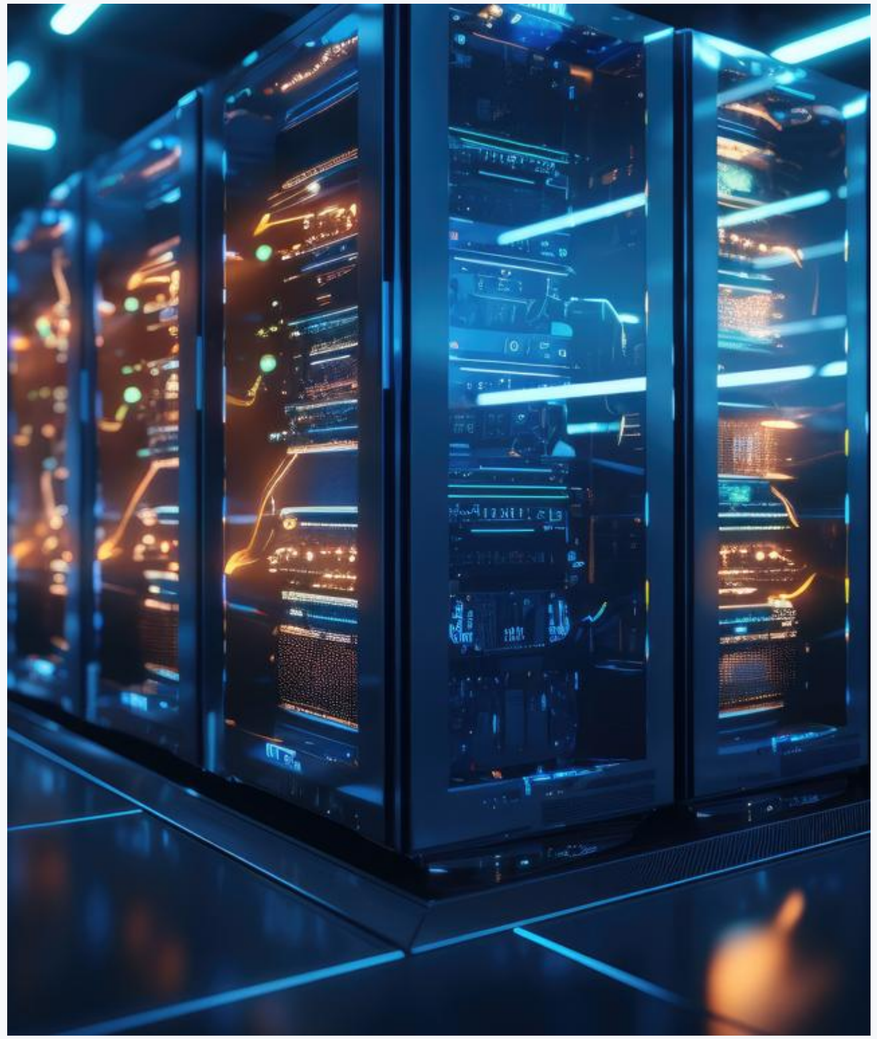
Nine-month results 2026

November 5, 2026

#LegrandImprovingLives

Agenda



01.	Highlights
02.	Very strong sales growth, excellent profitability
03.	Sustained acquisitions momentum
04.	New 2030 ambitions
05.	2026 full-year targets revised upward
06.	Financial agenda & corporate access
07.	Appendices



Highlights

Highlights

9M 2026 : very strong sales growth and excellent profitability

- Sales growth (excl. currency effect) : +22% (+12.7% organic and +8.3% acquisitions)
- Adjusted operating margin (after acquisitions) : 20.8% of sales
- Net profit attributable to the Group : +19.6%

7 acquisitions since the beginning of the year, all in buoyant energy and digital transition markets

