

UNAUDITED CONSOLIDATED FINANCIAL INFORMATION AS OF MARCH 31, 2026



Consolidated statement of income	2
Consolidated balance sheet	3
Consolidated statement of cash flows	5
Notes	6

Consolidated statement of income

(in € millions)	3 months ended	
	March 31, 2026	March 31, 2025
Net sales	2,537.6	2,277.8
Operating expenses		
Cost of sales	(1,255.6)	(1,083.8)
Administrative and selling expenses	(650.9)	(611.6)
Research and development costs	(105.7)	(104.0)
Other operating income (expenses)	(40.2)	(44.2)
Operating profit	485.2	434.2
Financial expenses	(47.5)	(37.9)
Financial income	15.4	17.6
Exchange gains (losses)	1.2	(5.1)
Financial profit (loss)	(30.9)	(25.4)
Profit before tax	454.3	408.8
Income tax expense	(118.2)	(114.5)
Share of profits (losses) of equity-accounted entities	0.0	0.0
Profit for the period	336.1	294.3
Of which:		
- Net profit attributable to the Group	334.9	293.3
- Minority interests	1.2	1.0
Basic earnings per share (euros)	1.281	1.119
Diluted earnings per share (euros)	1.264	1.111

Consolidated balance sheet

ASSETS

<i>(in € millions)</i>	March 31, 2026	December 31, 2025
Non-current assets		
Intangible assets	2,580.4	2,587.3
Goodwill	8,327.3	7,629.7
Property, plant and equipment	961.5	970.9
Right-of-use assets	406.2	410.3
Investments in equity-accounted entities	0.0	0.0
Other investments	27.8	27.2
Other non-current assets	185.1	187.2
Deferred tax assets	211.1	210.8
TOTAL NON CURRENT ASSETS	12,699.4	12,023.4
Current assets		
Inventories (Note 4)	1,586.6	1,466.7
Trade receivables (Note 5)	1,490.4	1,226.9
Income tax receivables	112.3	158.9
Other current assets	361.2	334.9
Other current financial assets	1.9	0.8
Cash and cash equivalents	1,940.1	2,381.2
TOTAL CURRENT ASSETS	5,492.5	5,569.4
TOTAL ASSETS	18,191.9	17,592.8

LIABILITIES

(in € millions)	March 31, 2026	December 31, 2025
Equity		
Share capital (Note 6)	1,049.0	1,049.0
Retained earnings	7,412.0	7,119.7
Translation reserves	(724.7)	(874.5)
Equity attributable to equity holders of Legrand	7,736.3	7,294.2
Minority interests	33.2	39.8
TOTAL EQUITY	7,769.5	7,334.0
Non-current liabilities		
Long-term provisions	181.9	177.9
Provisions for post-employment benefits	122.7	125.3
Long-term borrowings (Note 7)	6,305.7	6,059.3
Deferred tax liabilities	1,005.8	1,012.0
TOTAL NON-CURRENT LIABILITIES	7,616.1	7,374.5
Current liabilities		
Trade payables	1,174.6	1,064.0
Income tax payables	91.8	55.3
Short-term provisions	159.8	162.1
Other current liabilities	1,074.7	1,058.3
Short-term borrowings (Note 7)	304.9	544.5
Other current financial liabilities	0.5	0.1
TOTAL CURRENT LIABILITIES	2,806.3	2,884.3
TOTAL EQUITY AND LIABILITIES	18,191.9	17,592.8

