



Feb. 12, 2026
Full-year results
2025

#LegrandImprovingLives

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TOGETHER
IMPROVING
LIVES

Highlights

Highlights

Record revenue growth of +13%¹ in 2025, driven by datacenters and acquisitions

- +7.7% organic and +5.1% from acquisitions

Excellent financial and non-financial performance, fully in line with Group's objectives

| | |
|--|--------------------------------|
| - Adjusted operating margin (after acquisitions) | : 20.7% of sales |
| - Net profit attributable to the Group | : 13.1% of sales |
| - Free Cash Flow | : €1.3 billion, 14.0% of sales |
| - CSR roadmap achievement rate | : +110% in 2025 |

Deployment of strategic plan targeting €15 billion in sales by 2030

- 53% of 2025 sales related to the energy and digital transition
- 7 acquisitions announced in 2025, with 2 additional acquisitions announced today
- Strong innovation momentum
- Customer satisfaction high and rising

2026: Legrand targets further sales growth of +10% to +15%¹

1. Excluding currency effects



2025 excellent
financial and non-
financial
performance

2025 - Legrand fully achieved its annual targets

| | 2025 TARGETS ¹ | 2025 ACHIEVEMENT | |
|--|--|---|---|
| Sales growth | <p>Revised upward in July +10% to 12%² LFL +5% to +7%, M&A +5%</p> | <p>+13.1%² LFL +7.7%, M&A +5.1%</p>  | <p>Very strong expansion in datacenters Strong acquisition momentum Muted building market</p> |
| Adjusted Ebit Margin after acquisitions | <p>Revised upward in July 20.5% to 21.0% of sales</p> | <p>20.7% of sales</p>  | <p>Pricing power & US tariffs mitigation Investment in innovation & productivity</p> |
| CSR achievement rate | ≥100% | 110% |  First year of 2025-2027 roadmap Competitive advantage reinforcement |

1. For more information, see Legrand's press releases dated February 13, July 17 & 31, and November 6, 2025

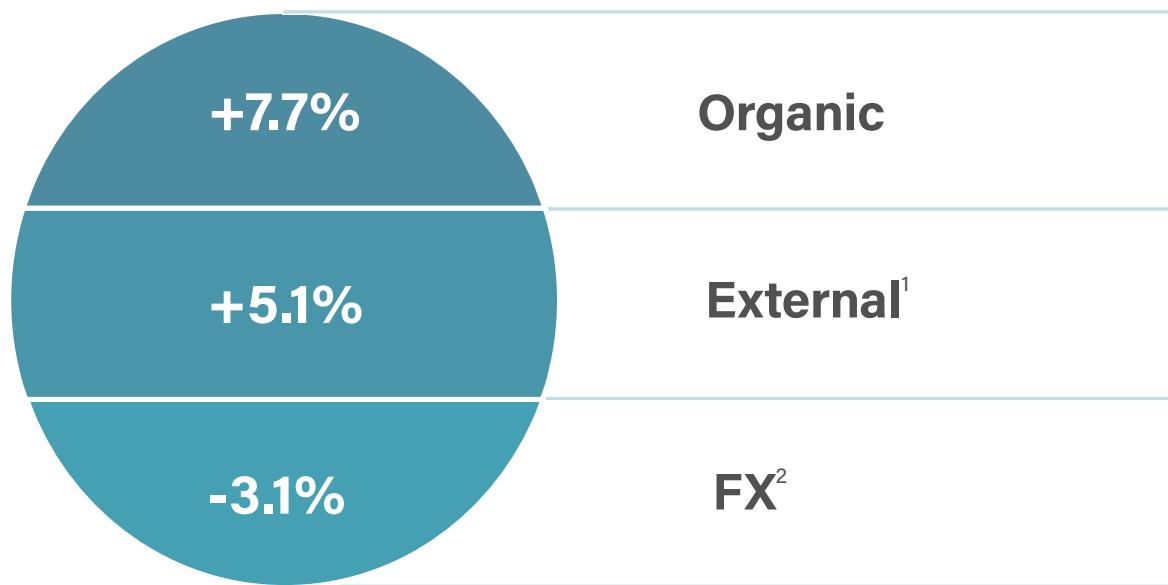
2. Excluding currency effects

2025 - Change in net sales



+13.1%

Excl. currency effects



1. Based on acquisitions announced as of today and their likely dates of consolidation, the 2026 full-year impact of scope changes would be close to +6%

2. Based on the average exchange rates in January 2026 alone, the full-year exchange-rate effect on sales would be around -2.5% in 2026

2025 - Organic sales trends by destination

EUROPE 38.0% OF GROUP

+1.9%

Mixed market overall
Sales increase notably in Germany, Italy, the
Netherlands and the United Kingdom
Partially offset by moderate declines in France
or Spain

NORTH & CENTRAL AMERICA 42.2% OF GROUP

+16.0%

United States +17.0%
(39.2% of Group)
Remarkable performance of datacenters
offerings
Canada & Mexico
Growth in both countries

REST OF THE WORLD 19.8% OF GROUP

+2.7%

Asia-Pacific +4.5%
(12.6% of Group)
Sharply up in India and Malaysia
Decline in Australia, sharp fall in China
Africa-Middle East +5.8%
(3.5% of Group)
Sharp rise in the Middle East and in Africa,
excluding a marked decline in Algeria
South America -5.4%
(3.7% of Group)
Retreat in Brazil

+7.7% organic growth, fueled by a remarkable performance in datacenters

2025 - Adjusted operating margin

| 2024 | Adjusted operating margin | 20.5% |
|------|--|----------|
| | Organic evolution of margin | +0.1 pts |
| 2025 | Adjusted operating margin before acquisitions ¹ | 20.6% |
| | Impact of acquisitions | +0.1 pts |
| 2025 | Adjusted operating margin | 20.7% |

**Strength of Legrand's strategic model and solid capacity to execute and adapt,
particularly in a volatile environment linked to U.S. customs policies
(around +\$100M cost impact in 2025)**

1. At 2024 scope of consolidation

2025 - Solid value creation & balance sheet

NET PROFIT ATTRIBUTABLE TO THE GROUP

FREE CASH FLOW

NET DEBT TO EBITDA¹ RATIO

€1.2BN

13.1% of sales

Growth in operating profit
Stable corporate income tax rate
Unfavorable change in financial result

