

IMPACT

Third Quarter 2025 Revenues
October 30, 2025

Strong growth led by Energy Management; Industrial Automation back to growth. Full Year Target reaffirmed.

Life Is On

Schneider
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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.

Strong growth led by Energy Management; Industrial Automation back to growth

GROUP

Q3'25 revenues

€10bn

Q3 org. growth

+9.0%

BY BUSINESS

Energy Management

Q3'25 revenues

€8bn

Q3 org. growth

+9.7%

Industrial Automation

Q3'25 revenues

€2bn

Q3 org. growth

+6.0%

End-markets – Q3 Performance highlights

Buildings

- ▶ Good demand in **non-residential** particularly across technical segments such as Public Access buildings, Retail and Hotels
- ▶ **Residential** buildings saw overall positive demand. North America and China weak; India, Europe, and Middle East & Africa showed signs of stabilization or improvement

Data Center & Networks

- ▶ **Sustained high demand** across the end-market.
- ▶ **Robust demand** among large customers in pure DC against high base, with strong demand growth in **neo-cloud** and **smaller AI** players
- ▶ **Strong double-digit sales growth** led by U.S., China and France, while power availability remains a constraint elsewhere in Europe
- ▶ **Distributed-IT** segment saw solid demand and sales growth

Industry

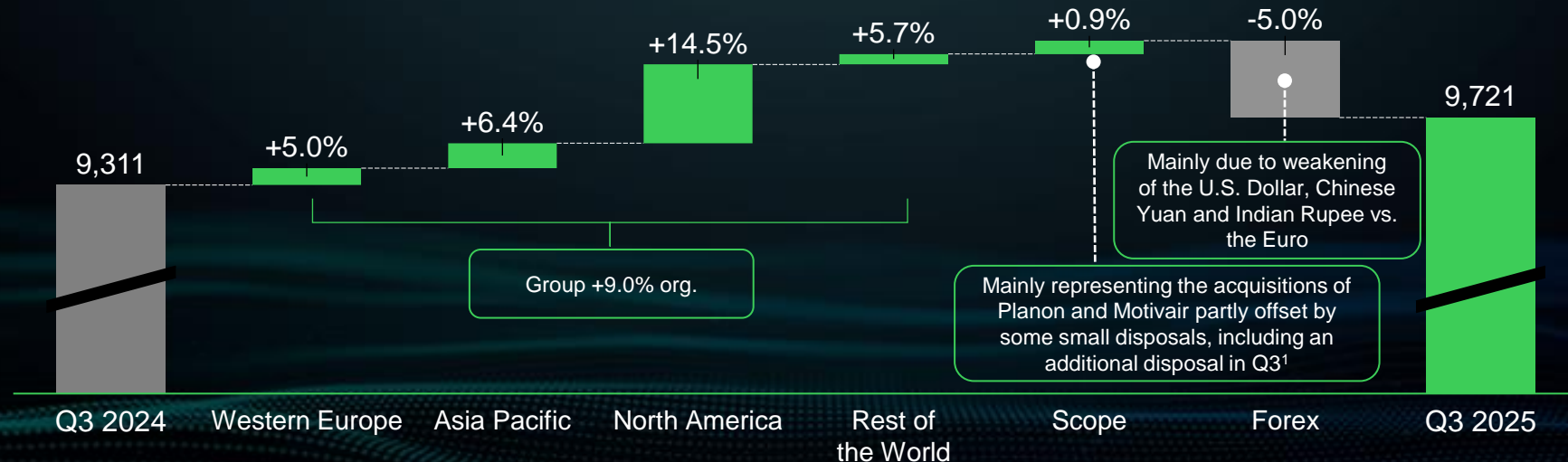
- ▶ Continued demand recovery in **Discrete** translating into **positive sales growth**
- ▶ Strong demand in **Discrete industries**, driven by OEM recovery, especially in Europe and China
- ▶ **Process & Hybrid** industries saw strong demand, led by **Energies & Chemicals** and **Metals, Mining & Minerals**, with notable contributions from the U.S., South America, and MEA

Infrastructure

- ▶ Remains strong, with demand having **stabilized at a high level**
- ▶ Strong sales growth in **Power & Grid** driven by electrification momentum, aging infrastructure, and growing grid expansion needs amid energy decentralization
- ▶ Strong demand in **Water & Wastewater** and **Transportation**, notably in North America and Europe

Q3 2025 up +9% 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 -€1.4 billion to -€1.5 billion

The FX impact at current rates on adjusted EBITA margin for FY 2025 could be around -50bps

1. Disposal in Q3 2025 of TAMCO switchgear based in Malaysia

Growth in Q3 led by execution on Systems

PRODUCTS

48% of Q3 revenues

+3%

Q3 organic growth

- Product growth was **volume driven**, with **positive price in North America** offset by deflation in China
- **Energy Management** up low-single digit with good momentum in power distribution and supply resilience, partly offset by weakness in Residential, mainly in North America
- **Industrial Automation** up high-single digit with growth across many geographies, with the progressive demand recovery in Discrete automation now reflected in sales growth

