



LETTER TO SHAREHOLDERS

OUR FINANCIAL RESULTS
2025 FIRST NINE MONTH

€6,971.4MM Sales

Sales grew by +14.5% (excluding currency effects), with an organic growth of +8.2%, driven by datacenters, and a +5.8% scope effect from acquisitions

€1,443.8MM

Adjusted operating profit

Up +13.1% compared to the same period of 2024

20.7%

Operating margin

Up +0.2 points compared to the same period of 2024

€892.3MM

Net profit

Representing 12.8% of sales, up +7.0% compared to the same period of 2024

€871.0MM

Free cash flow

Growing +16.3%



BENOIT COQUART
Chief Executive Officer

"The third quarter of 2025 was another excellent period, continuing our growth momentum with revenue up +13.4% excluding currency effects.

Over the first nine months of the year, revenue (excluding currency effects), net income attributable to the Group, and free cash flow rose by +14.5%, +7.0%, and +16.3%, respectively.

These strong showings, fully aligned with our roadmap, reflect the disciplined and successful execution of our Ambitions 2030 plan, notably through:

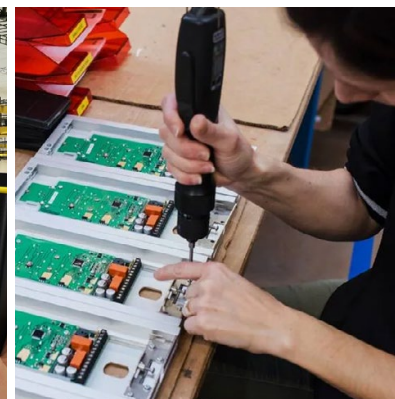
- the acceleration of our **organic growth**, driven by datacenters;
- the acceleration of our **external growth**, with seven transactions announced since the beginning of the year, representing approximately €500 million in additional annualized revenue, and a persistently robust acquisition pipeline;
- and continued **strong financial discipline**, notably in managing pricing, costs, and capital employed.

Building on these solid performances and on sustained positive indicators in datacenters, we confirm our annual targets, which were already raised at the time of the first-half results.

The trends we've observed — led primarily by **datacenters, which account for 25% of our sales at the end of the third quarter**, and opportunities linked to the energy transition — combined with early results of our strategic roadmap, strengthen our confidence in reaching the upper end of our 2030 revenue target range, **around €15 billion, compared with €8.6 billion in 2024**."



OUR ACQUISITIONS IN THE SECOND HALF OF 2025



AMPERIO PROJECT

Swiss specialist in busbars. Based in Murten, the company employs around 20 people and has annual sales of over €4MM.



QUITÉRIOS

Leading Portuguese player in electrical and digital modular distribution boards. Based in Mira, the company employs more than 100 people and has annual sales of nearly €20MM.



AVTRON POWER SOLUTIONS

Leading global provider of load banks¹ and power quality solutions that serve a wide range of high-growth markets, such as datacenters, where reliable delivery of power is required. The company is expected to generate nearly \$350MM in revenue in 2025, with high profitability. Avtron employs 600 people and operates five manufacturing sites across North America and Europe.



COGELEC

Legrand announces the signing of an agreement on the acquisition of Cogelec, a company listed on Euronext Growth in Paris and specializing in access control in buildings, with revenue of €74MM in 2024.



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



FOCUS: DATACENTERS OUR ACQUISITIONS SINCE 2020

A STRONG AMBITION IN DATACENTERS:

The share of Group sales generated in datacenters has increased from 10% in 2019 to 25% for the first nine months of 2025, driven by the strong momentum of the market as well as by the numerous acquisitions completed by the Group across all continents.

Legrand has become a key global player across all types of datacenters, benefiting from the rapid expansion of artificial intelligence.

The 16 acquisitions completed since 2020 illustrate this strategic positioning.