€1.3BN

14.0% of sales

1.9X

end of 2025

Solid free cash flow with a conversion rate of 107% of net profit attributable to the Group, supporting sustained acquisition momentum while preserving balance sheet strength

2025 CSR performance - Roadmap's achievement rates



110% achievement for the first year of 2025-2027 6th CSR roadmap

2025 CSR performance - Examples of achievements

PROMOTING DIVERSITY & INCLUSION



31.3% of management positions (Grade Hay 14+) held by women

Close to 5,600 opportunities offered to early-in-careers in 2025

MITIGATING CLIMATE CHANGE



-19% reduction of Scope 1&2 CO₂ emissions in 2025

DEVELOPING A MORE CIRCULAR ECONOMY



Close to 37% Sustainable Materials in the Group's products

-34% weight reduction of plastic primary packaging in manufactured products

SERVING OUR CUSTOMERS



6Mt CO₂ emissions avoided in 2025 by our customers thanks to Legrand products

74% of annual revenue covered by Product Sustainability Profiles

BEING A RESPONSIBLE BUSINESS



-3% of FR2t rate (frequency rate of work accidents with and without lost time, including temporary workers)

>97% of employees trained for at least 8 hours in 2025

2025 - Attractive dividend¹ in line with capital allocation policy



50% payout

1. Subject to the approval of shareholders at General Meeting on May 27, 2026 and payable on June 2, 2026
This distribution will be made in full out of the distributable income

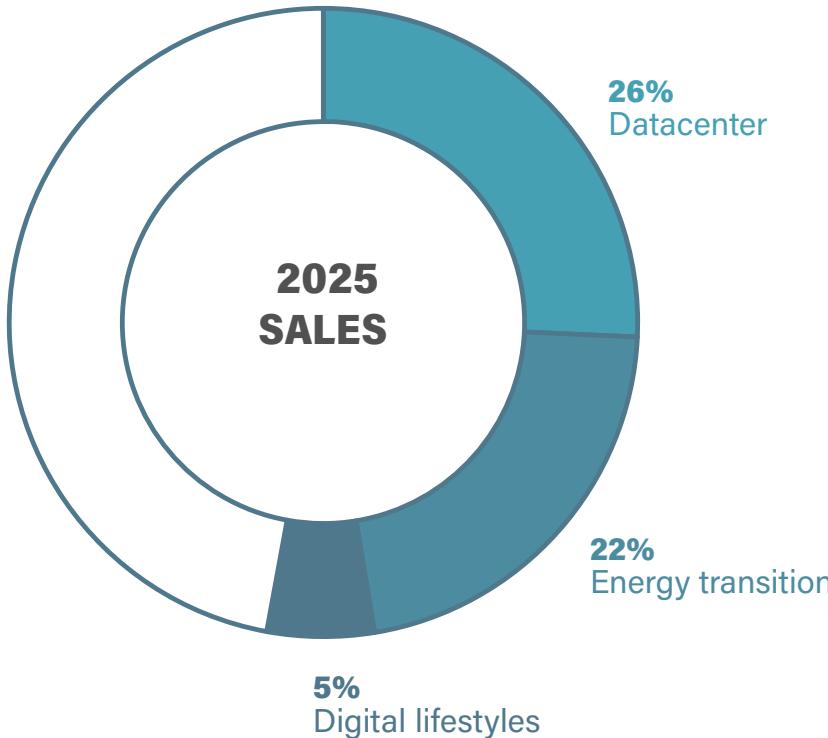


Deployment of strategic plan

Energy & digital transition: 53% of our 2025 sales

47%
Essential infrastructures

- Steady growth on the long run
- Following building construction and renovation cycles



53%
Energy and digital transition

- Above construction market growth in the long run
- Correlated to buoyant megatrends

Numerous product launches throughout the year

2025 - Products launched in datacenter

DATACENTER



M70 Configuration tool



High Power Track Busway



Universal outlet units



HPR cabinet



6,000A Busway Power Distribution System



Advanced-Series Containment Door



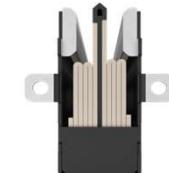
Open Compute ORv3 Rack



Keor Flex 1200



ORv3 Power System



ORV3 - Vertical DC Busbar

Numerous product launches throughout the year

2025 - Products launched in energy transition and digital lifestyles

ENERGY TRANSITION



HPI 33 Evo UPS



DMX³ 2500 - 800 V AC



XL³ HP 6300

DIGITAL LIFESTYLES



Netatmo™ Advance



Home + Pro App



Green Up™ Home



Photovoltaic Panel Systems



Green-I™



Radiant® Smart Lights



DLM control panels

Numerous product launches throughout the year

2025 - Products launched in essential infrastructures

ESSENTIAL INFRASTRUCTURES



Arteor™ Advance



Zihui™



Chief® Velocity
Outdoor Pedestal System



Saros Duo



NEXY™



Bonjun™



Niloe™



TiLED® Off-the-Wall™ dvLED
Mounting Solutions



Seem Sweep 2™

Customer-centric digital transformation

EXAMPLE OF AGENT-BASED TOOLS

Gaia – Automated generation of product data

Elia – Before and after sales product assistance

Instant responses on the full set of data across 200,000 product references

CUSTOMER SATISFACTION HIGH AND RISING



>576 k customers in 79 countries

Structured, audited, and supported by targeted improvement plans

Legrand leveraging digital innovation to strengthen customer excellence

1. CSAT: Customer SATisfaction: number of satisfied and very satisfied customers on number of customers' responses

2. NPS: Net Promoter Score: percentage of promoters minus percentage of detractors. "Great" level from 30

M&A: strong acquisition momentum

Digital Lifestyles



Dutch **software player** in **connected healthcare**



French specialist in **access control**

Datacenters



Asian reference specialist in **power busbars**



Australian leading player in **white space infrastructure**



Swiss specialist in **busbars**



U.S. leader in **load banks**¹

Energy transition



Leading Portuguese player in **electrical** and **digital modular distribution boards**

7 acquisitions announced in 2025 representing €500M in additional annualized revenue

1. Load banks: equipment that simulates an electrical load to test the reliability of power supply systems

M&A: 2 acquisitions announced today in datacenters



Power distribution systems
Denver, USA
Sales ~\$100M



Technical infrastructure services
São Paulo, Brazil
Sales ~€45M





**2026 full-year
targets
2030 ambitions**

2026 full-year targets

In 2026, the Group will continue to accelerate its profitable and responsible growth momentum, in line with its strategic roadmap¹.