2026 full-year targets revised upward

Capital Markets Day on September 29, 2026[1], new 2030 ambitions

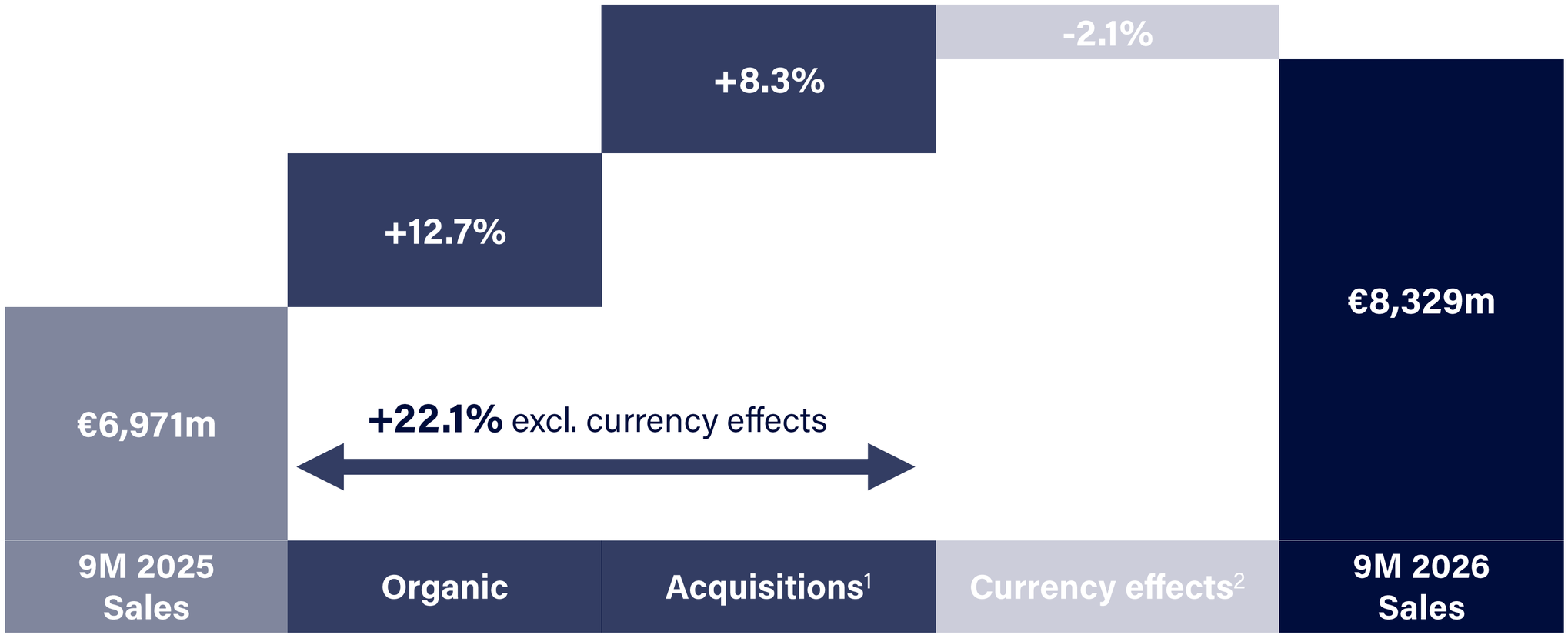
- Organic sales growth CAGR : +6% to +8%
- Yearly scope effect from acquisitions : ~+5% on average
- Adjusted operating margin[2] : 21% to 22% of sales on average

1. For further information, please refer to documents in the Capital Markets Day 2026 – Legrand section 2. After acquisitions and including restructuring expenses



9M 2026
Very strong sales growth and excellent profitability

9M 2026 – Change in net sales



1. Based on acquisitions announced and likely dates of consolidation, their overall impact would be around +8% full year
2. Based on average exchange rates in October 2026, the full-year effect would be around -1% in 2026

9M 2026 – Organic sales trends by destination

Europe
33.1% of Group

-0.9%

Building market remaining mixed

Good performances in Italy, the United Kingdom and Turkey

Declines in most other countries

North & Central America
47.3% of Group

+26.6%

United States +28.7%

(44.7% of Group)

Strong momentum in data center offerings and energy transition solutions

Canada & Mexico

Growth in Canada, decline in Mexico

Rest of the World
19.6% of Group

+8.4%

Asia-Pacific +10.6%

(13.0% of Group)

Significant growth in India, Australia and many other Asian countries

Activity in China remaining soft

Africa-Middle East +9.3%

(3.1% of Group)

