PRESS RELEASE

Limoges, July 29, 2026

2026 first-half results

Legrand delivers a strong first-half performance, with another period of record sales growth of +17% excluding currency effects and continued excellent profitability

Organic sales growth: +9.8%
Growth through acquisitions: +6.9%
Adjusted operating margin after acquisitions: 20.8%
Net profit attributable to the Group: +11.2%

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

2026 full-year targets revised upward

Benoît Coquart, Legrand's Chief Executive Officer, commented:

"In the first half of 2026, Legrand delivered record sales growth of +17% excluding currency effects, driven by datacenters, energy transition-related offerings and acquisitions. Financial performance remained outstanding, reflecting both the quality of our market positions and the execution capabilities of our teams in a fast-changing geopolitical and economic environment.

We are continuing to implement our strategic roadmap with determination, supported by a steady stream of new product launches and the completion of seven acquisitions since the beginning of the year, including one announced today. These acquisitions are all highly value-creating and focused on the fast-growing energy and digital transition markets —datacenters, the energy transition and digital lifestyles— which already accounted for 53% of Group sales at the end of 2025.

Confident in our action plans, and in light of our strong first-half performance, we are raising our full-year 2026 targets.

Lastly, our next Capital Markets Day will take place in Singapore on September 29, 2026, alongside Data Centre World Asia. The event will provide an opportunity to review progress toward our 2030 ambitions and set out our solutions and strategic roadmap for datacenters in greater detail."

2026 full-year targets revised upward[1]

In 2026, the Group continues to accelerate its profitable and responsible growth, in line with its strategic roadmap[2]. Based on its first-half performance and the current global macroeconomic environment, Legrand is now targeting the following in 2026:

- sales growth (excluding currency effects) of between +16% and +19% (vs. +10% and +15% previously), comprising organic growth of between +8% and +10% (vs. +4% and +7% previously), and growth through acquisitions of around +8% (vs. between +6% and +8% previously);
- adjusted operating margin (after acquisitions) of between 20.5% and 21.0% of sales (unchanged);
- a CSR achievement rate of at least 100% for the second year of its 2025-2027 roadmap[3].

[1] For more information, see the Legrand press release dated February 12, 2026
[2] For further information, please refer to documents published in the Capital Markets Day 2024 - Legrand section
[3] For further information, please refer to documents published in the CSR Capital Markets Day 2025 - Legrand section

Financial performance at June 30, 2026

Key figures

Consolidated data (€ millions)(1)	1st half 2025	1st half 2026	Change
Sales	4,774.3	5,400.3	+13.1%
Adjusted operating profit	1,003.4	1,123.6	+12.0%
As % of sales	*21.0%*	*20.8%* *20.9% before acquisitions(2)*	
Operating profit	931.0	1,030.5	+10.7%
As % of sales	*19.5%*	*19.1%*	
Net profit attributable to the Group	628.1	698.2	+11.2%
As % of sales	*13.2%*	*12.9%*	
Free cash flow	501.6	488.3	-2.7%
As % of sales	*10.5%*	*9.0%*	
Net financial debt at June 30	3,294.0	5,755.3	+74.7%

(1) See appendices to this press release for definitions and indicator reconciliation tables
(2) At 2025 scope of consolidation

Consolidated sales

In the first half of 2026, sales grew +13.1% from the same period of 2025, to reach €5,400.3 million.

Organic sales growth was +9.8% for the period.

The impact of broader scope of consolidation was +6.9% in the first half of 2026. Based on acquisitions announced and their likely dates of consolidation, their overall impact would be around +8% full year.

The exchange-rate effect on sales in the first half of 2026 was -3.7%. Based on average exchange rates in June 2026, the full-year effect would be around -1.5% in 2026.

Changes in sales by destination at constant scope of consolidation and exchange rates by region:

	1st half 2026 / 1st half 2025	2nd quarter 2026 / 2nd quarter 2025
Europe	-2.4%	-2.0%
North and Central America	+24.2%	+22.7%
Rest of the world	+2.3%	+6.3%
Total	**+9.8%**	**+10.4%**

These changes are analyzed below by geographical region:

- **Europe** (34.9% of Group revenue): In a still contrasted building market, sales at constant scope of consolidation and exchange rates were down -2.4% in the first half of the year. Solid growth in Italy and Turkey was not enough to offset declines in most other countries.
- **North and Central America** (47.0% of Group revenue): Sales increased by +24.2% from the first half of 2025 at constant scope of consolidation and exchange rates.

