



May 7, 2026

First-quarter results **2026**

#LegrandImprovingLives



Content

1. Highlights
2. Strong sales growth and excellent profitability
3. 2026 full-year targets confirmed
4. Sustained acquisition momentum
5. Success of the second international share ownership plan for employees
6. Combined General Meeting of Shareholders
7. Financial agenda & Corporate access
8. Appendices

TOGETHER

IMPROVING

LIVES



Highlights

Strong growth in sales of +18% (excl. currency effects) & excellent profitability

- Organic sales growth : +9.3%
- Sales growth through acquisitions : +8.2%
- Adjusted operating margin after acquisitions : 20.7%
- Net profit attributable to the Group : +14.2%

4 acquisitions in datacenters and energy transition

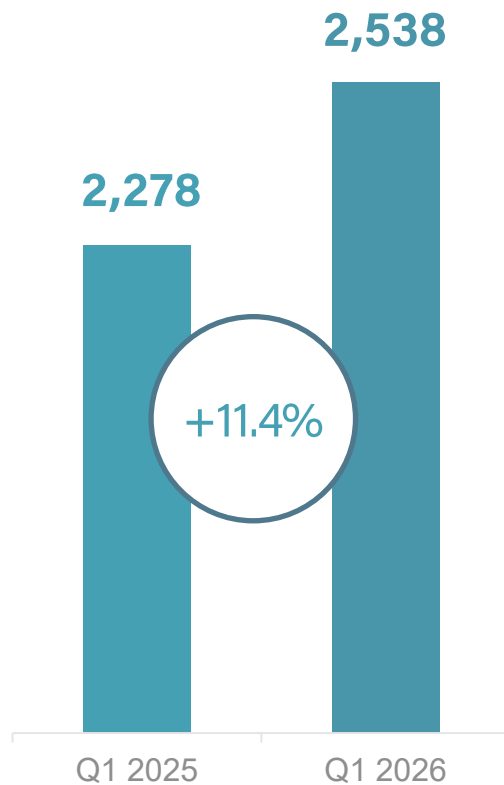
2026 full-year targets confirmed



**Strong sales
growth and
excellent
profitability**

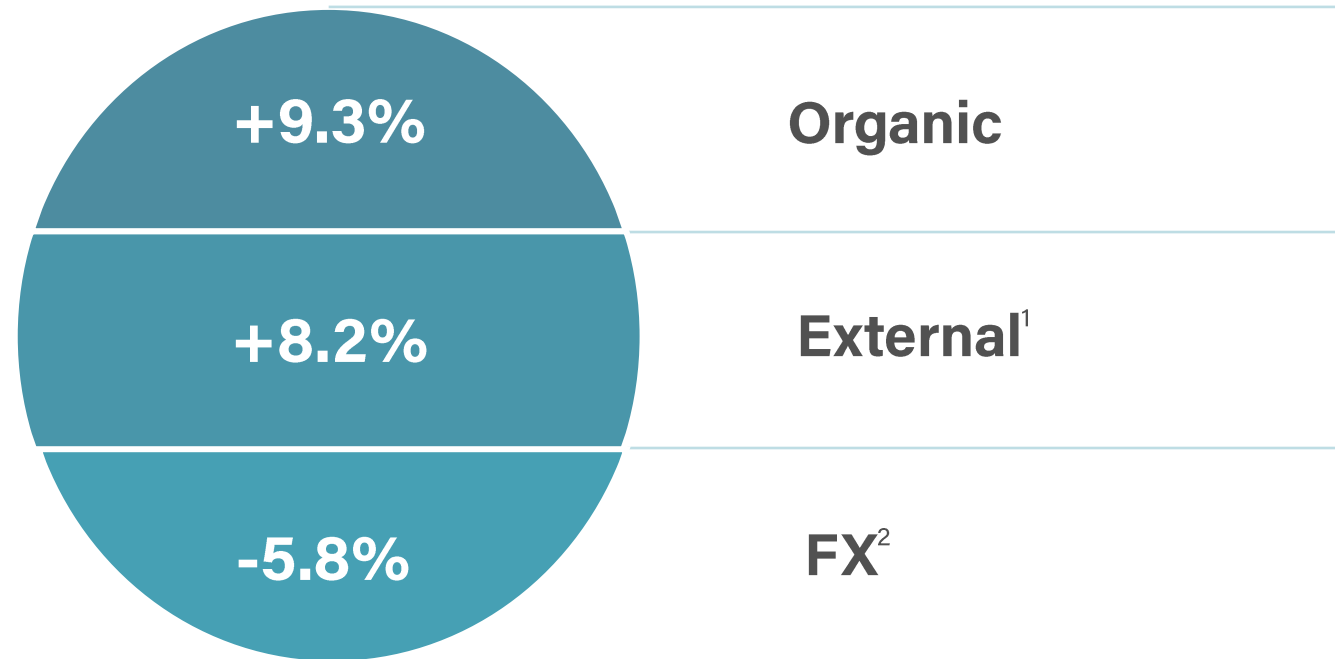
Q1 2026 - Change in net sales

€ millions



+18.3%

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 +7%

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

Q1 2026 - Organic sales trends by destination

EUROPE
36.3% OF GROUP

-2.8%

Still contrasted building market
Growth notably in Germany and Italy
Declines in France, Spain or the United Kingdom

NORTH & CENTRAL AMERICA
46.1% OF GROUP

+25.8%

United States +29.1%
(43.4% of Group)
Success of datacenter-related offerings
Canada & Mexico
Decline in both countries

REST OF THE WORLD
17.6% OF GROUP

-1.8%

Asia-Pacific -3.0%
(11.6% of Group)
Significant growth in India and Australia
Retreat in China and Malaysia
Africa-Middle East +13.1%
(3.1% of Group)
Growth in the Middle East, despite the geopolitical situation, and in Africa
South America -9.9%
(2.9% of Group)

+9.3% organic growth, driven by datacenters

Q1 2026 - Adjusted operating margin

