

Capital Markets Day

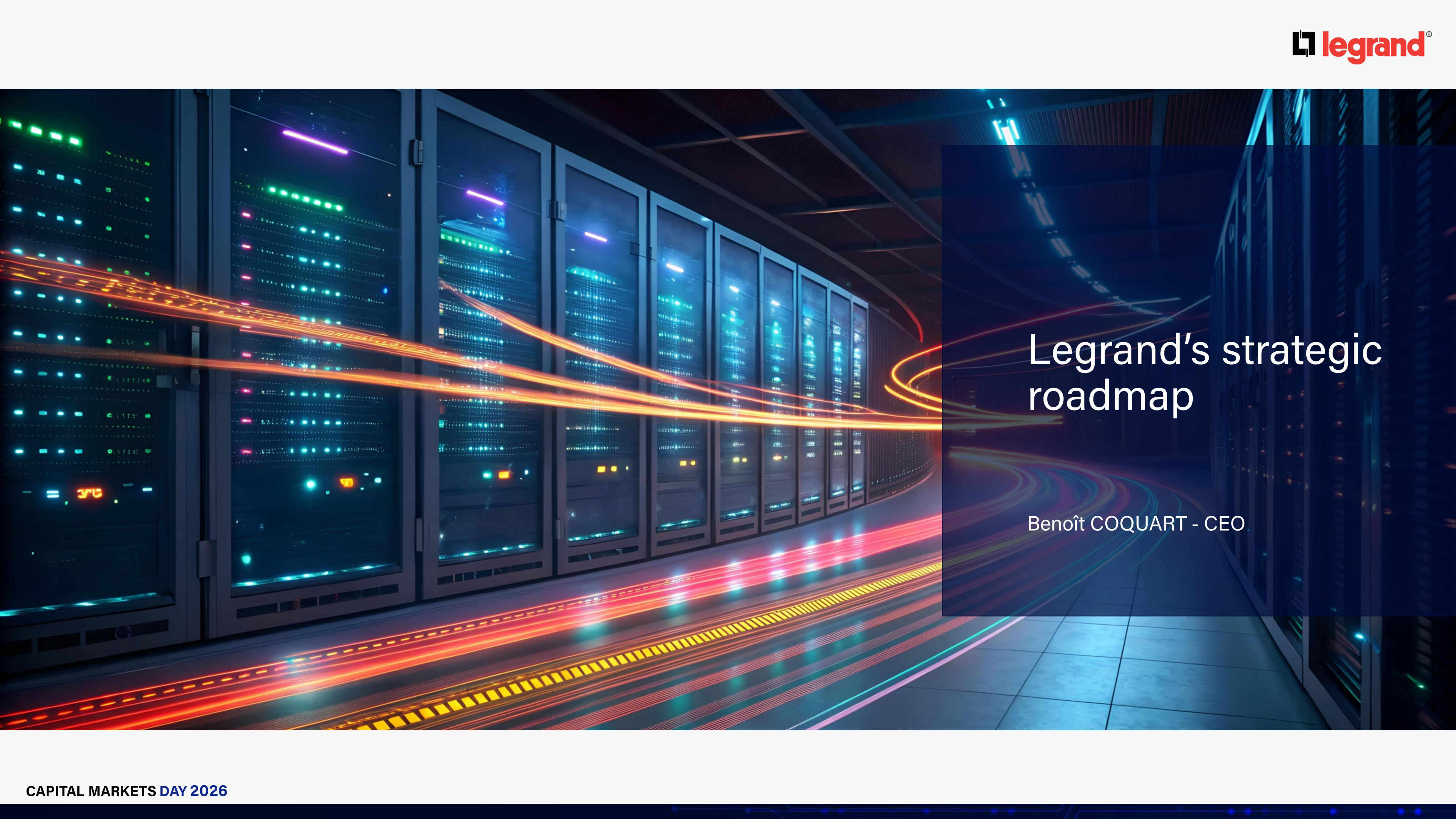
September 29, 2026

#LegrandImprovingLives

Today's agenda



01.	Legrand's strategic roadmap	12:00
02.	Data center strategy	12:25
	Lunch break	01:10
03.	Technology keynote	02:00
04.	Malaysia business case	02:40
05.	Upgraded 2030 ambitions	03:00
06.	Conclusion	03:15
07.	Q&A	03:20
	Closing networking	04:15

The background of the slide is a photograph of a server room. It features rows of server racks with glowing green and blue lights. Overlaid on the image are vibrant, multi-colored light trails in shades of orange, red, and yellow, creating a sense of motion and digital connectivity. A semi-transparent dark blue rectangle is positioned on the right side of the image, serving as a backdrop for the text.

Legrand's strategic roadmap

Benoît COQUART - CEO

Legrand in a nutshell (1/3)

Leader in a large market supported by favorable megatrends

Market

€150bn

Boosted by supportive
megatrends: digitalization,
electrification, pent-up
demand in buildings
...

Competition

**>6,000
companies**

Highly fragmented industry
with mid-size companies
holding >50% of the market

Leadership positions

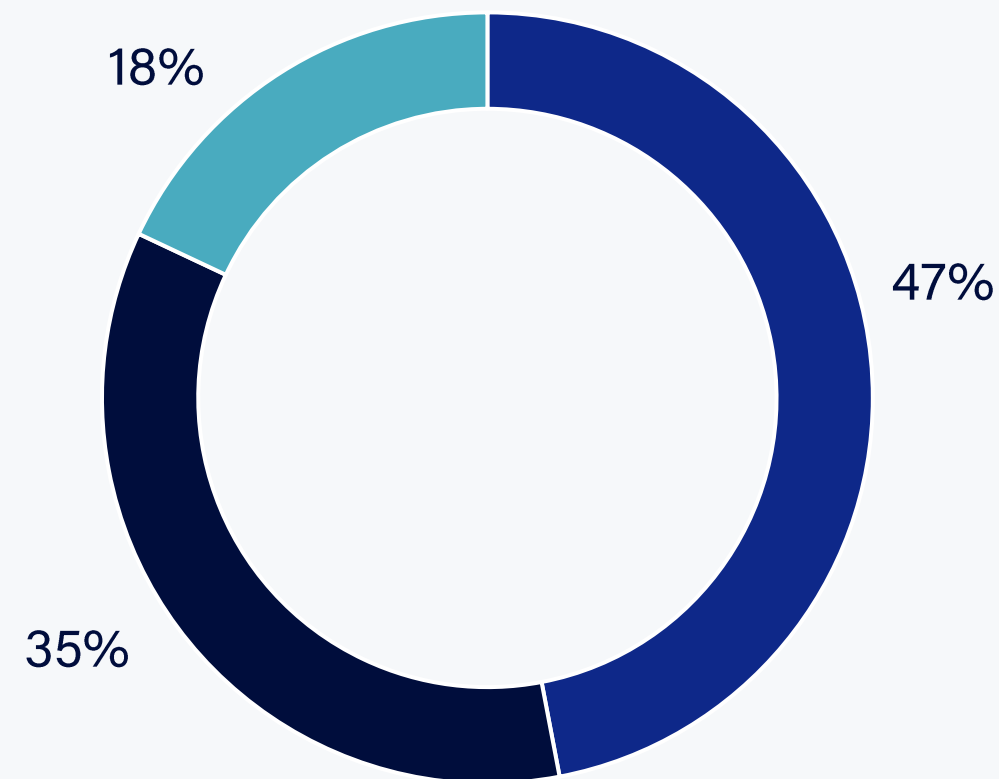
**2/3 of sales
as leader**

#1 or #2 position
in a given segment and
geography

Legrand in a nutshell (2/3)

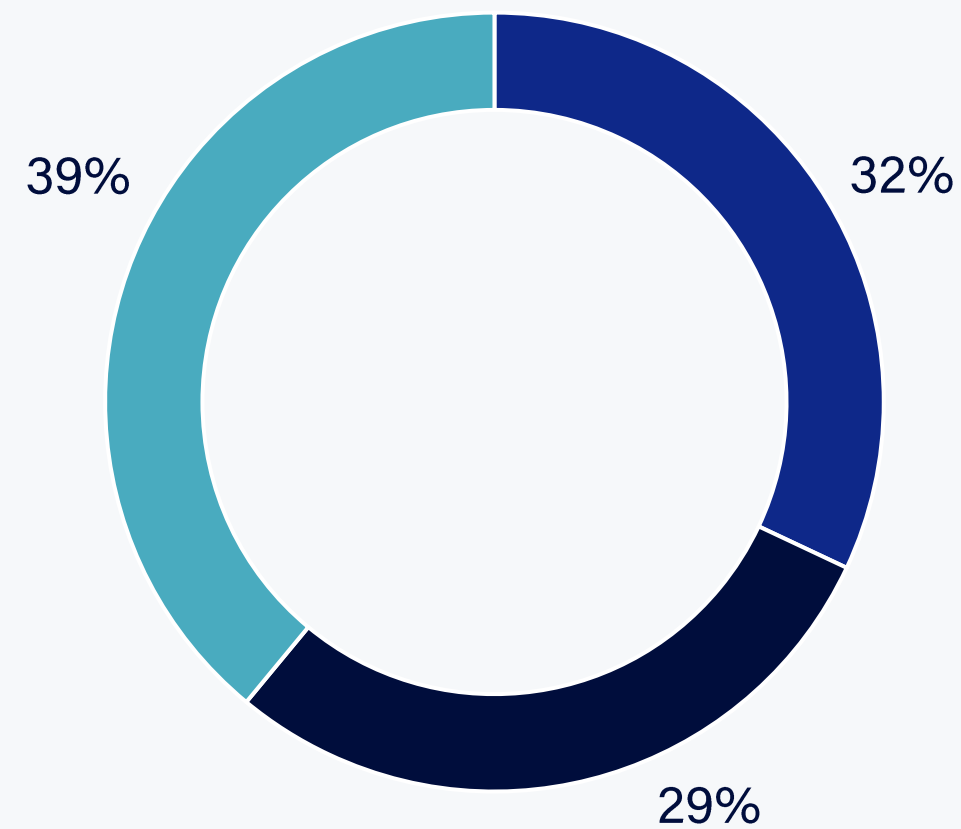
Comprehensive portfolio of ~500,000 SKUs

Sales¹ by region



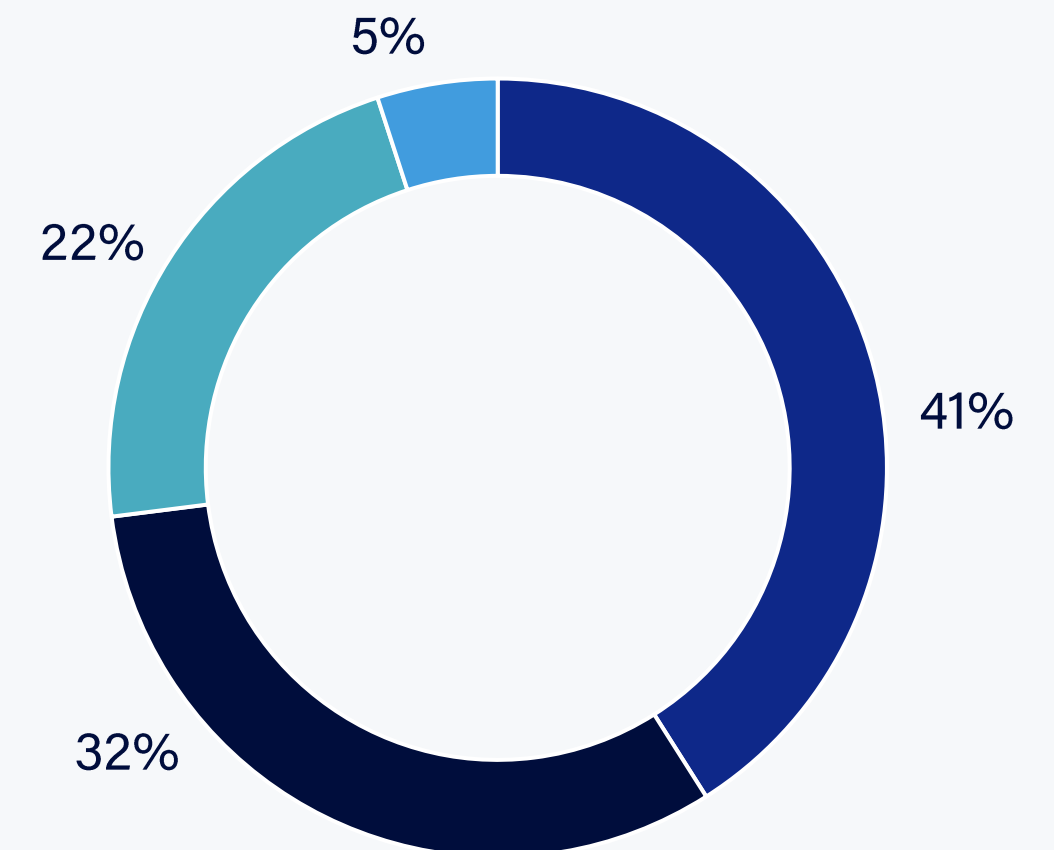
- North and Central America
- Europe
- Rest of the World

Sales¹ by end-market



- Data center
- Residential buildings
- Non-residential

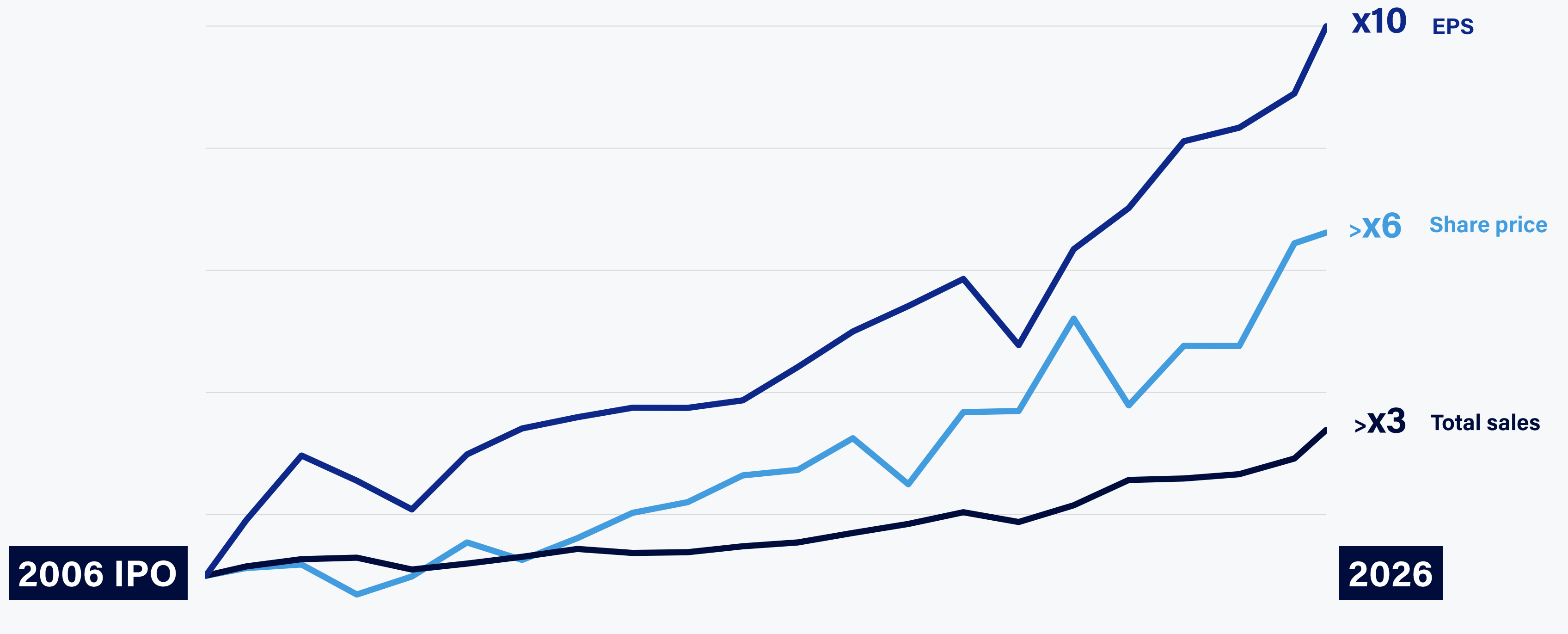
Sales¹ by solution



- Essential infrastructures
- Data center
- Energy transition
- Digital lifestyles

Legrand in a nutshell (3/3)

A proven track record of compounding growth and shareholder value



Achievements vs. 2024 CMD (1/3)

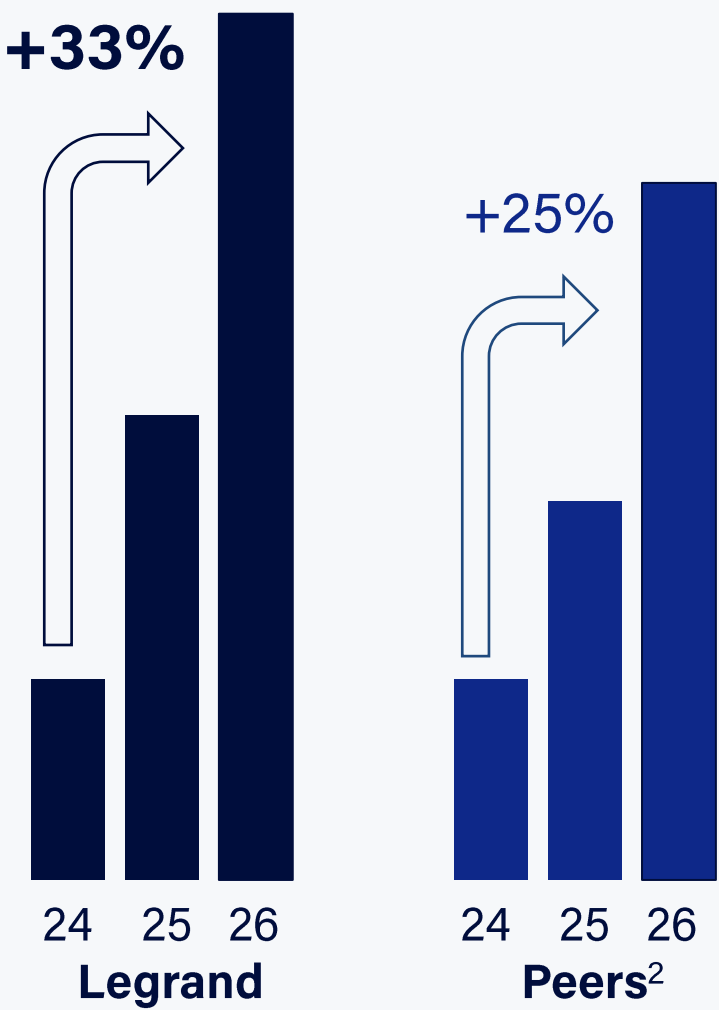
We exceeded our commitments

	CMD ambitions	2025 actuals	2026 targets
Organic	+3% to +5%	+7.7%	+8% to +10%
M&A	+3% to +5%	+5.1%	~+8%
Sales growth YoY (excluding FX)	+6% to +10%	+13.2%	+16% to +19%
Adjusted operating margin¹	~20% of sales	20.7% of sales	20.5% to 21.0% of sales

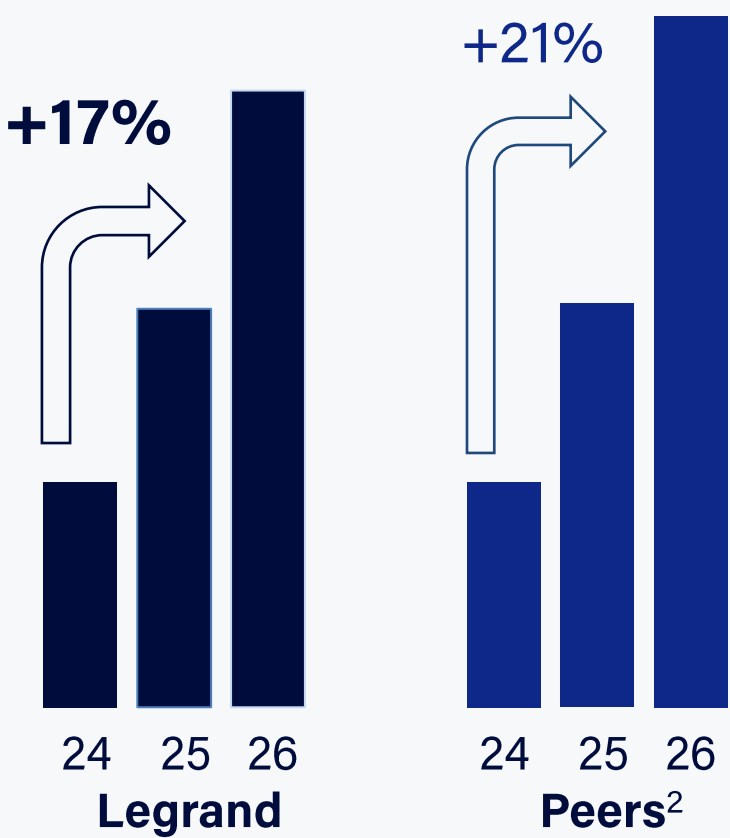
Achievements vs. 2024 CMD (2/3)

We are accelerating growth and outgrowing our peers

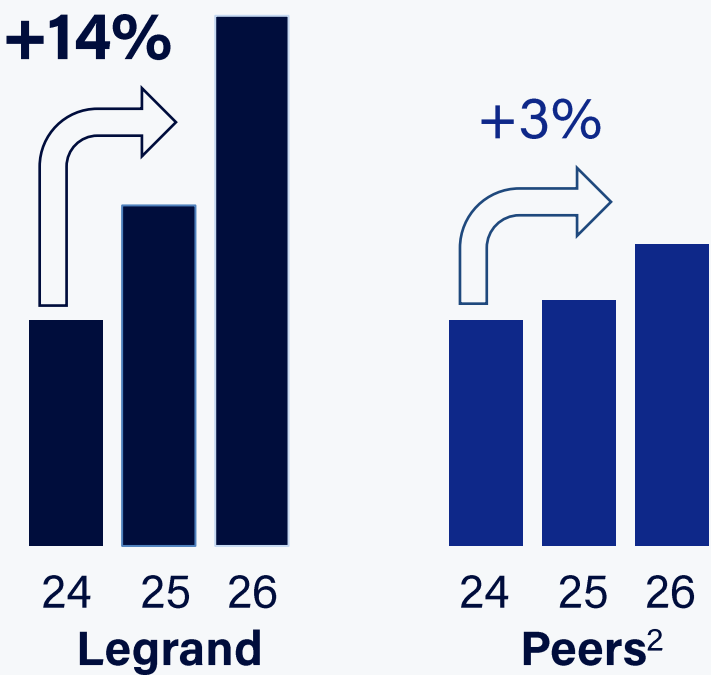
LFL+M&A growth¹



LFL growth¹



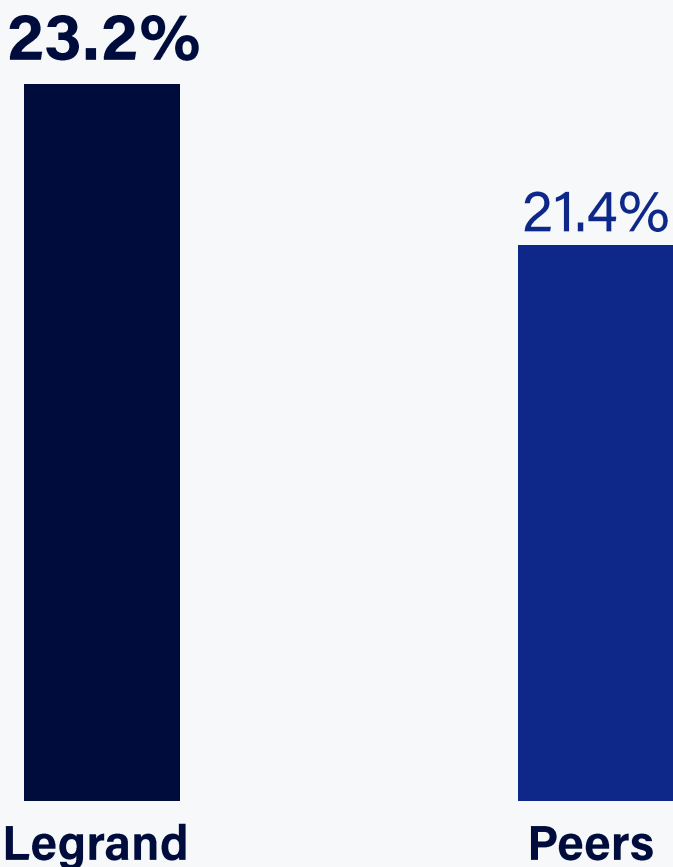
M&A growth¹



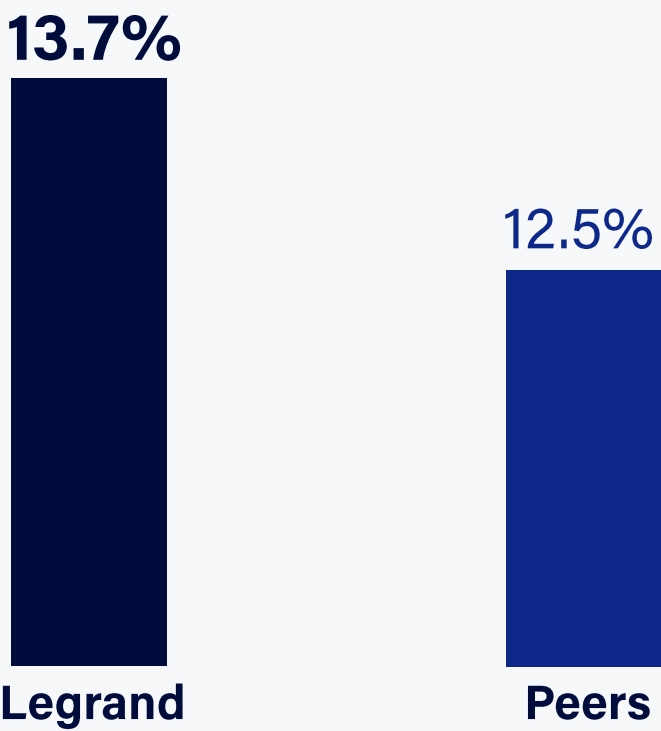
Achievements vs. 2024 CMD (3/3)