Taking into account the current global macroeconomic outlook, a very strong datacenter market, and a modest recovery in the building sector, Legrand is targeting the following in 2026:

- sales growth (excluding currency effects) of between +10% and +15%, comprising organic growth of between +4% and +7%, and growth through acquisitions of between +6% and +8%;
- adjusted operating margin (after acquisitions) of 20.5% to 21.0% of sales;
- a CSR achievement rate of at least 100% for the second year of its 2025-2027 roadmap².

1. For further information, please refer to documents published in the [Capital Markets Day 2024 - Legrand](#) section

2. For further information, please refer to documents published in the [CSR Capital Markets Day 2025 - Legrand](#) section

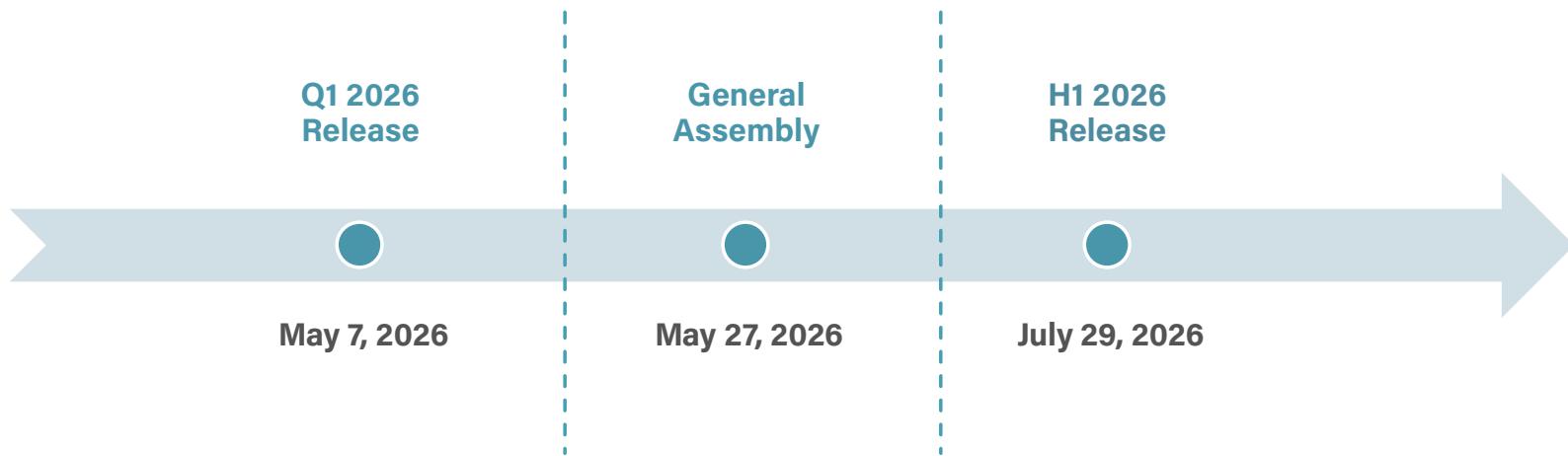
2030 ambitions

Building on its achievements and taking into account both observed and expected market trends, Legrand is confident in its ability to reach the upper end of its 2030 sales target range, around €15 billion, with average annual sales growth of close to +10% excluding currency effects, and average adjusted operating margin above 20% of sales (compared with the previously targeted level of around 20% in average).



Financial agenda & Corporate access

Key Financial Dates



FULL-YEAR RESULTS 2025

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26

2026 Corporate access calendar¹

| Roadshows | | | |
|--------------------|----------------------|-----------------------|----------------------|
| Date | Broker | Location | Legrand participants |
| Feb. 13 & 16, 2026 | BNP Paribas | Paris | Management (C-suite) |
| Feb. 18 & 19, 2026 | Goldman Sachs | London | Management (C-suite) |
| Feb. 24, 2026 | Deutsche Bank | Frankfurt | Management (C-suite) |
| Feb. 24, 2026 | Jefferies | New York | Management (C-suite) |
| Feb. 25, 2026 | Jefferies | Chicago | Management (C-suite) |
| Feb. 25, 2026 | Macquarie | Australia - Virtual | Management (C-suite) |
| Feb. 26, 2026 | RBC Capital Markets | Toronto | Management (C-suite) |
| Feb. 26, 2026 | Bank of America | Middle East - Virtual | Management (C-suite) |
| March 3, 2026 | Kepler Cheuvreux | Stockholm | Management (C-suite) |
| March 5, 2026 | CIC Market Solutions | Geneva | Management (C-suite) |
| March 6, 2026 | Macquarie | Asia - Virtual | Management (C-suite) |
| June 2, 2026 | CIC Market Solutions | Milan | IR Team |

1. Planned dates and participants may change

FULL-YEAR RESULTS 2025

2026 Corporate access calendar¹

| Conferences | | | |
|----------------|--|-----------|----------------------|
| Date | Conference | Location | Legrand participants |
| Feb. 18, 2026 | Barclays - Industrial Select Conference | Miami | Management (C-suite) |
| Feb. 19, 2026 | Citi - Global Industrial Tech and Mobility | Miami | Management (C-suite) |
| March 4, 2026 | Barclays - European Industrial Days | Paris | Management (C-suite) |
| March 17, 2026 | BNP Paribas - Transforming Industrials, Materials and Energy | London | Management (C-suite) |
| May 12, 2026 | UBS - Best of Europe Virtual One-on-One | Virtual | IR Team |
| May 18, 2026 | JP Morgan - ESG Series Call | Virtual | Management (C-suite) |
| June 17, 2026 | JP Morgan - European Industrials Conference | London | Management (C-suite) |
| June 18, 2026 | Norges - Buy-Side Global Industrials Conference | London | Management (C-suite) |
| Sep. 17, 2026 | UBS - Quo Vadis Industrials | Virtual | IR Team |
| Nov. 24, 2026 | BNP Paribas - Middle East Conference | Abu Dhabi | IR Team |
| Dec. 02, 2026 | Goldman Sachs - Global Industrials | London | Management (C-suite) |
| Dec. 08, 2026 | CIC Market Solutions - CIC Forum | Paris | IR Team |

1. Planned dates and participants may change

FULL-YEAR RESULTS 2025



Appendices

Glossary

Adjusted operating profit is defined as operating profit adjusted for amortization and depreciation of revaluation of assets at the time of acquisitions and for other P&L impacts relating to acquisitions, and where applicable, impairment of goodwill.

