Team: Quadrant Capital

Schneider Electric SE (CAC40: SU.PA)

BICS Sector: Industrials
Industry Group: Electrical Equipment
Industry: Power Transmission & Distribution Equipment

RECOMMENDATION: BUY

CAC40: SU.PA Overview	
Last Close	218.3
Target Price	391.4
Potential Upside	+79.4%
52 Week (High/Low)	273.0 / 171.50
Shares Outstanding (mn)	563.2
Float %	96.1
Dividend Yield (%)	1.8
Beta 5Y	0.95

Figure 1: Share Price and Global Clean Energy Transition Index

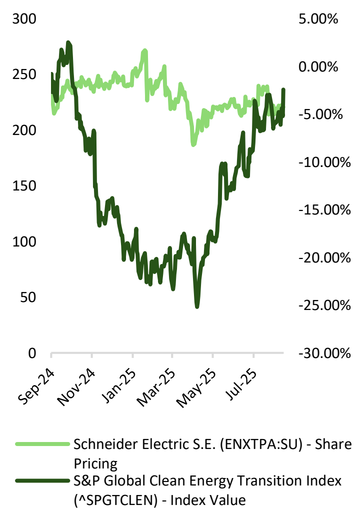


Figure 2: SU Price/Forward EPS (NTM)

EXECUTIVE SUMMARY

We initiate coverage on Schneider Electric (CAC40: SU.PA) with a **BUY** recommendation based on a 5-Year target price of €391.4 with an upside of +79.4%. This target price is derived from blended Gordon Growth Method and Exit Multiple.

Schneider Electric SE is a global leader in energy management and industrial automation, providing power distribution, cooling, and digital solutions across data centers, infrastructure, industry, and buildings.

Our analysis suggests the market is underestimating Schneider's structural advantages across three key growth drivers (1) Schneider Leads in Data Center & AI Infrastructure Boom (2) Decarbonization Leadership with SF_6-Free Technology Creates Tailwinds and (3) India Capacity Expansion Unlocks Structural Growth and Export.

Thesis 1: Schneider Leads in Data Center & AI Infrastructure Boom

The acceleration of AI and data center demand provides a significant long-term tailwind. Global data center power consumption is forecasted to quadruple to 1,600tWh by 2035. Schneider holds 22% highest global market share in data center physical infrastructure and differentiated solutions such as Motivair-acquired liquid cooling and prefabricated modular systems, Schneider is well-positioned to capture this growth. These technologies directly reduce energy usage by around 20% and deployment time by 30%, making them critical for hyperscalers.

Thesis 2: Decarbonization Leadership with SF_6-Free Technology Creates Tailwinds

The EU's 2026 SF6 ban is a hard regulatory catalyst, forcing utilities into a non-discretionary, multi-billion-euro replacement cycle. Schneider, with 15+ years of R&D and its fully commercialized AirSeT portfolio, is uniquely positioned to lead this transition. Its E.ON partnership secures early market share in Europe, where adoption will be fastest, while AirSeT delivers both lifecycle cost savings and premium willingness-to-pay. Unlike rivals replying on low-GWP ( ) gases at risk of PFAS ( ) bans, Schneider's pure-air solution is future-proof and regulation-ready. This creates a compounding first-mover advantages, locking in credibility, customer stickiness, and margin-accretive growth in a $7.4B market by 2033.

Thesis 3: India Capacity Expansion Unlocks Structural Growth and Export

India is Schneider's third-largest market, delivering sustained strong double-digits growth. With the recent acquisition in July 2025 of the remaining 35% stake in its India operations secures full ownership, supporting Schneider long term plans to scale its capacity by 2.5x -3x. This expansion prepares Schneider in faced from aggressive surging domestic power demand while also serving as a global manufacturing, R&D, power export base for other countries.