Our profitability and cash generation remain best-in-class

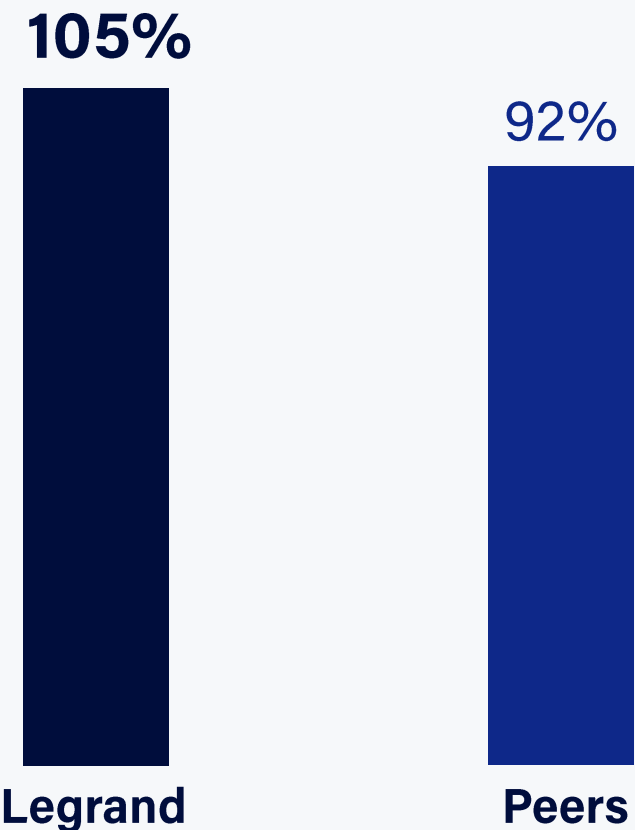
**EBITDA margin
2025-2026¹**



**FCF/Sales
2025-2026¹**



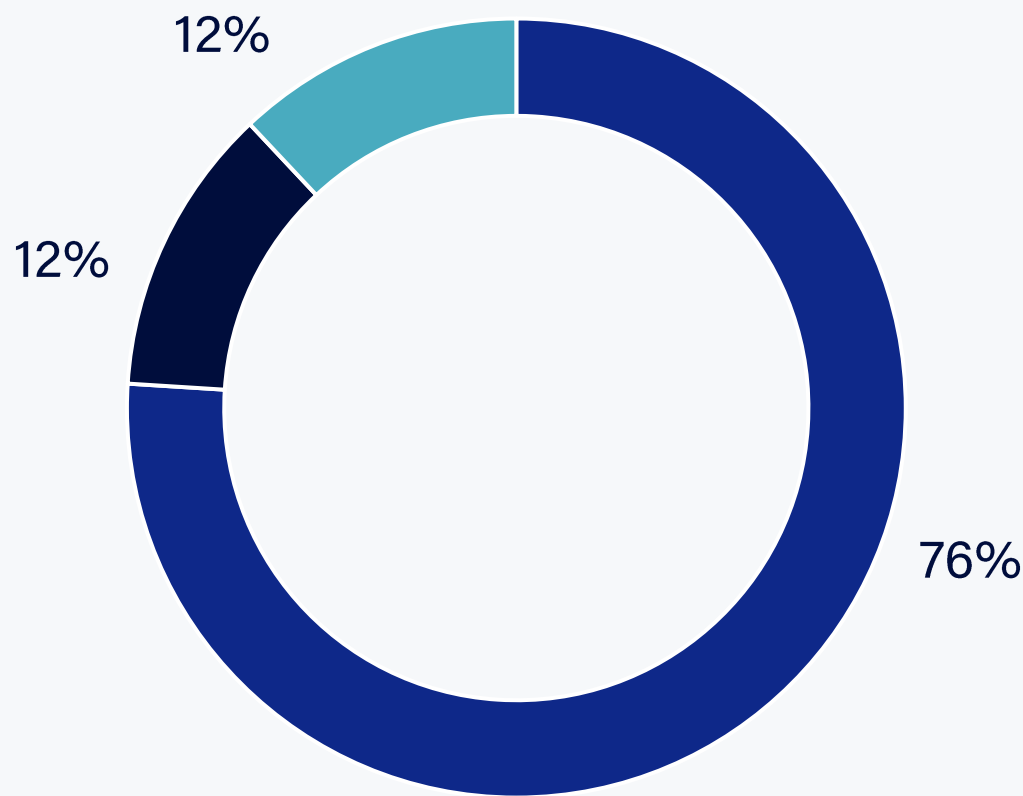
**Cash conversion
2025-2026¹**



Our strategy is designed around three focus areas

Data centers

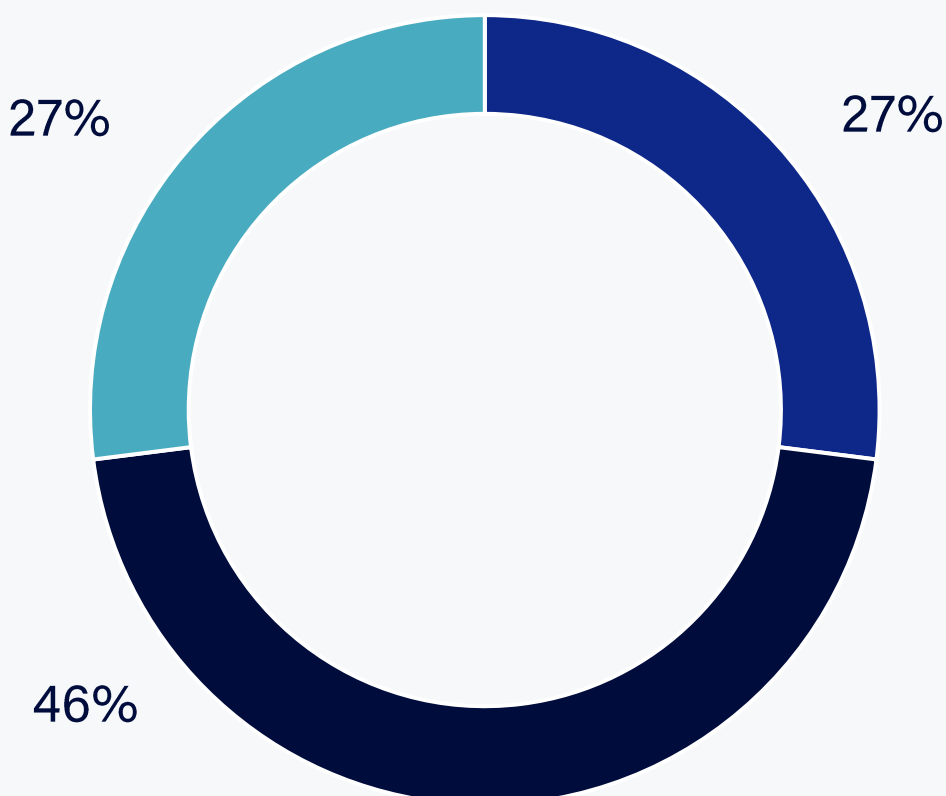
Sales¹ by region



- North and Central America
- Europe
- Rest of the World

Energy transition

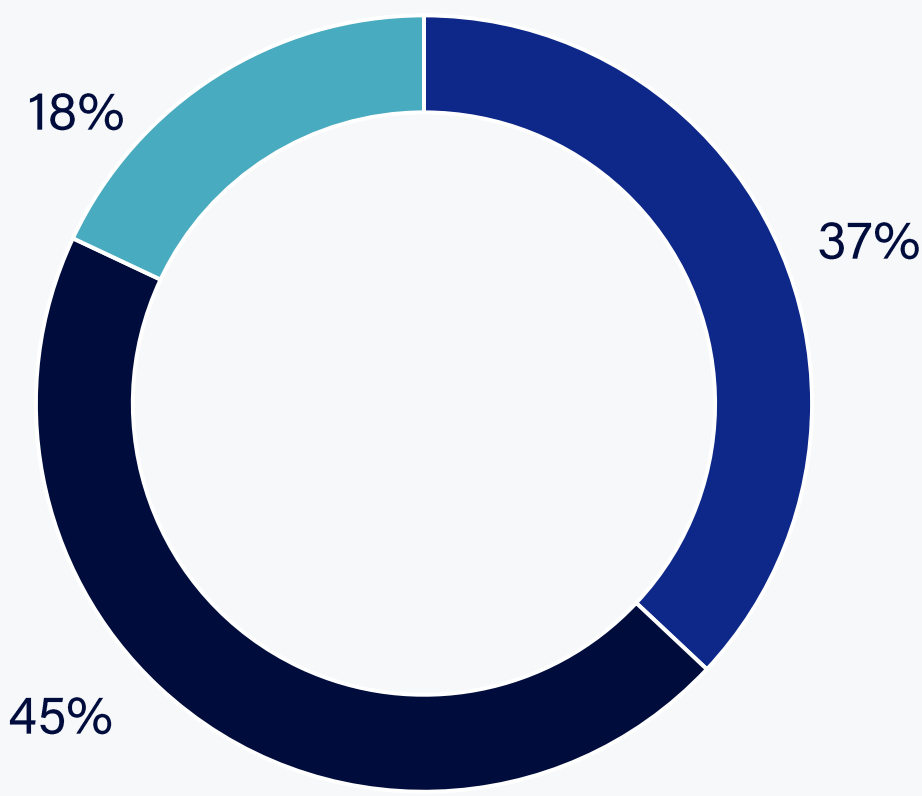
Sales¹ by region



- North and Central America
- Europe
- Rest of the World

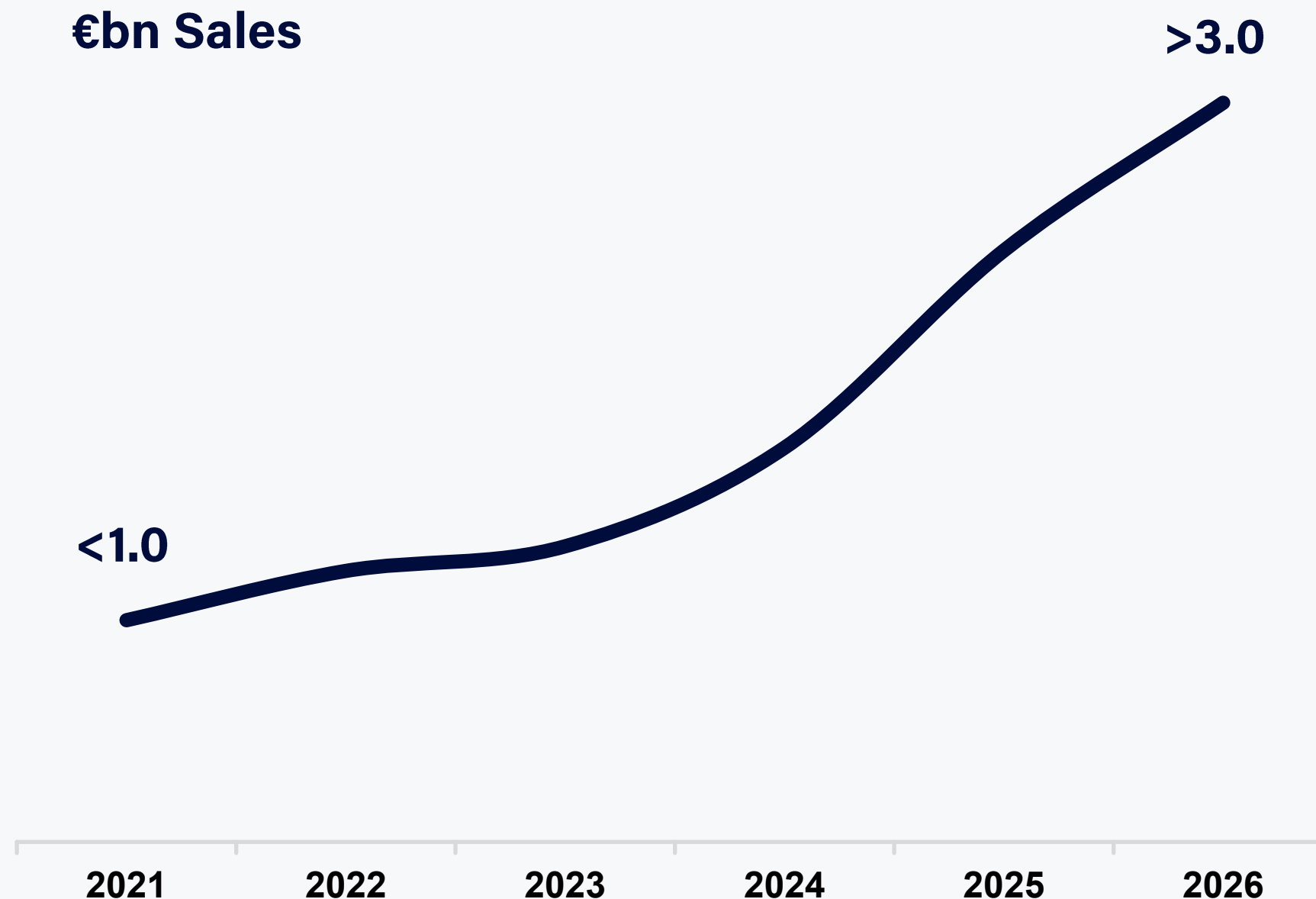
Essential infrastructures²

Sales¹ by region



- North and Central America
- Europe
- Rest of the World

We substantially grew our data center position



32 acquisitions to build one of the **most comprehensive data center portfolios**

+21% organic CAGR from 2021 to 2026

140,000 SKUs
from power generation to testing and services

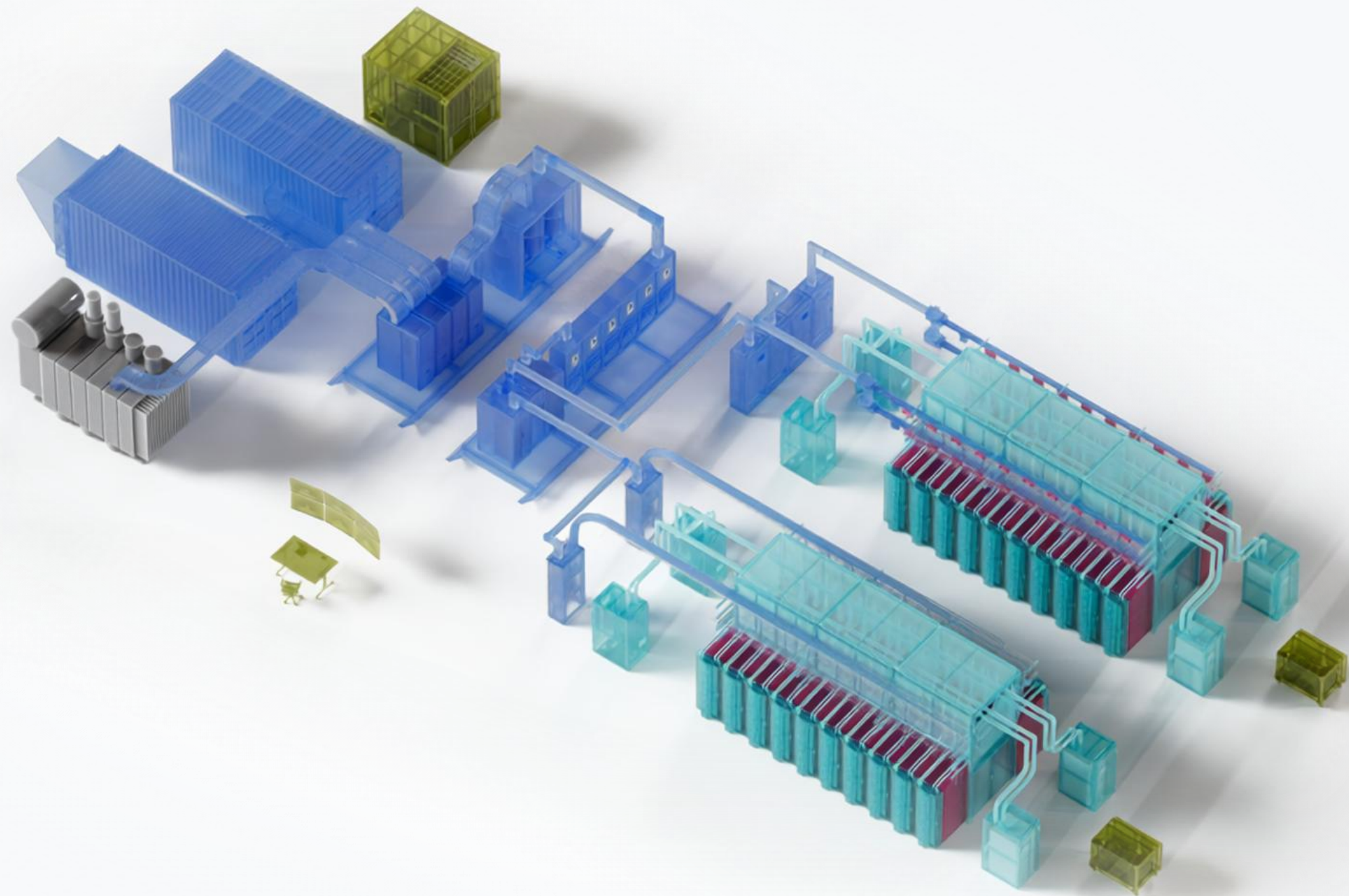
Thousands of customers
(hyperscaler, colocation, enterprise)

Global player
with data center sales in 45 countries

We built one of the industry's most comprehensive offerings

Critical power 35%¹

Advanced cooling 5%¹



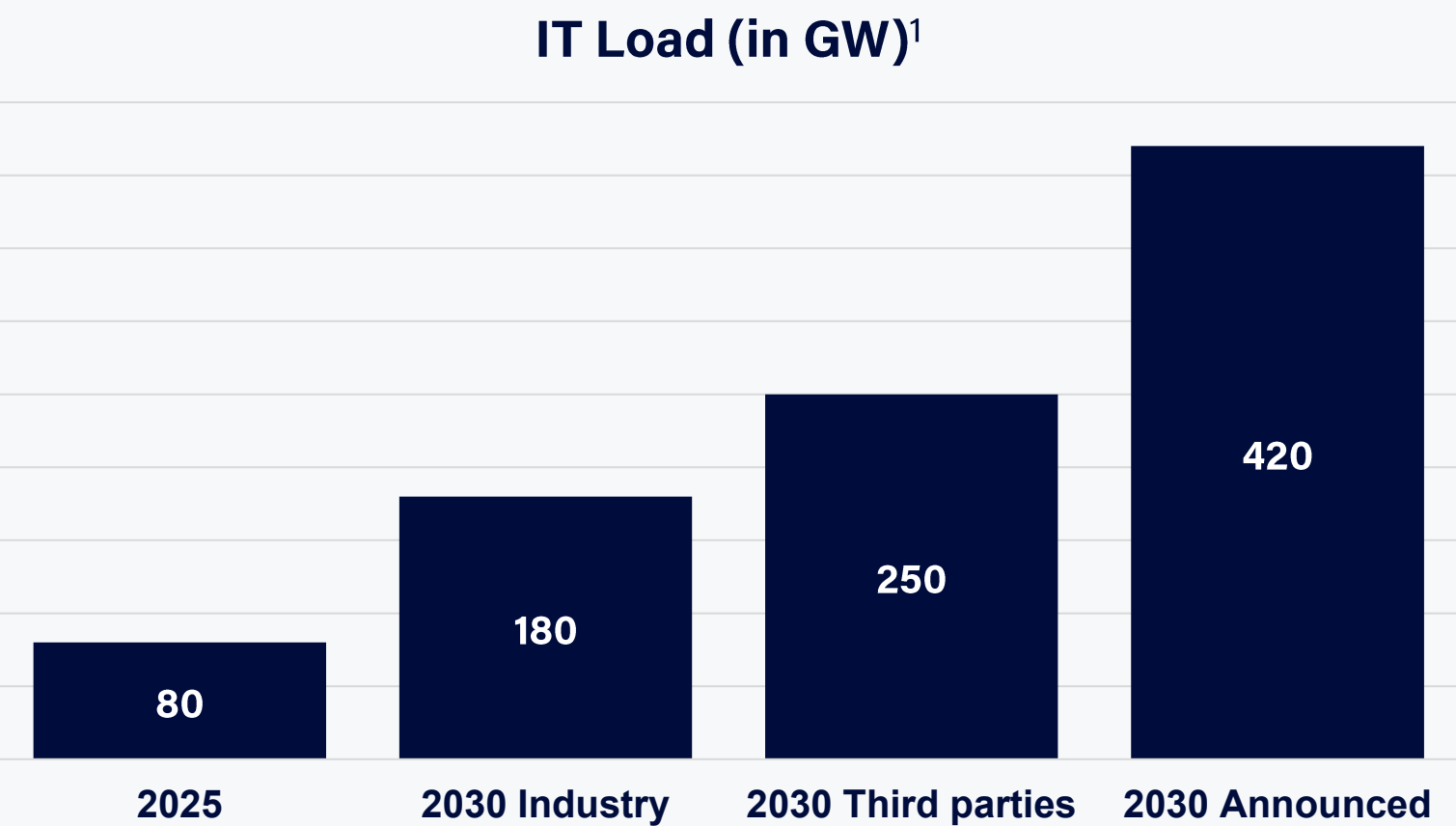
Testing and lifecycle services 10%¹

Compute infrastructure 50%¹

We will capitalize on new capacity and new architectures

>100 GW IT load should be built over 5 years

Content per MW should continue to increase



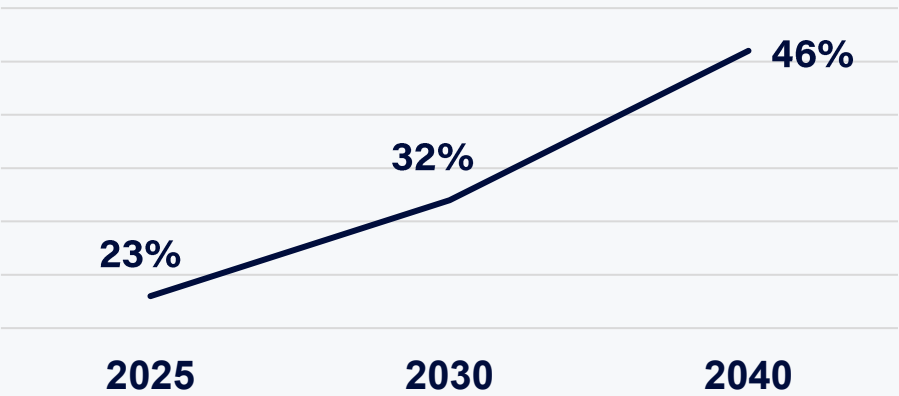
	Current architecture	Hybrid	LVDC
Critical Power	+++	++(+)	+++(+)
Compute infrastructure	++	++++	+++
Advanced cooling	+	+++	+++
Testing and lifecycle services	+	++	+++
\$/MW	\$2.5m	>\$3m	>\$3m

Based on Legrand current offering and roadmap

Energy transition is now our second growth pillar

Europe Acceleration of electrification

Share of electricity in Europe's energy mix¹



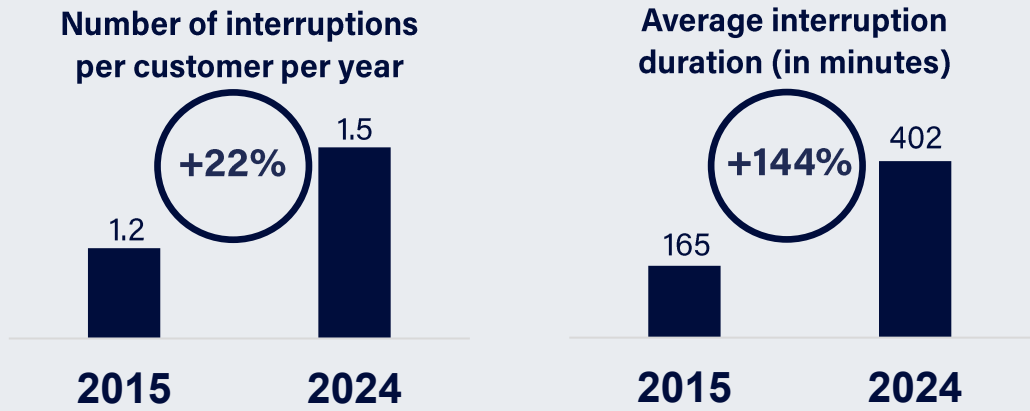
Energy transition: <30% of European sales

Examples of actions

Aggressive product roadmap: expand EV charging solutions across residential, commercial and public infrastructure markets; HEMS, storage, metering and UPS focus | **Increase value** models "as a service", design, installation, commissioning, maintenance, circular economy | Deepen **involvement into local electrification plans** & skill up expertise | Focused pan-European **key-account** approach, reinforced **customer training** | **Partnerships** with big contractors, panel builders, consultants | **Anticipate capacity** requirements to meet dynamic demand | etc.

North and Central America Major "behind the meter" opportunity

Deterioration of the U.S. electric grid reliability²



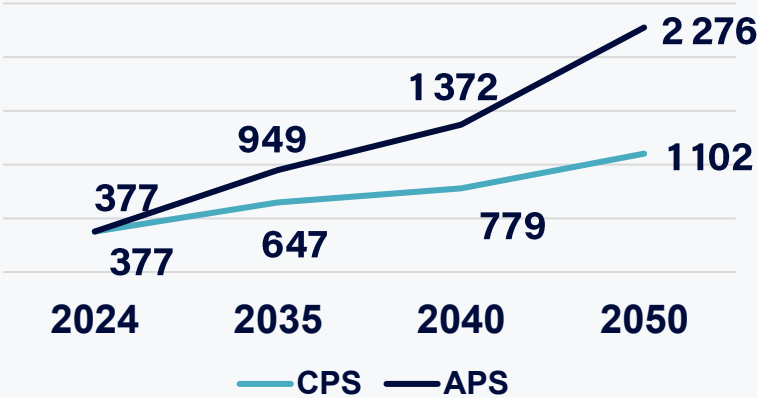
Energy transition: >10% of NCA sales

Examples of actions

Provide **smart power distribution**, monitoring and control solutions to optimize energy efficiency & enable demand flexibility | **Strengthen capabilities in modular power systems** to facilitate faster deployment of decentralized energy infrastructure | **Launch EV charging and electrification solutions** | **Continue targeted acquisitions** in energy transition technologies in new verticals (infrastructure, industry, microgrids...) | **Build intelligent and connected energy systems** to optimize energy consumption, electrical assets and building performance | etc.

Rest of the World Growth in population, industrialization

Example: Southeast Asia, Power Capacity in GW³

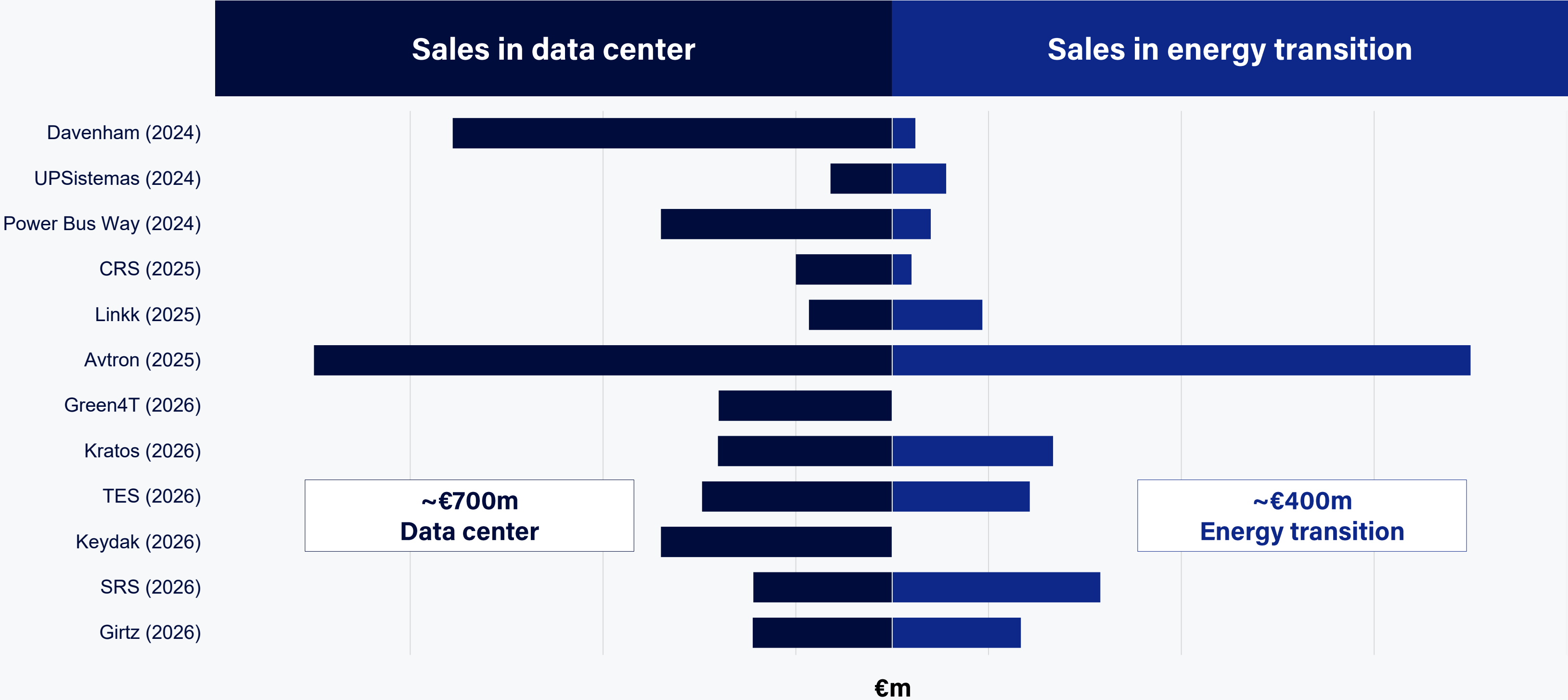


Energy transition: >30% of RoW sales

Examples of actions

Aggressive product roadmap | **Expand portfolio reach** across geographies (e.g. access ranges, UPS) and scale up of acquired ranges (e.g. Linkk, SRS) | **Lighting management ambitious go-to-market plan** in target countries | **"Made in India" & "Made in Colombia" acceleration** as regional platforms for South Asia and Latin America | **Extended technical trainings** deployment (UPS, busbar, switchboard) | **Explore new offerings** (solar infrastructure, storage, EV charging) | **Accelerate through acquisitions** | etc.

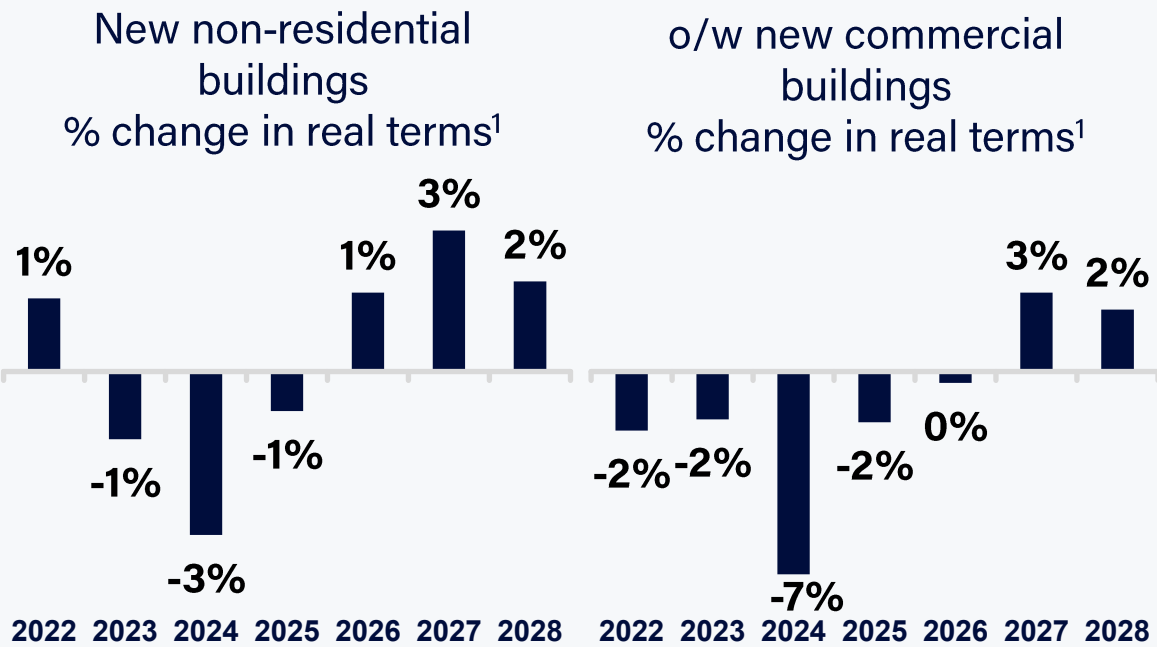
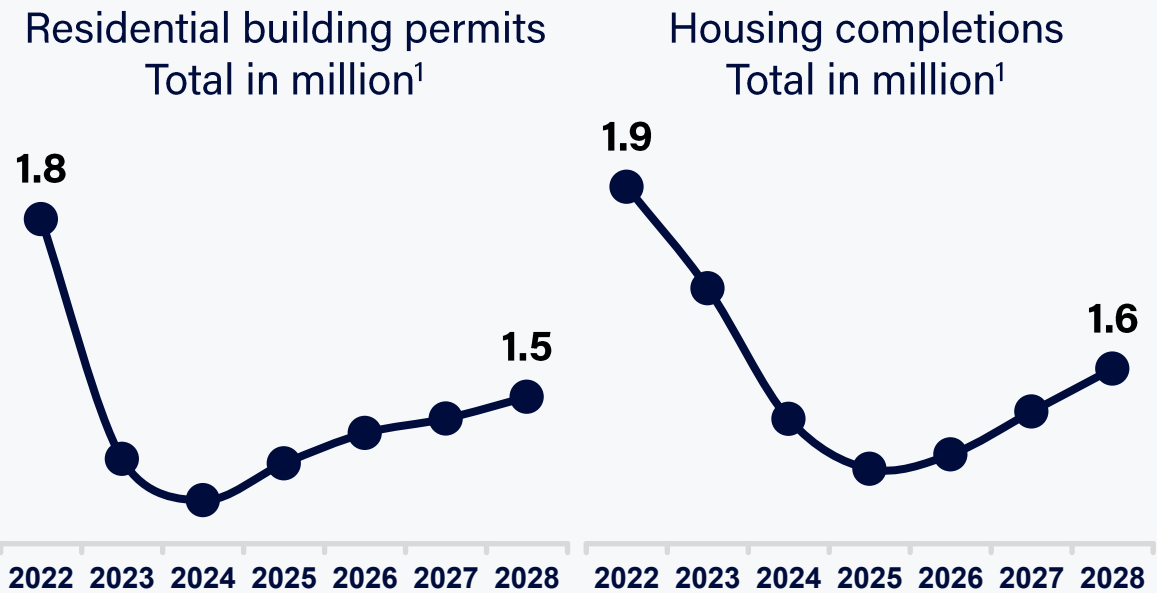
We have expanded our energy transition exposure with our latest data center acquisitions



Essentials to become a growth provider (1/3) - Europe

Many initiatives to benefit from the market's progressive recovery

The markets have bottomed out, the recovery is expected to be gradual



Multiple initiatives to boost growth and market share...

