



LETTER TO SHAREHOLDERS

OUR FINANCIAL RESULTS
2026 FIRST-QUARTER

€2,537.6 MM

Sales grew by +11.4% from the same period of 2025, with an organic growth of +9.3% driven by datacenters, and 8.2% scope effect from acquisitions

€524.7 MM

Adjusted operating profit

Up +11.5% from the first quarter of 2025

20.7%

Operating margin

Stable compared to the first quarter of 2025

€334.9 MM

Net profit

Growing +14.2%

€221.0 MM

Free cash flow

Representing 8.7% of sales



BENOIT COQUART
Chief Executive Officer

" **O**ur first-quarter 2026 sales delivered strong growth of +18% excluding currency effects, driven by datacenters and acquisitions.

Our financial results remain very solid, demonstrating our ability to combine growth with financial and operational discipline.

We continue to execute our strategic plan methodically. **In the first quarter, we completed several acquisitions** in datacenters and energy transition, while continuing to roll out our product innovation and customer service initiatives.

The great success of our second international employee share ownership plan demonstrates the full commitment of the Group's teams to Legrand's strategic roadmap.

Confident in our execution capabilities and our ability to adapt in an increasingly uncertain economic environment, **we confirm our 2026 targets.**

Finally, we are pleased to announce that our next Investor Day will be held in Singapore on September 29, 2026. "



2026 YEAR-TO-DATE ACQUISITIONS

Legrand continues to actively execute its development strategy, with **six acquisitions** announced since the beginning of the year, all in datacenters and the energy transition. These represent combined annual revenue of nearly **€440 million**.

GIRTZ INDUSTRIES



Girtz Industries is a U.S. specialist in the design of highly customized modular power integration solutions (Power Pods), as well as testing and technical services.

Based in Monticello, Indiana, the company employs around 300 people and generates annual revenue of nearly \$80 million.



SRS POWER ENGINEERING



SRS Power Engineering in Malaysia is a specialist in low- and medium-voltage power protection solutions, primarily serving datacenters and industrial applications. Based in Selangor, in Malaysia, the company employs more than 280 people and generates annual revenue of around €90 million.



KEYDAK



Keydak is a leading Chinese rack manufacturer based in Guangzhou. The company employs more than 330 people and generates annual revenue of more than €60 million.



TES



TES is a European specialist in power distribution systems, with more than half of its revenue derived from datacenters. Based in Cookstown, United Kingdom, the company employs 280 people and generates close to €85 million in annual revenue.



GREEN 4T



Green4T is a Brazilian specialist in the installation, maintenance and operation of technical infrastructure for datacenters. Based in São Paulo, Green4T employs nearly 750 people and generates annual sales of around €45 million.



KRATOS



Kratos Industries is a U.S. specialist in low- and medium-voltage power distribution systems primarily serving datacenters. Based in Denver, Colorado, in the United States, Kratos Industries employs nearly 325 people and generates annual sales of around \$100 million.

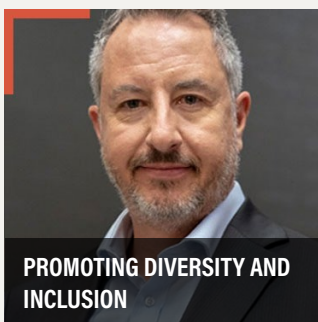




TOPIC : "WE MAKE IT HAPPEN"

WE MAKE IT HAPPEN

Our series designed to give a voice to those who, through their everyday actions, bring our CSR commitments to life on the ground. The "We Make It Happen" series highlights employees with diverse backgrounds, roles, and cultures. They all share the same conviction: it is concrete, reality-based actions that truly make a difference.



For Legrand, diversity and inclusion are a source of sustainable performance and prosperity.

Carlos Puello, Human Resources Director at Legrand Colombia and Venezuela for the past 28 years, is one of its most dedicated ambassadors. At the heart of it all is a firm belief: **the more inclusive a company is, the stronger it becomes.**



Convinced that the fight against climate change affects the whole of society, especially businesses, our ambition is to accelerate our contribution to the development of a carbon-neutral society, **by reducing our environmental footprint and mobilising our entire ecosystem.**

And because the success of decarbonization depends on **the involvement of all economic players**, we intend to mobilize our entire ecosystem, especially our suppliers, in favor of a sustainable transformation.

