

IMPACT



Half Year 2025 Results - July 31, 2025

Strong revenue growth in H1; accelerated momentum entering H2
FY25 Target reaffirmed

Life Is On

Schneider
Electric



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Disclaimer

All forward-looking statements are Schneider Electric management's present expectations of future events and are subject to a number of factors and uncertainties that could cause actual results to differ materially from those described in the forward-looking statements. For a detailed description of these factors and uncertainties, please refer to the section "Risk Factors" in our Universal Registration Document (which is available on www.se.com). Schneider Electric undertakes no obligation to publicly update or revise any of these forward-looking statements.

This presentation includes information pertaining to our markets and our competitive positions therein. Such information is based on market data and our actual revenues in those markets for the relevant periods. We obtained this market information from various third-party sources (industry publications, surveys and forecasts) and our own internal estimates. We have not independently verified these third-party sources and cannot guarantee their accuracy or completeness and our internal surveys and estimates have not been verified by independent experts or other independent sources.

HY 2025 Business Highlights



Olivier Blum | CEO

#1 for the 2nd consecutive year as the world's most sustainable company in 2025

Schneider Electric
Ranked #1



Our purpose:

Schneider's purpose is to **create Impact** by empowering all to make the most of our energy and resources, bridging progress and sustainability for all.

At Schneider, we call this **Life Is On**.

Our mission:

Our mission is to be the trusted partner in **Sustainability and Efficiency**.

Focused execution drives strong revenue growth in Q2

GROUP

Q2'25 revenues

€10bn

Q2 org. growth

+8.3%

BY BUSINESS

Energy Management

Q2'25 revenues

€8bn

Q2 org. growth

+10.5%

Industrial Automation

Q2'25 revenues

€2bn

Q2 org. growth

-1.1%

Delivered performance aligned with expectations in H1 with higher contribution expected in H2

GROUP

Revenues

€19.3bn

+8% org.

Adjusted EBITA

€3.5bn

+7% org.

Adjusted Net Income
(Group share)

€2.2bn

+6% org.

Gross margin

42.4%

-90bps org.

Adjusted EBITA margin

18.2%

-10bps org.

Free Cashflow

€0.5bn

-23%¹

1. Adjusted for the one-time impact of a fine paid in relation to a legal case in France

End-markets remain strong for medium and long-term on structural drivers of growth

Data Centers & Networks

>10%

2023-27 CAGR*

Key trends in focus:

- Artificial Intelligence
- Power distribution
- Liquid Cooling



Current market dynamic

\$2.5bn

Liquid cooling market estimate for 2025

Buildings

+4% to +5%

2023-27 CAGR*

Key trends in focus:

- Decarbonization
- Digitalization
- Prosumer



Current market dynamic

75%

of the EU building stock is energy inefficient

Industry

+5% to +6%

2023-27 CAGR*

Key trends in focus:

- Reshoring & megaprojects
- Process electrification
- Software-defined automation



Current market dynamic

40%

The industry sector made up nearly 40% of total growth in electricity demand in 2024

Infrastructure

+5% to +7%

2023-27 CAGR*

Key trends in focus:

- Big government funding
- Digitalization / Real-time data
- Modernization & Resilience



Current market dynamic

x2

End-use investment in electrification over last decade

* Estimated market growth as of 2023 CMD

Specific focus areas in coming quarters

Energy Management

Innovation and technology

Offerings for New Energy Landscape

SF₆-free and Motivair at scale

Execute record-high backlog

Industrial Automation

Capture growth from Discrete in H2

Transition completion at AVEVA

Software-defined automation at scale

Margin recovery

Digital and Field Services expansion

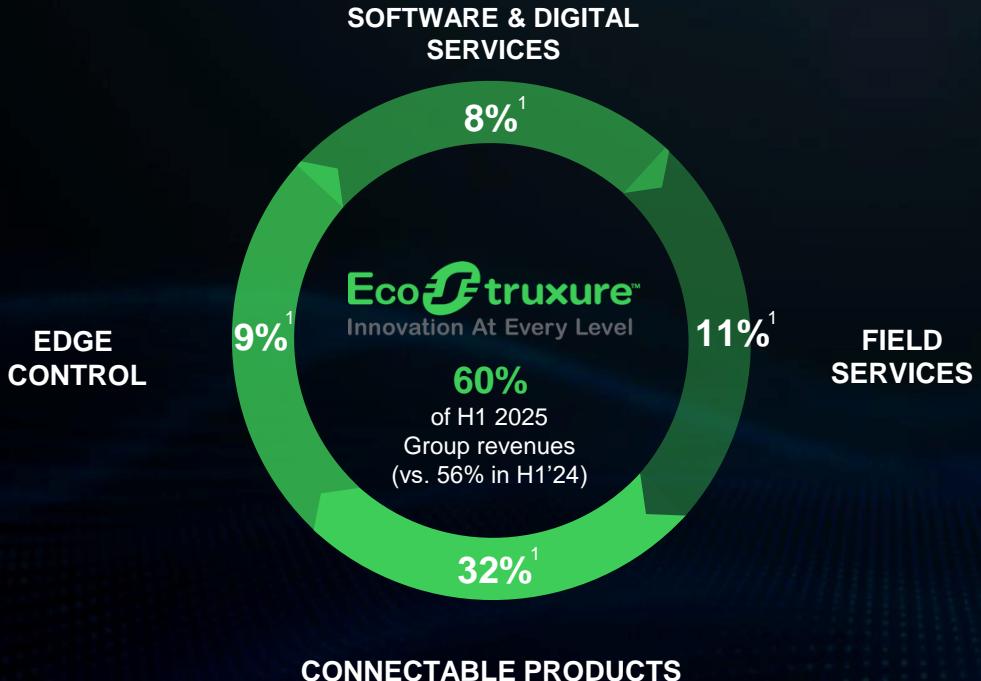
Buildings | Data Centers | Industry | Infrastructure

Pricing & Productivity

Fast decision
& Agility in
resource allocation

Multi-hub for customer proximity
and team empowerment

Digital Flywheel driving strong growth, +4pts in % of Group revenues vs. H1 2024



Key achievements of H1 2025:

- Innovation and AI deployment driving strong growth in Connectable Products
- Edge Control seeing good growth; traction for BMS across segments and IA trends improving
- Digital Services performing strongly, enabled by AI; agnostic Software² continues transition to subscription
- Recurring revenue in agnostic Software² at 78% (vs. 76% in H1'24), on track to reach 80% by 2027
- Good growth in Field Services led by Energy Management