  In the United States alone (44.4% of Group revenue), sales rose a sharp +26.7%, with +24.5% in the second quarter, driven by strong success of datacenter and energy transition solutions.

  Sales declined in both Mexico and Canada.

- **Rest of the world** (18.1% of Group revenue): Sales at constant scope of consolidation and exchange rates grew by +2.3% in the first half.

  In Asia-Pacific (12.2% of Group revenue), first-half sales were up +3.3%, including a strong +9.3% increase in the second quarter. Over the period, the Group delivered significant growth in India, Australia and several other Asian countries, while activity in China remained subdued.

  In Africa and the Middle East (2.9% of Group revenue), revenue rose by +4.1% in the first half, with a decline of -3.8% in the second quarter. Over the first half, revenue growth in the Middle East, despite the geopolitical environment, more than offset a decline in Africa.

  In South America (3.0% of Group revenue), sales declined by -3.3% in the first half of the year, while increasing by +3.8% in the second quarter.

Adjusted operating profit and margin

Adjusted operating profit stood at €1,123.6 million, up +12.0% from the first half of 2025. This corresponds to an adjusted operating margin equal to 20.8% of sales, slightly down compared to the first half of 2025.

In the first half of 2026, EBITDA represented 23.4% of sales.

Despite inflationary pressure on its cost base, the Group maintained a high level of profitability in the first half. This was supported by strong execution and adaptability, including effective pricing and cost productivity, as well as the contribution from recent acquisitions.

Value creation

Net profit attributable to the Group came to €698.2 million in the first half, up +11.2% from the first half of 2025 and equal to 12.9% of sales. This increase was driven primarily by higher operating profit, a lower corporate income tax rate of 27.5%, and the negative evolution of the financial result.

Free cash flow represented 9.0% of sales for the period, totalling €488.3 million.

Performance and positioning in datacenters

The Group's strong organic growth in the first half was driven in particular by its datacenter business, which delivered organic growth of above +30% and now accounts for 32% of Legrand's revenue.

Legrand has built one of the broadest offering of the industry, spanning on-site power generation and facility testing. Its portfolio includes more than 140,000 product references and a growing range of services, including engineering services, on-site support, testing and commissioning. The Group is particularly well positioned to support the development of high-density AI datacenters through scalable, highly engineered solutions tailored to the specific needs of hyperscalers, colocation, neocloud providers and enterprise customers.

Legrand supports its customers' growth by focusing on product innovation and operational excellence -in particular by optimizing its supply chain- and pursues an active acquisitions strategy to strengthen its product offering and geographic footprint.

Sustained acquisition momentum

Legrand continues to actively execute its development strategy with the acquisition announced today of **Axel Health**[1], a Finnish leading provider in connected health for patient flow management solutions. Headquartered in Espoo, Finland, the company employs around 50 people and generates annual revenue of approximately €10 million. Following the acquisitions of Enovation and Performation in the Netherlands, Axel Health marks further expansion of Legrand Care's connected health solutions.

This acquisition follows six transactions previously announced since the beginning of the year in the datacenter and energy transition markets:

- **Green4T**, a Brazilian specialist in the installation, maintenance and operation of technical infrastructure for datacenters with annual sales of around €45 million;
- **Kratos Industries**, a U.S. specialist in low- and medium-voltage power distribution systems with annual sales of around $100 million;
- **Keydak**, a leading Chinese rack manufacturer with annual revenue of over €60 million;
- **TES**, a European specialist in power distribution systems with close to €85 million in annual revenue;
- **SRS Power Engineering**, a Malaysian specialist in low- and medium-voltage power protection solutions, primarily for datacenters and industrial applications, generating annual revenue of around €90 million;
- **Girtz Industries**, a U.S. specialist in the design of highly customized modular power integration solutions (Power Pods), as well as testing and technical services with annual sales of around $80 million.

Focused on the energy and digital transition sectors (datacenters, energy transition and digital lifestyles), these transactions further strengthen the Group's leadership positions in these high-growth markets and together add approximately €450 million in annual revenue.