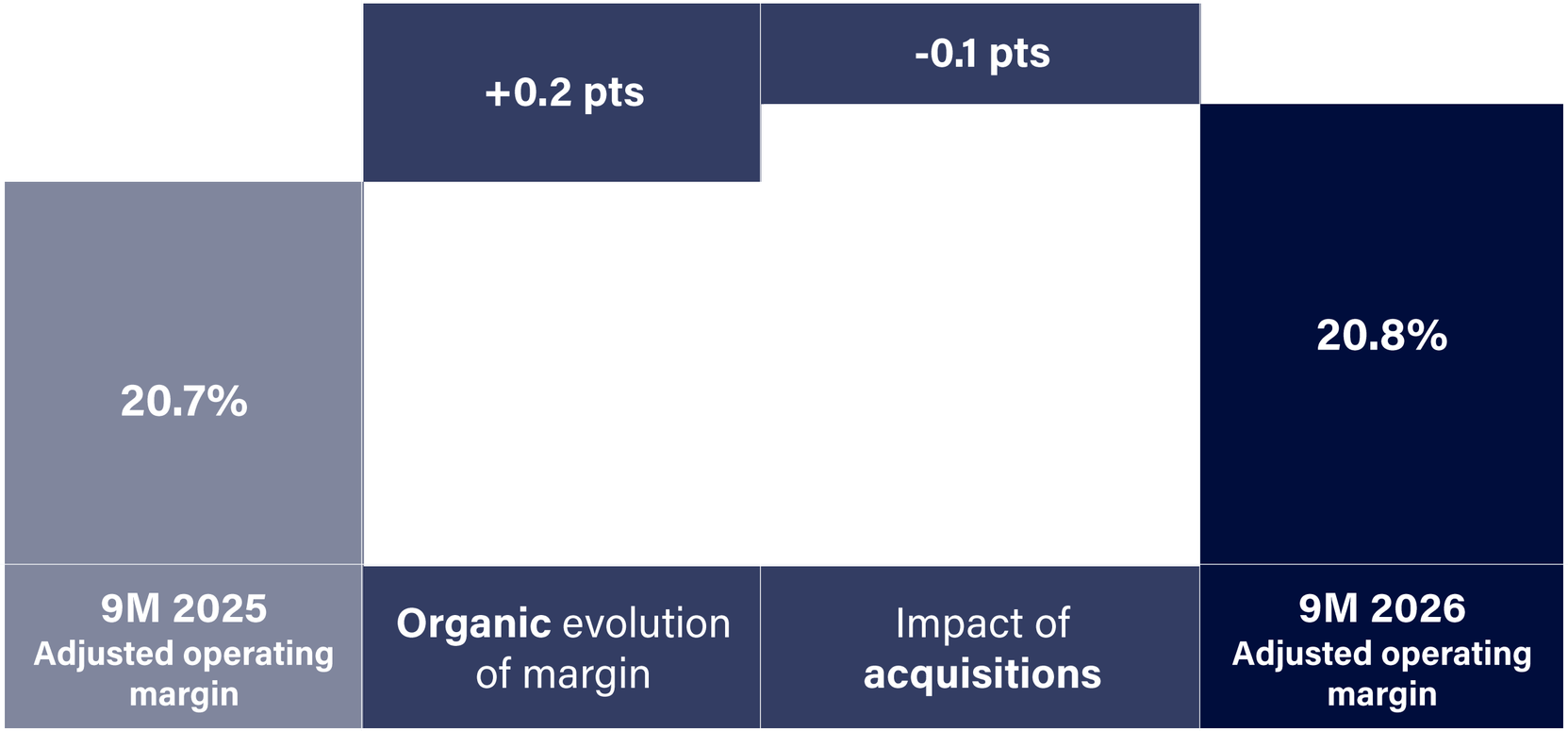
Growth in Africa and the Middle East, despite the geopolitical context

South America -0.4%

(3.5% of Group)

+12.7% organic growth, driven by data centers and energy transition

9M 2026 – Adjusted operating margin



The Group's strong profitability over the first nine months, despite a highly inflationary environment, reflects its robust execution capabilities and the quality of its recent acquisitions

9M 2026 – Value creation

Net profit attributable to the Group

€1.1bn

+19.6% vs. 9M 2025
12.8% of sales

Free Cash Flow

€1.0bn

+15.9% vs. 9M 2025
12.1% of sales



Sustained acquisitions momentum

Sustained acquisitions momentum

7 acquisitions in energy and digital transition in 2026 so far, for ~€450M annual sales

	Acquisitions	Sales
green 4T	Brazilian specialist in the installation, maintenance and operation of **technical infrastructure**	**~€45M**
KRATOS INDUSTRIES	U.S. specialist in **low- and medium-voltage power distribution systems**	**~$100M**
Keydak	Leading Chinese **rack** manufacturer	**~€60M**
TES®	European specialist in **power distribution systems**	**~€85M**
SPS	Malaysian specialist in **low- and medium-voltage power protection solutions**	**~€90M**
GIRTZ engineering performance	U.S. specialist in the design of **power integration solutions, testing and technical services**	**~$80M**
AXEL HEALTH	Finnish leading provider in **connected health** for patient flow management solutions	**~€10M**