1. % of H1 2025 Group revenues

2. Agnostic Software comprises AVEVA, ETAP and RIB Software

Reinforcing our multi-hub strategy with 100% ownership of India JV

€5.5bn

To acquire the remaining 35% stake of Schneider Electric India Private Limited from Temasek

India has been delivering **strong revenue and margin growth** since the initial acquisition of L&T E&A:

3rd largest country for the Group - €2.5bn revenues in FY 2024¹

"2 brands 2 sales" strategy

One of the 4 hubs of the Group

Key market for domestic & export

Our ambition for Schneider Electric in India

Organic Sales growth engine
Double-digit CAGR

Leadership across end-markets
From mega cities to rural

Cutting edge Smart Manufacturing
Country / Region and beyond

Innovation in product franchise
R&D excellence

Driving force in AI applications
External & Internal

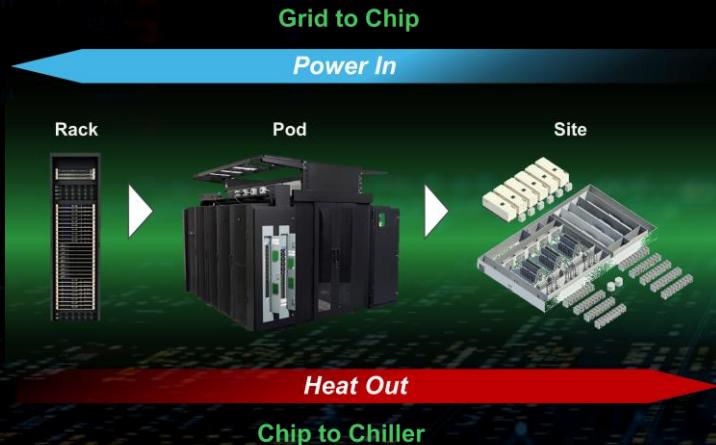
Expanding capacity by 2.5x to 3x to serve India and beyond

Opportune timing to take **full control** and capitalize on **future value creation** given India's economic tailwinds

1. In 2024, sales in India were €2.5 billion across subsidiaries, while Schneider Electric India Private Limited had statutory revenues of €1.8 billion (including export sales)

Driving the future of data center designs from grid to chip and chip to chiller

- Our solution covers **grid-to-chip** and **chip-to-chiller** infrastructure, monitoring and management software, and services
- For operational optimization to support the global deployment of AI workloads



motivair™

From room to row, rack to chip, Motivair provides a full spectrum of cooling solutions for all Data Center & IT applications:



Coolant Distribution
Units (CDUs)



ChilledDoor® Rack
Cooling System



Motivair Dynamic®
Cold Plate

Address **global**
cooling market

U.S. **manufacturing footprint**
expansion

Accelerating the development and deployment of AI factories at scale with NVIDIA



Partnering with NVIDIA as a Solution Advisor Consultant Partner

R&D initiatives underscore companies' commitment to co-developing new cooling, power, building management and control systems for digital and physical AI data centers



GTM Alignment

NVIDIA's DGX-Ready partners co-delivering training, playbooks, and enablement for AI-ready data centers

Joint presence at key events to drive visibility and pipeline. Schneider Electric featured by NVIDIA CEO Jensen Huang at GTC San Jose and GTC Paris

Engineering Design-work

GB200 Designs released Dec '24

GB300 Designs released July '25

Exploring 800V HVDC architecture, reducing conversion losses and simplifying infrastructure

First Controls System Architecture Design set for release July 2025

ETAP / Omniverse Integration

Power system digital twin integration enables real-time simulation and optimization for AI factories

First interactive electrical digital twin demo targeted for **Dec 2025** launch

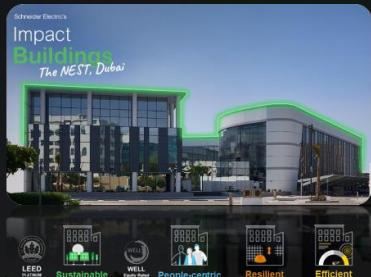
Leading in Buildings efficiency, leveraging BMS and AI in our own buildings and at customers' sites

<100kWh/m²/yr

~30% of average world buildings energy consumption

The NEST, Dubai:

powered by EcoStruxure platform and AI-driven systems



Technopole, France:

An exemplary building for Schneider Electric in France



Apollo Proton Cancer Centre, India:

Uninterrupted power to critical unit with 30% improvement in energy efficiency.



Sidara

150 Holborn, London:

Occupancy-based room conditioning delivering an **average of 22%** savings in operational energy use and carbon



Compelling Schneider Electric use cases to replicate at customers' site

EcoStruxure for Buildings

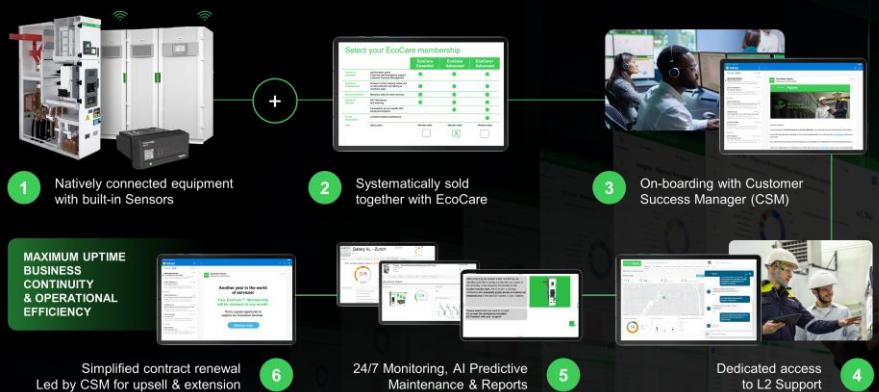
As the backbone for buildings **electrification** and **digitalization** for efficiency and sustainability

Planon

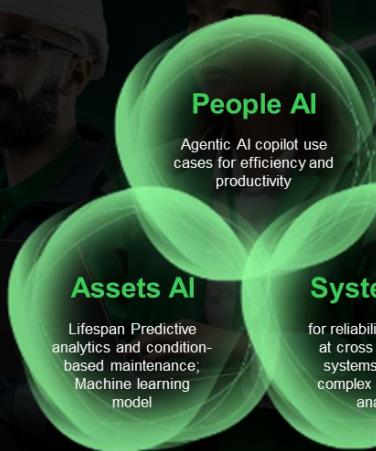
Leveraging Planon's leadership in **smart sustainable building management software**