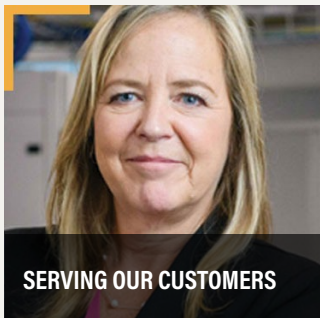


To minimize the environmental impact of our products, we have **implemented an eco-design approach** for all our offerings. This approach covers the entire life cycle of products, including criteria for durability, reparability, and recycling.

The challenge is **to take into account all aspects of the product**, from raw materials to manufacturing, usage, and end-of-life, to optimize the lifespan and usefulness of the products, consume fewer natural resources, and reduce the amount of waste generated.

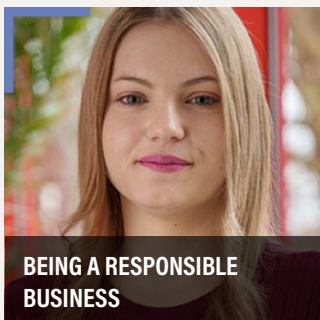


TOPIC : "WE MAKE IT HAPPEN" (CONTINUATION)



Regardless of the customer or user profile, whether distributor, installer, architect, panel builder or end consumer, our goal is to offer products that meet their needs and are **sustainable and eco-friendly**.

The major changes affecting all sectors of the building and construction industry mean that we have to pay even greater attention to customer satisfaction.



The health, safety and well-being at work of our teams are priority objectives for us. This includes managing occupational hazards, monitoring prevention and implementing a continuous improvement process.

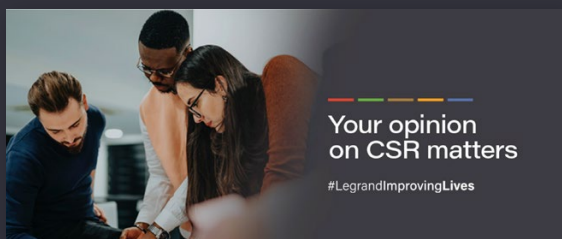
We also intend to guarantee every employee a **minimum threshold of social protection**. Finally, we listen to the needs of all our employees, particularly through engagement surveys.

OUR 2025 NON FINANCIAL RESULTS



TOGETHER, LET'S SHAPE THE NEXT LEGRAND CSR ROADMAP

Help us identify the **CSR topics that matter most to Legrand** and define the main pillars of our next CSR Roadmap by taking part in this survey, which is addressed to all our stakeholders*.



It's simple: 29 topics > 1 rating per topic > 10 minutes!
Please note that the survey will remain open until **July 3, 2026**, and that your responses are **anonymous**.
Thank you in advance for your feedback.

**Legrand stakeholders: customers, suppliers, subcontractors, Group employees, the financial community, NGOs & associations, civil society, etc.*



KEY HIGHLIGHTS



2026 COMBINED GENERAL MEETING

The General Meeting was held on Wednesday, May 27, 2026, at "l'Astrolab" at the Musée National de la Marine, Place du Trocadéro, in Paris. During the Meeting, all resolutions were adopted by a very large majority. The Executive Committee detailed the Group's value-creating strategic model, along with its strong financial and operational performance, and its commitments in terms of Corporate Social and Environmental Responsibility.

APPOINTMENTS TO THE LEGRAND GROUP EXECUTIVE COMMITTEE

Legrand announces the arrival of three new members of its Executive Committee: **Blandine Antoine**, Executive VP Products and Technology, **Delphine Bazaud**, Executive VP Operations, and **Juan Moreno-Alamo**, Executive VP Strategy, Brands and Digital.

These new members complete the Executive Committee's existing team of already varied backgrounds and skills. They will play a key role in the roll-out of the 'Ambition 2030'

plan, designed to speed up growth, enhance operational performance and support the sustainable transformation of the Group's activities by aiming for the landmark of €15 billion in sales by 2030.

The Executive Committee henceforth comprises 10 members with 4 different nationalities.