Consolidated statement of cash flows

(in € millions)	3 months ended	
	March 31, 2026	March 31, 2025
Profit for the period	336.1	294.3
Adjustments for non-cash movements in assets and liabilities:		
– Depreciation and impairment of tangible assets	35.7	33.8
– Amortization and impairment of intangible assets	35.8	33.3
– Amortization and impairment of capitalized development costs	6.4	5.4
– Depreciation and impairment of right-of-use assets	24.8	21.4
– Amortization of financial expenses	1.3	1.3
– Impairment of goodwill	0.0	0.0
– Changes in long-term deferred taxes	(8.8)	2.0
– Changes in other non-current assets and liabilities	9.0	7.7
– Unrealized exchange (gains)/losses	1.2	(0.1)
– Share of (profits) losses of equity-accounted entities	0.0	0.0
– Other adjustments	9.2	7.0
– Net (gains)/losses on sales of activities and assets	0.2	0.2
Changes in working capital requirement:		
– Inventories (Note 4)	(106.2)	(86.6)
– Trade receivables (Note 5)	(250.5)	(241.7)
– Trade payables	99.3	74.5
– Other operating assets and liabilities	63.3	68.5
Net cash from operating activities	256.8	221.0
– Net proceeds on asset disposals	0.6	0.3
– Capital expenditure	(30.2)	(26.5)
– Capitalized development costs	(6.2)	(6.7)
– Changes in non-current financial assets and liabilities	2.6	(0.5)
– Acquisitions and disposals of subsidiaries, net of cash	(522.3)	(111.8)
Net cash from investing activities	(555.5)	(145.2)
– Proceeds from issues of share capital and premium (Note 6)	0.0	0.0
– Net sales/(buybacks) of treasury shares and transactions under the liquidity contract (Note 6)	(39.7)	(2.2)
– Dividends paid to equity holders of Legrand	0.0	0.0
– Dividends paid by Legrand subsidiaries	0.0	0.0
– Proceeds from long-term financing	250.0	500.0
– Repayment of long-term financing* (Note 7)	(24.8)	(21.1)
– Debt issuance costs	0.0	(5.5)
– Increase/(reduction) in short-term financing	(328.1)	(325.9)
– Acquisitions of ownership interests with no gain of control	(10.7)	0.0
Net cash from financing activities	(153.3)	145.3
Translation net change in cash and cash equivalents	10.9	(13.5)
Increase/(decrease) in cash and cash equivalents	(441.1)	207.6
Cash and cash equivalents at the beginning of the period	2,381.2	2,080.7
Cash and cash equivalents at the end of the period	1,940.1	2,288.3
Items included in cash flows:		
– Interest paid during the period**	25.7	18.3
– Income taxes paid during the period	46.5	44.7

* Of which €23.6 million corresponding to lease financial liabilities repayment for the 3 months ended March 31, 2026 (€21.2 million for the 3 months ended March 31, 2025).

** Interest paid is included in the net cash from operating activities; of which €4.7 million interest on lease financial liabilities for the 3 months ended March 31, 2026 (€3.5 million for the 3 months ended March 31, 2025).

Notes

KEY FIGURES	7
NOTE 1 - INTRODUCTION	8
NOTE 2 - SIGNIFICANT TRANSACTIONS AND EVENTS FOR THE PERIOD	8
NOTE 3 - CHANGES IN THE SCOPE OF CONSOLIDATION	8
NOTE 4 - INVENTORIES	9
NOTE 5 - TRADE RECEIVABLES	9
NOTE 6 - SHARE CAPITAL	10
NOTE 7 - LONG-TERM AND SHORT-TERM BORROWINGS	10
NOTE 8 - SEGMENT INFORMATION	12
NOTE 9 - SUBSEQUENT EVENTS	13

KEY FIGURES

<i>(in € millions)</i>	3 months ended March 31, 2026	3 months ended March 31, 2025
Net sales	2,537.6	2,277.8
Adjusted operating profit	524.7	470.4
As % of net sales	20.7%	20.7%
	20.5% before acquisitions ⁽¹⁾	
Operating profit	485.2	434.2
As % of net sales	19.1%	19.1%
Net profit attributable to the Group	334.9	293.3
As % of net sales	13.2%	12.9%
Free cash flow	221.0	188.1
As % of net sales	8.7%	8.3%
Net financial debt at March 31	4,670.5	3,031.6

(1) At 2025 scope of consolidation.

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.

Free cash flow is defined as the sum of net cash from operating activities and net proceeds on asset disposals, less capital expenditure and capitalized development costs.

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

The reconciliation of consolidated key figures with the financial statements is available in the appendices to the first three months 2026 results press release.

NOTE 1 - INTRODUCTION

This unaudited consolidated financial information is presented for the 3 months ended March 31, 2026. It does not include all the information required by International Financial Reporting Standards (IFRS) and it should be read in conjunction with consolidated financial statements for the year ended December 31, 2025, as presented in the Universal Registration Document deposited under visa no D.26-0231 with the French Financial Markets Authority (AMF) on April 8, 2026.

All the amounts are presented in millions of euros unless otherwise indicated. Some totals may include rounding differences.

The unaudited consolidated financial information has been prepared in accordance with the International Financial Reporting Standards (IFRS) and International Financial Reporting Interpretations Committee (IFRIC) interpretations adopted by the European Union and applicable or authorized for early adoption from January 1, 2026.

The IFRS standards issued by the International Accounting Standards Board (IASB) that have not been adopted for use in the European Union are not applicable to the Group.

NOTE 2 - SIGNIFICANT TRANSACTIONS AND EVENTS FOR THE PERIOD

None.