Customer-centric integrated service offers with AI-powered best-in-class delivery

Capex to Opex to Recurring Experience



Setting the path to be best-in-class for Service delivery, with AI-powered workforce



Leveraging growing installed-base

Increased recurring revenues

Double Digit organic growth
CAGR, 2023-2027*

* Indicative growth expectation in Services given at 2023 CMD

Driving success for our customers



Infrastructure
India

THE CHALLENGE

Upgrade and transform Tata's power distribution network

SOLUTIONS

- Digital connectivity between hardware and EcoStruxure™ ADMS
- Unified interface with DMS and OMS modules contributing to operator's profitability

IMPACT

- Reduced the number and length of outages
- Minimized the estimated time it takes to bring operations back on stream



Data Center
Saudi Arabia

THE CHALLENGE

Deliver 144 MW hyperscale data center across 6 sites in two regions (Riyadh and Dammam)

SOLUTIONS

- Full tri-level EcoStruxure including prefab power modules, MV & LV switchgear, Building Operation Expert, AVEVA and Microgrid Solutions integrated via UoC

IMPACT

- Prioritized sustainability and energy efficiency
- The largest Services SLA contract across MEA



Industry
Australia

THE CHALLENGE

Design and build a hydrogen manufacturing plant providing expertise in engineering for hydrogen operations with full data integration

SOLUTIONS

- AVEVA Unified Engineering, PI System, Monitor and Control
- ETAP Digital Twin platform
- Schneider New Energies' Consulting

IMPACT

- Modular design enables scaled production lowering CapEx and avoiding traditional EPC models



Infrastructure
India

THE CHALLENGE

Modernize RVUN's power plant by providing open software defined automation and full end-to-end range of cybersecurity solutions

SOLUTIONS

- EcoStruxure™ Automation Expert
- End To End Cybersecurity solution

IMPACT

- Increased Availability and Reliability up to 99.99%

We continue to make responsible investments for the future

CAPACITY

2.6%

Tangible CapEx as % of revenues in H1'25

H1 2025 new announcements¹

- Dunavecse, Hungary SF₆-free RM AirSeT and LV distribution equipment
- Multiple sites, France MV and LV switchboards, switches & circuit breakers
- Chennai, India UPS, Power Distribution Units (PDU), cooling
- Buffalo, United States **motivar** liquid cooling
- Multiple sites, United States Supporting regional demand across data centers, utilities, manufacturing, and energy infrastructure

INNOVATION

6.1%

R&D cash spend as % of revenues in H1'25

2025 selected Hero Offers:



AI AT SCALE

365

AI-Hub employees

~40 AI-powered use-cases in operations and at scale improving internal efficiency & customer experience

- AI Inventory Optimization
- AI Credit Risk / Limit
- AI Distributor Sales
- Conversational Search
- CCC Lead Generator
- Tender Co-Pilot

~40 AI-powered features in operations and at scale incorporated in customers offers

- Energy Optimization for Microgrids
- Predictive Maintenance for Electrical assets
- HVAC Optimization for buildings
- PLC CoPilot
- Autonomous Quality with Vision
- Grid AI Assistant

1. Non-exhaustive view of industrial sites openings or expansions



Growing impact of our Sustainability program

2021-2025

SCHNEIDER

SUSTAINABILITY
IMPACT

CLIMATE

734M¹

SSI #2 - Help our customers save and avoid 800 million tonnes of CO₂ emissions

In Q2, Schneider Electric solutions enabled customers to surpass the threshold of 700 million tonnes of CO₂ emissions saved and avoided since 2018, a key milestone toward the year-end target. The addition of three new offers further strengthens momentum and amplifies the decarbonization impact.

TRUST

79%

SSI #6 – 100% of strategic suppliers who provide decent work to their employees

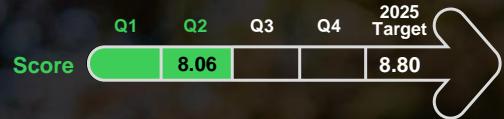
The Decent Work Program reached 79% in Q2 2025, showing strong progress compared to 40% in Q2 2024 – a year-over-year increase of +39 points. This improvement reflects significant compliance gains in the Middle East, East Asia & Japan, building on the solid foundation laid in 2024.

GENERATIONS

1M²

SSI #11 – Train 1 million people in energy management

The ambition of training 1 million people in energy management has now been reached, with 1,017,704 individuals trained. This milestone was supported by impressive results this quarter, including over 47,000 people trained in South America through the Energy Technical Training program, and more than 16,000 beneficiaries in Africa thanks to the Enactus partnership.



¹ Cumulated since 2018

² Cumulated since 2009



Our **Sustainability Impact** program received over 450 applications, and we are pleased to announce our 7 global winners who demonstrated their outstanding commitment to **building a more sustainable, electric, and digital future**

External recognition of our **IMPACT** in H1 2025



Corporate Knights & As You Sow's
**Carbon Clean
200 list**



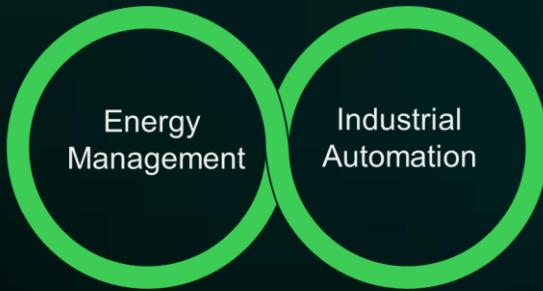
SOMMET
DES
LEADERS
— DE LA —
FINANCE



HappyIndex®Trainees



A differentiated value proposition – at the convergence of electrification and automation; IT and OT



Buildings | Data Centers | Industry | Infrastructure

etap

RIB

AV \equiv VA

One suite of agnostic Software for a complete Digital Twin



Design



Build



Operate & Maintain

- Cross-selling of complementary offers across electrification & automation technologies
- At the convergence of IT and OT with our open and agnostic software assets and leveraging AI
- Deep domain expertise in the targeted end-markets we address
- Supporting customers end-to-end, across the lifecycle of their assets and operations
- Software, Services, Sustainability acting as door-openers for full portfolio

HY 2025 Financial Performance Highlights

Hilary Maxson | CFO

H1 2025 Financial performance

H1 aligned with expectations, with seasonality in adj. EBITA margin and cash

Revenues

€19.3bn, +8% org.

H1 revenues driven by strong growth in Systems and Services business models

Gross Margin

42.4%, -90bps org.

Gross Margin impacted by adverse mix and lag in pricing

Adj. EBITA Margin

18.2%, -10bps org.

