



Nov 6, 2025
Nine-month results
2025

#LegrandImprovingLives

 legrand[®]

Agenda

1. Highlights
2. Strong sales growth and very solid margins over nine months
3. 7 acquisitions announced since the beginning of the year
4. 2025 full-year targets confirmed
5. Financial agenda & Corporate access
6. Appendices



Highlights

Highlights

Strong sales growth and very solid margins over nine months

- Sales growth : +14.5% (organic and acquisitions)
- Adjusted operating margin (after acquisitions) : 20.7% of sales
- Net profit attributable to the Group : 12.8% of sales
- Free cash flow : growing +16.3%

7 acquisitions announced since the beginning of the year

- ~€500 million of sales acquired tied to the energy and digital transition
- Including 4 in datacenters

2025 full-year targets (raised in July 2025) confirmed

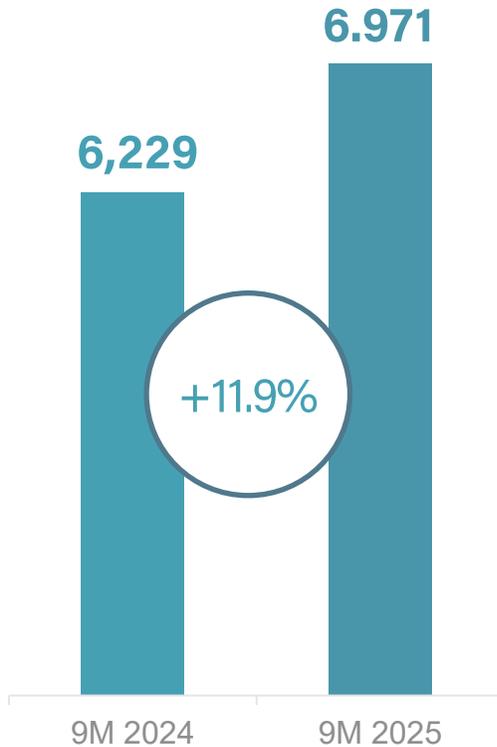
- Sales growth : +10% to +12% (organic and acquisitions)
- Adjusted operating margin (after acquisitions) : 20.5% to 21.0% of sales