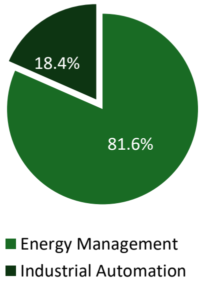
Why We Differ from the Street

Consensus misframes Schneider as a cyclical, capex-tied industrial trading on a premium multiple. Schneider is the AI/DC backbone, the SF_6-free shift is a mandate, and India is a global export engine. We believe that the street underestimates Schneider's pricing power, mix, and operating leverage, supporting the 5-7% margin out performance and multiple resilience.

Margins	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 F	FY2026 F	FY2027 F	FY2028 F	FY2029 F
Gross Profit Margins	40%	41%	41%	42%	43%	41%	41%	42%	42%	42%
EBITDA Margins	13%	16%	16%	18%	18%	16%	16%	16%	17%	17%
Net Income Margins	5%	8%	7%	9%	9%	6%	7%	8%	9%	9%
Cash Balance	6,762	2,463	3,863	4,655	6,812	8,996	12,111	16,212	21,044	26,727

Source: S&P Capital IQ, Company Filings

Figure 3: FY24 Revenue Split by Function



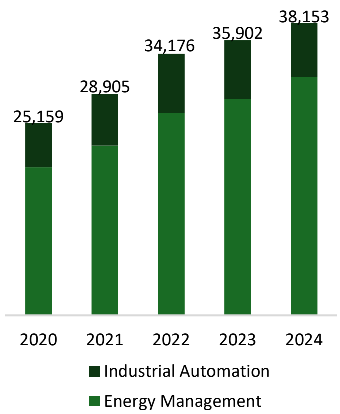


Figure 4: FY24 Revenue Segments by Geography

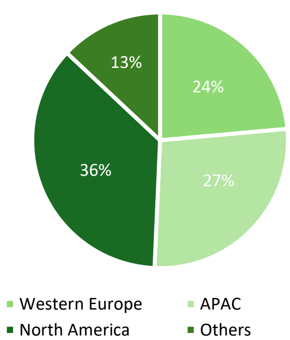
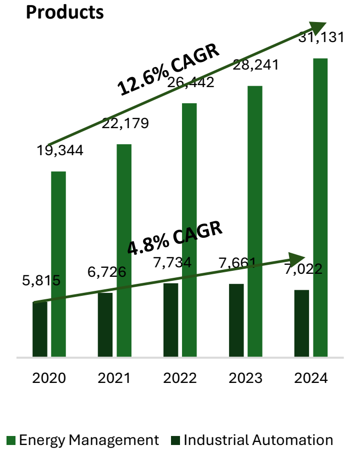


Figure 5: FY24 Revenue Segments by Products



COMPANY ANALYSIS

Schneider Electric offers products & services across a wide spectrum

Energy Management	Industrial Automation	Digital & Field Services	Data Centre Infrastructure
Transformers Switchgear Circuit breakers Distribution systems	PLCs Sensors Safety systems SCADA systems	Energy management software Consultancy services	Power solutions UPS Cooling systems Data centre

Business Model and Value Chain

Upstream (Suppliers)	Schneider Electric Operations	Downstream (Customers & Partners)

Upstream
- **Raw materials**
- **Plastics**
- **Metals & Treatment**
- **Electronic Components & Batteries**

Energy Management
- **Low Voltage**
- **Medium Voltage**
- **Secure Power**

Industrial Automation & Software

- **Distributors**
- **Panel builders**
- **Electricians**

End Users
- **Buildings**
- **Data Centers**
- **Infrastructure**
- **Industry**

Schneider Electric's value chain runs from upstream suppliers of raw materials and components to its operations in energy management and industrial automation. With a global network of factories, R&D centers, and distribution hubs, the company delivers through distributors and partners to end-users in buildings, data centers, infrastructure, and industry. This integrated chain supports innovation, scale, and resilience across key sectors.

Notable Achievements of Schneider Electric

1998-1992
Acquisitions of Telemecanique (1988), Square D (1991), Merlin Gerin (1992); pivot to electrifications.