SYSTEMS

34% of Q3 revenues

+19%

Q3 organic growth

- **Energy Management** grew strong double-digit with contribution across many end-markets and segments, notably Data Center in U.S., China and France
- **Industrial Automation** down low-single digit, with solid growth coming in Process & Hybrid markets, offset by decline in Discrete due to project execution in prior year

SOFTWARE & SERVICES

18% of Q3 revenues

+8%

Q3 organic growth

- **Agnostic software**
 - **AVEVA**: ARR up +12%, with strong upsell of SaaS offers to existing customers
 - **EM Software**: Up double-digit, led by on-prem subscription growth at ETAP, while RIB software also saw good growth
- **Services**
 - **Digital Services**: Strong growth in EcoStruxure advisors and Cybersecurity offset by softness in some other offers
 - **Field Services**: Up high-single digit, with balanced growth across Energy Management and Industrial Automation

Energy Management +10% Q3 org. growth

Split of Q3 2025
revenue by geography:

W. Europe

22%

N. America

43%

Asia Pac.

24%

Rest of the World

11%

North America +17%

- ▶ U.S. up double-digit, with strong growth in **Systems** led by **Data Center** end-market
- ▶ Strong traction for **Service** offers in Data Center end-market
- ▶ **Products** growth flat where weakness in **Residential** was offset by growth from **other segments**
- ▶ **Canada** up strong double-digit, led by Data Center
- ▶ **Mexico** down sharply impacted by ongoing macroeconomic environment

Rest of the World +6%

- ▶ **Middle East & Africa** up double-digit, with growth in **Saudi Arabia** and **U.A.E.** led by **project execution** and strong services in **E&C** and **P&G**
- ▶ **South America** up low-single digit, against very high base of comparison with growth in **Chile** led by **MMM** and **Data Center**
- ▶ **Central & Eastern Europe** up low-single digit

Western Europe +5%

- ▶ Good growth in **Resi** overall, though varied by country. **Data Center** growth contributing, though constrained by power availability
- ▶ **Spain** up strong double-digit with good performance across end-markets, led by Data Center and Resi
- ▶ **France** up double-digit with improved performance in Resi supported by new offer launch and strong contribution from Data Center
- ▶ **Italy, Germany** and **U.K.** all down low-single digit due to project delays and softness in Residential
- ▶ Mid-single digit growth **across the rest of the region**

Asia Pacific +5%

- ▶ **India** up double-digit with strong growth in **products** leveraging complete offer across all four end-markets and multi-brand strategy
- ▶ **China** up low-single digit, driven by Data Center and Services, while Buildings end-market remains subdued
- ▶ **Australia** up double-digit driven by Data Center project execution and growth in Residential
- ▶ Low-single digit growth **across rest of the region**, with strong performance in Japan, Singapore and Vietnam

Industrial Automation +6% Q3 org. growth

Split of Q3 2025
revenue by geography:

W. Europe

27%

N. America

22%

Asia Pac.

33%

Rest of the World

18%

North America

-2%

- ▶ U.S. around flat with a **return to growth in Discrete automation** and moderate growth at AVEVA, offset by a decline in sales into Process & Hybrid automation markets
- ▶ **Canada** up high-single digit, growing across Discrete, Process & Hybrid and Software
- ▶ **Mexico** down due to macroeconomic uncertainty and lower activity with a customer in the E&C segment

Rest of the World

+6%

- ▶ Strong double-digit growth in **Process & Hybrid**, led by Middle East with contribution from multiple countries and strong traction in E&C segment, supported by growth in South America
- ▶ Double-digit growth at **AVEVA**, led by performance in Middle East
- ▶ **Discrete automation** performance mixed; down in aggregate across the region with Middle East and South America impacted by a high base of comparison, while Central & Eastern Europe grew double-digit

Western Europe

+6%

- ▶ Return to growth in **Discrete automation**, up high-single digit; solid growth in Process & Hybrid markets and AVEVA
- ▶ **Spain** and **Italy**, each up strong double-digit led by growth in Discrete and performance at AVEVA
- ▶ **France** and **U.K.** up mid-single digit led by **Discrete**, with France also benefitting from growth at AVEVA
- ▶ **Germany** slightly positive, with return to growth in Discrete automation mostly offset by weakness in Process & Hybrid

Asia Pacific

+11%

- ▶ Double-digit growth in **Discrete automation** and **Software** across the region, though **Process & Hybrid** markets remained challenged
- ▶ **China** up high-single digit with good growth in **Discrete Automation** while Process & Hybrid declined due to project deferrals
- ▶ **India** up strong double-digit led by growth in Discrete, while Process & Hybrid markets saw declines in the quarter
- ▶ **Australia** grew strong double-digit, primarily due to AVEVA
- ▶ High-single digit growth in aggregate across **rest of the region** with Japan contributing strongly, while Korea declined due to timing at AVEVA

Significant progress in our Sustainability journey

2021-2025
SCHNEIDER
SUSTAINABILITY
IMPACT



CLIMATE

53%

SSI #3 - Reduce by 50% the CO₂ emissions from top 1,000 suppliers' operations

The Zero Carbon Project has exceeded its ambition in Q3 2025. CO₂ emissions from the operations of our top 1,000 suppliers were reduced by 53%, surpassing the target and marking a 13-point improvement since the start of the year, a strong signal of progress toward a sustainable supply chain.