9M 2025 results

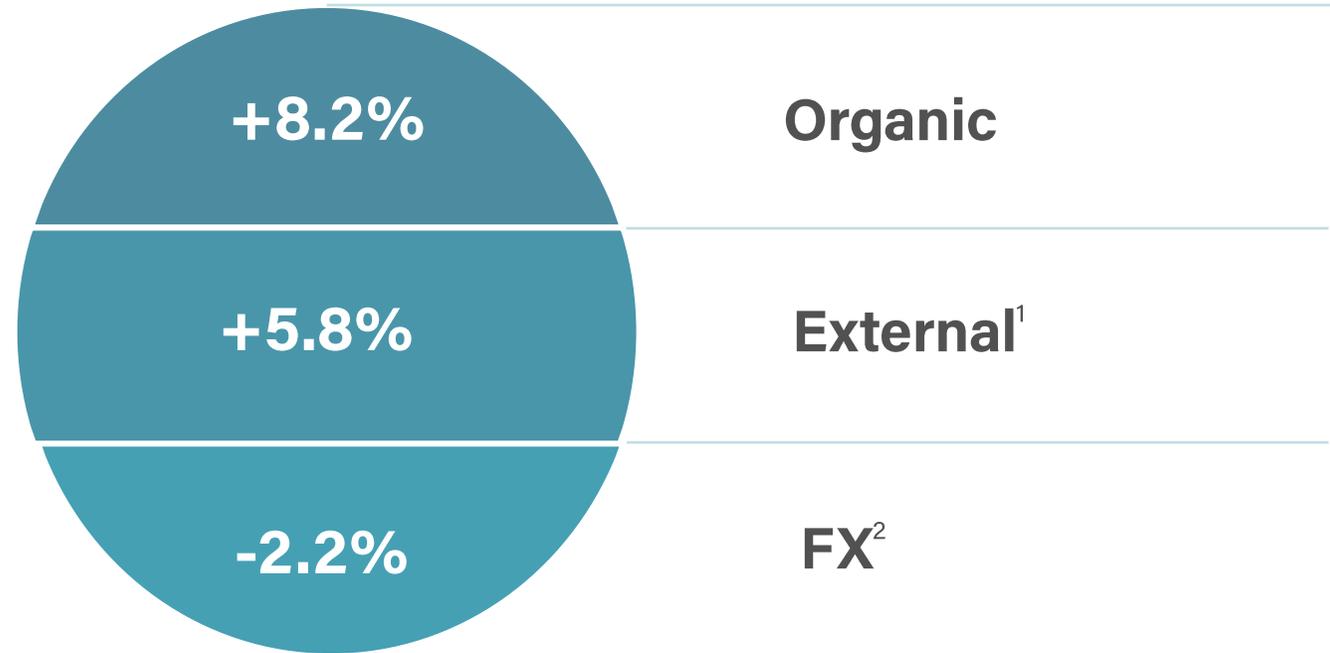
9M 2025 - Change in net sales

€ millions



+14.5%

Organic + acquisitions



1. Based on acquisitions announced the overall impact should be, in 2025, around +5% full year

2. Based on the average exchange rates observed in October 2025, the full-year currency effect on sales would be around -3.0% in 2025

9M 2025 - Organic sales trends by destination

EUROPE
38.3% OF GROUP

+1.5%

Market remains contrasted overall

Mature countries +1.5%
(33.7% of Group)

Growth in Germany, Italy, Netherland or UK

Negative trends as in France or in Spain

New economies +1.6%

Varying trends by country

NORTH & CENTRAL AMERICA
42.7% OF GROUP

+18.0%

United States +19.1%
(39.6% of Group)

Outstanding performance of datacenters offerings

Canada & Mexico

Growth in both countries

REST OF THE WORLD
19.0% OF GROUP

+2.4%

Asia-Pacific +2.4%
(12.1% of Group)

Up in India and Malaysia
Down in Australia and China

Africa-Middle East +5.7%
(3.4% of Group)

Sharp growth in the Middle East
Decline in Africa, particularly in Algeria

South America -3.9%
(3.5% of Group)

Retreat in Brazil

+8.2% organic growth, fueled by strong performance in datacenters

9M 2025 - Adjusted operating margin

9M 2024	Adjusted operating margin	20.5%
	Organic accretion on margin	+0.1 pts
9M 2025	Adjusted operating margin before acquisitions¹	20.6%
	Acquisitions effect on margin	+0.1 pts
9M 2025	Adjusted operating margin	20.7%

Strength of Legrand's strategic model, solid capacity for execution and adaptation, notably amid evolving global trade policies

1. At 2024 scope of consolidation

9M 2025 - Value creation

NET PROFIT ATTRIBUTABLE TO THE GROUP

€892MM

12.8% of sales

Operating profit increase, partially offset by the negative impact of financial result and a corporate income tax rate up +1pts (at 28% in 9M 2025)

FREE CASH FLOW

€871MM

+16.3% vs 9M 2025



**7 acquisitions
announced since
the beginning of the
year**

9M 2025 - Dynamic external growth momentum

7 acquisitions in 2025 totaling ~€500mm annual sales

	ACQUISITIONS		SALES
Digital Lifestyles	 performatiōn improving healthcare	Dutch software player in connected healthcare	>20 M€
	 Cogelec	French specialist in access control systems for buildings	>70 M€
Datacenters	 LINKK BUSWAY SYSTEMS	Asian reference specialist in power busbars	~45M€
	 CRS COMPUTER ROOM SOLUTIONS	Australian specialist white space infrastructure	~30M€
	 amperio PROJECT	Swiss specialist in busbar	~4M€
	 AVTRON POWER SOLUTIONS	U.S. leader in load banks for grey space	~350M\$
Energy transition	 Quitérios	Leading Portuguese player in electrical and digital modular distribution boards	~20M€