Responsible investment in strategic priorities, while cost control drives improved SFC/Sales ratio

Net Income (Group share)

€1.9bn, +2%

Net Income impacted by an impairment of investment in associate, growth in adjusted Net Income impacted by FX headwinds; +6% at constant currency

Adj. Net Income (Group share)

€2.2bn, -1%

Operating Cash Flow

€2.9bn, -5%

Strong operating cash flow despite timing impact on tax payments; Free cash flow impacted by payment of French fine and working capital needs

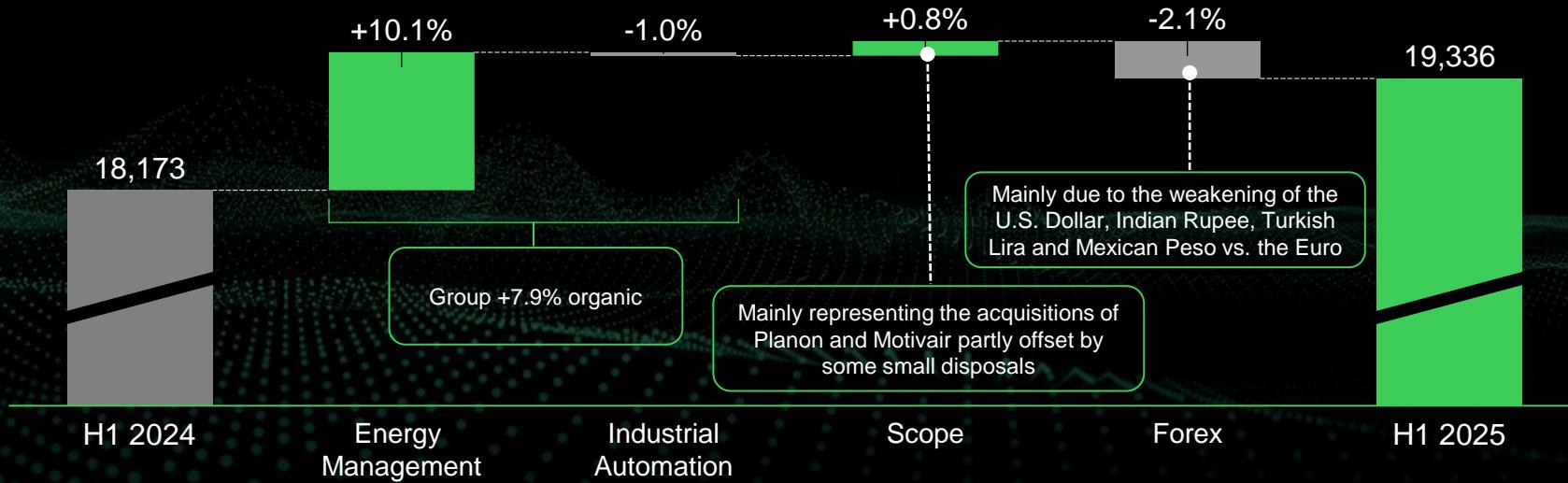
Free Cash Flow

€0.5bn, -23%¹

1. Adjusted for the one-time impact of a fine paid in relation to a legal case in France

Record revenues in H1 2025 up +8% organic

Analysis of Change in Group Revenues (in €m)

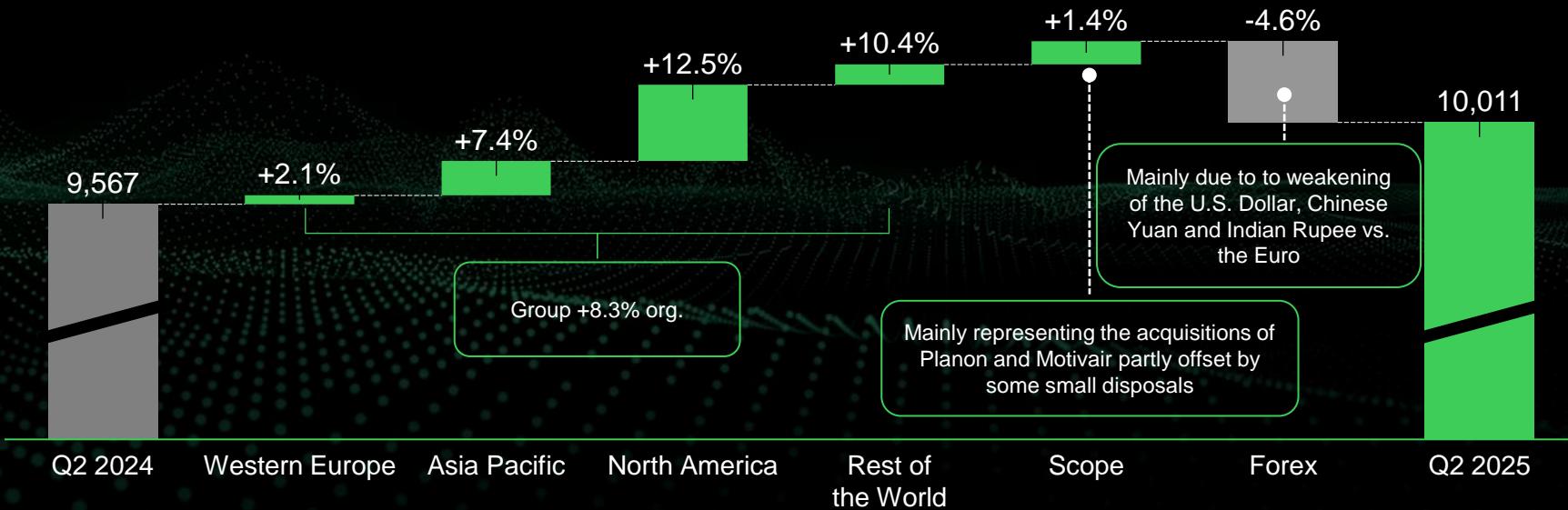


Based on current rates, the FX impact on FY 2025 revenues is estimated to be between -€1.25 billion to -€1.35 billion

The FX impact at current rates on adjusted EBITA margin for FY 2025 could be around -40bps

Strong Q2 2025 Group revenues up +8% organic

Analysis of Change in Group Revenues (in €m)



Growth in Q2 led by Systems and Services

PRODUCTS

48% of Q2 revenues

+2%

Q2 organic growth

- Energy Management up low-single digit with good growth across segments & geographies
- Good contribution across end-markets in India, offset by softness in Resi in North America & Western Europe
- Industrial Automation down low-single digit contrasted by offer and geography
- Progressive demand recovery in Discrete automation