Aggressive product roadmap: wiring devices from entry level to high end, overhead and workstation solutions, and more. Examples: premium Living Now wiring-device range (Italy), new Céliane and Neptune ranges (France), enhanced wiring device ranges Niloe... | **Center of excellence** for the production of **high-quality content**, media assets and CSR data for customers | **Strong focus on Customer Experience**, including dedicated B2C pan-European customer-centric / satisfaction program, and leveraging apps & AI | **Digitalization:** customer portal, mobile App, unified & powerful CRM, AI | **Expanded customer technical training** | **Optimize distribution channels:** direct sales, B2B IT, HVAC, B2C multichannel, online players, marketplaces, webshops | **Pursue circular economy initiatives** | **Back-office optimization to improve agility:** logistics, business shared services | etc.



Living Now



New Céliane



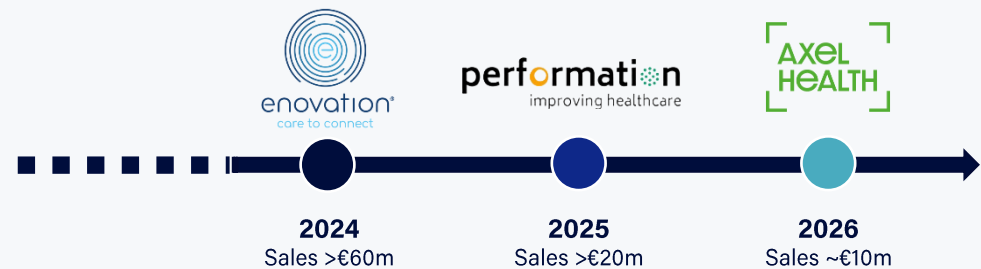
Niloe

... as well as deploying to other verticals

E.g.: connected care & assisted living



A continued targeted acquisitions journey



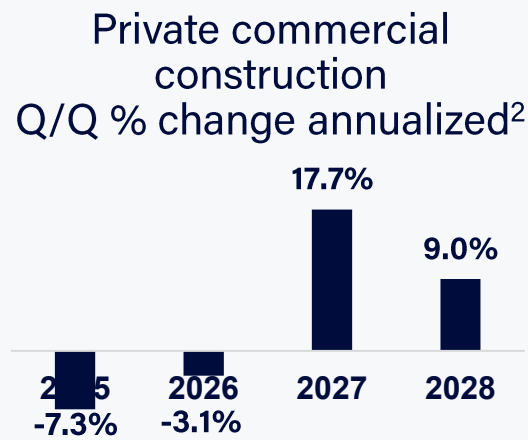
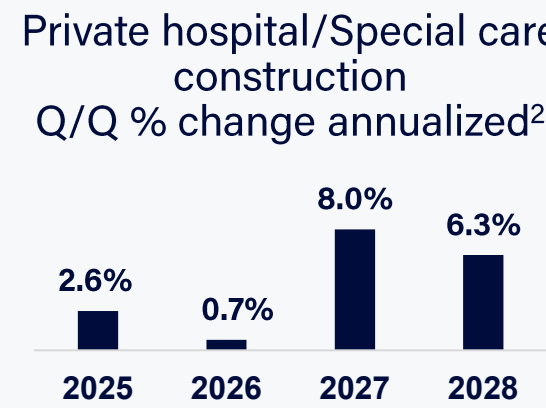
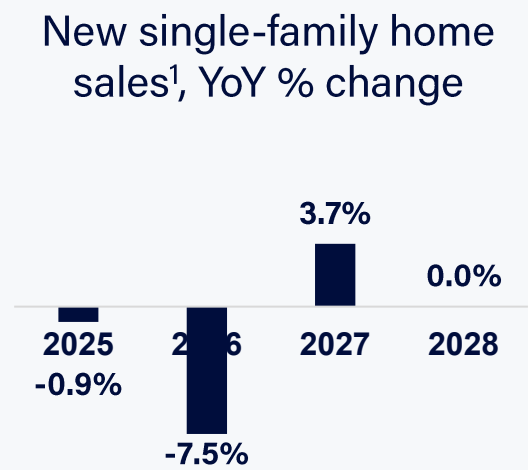
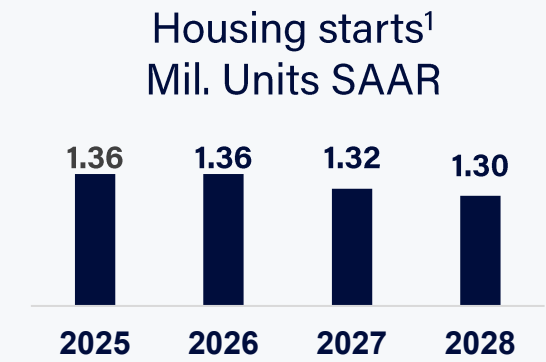
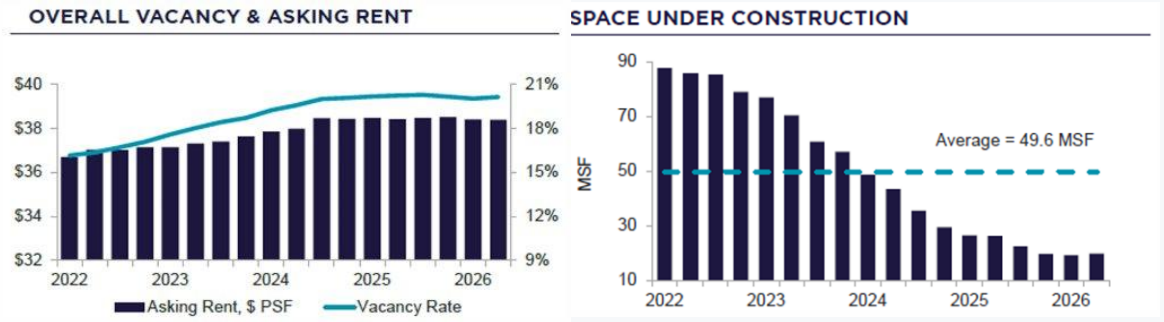
Broad offering covering all care environments: aging in place, independent at home, on the go, plus care homes, hospitals, healthcare providers...

A **non-cyclical and profitable business** leveraging population ageing and healthcare systems saturation

Essentials to become a growth provider (2/3) – N&C. America

Successful repositioning to new verticals to boost growth

Office & residential markets have not yet shown clear signs of a rebound



Legrand will continue to expand into new verticals...

Legrand has reduced its dependence on office and residential by growing data centers and other verticals: education, health, hospitality, industry, etc.

% of North America sales

	2023	2026
Office	25%	15%
Residential	20%	10%

Examples of actions:

Product offering adaptation to other verticals and onboarding of **new agents & distribution partners** | **Commercial efforts** focused on **growing territories** | Deployment of Vantage lighting control and system management solutions in **premium hospitality, education and institutional projects** | Drive growth of Cablofil wire mesh, cable management and overhead distribution solutions into **institutional and industrial facilities** | etc.

... and to activate all levers to fuel growth

Examples of actions:

Accelerate innovation and roll out offers | **Differentiate offering** with connected and software-enabled solutions (AI, digital tools) with remote monitoring capabilities | **Enter adjacent geographies or customer segments** to widen the addressable base | **Strengthen customer engagement** through a best-in-class digital and omnichannel experience | etc.



Enhanced Wi-Fi ready plastic enclosures



Tamper-resistant plug-in receptacle device

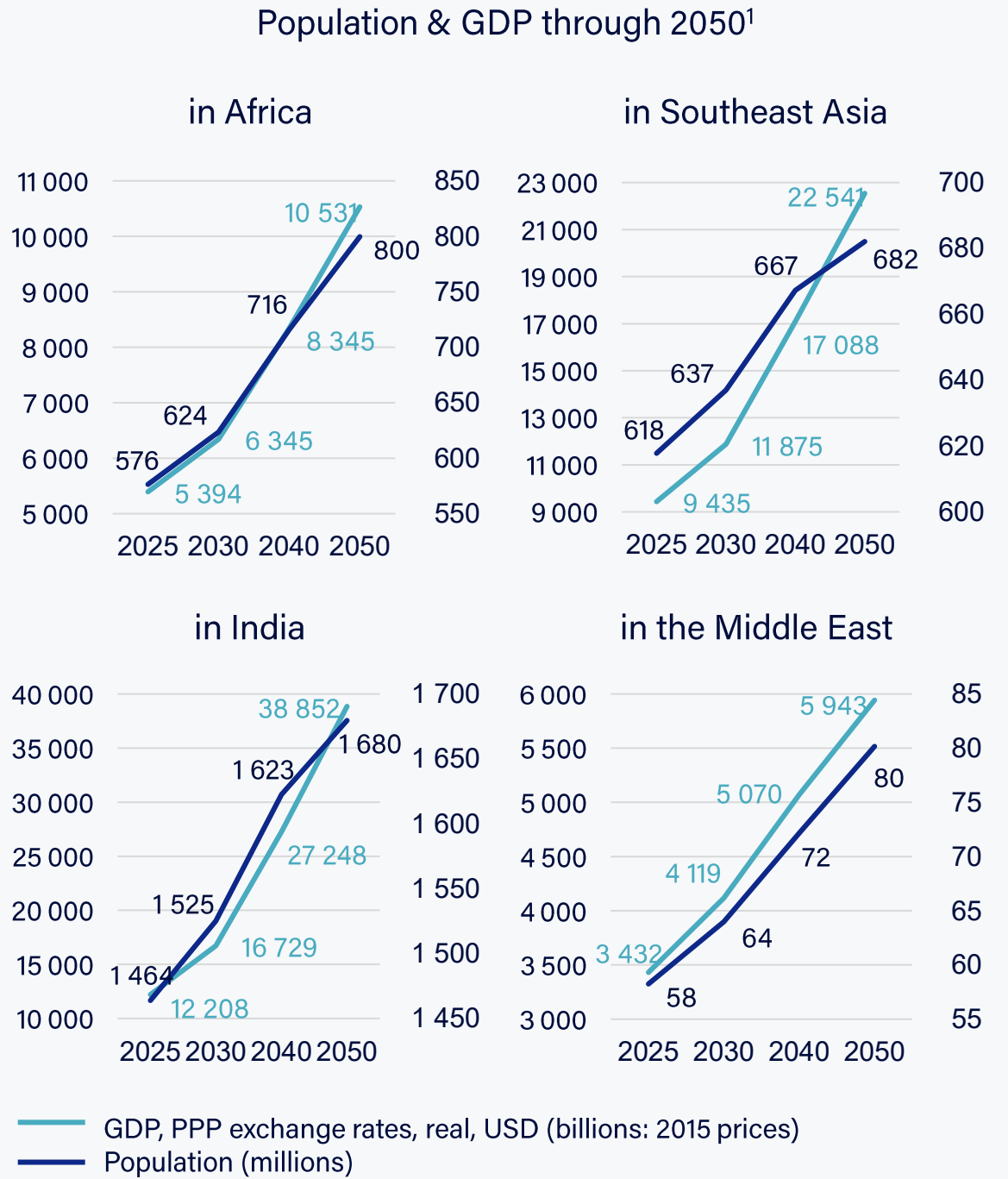


Tailored linear lighting for offices

Essentials to become a growth provider (3/3) – RoW

Market coverage, product innovation and M&A to make the most of high-potential markets

Huge potential in most zones prompted by demography & GDP



Action plans well in place to tackle opportunities

India – localization of strategic ranges | accelerate innovation and product launches | drive premiumization and project customization | expand presence in non-metro and tier 2/3 cities

China – complement position on residential by other verticals/channels (hospitality, retail) | further accelerate product innovation (ranges renewal)

Rest of Asia – focus on higher potential verticals (expand in retail & DIY channels) | market extended coverage (roll-out plans spanning all SEA countries, tailored per market, points of sale opening) | launch new products (all segments) | large real estate projects in mega cities

Pacific – docking of acquisitions | diversify to new channels and verticals

Africa & Middle East – increase market coverage (geographies, digital and channels) | enhance key account/large project management (key System Integrators, distributors partnerships)

South America – expand new distribution channels and retail footprint | new products | “one Legrand” organization for large projects

Complementary acquisitions will also be considered

Example: Australia & New Zealand (Pacific)

Sales x2 in 3 years thanks to 4 acquisitions including 2 in essential infrastructures




- Benefits:**
- Scale and highly value-creating
 - Relevance to local channels and customers
 - Synergy potential
 - Attractiveness to local talent
 - Access to new verticals (e.g. infrastructure)

Our growth engines are fully operational (1/2)

Long-term performance backbone

Innovation

Customer experience

Pricing

Latest
achievements



2026-2030
ambitions

R&D ~5% of sales

CSAT 80% / NPS³ 50

Positive pricing each year

Our growth engines are fully operational (2/2)

An unparalleled expertise in M&A

A very selective process

Example of 2025

+1,000 screened targets

120 targets engaged

8 deals closed

A highly industrialized approach

An active pipeline of ~400 companies

Clear strategic and financial criteria

priority to leaders (#1 or #2)

EPS accretive year 1

EVA accretive within year 3 to 5

A well-managed docking process

A recent track record fully in line with our strategy

>€0.9bn acquired sales (2025+2026)

~12x Ebit average multiple (year 1 EBIT before synergies)

100% of acquired sales in energy and digital transition

An experienced leadership team geared towards 2030 ambitions



Benoît COQUART
Chief Executive Officer



Blandine ANTOINE
Executive VP
Products and Technology



Bénédicte BAHIER
Executive VP
Human Resources



Delphine BAZAUD
Executive VP
Operations



Jean-Luc CARTET
Executive VP
Asia-Pacific, M. East, Africa
& S. America



Brian DIBELLA
President and Chief Executive
Officer of Legrand
North & Central America



Virginie GATIN
Executive VP
Corporate Social Responsibility



Franck LEMERY
Executive VP
Chief Financial Officer



Juan MORENO-ALAMO
Executive VP
Strategy, Brands and Digital



Frédéric XERRI
Executive VP
Europe

Today, we are upgrading our 2030 ambitions¹

	2024 CMD	2027-2030
Organic (CAGR)	+3% to +5%	+6% to +8%
M&A (yearly average)	+3% to +5%	~+5%
Divestments	-	€0.5bn to €1bn of sales
Sales growth (excluding FX & divestment)	+6% to +10%	+11% to +13%
Adjusted operating margin average²	~20% of sales	21% to 22% of sales

Data center strategy

Brian DIBELLA
President & CEO
Legrand North & Central America

Key data center messages since CMD 2024

With our proven business model, we have transformed our market position

>2.5x

2026 data center
revenue vs. 2023

15

data center
acquisitions
since 2024

>3x

data center
addressable global
market expansion

>20

new platforms
launched

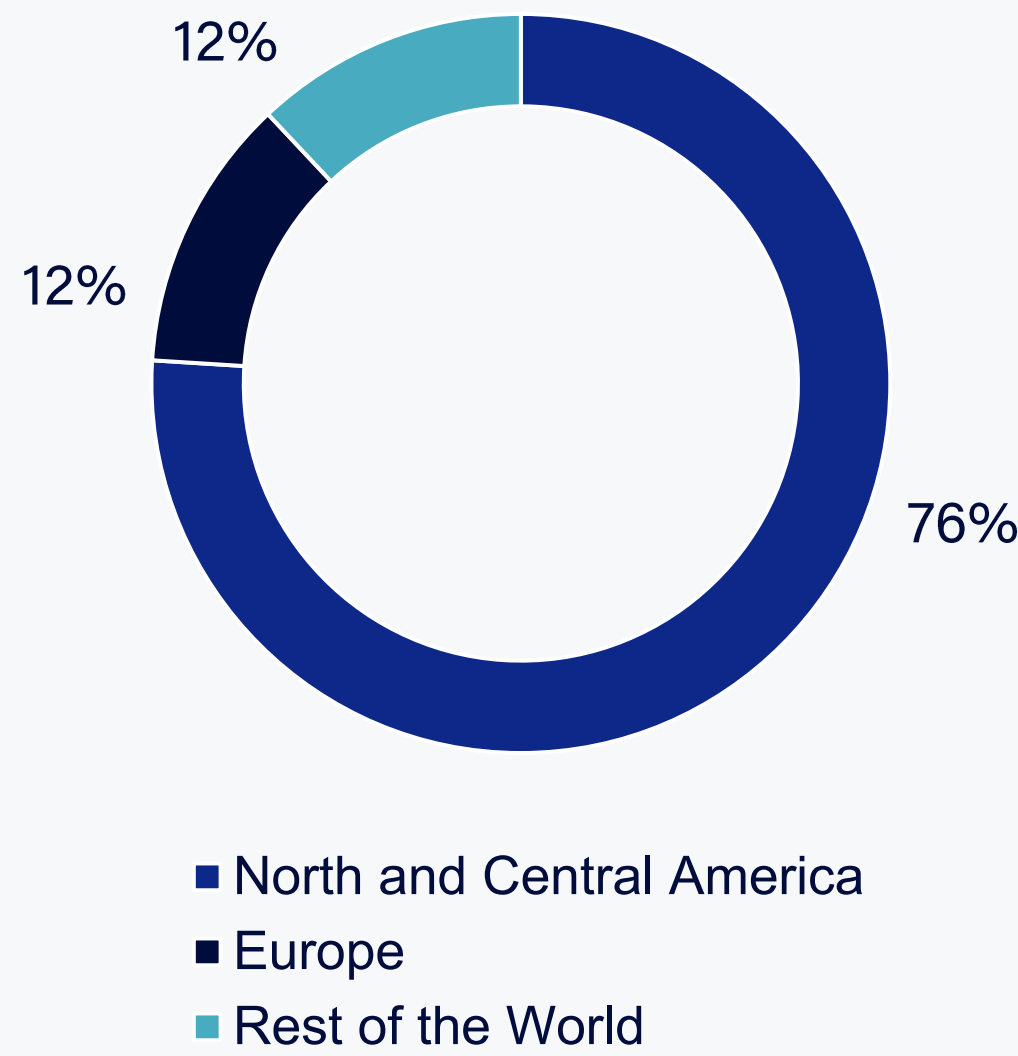
AI is not just increasing data center demand,
it is fundamentally changing the infrastructure architecture

Legrand is positioned at the critical systems layer,
where customers need engineered solutions, service & global scale

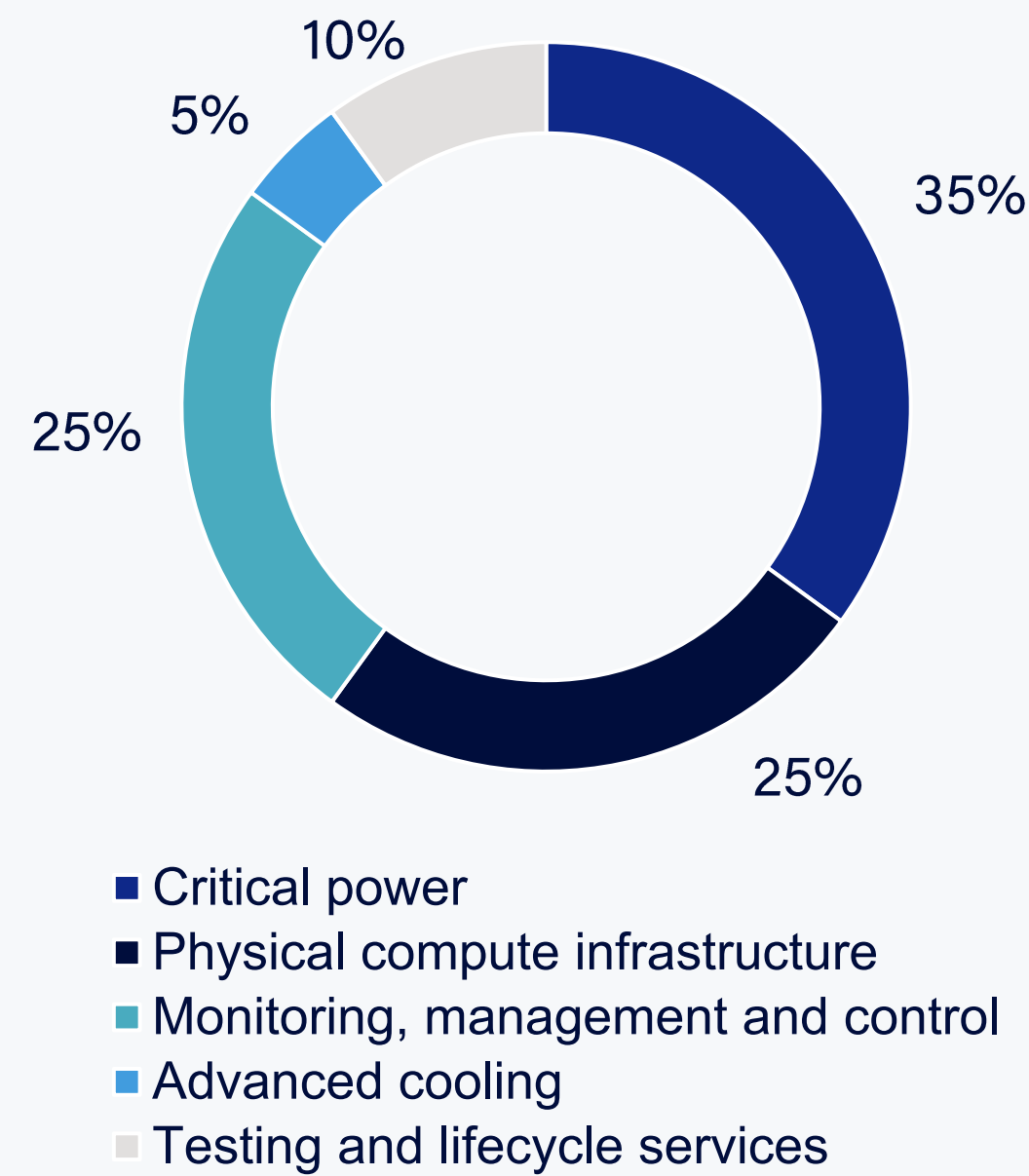
Breakdown of our business

We see significant growth opportunities in the next 5 years

Data centers
Sales¹ by region



Data centers
Sales² by solution



Best-in-class mission-critical solutions

Legrand global data center product portfolio

Critical power

MICRO GRID

MV SWITCHBOARD

TRANSFORMERS

CABLE BUSWAY

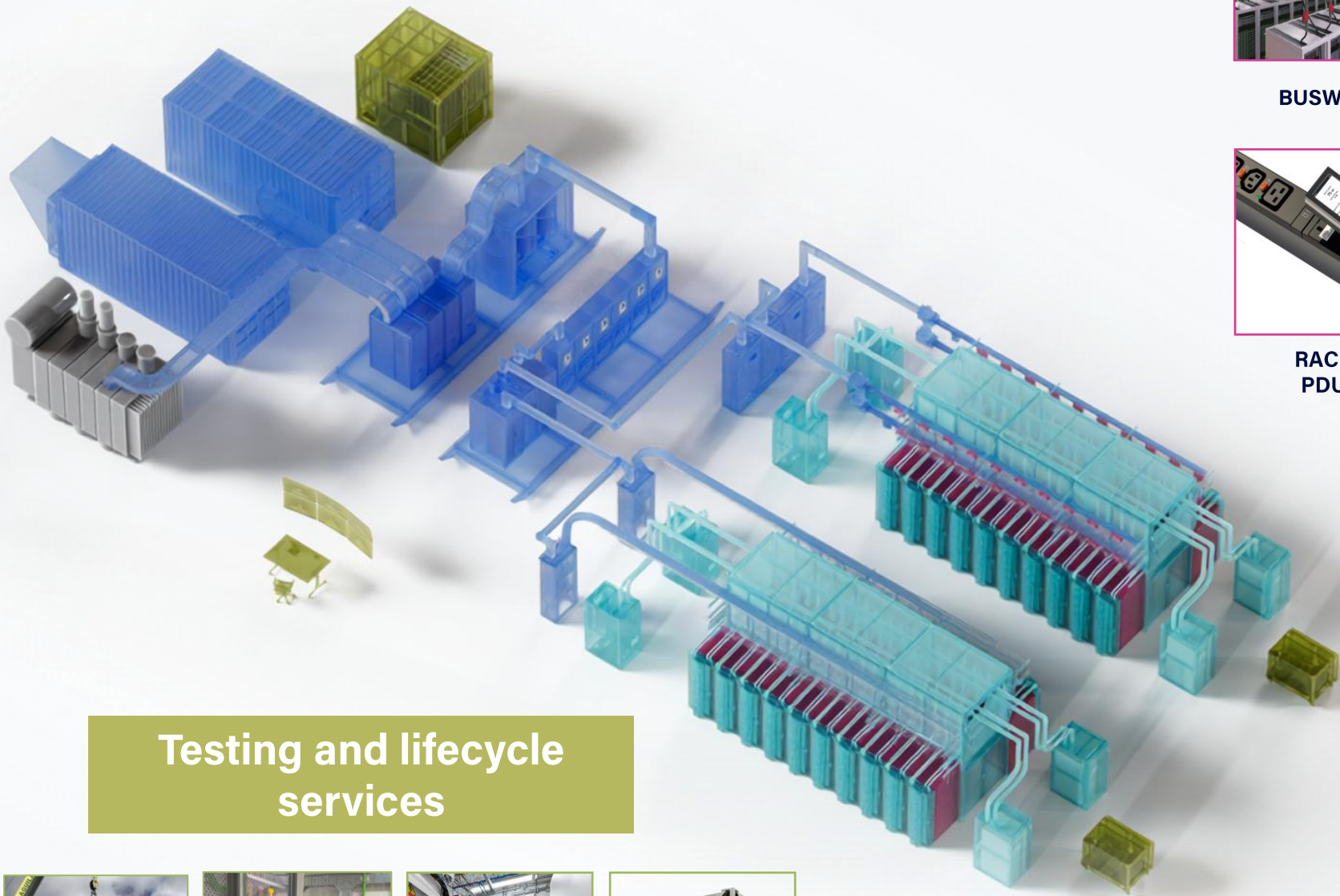
MAIN LV SWITCHBOARD

UPS

STATIC TRANSFER SWITCH

BUSDUCT BUSBAR

SECONDARY LV SWITCHBOARD, RPP



Testing and lifecycle services

DESIGN & INSTALLATION

COMMISSIONING

TESTING & MAINTENANCE

LOAD BANKS

Compute infrastructure

BUSWAY

IEC 60309 CONNECTORS

OVERHEAD CABLE MANAGEMENT

RACK CABINETS

RACK PDU

FIBER & COPPER CABLING SYSTEMS

TRANSCEIVERS

KVM & SERIAL CONSOLES

MONITORING PLATFORM

Advanced cooling

CONTAINMENT STRUCTURAL HAC

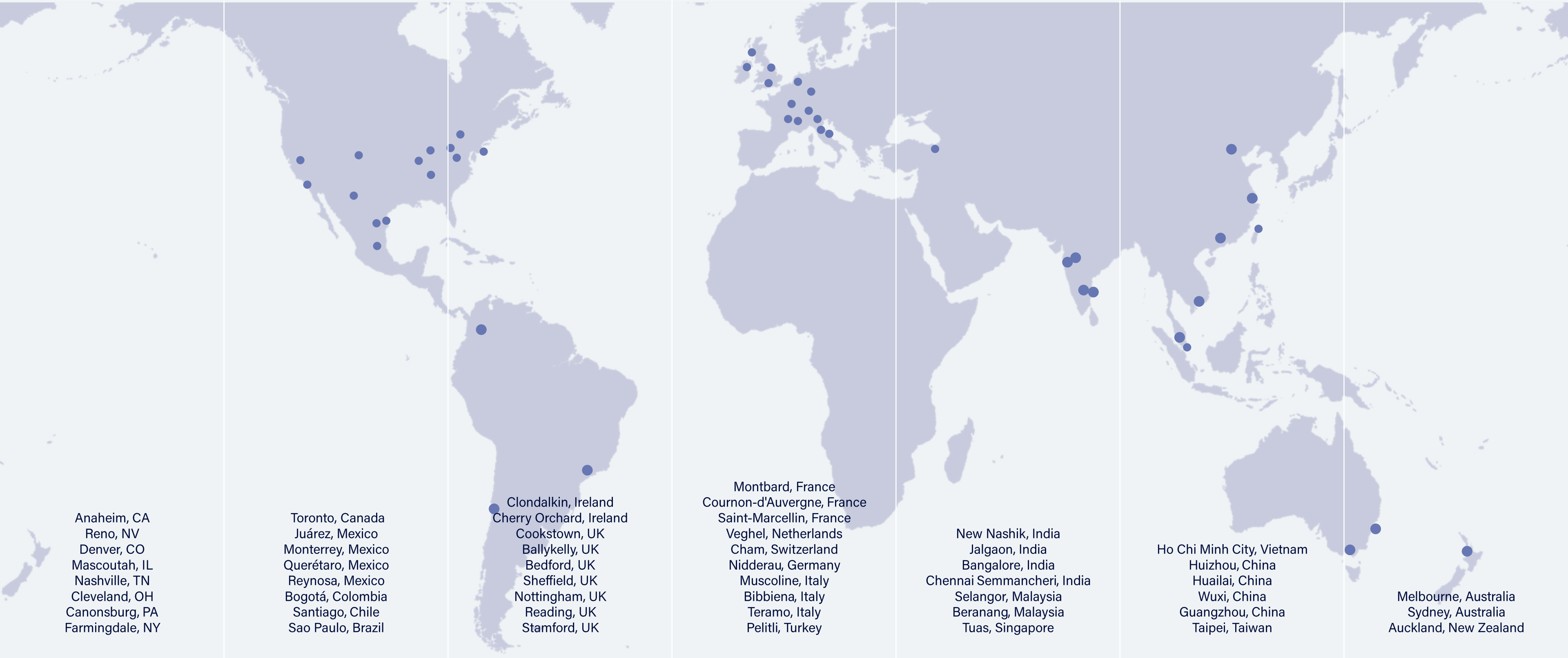
RDHX

1-PHASE DTC

2-PHASE DTC

We have built a scalable footprint

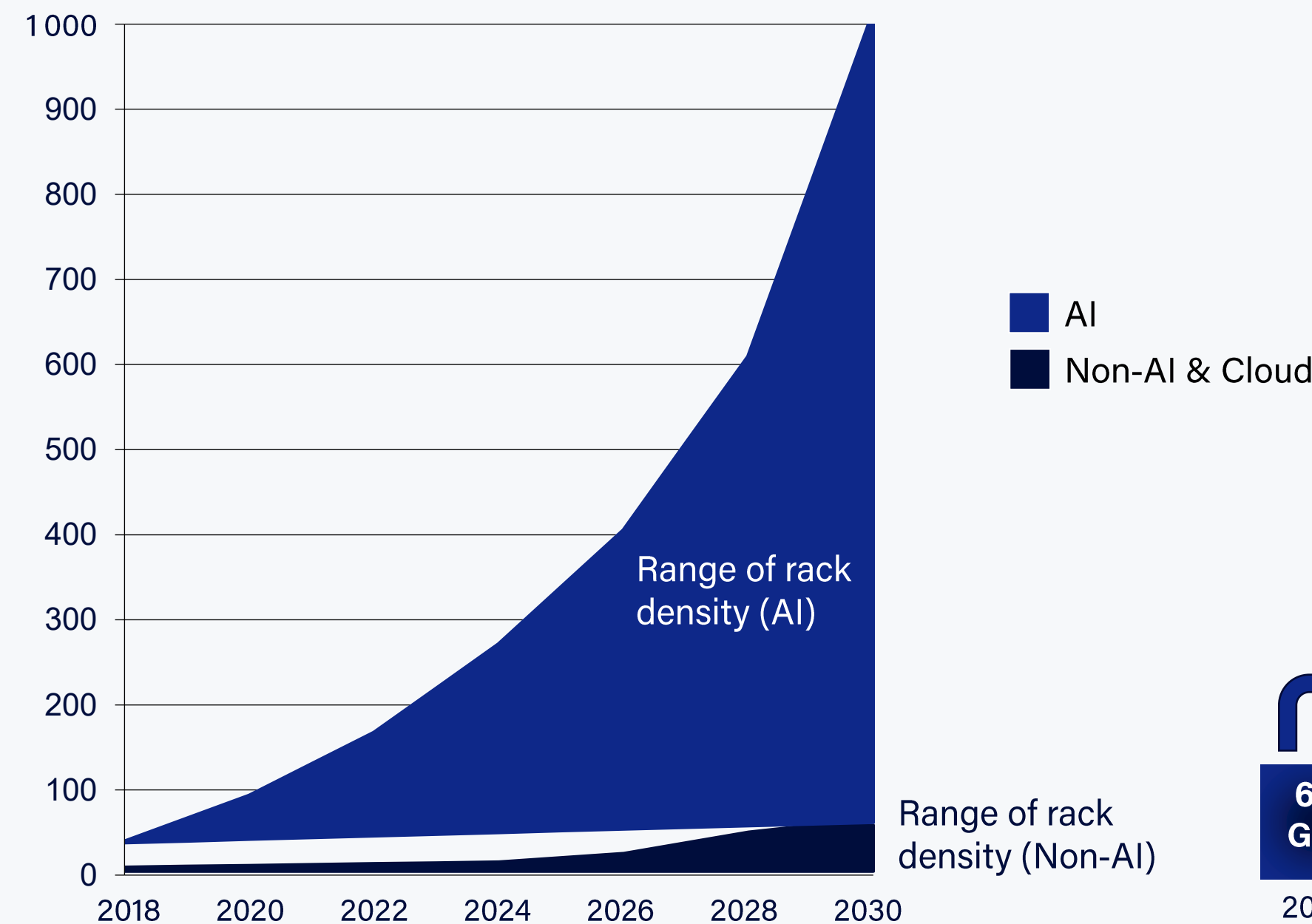
Adaptable to customer demand



AI workloads driving massive increases in rack densities and power demand...