9M 2025 - Dynamic external growth momentum



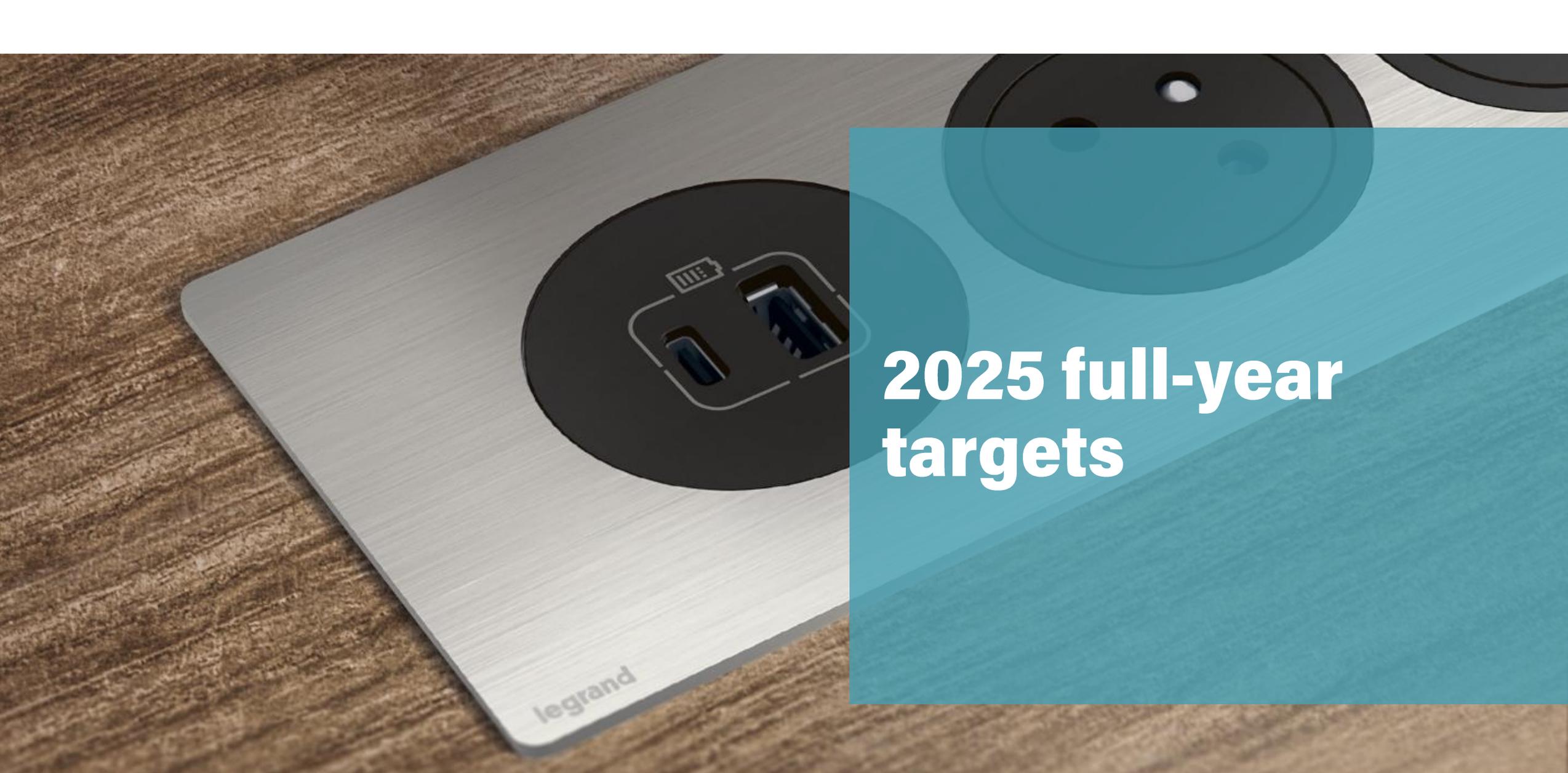
Based in Cleveland, United States (Ohio)

- A global leader in **load banks** for **datacenters grey spaces**
- **~\$350M** in yearly revenue, **~50% datacenters**, **>70% USA**
- **Reliable and innovative** solutions: **datacenters**, healthcare, renewable energy systems, and industry



A strategic strengthening in the energy transition space, particularly in datacenters.

Strict compliance with Legrand's financial criteria, including valuation multiples and value creation



2025 full-year targets

2025 full-year targets confirmed

In 2025, the Group is pursuing the profitable and responsible development laid out in its strategic roadmap.

Taking into account the first nine months of the year results, Legrand is targeting for full-year 2025 :

- sales growth (organic and through acquisitions, excluding currency effects) of between +10% and +12%. This includes expected organic growth of +5% to +7% and growth from acquisitions of approximately +5%;
- adjusted operating margin¹ (after acquisitions); of 20.5% to 21.0% of sales;
- at least 100% CSR achievement rate for the first year of the 2025-2027 roadmap².