Q1 2025	Adjusted operating margin	20.7%
	Organic evolution of margin	-0.2 pts
Q1 2026	Adjusted operating margin before acquisitions¹	20.5%
	Impact of acquisitions	+0.2 pts
Q1 2026	Adjusted operating margin	20.7%

Despite inflation already affecting the cost base, Legrand maintained strong and resilient profitability, reflecting solid execution, adaptability, and the quality of its recent acquisitions

1. At 2025 scope of consolidation

Q1 2026 - Solid value creation & balance sheet

NET PROFIT
ATTRIBUTABLE TO THE GROUP

€335M

+14.2% vs. Q1 2025

FREE CASH FLOW

€221M

8.7% of sales

NET DEBT TO EBITDA¹ RATIO

2.1x

end of Q1 2026

1. Based on EBITDA in the last twelve months



2026 full-year targets confirmed

2026 full-year targets confirmed

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

Taking into account the current global macroeconomic environment, 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



Sustained acquisition momentum

Sustained acquisition momentum

4 acquisitions in datacenters and energy transition in 2026 so far, totaling ~€275M annual sales

	ACQUISITIONS	SALES
	Brazilian specialist in the installation, maintenance and operation of technical infrastructure	~€45M
	U.S. specialist in low- and medium-voltage power distribution systems	~\$100M
	Leading Chinese rack manufacturer	>€60M
	European specialist in power distribution systems	~€85M

Demonstration of Legrand's excellent capabilities in identifying opportunities and in executing and docking acquisitions



Success of the 2nd international share ownership plan for employees

Success of the 2nd international share ownership plan for employees



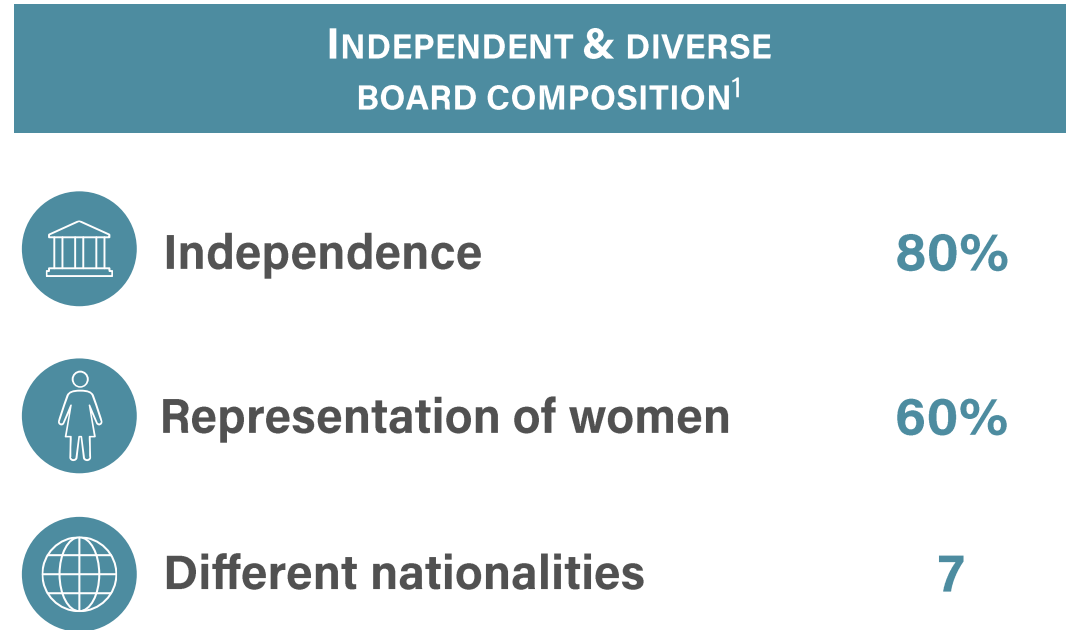
- **Non-dilutive**
- Launched in **March 2026**
- **>70%** of the Group's workforce
- Subscription **~40%**