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,
Middle East, Africa
and South America



Brian DI BELLA
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



KEY HIGHLIGHTS (CONTINUATION)

THE LEGRAND GROUP IS STARTING 2026 WITH MAJOR INTERNATIONAL RECOGNITION

Five solutions from different Group brands have been awarded at the iF Design Awards 2026, one of the world's most demanding and prestigious design competitions.



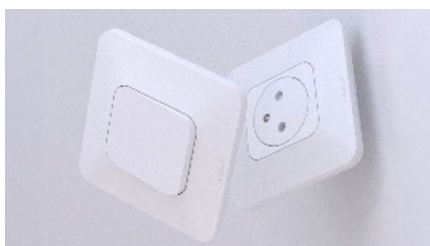
Green-I Detectors, recognized for its design in support of energy efficiency, the Green-i™ range embodies a pragmatic approach to innovation.



The **Close Up application**, dedicated to the installation and configuration of connected equipment, was awarded for the quality of its user experience (UX).



With **Living Now InWall**, BTicino was recognized for an ultra minimalist design approach, aimed at reducing the visual footprint of devices while maintaining full functionality.



The Neptune solution was awarded for a design combining reliability, functional clarity, and durability.



The Class 300X video door entry system was recognized for its balanced approach to design, intuitive interface, and integration within the connected home ecosystem.

These distinctions reflect a shared ambition and highlight the diversity of its brands and expertise, **while reaffirming a shared vision:**

- designing solutions where design enhances usability,
- developing responsible, durable, and useful innovations,
- and actively supporting the energy and digital transitions.

These principles are at the core of Ambition 2030, guiding Legrand teams worldwide as they turn strategic commitments into concrete, real-world solutions.



Legrand will host a Capital Markets Day exclusively dedicated to institutional investors and financial analysts on September 29, 2026 in Singapore.

The event will be webcast on our website.



LEGRAND CAMPUS PARIS, VISIT OUR SHOWROOM IN BAGNOLET

Date: December 2026 (*date will be communicated shortly*)

Venue: 59 Avenue de la République, 93170 Bagnolet (*Île-de-France*)

Legrand is pleased to invite you to discover its new site, designed with a sustainable approach and focused on user and employee comfort. On this occasion, you will also have the opportunity **to visit our brand new showroom**, created to deliver a unique product experience.

> Reserved exclusively to individual shareholders

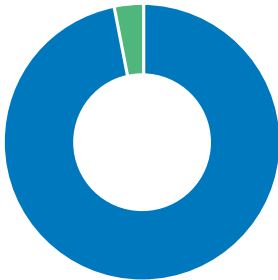


SHAREHOLDER'S NOTEBOOK



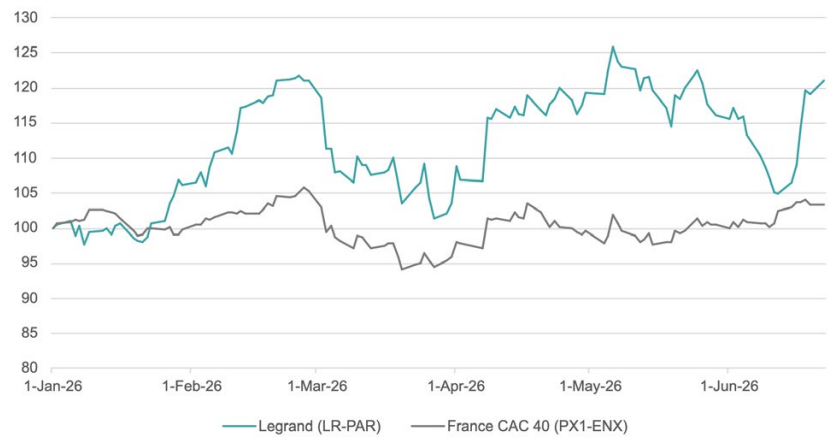
OWNERSHIP STRUCTURE AS OF MARCH 31, 2026

- Floating: 96.74%
- Managers and employees*: 2.92%
- Self detention: 0.34%



*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 01/01/2026 to 06/22/2026

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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(section "Investors & Shareholders")

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YOUR UPCOMING EVENTS

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JULY 29, 2026

2026 First-Half Results

SEPTEMBER 29, 2026

Investor Day in Singapore

NOVEMBER 5, 2026

2026 Nine-month results