CHAMPION ONE

Leading American specialist in optical transceivers

United States

Headcount: 100 / Annual sales: ~ €60MM

White space

2020

COMPOSE

Dutch specialist in fiber-optic network solutions

The Netherlands

Headcount: 20 / Annual sales: ~ €7MM

White space

2020



GEIGER

Connectivity German specialist

Germany

Headcount: 25 / Annual sales: ~ €5MM

White space

2021



USYSTEMS

British specialist in cooling and rack solutions

United Kingdom

Headcount: 70 / Annual sales: ~ €11MM

White space

2022



VOLTADIS

French player in grey-space services

France

Headcount: 20 / Annual sales: ~ €13MM

Grey space

2022

TEKNICA

Chilean specialist in UPS solutions for datacenters and infrastructure

Chili

Headcount: 400 / Annual sales: ~ €45MM

Grey space

2023



ZPE

Leading American specialist in serial console servers

United States

Headcount: 140 / Annual sales: ~ €80MM

White space

2023



FOCUS: DATACENTERS OUR ACQUISITIONS SINCE 2020 (CONTINUATION)

DAVENHAM

Irish specialist in low-voltage power distribution systems

Ireland

Headcount: 350 / Annual sales: ~ €120MM

Grey space

2024

NETRACK

Indian specialist in racks

India

Headcount: 250 / Annual sales: ~ €10MM

White space

2024

POWER BUS WAY

Leading North American specialist in Cable Bus power busbars

Canada

Headcount: 120 / Annual sales: ~ €70MM

Grey space

2024

UPSISTEMAS

Colombian specialist in technical infrastructure services

Columbia

Headcount: 300 / Annual sales: ~ €30MM

Grey space

2024

VASS

Australian leader in busbars

Australia

Headcount: 40 / Annual sales: ~ €10MM

Grey space

2024

AMPERIO

Swiss specialist in busbars

Switzerland

Headcount: 20 / Annual sales: ~ €4MM

Grey space

2025

CRS

Australian player in datacenter white space infrastructure

Australia

Headcount: 80 / Annual sales: ~ €30MM

White space

2025

LINKK

Asian reference specialist in power busbars

Malaysia

Headcount: 250 / Annual sales: ~ €45MM

Grey space

2025

AVTRON

U.S. leader in load banks for grey spaces

United States

Headcount: 600 / Annual sales: ~ €350M\$

Grey space

2025



KEY HIGHLIGHTS



LEGRAND AT ADOPT AI SUMMIT 2025 IN PARIS

Legrand shared its vision of Artificial Intelligence through two angles:

- **Performance and sustainability:** Benoît Coquart, Group Chief Executive Officer, restated that the growth of AI requires efficient, sustainable infrastructures prepared for the future. Our solutions – from optimized distribution to intelligent energy management – already meet the performance and sustainability needs of AI-driven environments.
- **Human and responsibility:** Bénédicte Bahier, the Group's Human Resources Director, highlighted that AI alone cannot create inclusion. It does so when it is based on strong values, diverse data, transparent governance, and continuous learning.



A LOOK BACK AT THE SHAREHOLDERS' DAY IN BAGNOLET

On December 8, we had the pleasure of **welcoming individual shareholders** for a tour of the Legrand Campus Paris site.

The day began with a presentation of the Group and its strategy led by Ronan Marc, Head of Investor Relations, Financing and Treasury, followed by a Q&A session with Virginie Gatin, Director of CSR.

Finally, the visitors then discovered the **500m² showroom** which is a showcase for our solutions and innovations for the tertiary and residential datacenter sectors.

Thank you to all the shareholders present for their participation and commitment!





KEY HIGHLIGHTS (CONTINUATION)



A GOLDEN PLACE FOR ART D'ARNOULD

For the third consecutive year, **Legrand took its place at the Hôtel Le Meurice**, the famous Parisian palace, for the Places d'Or trade show.

Reserved for the hospitality sector, this event is the perfect setting to showcase the Art d'Arnould wiring accessories range as well as UX controls designed for hotels. **Architects and luxury hospitality professionals were well represented!**

In a temporary space themed around a spa, the Art d'Arnould

switches and sockets were displayed in a real-life setting, including the new contactless control placed at the heart of the installation. The chosen finish was Epure Silver Mirror, reminiscent of chrome bathroom fixtures.