TRUST

85%

SSI #7 – Increase the level of confidence of our employees to report unethical conduct

At Schneider Electric, Speak Up means fostering a safe environment where everyone can raise concerns without fear. This commitment builds trust and transparency, key pillars of ethical business conduct. In 2025, 85% of employees said they feel confident to Speak Up, a 2-point increase year-on-year, with progress seen across all major countries.

EQUAL

60.6M¹

SSI #9 – Provide access to green electricity to 50M people

The 2025 goal of providing access to energy for 60 million people has been reached in Q3, with +1.65 million people impacted this quarter. This progress was driven by strong projects in India and Tanzania, including the solarization of health centers.

1. Cumulated since 2009



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Schneider Electric's **AirSeT Honored by World Economic Forum** for Excellence in Sustainable Design

Financing update

Committed to retaining a **strong investment grade credit rating**

S&P Global Ratings

A/A-1 with stable outlook¹

MOODY'S

A2 with stable outlook²

1. A/A-1 rating from April 2024

2. A2 rating from June 2025

Successful issue of bonds to support financing the previously announced acquisition of the remaining 35% stake in India JV.

- August 2025: **€3.5 billion bonds** in four tranches respectively maturing in
 - 2 years with floating coupon for €1.0 billion
 - 4 years with a 2.625% fixed coupon for €750 million
 - 6.5 years with a 3% fixed coupon for €750 million
 - 12 years with a 3.624% fixed coupon for €1.0 billion
- September 2025: bonds convertible into new shares and/or exchangeable for existing shares due 2033 for **€750 million**

Expected trends in 2025

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

- Continued demand recovery in Discrete automation in Q4
- 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 towards the lower half of the following ranges:

- 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).

Further notes on 2025 FX & Scope available on slide 17

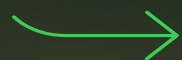
We are your Energy Technology Partner.

We electrify, automate and digitalize every industry, business and home, driving efficiency and sustainability for all.

Schneider Electric will host a
Capital Markets Day
for investors and financial
analysts.

»» Thursday, December 11th

»» Location: London



In order to register your interest in attending, please visit the link: [2025 CMD](#)

Q&A

Investor Relations ready to engage

12 November	UBS European Conference (London)
11 December	Capital Markets Day (London)
26 February	Full-Year Results

Investor Relations contacts

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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 -€1.4 billion to -€1.5 billion**. The FX impact at current rates on adjusted EBITA margin for FY 2025 could be **around -50bps**
- ▶ **Scope impact:** Around **+€250 million** on 2025 revenues and **around +10bps** 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.

External recognition of our **IMPACT** in Q3 2025



Q3 2025 Results



6 long-term commitments

Score	Program Baseline ¹	Q3 2025	2025 Target	Program Ambition
	3/10	8.52/10	8.80/10	10/10
CLIMATE				
	1. Grow Schneider Impact revenues ²	70% 0% 75%	75%	80%
	2. Help our customers save and avoid millions of tonnes of CO ₂ emissions ³	263M 0 792M	800M	800M
	3. Reduce CO ₂ emissions from top 1,000 suppliers' operations	0% 0% 53%	49%	50%
RESOURCES				
	4. Increase green material content in our products	7% 0% 44%	50%	50%
	5. Primary and secondary packaging free from single-use plastic, using recycled cardboard	13% 0% 83%	90%	100%
TRUST				
	6. Strategic suppliers who provide decent work to their employees ⁴	1% 0% 89%	96%	100%
	7. Level of confidence of our employees to report unethical conduct ⁵	81% 0% 85%	84%	91%
EQUAL				
	8. Increase gender diversity in ⁶ : hiring (50%), front-line management (40%), and leadership teams (30%)	41% 0% 38%	45%	50%
		23% 0% 32%	35%	40%
		24% 0% 32%	30%	30%
	9. Provide access to green electricity to 50M people ⁷	30M 0 60.6M	60M	50M
GENERATIONS				
	10. Double hiring opportunities for interns, apprentices and fresh graduates ⁸	4,939 x1 x1.77	x1.8	x2
	11. Train people in energy management ⁷	281,737 0 1,049,768	1M	1M
LOCAL				
	+1. Country and Zone Presidents with local commitments that impact their communities	0% 0% 100%	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



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