Success reflecting the confidence of Legrand teams in the Group's strategy



Combined General Meeting of Shareholders on May 27, 2026

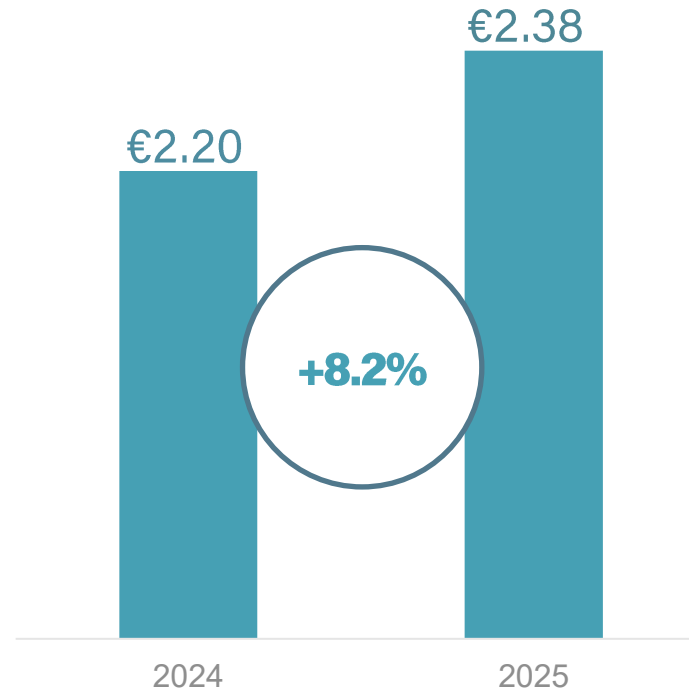
Proposed change in Board of Directors composition¹