Cash flow from operations is defined as net cash from operating activities excluding changes in working capital requirement.

CSR stands for Corporate Social Responsibility.

EBITDA is defined as operating profit plus depreciation and impairment of tangible and right of use assets, amortization and impairment of intangible assets (including capitalized development costs) and impairment of goodwill.

Free cash flow is defined as the sum of net cash from operating activities and net proceeds on assets disposal, less capital expenditure and capitalized development costs.

Net financial debt is defined as the sum of short-term borrowings and long-term borrowings, less cash and cash equivalents and marketable securities.

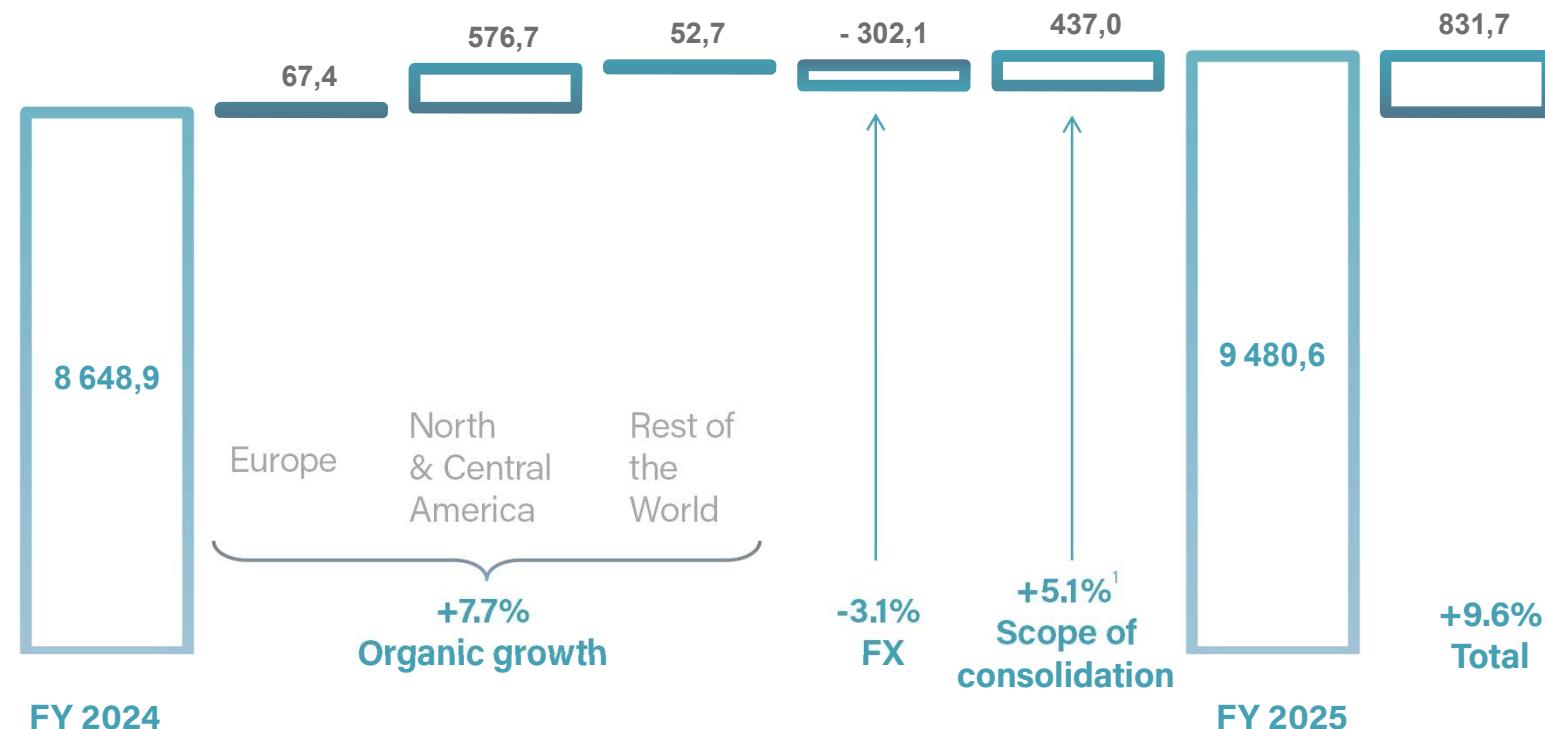
Organic growth is defined as the change in sales at constant structure (scope of consolidation) and exchange rates.

Payout is defined as the ratio between the proposed dividend per share for a given year, divided by the net profit attributable to the Group per share of the same year, calculated on the basis of the average number of ordinary shares at December 31 of that year, excluding shares held in treasury.

Working capital requirement is defined as the sum of trade receivables, inventories, other current assets, income tax receivables and short-term deferred tax assets, less the sum of trade payables, other current liabilities, income tax payables, short-term provisions and short-term deferred tax liabilities.

Change in net sales

Breakdown of change in FY 2025 net sales by destination (€mm)



1. Due to the consolidation of ZPE, Netrack, Enovation, Vass, Davenham, UPSistemas, APP, Power Bus Way, Performance, CRS, Linkk, Quiterios & Avtron

2025- net sales by destination⁽¹⁾

| In € millions | 2024 | 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 3,458.4 | 3,603.7 | 4.2% | 3.1% | 1.9% | -0.8% |
| North and Central America | 3,465.8 | 4,001.8 | 15.5% | 4.0% | 16.0% | -4.3% |
| Rest of the World | 1,724.7 | 1,875.1 | 8.7% | 11.2% | 2.7% | -4.8% |
| Total | 8,648.9 | 9,480.6 | 9.6% | 5.1% | 7.7% | -3.1% |

1. Market where sales are recorded

2025 First quarter - net sales by destination¹

| In € millions | Q1 2024 | Q1 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 886.0 | 932.4 | 5.2% | 5.0% | -0.3% | 0.5% |
| North and Central America | 757.9 | 929.9 | 22.7% | 0.9% | 18.7% | 2.4% |
| Rest of the World | 384.3 | 415.5 | 8.1% | 4.1% | 4.8% | -0.9% |
| Total | 2,028.2 | 2,277.8 | 12.3% | 3.3% | 7.6% | 1.0% |