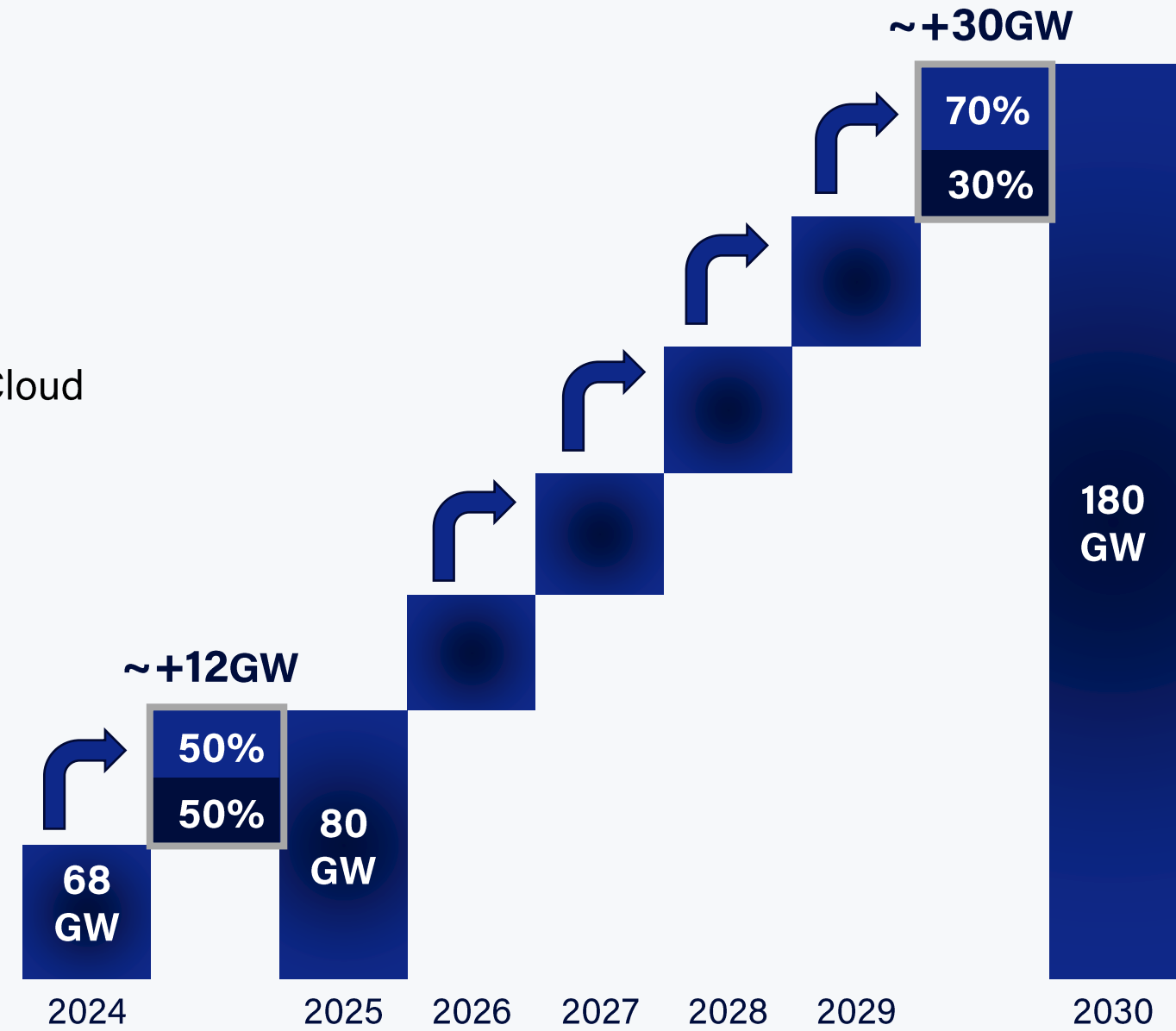
Rack densities will continue growing

Rack power density – peak and expected range, kW per rack



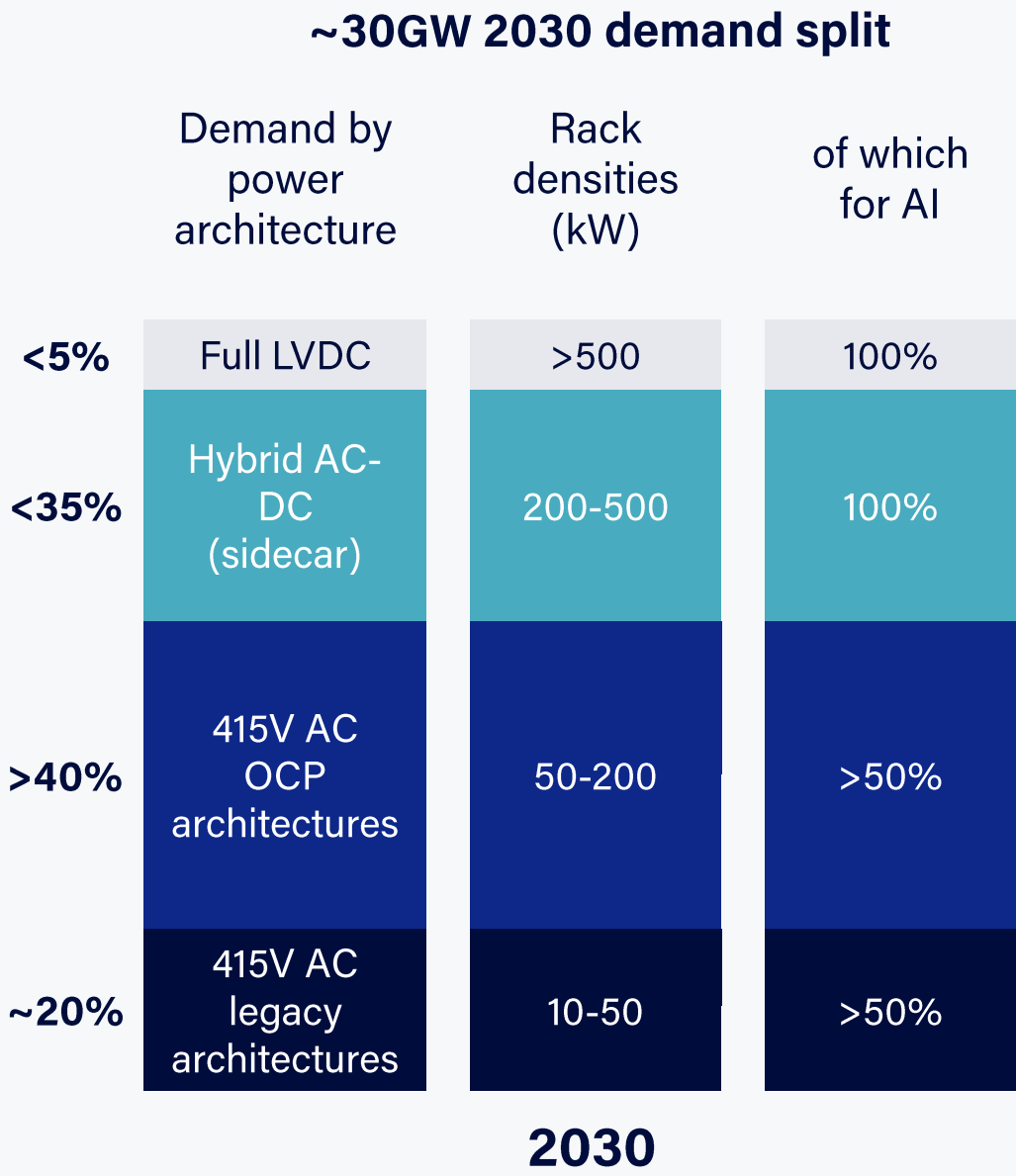
AI expected to reach ~70% of new workloads

Annual data center IT-load capacity additions by workload, GW (%)

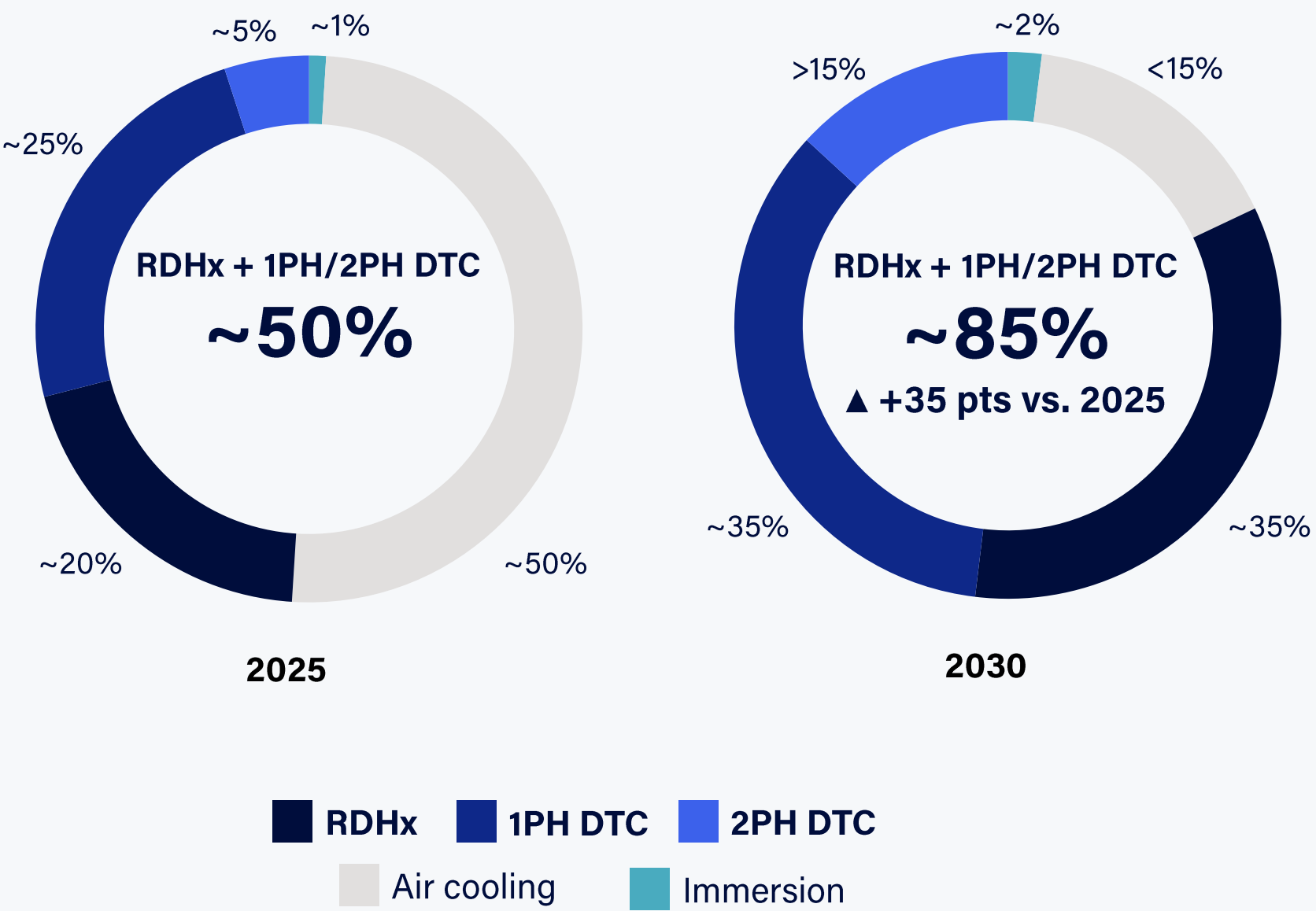


...requiring new direct current power architectures and liquid cooling solutions

2030 demand by power architecture and rack densities



2030 vs. 2025 AI demand by cooling solutions



Reducing time to operation is driving construction innovation

2024, 18 months



2026, 9 months

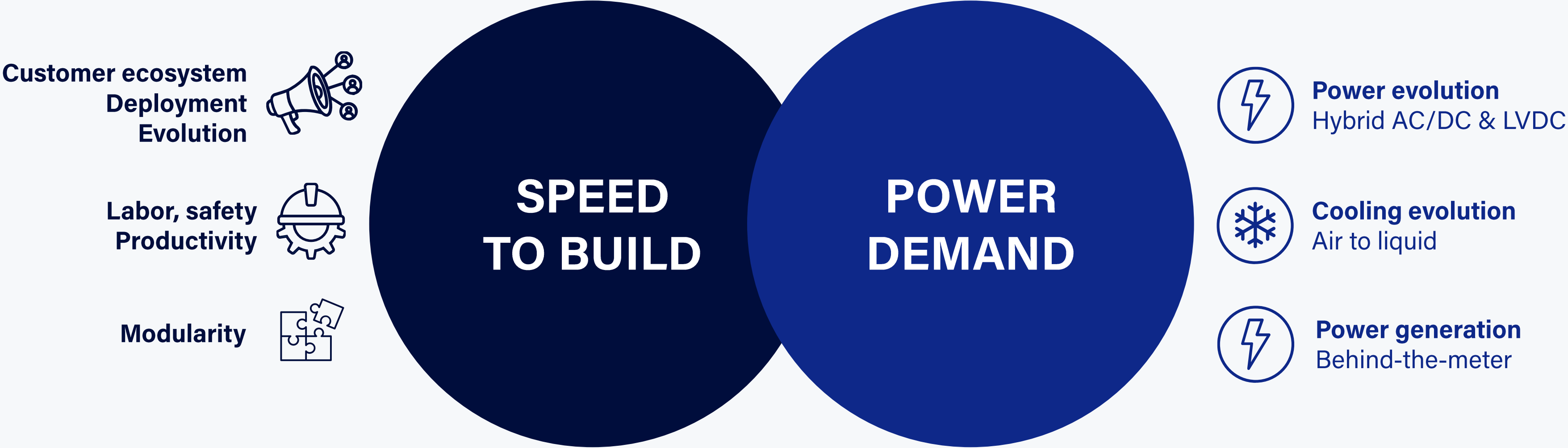


Sources: [Meta Gallatin, we are online!](#)
Gallatin, Tennessee

Sources: [Meta is using tents to build its giant AI data center](#)
New Albany, Ohio data center, Prometheus.
GPU-centric facility, Hurricane weather proofed

Framing the AI infrastructure era

The key trends impacting the data center industry



Helping our customers achieve their key objectives in a rapidly changing market

Leveraging our expertise in critical applications

Lead pragmatic
DC transition
with customers

Own the critical
infrastructure
layer

Leverage our
proven service
advantage

Win liquid
cooling in
racks and
commissioning

“Glocal” model
delivers speed
and scale

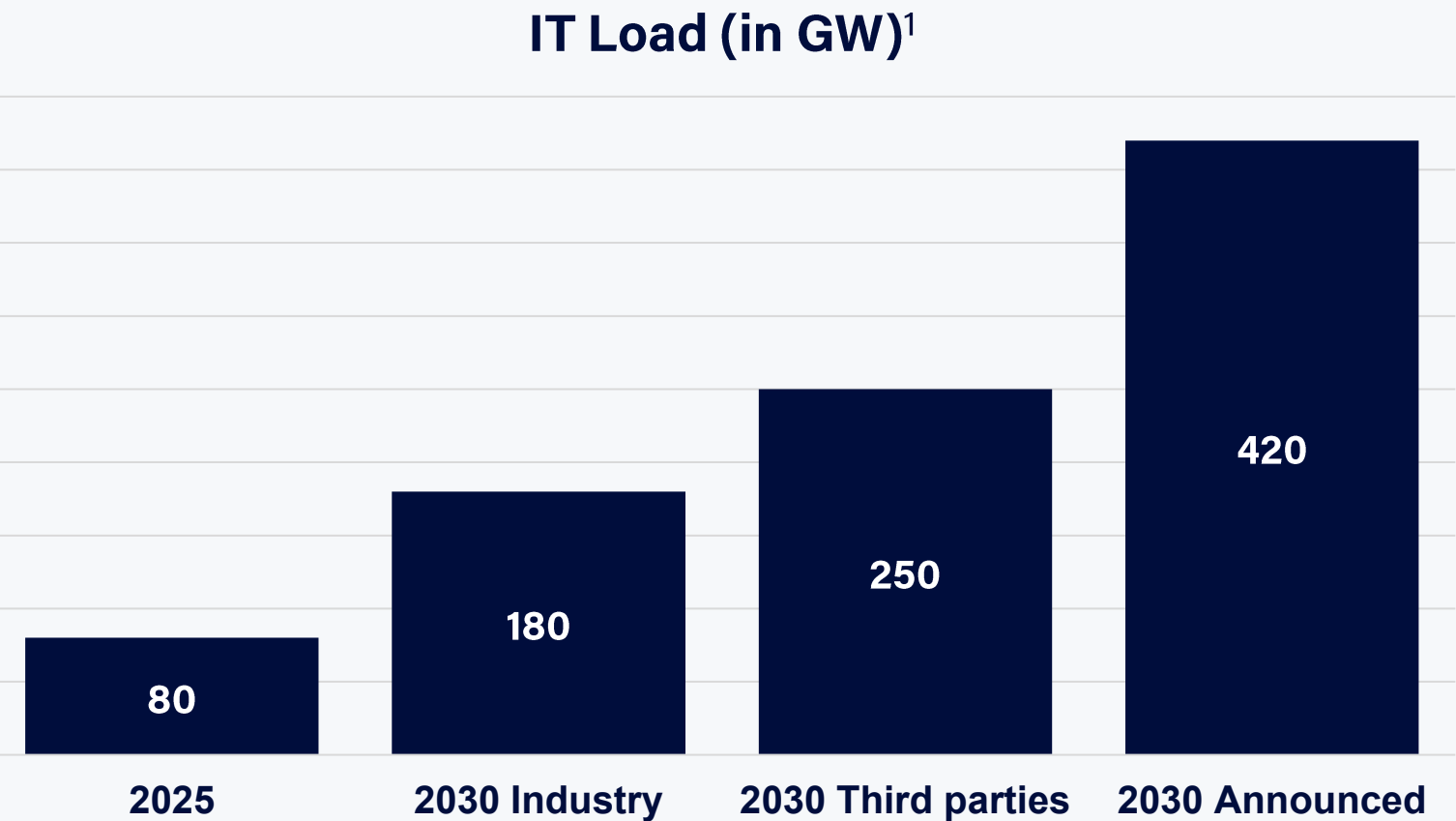
We are working on every stage of the DC Transition today

Because power technology changes are never clean or simple

Lead pragmatic DC transition *with* customers

>100 GW IT load should be built over 5 years

Content per MW should continue to increase



	Current architecture	Hybrid	LVDC
Critical Power	+++	++(+)	+++(+)
Compute infrastructure	++	++++	+++
Advanced cooling	+	+++	+++
Testing and lifecycle services	+	++	+++
\$/MW	\$2.5m	>\$3m	>\$3m

Based on Legrand current offering and roadmap

OCP Rack with integrated DC power infrastructure

Custom OCP development yields enhanced security and high efficiency

Challenge

Leading hyperscale Cloud provider needed a **custom OCP-based network cabinet** with a 5,000 lb. load capacity and enhanced security features

The cabinet design included **1,400A DC busbar** for powering the IT equipment

Solution

Engaged directly with end customer to design custom 44OU OCP cabinet including specialty security features and high-amperage busbar

Designed, prototyped, and tested cabinet to full range of load and transportation tests including UL approval and CE requirements

Results and business impact

Created a **tailor-made cabinet** with custom features including electronic locking doors, security compartments, and 5,000 lb. weight capacity

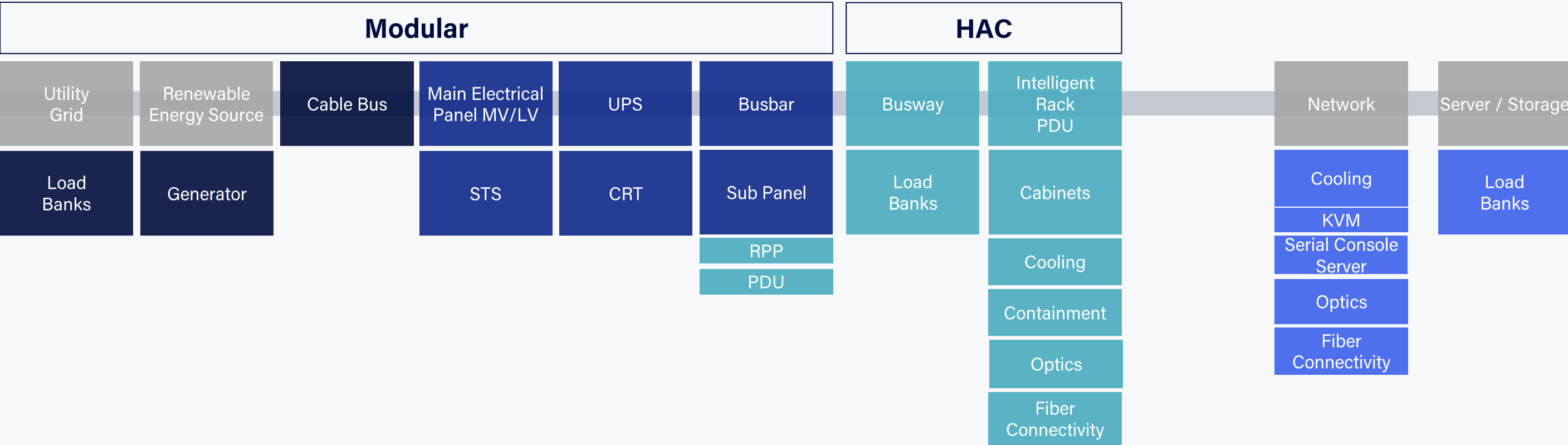
Embedded DC power busbar increases efficiency at the cabinet and reduces conversion heat generation

Earned specification position for network cabinets including the integrated DC busbar



Our portfolio provides the most critical infrastructure systems with custom solutions for fast-changing designs

Own the critical infrastructure layer



- Outside plant solutions
- Power train solutions
- Compute infrastructure
- IT equipment
- Non Legrand

Custom engineering keeps critical infrastructure safer and more resilient

On-site planning uncovers customer opportunities

Challenge

Low-lying cable bus installations create **safety issues** for site maintenance teams
Building and generator yard structures move independently, creating **gaps**

Solution

Developed a **step-over solution** that allows personnel to safely cross cable bus runs during inspections and maintenance
Three-axis movement fitting capable of accommodating 6 inches of movement across multiple directions

Results and business impact

Improved worker **safety** and site **accessibility** during maintenance and inspections
Protected system **integrity and reliability**
Enhanced long-term **performance and longevity** of cable bus system



Custom LV power distribution supports hyperscale growth

Engineered LV solutions supporting faster expansion and long-term operational reliability

Challenge

A leading **hyperscaler** required **tailored low-voltage distribution** for repeatable, **high-density** data center deployments

Tight project **schedules** and **global deployment** required **increased capacity in local regions**

Solution had to **align** protection, switching, metering and energy distribution while supporting **fast delivery** and reliable operation

Solution

Legrand engineered and manufactured **customized LV switchboards** for **specific project requirements**:

- including UL
- seismic ratings
- flexible circuit protection options

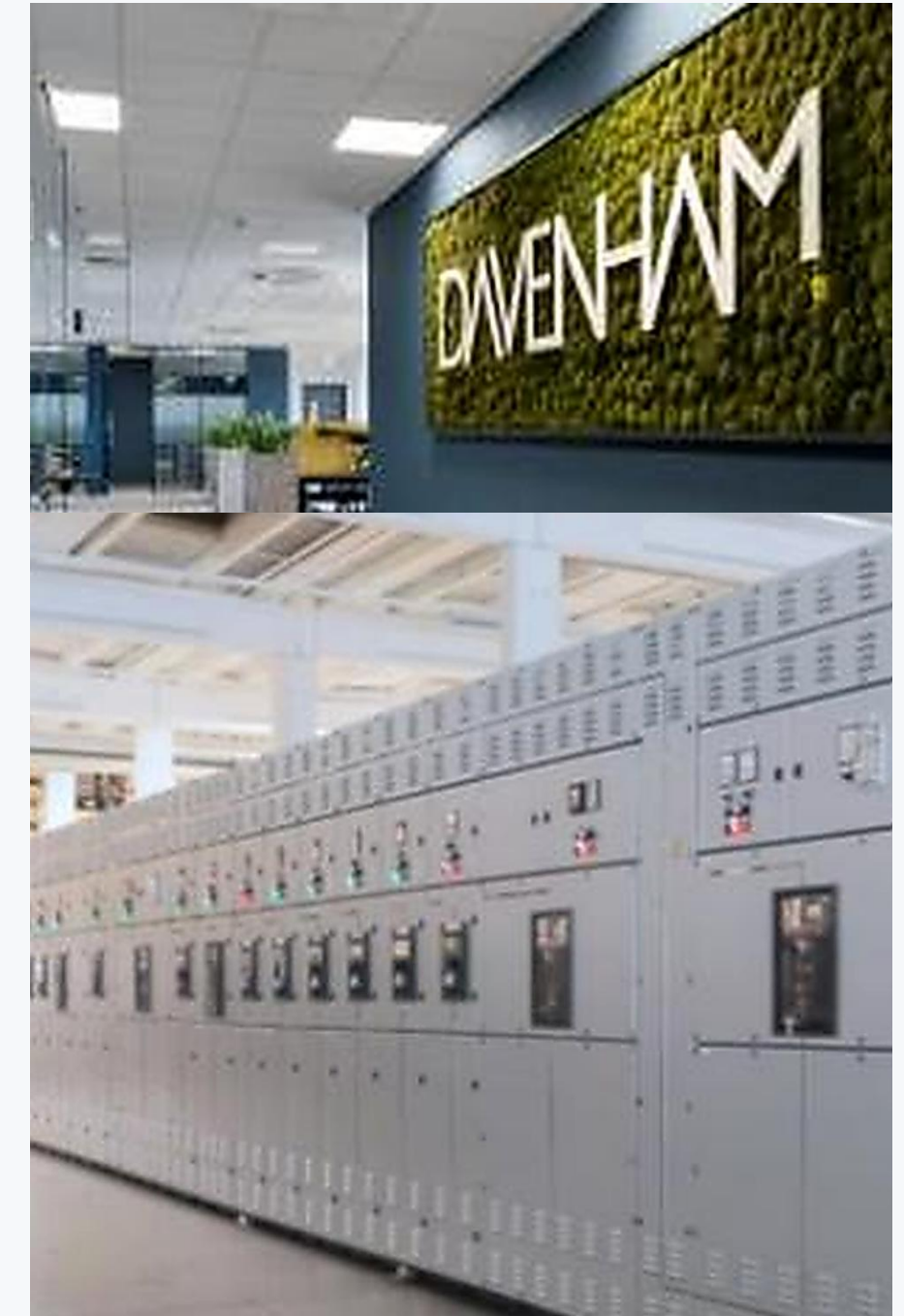
Legrand is currently **expanding production and support** capabilities in the **US** and **India** in addition to the **UK** and **Ireland**

Results and business impact

To **support** the hyperscaler's continued **expansion**, we **increased manufacturing capacity by 60%** and made additional investments to enable larger, more complex, **and repeatable future deployments**

Co-engineered with the customer, the repeatable RPP architecture now supports **high RPPs annually**
Global standard design and regional production reduce project schedule risk and ensure consistent performance

As a single, **long-term partnership**, we reduce complexity and technical risk across the critical power chain while ensuring enduring system performance as technology evolves



Proven track record to deliver project-critical service and support

Our service model

Leverage our
proven service
advantage

Ready-to-serve factories and supply chain
to deliver on time

Expert project management
to reduce schedule risk

Technical engagement
from design through operation

Commissioning and start-up support
to accelerate time to service

4.5x

capacity capex
2024 - 2026

400+

in-market support
professionals

Custom modular data centers enable network access to hyperscale cloud services for LATAM colocation provider

Connecting remote LATAM data centers to U.S. cloud services

Challenge

Colocation provider needed **reliable fiber consolidation points in remote locations**

Traditional construction options were too **slow** and **resource-intensive** to meet project targets

Modular options create **“all or nothing” project risk** with one supplier

Solution

Legrand engineering teams **designed in compatibility** for power, cooling, network and IT, and fire protection