Continuously aligning with best governance practices

1. Subject to the approval of shareholders at General Meeting on May 27, 2026

Dividend¹ in line with capital allocation policy



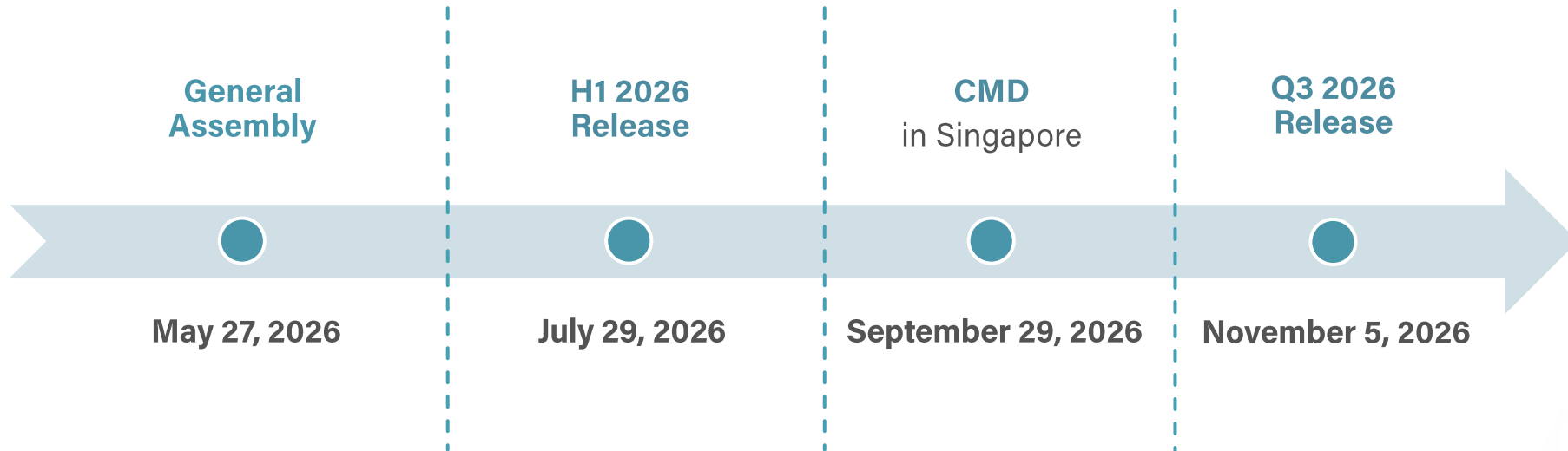
50% payout

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



Financial agenda & Corporate access

Key Financial Dates



2026 Corporate access calendar¹

Date	Event	Location	Legrand participants
May 12, 2026	UBS - Best of Europe Virtual One-on-One	Virtual	IR Team
June 3, 2026	CIC Market Solutions - Roadshow	Milan	IR Team
June 8, 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. 2, 2026	Goldman Sachs - Global Industrials	London	Management (C-suite)
Dec. 8, 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 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.

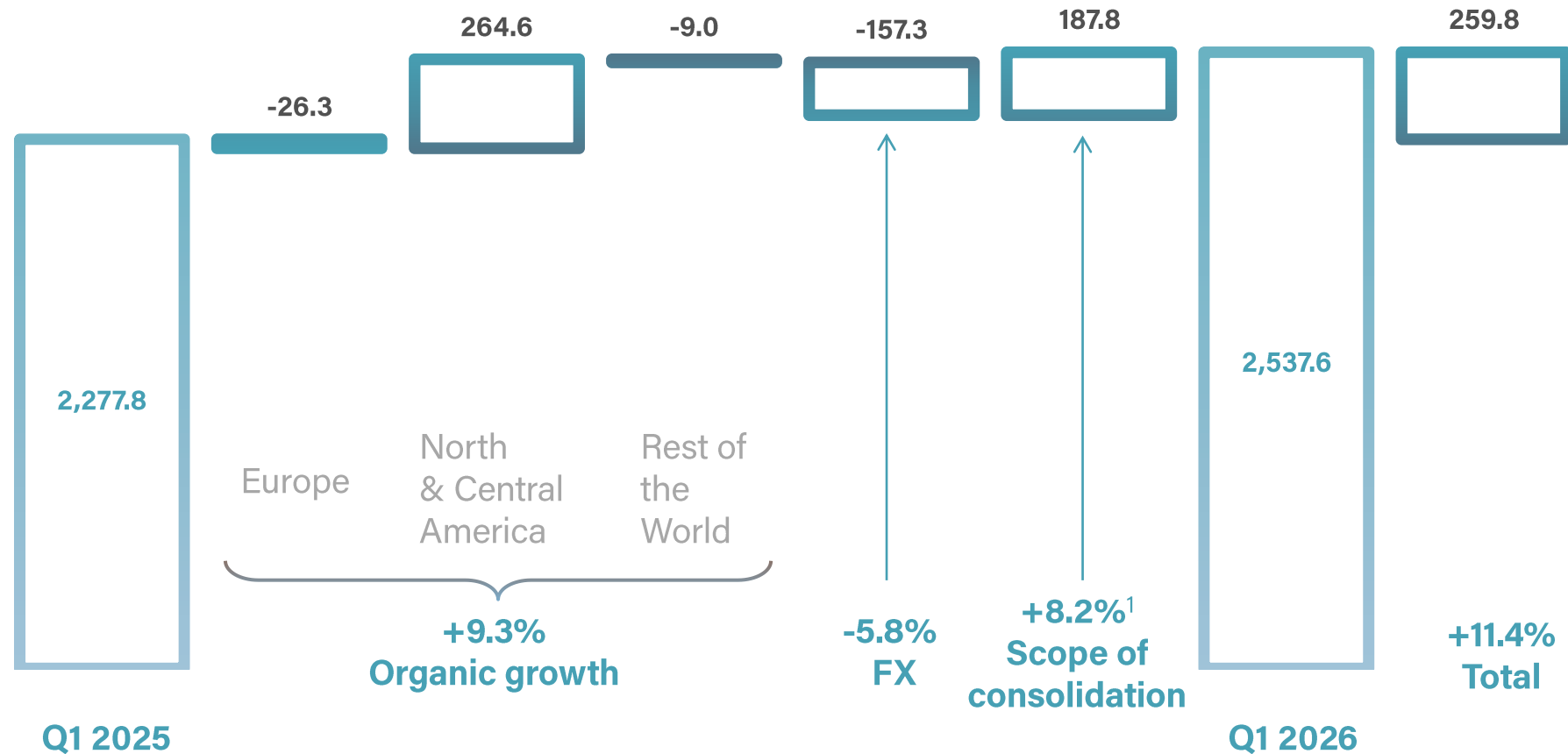
Organic growth is defined as the change in sales at constant structure (scope of consolidation) and exchange rates.