SYSTEMS

33% of Q2 revenues

+17%

Q2 organic growth

- Energy Management grew strong double-digit across segments, with notable contribution from Data Centers
- Industrial Automation was down mid-single digit driven by timing of project execution in Process & Hybrid markets

SOFTWARE & SERVICES

19% of Q2 revenues

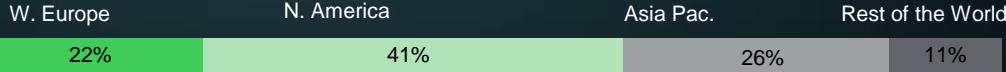
+11%

Q2 organic growth

- Agnostic software
- AVEVA: ARR up +12%, impacted by some deals slipping to Q3. Strong growth in SaaS partly offset by decline in perpetual license, as expected
- EM Software: up double-digit led by strong performance in multi-year on prem rental at ETAP, while RIB Software also grew despite subscription transition
- Services
- Digital Services: up double-digit, driven by EcoStruxure advisors and offers for Grid
- Field Services: Growing double-digit, led by performance in Data Center

Energy Management +10% Q2 org. growth

Split of Q2 2025
revenue by geography:



North America +15%

- Double-digit growth in U.S. led by Systems, up strong double-digit, primarily in Data Center supported by a large Building project and traction in WWW
- Services in U.S. grew double-digit
- Product growth in U.S. up low-single digit with weakness in Resi partly offsetting good growth in other segments
- Canada up strong double-digit, led by Data Center
- Mexico declined sharply impacted by trade uncertainty

Rest of the World +11%

- Middle East & Africa up double-digit, led by systems growth in Saudi Arabia and UAE, supported by strong growth across business models in Egypt
- South America up high-single digit, with strong growth in Chile, while Argentina declined
- Central & Eastern Europe up mid-single digit supported by project execution in electrical utilities

Western Europe +3%

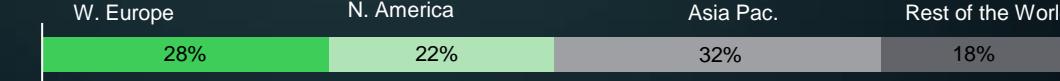
- Strong growth in Spain, solid contribution from Italy and France
- Germany up slightly, while U.K. declined
- Good growth in Systems across the region, including execution on Data Center projects in Spain, Italy and France, despite overall environment of project delays
- Continued softness in Resi buildings, notably in U.K.
- Good growth across rest of the region, led by Data Center project in Belgium

Asia Pacific +11%

- India grew strong double-digit, led by products, reflecting breadth of offer across end-markets and successful multi-brand strategy
- China was up mid-single digit, led by strength in Data Center and with contributions from Industry and Infra. Buildings market remained subdued
- Australia grew double-digit driven by Data Center, with Resi also contributing
- Rest of the region up high-single digit in aggregate, with notable contributions from Indonesia, Japan and Vietnam

Industrial Automation -1% Q2 org. growth

Split of Q2 2025
revenue by geography:



North America -3%

- U.S. down slightly, with strong growth at AVEVA offset by continued softness in Discrete and a high base in Process & Hybrid
- Canada around flat
- Mexico saw declines, primarily in Process automation due to lower activity with a customer in the E&C segment

-3%

Rest of the World +8%

- Double-digit sales growth in Process & Hybrid across the region, led by E&C projects in Middle East and strong growth in South America
- Software sales at AVEVA up double-digit, primarily in Middle East and South America
- Sales growth in Discrete automation grew mid-single digit, with strong contributions from Brazil, Egypt and countries in the Gulf region, while Argentina declined

+8%

Western Europe 0%

- Strong growth at AVEVA led by performance in Switzerland
- Sales growth in Discrete automation around flat sequentially, with performance varied by country
- Process automation down against double-digit base and with weak market notably in E&C
- Strong growth in Italy led by AVEVA and in Discrete, while France around flat
- Germany down with weak E&C and lower activity with OEMs following strong Q1

Asia Pacific -5%

- Low-single digit decline in Discrete automation and weakness in Process & Hybrid across the region
- China slightly positive in Discrete but down sharply in smaller Process & Hybrid, leading to mid-single digit decline overall
- India down due to weakness in Discrete markets
- Japan down while Korea was around flat

Adj. EBITA Margin at 18.2%, -10bps organic

In €m	H1 2024	H1 2025	Reported change	Organic change
Revenues	18,173	19,336	+6.4%	+7.9%
Gross Profit	7,889	8,202	+4.0%	+5.6%
Gross Margin (%)	43.4%	42.4%	-100bps	-90bps
SFC ¹	(4,506)	(4,692)	+4.1%	+4.6%
SFC ¹ Ratio (% Revenues)	24.8%	24.3%	+50bps	+80bps
Adjusted EBITA	3,383	3,510	+3.8%	+6.9%
Margin %	18.6%	18.2%	-40bps	-10bps
R&D/Sales ratio	5.6%	5.8%	+20bps	+10bps

Energy Management Industrial Automation

21.5%
c.-50bps
org.

