



# LETTER TO SHAREHOLDERS

## OUR FINANCIAL RESULTS 2025 FIRST-QUARTER

€2,277.8MM

### Sales

Sales grew +12.3% from the same period of 2024, including +76% organic growth driven by datacenters and a +3.3% scope effect from acquisitions

€188.1MM

### Free cash flow

8.3% of sales

€470.4MM

### Adjusted operating profit

Up +13.1% compared to the first quarter of 2024

€293.3MM

### Net profit

Representing 12.9% of sales, up +6.3% compared to the first quarter of 2024

€3.0Bn

### Net debt

20.7%

### Operating margin

Up +0.2 points compared to the first quarter of 2024

1.5x

### Net debt to EBITDA ratio at end of Q1 2025

Based on EBITDA over the last twelve months



**BENOIT COQUART**  
Chief Executive Officer

"Our results for the first quarter of 2025 are very solid and in line with our expectations, in terms of sales, margins and free cash flow.

We are actively pursuing the implementation of our strategic plan with, for example, **an acceleration of our development in datacenters**, which accounted for 20% of our proforma sales in 2024; the acquisition of three very fine companies, in the Netherlands, in Australia and in Malaysia, which will be supplemented by other transactions in the coming quarters; or **the launch of our 6th CSR roadmap covering 2025-2027**.

Confident in our ability to execute and adapt, and despite a volatile environment due to customs policies, we confirm our annual targets as defined at the beginning of the year, and are **fully on track to achieve our 2030 ambitions.**"



## OUR ACQUISITIONS



### COMPUTER ROOM SOLUTIONS (CRS)

CRS is a leading player in the design, development, manufacturing and commissioning of **white space infrastructure for datacenters** (including structural ceilings, airflow optimization containment, and mechanical walls).

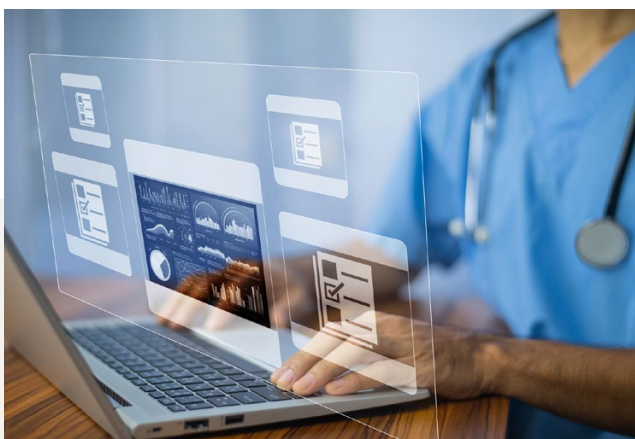
Based in Mascot, Sydney, CRS employs nearly 80 people with an annual revenue of around €30 million. The innovative solutions offered by CRS solutions ideally complement Legrand's portfolio of offerings in both white and grey spaces in this geography.



### PERFORMANCE

This acquisition, combined with that of Enovation announced in April 2024, marks the Group's first entry into the highly promising connected healthcare market — a **perfect complement to Legrand's existing positions in assisted living**.

Based in Zeist, Performance has over 140 employees, with nearly 60 dedicated to R&D, and annual sales in excess of €20 million



### LINKK BUSWAY SYSTEMS

Linkk Busway Systems is an Asian reference specialist in power busbars, particularly for datacenters grey space.

Based in Malaysia, in Beranang, Selangor, Linkk Busway Systems employs over 240 people and generates an annual revenue of around €45 million.





## TOPIC

# LAUNCH OF THE 6TH CSR ROADMAP 2025–2027



**VIRGINIE GATIN**  
Executive VP CSR

"Fully aware of its responsibility, Legrand has chosen an **ambitious CSR strategy**, which translates in its new Roadmap into five areas of action: promoting diversity and inclusion; mitigating climate change; developing a more circular economy; serving our customers and being a responsible business.

Even though **our CSR commitment is regularly praised by non-financial rating agencies and benchmarks**, we know we still have a lot to do to meet the global challenges of sustainable development and the expectations of our stakeholders. This is why in **our new CSR Roadmap, the Group's sixth, we have set ourselves even more ambitious targets for the next three years**. Thus, we have put circular economy at the heart of our action, making eco-design a priority.

We are also stepping up our efforts to listen to customers and improve customer experience. Not forgetting, of course, regularly reporting on our performance."