1999
Rebranded from Schneider Group to Schneider Electric.

2007
Acquisition of APC, entering data center critical infrastructure.

2014
Acquisition of Invensys, enhancing industrial control systems.

2023
Acquisition of AVEVA (industrial software) and EcoAct (climate consulting).

2024
Named most sustainable company globally; completed CEO transition to Olivier Blum.

2025
Acquisition of AVEVA (industrial software) and EcoAct (climate consulting).

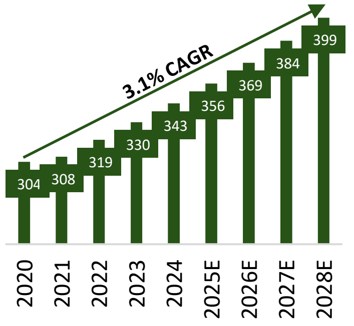
Schneider Electric has cemented its global leadership in energy management and automation through decades of smart acquisitions and innovation. From its early pivot to electrification with Telemecanique and Square D, to expanding into data infrastructure with APC and industrial controls via Invensys, the company has consistently aligned with structural growth trends. Its recent moves into digital and climate solutions through AVEVA and EcoAct, combined with being named the world's most sustainable company in 2024, highlight its position at the center of the global green transition.

Revenue Segmentation by Business Lines

Schneider Electric's revenue mix is anchored by its Energy Management division, which accounted for 81.6% of FY24 revenues (€31.1bn) **(Fig.3)**. This segment has been the clear growth engine, compounding at a robust 12.6% CAGR from FY20 (€19.3bn) to FY24 (€31.1bn) **(Fig.5)**. Growth has been driven by increasing global demand for smart grids, building automation, and sustainable energy solutions. In contrast, Industrial Automation contributed 18.4% of FY24 revenues (€7.0bn) **(Fig.3)** and has grown at a more modest 4.8% CAGR from FY20 (€5.8bn) **(Fig.5)**. While smaller in proportion, automation remains strategically important as industries modernize with robotics, digitization, and AI-driven efficiency.

Source: S&P Capital IQ, Company Filings

Figure 6: Global Power Transmission and Distribution Market (US$B)



Growth Momentum and Historical

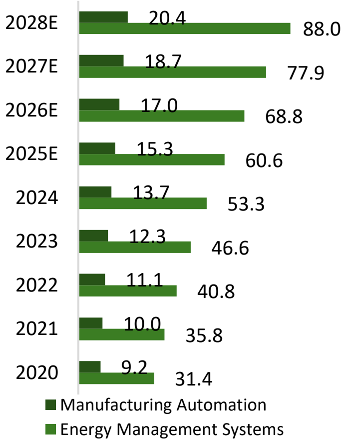
Schneider has delivered consistent top-line expansion, with revenues rising from €25.2bn in FY20 to €38.2bn in FY24, translating to an impressive CAGR of 10.9%. **(Fig.3)** This growth Schneider's ability to scale both organically and through targeted acquisitions. Energy Management's growth outpaced Industrial Automation, but both segments have shown resilience amid supply chain challenges and macroeconomic volatility. Schneider's ability to consistently grow across cycles positions it as a clear beneficiary of the global green infrastructure transition.

INDUSTRY ANALYSIS

Stable Backbone of Electrification Growth

The global power transmission and distribution (T&D) market is projected to grow from US$304B in 2020 to US$399B by 2028 at 3.1% CAGR **(Fig.6)**. Though slower growth, T&D provides Schneider a stable revenue base through grid upgrades, renewable integration, and digitalization. Its combined hardware and software offerings enhance utility resilience, efficiency, and decarbonization. This structural role in global electrification underpins Schneider's long-term buy case as a defensive yet essential growth platform.

Figure 7: Global Manufacturing Automation and Energy Management (US$B)

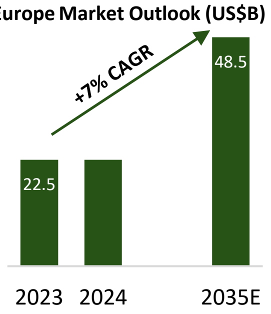


Expanding Growth in Energy and Industrial Automation

Energy Management is projected to grow from US$31.4B in 2020 to US$88.0B by 2028 (12.1% CAGR), while Manufacturing Automation rises from US$9.2B to US$20.4B (9.3% CAGR) **(Fig.7)**. Bloomberg projects Asia's discrete automation market expanding 9% CAGR to US$216.5B by 2035, with China and Other Asia significantly outpacing Europe and North America. This acceleration is reinforced by digitalization, robotics, and AI-driven efficiencies, as well as policy support for decarbonization and net-zero transitions.

