close to **120 manufacturing sites** in **30 countries**
- 83% of sites ISO 9001-certified
- 88% of sites ISO 14001-certified

Financial capital



- 69.5% of the share capital held by long-only investors
- Net debt equal to **1.5x EBITDA**
- S&P rating of A- stable

Intellectual capital



- Around **3,900 patents**
- Around **80 trademarks**
- Over **15% of R&D teams dedicated to software and firmware**

Social capital



- 67% of purchases** from suppliers that have embraced Global Compact principles
- Corporate sponsorship agreements (*Électriciens sans frontières, Fondation Agir Contre l'Exclusion*), technological alliances, commercial partnerships

Natural capital



- Low level of energy intensity
- Limited use of water
- No direct use of natural resources

Growth drivers

54
acquisitions
between 2010 and 2021*

* including Emos.

€5.3 billion
Invested

External growth

Innovation

~5%

of sales

invested in R&D
on average between 2010 and 2021

Organic growth

Excellence in sales and marketing

More than 300,000

product references

- Portfolio with 130,000 product references in ETIM* format
- Market-focused organization:
 - local organization
 - around 19% of the workforce dedicated to the Group's sales and marketing activities
- Digital best practices:
 - e-marketing, data analytics
 - e-commerce
- Satisfaction survey (Customer Satisfaction - CSAT score of 88%)

* Electro-Technical Information Model.

Leadership positions

Close to **2/3** of sales generated through no. 1 or no. 2 market positions

At least one leadership position in over **45** countries

Solutions that are

- Reliable
- Available

... with added value

- Features
- Simplicity
- Comfort
- Safety
- Aesthetics

Faster expanding segments

- Energy efficiency
- Connected products – Eliot program
- Datacenters

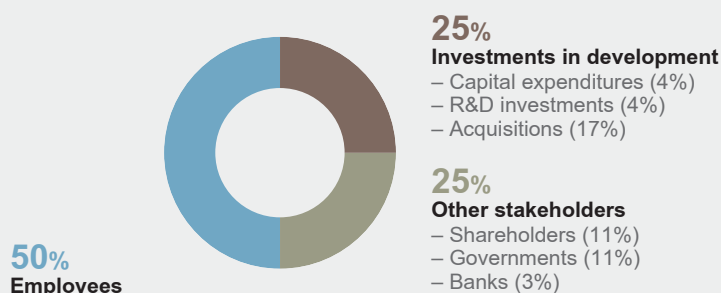
Priority ESG objectives

- Carbon-neutrality
- Energy-efficient products
- Circular economy
- Diversity and inclusion
- Exemplary governance

Long term value creation

2021	2010-2021	2021
<p>€ 7.0 billion in sales,</p> <p>of which 33% generated in faster expanding segments</p>	<p>20% adjusted operating margin</p>	<p>€ 1.1 billion normalized free cash flow</p>

Balanced split of value added for stakeholders (2010-2021)



Business ecosystem



- **116 innovation partnerships** since 2014
- Over **1.5 million customers** trained since 2014
- **100% of suppliers** classified as at-risk from a CSR perspective have improved over the past three years
- Business ethics training delivered to more than **21,000 employees** over the past three years

People



- **89% of countries** have introduced a charitable giving policy
- **2.9 million people** have benefited from electricity supply projects carried out with *Électriciens sans frontières* since 2007
- **46% reduction in the frequency rate of workplace accidents** since 2018
- **97% of employees covered** by Serenity On, the Group's global program for minimum social coverage
- **93% of employees** received at least 4 hours of training during the year
- **18% increase in the proportion of female managers** since 2018
- **80% employee engagement rate** at Legrand following the 2021 engagement survey

Environment



- **92% of waste** recovered
- **28% reduction in direct CO₂ emissions** since 2018 (at comparable structure)
- **13.2 Mt of CO₂ emissions avoided** since 2014 through our energy efficiency solutions

2022-2024 CSR Roadmap



Promote diversity and inclusion

For Legrand, diversity and inclusion are contributing factors to sustainable performance and wealth.

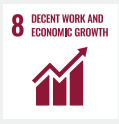
- Gender diversity**
 Achieve a level of 30% of management positions filled by women
- 'Diversity & Inclusion' labelling**
 Achieve a level of 80% of the workforce working at an entity holding the 'Diversity & Inclusion' label
- Employability of Early-in-careers**
 Offer 4,000 new opportunities to Early-in-careers each year
- Diversity and inclusion among suppliers**
 Develop 200 additional businesses with suppliers qualified as 'Diversity & Inclusion'



Reduce our carbon footprint

Reducing the Group's carbon footprint is a priority in our efforts to combat climate change.

- CO₂ emissions avoided for our customers**
 Thanks to the Group's Energy Efficiency solutions, enable our customers to avoid the emission of 12 million tons of CO₂
- Direct and indirect CO₂ emissions (Scopes 1 and 2)**
 Reduce the Group's CO₂ emissions on Scopes 1 and 2 by 10% each year through energy efficiency improvements at our manufacturing sites and renewable energy deployment
- Indirect CO₂ emissions (Scope 3)**
 Encourage at least 250 key suppliers to have an official CO₂ emission reduction target of 30% on average by 2030





Develop a circular economy

Embedding a circular economy approach into Legrand's activities is a major focus for the Group's sustainable development.