1. All-in adjusted Ebit margin: **including** restructuring costs

2. The pillars of the new CSR roadmap were detailed at the dedicated virtual CMD on March 25, 2025: [CSR Capital Markets Day 2025 - Legrand](#)



Financial agenda & Corporate access

Financial agenda



2025 Corporate access calendar¹

Roadshow

Date	Conference	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	To be confirmed	Australia - Virtual	Management (C-suite)
Feb. 26, 2026	RBC Capital Markets	Toronto	Management (C-suite)
Feb. 26, 2026	To be confirmed	Middle East - Virtual	Management (C-suite)
Mar. 3, 2026	Kepler Cheuvreux	Stockholm	Management (C-suite)
Mar. 5, 2026	CIC Market Solutions	Geneva	Management (C-suite)
Mar. 6, 2026	To be confirmed	Asia - Virtual	Management (C-suite)

1. Planned dates and participants may change
NINE-MONTH RESULTS 2025

2025 Corporate access calendar¹

Conferences

Date	Conference	Location	Legrand participants
Nov. 27, 2025	Jefferies - Paris Industrials Summit	Paris	IR Team
Dec. 02, 2025	Goldman Sachs - Global Industrials	London	Management (C-suite)
Dec. 04, 2025	Bernstein SG - SDC Premium Review conference	Paris	Management (C-suite)
Dec. 09, 2025	CIC Market Solutions - CIC Forum	Paris	IR Team
Feb. 18, 2026	Barclays - Industrial Select Conference	Miami	Management (C-suite)
Feb. 19, 2026	Citi - Global Industrial Tech and Mobility	Miami	Management (C-suite)
Mar. 4, 2026	Barclays - European Industrial Days	Paris	Management (C-suite)
Mar. 17, 2026	BNP Paribas - Transforming Industrials, Materials and Energy	London	Management (C-suite)

1. Planned dates and participants may change

2025 Corporate access calendar¹

Conferences

Date	Conference	Location	Legrand participants
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)
Jun. 17, 2026	JP Morgan - European Industrials Conference	London	Management (C-suite)
Jun. 18, 2026	Norges - Buy-Side Global Industrials Conference	London	Management (C-suite)
Sep. 17, 2026	UBS - Quo Vadis Industrials	Virtual	IR Team
Sep. 22, 2026	BNP Paribas - ESG Conference	Paris	Management (C-suite)
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



Appendices

Glossary

Adjusted operating profit is defined as operating profit adjusted for: i/ amortization and depreciation of revaluation of assets at the time of acquisitions and for other P&L impacts relating to acquisitions and, ii/ 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 of right of use assets, amortization and impairment of intangible assets (including capitalized development costs), reversal of inventory step-up and impairment of goodwill.

Free cash flow is defined as the sum of net cash from operating activities and net proceeds from sales of fixed and financial assets, 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.

