

Limoges, September 28, 2026

2026 Capital Markets Day**Strategic plan fully on track****Data center roadmap unveiled,
leveraging Legrand's unique positioning and portfolio****2030 sales and profitability ambitions upgraded
driven by energy & digital transition**

Legrand is hosting a Capital Markets Day in Singapore alongside Data Centre World Asia on September 29, 2026, webcast live.

The event includes a complete presentation of Legrand's roadmap and upgraded 2030 ambitions, with a specific focus on its data center strategy and technology offering.

I. Legrand's strategic roadmap

Benoît Coquart, Chief Executive Officer, will present how Legrand has exceeded the commitments presented at its 2024 Capital Markets Day in terms of growth and profitability, as well as Legrand's global strategic roadmap through 2030, designed around three focus areas: data centers (32% of sales¹), energy transition - the second growth pillar of the Group directly tied to electrification - (22% of sales¹) and essential infrastructures for buildings (46% of sales²).

This roadmap is built around a large addressable market, strong leadership positions and favorable megatrends - including digitalization and the rapid expansion of AI-driven data centers, electrification and structural needs in buildings - while leveraging the Group's unique growth engines: innovation, customer experience, pricing, and disciplined acquisitions.

II. Data center strategy and roadmap

Legrand has substantially strengthened its data center position, which will reach more than €3 billion of sales in 2026, supported by strong organic growth, targeted acquisitions and one of the industry's most comprehensive offerings, covering³ critical power (35% of sales), physical compute infrastructure (25%), compute infrastructure monitoring, management and control (25%), advanced cooling (5%) and testing and lifecycle services (10%).

¹ Based on H1 2026 sales split

² Based on H1 2026 sales split – Including digital lifestyles

³ Based on FY 2025 sales split



The presentations will highlight the structural transformation of the data center market, driven by AI workloads, rising rack densities, accelerated time to operations, new power architectures, and will show how Legrand's open architecture philosophy, integration expertise, specialist solutions and global delivery scale address customers' most critical needs.

Legrand will in particular unveil its vision for the transition toward Low Voltage Direct Current (LVDC) architectures, and its comprehensive roadmap designed to enable the next generation of AI data centers at gigawatt scale.

The agenda will include:

- a **data center strategy presentation** by Brian DiBella, President and Chief Executive Officer of Legrand North & Central America, focused on market trends, customer needs and Legrand's growth opportunities,
- a **technology keynote** by Blandine Antoine, Executive Vice President Products and Technology, and Rebecca Gilstrap, Data Center Strategy and Products Senior Director, showcasing Legrand's differentiated solutions from chip to grid, and unveiling numerous new benchmark offerings to be launched in the coming quarters,
- a **Malaysia business case** by Achraf Hegazy, Chief Executive Officer of Malaysia and Jason Lim, Co-Managing Director of Linkk Busway Systems, illustrating Legrand's ability to build a strong regional data center platform in a very fast-growing geography, combining local manufacturing, engineering expertise, project execution and recent acquisitions.

III. Upgraded 2030 ambitions¹

Franck Lemery, Chief Financial Officer, will then detail Legrand's upgraded 2030 ambitions, comprising, over 2027-2030:

- **Organic sales growth with a CAGR of +6% to +8%** complemented by a yearly **scope effect** from acquisitions of **around +5%** on average, and divestments over the period representing €0.5 billion to €1.0 billion of sales,
- **Adjusted operating margin of 21% to 22% of sales** on average, after acquisitions and including restructuring expenses,
- **Free cash flow of 13% to 15% of sales** on average, with cash conversion above 100%, on average,
- Capital allocation will remain disciplined, with **around 60% of free cash flow dedicated to acquisitions** on average, an attractive dividend policy of around 50% net income payout, and selective share buybacks. The Group will target a leverage ratio of 1.5x to 2.5x net debt to EBITDA, consistent with its value-creating growth strategy and financial discipline.

A link to the webcast can be found on Legrand's website at [Capital Markets Day 2026 - Legrand \(www.legrand.com\)](https://www.legrand.com), where all presented documents will be available after the end of the event.

¹ Assuming no major macroeconomic disruption

KEY FINANCIAL DATES

- 2026 nine-month results : **November 5, 2026**
“Quiet period¹” starts : October 6, 2026
- 2026 annual results : **February 10, 2027**
“Quiet period¹” 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 data center 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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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 online on the websites of both AMF (www.amf-france.org) and Legrand (www.legrand.com).

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