- **Use of recycled materials**

Achieve a 15% recycled plastics use rate and 40% recycled metals use rate in products manufactured by the Group

- **Phase out single-use plastic**

Eliminate 100% of single-use plastic in flow pack and expanded polystyrene packaging

- **Environmental declarations**

Cover 72% of the Group's annual sales with Product Sustainable Profiles



Be a responsible business

Acting as a responsible player means upholding and valuing all our stakeholders, especially employees and customers, in our daily work activities.

- **Customer satisfaction**

Achieve 90% of sales made to satisfied customers (satisfaction surveys)

- **Business ethics/compliance**

Supervise, provide training and ensure compliance in relation to the Group's commitments in the area of business ethics

- **Employability and skills development**

Provide training for 85% of employees each year and attain 7 hours of annual training for each employee

- **Safe workplace**

Reduce the workplace accident frequency rate by 20% (FR2)

- **Expanded social coverage**

Expand the Serenity On program to cover 100% of employees



Risk management

The approach is based on identifying and classifying risks according to their impact, probability of occurrence, and an estimate of the degree to which they are under control.



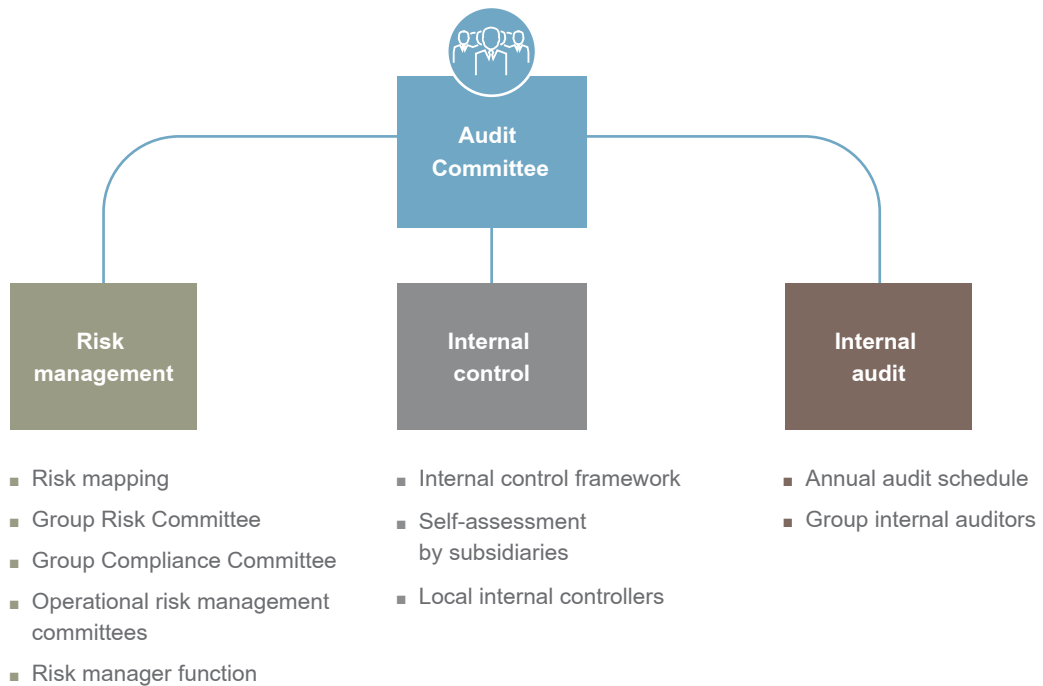
Group risk mapping

As Legrand and its operating environment evolve, risk mapping aims to identify risks and opportunities that are likely to significantly impact our 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.

Dedicated governance framework



Risks and opportunities associated with the business model

Components of the business model

Associated risks and opportunities

Organic growth and innovation

- Unfavorable economic conditions
- Offerings mismatched with changing market expectations*
- Incomplete digital transformation*
- Cybersecurity* **
- IT solution to business needs*

External growth

- Detecting acquisition targets, acquiring them and docking them to Legrand

Leadership positions

- Disruption of the economic chain
- Weakening in brand positions*
- Product quality and safety* **
- Customer experience

Human capital



- Attracting and retaining talent*
- Adapting skills to requirements* **
- Staff engagement
- Social dialogue
- Diversity and inclusion*
- Occupational health & safety and well-being at work*

Intellectual capital



- Patent and brand protection, breach of third parties' intellectual property rights, counterfeiting*

Industrial capital



- Crisis management and business continuity

Social capital



- Personal data protection* **
- Working conditions and compliance with human rights, including across the supply chain*
- Business ethics* **
- Local roots and socio-economic development of regions
- Responsible taxation
- Attentiveness to stakeholders' expectations
- Philanthropic activities

Financial capital



- Financing for the model
- Value of brands and goodwill*
- Responsible and transparent governance

Natural capital



- Impacts on the environment, climate and biodiversity**
- Risks related to climate change (physical and transition risk)* **
- Protection of natural resources & the circular economy*

Creation of value added

- Inadequate global competitiveness of operations*
- Reliability of accounts and internal control*

* Risks considered as major or significant in the Group's risk mapping.