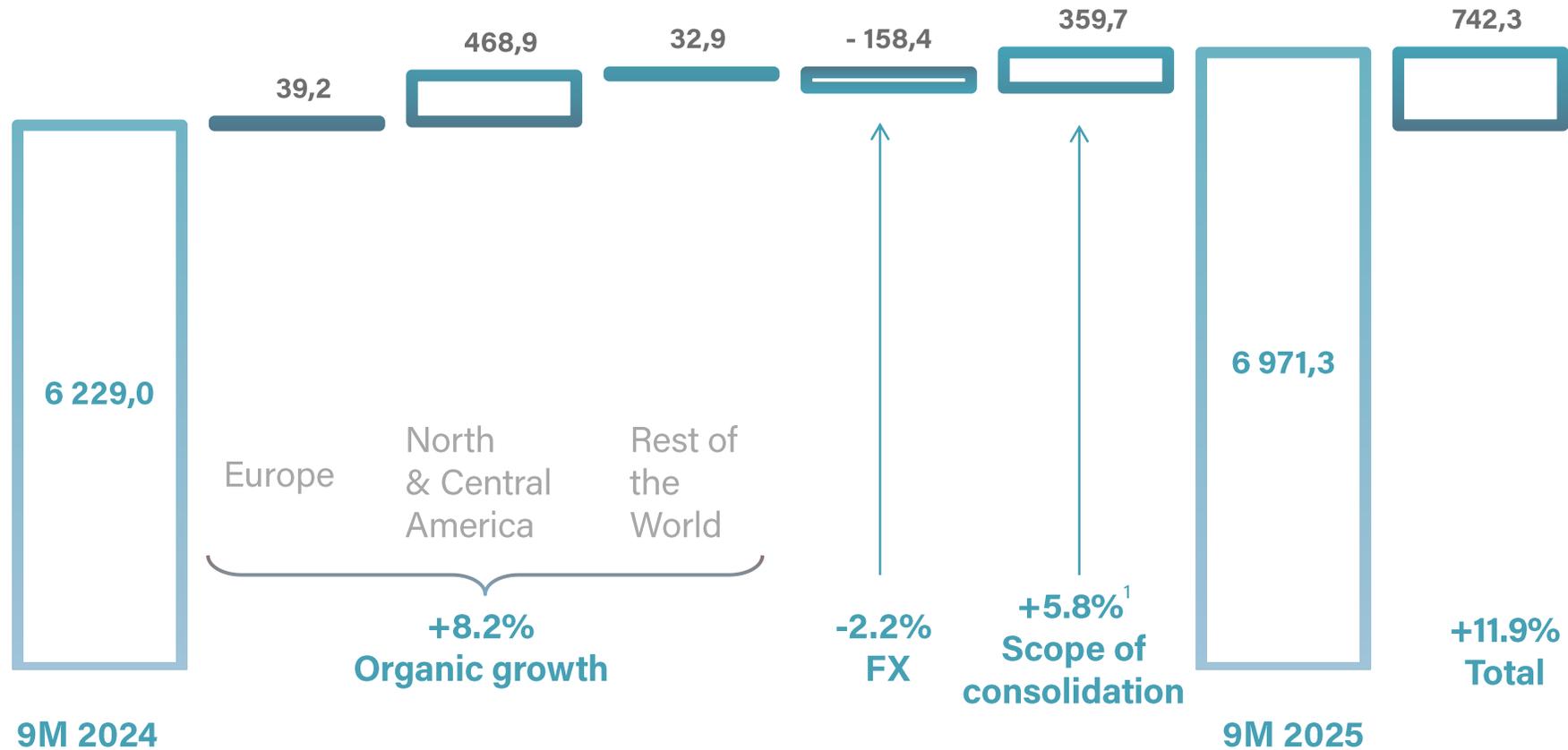
Organic growth is defined as the change in sales at constant structure (scope of consolidation) and exchange rates.

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 9M 2025 net sales by destination (€mm)



1. Due to the consolidation of ZPE, Netrack, Enovation, VASS, Davenham, UPSistemas, APP & Power Bus Way

2025 Nine months - net sales by destination¹

In € millions	9M 2024	9M 2025	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
Europe	2,497.7	2,669.7	6.9%	5.6%	1.5%	-0.3%
North and Central America	2,496.9	2,976.9	19.2%	4.1%	18.0%	-3.0%
Rest of the World	1,234.4	1,324.8	7.3%	9.5%	2.4%	-4.3%
Total	6,229.0	6,971.4	11.9%	5.8%	8.2%	-2.2%

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 Nine months - net sales by origin¹

In € millions	9M 2024	9M 2025	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
Europe	2,604.3	2,811.8	8.0%	6.7%	1.5%	-0.3%
North and Central America	2,528.2	3,008.8	19.0%	3.1%	19.0%	-3.0%
Rest of the World	1,096.5	1,150.8	5.0%	9.8%	0.4%	-4.8%
Total	6,229.0	6,971.4	11.9%	5.8%	8.2%	-2.2%

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 Nine months - P&L

In € millions	9M 2024	9M 2025	% change
Net sales	6,229.0	6,971.4	+11.9%
Gross profit	3,246.4	3,582.9	+10.4%
<i>as % of sales</i>	52.1%	51.4%	
Adjusted operating profit	1,276.1	1,443.8	+13.1%
<i>as % of sales</i>	20.5%	20.7%⁽¹⁾	
Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions	(86.4)	(111.3)	
Impairment of goodwill	0.0	0.0	
Operating profit	1,189.7	1,332.5	+12.0%
<i>as % of sales</i>	19.1%	19.1%	
Financial income (costs)	(31.6)	(69.2)	
Exchange gains (losses)	(16.4)	(20.9)	
Income tax expense	(307.8)	(348.0)	
Share of profits (losses) of equity-accounted entities	0.0	0.0	
Profit	833.9	894.4	+7.3%
Net profit attributable to the Group	833.7	892.3	+7.0%