1. Market where sales are recorded

2025 Second quarter - net sales by destination¹

| In € millions | Q2 2024 | Q2 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 862.9 | 919.0 | 6.5% | 5.0% | 2.3% | -0.8% |
| North and Central America | 880.6 | 1,094.8 | 24.3% | 6.9% | 22.0% | -4.7% |
| Rest of the World | 438.6 | 482.7 | 10.1% | 14.0% | 2.1% | -5.4% |
| Total | 2,182.1 | 2,496.5 | 14.4% | 7.6% | 10.1% | -3.4% |

1. Market where sales are recorded

2025 Third quarter - net sales by destination¹

| In € millions | Q3 2024 | Q3 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 748.8 | 818.3 | 9.3% | 7.0% | 2.7% | -0.5% |
| North and Central America | 858.4 | 952.2 | 10.9% | 4.1% | 13.3% | -5.9% |
| Rest of the World | 411.5 | 426.5 | 3.7% | 9.7% | 0.7% | -6.2% |
| Total | 2,018.7 | 2,197.1 | 8.8% | 6.3% | 6.7% | -4.0% |

1. Market where sales are recorded

2025 Fourth quarter - net sales by destination¹

| In € millions | Q4 2024 | Q4 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 960.7 | 934.0 | -2.8% | -3.5% | 3.0% | -2.2% |
| North and Central America | 968.9 | 1,024.9 | 5.8% | 3.6% | 10.7% | -7.8% |
| Rest of the World | 490.3 | 550.3 | 12.2% | 15.5% | 3.5% | -6.1% |
| Total | 2,419.9 | 2,509.2 | 3.7% | 3.2% | 6.2% | -5.4% |

1. Market where sales are recorded

2025 - net sales by origin⁽¹⁾

| In € millions | 2024 | 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 3,634.0 | 3,834.1 | 5.5% | 3.5% | 2.7% | -0.7% |
| North and Central America | 3,504.7 | 4,012.3 | 14.5% | 3.5% | 15.6% | -4.3% |
| Rest of the World | 1,510.2 | 1,634.2 | 8.2% | 12.5% | 1.7% | -5.4% |
| Total | 8,648.9 | 9,480.6 | 9.6% | 5.1% | 7.7% | -3.1% |

1. Zone of origin of the product sold

2025 First quarter - net sales by origin¹

| In € millions | Q1 2024 | Q1 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 918.9 | 974.0 | 6.0% | 5.0% | 0.4% | 0.5% |
| North and Central America | 767.5 | 940.5 | 22.5% | 0.7% | 18.8% | 2.4% |
| Rest of the World | 341.8 | 363.3 | 6.3% | 4.6% | 2.8% | -1.1% |
| Total | 2,028.2 | 2,277.8 | 12.3% | 3.3% | 7.6% | 1.0% |

1. Zone of origin of the product sold

2025 Second quarter - net sales by origin¹

| In € millions | Q2 2024 | Q2 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 898.4 | 965.6 | 7.5% | 6.8% | 1.4% | -0.8% |
| North and Central America | 891.8 | 1,103.3 | 23.7% | 5.3% | 23.2% | -4.7% |
| Rest of the World | 391.9 | 427.6 | 9.1% | 14.4% | 1.3% | -5.9% |
| Total | 2,182.1 | 2,496.5 | 14.4% | 7.6% | 10.1% | -3.4% |

1. Zone of origin of the product sold

2025 Third quarter - net sales by origin¹

| In € millions | Q3 2024 | Q3 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 787.0 | 872.2 | 10.8% | 8.7% | 2.8% | -0.8% |
| North and Central America | 868.9 | 965.0 | 11.1% | 2.9% | 14.7% | -5.9% |
| Rest of the World | 362.8 | 359.9 | -0.8% | 9.5% | -2.8% | -6.8% |
| Total | 2,018.7 | 2,197.1 | 8.8% | 6.3% | 6.7% | -4.0% |

1. Zone of origin of the product sold

2025 Fourth quarter - net sales by origin¹

| In € millions | Q4 2024 | Q4 2025 | Total Change | Scope of Consolidation | Like-for-Like Growth | Currency Effect |
|---------------------------|----------------|----------------|--------------|------------------------|----------------------|-----------------|
| Europe | 1,029.7 | 1,022.3 | -0.7% | -4.5% | 6.1% | -2.1% |
| North and Central America | 976.5 | 1,003.5 | 2.8% | 4.4% | 7.0% | -8.0% |
| Rest of the World | 413.7 | 483.4 | 16.8% | 19.4% | 4.8% | -6.6% |
| Total | 2,419.9 | 2,509.2 | 3.7% | 3.2% | 6.2% | -5.4% |

1. Zone of origin of the product sold

2025 - P&L

| In € millions | 2024 | 2025 | % change |
|---|----------------|----------------------|---------------|
| Net sales | 8,648.9 | 9,480.6 | +9.6% |
| Gross profit | 4,466.1 | 4,818.6 | +7.9% |
| as % of sales | 51.6% | 50.8% | |
| Adjusted operating profit | 1,776.0 | 1,962.3 | +10.5% |
| as % of sales | 20.5% | 20.7% ⁽¹⁾ | |
| Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions | (133.3) | (153.8) | |
| Impairment of goodwill | 0.0 | 0.0 | |
| Operating profit | 1,642.7 | 1,808.5 | +10.1% |
| as % of sales | 19.0% | 19.1% | |
| Financial income (costs) | (50.9) | (92.2) | |
| Exchange gains (losses) | (13.9) | (25.2) | |
| Income tax expense | (409.0) | (438.8) | |
| Share of profits (losses) of equity-accounted entities | 0.0 | 0.0 | |
| Profit | 1,168.9 | 1,252.3 | +7.1% |
| Net profit attributable to the Group | 1,166.4 | 1,244.6 | +6.7% |

1. 20.6% excluding acquisitions (at 2024 scope of consolidation)