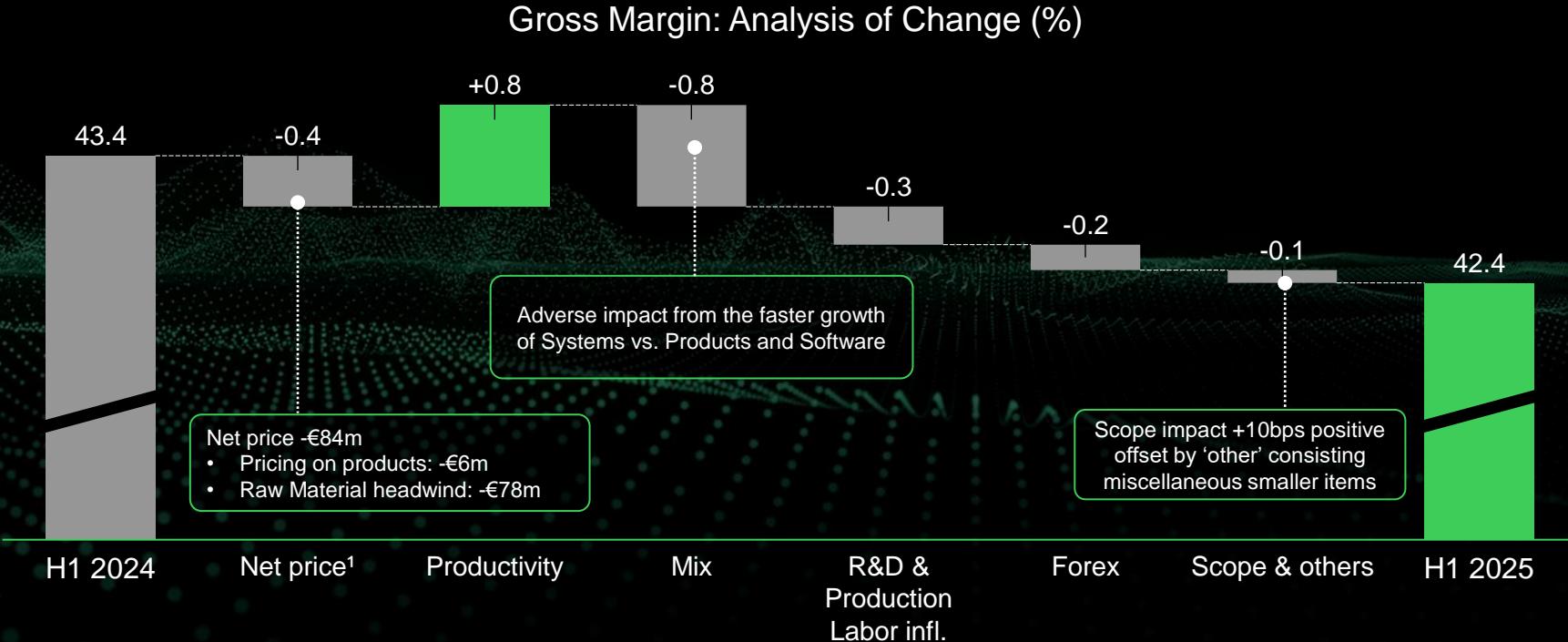
13.7%
c.-120bps
org.

- SFC higher by +4.6% organic mainly due to investment in the Group's strategic priorities and inflation, partly offset by cost savings initiatives
- SFC/Sales ratio improves from 24.8% to 24.3% with a strong positive organic improvement of +80bps, partly offset by FX headwinds

- R&D costs in P&L up +10% organic meaning R&D/Sales ratio increases to 5.8% up +10bps organic
- On a cash basis, R&D spend increased to 6.1% of sales, up from 5.9% in H1 last year

¹. Support Function Costs

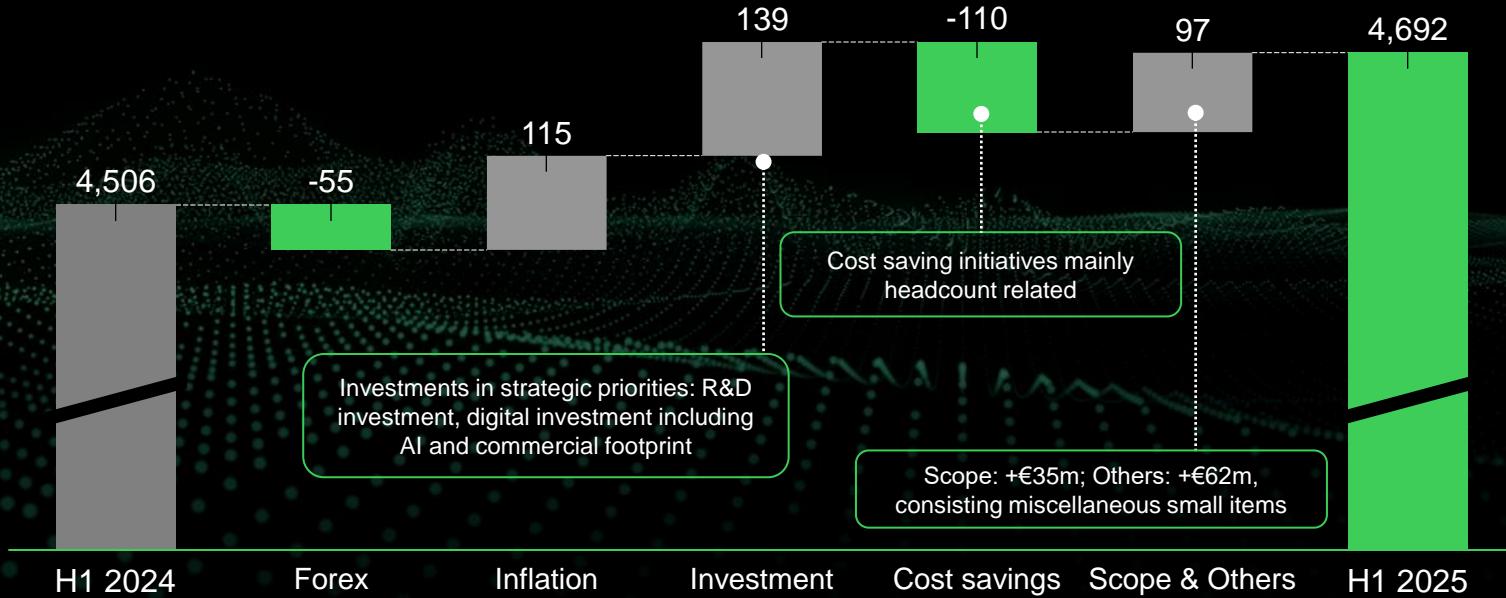
Gross Margin: -90bps organic change



1. Price on products and total raw material impact

SFC: Responsible investment in strategic priorities while ensuring close control of discretionary cost

Analysis of Change of SFC (in €m)



Adjusted Net Income of €2.2bn up +6% organic

In €m	H1 2024	H1 2025	Reported change	Organic change
Adjusted EBITA	3,383	3,510	+4%	+6.9%
Other operating income and expenses	(125)	9		
Restructuring costs	(59)	(63)		
Amortization & imp. of purchase accounting intangibles	(194)	(233)		
EBIT	3,005	3,223	+7%	
Net financial income/(loss)	(167)	(248)		
Income tax	(667)	(714)		
Profit/(loss) of associates and non-controlling interests	(69)	(74)		
Impairment of investment in associates	(220)	(274)		
Net income (Group share)	1,882	1,913	+2%	
Adjusted Net income (Group share)¹	2,243	2,228	-1%	+5.8%
Adjusted Earnings per share¹	4.01	3.97	-1%	+5.5%

Consisting mainly of a gain on Qmerit minority buyout, partly offset by some M&A and integration costs. H1'24 included some M&A and integration costs and some legal provisions

€39m higher than H1'24 due to amortization of intangible assets associated with recent acquisitions Planon and Motivair