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 Q1 2026 net sales by destination (€mm)



1. Due to the consolidation of APP, Power Bus Way, Performation, CRS, Linkk, Quitérios, Amperio & Avtron

2026 First quarter - net sales by destination¹

In € millions	Q1 2025	Q1 2026	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
Europe	932.4	921.5	-1.2%	2.1%	-2.8%	-0.4%
North and Central America	929.9	1,169.0	25.7%	10.3%	25.8%	-9.4%
Rest of the World	415.5	447.1	7.6%	17.5%	-1.8%	-6.7%
Total	2,277.8	2,537.6	11.4%	8.2%	9.3%	-5.8%

1. Market where sales are recorded

2026 First quarter - net sales by origin¹

In € millions	Q1 2025	Q1 2026	Total Change	Scope of Consolidation	Like-for-Like Growth	Currency Effect
Europe	974.0	996.1	2.3%	2.7%	0.0%	-0.5%
North and Central America	940.5	1,152.1	22.5%	10.2%	23.0%	-9.6%
Rest of the World	363.3	389.4	7.2%	18.0%	-2.0%	-7.3%
Total	2,277.8	2,537.6	11.4%	8.2%	9.3%	-5.8%

1. Zone of origin of the product sold

2026 First quarter - P&L

In € millions	Q1 2025	Q1 2026	% change
Net sales	2,277.8	2,537.6	+11.4%
Gross profit	1,194.0	1,282.0	+7.4%
<i>as % of sales</i>	52.4%	50.5%	
Adjusted operating profit	470.4	524.7	+11.5%
<i>as % of sales</i>	20.7%	20.7%⁽¹⁾	
Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions	(36.2)	(39.5)	
Impairment of goodwill	0.0	0.0	
Operating profit	434.2	485.2	+11.7%
<i>as % of sales</i>	19.1%	19.1%	
Financial income (costs)	(20.3)	(32.1)	
Exchange gains (losses)	(5.1)	1.2	
Income tax expense	(114.5)	(118.2)	
Share of profits (losses) of equity-accounted entities	0.0	0.0	
Profit	294.3	336.1	+14.2%
Net profit attributable to the Group	293.3	334.9	+14.2%

1. 20.5% excluding acquisitions (at 2025 scope of consolidation)

2026 First quarter - adjusted operating profit before and after other operating income (expense) by geographical region

Q1 2026 (in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales	996.1	1,152.1	389.4	2,537.6
Cost of sales	(447.2)	(577.4)	(231.0)	(1,255.6)
Administrative and selling expenses, R&D costs	(337.9)	(321.0)	(97.7)	(756.6)
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	12.7	24.4	2.4	39.5
Adjusted operating profit before other operating income (expense)	223.7	278.1	63.1	564.9
as % of sales	22.5%	24.1%	16.2%	22.3%
Other operating income (expense)	(20.3)	(17.6)	(2.3)	(40.2) ⁽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	203.4	260.5	60.8	524.7
as % of sales	20.4%	22.6%	15.6%	20.7%

1. Restructuring (€9.1m) and other miscellaneous items (€31.1m)

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)

2026 First quarter - reconciliation of cash flow from operations with profit

In € millions	Q1 2025	Q1 2026
Profit	294.3	336.1
Depreciation, amortization and impairment	95.2	104.0
Changes in other non-current assets and liabilities and long-term deferred taxes	9.7	0.2
Unrealized exchange (gains)/losses	(0.1)	1.2
(Gains)/losses on sales of assets, net	0.2	0.2
Other adjustments	7.0	9.2
Cash flow from operations	406.3	450.9