2025 First quarter - P&L

| In € millions | Q1 2024 | Q1 2025 | % change |
|---|----------------|----------------------------|---------------|
| Net sales | 2,028.2 | 2,277.8 | +12.3% |
| Gross profit | 1,076.2 | 1,194.0 | +10.9% |
| as % of sales | 53.1% | 52.4% | |
| Adjusted operating profit | 415.9 | 470.4 | +13.1% |
| as % of sales | 20.5% | 20.7%⁽¹⁾ | |
| Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions | (28.4) | (36.2) | |
| Impairment of goodwill | 0.0 | 0.0 | |
| Operating profit | 387.5 | 434.2 | +12.1% |
| as % of sales | 19.1% | 19.1% | |
| Financial income (costs) | (5.4) | (20.3) | |
| Exchange gains (losses) | (9.0) | (5.1) | |
| Income tax expense | (97.0) | (114.5) | |
| Share of profits (losses) of equity-accounted entities | 0.0 | 0.0 | |
| Profit | 276.1 | 294.3 | +6.6% |
| Net profit attributable to the Group | 275.9 | 293.3 | +6.3% |

1. 20.7% excluding acquisitions (at 2024 scope of consolidation)

2025 Second quarter - P&L

| In € millions | Q2 2024 | Q2 2025 | % change |
|---|----------------|----------------------------|---------------|
| Net sales | 2,182.1 | 2,496.5 | +14.4% |
| Gross profit | 1,138.0 | 1,278.4 | +12.3% |
| as % of sales | 52.2% | 51.2% | |
| Adjusted operating profit | 457.2 | 533.0 | +16.6% |
| as % of sales | 21.0% | 21.3%⁽¹⁾ | |
| Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions | (33.2) | (36.2) | |
| Impairment of goodwill | 0.0 | 0.0 | |
| Operating profit | 424.0 | 496.8 | +17.2% |
| as % of sales | 19.4% | 19.9% | |
| Financial income (costs) | (6.3) | (18.3) | |
| Exchange gains (losses) | 0.3 | (12.7) | |
| Income tax expense | (116.4) | (130.3) | |
| Share of profits (losses) of equity-accounted entities | 0.0 | 0.0 | |
| Profit | 301.6 | 335.5 | +11.2% |
| Net profit attributable to the Group | 301.7 | 334.8 | +11.0% |

1. 21.1% excluding acquisitions (at 2024 scope of consolidation)

2025 Third quarter - P&L

| In € millions | Q3 2024 | Q3 2025 | % change |
|---|----------------|----------------------|--------------|
| Net sales | 2,018.7 | 2,197.1 | +8.8% |
| Gross profit | 1,032.2 | 1,110.5 | +7.6% |
| as % of sales | 51.1% | 50.5% | |
| Adjusted operating profit | 403.0 | 440.4 | +9.3% |
| as % of sales | 20.0% | 20.0% ⁽¹⁾ | |
| Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions | (24.8) | (38.9) | |
| Impairment of goodwill | | | |
| Operating profit | 378.2 | 401.5 | +6.2% |
| as % of sales | 18.7% | 18.3% | |
| Financial income (costs) | (19.9) | (30.6) | |
| Exchange gains (losses) | (7.7) | (3.1) | |
| Income tax expense | (94.4) | (103.2) | |
| Share of profits (losses) of equity-accounted entities | 0.0 | 0.0 | |
| Profit | 256.2 | 264.6 | +3.3% |
| Net profit attributable to the Group | 256.1 | 264.2 | +3.2% |

1. 19.8% excluding acquisitions (at 2024 scope of consolidation)

2025 Fourth quarter - P&L

| In € millions | Q4 2024 | Q4 2025 | % change |
|---|----------------|----------------------------|--------------|
| Net sales | 2,419.9 | 2,509.2 | +3.7% |
| Gross profit | 1,219.7 | 1,235.7 | +1.3% |
| as % of sales | 50.4% | 49.2% | |
| Adjusted operating profit | 499.9 | 518.5 | +3.7% |
| as % of sales | 20.7% | 20.7%⁽¹⁾ | |
| Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions | (46.9) | (42.5) | |
| Impairment of goodwill | | | |
| Operating profit | 453.0 | 476.0 | +5.1% |
| as % of sales | 18.7% | 19.0% | |
| Financial income (costs) | (19.3) | (23.0) | |
| Exchange gains (losses) | 2.5 | (4.3) | |
| Income tax expense | (101.2) | (90.8) | |
| Share of profits (losses) of equity-accounted entities | | | |
| Profit | 335.0 | 357.9 | +6.8% |
| Net profit attributable to the Group | 332.7 | 352.3 | +5.9% |

1. 20.6% excluding acquisitions (at 2025 scope of consolidation)

2025- adjusted operating profit before and after other operating income (expense) by geographical region

| 2025 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|----------------|---------------------------------|----------------------|------------------------|
| Net sales | 3,834.1 | 4,012.3 | 1,634.2 | 9,480.6 |
| Cost of sales | (1,749.2) | (1,988.3) | (924.5) | (4,662.0) |
| Administrative and selling expenses, R&D costs | (1,219.5) | (1,225.2) | (413.1) | (2,857.8) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 54.1 | 89.7 | 10.0 | 153.8 |
| Adjusted operating profit before other operating income (expense) | 919.5 | 888.5 | 306.6 | 2,114.6 |
| as % of sales | 24.0% | 22.1% | 18.8% | 22.3% |
| Other operating income (expense) | (54.7) | (67.0) | (30.6) | (152.3) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 0.0 | 0.0 | 0.0 | 0.0 |
| Adjusted operating profit | 864.8 | 821.5 | 276.0 | 1,962.3 |
| as % of sales | 22.6% | 20.5% | 16.9% | 20.7% |

1. Restructuring (€64.6m) and other miscellaneous items (€87.7m)

2024- adjusted operating profit before and after other operating income (expense) by geographical region

| 2024 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|----------------|---------------------------------|----------------------|------------------------|
| Net sales | 3,634.0 | 3,504.7 | 1,510.2 | 8,648.9 |
| Cost of sales | (1,668.2) | (1,686.7) | (827.9) | (4,182.8) |
| Administrative and selling expenses, R&D costs | (1,128.8) | (1,153.6) | (401.3) | (2,683.7) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 34.6 | 83.0 | 13.5 | 131.1 |
| Adjusted operating profit before other operating income (expense) | 871.6 | 747.4 | 294.5 | 1,913.5 |
| as % of sales | 24.0% | 21.3% | 19.5% | 22.1% |
| Other operating income (expense) | (35.8) | (86.0) | (17.9) | (139.7) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 2.2 | 0.0 | 0.0 | 2.2 |
| Adjusted operating profit | 838.0 | 661.4 | 276.6 | 1,776.0 |
| as % of sales | 23.1% | 18.9% | 18.3% | 20.5% |