€81m higher than H1'24. The increase primarily relates to higher interest expense on bonds following refinancing last year and some adverse FX differences

The Effective Tax Rate was 24.0%, in line with the expected range of 23-25% for FY25

The Group recorded a non-cash impairment charge of -€274 million against the carrying value of its investment in Uplight due to a deterioration in Uplight's financial performance over the period

¹: Adjusted net income and EPS calculation in appendix

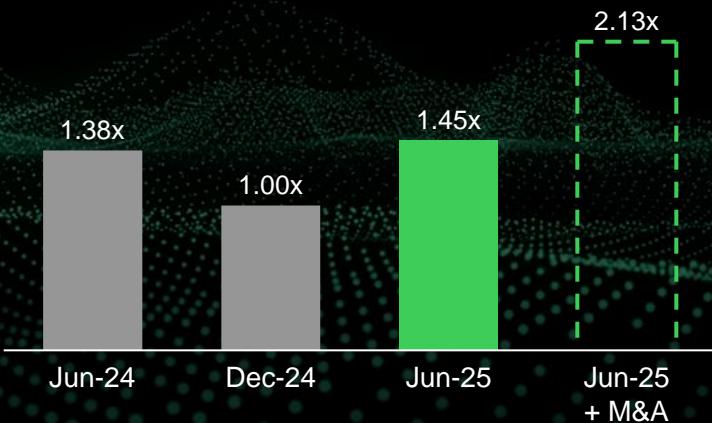
H1 operating cash flow at €2.9 billion – FCF of €0.5 billion due to working capital requirements and one-time impact of a fine

Analysis of debt change in €m	H1 2024	H1 2025	
Net debt at opening Dec 31	(9,367)	(8,147)	Operating cash flow down -5% vs. H1'24 due to timing of cash tax paid
Operating cash flow	3,095	2,944	Mainly relating to inventory build to with DIN up +12 days vs. December 2024, while DSO and DPO both around flat
Capital expenditure – net	(636)	(717)	
Operating Cash Flow net of capex	2,459	2,227	Impacted by payment of a fine in France for c.-€200M
Change in trade working capital	(1,016)	(976)	
Change in non-trade working capital	(554)	(777)	FCF of €474m. Cash conversion ratio of 25% ¹ of Net Income (Group share). As in previous years, the Group expects a higher cash conversion ratio in H2
Free cash flow	889	474	
Dividends	(1,978)	(2,209)	
Acquisitions – net	5	(1,096)	Acquisition of 75% controlling interest in Motivair and the establishment of the eStar joint venture with StarCharge
Net capital increase / (decrease)	231	(87)	
Purchase commitments on non-controlling interests	(59)	(301)	Mainly relating to non-cash put option on 25% of non-controlling interest in Motivair
FX & other	(179)	(618)	
(Increase) / Decrease in net debt	(1,091)	(3,837)	
Net debt at June 30	(10,458)	(11,984)	Increase vs. H1'24 due to FX and change in derivatives

1. Benefiting from non-cash impairment of associate, but impacted by one-time payment of a fine. Cash conversion ratio of 31% adjusted for these items

Balance sheet remains strong

Net Debt / Adj. EBITDA¹



Main impacts

In H1 2025:

- Payment of €2.2bn to fulfill FY24 dividend
- Payment of €0.8bn for the acquisition of a 75% controlling interest in Motivair
- Free cash flow generation of €0.5bn

Pro-forma impact from acquisition of remaining 35% minorities in India JV:

- Increase of Net Debt associated with transaction, with no impact on adj. EBITDA

Credit rating upgrades in Q2

- Moody's Ratings upgraded Schneider Electric to A2 with stable outlook

1. Trailing 12 months Adj. EBITDA; Net debt as of period end

Expected Trends & Financial Target

An aerial photograph of a dark asphalt road with yellow center and side markings, curving through a dense forest of tall evergreen trees. A single dark-colored car is seen from above, driving away from the camera along the road.

Olivier Blum | CEO

Expected trends in 2025

Amid an environment of heightened uncertainty, the Group currently expects:

- Continued demand recovery in Discrete automation, with sales growth weighted towards H2
- Continued market demand to drive growth, with contribution from across end-markets (Data Center & Networks, Buildings, Industry and Infrastructure), despite weakness in Residential
- Continued strong demand for Systems offers, led by the Data Center and Infrastructure end-markets
- Further progress on subscription transition in Software; strong growth in Services
- Commercial and supply chain actions to counter the impacts of tariffs; leverage multi-hub setup to ensure agile and responsible management of profitability, capital investments and cash flow
- All four regions to contribute to growth, led by U.S., India, Middle East & Africa

2025 Target reaffirmed

Based on the ongoing uncertain geopolitical environment, and incorporating the impacts of trade tariffs enacted or formally announced to-date, the Group reaffirms its 2025 financial target as follows:

2025 Adjusted EBITA growth of between +10% and +15% organic

The target would be achieved through a combination of organic revenue growth and margin improvement, currently expected to be:

- Revenue growth of **+7% to +10% organic**
- Adjusted EBITA margin up **+50bps to +80bps organic**

This implies Adjusted EBITA margin of **around 18.7% to 19.0%** (including scope based on transactions completed to-date and FX based on current estimation).

Q&A

Investor Relations ready to engage

31 July H1 2025 Results

3 September Morgan Stanley Industrial CEOs Unplugged (London)

16 September RBC Global Industrials Conference (New York)

30 October Q3 2025 Revenues

Investor Relations contacts

Amit Bhalla – amit.bhalla@se.com

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To schedule an interaction with Schneider Electric please contact lorna.scrimshaw@se.com