Final modular data center is **pre-tested**, ensuring on site performance

Factory direct relationships for all key systems and components

Results and business impact

Successful work on first 4 sites puts Legrand in **preferred position for next 6 locations**

Delivered **mission-critical network connectivity to remote locations**

Final solutions were designed in accordance with TIA-942 and Uptime Institute standards



Scaling manufacturing to meet hyperscale AI demand

Reduced lead times by 24 weeks

Challenge

Hyperscale AI customer increased YoY demand by over 150% in busway system

Sudden demand surge was not forecasted, creating an urgent capacity challenge for suppliers

Existing production capacity and lead times **could not support aggressive deployment schedules**

Solution

Cross-functional teams **improved processes to increase output** from existing facilities

Supply chain team worked to **rapidly qualify and mobilize partners** in our supplier network

Results and business impact

Increased **manufacturing capacity 3x** in 5 months

Reduced **lead times from 40 weeks to 16 weeks**

Fulfilled an **additional \$170m** of customer demand



Winning in rack level liquid cooling and commissioning

Leverage our leading specialist positions

Win liquid cooling in racks and commissioning

Double down on RDHx¹

Drive our direct-to-chip solutions

Innovate in liquid-cooled load banks



Custom cooling solution optimizes Nvidia MGX1.1 deployment

Rapid development delivers increased savings and efficiency

Challenge

Leading U.S. AI data center needed a **racking solution** in accordance with **MGX 1.1** for **high-density GPU** deployments

Client required **DC-powered rear door cooling solution** to eliminate the need for costly power inverters

Solution

Engaged **directly** with end customer to **design** custom 52U GPU cabinet

Designed and prototyped compatible **DC-powered rear door heat exchanger within an eight-week** rapid development cycle for client's deployments

Results and business impact

Customer **saved thousands per cabinet** and retained single manufacturer for both racking & rack-cooling infrastructure

Direct DC power **increases efficiency** at the cabinet and **reduces conversion** heat generation

Earned **specification position for GPU cabinets & DC-powered rear door heat exchangers**



Global colocation leader relies on Legrand load banks for commissioning first liquid cooled data center

Proper testing enables efficient calibration and ensures reliability

Challenge

First large-scale liquid cooling deployment had increased risk from new technology
System design was not finalized to allow for **optimization during test process**
Aggressive project schedule driven by hyperscale tenant

Solution

Onsite workshops with owner, contractors, engineers, and Legrand to design test scenarios for liquid cooling system and load bank requirements
Developed and launched in less than eight months to meet customer schedule and establish **first-to-market position**

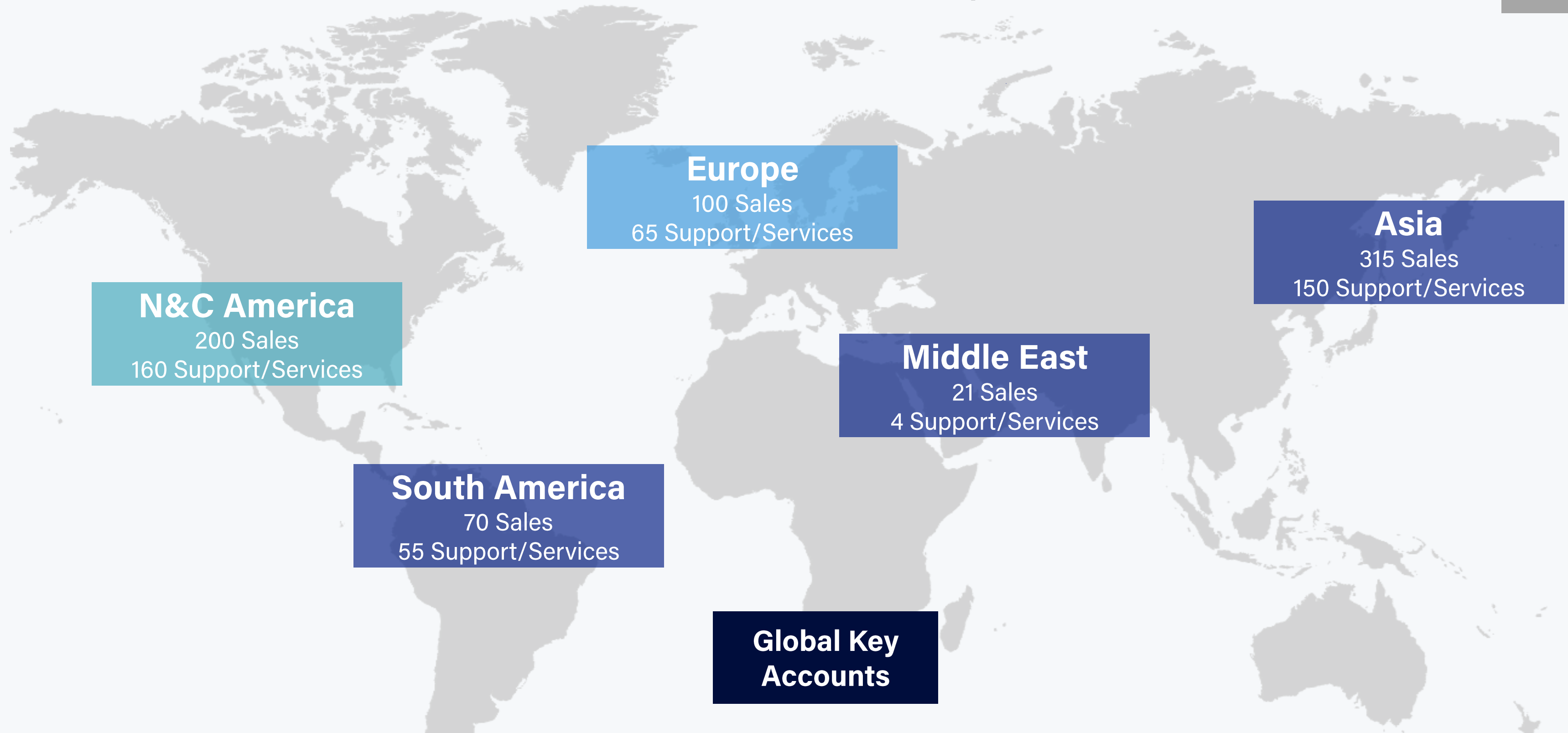
Results and business impact

Estimated reduction in cooling energy consumption of 20-40% compared to a poorly calibrated system
Avoid potential revenue loss of \$20m per month for an 85MW facility preventing costly rework and project delays
Commissioning confirms proper operation of data center power and cooling systems, enabling smooth transfer to hyperscale tenant



Global sales and service teams work with in-market teams to deliver local support for critical projects

"Glocal" model
delivers speed
and scale



Local team develops an integrated solution approach enabling 96MW data center deployment in 9 months

Local partnership was the key to faster deployment

Challenge

Large-scale Johor hyperscale campus required **coordinated infrastructure** across white space and power-distribution systems

Aggressive schedule dependent on reliable deployment and agility on timing of delivery for busways, cable management, PDUs and hot aisle containment

Solution

Simplified project by combining several mission-critical systems into **a single solution, with on-site project management**

Legrand's unique integrated solution combined power distribution, cable management, PDUs and containment

Results and business impact

Project was able to **meet aggressive** schedule thanks to Legrand's solution and on-site **project support**

Created a **scalable platform** that can support **future expansion**

Demanding project demonstrated **Legrand's capacity to support large hyperscale** data center programs in Southeast Asia and APAC



Powering deployment of next-generation AI platform

Legrand’s ability to scale delivers a global standard design

Challenge

Support customer’s **accelerated global deployment of new AI platform** with a common solution

Increase global production capacity by 50% to approx. 3,000 PDUs per week

Scale manufacturing & supply chain **without impacting quality or delivery**

Solution

Engaged **engineering and quality teams** to **optimize operations**

Dedicated production lines operating 3 shifts (5dX24hr)

Invested in **30% footprint expansion** and new equipment for increased output

Added **AI-enabled robotic** and camera inspection systems to increase output and maintain quality

Results and business impact

Scaled production to 3,000 PDUs per week to support customer’s accelerated schedule

Met customer’s stringent quality and service standards throughout the deployment

Fulfilled approximately **\$40m in incremental customer demand over six months** while strengthening our position with a key global customer



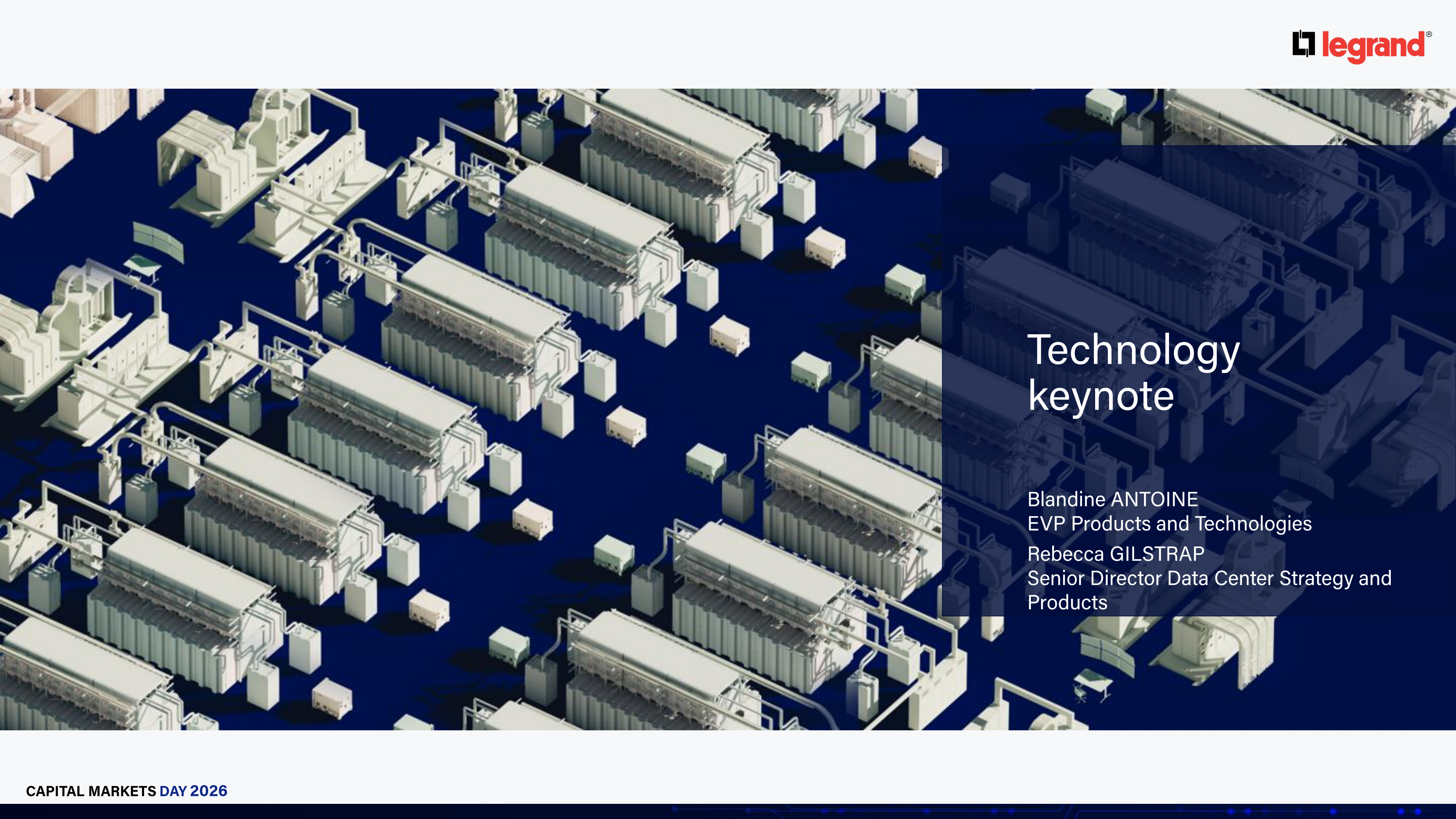
The AI infrastructure era is transforming the data center market

Legrand is positioned to win

AI demand is accelerating and reshaping data center infrastructure toward unprecedented scale and complexity

Our expanding portfolio and continuous innovation make us the preferred choice for next generation data center architectures

**Proven service and project execution capabilities
are a strategic differentiator
in a market where performance is critical**

The background of the slide is a high-angle, isometric photograph of various industrial electrical components, such as terminal blocks, switches, and connectors, arranged on a dark blue surface. The components are primarily white and light grey, with some green and yellow accents. They are connected by thin, metallic-looking wires and cables, creating a complex network of connections. The lighting is bright, casting soft shadows and highlighting the textures of the components.

Technology keynote

Blandine ANTOINE
EVP Products and Technologies
Rebecca GILSTRAP
Senior Director Data Center Strategy and
Products

We solve our customers' toughest problems

Working hand in hand with customers as technology and their needs evolve

Simplify
complexity

Support speed

Reduce
execution risk

Ensure
performance,
interoperability
and
adaptability

Deliver
sustainability

Our open philosophy enables ultra-customization at scale

The Legrand difference: expert co-design and integration capabilities paired with global delivery scale

Best of breed
products & systems

**Application
engineering
& co-design**

**Open
architecture**
integration

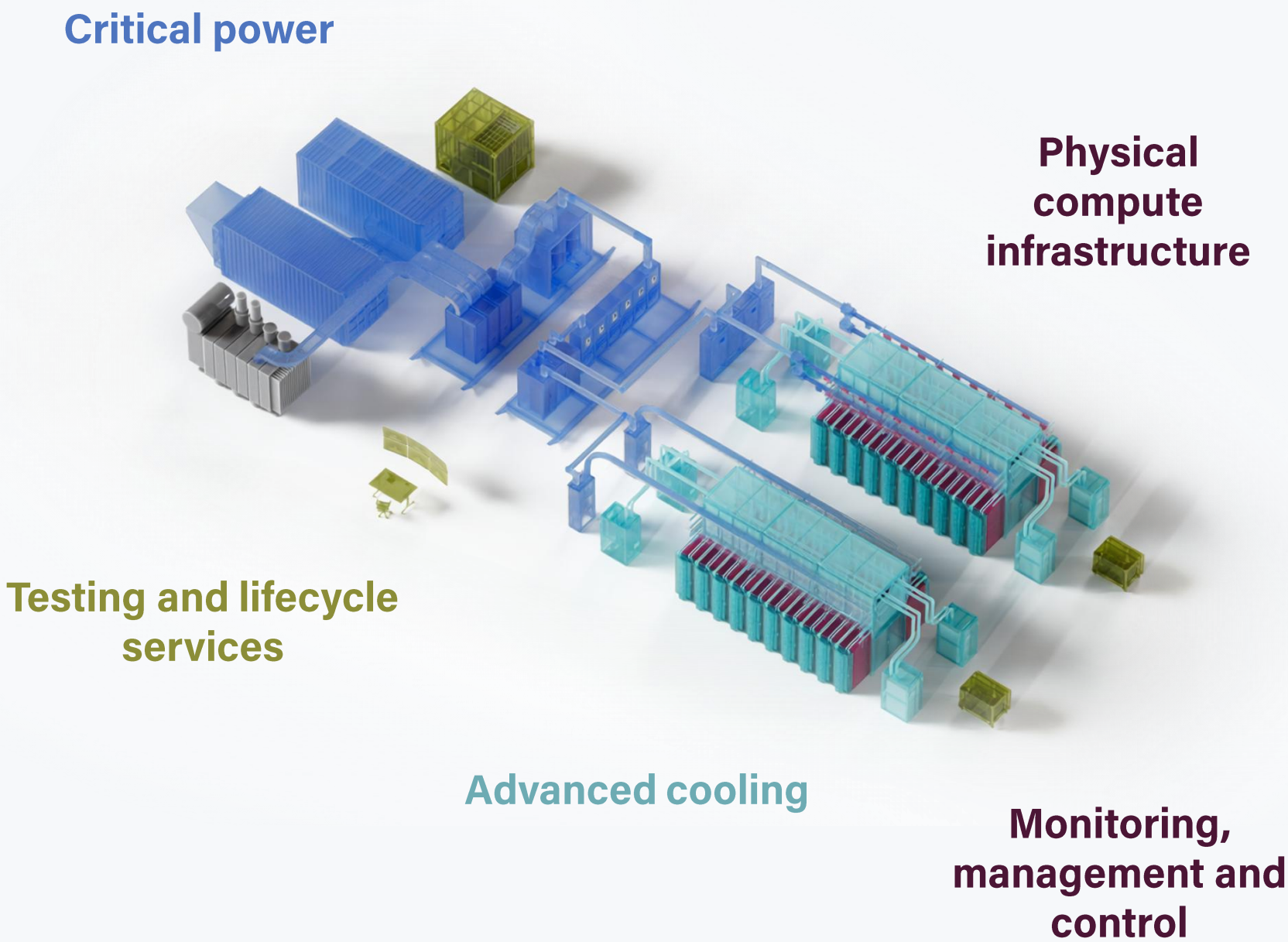
Our open architecture philosophy and breadth of support services empower customers to create, build & run solutions that precisely fit their specific requirements, at GW scale

From chip to grid: how digital is reshaping the physical world

Technology keynote agenda

Our expertise spans
the end-to-end data center thermal & power chain

Today's technology keynote agenda



Portfolio overview



Low Voltage Direct Current transition

Physical compute infrastructure (1/3)

Enabling safety, scalability and ease of maintenance

Racks, cabinets, enclosures

Protect data center's **most valuable assets** (IT equipment, esp. GPUs)

Increasing density driving dynamic and static weight loads

Cabinet, row-level airflow and cable management **maximize cooling efficiency** and reduce energy consumption



Cable management, fiber runners

Provide pathway support for **power and data** cables running throughout the data center

Reduce heat buildup, support **higher cable densities**, and help maintain network and power system performance

Minimize installer risk and reduce cable **damage**



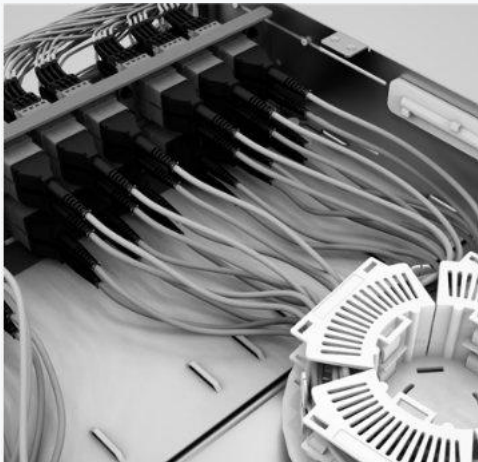
Structured copper and fiber cabling, transceivers

Transmit and dispatch data

Reduce project complexity

Fewer components

Increase consistency and labor savings



High amperage busways with tap-off boxes

Busways serve as an electrical highway providing **flexible and fast power distribution to cabinets**

Reliable, modular, reconfigurable support for **high-density** power loads

Rapid deployment, increased labor efficiency and improved safety



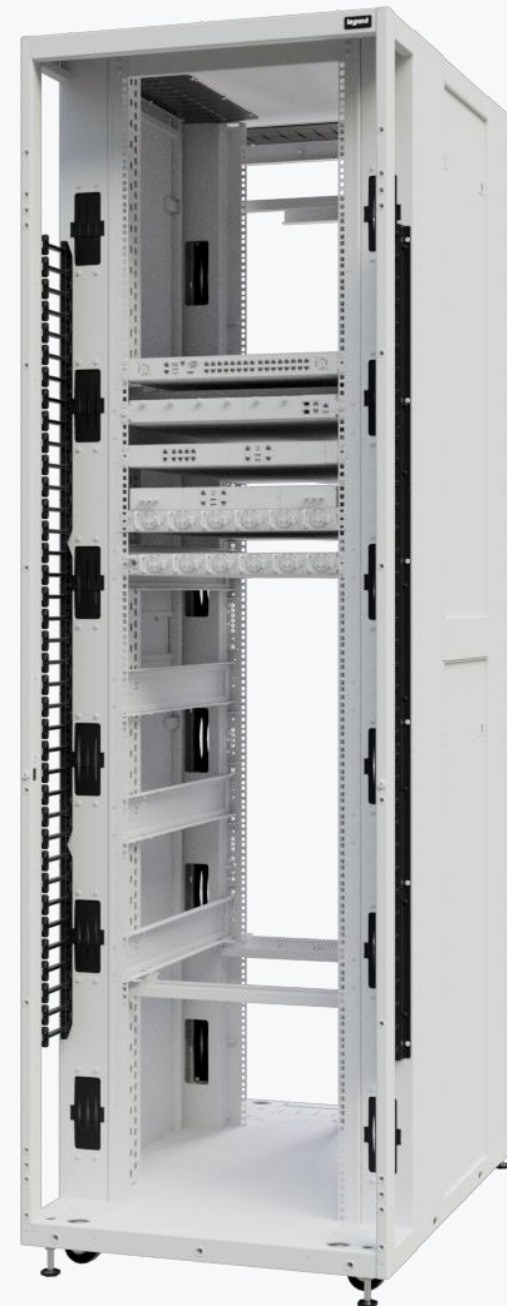
Physical compute infrastructure (2/3)

Focus: OCP ORv3 rack

MGX/NVL cabinet

Improves cooling efficiency, increases rack density, optimizes energy consumption

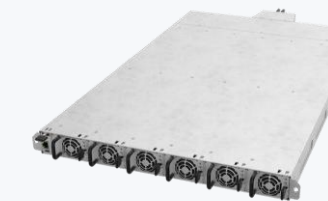
- **Compatible** with all Open Rack IT systems
- Supports **1,400A** Busbar for AI applications
- Supports **water manifolds, RDHx, DTC 1PH and 2PH**
- Minimizes bypass air + recirculation
- **UL Listed**
- ASCE 7 Seismic Certified
- ISTA 3B Certified
- **Rack & Stack**¹ ready with specialized packaging-solutions to protect the most valuable IT asset investments



Additional features



Power shelf 2U
33kW with PMC



Power shelf 1U
with PMC



ORv3 power cords



NSR-DDC



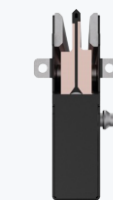
Smart rack
controller



ORv3 DC busbar
400A | 700A | 1,400A



AC PDUs (0U rack mount)

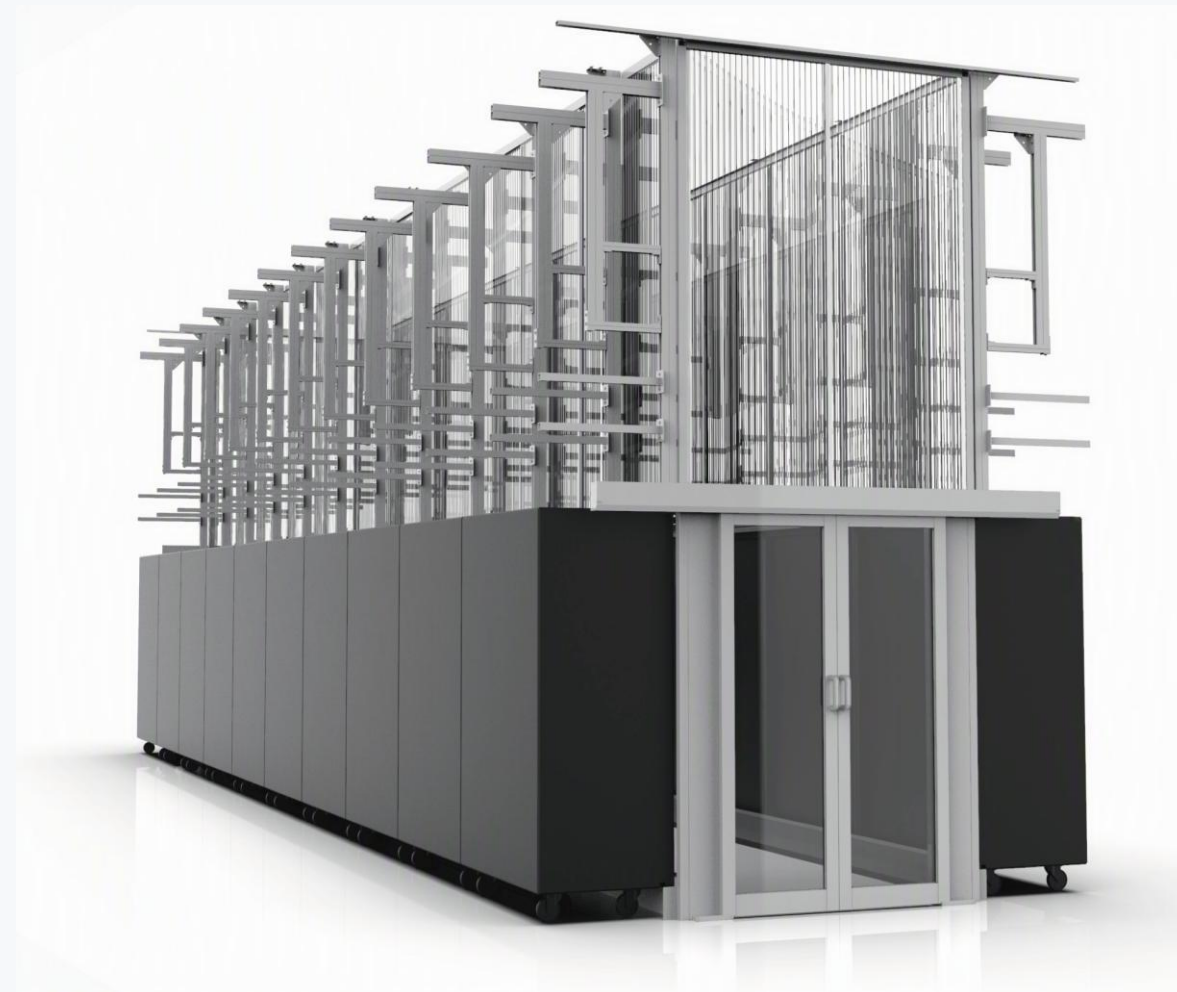


5000A liquid cooled busbar
High-density AI/HPC
cooling support

Legrand rack platforms support the next era of AI, mass-scale computing, and advanced cooling

Physical compute infrastructure (3/3)

Focus: vertical hot aisle containment (vHAC) structures



Structural free-standing HAC

Vertical hot aisle containment structures

Legrand offers multiple white space solutions delivery models tailored to customer needs

- Standalone products
- Rack & Stack solutions
- Structural HAC: integrated steel structures that serve as the backbone for white space physical compute infrastructure

Structures support

- Power busways, fiber and copper cabling pathways
- Liquid cooling piping, hot aisle containment systems
- Lighting and supporting infrastructure

Customer benefits from structural HAC

- Structural integrity and predictable load-bearing performance
- Energy efficiency with consistent airflow management
- Faster deployment and lower operational risk
- Safety and serviceability from clear separation between critical systems and safer access for maintenance

**Why Legrand? Single strategic partner across multiple infrastructure layers
(cabinets, containment, cabling support, power systems, busway systems, intelligent power, cooling)**

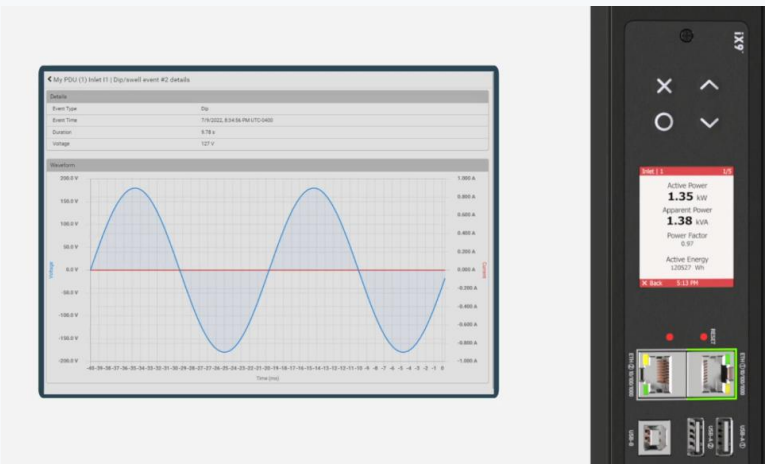
Monitoring, management and control (1/3)

Measure to Manage: supporting operational efficiency

Intelligent rack PDUs

Intelligent Rack Power Distribution Units provide visibility and control of power at the rack and IT equipment

Proactively optimize PUE¹ and troubleshoot sources of power issues



KVM switches & serial console servers

Serve as remote hands and eyes, provide **remote visibility and control**

Increase speed and control of deployments and troubleshooting
Secure out of band network control
Open platform



Additional intelligent products

Unified hardware and software technologies **ensure mission-critical uptime, real-time visibility, alerting and insights to drive operational excellence**

Xerus™ and Critical Power Monitor technology platforms, most extensive communication protocol offering on the market



Monitoring, management and control (2/3)

Focus: rack PDUs



High density outlet technology (HDOT®)



Cx Outlets – C13 and C19 all-in-one outlets



RamLock mechanical locking technology



Alternating branch power distribution



Alternating phase outlets



45-degree angled infeed

Intelligent rack PDUs

Industry-leading intelligence Xerus™ platform

Largest PDU patent portfolio in the industry

Largest engineering and customer support team in the industry

Feature highlights

- Total harmonic distortion allows monitoring and visualization of voltage dips, swells, and crest factor
- Circuit breaker trip forensics
- Universal input
- Extended lifecycle
- Sustainable packaging

Monitoring, management and control (3/3)

Focus: smart prefabricated infrastructure, accelerating time-to-revenue

Intelligent Edge, Power & E-House Modules (Chile)



Customizable prefabricated platforms building mission-critical electrical, cooling, safety and digital systems into one DCIM/BMS-ready operating environment

Customer benefits

- Time to revenue acceleration: up to 50% faster
- Higher uptime and asset performance through proactive resilience
- Optimized energy and capacity decisions with unified intelligence

Legrand differentiation

- Single accountability from design and engineering through lifecycle services
- Open, brand-agnostic architecture, connecting up to 246 devices
- Edge-to-cloud intelligence, extending value beyond delivery

Koralium research program (France)



Partners: Legrand, CEA¹, Kaori

Modular, container-based, scalable, all-in-one edge data center sensor equipped, PodMaster monitoring & control, immersive cooling

Research objectives

- Immersive cooling numerical simulation and module design optimization
- Ultrasonic monitoring signal treatment and analysis
- Predictive maintenance data generation and AI model build-out

Expected benefits

- Up to 50% reduction in run opex
- Up to 60% reduction in carbon footprint

Advanced cooling (1/3)

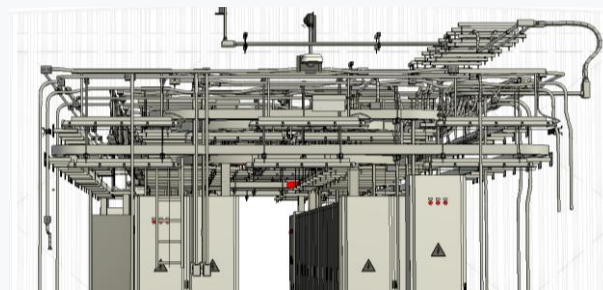
Our comprehensive portfolio caters to all stages of the thermal transition