NOTE 3 - CHANGES IN THE SCOPE OF CONSOLIDATION

The contributions to the Group's consolidated accounts of companies acquired since the end of 2024 were as follows:

2025	March 31	June 30	September 30	December 31
Full consolidation method				
APP	Balance sheet only	6 months' profit	9 months' profit	12 months' profit
Power Bus Way	Balance sheet only	6 months' profit	9 months' profit	12 months' profit
Performation	Balance sheet only	Balance sheet only	Balance sheet only	11 months' profit
Computer Room Solutions	Balance sheet only	Balance sheet only	Balance sheet only	9 months' profit
Linkk Busway Systems			Balance sheet only	6 months' profit
Amperio Project			Balance sheet only	Balance sheet only
Quitérios			Balance sheet only	5 months' profit
Cogelec				Balance sheet only
Avtron Power Solutions				2 months' profit

2026	March 31
Full consolidation method	
APP	3 months' profit
Power Bus Way	3 months' profit
Performation	3 months' profit
Computer Room Solutions	3 months' profit
Linkk Busway Systems	3 months' profit
Amperio Project	3 months' profit
Quitérios	3 months' profit
Cogelec	Balance sheet only
Avtron Power Solutions	3 months' profit
Green4T	Balance sheet only
Kratos Industries	Balance sheet only
TES	Balance sheet only

During the first three months of 2026, the main acquisitions were as follows:

- Green4T, 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 Industries, a U.S. specialist in low and medium voltage power distribution systems. Based in Denver, Colorado, in the United States, Kratos Industries employs nearly 325 people and generates annual sales of around \$100 million;
- TES, a European specialist in power distribution systems. Based in Cookstown, United Kingdom, the company employs 280 people and generates close to €85 million in annual revenue.

NOTE 4 - INVENTORIES

Inventories are as follows:

(in € millions)	March 31, 2026	December 31, 2025
Purchased raw materials and components	726.0	686.9
Sub-assemblies, work in progress	293.0	246.4
Finished products	850.3	801.4
Gross value at the end of the period	1,869.3	1,734.7
Impairment	(282.7)	(268.0)
NET VALUE AT THE END OF THE PERIOD	1,586.6	1,466.7

NOTE 5 - TRADE RECEIVABLES

Trade receivables are as follows:

(in € millions)	March 31, 2026	December 31, 2025
Trade receivables	1,595.6	1,329.4
Impairment	(105.2)	(102.5)
NET VALUE AT THE END OF THE PERIOD	1,490.4	1,226.9

NOTE 6 - SHARE CAPITAL

Share capital as of March 31, 2026, amounted to €1,048,982,932 represented by 262,245,733 ordinary shares with a par value of €4 each, for 262,245,733 theoretical voting rights and 261,364,529 exercisable voting rights (after subtracting shares held in treasury by the Group as of this date).

Changes in share capital in the first 3 months of 2026 were as follows:

	Number of shares	Par value	Share capital (euros)	Premiums (euros)
As of December 31, 2025	262,245,733	4	1,048,982,932	110,351,249
As of March 31, 2026	262,245,733	4	1,048,982,932	110,351,249

As of March 31, 2026, the Group held 881,204 shares in treasury, versus 612,474 shares as of December 31, 2025, i.e. 268,730 additional shares corresponding to:

- the net acquisition of 250,000 shares outside of the liquidity contract at a cost of €37.4 million mainly for

transfer under performance share plans and employee share ownership plans;

- the net purchase of 18,730 shares under the liquidity contract that led to a cash outflow of €2.3 million.

	Number of shares	of which number of shares held by the Group
As of December 31, 2025	262,245,733	612,474
Transfer to employees		0
Share buybacks		250,000
Transactions under the liquidity contract		18,730
Shares cancellation		0
As of March 31, 2026	262,245,733	881,204
of which for transfer to employees		798,624
of which liquidity contract		82,580
of which for shares cancellation		0

NOTE 7 - LONG-TERM AND SHORT-TERM BORROWINGS

7.1 LONG-TERM BORROWINGS

Long-term borrowings can be analyzed as follows:

(in € millions)	March 31, 2026	December 31, 2025
Negotiable commercial paper	500.0	321.5
Bonds	5,037.9	5,034.5
Lease financial liabilities	340.8	344.5
Other borrowings	460.8	393.8
Long-term borrowings excluding debt issuance costs	6,339.5	6,094.3
Debt issuance costs	(33.8)	(35.0)
TOTAL	6,305.7	6,059.3

7.2 SHORT-TERM BORROWINGS

Short-term borrowings can be analyzed as follows:

<i>(in € millions)</i>	March 31, 2026	December 31, 2025
Negotiable commercial paper	141.5	0.0
Bonds	0.0	400.0
Lease financial liabilities	91.1	89.1
Other borrowings	72.3	55.4
TOTAL	304.9	544.5

NOTE 8 - SEGMENT INFORMATION

In accordance with IFRS 8, operating segments are determined based on the reporting made available to the chief operating decision maker of the Group and to the Group's management.