For Schneider, this dual exposure to both energy systems and industrial automation creates a unique convergence opportunity: capturing electrification demand while driving productivity gains across factories, grids, and buildings. The ability to integrate software, analytics, and hardware places Schneider ahead of peers that rely more on legacy product cycles.

Figure 8: Discrete Automation Europe Market Outlook (US$B)

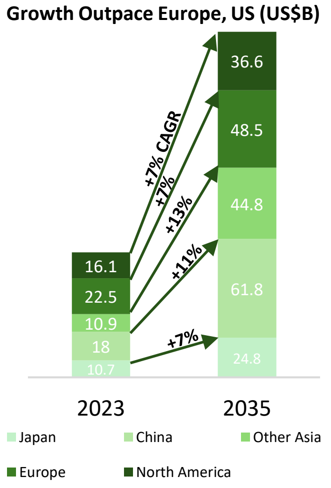


Rising Momentum in Asia's Automation Supercycle

By 2035, Asia is expected to account for over half of global discrete automation growth, driven by reshoring, labor shortages, and rapid adoption of digital technologies. China (+11% CAGR) and Other Asia (+13%) are the strongest growth engines, benefiting from supply chain relocation and domestic innovation policies. Unlike Siemens and ABB, whose revenues are heavily skewed toward Europe, Schneider's balanced exposure gives it flexibility to scale where growth is fastest **(Fig.9)**.

This geographic diversification allows Schneider to hedge against cyclical downturns in Europe while capturing Asia's structural supercycle. With regional investments in semiconductors, EV supply chains, and smart manufacturing hubs, Asia provides not just cyclical upside but a long-term secular growth runway. Schneider is uniquely positioned to secure share as automation spending becomes a national priority across Asia's largest economies.

Figure 9: Asia Automation Market Growth Outpace Europe, US (US$B)



AI, Robotics, and Smart Infrastructure Integration

Automation growth is accelerating through AI, robotics, and digital twins embedded in smart factories, grids, and infrastructure. Europe may see robotics demand exceed 10% annually in sectors like healthcare and construction. Schneider's software-led strategy, integrating energy efficiency with automation intelligence, positions it as a digital industrial enabler. With governments prioritizing decarbonization and net-zero goals, Schneider captures demand as AI-driven automation transitions from optional to mission-critical technology.

Source: Bloomberg Intelligence, Statista

Figure 10: Porter's Five Forces Analysis

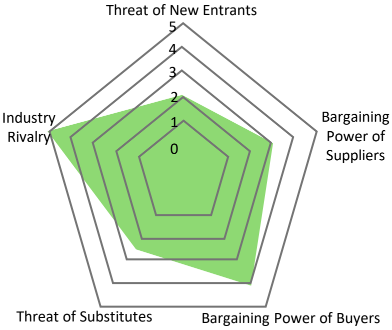


Figure 11: Global Data Center Infrastructure Market Share (%)