*With our new CSR Roadmap,  
we reaffirm our commitment to have  
a positive and sustainable impact  
on the world around us.*

The investors CSR digital event held on March 25, 2025, was the opportunity for Legrand to launch its 6th CSR roadmap for the period 2025-2027. In the presence of Benoît Coquart (CEO), Virginie Gatin (EVP CSR), Franck Lemery (CFO), and Ronan Marc (CVP Investor Relations, Financing and Treasury).

The event was broadcast live and is available for replay on the Group's website.





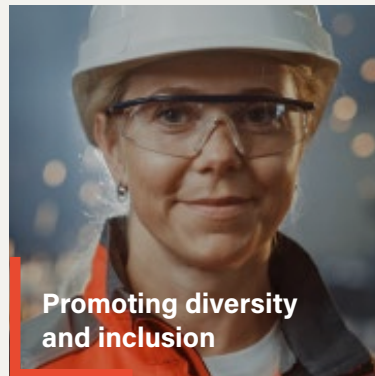


# TOPIC

## LAUNCH OF THE 6TH CSR ROADMAP 2025–2027 (CONTINUATION)

### OUR 5 AREAS OF ACTION TO IMPROVE LIVES

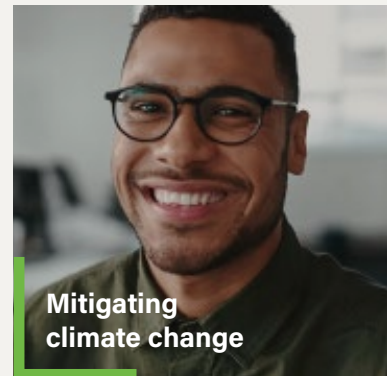
Integrated in our strategy, our CSR commitments are structured around five areas of action which include the most material challenges for the Group and its stakeholders.



**Promoting diversity and inclusion**



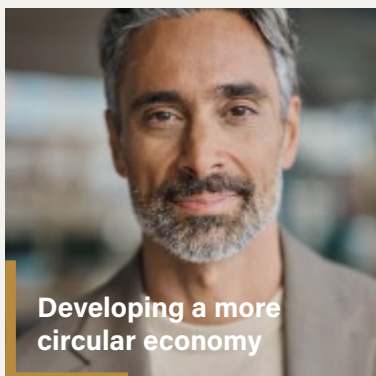
For Legrand, diversity and inclusion are a source of sustainable performance and prosperity.



**Mitigating climate change**



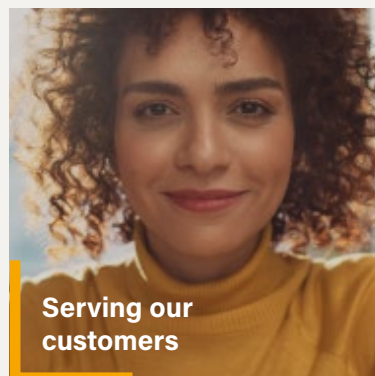
Reducing the Group's carbon footprint is a key priority in order to fight climate change.



**Developing a more circular economy**



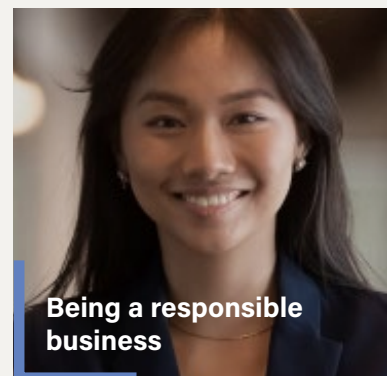
Adopting the principles of a circular economy into Legrand's activities is at the heart of the Group's sustainable development approach.



**Serving our customers**



Putting our customers at the heart of our concerns is essential if we are to meet their expectations.



**Being a responsible business**



Listening to and respecting stakeholders constitutes the foundation of Legrand's development model.

### AMBITIONS 2030 :

Legrand's 6th CSR roadmap is fully aligned with its 2030 ambitions, which, in addition to the financial ambitions presented at the Investor Day held in September 2024, aim to:

- reach **1/3** of key management positions (Hay Grade 20 and above) held by women (vs. 27.8% in 2024),
- reduce GHG emissions by **-42%** for Scopes 1&2 and by **-25%** for Scope 3<sup>1</sup>,
- eliminate **100%** of plastics in primary and secondary Legrand packaging,
- enable its customers to avoid the emission of **70 million tons of CO<sub>2</sub>** through its energy efficiency products and services (Scope 4) between 2020 and 2030,
- ensure **80% of its revenue is generated** from eco-responsible solutions<sup>2</sup>.