1. Restructuring (€76.8m) and other miscellaneous items (€62.9m)

2025 First quarter - adjusted operating profit before and after other operating income (expense) by geographical region

| Q1 2025 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|--------------|---------------------------------|----------------------|-----------------------|
| Net sales | 974.0 | 940.5 | 363.3 | 2,277.8 |
| Cost of sales | (433.2) | (446.9) | (203.7) | (1,083.8) |
| Administrative and selling expenses, R&D costs | (318.5) | (301.1) | (96.0) | (715.6) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 12.2 | 21.9 | 2.1 | 36.2 |
| Adjusted operating profit before other operating income (expense) | 234.5 | 214.4 | 65.7 | 514.6 |
| as % of sales | 24.1% | 22.8% | 18.1% | 22.6% |
| Other operating income (expense) | (14.8) | (22.3) | (7.1) | (44.2) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 0.0 | 0.0 | 0.0 | 0.0 |
| Adjusted operating profit | 219.7 | 192.1 | 58.6 | 470.4 |
| as % of sales | 22.6% | 20.4% | 16.1% | 20.7% |

1. Restructuring (€16.7m) and other miscellaneous items (€27.5m)

2024 First quarter - adjusted operating profit before and after other operating income (expense) by geographical region

| Q1 2024 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|--------------|---------------------------------|----------------------|-----------------------|
| Net sales | 918.9 | 767.5 | 341.8 | 2,028.2 |
| Cost of sales | (411.2) | (357.3) | (183.5) | (952.0) |
| Administrative and selling expenses, R&D costs | (286.3) | (276.9) | (93.3) | (656.5) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 5.4 | 18.8 | 2.0 | 26.2 |
| Adjusted operating profit before other operating income (expense) | 226.8 | 152.1 | 67.0 | 445.9 |
| as % of sales | 24.7% | 19.8% | 19.6% | 22.0% |
| Other operating income (expense) | (15.5) | (11.9) | (4.8) | (32.2) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 2.2 | 0.0 | 0.0 | 2.2 |
| Adjusted operating profit | 213.5 | 140.2 | 62.2 | 415.9 |
| as % of sales | 23.2% | 18.3% | 18.2% | 20.5% |

1. Restructuring (€12.7m) and other miscellaneous items (€19.5m)

2025 Second quarter - adjusted operating profit before and after other operating income (expense) by geographical region

| Q2 2025 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|--------------|---------------------------------|----------------------|-----------------------|
| Net sales | 965.6 | 1,103.3 | 427.6 | 2,496.5 |
| Cost of sales | (432.1) | (552.5) | (233.5) | (1,218.1) |
| Administrative and selling expenses, R&D costs | (306.1) | (321.3) | (108.0) | (735.4) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 13.4 | 20.3 | 2.5 | 36.2 |
| Adjusted operating profit before other operating income (expense) | 240.8 | 249.8 | 88.6 | 579.2 |
| as % of sales | 24.9% | 22.6% | 20.7% | 23.2% |
| Other operating income (expense) | (22.3) | (12.5) | (11.4) | (46.2) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 0.0 | 0.0 | 0.0 | 0.0 |
| Adjusted operating profit | 218.5 | 237.3 | 77.2 | 533.0 |
| as % of sales | 22.6% | 21.5% | 18.1% | 21.3% |

1. Restructuring (€17.5m) and other miscellaneous items (€28.7m)

2024 Second quarter - adjusted operating profit before and after other operating income (expense) by geographical region

| Q2 2024 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|--------------|---------------------------------|----------------------|-----------------------|
| Net sales | 898.4 | 891.8 | 391.9 | 2,182.1 |
| Cost of sales | (399.5) | (433.6) | (211.0) | (1,044.1) |
| Administrative and selling expenses, R&D costs | (285.8) | (289.3) | (101.5) | (676.6) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 10.7 | 20.3 | 2.2 | 33.2 |
| Adjusted operating profit before other operating income (expense) | 223.8 | 189.2 | 81.6 | 494.6 |
| as % of sales | 24.9% | 21.2% | 20.8% | 22.7% |
| Other operating income (expense) | (4.8) | (30.6) | (2.0) | (37.4) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 0.0 | 0.0 | 0.0 | 0.0 |
| Adjusted operating profit | 219.0 | 158.6 | 79.6 | 457.2 |
| as % of sales | 24.4% | 17.8% | 20.3% | 21.0% |

1. Restructuring (€29.3m) and other miscellaneous items (€8.1m)

2025 Third quarter - adjusted operating profit before and after other operating income (expense) by geographical region

| Q3 2025 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|--------------|---------------------------------|----------------------|-----------------------|
| Net sales | 872.2 | 965.0 | 359.9 | 2,197.1 |
| Cost of sales | (413.5) | (471.9) | (201.2) | (1,086.6) |
| Administrative and selling expenses, R&D costs | (285.1) | (293.2) | (99.5) | (677.8) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 12.1 | 23.6 | 3.2 | 38.9 |
| Adjusted operating profit before other operating income (expense) | 185.7 | 223.5 | 62.4 | 471.6 |
| as % of sales | 21.3% | 23.2% | 17.3% | 21.5% |
| Other operating income (expense) | (18.1) | (11.1) | (2.0) | (31.2) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 0.0 | 0.0 | 0.0 | 0.0 |
| Adjusted operating profit | 167.6 | 212.4 | 60.4 | 440.4 |
| as % of sales | 19.2% | 22.0% | 16.8% | 20.0% |

1. Restructuring (€17.7m) and other miscellaneous items (€13.5m)

2024 Third quarter - adjusted operating profit before and after other operating income (expense) by geographical region

| Q3 2024 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|--------------|---------------------------------|----------------------|-----------------------|
| Net sales | 787.0 | 868.9 | 362.8 | 2,018.7 |
| Cost of sales | (368.6) | (417.9) | (200.0) | (986.5) |
| Administrative and selling expenses, R&D costs | (251.6) | (273.6) | (96.7) | (621.9) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 3.3 | 18.6 | 2.9 | 24.8 |
| Adjusted operating profit before other operating income (expense) | 170.1 | 196.0 | 69.0 | 435.1 |
| as % of sales | 21.6% | 22.6% | 19.0% | 21.6% |
| Other operating income (expense) | (13.0) | (16.5) | (2.6) | (32.1) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 0.0 | 0.0 | 0.0 | 0.0 |
| Adjusted operating profit | 157.1 | 179.5 | 66.4 | 403.0 |
| as % of sales | 20.0% | 20.7% | 18.3% | 20.0% |