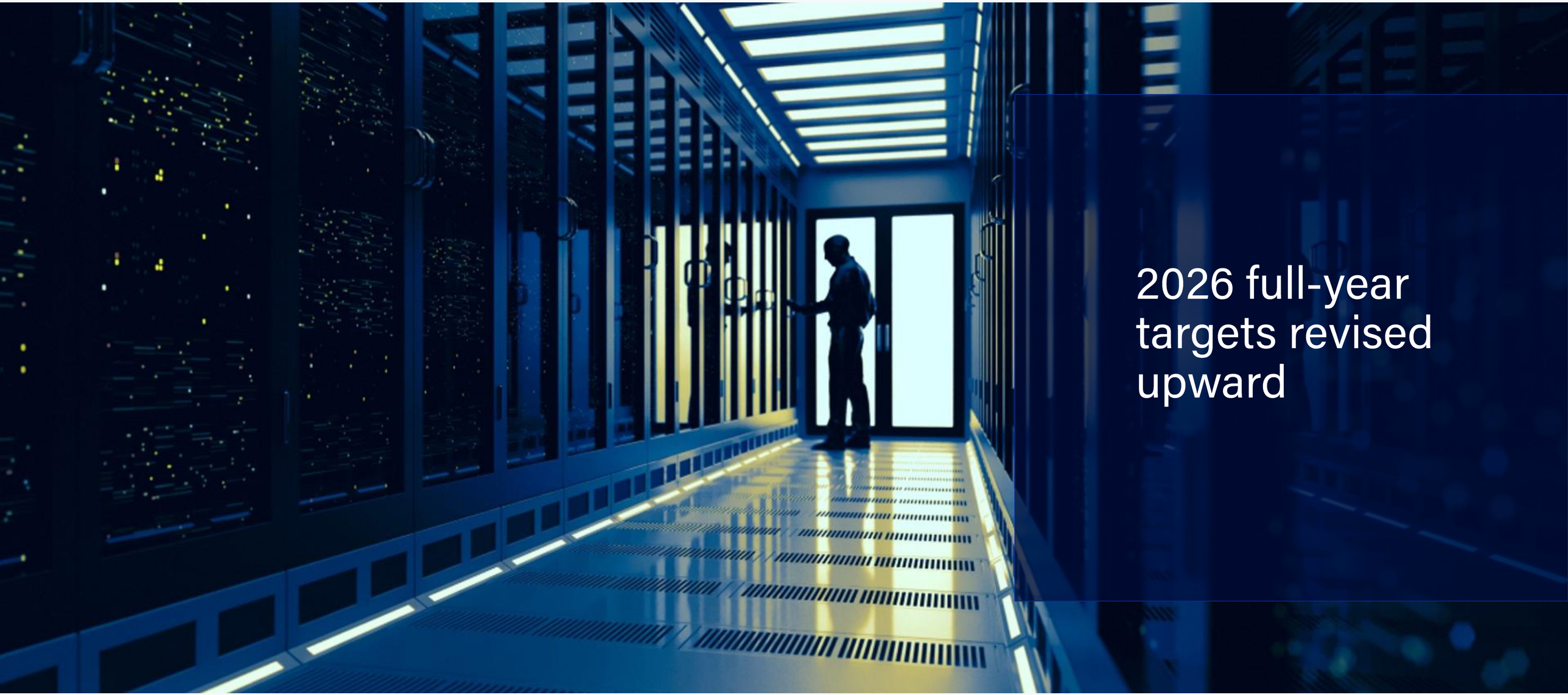
New
2030 ambitions

New 2030 ambitions

Accelerating further value creation

		2027-2030 ambitions[1]
Accelerating organic growth	Improved mix towards growth Growth above the market average	**+6% to +8% LFL growth** CAGR
Value-accretive M&A	Targeted acquisitions with stringent financial criteria	**~+5% scope effect** from M&A, yearly average
Active portfolio management	Divestments of non-core businesses with margins in line with Group's average	**€0.5bn to €1.0bn** of sales, over the period
Margin up	Multiple levers to further improve margin profile	**21% to 22%** **Adjusted operating margin** on average
High Free Cash Flow conversion	Best-of-breed cash management discipline Free Cash Flow of 13% to 15% of sales on average	**>100% FCF conversion** on average
Disciplined capital allocation	Capital allocation focused on value-creating M&A and attractive dividend	**Leverage** **1.5x to 2.5x** net debt / EBITDA

1. Assuming no major macroeconomic disruption



2026 full-year targets revised upward

2026 full-year targets revised upward[1]

In 2026, the Group continues to accelerate its profitable and responsible growth, in line with its strategic roadmap[2].