Numerous product innovations

The Group has **launched numerous products** since the beginning of the year, illustrating its innovation momentum. Examples include:

- **Essential infrastructure** solutions: the premium Living Now wiring-device range (Italy), the renewed Neptune range (France), new Mylinc finishes (India), the Great White range (Australia and New Zealand), HP2 Curves and Incline™ lighting solutions for North American commercial markets, Linkeo C+ LAN connectivity solutions, and Super Value Emergency Lighting solutions in Latin America and Southeast Asia;
- **Energy and digital transition** solutions:
  - **Datacenters**: meter configuration power adapters, optical transceivers, the new Nodegrid Serial Console infrastructure management equipment, the CX4 hybrid 4-in-1 outlet, HD dry transformers, and the next generation of Dominion KXIII KVM solutions;
  - **Energy transition**: the new DLM Native lighting control solutions (United States), KNX user interfaces, the multi-circuit energy meter, R300 fuse holders, next-generation Level 2 EV chargers, and Green'Up Control;
  - **Digital lifestyles**: the new Classe 300X door-entry systems, Magellan sensors, Original outdoor cameras, and Linea 2000L entrance panels.

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[1] Subject to standard conditions precedent

The consolidated financial statements for the first half of 2026 were subject to a limited review by the Group's auditors and were adopted by the Board of Directors at its meeting on July 28, 2026. These consolidated financial statements, a presentation of 2026 first-half results, and the related teleconference (live and replay) are available at www.legrand.com.

KEY FINANCIAL DATES

- Capital Markets Day in Singapore : **September 29, 2026**
- 2026 nine-month results : **November 5, 2026**
  "Quiet period[1]" starts : October 6, 2026
- 2026 annual results : **February 10, 2027**
  "Quiet period[1]" starts : January 11, 2027

ABOUT LEGRAND

Legrand is the global specialist in electrical and digital building infrastructures. Its comprehensive offering of solutions for residential, commercial, and datacenter markets makes it a benchmark for customers worldwide.

The Group harnesses technological and societal trends with lasting impacts on buildings with the purpose of improving life by transforming the spaces where people live, work and meet with electrical, digital infrastructures and connected solutions that are simple, innovative and sustainable.

Drawing on an approach that involves all teams and stakeholders, Legrand is pursuing a strategy of profitable and responsible growth driven by acquisitions and innovation, with a steady flow of new offerings that include products with enhanced value in use.

Legrand reported sales of €9.5 billion in 2025. The company is listed on Euronext Paris and is a component stock of the CAC 40, CAC 40 ESG and CAC Transition Climat indexes (code ISIN FR0010307819).

https://www.legrand.com

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[1] Period of time when all communication is suspended in the run-up to publication of results

Appendices

Glossary

Working capital requirement: Working capital requirement is defined as the sum of trade receivables, inventories, other current assets, income tax receivables and short-term deferred tax assets, less the sum of trade payables, other current liabilities, income tax payables, short-term provisions and short-term deferred tax liabilities.

Free cash flow: Free cash flow is defined as the sum of net cash from operating activities and net proceeds from sales of fixed and financial assets, less capital expenditure and capitalized development costs.

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

Net financial debt: Net financial debt is defined as the sum of short-term borrowings and long-term borrowings, less cash and cash equivalents and marketable securities.

EBITDA: EBITDA is defined as operating profit plus depreciation and impairment of tangible assets, amortization and impairment of intangible assets (including capitalized development costs) and impairment of goodwill.

Cash flow from operations: Cash flow from operations is defined as net cash from operating activities excluding changes in working capital requirement.

Adjusted operating profit: Adjusted operating profit is defined as operating profit adjusted for amortization and depreciation of revaluation of assets at the time of acquisitions and for other P&L impacts relating to acquisitions, and where applicable, impairment of goodwill.

CSR: Corporate Social Responsibility.

Payout: Payout is defined as the ratio between the proposed dividend per share for a given year, divided by the net profit attributable to the Group per share of the same year, calculated on the basis of the average number of ordinary shares at December 31 of that year, excluding shares held in treasury.