Hot aisle containment

Conventional hot aisle containment traps hot exhaust air from cabinet rows, and channels it directly back to facility cooling units



Structural hot aisle containment offer similar functions, but add a mechanical framework to carry all utilities networks (cooling fluid, power, data)



Rear door heat exchangers

Rear door heat exchangers pull exhaust air from individual cabinets through a closed-loop system, and release cooled air back into the data center

Handle up to 140kW racks



ColdLogik C23 Active RDHx

Single-phase direct-to-chip

Single-phase direct-to-chip extracts GPU heat with a cold-plate built into the server through which a liquid coolant is circulated

In-rack (200-250kW) and in-row (1.35MW) solutions supporting EIA and OCP environments



1.35MW in-row 1PH CDU
New offer available 2027

Two-phase direct-to-chip

Two-phase direct-to-chip

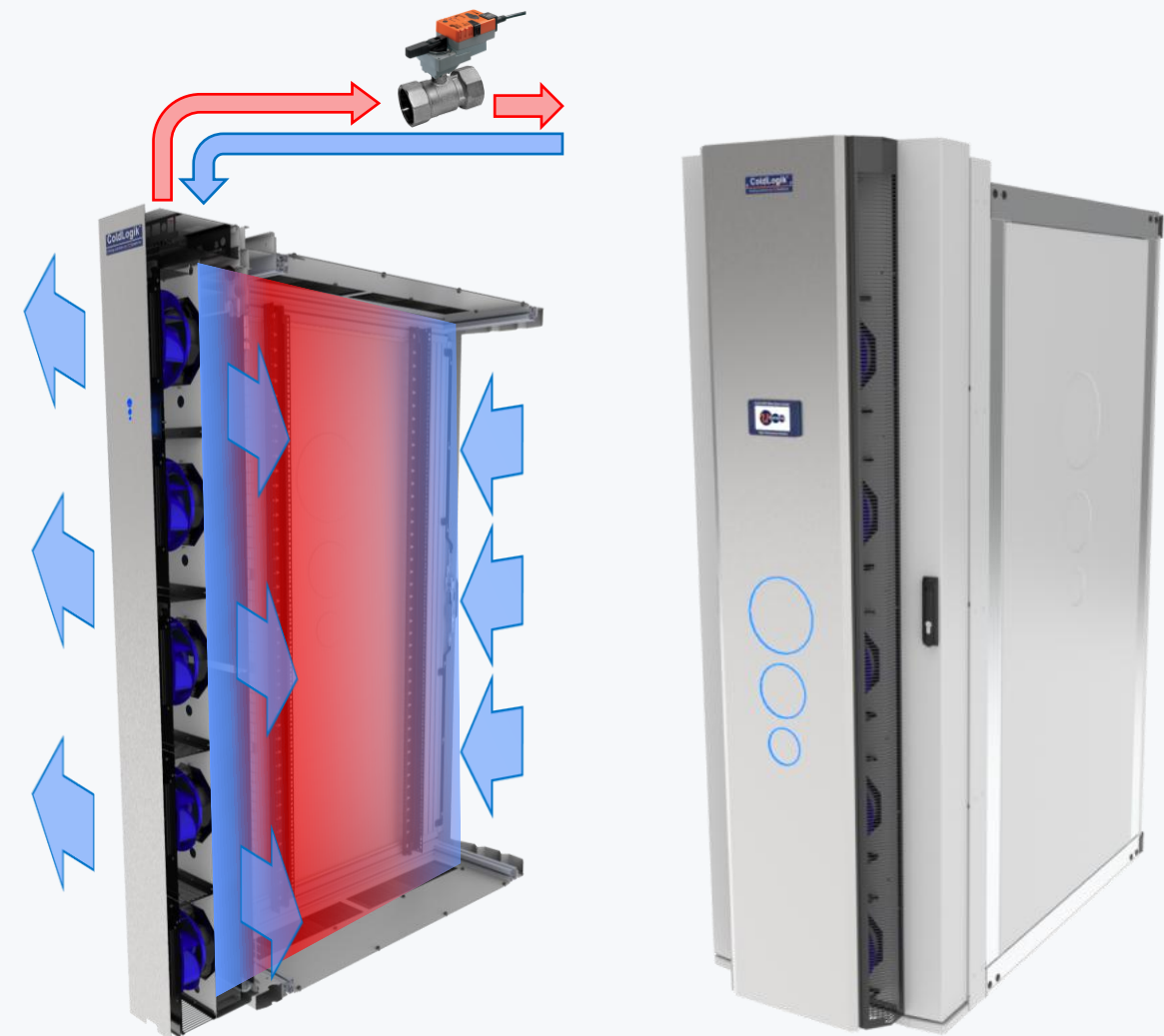
- Immersion-level thermal performance with rack-based operational simplicity & zero water
- 250+ kW racks, 4.5+ kW/socket
- 35% lower annual opex vs. DTC-1PH
- Focus on environmentally responsible dielectric refrigerant



MR250

Advanced cooling (2/3)

Focus: ColdLogik rear door heat exchanger



ColdLogik CL23 Active RDHx

ColdLogik rear door heat exchanger

Portfolio

- 0-140kW rack cooling capacity
- Passive and active systems
- RDHx and in-row cooling units

Trusted offer

- 20 years of experience in data center fluid management
- Corrosion, fluid quality, flow control

Dynamic, ultra-efficient air-valve control

- Air temperature off the servers control fan speed (air flow)
- Air temperature off the coils control the valve (water flow)
- Potential cooling PUE¹ of 1.035

Platform approach, agile customization

- Example: AI leader Dec'25 request to develop a 48V DC version
- Prototypes shipped in Feb. 26, at-scale production start in Apr. 26

Continuous platform evolution

- Material & cost optimization
- Field maintenance support
- Energy efficiency, condensation management and cooling data & control
- 2-phase integration

Advanced cooling (3/3)

Focus: coupling two-phase direct-to-chip (DTC) with RDHx



All-in-one liquid cooling IT rack

Use cases

- Ideal for NVIDIA MGX / NVL72 (GB200 / GB300) / Vera Rubin class AI racks, AMD Helios, Dell PowerEdge
- Enterprise, edge and colocation
- High frequency trading, HPC, AI

Specifications

- 2PH DTC and RDHx 1PH rack-cooling
- 1,400A busbar and 72kW power shelf
- ORv3 IT rack

Performance

- Compounding strengths of 2PH DTC (cooling increasingly power-hungry computing chips) with RDHx (extracting balance of server heat)

Value proposition

- Retrofit friendly, easier maintenance, lower structural weight

Single point of connection

- Roll-into-place design

New offer available 2027

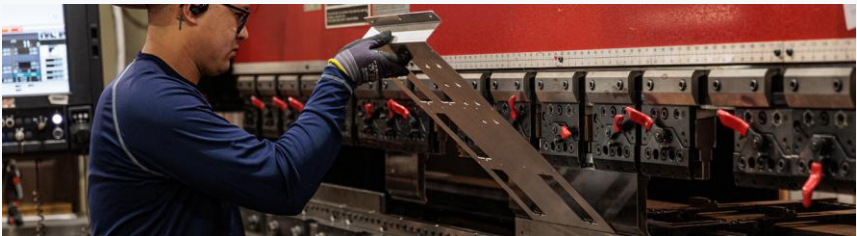
Critical power (1/3)

Our portfolio spans the full power distribution chain, adapted to local market practices and standards

Generation

Back-up power

Medium voltage switchgear

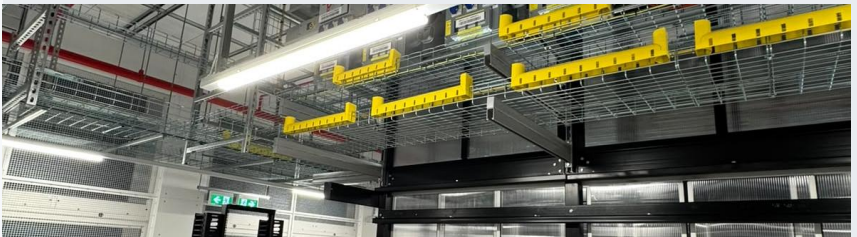


Distribution

Cable bus

Overhead cable management

Overhead busbars

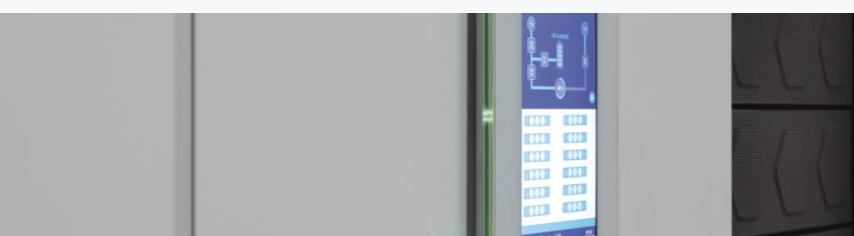


Adaptation, continuity & quality

MV/LV cast-resin transformers

Static transfer switches

UPS systems



Protection

Low voltage switchboards

Remote power panels



Critical power (2/3)

Focus: Keor Flex AI simulator

Physical AI load simulation platform

AI workloads are characterized by large and extremely fast power fluctuations, that can reach **up to 70% of the system TDP** (e.g. transitioning from 30% to 100% load) **within a few tens of milliseconds**

Our AI load simulator allows us to:

- Evaluate **UPS response to rapid AI load variations**
- Assess UPS capability to **filter and decouple these fluctuations** from the upstream power supply

Features

- Independent resistive loads for base and peak loads
- Millisecond response electronic switch
- Dedicated firmware managing pattern creation
- 300kW modules
- Scalable: 630 to 1,800A, 450 to 1,250kW



Keor Flex UPS

Keor Flex AI Simulator

Reproduce AI power profiles under controlled and repeatable conditions

Critical power (3/3)

Focus: from panel building to global engineering and integration of containerized power solutions

Global power engineering and integration capabilities



LV Panels

- **Switchboards** up to 6,300A
- **LV RPPs** up to 800A for traditional data centers and up to 2,400A for AI data centers
- IEC and UL

MV Switchgear: IEC 7.2kV, 12kV and 24kV; ANSI/UL 15kV

Integrated solutions: fully engineered, plug-and-play power infrastructure solution

- **Prefabricated power modules** up to 2.4MVA and **all-in-one edge data centers**
- ISO and non-ISO, containerized and skid-based configurations

Service offering

- Design consulting and pre-sales support
- Startup testing and commissioning
- Preventive maintenance (annual or multi-year contracts)
- Remote diagnostics and emergency on-site support
- Health checks, upgrades and lifecycle modernization
- Spare parts and critical component management

Reduce on-site risk and shorten time-to-token with off-site integration and services

Testing and lifecycle services (1/2)

Enabling “build” speed and “run” efficiency

Design and installation



Commissioning
and acceptance testing



Preventive and corrective
maintenance



Strengthening mutual trust and brand preference

Testing and lifecycle services (2/2)

Focus: power and thermal load testing for performance optimization and commissioning



LC35 liquid-cooled load banks accurately replicate both the electrical load and the heat generated by liquid-cooled AI server racks

Liquid-cooled load banks and commissioning services

Challenge: confirming the multi-MW system will work properly without risking to damage the computing servers

Solution: stress-test the power chain and the cooling infrastructure by simulating the electric and heat loads generated by the servers – before installing them

Success factors

- Comprehensive load bank range (air-cooled, liquid-cooled)
- Common software platform, single interface for integrated test execution
- Customer support services: commissioning strategy development, test protocol definition and Integrated Systems Testing plan execution support

Customer value drivers: reduce operational risk and improve confidence

- Early issue identification
- Commissioning acceleration

Increasing sophistication and value of testing & validation services

Optimize power & thermal platforms' running parameters and confirm their performance reliability

Modular prefabrication

Migrating critical infrastructure to prefabricated modules — a Legrand core competency

Structural hot aisle containment (vHAC)



Containerized electrical rooms (e-Houses)



Skid-mounted backup power unit



Accelerate deployments from ~2-4 years to ~12-18 months
 "Build-as-you-grow" repeatable modules
 Facilitates future renovations and upgrades

Accelerate customers' deployments: integrated best-of-breed sub-systems with brand agnostic components

Low Voltage Direct Current transition (1/8)

Architecture transition rationale: reduce losses and material intensity as rack power increases

$$P_{\text{loss}} \sim I^2 \times R$$

To reduce power loss, we can

- Reduce current (I)
- Reduce material resistance (R)

$$P_{\text{distributed}} \sim U \times I$$

To increase power intensity, we can

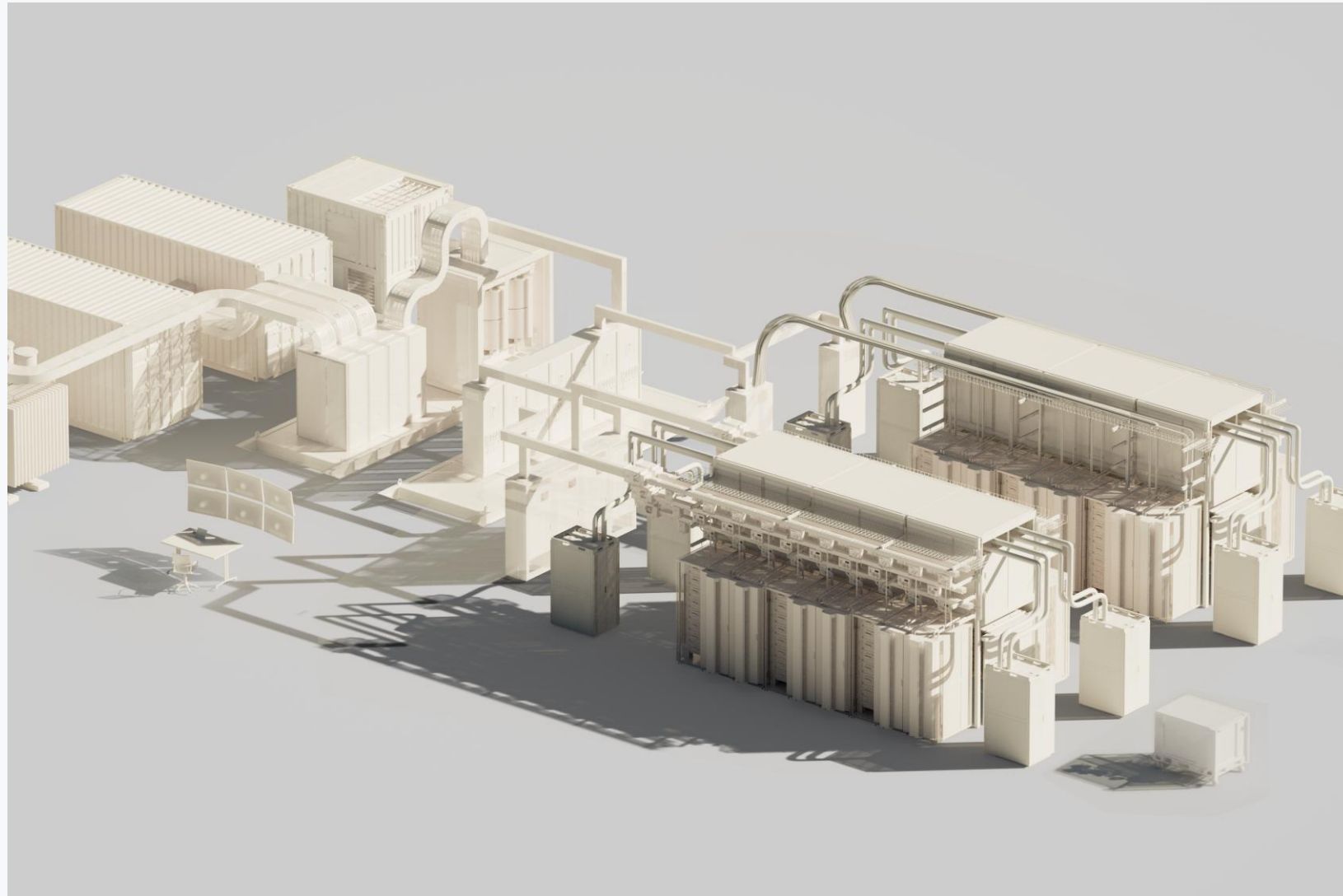
- Increase voltage (U)
- Increase current (I) – which would increase power loss

Ideal solution

Lower Current (I) thanks to higher Voltage (U)
Decrease material Resistance (R)
Reduce the number of conversion steps

Low Voltage Direct Current transition (2/8)

Our target architecture



Phase one evolution

AC Architecture with OCP ORv3

addition of

- In-Rack DC power shelf
- In-Rack DC power busbar

Phase two evolution

Sidcar architecture

addition of

- Power sidcar
- 48V DC IT rack

Phase three evolution

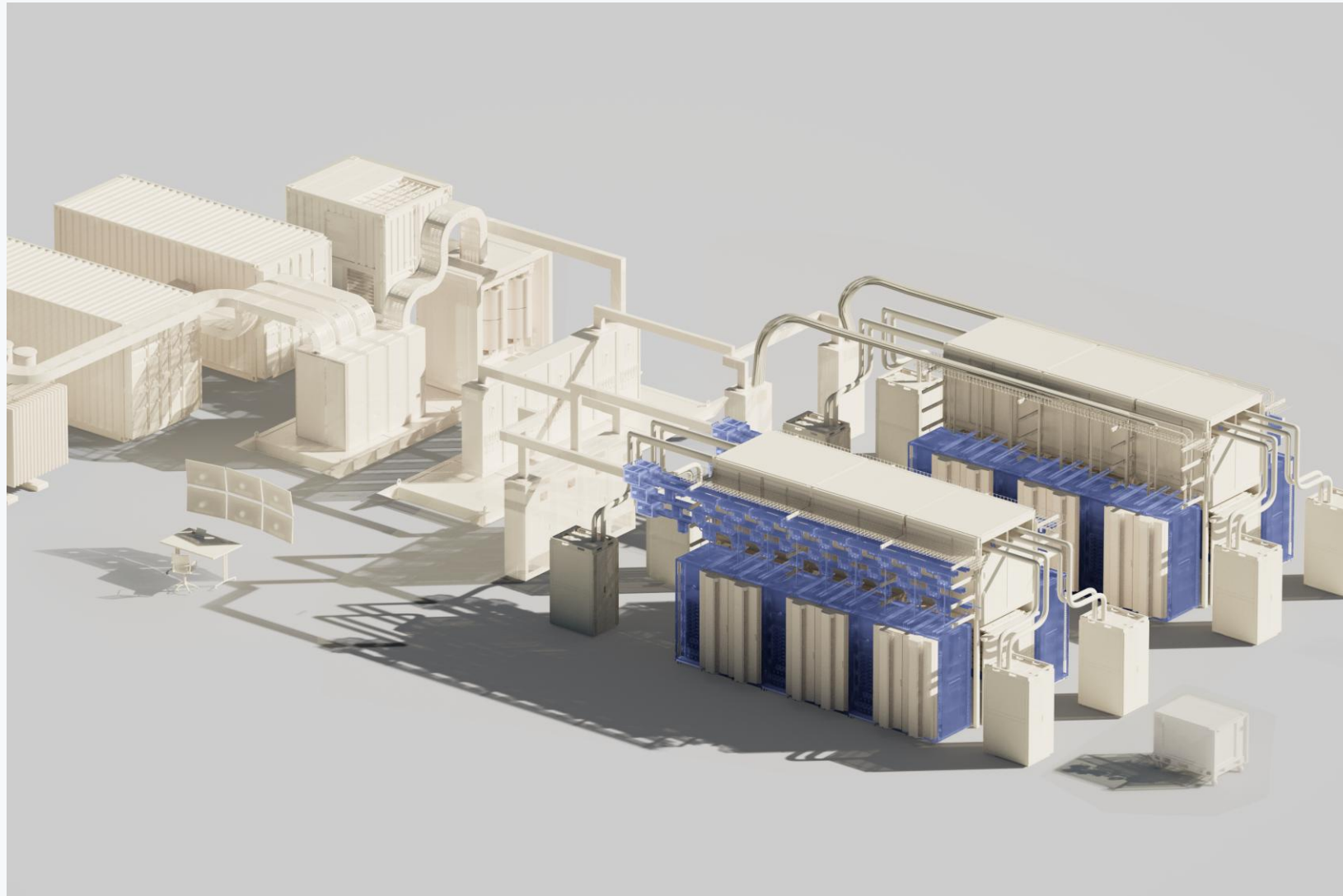
LVDC architecture

addition of

- TRU or SST
- LVDC distribution
- LVDC busway
- DC protection cabinet
- AI-load stabilizer
- LVDC IT rack

Low Voltage Direct Current transition (2/8)

Our target architecture



Phase one evolution

AC architecture with OCP ORv3
addition of

- In-Rack DC power shelf
- In-Rack DC power busbar

Phase two evolution

Sidecar architecture
addition of

- Power sidecar
- 48V DC IT rack

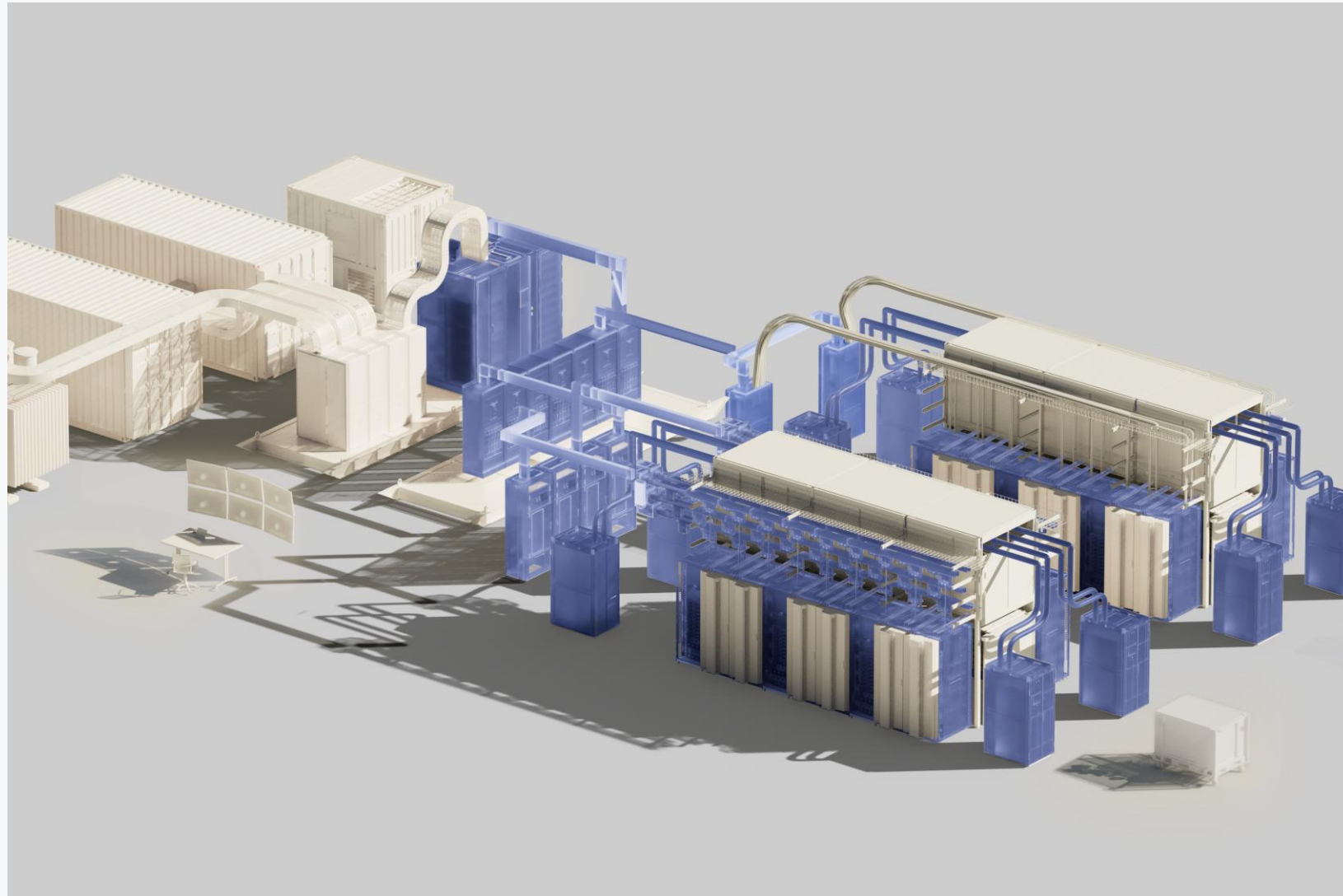
Phase three evolution

LVDC architecture
addition of

- TRU or SST
- LVDC distribution
- LVDC busway
- DC protection cabinet
- AI-load stabilizer
- LVDC IT rack

Low Voltage Direct Current transition (2/8)

Our target architecture



Phase one evolution

AC Architecture with OCP ORv3
addition of

- In-Rack DC power shelf
- In-Rack DC power busbar

Phase two evolution

Sidecar architecture
addition of

- Power sidecar
- 48V DC IT rack

Phase three evolution

LVDC architecture
addition of

- TRU or SST
- LVDC distribution
- LVDC busway
- DC protection cabinet
- AI-load stabilizer
- LVDC IT rack

Low Voltage Direct Current transition (3/8)

Future-friendly approach: introducing independent, modular building blocks

TRADITIONAL AC ARCHITECTURE



TODAY: OCP ORV3 ARCHITECTURE



BRIDGE: SIDECAR ARCHITECTURE



NEXT: NATIVE LVDC ARCHITECTURE WITH RECTIFIER



NEXT: NATIVE LVDC ARCHITECTURE WITH SST



Highlights

Our perspective

- Phased transition
- Modular ecosystem build-out
- Important technical challenges remain (breaking direct current, reliable electronic transformer operations)

Value creation opportunities

- **Modular, future-friendly architecture**
- **Customization-capable** load following hardware configurations
- **Data & control management** (Xerus™ platform)



Legrand new products

Low Voltage Direct Current transition (4/8)

Focus: Legrand power sidecar



Rated output power	Up to 660kW, 6 x 110kW shelf w/6 x 18.5kW PSU
Nominal input voltage / current	415 ~ 480V AC (3-Phase + PE) / 100A
Frequency	50/60Hz
Output voltage	810V DC (no load) / 790V DC (100% load)
Output ripple and noise	</=1%
Efficiency/Regulation	±0.25% Voltage Regulation Accuracy
Reliability (MTBF)	≥300,000 hours
Operating temperature	0-40°C

Power sidecar

Legrand precision engineering: Features a wide input voltage range (415-480V AC) to ensure compatibility with global three-phase power standards

Intelligent power redundancy: Supports up to 6 parallel power shelves with active current sharing, ensuring continuous uptime for critical IT and AI workloads

Integrated battery back-up unit (BBU): Each power shelf accommodates integrated BBU modules, for a total of up to 480kW in a rack

Seamless serviceability: Legrand’s proprietary tool-less termination technology and hot-pluggable power supply units (PSUs) and power shelf controllers (PMC) reduce mean time to repair (MTTR) and simplify field upgrades

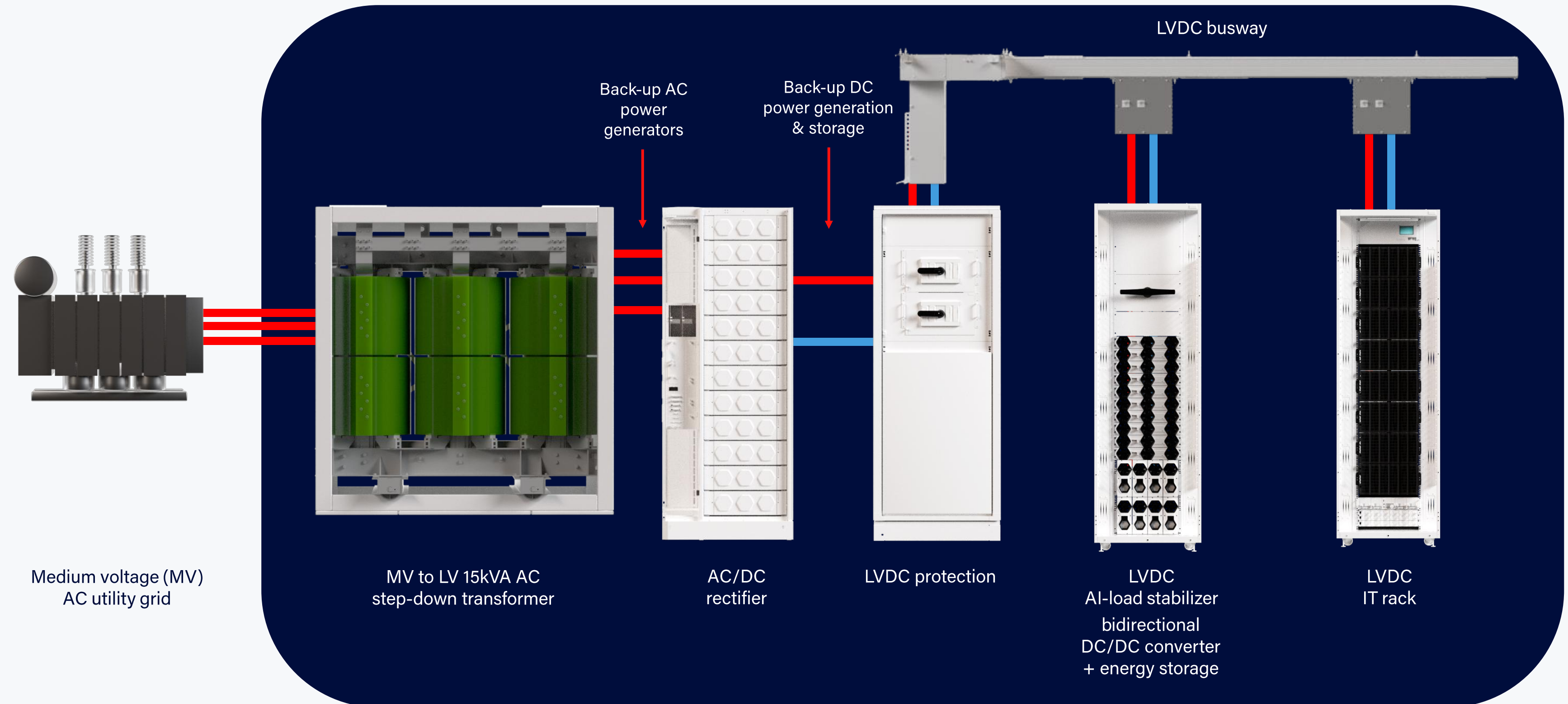
Advanced Monitoring: Comprehensive telemetry and monitoring through the Xerus™-based PMC allows for real-time visibility into power health and environmental conditions