2026 First quarter - reconciliation of free cash flow with cash flow from operations

In € millions	Q1 2025	Q1 2026	% change
Cash flow from operations	406.3	450.9	+11.0%
<i>as % of sales</i>	<i>17.8%</i>	<i>17.8%</i>	
Decrease/(Increase) in working capital requirement	(185.3)	(194.1)	
Net cash provided from operating activities	221.0	256.8	+16.2%
<i>as % of sales</i>	<i>9.7%</i>	<i>10.1%</i>	
Capital expenditure (including capitalized development costs)	(33.2)	(36.4)	
Net proceeds on asset disposals	0.3	0.6	
Free cash flow	188.1	221.0	+17.5%
<i>as % of sales</i>	<i>8.3%</i>	<i>8.7%</i>	

Scope of consolidation (1/2)

2025	Q1	H1	9M	FY
Full consolidation method				
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

Scope of consolidation (2/2)

2026	Q1	H1	9M	FY
Full consolidation method				
APP	3 months	6 months	9 months	12 months
POWER BUS WAY	3 months	6 months	9 months	12 months
PERFORMANCE	3 months	6 months	9 months	12 months
CRS	3 months	6 months	9 months	12 months
LINKK BUSWAY SYSTEMS	3 months	6 months	9 months	12 months
AMPERIO PROJECT	3 months	6 months	9 months	12 months
QUITÉRIOS	3 months	6 months	9 months	12 months
COGELEC	Balance sheet only	To be determined	To be determined	To be determined
AVTRON POWER S.	3 months	6 months	9 months	12 months
GREEN4T	Balance sheet only	To be determined	To be determined	To be determined
KRATOS INDUSTRIES	Balance sheet only	To be determined	To be determined	To be determined
TES	Balance sheet only	To be determined	To be determined	To be determined
KEYDAK	-	To be determined	To be determined	To be determined

INVESTOR RELATIONS

LEGRAND

Ronan MARC

Tel: +33 (0)1 49 72 53 53

ronan.marc@legrand.com

PRESS RELATIONS

TBWA Corporate

Lucie DAUDIGNY

Mob: +33 (0)6 77 20 71 11

lucie.daudigny@tbwa-corporate.com

Disclaimer

The information contained in this presentation has not been independently verified and no representation or warranty expressed or implied is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained herein.

This presentation contains information about Legrand's markets and its competitive position therein. Legrand is not aware of any authoritative industry or market reports that cover or address its markets. Legrand assembles information on its markets through its subsidiaries, which in turn compile information on their own local markets annually from formal and informal contacts with industry professionals, electrical-product distributors, building statistics, and macroeconomic data. Legrand estimates its position in its markets based on the market data referred to above and on its actual sales in the relevant market for the same period.

This document contains estimates and/or forward-looking statements, themselves derived from reasonable hypothesis and opinions, including regarding the financial situation, the situation regarding relevant sustainability matters, results and strategy of Legrand. Such estimates and statements are generally identified by the words "expect," "believe," "plan," "anticipate," "could," "forecast," "intend," "potential", or "outlook" as well as other similar terms.

These estimates/forward-looking statements do not constitute forecasts regarding Legrand's results or any other performance indicator, but rather describe trends or targets, as the case may be. Investors and holders of Legrand securities are advised that these statements are by their nature subject to risks and uncertainties, many of which are outside Legrand's control, including, but not limited to the risks described in Legrand's 2025 Universal Registration Document, filed with the Autorité des marchés financiers (the French Financial Markets Authority, AMF) on 8 April 2026 under number D. 26-0231 and available on its Internet website (www.legrand.com). These statements do not reflect future performance of Legrand, which may materially differ. These statements are made only as of the date of this presentation and Legrand does not undertake to provide updates of these statements to reflect events that occur or circumstances that arise after the date of this document. As a consequence, Legrand, its affiliates, directors, advisors, employees and representatives, expressly do not assume any liability whatsoever for such estimates and/or forward-looking statements.

The information set out in this document does not constitute or form part of, and should not be construed as, any recommendation for taking any action, including the acquisition or sale of any asset or any securities of Legrand or its subsidiaries. This document does not constitute an offer to sell, or a solicitation of an offer to buy securities of Legrand or its subsidiaries in any jurisdiction.

Un-sponsored ADRs

Legrand does not sponsor an American Depositary Receipts (ADR) facility in respect of its shares. Any ADR facility currently in existence is "un-sponsored" and has no ties whatsoever to Legrand. Legrand disclaims any liability in respect of any such facility.