

Q1 2026 Sales

April 28, 2026



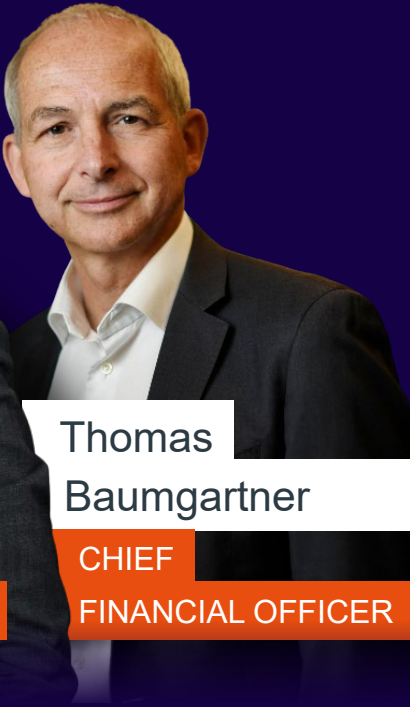
Salvador Lamas

CHIEF
OPERATING OFFICER



Luc Themelin

CHIEF
EXECUTIVE OFFICER



Thomas
Baumgartner

CHIEF
FINANCIAL OFFICER

Key highlights of the quarter, in line with expectations

€296m

Q1 2026
sales

Return to quarterly
organic growth

+3.1%

Robust growth in
Electrical Power

Organic growth

+8.7%

Still significant
exchange rate impact

-€17m

Positive momentum
in North America

Organic growth

+8.2%

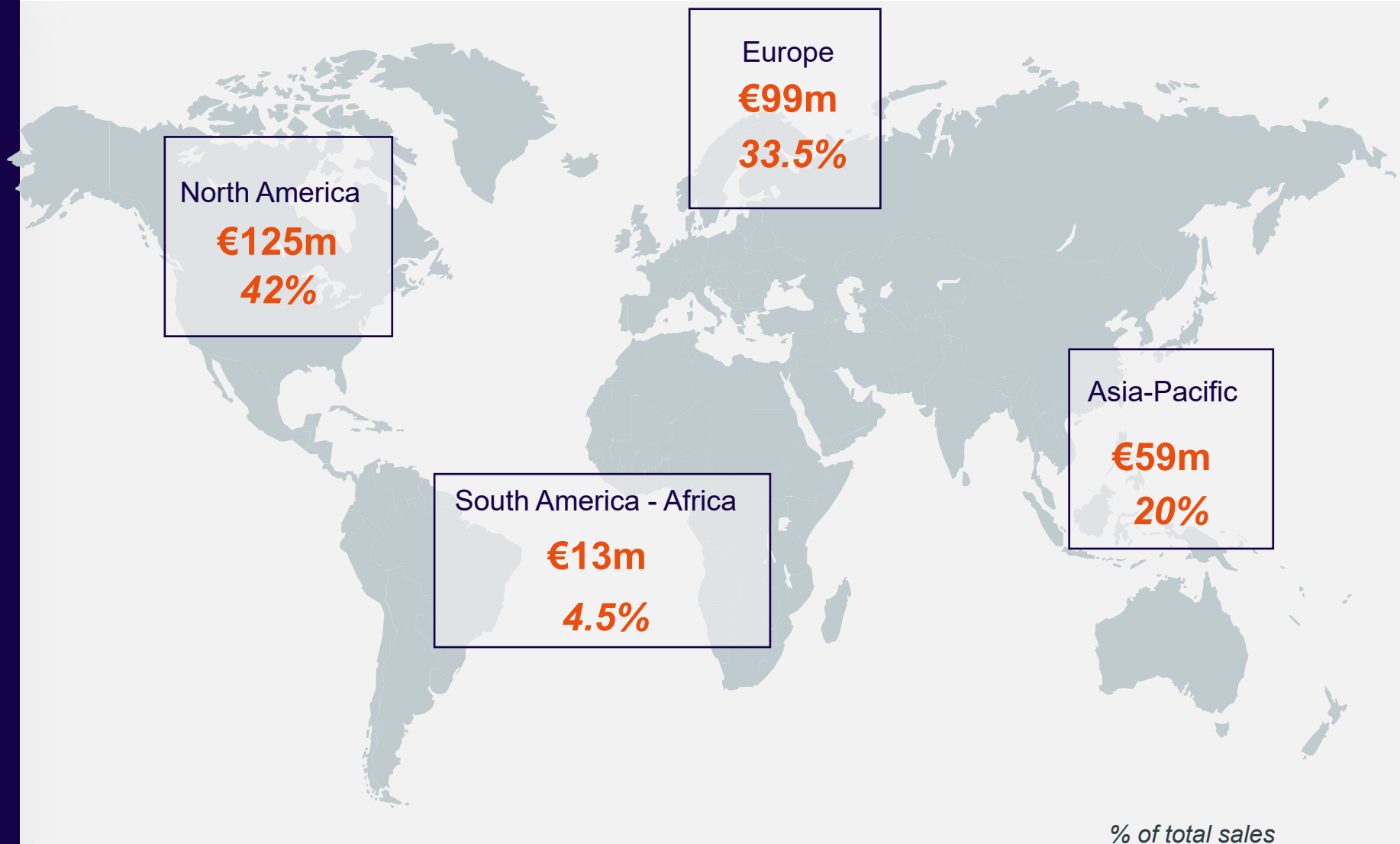
Growth driven by North America; Asia up slightly

**ORGANIC
GROWTH
+3.1%**

+8.2%
North America

+1.9%
Asia Pacific

-3.2%
Europe



Robust growth in Electrical Power

+8.7%
Electrical Power



Growth driven by Grid Quality and data-centers

-1.4%
Advanced
Materials



Low activity levels in solar and chemical partly offset by growth in rail, aeronautics and semiconductors

**ORGANIC
GROWTH**

Key business highlights of the quarter

**Strong sales for US
electrical distribution**

**Data centers and
grid quality**

**HCl synthesis unit for
sustainable lithium
(Vulcan Energy)**

EV Battery

**Collaboration with
Terra Innovatum**

**Small Modular
Reactor - Nuclear**

**Electrical Protection
solutions in Korea**

**Battery Energy
Storage**

Confirmation of 2026 Guidance

Main hypothesis:

→ Significant increase in copper and silver prices, offset by price adjustments – effective mostly in the second half of the year

ORGANIC GROWTH OF SALES

BETWEEN

2% and **6%**

Stronger growth in H2
vs H1

EBITDA MARGIN BEFORE NON- RECURRING ITEMS

16%
+/-50bps

OPERATING MARGIN BEFORE NON- RECURRING ITEMS

8.5%
+/-50bps

INDUSTRIAL CAPEX

BETWEEN

€90m and
€100m

Questions