1. Current scope basis compared to 2022

2. Through their use as part of our energy efficiency solutions, or covered by a Product Sustainability Profile - PSP



## KEY HIGHLIGHTS



### FOUR 2025 IF DESIGN AWARDS

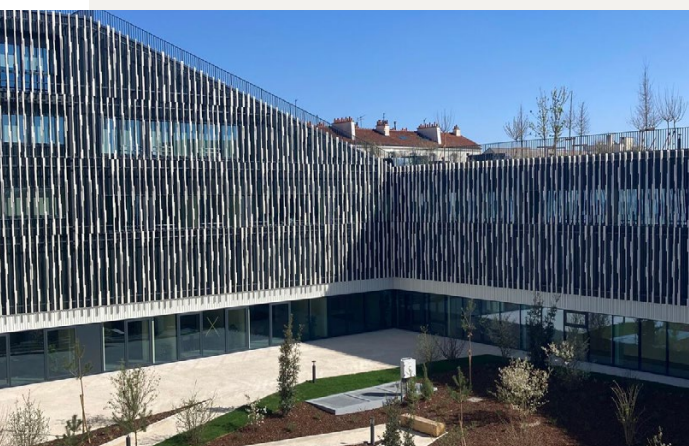
Legrand's designers were recognized for their commitment to creating solutions that improve users' lives, earning praise from the international jury of the IF Design Awards in the Building Technology category.

Legrand Pro App, Arteur Advance, and Linea 5 stand as strong examples of the Group's **ability to seamlessly combine physical and digital experiences**.

### 2025 COMBINED GENERAL MEETING

The General Meeting was held on Tuesday, May 27, 2025, at "Châteauform' le 28 George V" in Paris.

During the Meeting, **all resolutions were adopted by a very large majority**. The Executive Team detailed the Group's value-creating strategic model, along with its strong financial and operational, and its commitments in terms of Corporate Social and Environmental Responsibility.



### LEGRAND CAMPUS PARIS, DISCOVERING THE NEW SITE IN BAGNOLET

**Date:** December 3, 2025

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

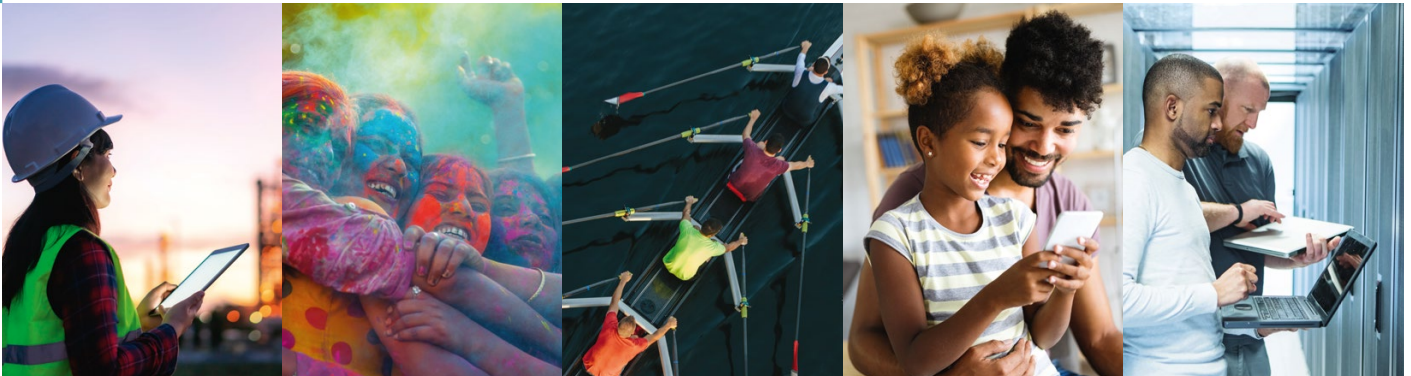
Legrand invites you to discover its new site, designed with a sustainable approach and focused on user and employee comfort.

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 shareholders*

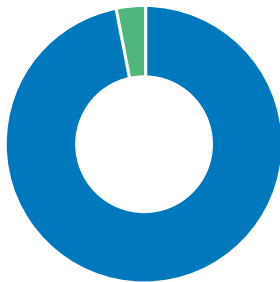


## SHAREHOLDER'S NOTEBOOK



### OWNERSHIP STRUCTURE AS AT MARCH 31, 2025

- Floating: 96.98%
- Managers and employees\*: 2.97%
- Self detention: 0.05%



\*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 05/27/2025

### 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.*

#### BY E-MAIL

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#### WEBSITE

**www.legrandgroup.com/en**  
(section "Investors & Shareholders")

#### BY MAIL

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### YOUR UPCOMING EVENTS

**JULY 31, 2025**

2025 First-Half Results

**NOVEMBER 6, 2025**

2025 Third-Quarter Results