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%
<i>as % of sales</i>	<i>53.1%</i>	<i>52.4%</i>	
Adjusted operating profit	415.9	470.4	+13.1%
<i>as % of sales</i>	<i>20.5%</i>	<i>20.7%⁽¹⁾</i>	
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%
<i>as % of sales</i>	<i>19.1%</i>	<i>19.1%</i>	
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%
<i>as % of sales</i>	<i>52.2%</i>	<i>51.2%</i>	
Adjusted operating profit	457.2	533.0	+16.6%
<i>as % of sales</i>	<i>21.0%</i>	<i>21.3%⁽¹⁾</i>	
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%
<i>as % of sales</i>	<i>19.4%</i>	<i>19.9%</i>	
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%
<i>as % of sales</i>	<i>51.1%</i>	<i>50.5%</i>	
Adjusted operating profit	403.0	440.4	+9.3%
<i>as % of sales</i>	<i>20.0%</i>	<i>20.0%⁽¹⁾</i>	
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%
<i>as % of sales</i>	<i>18.7%</i>	<i>18.3%</i>	
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 Nine months - adjusted operating profit before and after other operating income (expense) by geographical region

9M 2025 (in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales	2,811.8	3,008.8	1,150.8	6,971.4
Cost of sales	(1,278.8)	(1,471.3)	(638.4)	(3,388.5)
Administrative and selling expenses, R&D costs	(909.7)	(915.6)	(303.5)	(2,128.8)
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	37.7	65.8	7.8	111.3
Adjusted operating profit before other operating income (expense)	661.0	687.7	216.7	1,565.4
as % of sales	23.5%	22.9%	18.8%	22.5%
Other operating income (expense)	(55.2)	(45.9)	(20.5)	(121.6) ⁽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	605.8	641.8	196.2	1,443.8
as % of sales	21.5%	21.3%	17.0%	20.7%

1. Restructuring (€51.9m) and other miscellaneous items (€69.7m)

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

9M 2024 (in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales	2,604.3	2,528.2	1,096.5	6,229.0
Cost of sales	(1,179.3)	(1,208.8)	(594.5)	(2,982.6)
Administrative and selling expenses, R&D costs	(823.7)	(839.8)	(291.5)	(1,955.0)
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	19.4	57.7	7.1	84.2
Adjusted operating profit before other operating income (expense)	620.7	537.3	217.6	1,375.6
as % of sales	23.8%	21.3%	19.8%	22.1%
Other operating income (expense)	(33.3)	(59.0)	(9.4)	(101.7) ⁽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	589.6	478.3	208.2	1,276.1
as % of sales	22.6%	18.9%	19.0%	20.5%

1. Restructuring (€53.2m) and other miscellaneous items (€48.5m)

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	152.7	179.5	66.4	398.6
as % of sales	19.4%	20.7%	18.3%	19.7%

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

2025 Nine month - reconciliation of cash flow from operations with profit

In € millions	9M 2024	9M 2025
Profit	833.9	894.4
Depreciation, amortization and impairment	266.3	304.7
Changes in other non-current assets and liabilities and long-term deferred taxes	56.9	41.8
Unrealized exchange (gains)/losses	(6.7)	(1.3)
(Gains)/losses on sales of assets, net	0.9	2.1
Other adjustments	12.2	14.1
Cash flow from operations	1,163.5	1,255.8

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

In € millions	9M 2024	9M 2025	% change
Cash flow from operations	1,163.5	1,255.8	+7.9%
<i>as % of sales</i>	<i>18.7%</i>	<i>18.0%</i>	
Decrease (Increase) in working capital requirement	(292.2)	(255.0)	
Net cash provided from operating activities	871.3	1,000.8	+14.9%
<i>as % of sales</i>	<i>14.0%</i>	<i>14.4%</i>	
Capital expenditure (including capitalized development costs)	(127.3)	(131.9)	
Net proceeds from sales of fixed and financial assets	5.2	2.1	
Free cash flow	749.2	871.0	+16.3%
<i>as % of sales</i>	<i>12.0%</i>	<i>12.5%</i>	

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
CIRCUL'R				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
CIRCUL'R	Balance sheet only	Balance sheet only	Balance sheet only	To be determined
PERFORMANCE	Balance sheet only	Balance sheet only	Balance sheet only	To be determined
CRS	Balance sheet only	Balance sheet only	Balance sheet only	To be determined
LINKK BUSWAY SYSTEMS			Balance sheet only	To be determined
AMPERIO PROJECT			Balance sheet only	To be determined
QUITÉRIOS			Balance sheet only	To be determined
COGELEC				To be determined
AVRTON POWER S.				To be determined

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