Sustainability Driven: benchmark level conversion efficiency, optimized airflow with internally controlled variable-speed fans reduces energy consumption, supporting Green+ initiatives and energy-efficient data center designs

New offer available 2027

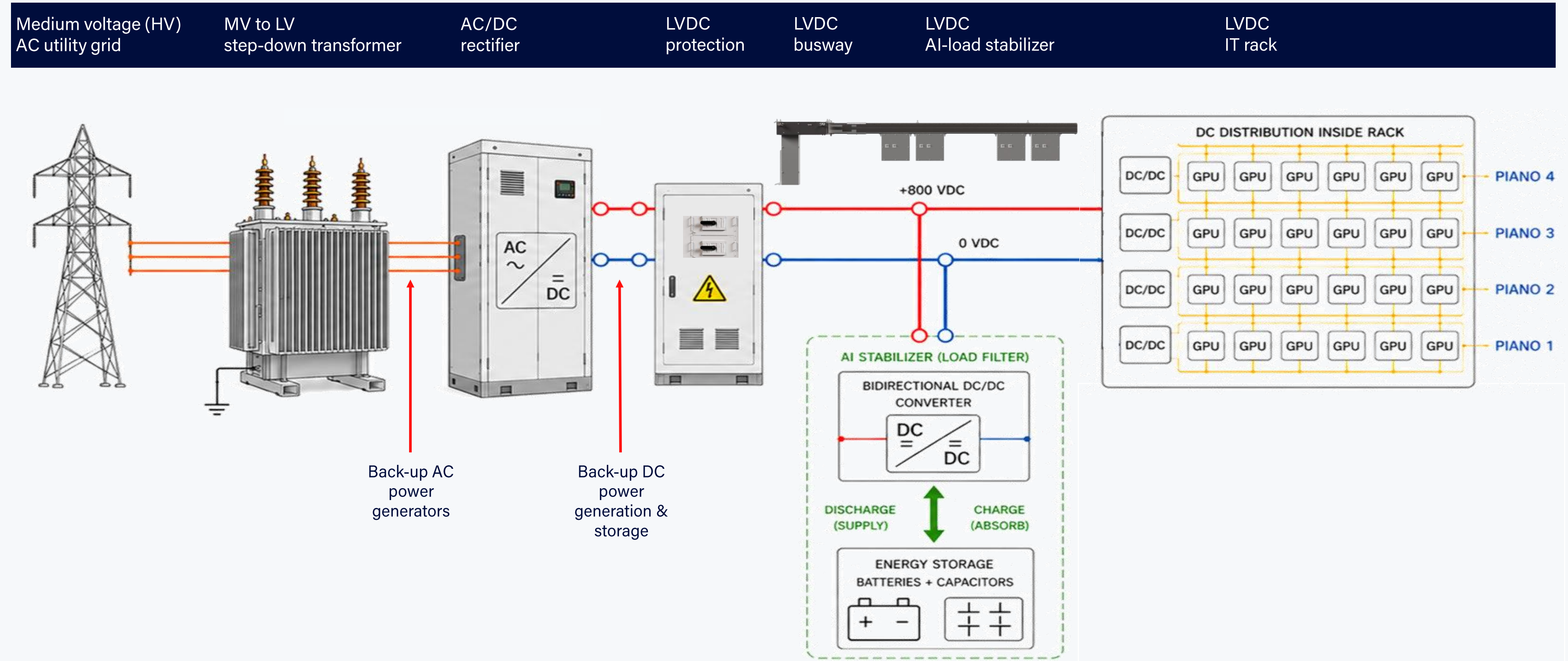
Low Voltage Direct Current transition (5/8)

Legrand will propose a complete modular offering



Low Voltage Direct Current transition (5/8)

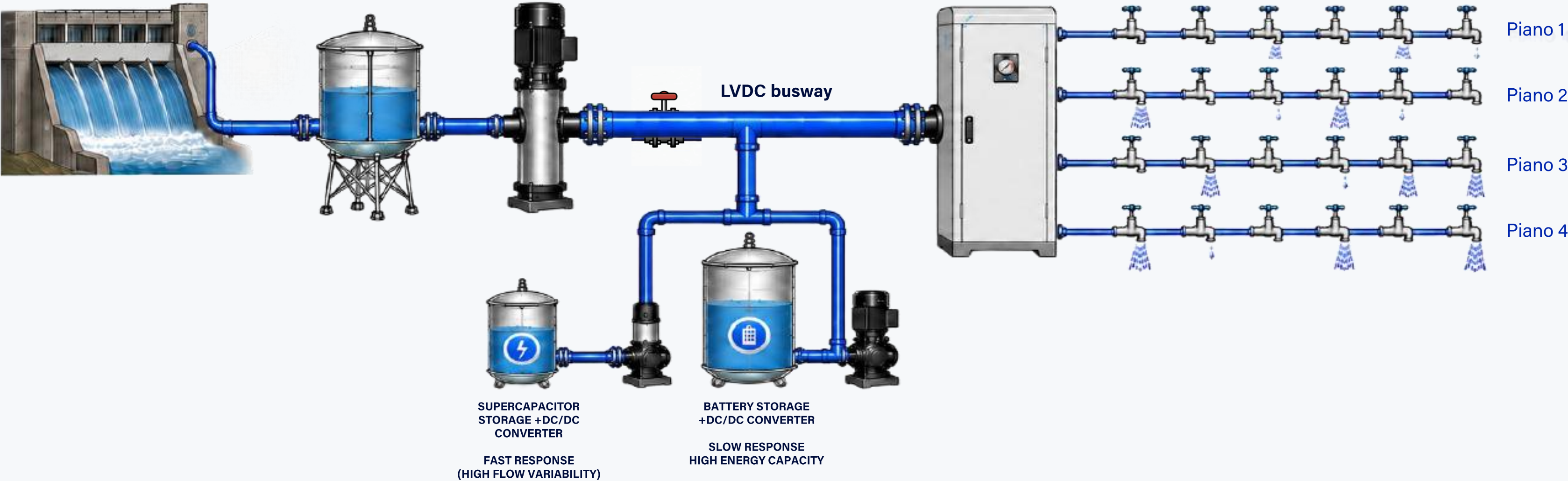
Focus: introducing the AI-load stabilizer (AIS)



Low Voltage Direct Current transition (6/8)

Focus: hydraulic metaphor for the AI-Load stabilizer (AIS)

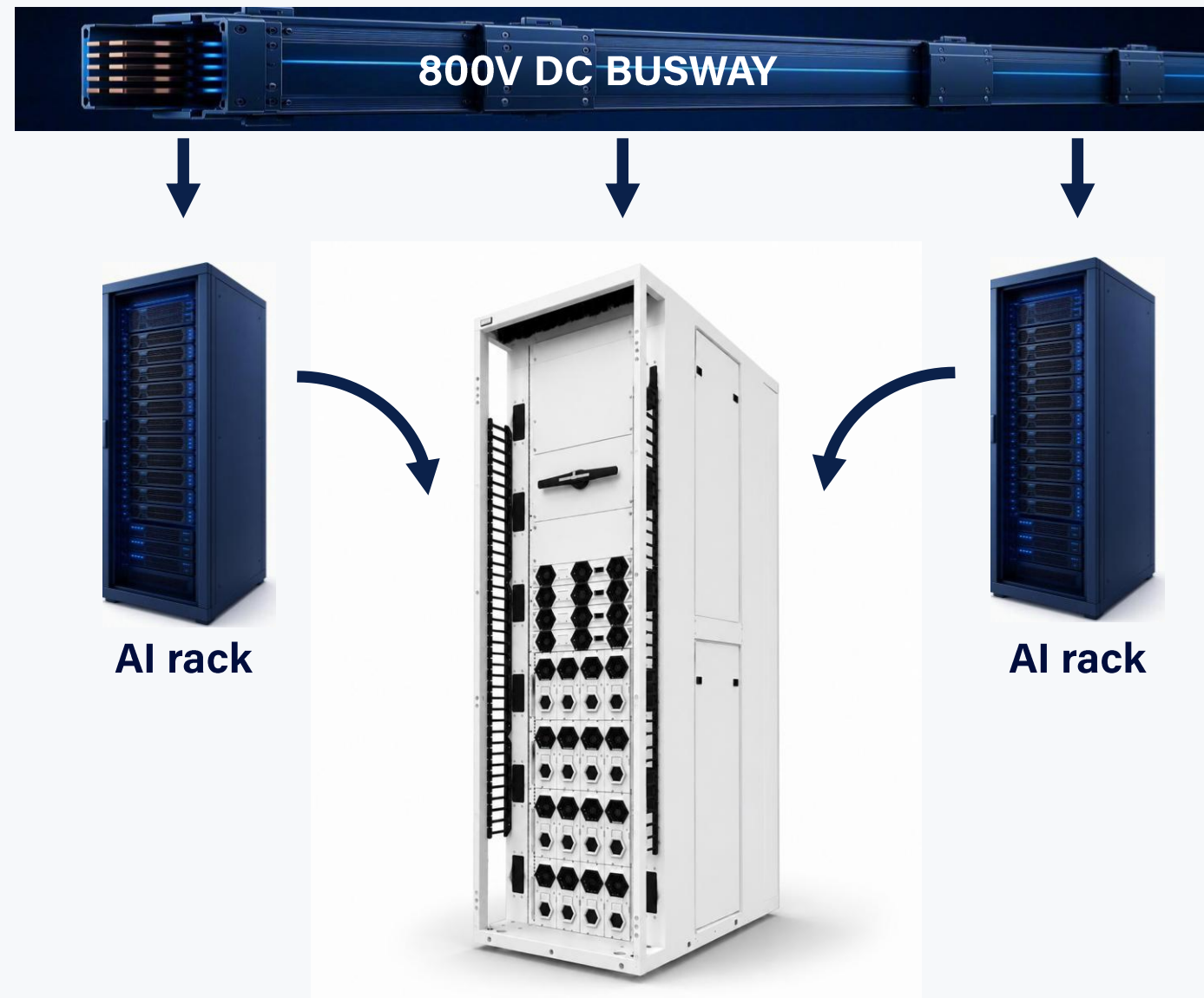
Medium voltage (MV) AC utility grid	MV to LV step-down transformer	AC/DC rectifier	LVDC protection	LVDC AI-load stabilizer	LVDC IT rack chips
High pressure water Source	Expansion tank to lower pressure	Pump to increase flow	Gate to protect downstream equipment	Flow stabilizer: water reservoirs opening at different speeds	Piano of water taps



Shape-form rack power demand, cost-effectively protecting upstream electrical systems and grid

Low Voltage Direct Current transition (7/8)

Focus: AI-load stabilizer for dynamic load management and stabilization



AI-load stabilizer

electrically close to AI racks

absorbs fast load swings locally on the 800V DC bus

AI-load stabilizer

Challenge: ultra-fast power load fluctuations

- Peak load drives infrastructure capex
- Ramp rates drive grid requirements
- Repetition creates systemic risk

Solution: absorb load fluctuation closest to their generation

- **Power train energy buffer:** absorb millisecond AI load swings
- **Load shaping:** shape and cap power draw to meet grid requirements and optimize infrastructure size
- **Ride-through:** keep the system running during brief grid disruptions

Design choice: modularity for scale and customization

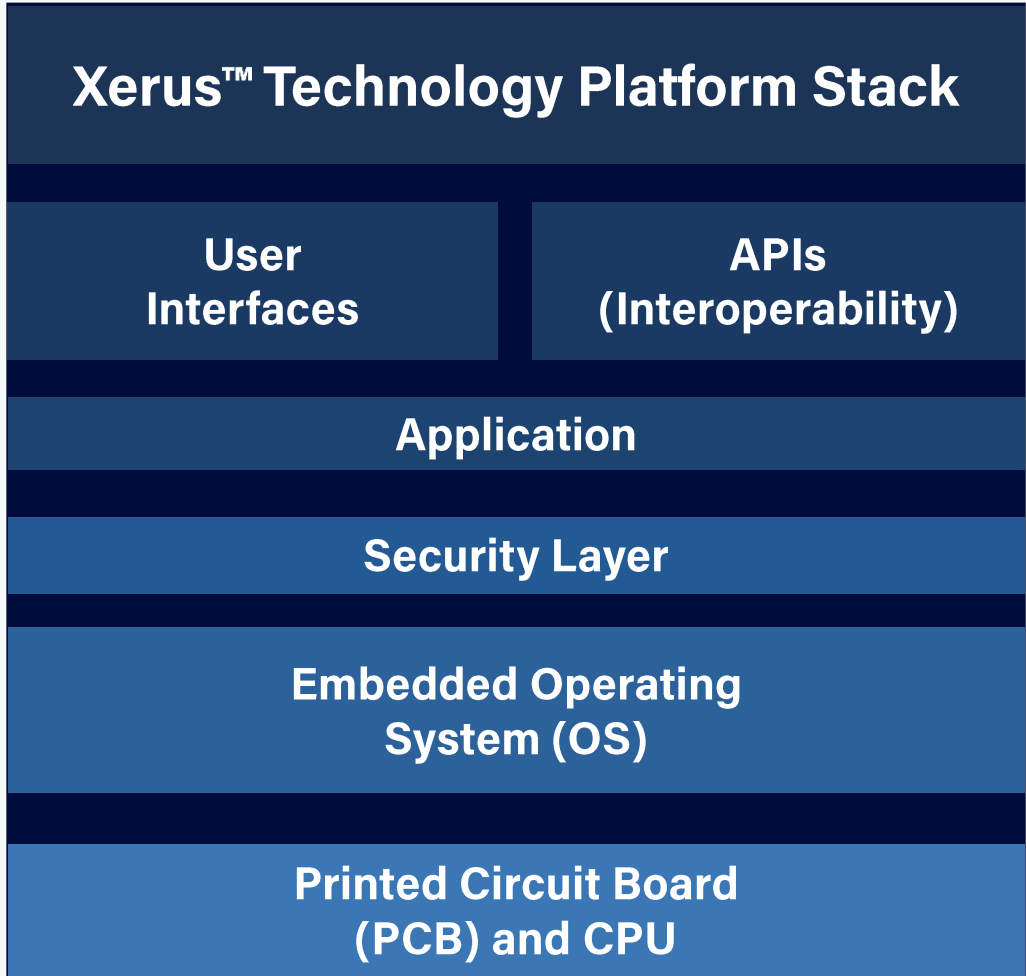
- **DC/DC converter:** power electronics connecting to the 800V DC bus
- **Capacitor backup unit (CBU):** enables fast transient response
- **Battery back-up unit (BBU):** supports ride-through and stored energy
- **Controls & software:** AI load management, stabilization and orchestration

New offer available 2028

Absorb high frequency load variations to protect and optimize AI factories' power infrastructure and grid access

Low Voltage Direct Current transition (8/8)

Xerus™ operating system: unlocking system value through data and control



Legrand's Xerus™ Technology Platform Stack

Legrand's Xerus™ technology platform stack delivers security, insights, and seamless interoperability

Maximizes data center efficiency and uptime by delivering uncompromising security, high compute power, advanced alerting, and complete visibility into the power chain

Delivered on open architecture: SNMP, MODBUS, open REST based APIs, Redfish® API

Accuracy ($\pm 0.5\%$ metering accuracy) for capacity planning, infrastructure scaling, troubleshooting, and efficiency improvements

Industry-first rack-level capabilities like monitoring total harmonic distortion events, voltage dips and swells, crest factor and power interruptions, health and quality of power sources and power to devices at the rack PDU power inlet, circuit breakers, and outlets

Already a vast installed base (millions of devices covered)

Maximize efficiency and uptime by delivering power chain status insights, advanced alerting, controllability and security

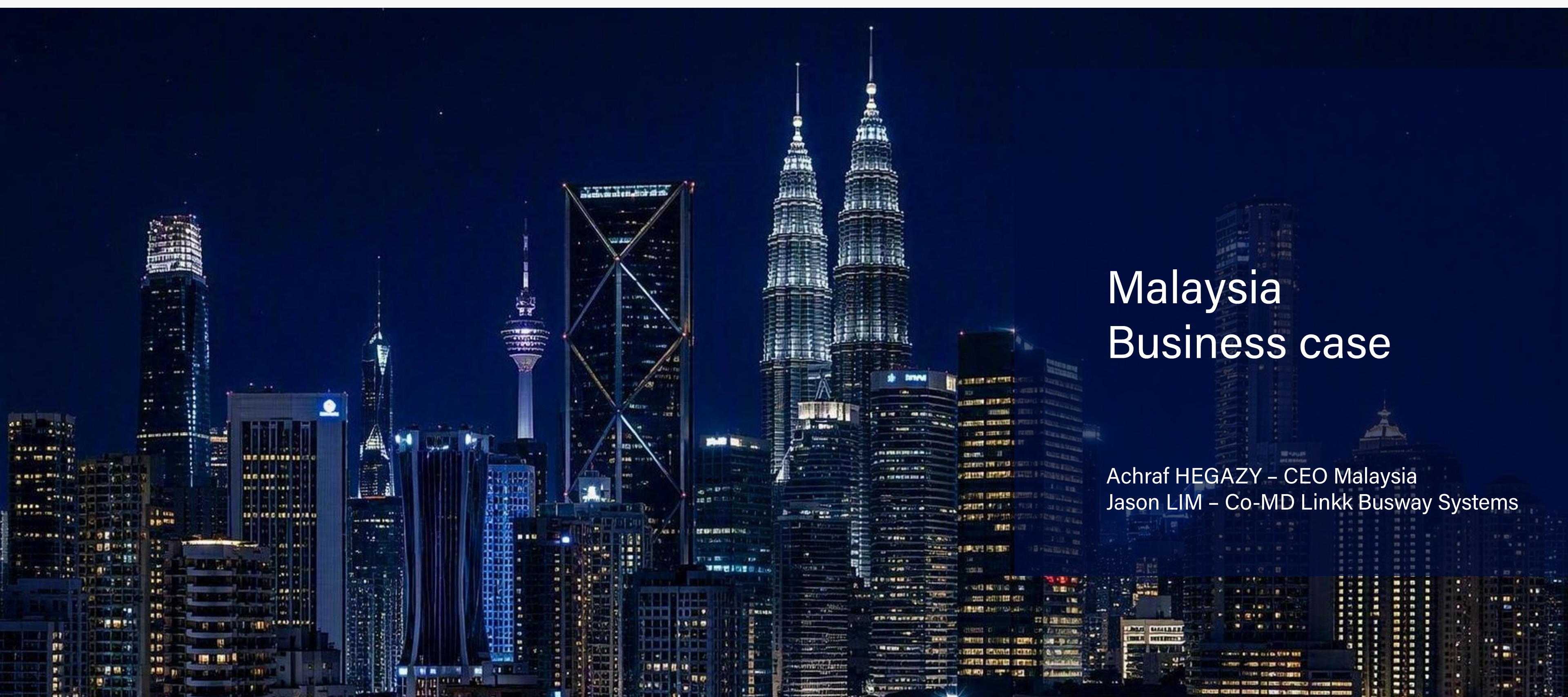
Key takeaways

**High performance, specialist solutions
serving data center critical needs at scale**

**Enabling customer choice with open architecture,
worldwide customization capabilities and sustainability roadmap**

Accelerating speed-to-token with integration & service offering

Future-ready

A wide-angle, nighttime photograph of the Kuala Lumpur skyline. The Petronas Twin Towers are the central focus, illuminated with bright lights. To their left, the Bank of China Tower and the Kuala Lumpur Tower are visible. The city is filled with numerous other skyscrapers and buildings, their windows glowing with light. The sky is a deep blue, and the overall scene conveys a sense of a bustling, modern metropolis.

Malaysia Business case

Achraf HEGAZY – CEO Malaysia
Jason LIM – Co-MD Linkk Busway Systems

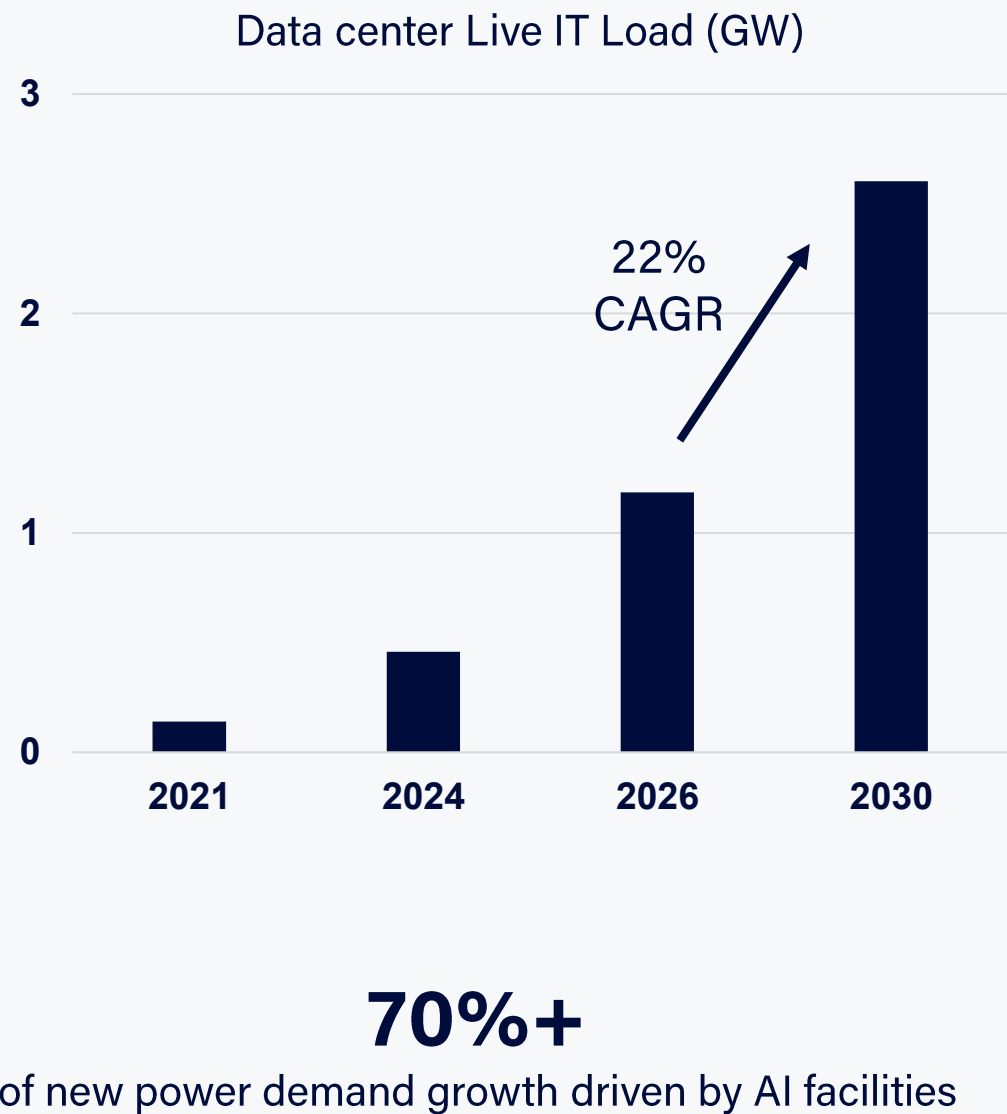
Malaysia

Leading Data center development in APAC

A very favorable backdrop...

The alternative	Resources available	Favorable framework
Hyperscalers’ diversification beyond the U.S. • Redistribution of capacity (latency, sovereignty, geopolitical risks) • AI and cloud demand in APAC outpacing supply Singapore spillover • Singapore moratorium • Johor-Singapore Special Economic Zone (Jan 2025) Johor <1hr from Singapore	Land • Dedicated data center zones • -70% \$ vs. Singapore • Streamlined permitting Power • Diversified grid (70% renewables by 2050) • ~-50% \$ vs. Singapore Water • Abundant year-round rainfall • Existing heavy-industry water infrastructure	Political & Regulatory environment • MyDIGITAL blueprint, 4th Industrial Revolution Policy • Up to 100% tax exemption • AI-first approval policy Submarine cable infra. • 20+ international subsea cable systems • Direct access to APAC’s largest cable hub AI investments & semicon strategy • “AI Nation by 2030” • Ibrahim Technopolis (IBTEC): 7,300-acre AI sandbox within Johor-Singapore Special Economic Zone • National semiconductor strategy (~\$100bn)

...a stellar pace of development¹



Legrand in Malaysia

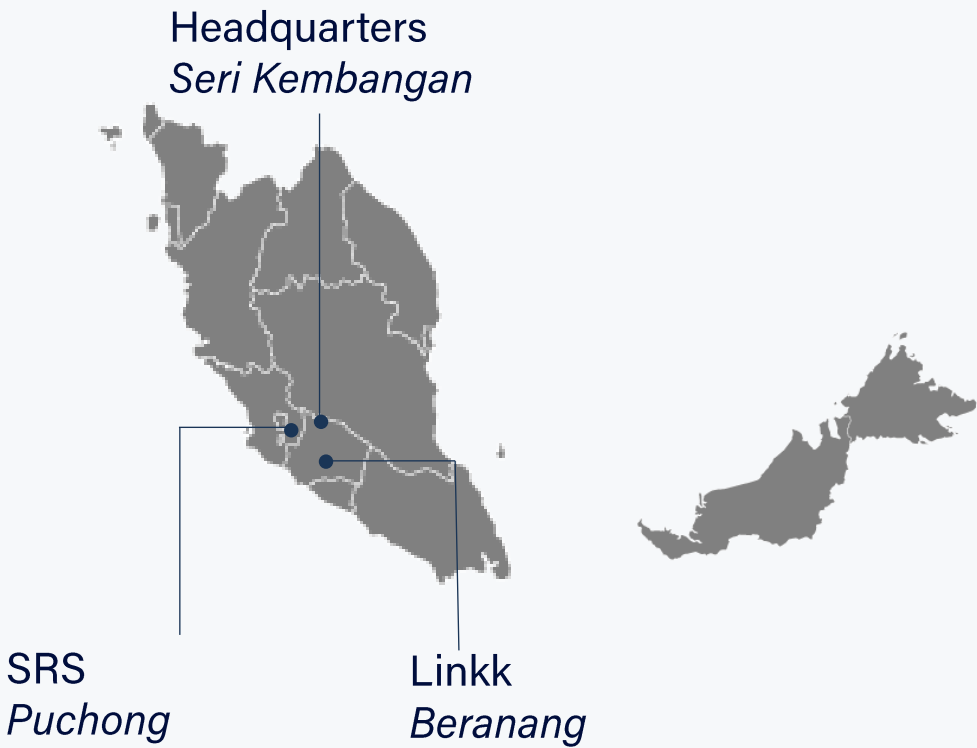
Established more than 40 years ago, Legrand Malaysia began a decisive transformation in 2025

From essential infrastructures... ...to data centers

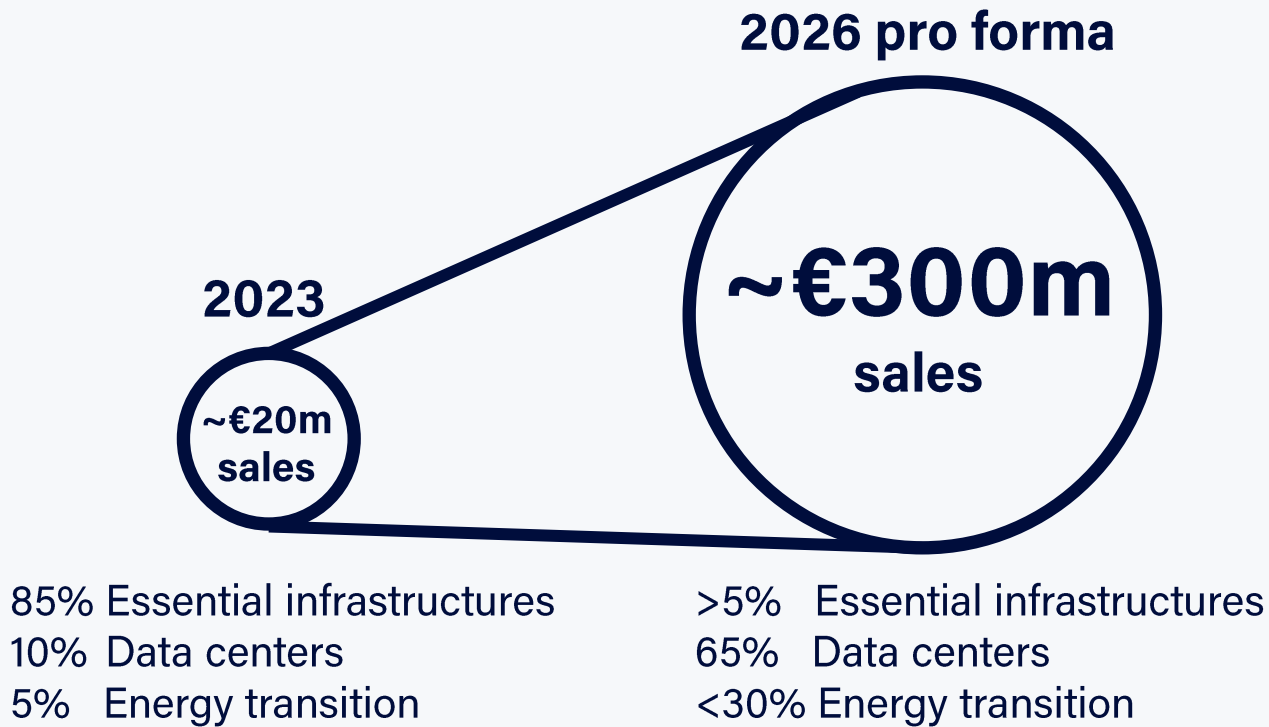
 1983 Exports from Singapore then local office	 2011 Leading cable management specialist	 2014 Racks & network components, including data centers	 2025 Leading position in busbar solutions for data centers	 2026 Specialist position in critical power for data centers
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Overview