Taking into account Legrand's performance over the first nine months and the current global macroeconomic environment, Legrand is now targeting the following in 2026:

- **sales growth** (excluding currency effects) of between **+20% and +22%**, comprising **organic growth** of between **+11% and +13%** (vs. +8% and +10% previously), and **growth through acquisitions** of around **+8%** (unchanged);

- **adjusted operating margin** (after acquisitions) of between **20.5% and 21.0%** of sales (unchanged);

- a **CSR achievement rate of at least 100%** for the second year of its 2025-2027 roadmap[3].

1.See Legrand press release dated July 29, 2026
2. See Capital Markets Day 2026 - Legrand section
3. See CSR Capital Markets Day 2025 - Legrand section



Financial agenda & corporate access

Key financial dates



Corporate access calendar[1]

Conferences			
Date	**Event**	**Location**	**Legrand participants**
December 2, 2026	Goldman Sachs - Global Industrials	London	Management (C-suite)
December 8, 2026	CIC Market Solutions - CIC Forum	Paris	IR Team
February 17, 2027	Barclays - Annual Industrial Select	Miami	Management (C-suite)
February 18, 2027	Citi - Global Industrial Tech and Transportation	Miami	Management (C-suite)

1. Planned dates and participants may change

Corporate access calendar[1]

FY 2026 - Roadshows			
Date	**Broker**	**Location**	**Legrand participants**
February 11 & 12, 2027	Goldman Sachs	London	Management (C-suite)
February 23, 2027	Kepler Cheuvreux	Frankfurt	Management (C-suite)
February 23, 2027	BNP Paribas	New York	Management (C-suite)
February 24 & 25, 2027	Deutsche Bank	Paris	Management (C-suite)
February 24, 2027	RBC Capital Markets	Toronto	Management (C-suite)
February 25, 2027	RBC Capital Markets	Montreal	Management (C-suite)
February 26, 2027	JP Morgan	Asia – Virtual	Management (C-suite)
March 1, 2027	Nordea	Stockholm	Management (C-suite)
March 2, 2027	Nordea	Oslo	Management (C-suite)
March 3, 2027	Nordea	Copenhagen	Management (C-suite)
March 4, 2027	UBS	Geneva	Management (C-suite)
March 5, 2027	JP Morgan	Asia - Virtual	Management (C-suite)

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 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 asset disposals, 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.

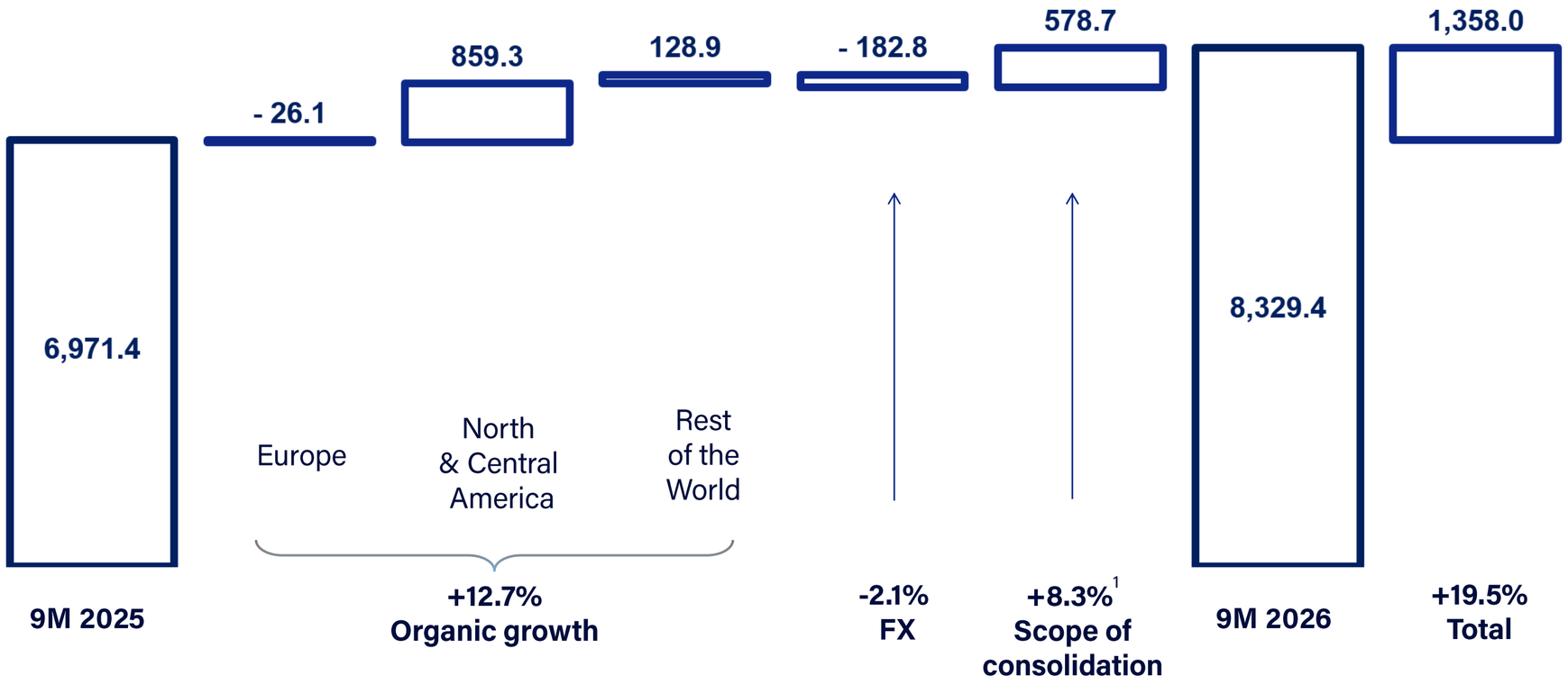
Organic growth is defined as the change in sales at constant structure (scope of consolidation) and exchange rates.