Appendix

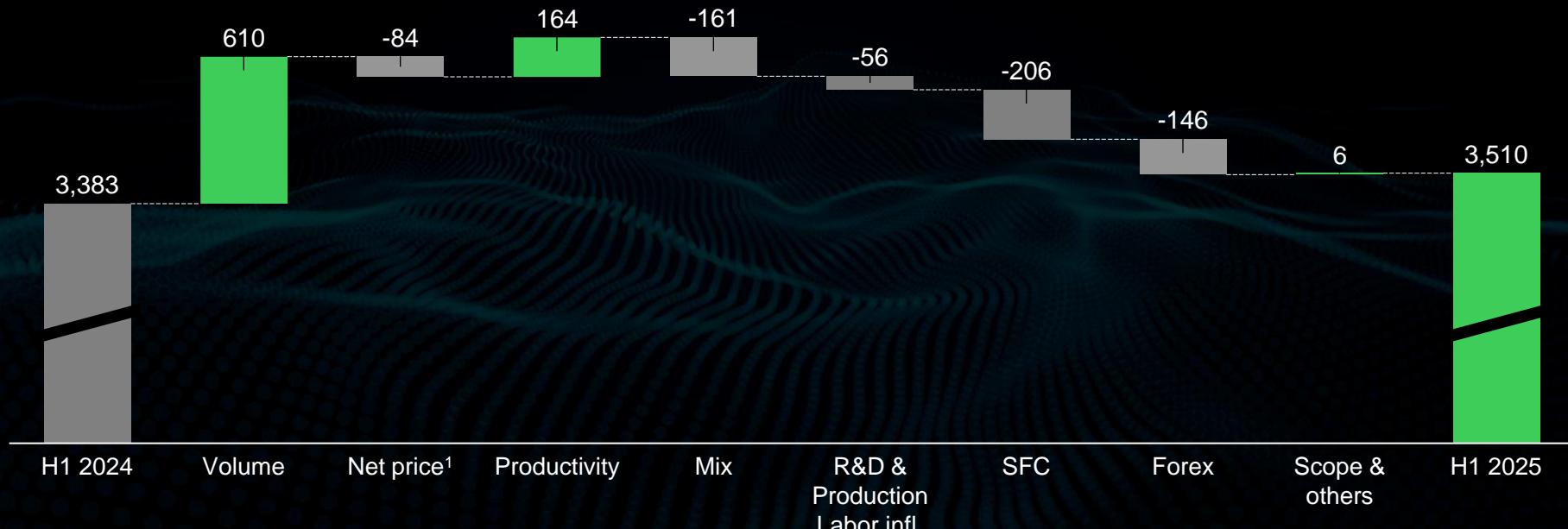
2025 additional notes

- ▶ **Foreign Exchange impact:** Based on current rates¹, the FX impact on FY 2025 revenues is estimated to be **between -€1.25 billion to -€1.35 billion**. The FX impact at current rates on adjusted EBITA margin for FY 2025 could be **around -40bps**
- ▶ **Scope impact:** Around **+€300 million** on 2025 revenues and **around flat** on 2025 adjusted EBITA margin, based on transactions completed to-date
- ▶ **Restructuring:** The Group expects restructuring costs in excess of **€150 million** in 2025
- ▶ **Finance costs:** Net Financial income / (loss) is expected to be around **-€500 million** in 2025 due to the higher cost of debt associated with bond refinancing in H2'24
- ▶ **Tax rate:** The ETR is expected to be in a **23-25% range** in 2025
- ▶ **Free Cashflow:** Free Cashflow generation **approaching 100% conversion** of Net Income (Group share) in 2025

1. Forward exchange rates are volatile and difficult to predict. Consequently, the impact of such movement and possible impacts from hyperinflation technical accounting (IAS29) are not factored at this stage.

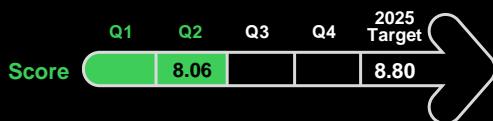
Adj. EBITA +6.9% org. due to volume and industrial productivity

Analysis of Change of Adjusted EBITA (in €m)



1. Price on products and total raw material impact

Q2 2025 Results



6 long-term commitments

Score		Program Baseline ¹	Q2 2025	2025 Target	Program Ambition
CLIMATE 	1. Grow Schneider Impact revenues ² 2. Help our customers save and avoid millions of tonnes of CO ₂ emissions ³ 3. Reduce CO ₂ emissions from top 1,000 suppliers' operations	70% 0% 263M 0 0% 0%	<div style="width: 74%;"><div style="width: 74%;">74%</div></div> <div style="width: 734M;"><div style="width: 734M;">734M</div></div> <div style="width: 48%;"><div style="width: 48%;">48%</div></div>	75% 800M 49%	80% 800M 50%
RESOURCES 	4. Increase green material content in our products 5. Primary and secondary packaging free from single-use plastic, using recycled cardboard	7% 0% 13% 0%	<div style="width: 41%;"><div style="width: 41%;">41%</div></div> <div style="width: 81%;"><div style="width: 81%;">81%</div></div>	50% 90%	50% 100%
TRUST 	6. Strategic suppliers who provide decent work to their employees ⁴ 7. Level of confidence of our employees to report unethical conduct ⁵	1% 0% 81% 0%	<div style="width: 79%;"><div style="width: 79%;">79%</div></div> <div style="width: 83%;"><div style="width: 83%;">83%</div></div>	96% 84%	100% 91%
EQUAL 	8. Increase gender diversity in ⁶ : hiring (50%), front-line management (40%), and leadership teams (30%) 9. Provide access to green electricity to 50M people ⁷	41% 0% 23% 0% 24% 0% 30M 0	<div style="width: 40%;"><div style="width: 40%;">40%</div></div> <div style="width: 31%;"><div style="width: 31%;">31%</div></div> <div style="width: 32%;"><div style="width: 32%;">32%</div></div> <div style="width: 59M;"><div style="width: 59M;">59M</div></div>	45% 35% 30% 60M	50% 40% 30% 50M
GENERATIONS 	10. Double hiring opportunities for interns, apprentices and fresh graduates ⁸ 11. Train people in energy management ⁷	4,939 x1 281,737 0	<div style="width: 1.63x1;"><div style="width: 1.63x1;">x1.63</div></div> <div style="width: 1,017,704;"><div style="width: 1,017,704;">1,017,704</div></div>	x1.8 1M	x2 1M
LOCAL 	+1. Country and Zone Presidents with local commitments that impact their communities	0% 0%	<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	100%	100%

¹ Current cycle baseline ² Per Schneider Electric definition and methodology; 2019 baseline ³ cumulated since 2018 ⁴ 2022 baseline

⁵ 2021 baseline ⁶ From 2025 onwards, diversity targets shall not impact local incentives in countries or entities prohibiting the establishment of such targets

⁷ cumulated since 2009 ⁸ 2019 baseline

Adjusted Net Income calculation

In €m	H1 2024	H1 2025
Adjusted EBITA	3,383	3,510
Amortization of purchase accounting intangibles	(194)	(233)
Net financial income/(loss)	(167)	(248)
Income tax with impact from adjusted items	(710)	(727)
Profit/(loss) of associates and non-controlling interests	(69)	(74)
Adjusted Net Income (Group share)	2,243	2,228
Adjusted EPS (€)	4.01	3.97

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