Architects and luxury hotel professionals also had the opportunity to explore the connected features of the UX hotel range: temperature, heating, and air-conditioning management, lighting control, as well as room occupancy detection.

LEGRAND OBTAINS PLATINUM ECOVADIS STATUS

In November 2025, Legrand received the EcoVadis Platinum medal, the highest level of recognition granted by EcoVadis, placing the Group among the top 1% of companies for CSR¹ performance.

EcoVadis refers to benchmark CSR standards to assess companies according to 4 criteria of CSR performance: **Environment, Ethics, Social and Human Rights, and Responsible Purchasing.**

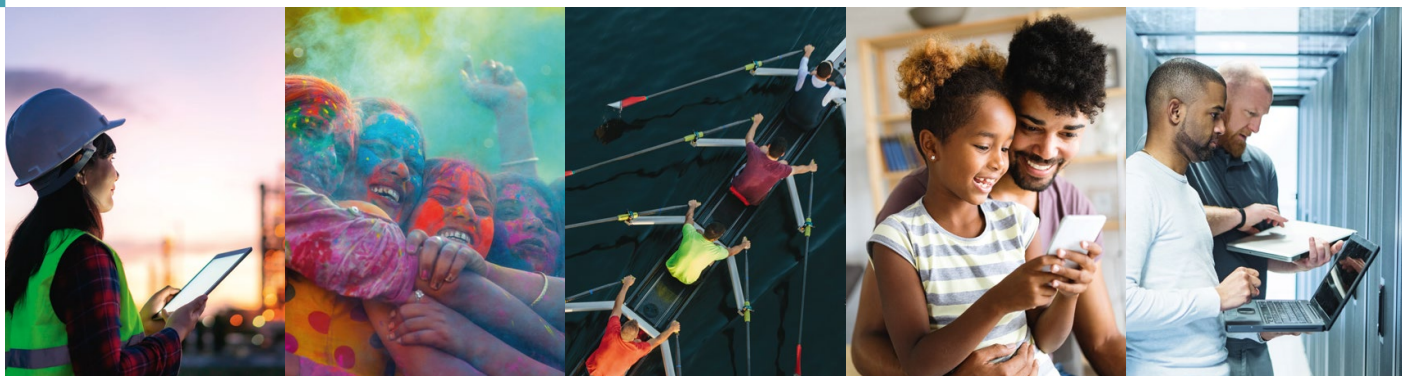
This distinction reflects the commitment of the teams and the Group's excellent performance in terms of CSR, illustrated in particular, over 3 years, by a -53% reduction in the Group's direct carbon emissions (Scopes 1 & 2) and a rise in the percentage of female managers to reach more than 30%.

1. CSR: Corporate Social Responsibility



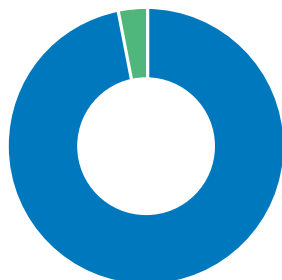


SHAREHOLDER'S NOTEBOOK



OWNERSHIP STRUCTURE AS OF SEPTEMBER 30, 2025

- Floating: 96.98%
- Managers and employees*: 2.99%
- Self detention: 0.03%



*Relates to shares held in registered form by managers and the former managers who exercised functions in the Group, and to shares held by employees in the employee savings investment funds (FCPE).

STOCK MARKET PERFORMANCE



Legrand and CAC 40 share price, base 100 from 01/01/2025 to 12/15/2025

OUR TEAMS AT YOUR SERVICE

BY PHONE

Monday to Friday, 9am to 6pm
(Paris time)

From Metropolitan France and the Overseas Territories:

0 800 41 42 43 Service & appel gratuits

From abroad and the Overseas Territories:
+ 33 (0)9 86 86 23 97

N.B : The Legrand share price is communicated to these numbers by a voice server in the closing hours of service.

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YOUR UPCOMING EVENTS

FEBRUARY 12, 2026
2025 Annual Results

MAY 7, 2026
2026 First Quarter Results

MAY 27, 2026
General Meeting of Shareholders