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 2026 net sales by destination (€mm)



1. Due to the consolidation of Performation, CRS, Linkk, Amperio, Quitérios, Cogelec, Avtron Power Solutions, Kratos Industries, Green4T and Keydak

2026 Nine months – net sales by destination[1]

In € millions	9M 2025	9M 2026	**Total Change**	Scope of Consolidation	**Like-for-Like Growth**	Currency Effect
Europe	**2,669.7**	**2,753.5**	**3.1%**	4.3%	**-0.9%**	-0.1%
North and Central America	**2,976.9**	**3,940.7**	**32.4%**	8.4%	**26.6%**	-3.6%
Rest of the World	**1,324.8**	**1,635.2**	**23.4%**	16.2%	**8.4%**	-2.0%
Total	**6,971.4**	**8,329.4**	**19.5%**	**8.3%**	**12.7%**	**-2.1%**

1. Market where sales are recorded

2026 First quarter – net sales by destination[1]

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 Second quarter – net sales by destination[1]

In € millions	Q2 2025	Q2 2026	**Total Change**	Scope of Consolidation	**Like-for-Like Growth**	Currency Effect
Europe	**919.0**	**958.7**	**4.3%**	6.3%	**-2.0%**	0.2%
North and Central America	**1,094.8**	**1,371.8**	**25.3%**	5.1%	**22.7%**	-2.8%
Rest of the World	**482.7**	**532.2**	**10.3%**	5.9%	**6.3%**	-2.0%
Total	**2,496.5**	**2,862.7**	**14.7%**	**5.7%**	**10.4%**	**-1.7%**

1. Market where sales are recorded

2026 Third quarter – net sales by destination[1]

In € millions	Q3 2025	Q3 2026	**Total Change**	Scope of Consolidation	**Like-for-Like Growth**	Currency Effect
Europe	**818.3**	**873.3**	**6.7%**	4.4%	**2.4%**	-0.2%
North and Central America	**952.2**	**1,399.9**	**47.0%**	10.4%	**31.7%**	1.1%
Rest of the World	**426.5**	**655.9**	**53.8%**	26.7%	**19.6%**	1.5%
Total	**2,197.1**	**2,929.1**	**33.3%**	**11.3%**	**18.8%**	**0.8%**

1. Market where sales are recorded

2026 Nine months – net sales by origin[1]

In € millions	9M 2025	9M 2026	**Total Change**	Scope of Consolidation	**Like-for-Like Growth**	Currency Effect
Europe	**2,811.8**	**2,996.4**	**6.6%**	4.5%	**2.2%**	-0.2%
North and Central America	**3,008.8**	**3,949.9**	**31.3%**	8.3%	**25.8%**	-3.6%
Rest of the World	**1,150.8**	**1,383.1**	**20.2%**	17.6%	**4.4%**	-2.1%
Total	**6,971.4**	**8,329.4**	**19.5%**	**8.3%**	**12.7%**	**-2.1%**

1. Zone of origin of the product sold

2026 First quarter – net sales by origin[1]

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 Second quarter – net sales by origin[1]

In € millions	Q2 2025	Q2 2026	**Total Change**	Scope of Consolidation	**Like-for-Like Growth**	Currency Effect
Europe	**965.6**	**1,033.5**	**7.0%**	6.3%	**0.6%**	0.1%
North and Central America	**1,103.3**	**1,384.9**	**25.5%**	5.1%	**23.1%**	-2.9%
Rest of the World	**427.6**	**444.3**	**3.9%**	6.0%	**-0.1%**	-1.8%
Total	**2,496.5**	**2,862.7**	**14.7%**	**5.7%**	**10.4%**	**-1.7%**