Calculation of working capital requirement

In € millions	H1 2025	H1 2026
Trade receivables	1,310.7	1,741.2
Inventories	1,410.7	1,754.9
Other current assets	321.4	391.9
Income tax receivables	178.0	145.4
Short-term deferred tax assets / (liabilities)	132.8	165.8
Trade payables	(1,026.6)	(1,309.9)
Other current liabilities	(980.4)	(1,226.1)
Income tax payables	(85.1)	(86.7)
Short-term provisions	(156.4)	(162.8)
Working capital required	**1,105.1**	**1,413.7**

Calculation of net financial debt

In € millions	H1 2025	H1 2026
Short-term borrowings	525.1	1,013.4
Long-term borrowings	5,466.0	6,711.0
Cash and cash equivalents	(2,697.1)	(1,969.1)
Net financial debt	**3,294.0**	**5,755.3**

Reconciliation of adjusted operating profit with profit for the period

In € millions	H1 2025	H1 2026
Profit for the period	**629.8**	**701.4**
Share of profits / (losses) of equity-accounted entities	0.0	0.0
Income tax expense	244.8	265.7
Exchange (gains) / losses	17.8	1.6
Financial income	(38.0)	(39.0)
Financial expense	76.6	100.8
Operating profit	**931.0**	**1,030.5**
Amortization & depreciation of revaluation of assets at the time of acquisitions and other P&L impacts relating to acquisitions	72.4	93.1
Impairment of goodwill	0.0	0.0
Adjusted operating profit	**1,003.4**	**1,123.6**

Reconciliation of EBITDA with profit for the period

In € millions	H1 2025	H1 2026
Profit for the period	**629.8**	**701.4**
Share of profits / (losses) of equity-accounted entities	0.0	0.0
Income tax expense	244.8	265.7
Exchange (gains) / losses	17.8	1.6
Financial income	(38.0)	(39.0)
Financial expense	76.6	100.8
Operating profit	**931.0**	**1,030.5**
Depreciation and impairment of tangible assets (including right-of-use assets)	118.4	129.9
Amortization and impairment of intangible assets (including capitalized development costs)	80.1	102.2
Impairment of goodwill	0.0	0.0
EBITDA	**1,129.5**	**1,262.6**

Reconciliation of cash flow from operations and free cash flow with profit for the period

In € millions	H1 2025	H1 2026
Profit for the period	**629.8**	**701.4**
Adjustments for non-cash movements in assets and liabilities:		
Depreciation, amortization and impairment	201.4	234.7
Changes in other non-current assets and liabilities and long-term deferred Taxes	30.3	34.9
Unrealized exchange (gains) / losses	(2.9)	4.3
(Gains) / losses on sales of assets, net	2.1	(1.3)
Other adjustments	2.1	6.6
Cash flow from operations	**862.8**	**980.6**
Decrease / (Increase) in working capital requirement	(284.8)	(412.0)
Net cash provided from operating activities	**578.0**	**568.6**
Capital expenditure (including capitalized development costs)	(77.7)	(83.9)
Net proceeds on asset disposals	1.3	3.6
Free cash flow	**501.6**	**488.3**

Scope of consolidation

2025	Q1	H1	9M	Full-year
Full consolidation method				
APP	Balance sheet only	6 months	9 months	12 months
Power Bus Way	Balance sheet only	6 months	9 months	12 months
Performation	Balance sheet only	Balance sheet only	Balance sheet only	11 months
CRS	Balance sheet only	Balance sheet only	Balance sheet only	9 months
Linkk Busway Systems			Balance sheet only	6 months
Amperio Project			Balance sheet only	Balance sheet only
Quitérios			Balance sheet only	5 months
Cogelec				Balance sheet only
Avtron Power Solutions				2 months

2026	Q1	H1	9M	Full-year
Full consolidation method				
APP	3 months	6 months	9 months	12 months
Power Bus Way	3 months	6 months	9 months	12 months
Performation	3 months	6 months	9 months	12 months
CRS	3 months	6 months	9 months	12 months
Linkk Busway Systems	3 months	6 months	9 months	12 months
Amperio Project	3 months	6 months	9 months	12 months
Quitérios	3 months	6 months	9 months	12 months
Cogelec	Balance sheet only	6 months	9 months	12 months
Avtron Power Solutions	3 months	6 months	9 months	12 months
Green4T	Balance sheet only	Balance sheet only	To be determined	To be determined
Kratos Industries	Balance sheet only	5 months	8 months	11 months
TES	Balance sheet only	Balance sheet only	To be determined	To be determined
Keydak		Balance sheet only	To be determined	To be determined
SRS		Balance sheet only	To be determined	To be determined
Girtz Industries		Balance sheet only	To be determined	To be determined
Axel Health			To be determined	To be determined

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Details on risks are provided in the most recent version of Legrand Universal Registration Document filed with the Autorité des marchés financiers (French Financial Markets Authority, AMF), which is available on-line on the websites of both AMF (www.amf-france.org) and Legrand (www.legrand.com).

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