1. Restructuring (€11.2m) and other miscellaneous items (€20.9m)

2025 Fourth quarter - adjusted operating profit before and after other operating income (expense) by geographical region

| Q4 2025 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|----------------|---------------------------------|----------------------|-----------------------|
| Net sales | 1,022.3 | 1,003.5 | 483.4 | 2,509.2 |
| Cost of sales | (470.4) | (517.0) | (286.1) | (1,273.5) |
| Administrative and selling expenses, R&D costs | (309.8) | (309.6) | (109.6) | (729.0) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 16.4 | 23.9 | 2.2 | 42.5 |
| Adjusted operating profit before other operating income (expense) | 258.5 | 200.8 | 89.9 | 549.2 |
| as % of sales | 25.3% | 20.0% | 18.6% | 21.9% |
| Other operating income (expense) | 0.5 | (21.1) | (10.1) | (30.7) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 0.0 | 0.0 | 0.0 | 0.0 |
| Adjusted operating profit | 259.0 | 179.7 | 79.8 | 518.5 |
| as % of sales | 25.3% | 17.9% | 16.5% | 20.7% |

1. Restructuring (€12.7m) and other miscellaneous items (€18.0m)

2024 Fourth quarter - adjusted operating profit before and after other operating income (expense) by geographical region

| Q4 2024 (in € millions) | Europe | North and Central America | Rest of the World | Total |
|--|----------------|---------------------------------|----------------------|-----------------------|
| Net sales | 1,029.7 | 976.5 | 413.7 | 2,419.9 |
| Cost of sales | (488.9) | (477.9) | (233.4) | (1,200.2) |
| Administrative and selling expenses, R&D costs | (305.1) | (313.8) | (109.8) | (728.7) |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 15.2 | 25.3 | 6.4 | 46.9 |
| Adjusted operating profit before other operating income (expense) | 250.9 | 210.1 | 76.9 | 537.9 |
| as % of sales | 24.4% | 21.5% | 18.6% | 22.2% |
| Other operating income (expense) | (2.5) | (27.0) | (8.5) | (38.0) ⁽¹⁾ |
| Reversal of (i) amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions and, (ii) where applicable, impairment of goodwill | 0.0 | 0.0 | 0.0 | 0.0 |
| Adjusted operating profit | 248.4 | 183.1 | 68.4 | 499.9 |
| as % of sales | 24.1% | 18.8% | 16.5% | 20.7% |

1. Restructuring (€23.6m) and other miscellaneous items (€14.4m)

2025 - reconciliation of cash flow from operations with profit

| In € millions | 2024 | 2025 |
|--|----------------|----------------|
| Profit | 1,168.9 | 1,252.3 |
| Depreciation, amortization and impairment | 384.9 | 415.2 |
| Changes in other non-current assets and liabilities and long-term deferred taxes | 35.5 | 31.4 |
| Unrealized exchange (gains)/losses | 0.1 | 1.0 |
| (Gains)/losses on sales of assets, net | 1.4 | 4.4 |
| Other adjustments | 7.8 | 11.3 |
| Cash flow from operations | 1,598.6 | 1,715.6 |

2025 - reconciliation of free cash flow with cash flow from operations

| In € millions | 2024 | 2025 | % change |
|---|----------------|----------------|--------------|
| Cash flow from operations | 1,598.6 | 1,715.6 | +7.3% |
| <i>as % of sales</i> | 18.5% | 18.1% | |
| Decrease (Increase) in working capital requirement | (75.3) | (138.8) | |
| Net cash provided from operating activities | 1,523.3 | 1,576.8 | +3.5% |
| <i>as % of sales</i> | 17.6% | 16.6% | |
| Capital expenditure (including capitalized development costs) | (239.6) | (248.7) | |
| Net proceeds on asset disposals | 6.8 | 2.7 | |
| Free cash flow | 1,290.5 | 1,330.8 | +3.1% |
| <i>as % of sales</i> | 14.9% | 14.0% | |

Scope of consolidation (1/2)

| 2024 | Q1 | H1 | 9M | FY |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| Full consolidated method | | | | |
| MSS | Balance sheet only | 6 months | 9 months | 12 months |
| ZPE SYSTEMS | Balance sheet only | Balance sheet only | Balance sheet only | 12 months |
| ENOVATION | | Balance sheet only | Balance sheet only | 7 months |
| NETRACK | | Balance sheet only | Balance sheet only | 9 months |
| DAVENHAM | | Balance sheet only | Balance sheet only | 6 months |
| VASS | | Balance sheet only | Balance sheet only | 7 months |
| UPSISTEMAS | | | Balance sheet only | Balance sheet only |
| APP | | | | Balance sheet only |
| POWER BUS WAY | | | | Balance sheet only |

Scope of consolidation (2/2)

| 2025 | Q1 | H1 | 9M | FY |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| Full consolidated method | | | | |
| MSS | 3 months | 6 months | 9 months | 12 months |
| ZPE SYSTEMS | 3 months | 6 months | 9 months | 12 months |
| ENOVATION | 3 months | 6 months | 9 months | 12 months |
| NETRACK | 3 months | 6 months | 9 months | 12 months |
| DAVENHAM | 3 months | 6 months | 9 months | 12 months |
| VASS | 3 months | 6 months | 9 months | 12 months |
| UPSISTEMAS | 3 months | 6 months | 9 months | 12 months |
| APP | Balance sheet only | 6 months | 9 months | 12 months |
| POWER BUS WAY | Balance sheet only | 6 months | 9 months | 12 months |
| PERFORMANCE | Balance sheet only | Balance sheet only | Balance sheet only | 11 months |
| CRS | Balance sheet only | Balance sheet only | Balance sheet only | 9 months |
| LINKK BUSWAY SYSTEMS | | | Balance sheet only | 6 months |
| AMPERIO PROJECT | | | Balance sheet only | Balance sheet only |
| QUITÉRIOS | | | Balance sheet only | 5 months |
| COGELEC | | | | Balance sheet only |
| AVTRON POWER S. | | | | 2 months |

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