1. Zone of origin of the product sold

2026 Third quarter – net sales by origin[1]

In € millions	Q3 2025	Q3 2026	**Total Change**	Scope of Consolidation	**Like-for-Like Growth**	Currency Effect
Europe	**872.2**	**966.8**	**10.8%**	4.4%	**6.3%**	-0.1%
North and Central America	**965.0**	**1,412.9**	**46.4%**	10.2%	**31.4%**	1.1%
Rest of the World	**359.9**	**549.4**	**52.7%**	31.0%	**14.5%**	1.8%
Total	**2,197.1**	**2,929.1**	**33.3%**	**11.3%**	**18.8%**	**0.8%**

1. Zone of origin of the product sold

2026 Nine months – P&L

In € millions	9M 2025	9M 2026	% change
Net sales	**6,971.4**	**8,329.4**	**+19.5%**
Gross profit	3,582.9	4,146.5	+15.7%
as % of sales	*51.4%*	*49.8%*	
Adjusted operating profit	**1,443.8**	**1,732.0**	**+20.0%**
as % of sales	***20.7%***	***20.8%(1)***	
Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions	(111.3)	(137.0)	
Impairment of goodwill	0.0	0.0	
Operating profit	1,332.5	1,595.0	+19.7%
as % of sales	*19.1%*	*19.1%*	
Financial income (costs)	(69.2)	(105.8)	
Exchange gains (losses)	(20.9)	(6.6)	
Income tax expense	(348.0)	(407.3)	
Share of profits (losses) of equity-accounted entities	0.0	0.0	
Profit	894.4	1,075.3	+20.2%
Net profit attributable to the Group	**892.3**	**1,067.0**	**+19.6%**

1. 20.9% excluding acquisitions (at 2025 scope of consolidation)

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%
as % of sales	*52.4%*	*50.5%*	
Adjusted operating profit	**470.4**	**524.7**	**+11.5%**
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	(36.2)	(39.5)	
Impairment of goodwill	0.0	0.0	
Operating profit	434.2	485.2	+11.7%
as % of sales	*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 Second quarter – P&L

In € millions	Q2 2025	Q2 2026	% change
Net sales	**2,496.5**	**2,862.7**	**+14.7%**
Gross profit	1,278.4	1,444.3	+13.0%
as % of sales	*51.2%*	*50.5%*	
Adjusted operating profit	**533.0**	**598.9**	**+12.4%**
as % of sales	***21.3%***	***20.9%(1)***	
Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions	(36.2)	(53.6)	
Impairment of goodwill	0.0	0.0	
Operating profit	496.8	545.3	+9.8%
as % of sales	*19.9%*	*19.0%*	
Financial income (costs)	(18.3)	(29.7)	
Exchange gains (losses)	(12.7)	(2.8)	
Income tax expense	(130.3)	(147.5)	
Share of profits (losses) of equity-accounted entities	0.0	0.0	
Profit	335.5	365.3	+8.9%
Net profit attributable to the Group	**334.8**	**363.3**	**+8.5%**

1. 21.2% excluding acquisitions (at 2025 scope of consolidation)

2026 Third quarter – P&L

In € millions	Q3 2025	Q3 2026	% change
Net sales	**2,197.1**	**2,929.1**	**+33.3%**
Gross profit	1,110.5	1,420.2	+27.9%
as % of sales	*50.5%*	*48.5%*	
Adjusted operating profit	**440.4**	**608.4**	**+38.1%**
as % of sales	***20.0%***	***20.8%(1)***	
Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions	(38.9)	(43.9)	
Impairment of goodwill	0.0	0.0	
Operating profit	401.5	564.5	+40.6%
as % of sales	*18.3%*	*19.3%*	
Financial income (costs)	(30.6)	(44.0)	
Exchange gains (losses)	(3.1)	(5.0)	
Income tax expense	(103.2)	(141.6)	
Share of profits (losses) of equity-accounted entities	0.0	0.0	
Profit	264.6	373.9	+41.3%
Net profit attributable to the Group	**264.2**	**368.8**	**+39.6%**

1. 21.0% excluding acquisitions (at 2025 scope of consolidation)