- 1,000+ employees
- 500 retailers
- 6 factories
- 2 assembly workshops



The shift



Legrand in Malaysia

The team



Building a comprehensive portfolio

Leveraging both regional manufacturing & Group's acquisitions across geographies

Regional manufacturing examples



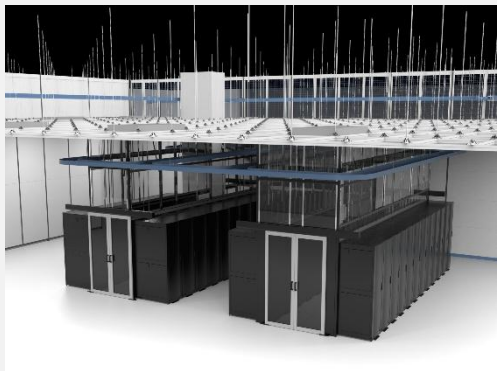
Busways



PDUs



Racks



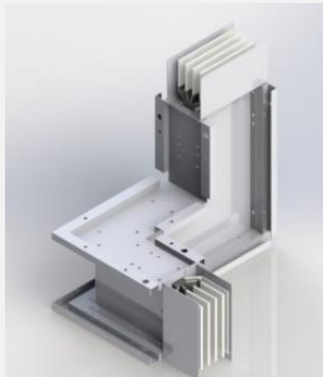
Hot aisle containment



Cooling



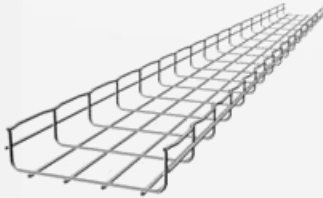
Switchgear and skids



Busbars



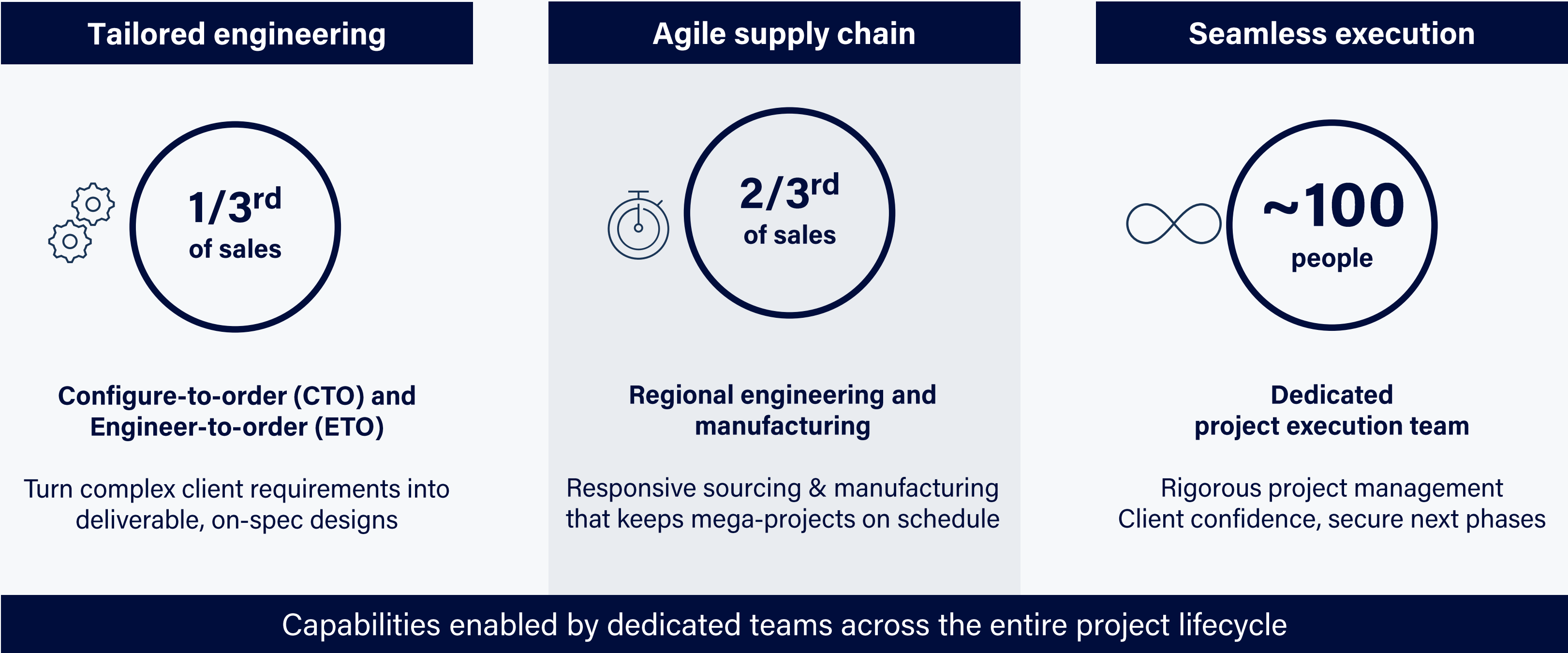
UPS



Cable management

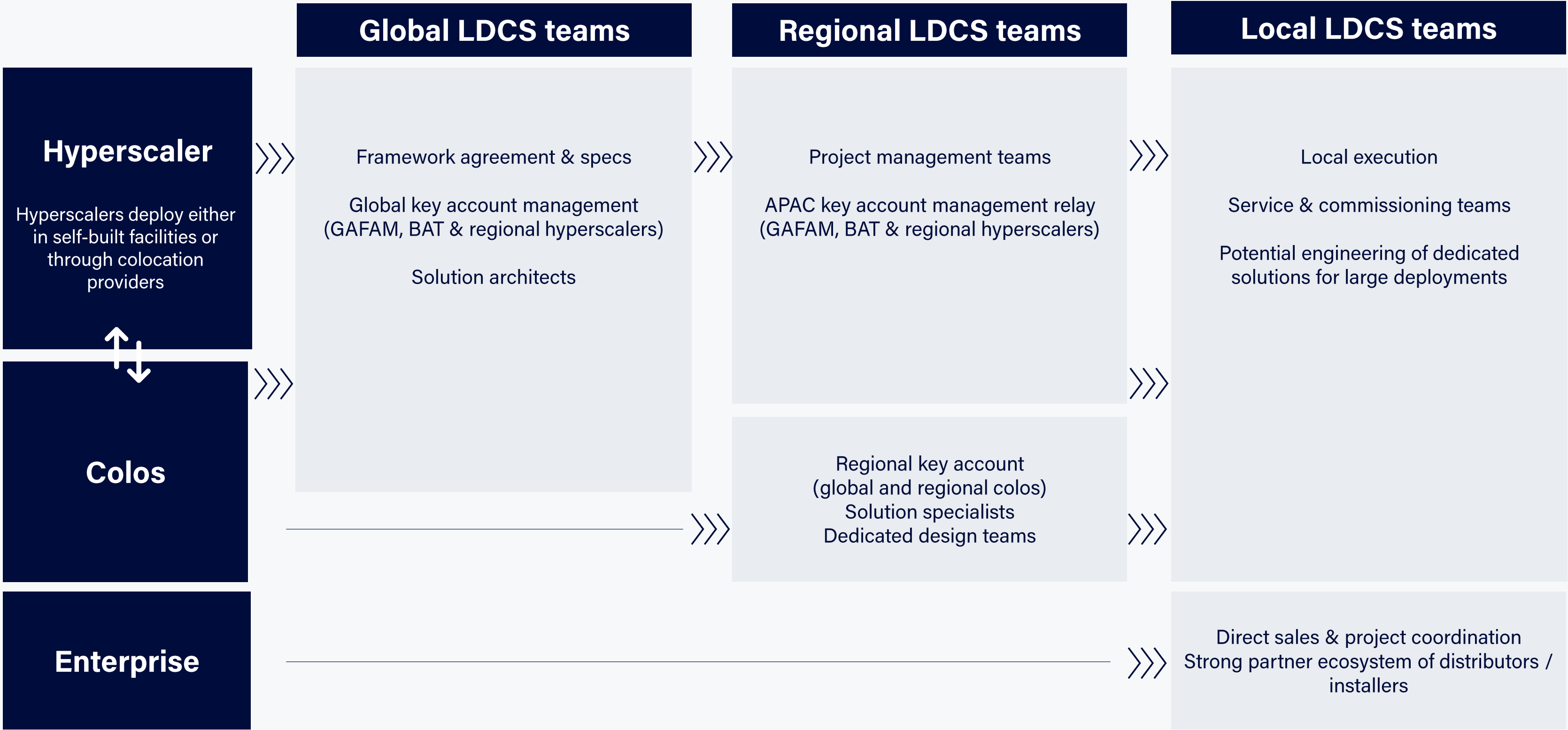
A leading data center platform

Beyond products



Data center customers

A multi-level approach



Key Projects

Examples of track record at scale

 Global Colo.	 Local Colo.	 Hyperscaler
100 MW €50m to €100m over several years Cable management Hot aisle containment Power distribution units Busways Busbars Services & commissioning Key differentiators Multi-range offering Execution capabilities under a tight schedule	80 MW €50m to €100m over several years Busbars Busways Skids Low voltage switchgear Services & commissioning Key differentiators Innovative design Customized solutions Commissioning expertise	€30m to €50m over several years Cable management Key differentiators Strong partnership with integrator Seamless integration using a design-for-manufacture-and-assembly approach

Building scale through strategic acquisitions

€135m annual sales added in 2 years

2025



Asian reference specialist
in **power busbars**



2026



Specialist in
**low- and medium-voltage
power protection solutions**



Value created for Legrand

Management

Local expertise and relationships

Leadership

Market-leading positions (#1) across respective product portfolios and segments

Offer expansion

Expanded coverage across data center, industrial, and semiconductor markets

Capacity

Industry-leading manufacturing capacity, enabling scalability and faster delivery

Innovation

Strong engineering capabilities supporting next-generation solutions, from high-density designs to DFMA (Design for Manufacturing & Assembly)

Expertise

Centers of excellence driving cross-functional innovation and strategic projects (collaboration with North America)

Value creation enabled by Legrand



Global Brand & Accountability

Worldwide trust, reputation & financial capability



Key-Account Reach

Stronger access to strategic customers



International Growth Platform

Expanded market opportunities leveraging Legrand local teams

Acquisition docking use case

Example of Linkk successful docking

From busbar leader... ...to integrated solution



Team



eSat score
Strong overall satisfaction

Value creation

- Accelerated **product roadmap** dedicated to regional needs
- Access to local and regional **colos & key accounts**
- Cross-regional **synergies** (U.S. & Europe)
- Becoming a **center of excellence** for power business

Wins

- Successful collaboration on Southeast **Asia flagship projects**
- Design expertise** associated with Group R&D to launch **new global offering**

Key takeaways

Legrand in Malaysia

Booming data center market

2.6GW

IT load
in 2030

Fast-growing
AI-driven
supported by hyperscaler investment

Strong exposure

65%

Legrand sales
in data centers

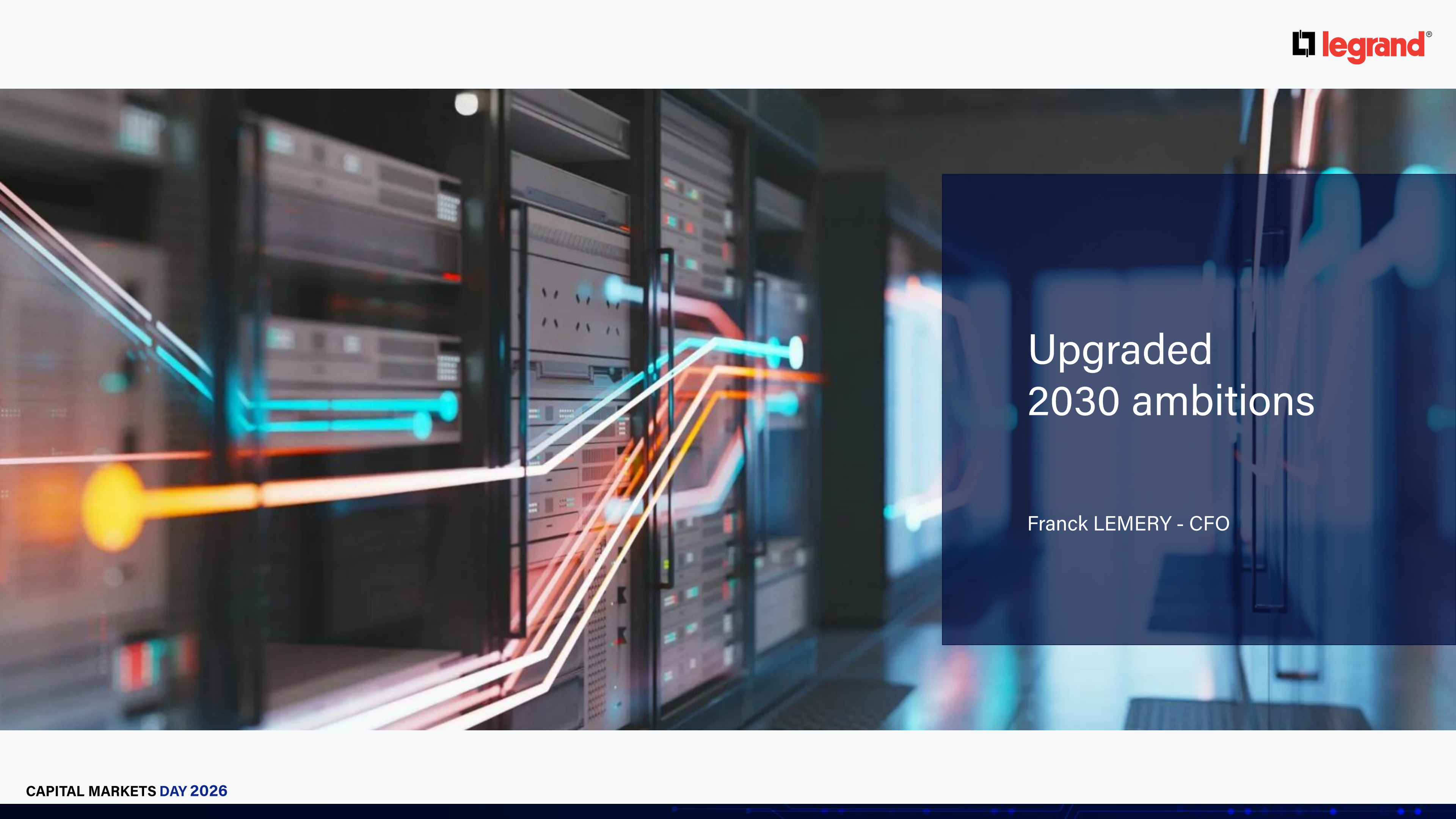
Approximately €300m platform
combining
local manufacturing
engineering expertise
project execution capabilities

Ambitious targets

Double

total Legrand sales
by 2030

With a
full-stack offering
spanning
products, solutions and
lifecycle services

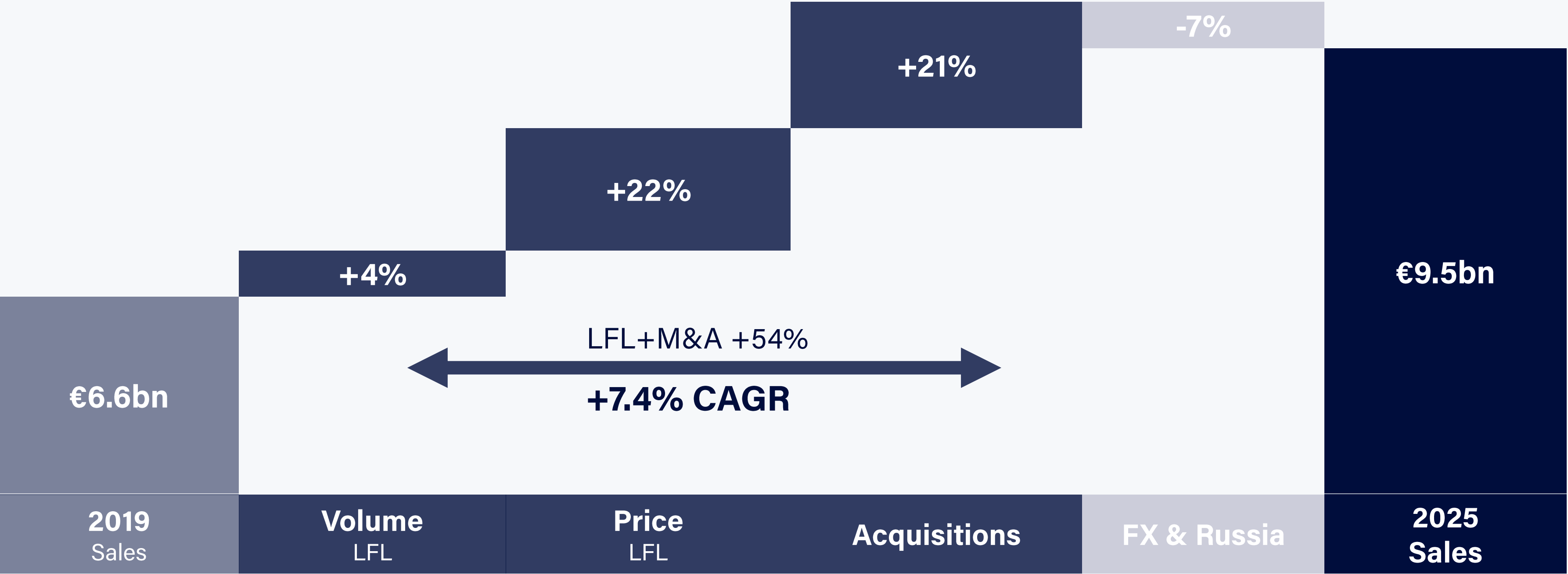
The background of the slide is a photograph of a server room. In the foreground, several server racks are visible, filled with electronic equipment. Overlaid on this image are several glowing, translucent lines in blue, orange, and white, which represent data flow or network connections. These lines originate from the left and fan out towards the right, connecting different parts of the server infrastructure. The overall lighting is dim, with the primary light sources being the server racks and the glowing data lines.

Upgraded 2030 ambitions

Franck LEMERY - CFO

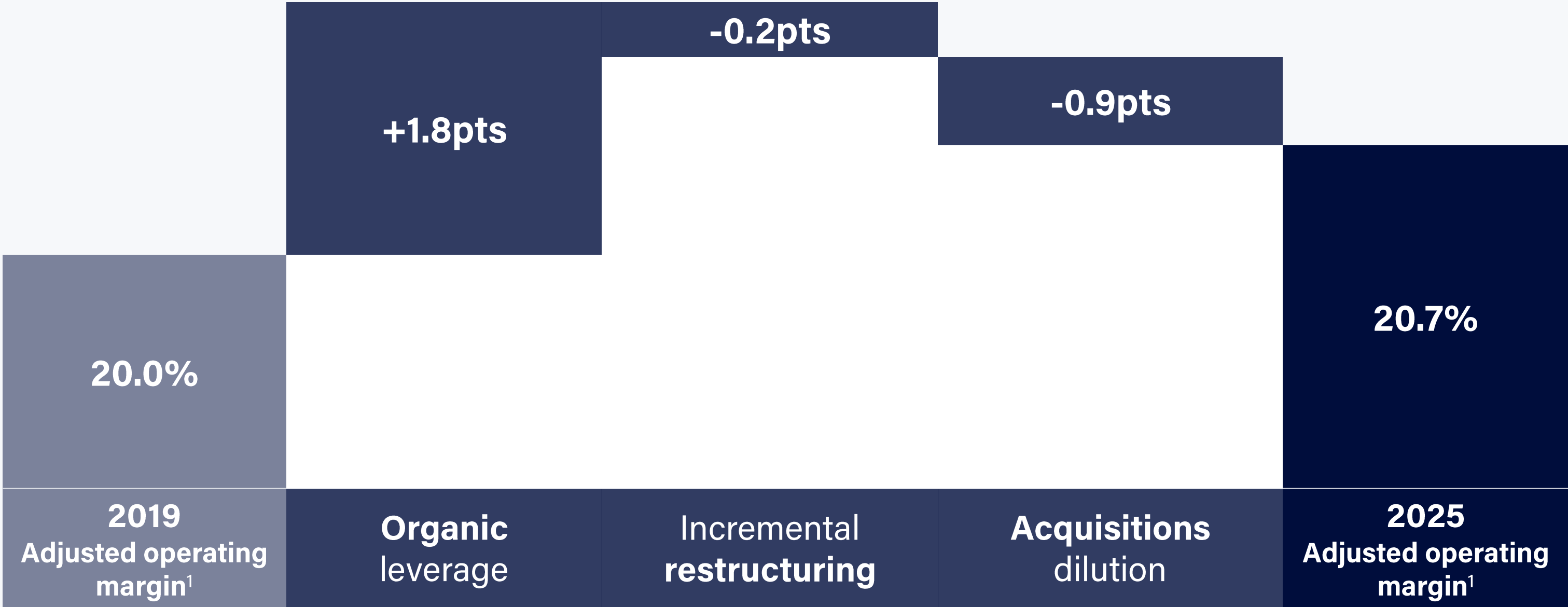
What we achieved (1/3)

Sales growth



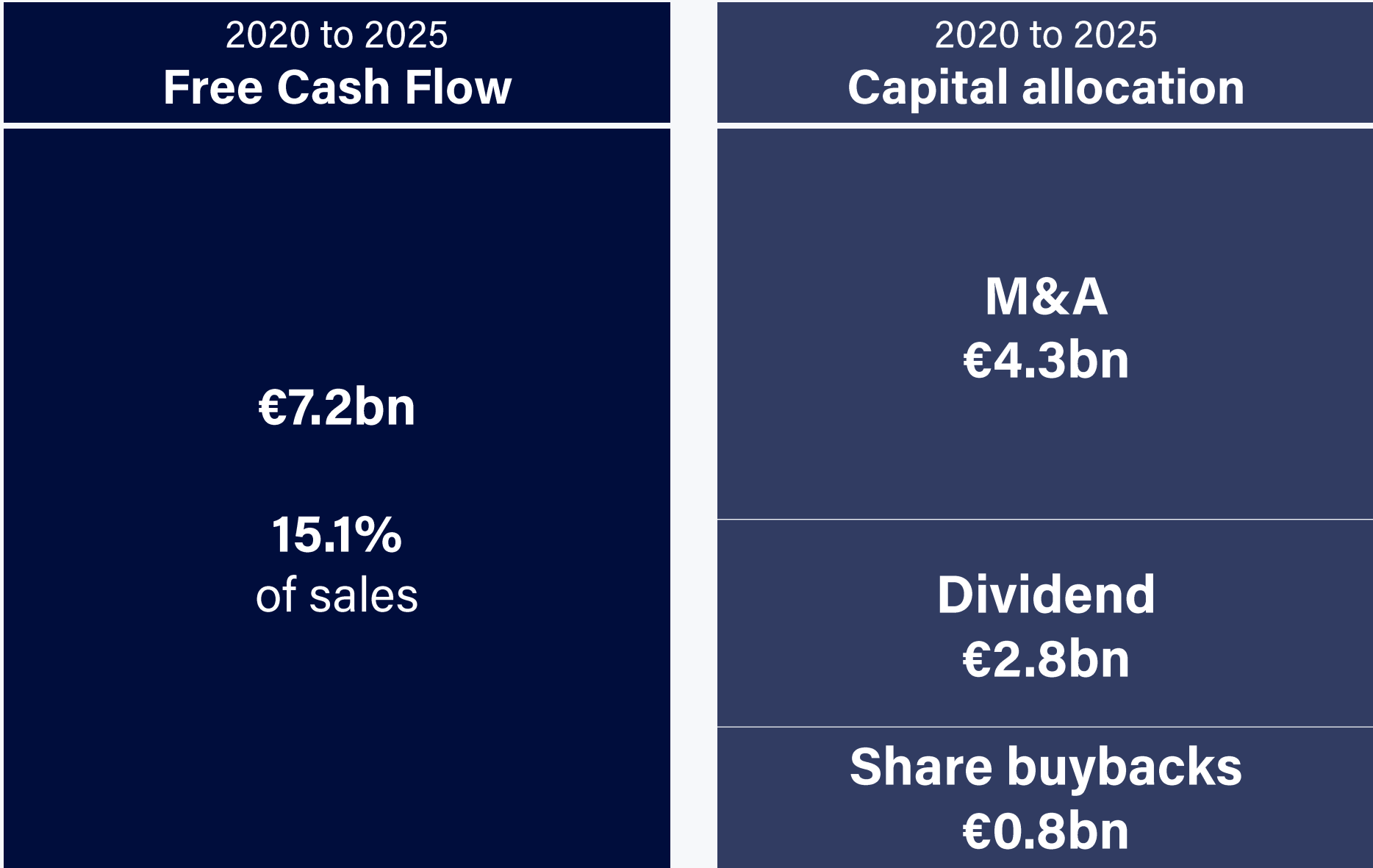
What we achieved (2/3)

Adjusted operating margin¹ evolution



What we achieved (3/3)

Free Cash Flow and Capital Allocation



Upgraded 2030 Ambitions (1/4)

End-market tailwinds toward 2030

	Data centers	Energy transition	Essential infrastructures ²
End-market current exposure ¹	~32%	~22%	~46%
Market CAGR	mid-to-high-teens	mid-single-digit	low-single-digit
Key drivers / trends	Artificial intelligence Sovereignty Efficiency	Electrification Sovereignty	Building recovery Ageing Health systems stress Smart home

Upgraded 2030 Ambitions (2/4)

Sales / 2027-2030¹

Organic	+6% to +8% CAGR
M&A	~+5% yearly average
Divestments ²	€0.5bn to €1.0bn of sales

Upgraded 2030 Ambitions (3/4)

Margin & Cash / 2027-2030¹

Adjusted operating margin ²	21% to 22% of sales, on average
Free Cash Flow	13% to 15% of sales, on average
Cash conversion ³	>100% on average

Upgraded 2030 Ambitions (4/4)

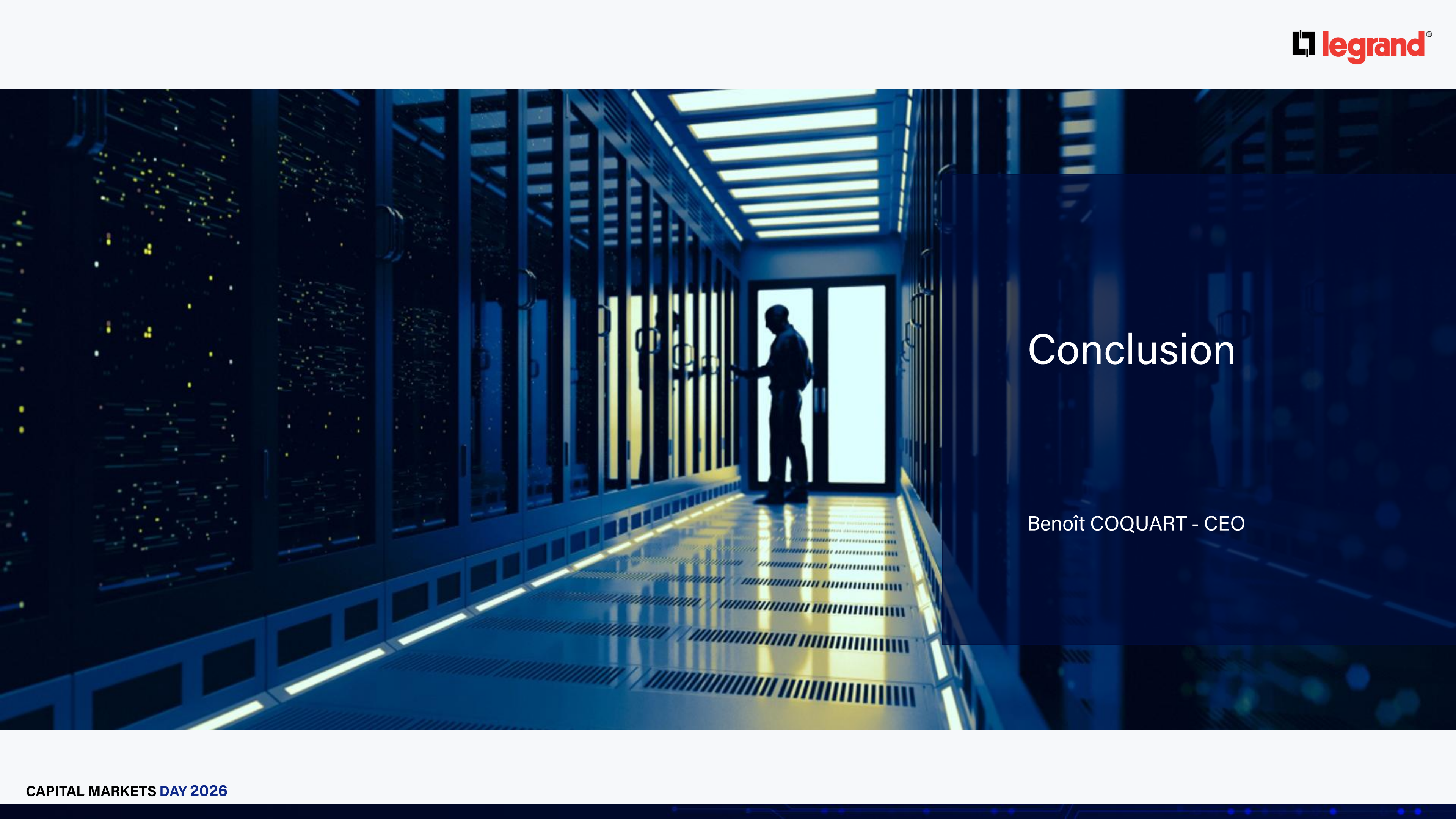
Capital Allocation / 2027-2030¹

M&A	~60% of Free Cash Flow, on average
Dividend	~50% net income payout, on average
Share buybacks	Selective
Leverage	1.5x to 2.5x net debt / EBITDA ratio

Upgraded 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

A photograph of a modern server room with blue-toned lighting. Rows of server racks line both sides of a central aisle. A person is silhouetted against a bright doorway at the end of the aisle. The floor is a raised metal grating with integrated lighting.

Conclusion

Benoît COQUART - CEO

Legrand will be ideally positioned for the next decade

% of Legrand total sales	2021	2025	2030
Energy and digital transition ¹	40%	53%	~70%
Essential infrastructures	60%	47%	~30%

Key takeaways

**A successful repositioning
strengthening the Group's growth profile**

**Unique business model supported by best-in-class
profitability, cash generation and M&A capabilities**

**Upgraded value-creating
ambitions for 2030**

Q&A

Investor relations

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

Abbreviations and acronyms

AC	Alternating Current	LVDC	Low Voltage Direct Current
API	Application Programming Interface	MTBF	Mean Time Between Failures
BAT	Baidu, Alibaba, Tencent	MV	Medium Voltage
BMS	Building Management System	OCP	Open Compute Project
CDU	Coolant Distribution Unit	ORv3	Open Rack version 3
CPU	Central Processing Unit	PDU	Power Distribution Unit
CRT	Cast Resin Transformer	PMC	Power Shelf Controller
DCIM	Data Center Infrastructure Management	PPP	Purchasing Power Parity
DTC	Direct-to-Chip	PSU	Power Supply Unit
1PH DTC	Single-phase Direct-to-Chip	RDHx	Rear Door Heat Exchanger
2PH DTC	Two-phase Direct-to-Chip	RPP	Remote Power Panel
EIA	Electronic Industries Alliance	SAAR	Seasonally Adjusted Annual Rate
eSat	Employee Satisfaction	SKU	Stock Keeping Unit
GPU	Graphics Processing Unit	SNMP	Simple Network Management Protocol
HAC	Hot Aisle Containment	SST	Solid-State Transformer
HEMS	Home Energy Management System	STS	Static Transfer Switch
HPC	High-Performance Computing	TDP	Thermal Design Power
ITE	Information Technology Equipment	TRU	Transformer Rectifier Unit
KVM	Keyboard, Video, Mouse	UPS	Uninterruptible Power Supply
LDCS	Legrand Data Center Solutions	vHAC	Vertical Hot Aisle Containment
LV	Low Voltage		

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