Given that Legrand's activities are carried out locally, the Group is organized for management purposes by countries or groups of countries which have been allocated for internal reporting purposes into three operating segments:

- Europe, mainly including Benelux, France, Germany, Iberia (Portugal and Spain), Ireland, Italy, Poland, Scandinavia, Turkey, and the United Kingdom;

- North and Central America, including Canada, Mexico, the United States, and Central American countries; and

- Rest of the World, including Australia, China, India, Malaysia and South America (in particular Brazil, Chile and Colombia).

These three operating segments are under the responsibility of three segment managers who are directly accountable to the chief operating decision maker of the Group.

3 months ended March 31, 2026

(in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales to third parties	996.1	1,152.1	389.4	2,537.6
Cost of sales	(447.2)	(577.4)	(231.0)	(1,255.6)
Administrative and selling expenses, R&D costs	(337.9)	(321.0)	(97.7)	(756.6)
Other operating income (expenses)	(20.3)	(17.6)	(2.3)	(40.2)
Operating profit	190.7	236.1	58.4	485.2
- of which acquisition-related amortization, expenses and income				
- accounted for in administrative and selling expenses, R&D costs	(12.7)	(24.4)	(2.4)	(39.5)
- accounted for in other operating income (expenses)	0.0	0.0	0.0	0.0
- of which goodwill impairment	0.0	0.0	0.0	0.0
Adjusted operating profit	203.4	260.5	60.8	524.7
- of which depreciation and impairment of tangible assets	(21.1)	(6.6)	(7.9)	(35.6)
- of which amortization and impairment of intangible assets	(3.7)	(0.2)	(0.3)	(4.2)
- of which amortization and impairment of development costs	(6.1)	0.0	(0.3)	(6.4)
- of which amortization and impairment of right-of-use assets	(9.8)	(8.6)	(6.4)	(24.8)
- of which restructuring costs	(4.4)	(2.7)	(2.0)	(9.1)
Capital expenditure	(14.0)	(7.8)	(8.4)	(30.2)
Capitalized development costs	(5.7)	0.0	(0.5)	(6.2)
Net tangible assets	591.0	196.4	174.1	961.5
Total current assets	2,868.8	1,607.7	1,016.0	5,492.5
Total current liabilities	1,445.1	845.0	516.2	2,806.3

3 months ended March 31, 2025

(in € millions)	Europe	North and Central America	Rest of the World	Total
Net sales to third parties	974.0	940.5	363.3	2,277.8
Cost of sales	(433.2)	(446.9)	(203.7)	(1,083.8)
Administrative and selling expenses, R&D costs	(318.5)	(301.1)	(96.0)	(715.6)
Other operating income (expenses)	(14.8)	(22.3)	(7.1)	(44.2)
Operating profit	207.5	170.2	56.5	434.2
- of which acquisition-related amortization, expenses and income				
· accounted for in administrative and selling expenses, R&D costs	(12.2)	(21.9)	(2.1)	(36.2)
· accounted for in other operating income (expenses)	0.0	0.0	0.0	0.0
- of which goodwill impairment	0.0	0.0	0.0	0.0
Adjusted operating profit	219.7	192.1	58.6	470.4
- of which depreciation and impairment of tangible assets	(20.0)	(6.5)	(7.2)	(33.7)
- of which amortization and impairment of intangible assets	(3.2)	(0.4)	(0.6)	(4.2)
- of which amortization and impairment of development costs	(5.0)	0.0	(0.4)	(5.4)
- of which amortization and impairment of right-of-use assets	(8.5)	(7.7)	(5.3)	(21.5)
- of which restructuring costs	(6.4)	(6.4)	(3.9)	(16.7)
Capital expenditure	(14.4)	(7.6)	(4.5)	(26.5)
Capitalized development costs	(6.3)	0.0	(0.4)	(6.7)
Net tangible assets	570.5	168.8	153.4	892.7
Total current assets	3,417.0	1,209.0	830.7	5,456.7
Total current liabilities	1,704.8	632.6	476.7	2,814.1

NOTE 9 - SUBSEQUENT EVENTS

In April 2026, Legrand achieved the acquisition of Keydak, a leading Chinese rack manufacturer based in Guangzhou. The company employs more than 330 people and generates annual revenue of more than €60 million.