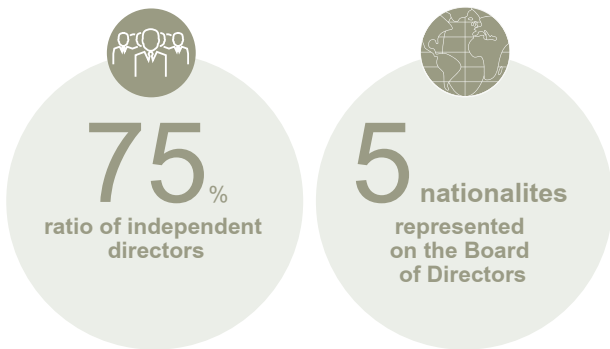
** Environmental, ethical or social risk or priority identified as having a high level of materiality for our stakeholders.

Exemplary governance



As Chairwoman of the Board, I am endeavoring to ensure Legrand continues to uphold best practices in corporate governance in the interest of the Group and of its stakeholders.”

Angeles GARCIA-POVEDA, Independent Chairwoman of the Board of Directors



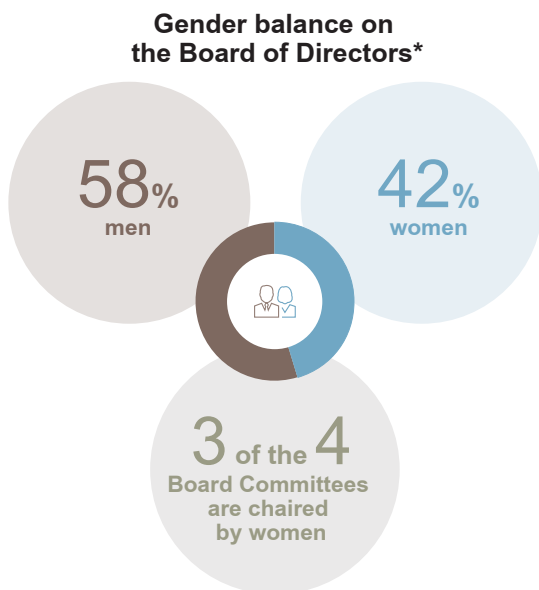
Board of Directors: independence, diversity and variety of skills

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

Our shareholder base is international, and is mainly located in North America and Europe. Our free float accounts for around 96% of the share capital.

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. Legrand abides by the principles of corporate governance for listed companies set out in the Afep-Medef Code of Corporate Governance, which you can refer to 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. Its members possess varied and complementary profiles, including an array of strategic, financial, CSR, risk management, financial communication, talent management and marketing skills.



* These figures do not include either of the directors representing employees.

(1) Information provided at the filing date of this Universal Registration Document.

The Board of Directors



Angeles GARCIA-POVEDA
Independent Chairwoman
of the Board of Directors
Spanish national



Olivier BAZIL
Director
French national



Isabelle BOCCON-GIBOD
Independent director
French national



Christel BORIES
Independent director
French national



Sophie BOURDAIS
Director representing
employees
French national



Daniel BUISSON
Director representing
employees
French national



Jean-Marc CHÉRY
Independent director
French national



Benoît COQUART
Director
French national



Edward A. GILHULY
Independent director
US national



Patrick KOLLER
Independent director
*Dual French/German
national*



Michel LANDEL
Independent director
French national



Annalisa LOUSTAU ELIA
Independent director
Italian national



Éliane ROUYER-CHEVALIER
Independent director
French national



Gilles SCHNEPP
Director
French national

Exemplary governance

Legrand ranks among the CAC 40 companies with the best governance scores as reflected by the CAC 40 Governance index.



2021 figures.

The Executive Committee: an experienced and multidisciplinary team

The Executive Committee forms a close-knit, ten-member team, including four women, with a complementary range of expertise. All its members understand the Group's core business and its development priorities.



Benoît COQUART
Chief Executive Officer
*joined the Group
in 1997*



Karine ALQUIER-CARO
Executive VP, Purchasing
*joined the Group
in 2001*



Bénédicte BAHIER
Executive VP,
Human Resources
*joined the Group
in 2007*



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



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



Viginie GATIN
Executive VP,
Corporate Social
Responsibility
*joined the Group
in 2021*



Gloria GLANG
Executive VP, Strategy
and Development
*joined the Group
in 2019*



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



John SELLDORFF
President and
Chief Executive Officer
of Legrand North &
Central America
*joined the Group
in 2002*



Frédéric XERRI
Executive VP, Europe
*joined the Group
in 1993*

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