2026 Nine months – adjusted operating profit before and after other operating income (expense) by geographical region

9M 2026 (in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales	**2,996.4**	**3,949.9**	**1,383.1**	**8,329.4**
Cost of sales	(1,360.2)	(2,003.7)	(819.0)	(4,182.8)
Administrative and selling expenses, R&D costs	(1,006.7)	(1,081.5)	(330.6)	(2,418.8)
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	37.4	90.9	8.7	137.0
Adjusted operating profit before other operating income (expense)	**666.9**	**955.6**	**242.2**	**1,864.8**
as % of sales	***22.3%***	***24.2%***	***17.5%***	***22.4%***
Other operating income (expense)	(83.6)	(44.0)	(5.2)	(132.7)[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	**583.5**	**911.7**	**237.0**	**1,732.0**
as % of sales	***19.5%***	***23.1%***	***17.1%***	***20.8%***

1. Restructuring (€43.4m) and other miscellaneous items (€89.3m)

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)

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

Q2 2026 (in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales	**1,033.5**	**1,384.9**	**444.3**	**2,862.7**
Cost of sales	(465.0)	(693.9)	(259.5)	(1,418.4)
Administrative and selling expenses, R&D costs	(358.4)	(379.4)	(112.2)	(850.0)
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	12.7	37.2	3.7	53.6
Adjusted operating profit before other operating income (expense)	**222.8**	**348.8**	**76.3**	**647.9**
as % of sales	***21.6%***	***25.2%***	***17.2%***	***22.6%***
Other operating income (expense)	(39.0)	(7.5)	(2.5)	(49.0)[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	**183.8**	**341.3**	**73.8**	**598.9**
as % of sales	***17.8%***	***24.6%***	***16.6%***	***20.9%***

1. Restructuring (€23.7m) and other miscellaneous items (€25.3m)

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)

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

Q3 2026 (in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales	**966.8**	**1,412.9**	**549.4**	**2,929.1**
Cost of sales	(448.0)	(732.4)	(328.5)	(1,508.9)
Administrative and selling expenses, R&D costs	(310.4)	(381.1)	(120.7)	(812.2)
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	12.0	29.3	2.6	43.9
Adjusted operating profit before other operating income (expense)	**220.4**	**328.7**	**102.8**	**651.9**
as % of sales	***22.8%***	***23.3%***	***18.7%***	***22.3%***
Other operating income (expense)	(24.3)	(18.8)	(0.4)	(43.5)[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	**196.1**	**309.9**	**102.4**	**608.4**
as % of sales	***20.3%***	***21.9%***	***18.6%***	***20.8%***

1. Restructuring (€10.6m) and other miscellaneous items (€33.0m)

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)

2026 Nine months – reconciliation of cash flow from operations with profit

In € millions	9M 2025	9M 2026
Profit	**894.4**	**1,075.3**
Depreciation, amortization and impairment	304.7	359.2
Changes in other non-current assets and liabilities and long-term deferred taxes	41.8	53.9
Unrealized exchange (gains)/losses	(1.3)	6.3
(Gains)/losses on sales of assets, net	2.1	(0.1)
Other adjustments	14.1	19.0
Cash flow from operations	**1,255.8**	**1,513.7**

2026 Nine months – reconciliation of free cash flow with cash flow from operations

In € millions	9M 2025	9M 2026	% change
Cash flow from operations	**1,255.8**	**1,513.7**	**+20.5%**
as % of sales	***18.0%***	***18.2%***	
Decrease/(Increase) in working capital requirement	(255.0)	(361.3)	
Net cash provided from operating activities	**1,000.8**	**1,152.3**	**+15.1%**
as % of sales	***14.4%***	***13.8%***	
Capital expenditure (including capitalized development costs)	(131.9)	(146.8)	
Net proceeds on asset disposals	2.1	4.0	
Free cash flow	**871.0**	**1,009.5**	**+15.9%**
as % of sales	***12.5%***	***12.1%***	

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
Performation	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 Solutions	-	-	-	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
PERFORMATION	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	6 months	9 months	12 months
AVTRON POWER SOLUTIONS	3 months	6 months	9 months	12 months
GREEN4T	Balance sheet only	Balance sheet only	9 months	12 months
KRATOS INDUSTRIES	Balance sheet only	5 months	8 months	11 months
TES	Balance sheet only	Balance sheet only	Balance sheet only	To be determined
KEYDAK	-	Balance sheet only	6 months	9 months
SRS	-	Balance sheet only	Balance sheet only	To be determined
GIRTZ INDUSTRIES	-	Balance sheet only	Balance sheet only	To be determined
AXEL HEALTH	-	-	Balance sheet only	To be determined

INVESTOR RELATIONS
Ronan MARC
Tel: +33 (0)1 49 72 53 53
ronan.marc@legrand.com

PRESS RELATIONS
Delphine CAMILLERI
Tel: +33 (0)5 55 06 70 15
delphine.camilleri@legrand.com

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