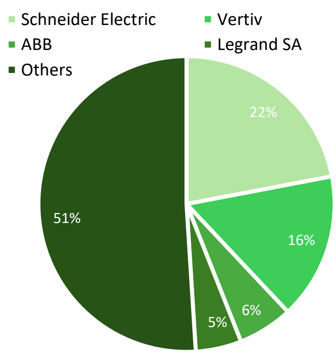


Figure 12: Motivair Revenue Expansion

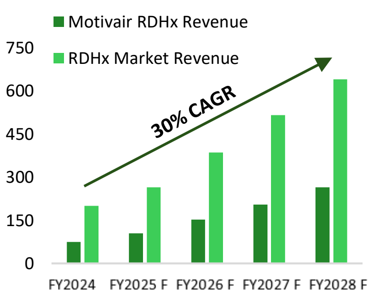


Figure 13: EBITDA Margins Expansion

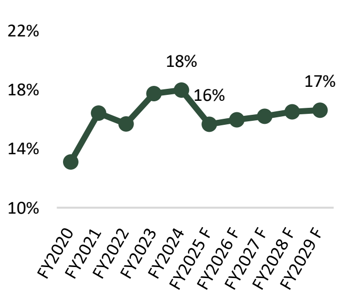
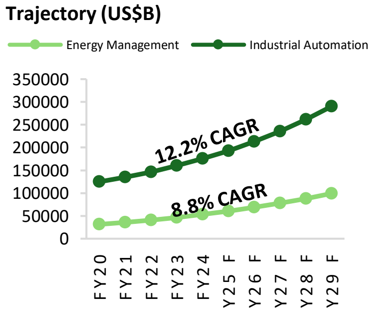


Figure 14: Global TAM Growth Trajectory (US$B)



	Schneider Electric	GE Vernova	Eaton	ABB Ltd	Siemens Energy
Market Cap (US$B)	188.54	227.44	181.82	121.75	87.69
LTM Revenue (US$M)	45,823	36,615	25,989	33,576	41,774
LTM Operating Margin (%)	14.91	3.96	18.92	17.74	2.87
NTM P/E (x)	23.78	67.62	29.40	22.81	57.05
NTM EV/EBITDA(x)	15.65	39.70	19.55	15.79	15.87

Among global peers, Schneider Electric offers the most compelling risk-reward profile. With a market cap of US$188.5B and revenue of US$45.8B, Schneider demonstrates stronger operational efficiency than most competitors, posting an operating margin of 14.9%, far ahead of GE Vernova (3.9%) and Siemens Energy (2.9%), and competitive with ABB (17.7%) and Eaton (18.9%). While Eaton delivers slightly higher margins, its premium valuations at 29.4x P/E and 19.6x EV/EBITDA make Schneider's 23.8x P/E and 15.7x EV/EBITDA look more attractive given its growth trajectory. Compared to peers structurally tied to traditional energy infrastructure, Schneider is positioned to benefit from secular tailwinds in electrification, automation, and energy efficiency. In short, Schneider strikes the right balance of scale, profitability, and valuation, making it the better investment choice versus its peers.

INVESTMENT SUMMARY

1) Schneider Leads in Data Center & AI Infrastructure Boom

Street's View: Premium Multiple at Risk

The market recognizes Schneider Electric as a high-quality industrials name with strong exposure to energy management and automation. However, consensus underestimates the scale of its data center opportunity, viewing it as just 20% of revenue and assuming margins will remain capped by upfront loaded costs and intense competition from peers like Vertiv, ABB, and Legrand. Investors also worry about Schneider's premium valuation (P/E 24x, EV/EBITDA 16x), questioning whether growth can justify the multiple in a cyclical sector.

Our View: Schneider as the AI Infrastructure Backbone

We believe the Street is underestimating the durability and scale of Schneider's edge in AI-driven infrastructure. Schneider commands 22% global share in physical data center infrastructure and a 40% share in the rear-door heat exchanger (RDHx) market, growing at 30% CAGR **(Fig.12)**. Unlike peers tied almost exclusively to hyperscaler capex cycles, Schneider's diversified footprint across enterprises in healthcare, finance, and services, which are growing at 11-14% CAGR, insulates it from concentration risk.

MotivaIr's advanced cooling and prefab modular solutions, delivering up to 200kW per rack, provide mission-critical capacity for hyperscalers like Microsoft and Alphabet. These reduce energy use by 20% and deployment times by 30%, directly aligning with hyperscalers' net-zero goals. With AI workloads set to quadruple, we see Schneider not just participating, but acting as the power and cooling backbone of the industry, with sustained 5-7% margin expansion above peers.

Structural View: Secular Growth Beyond Cycles

Pulling the pieces together, Schneider's position is far more than cyclical exposure. Its scale leadership in RDHx and power distribution, combined with a uniquely diversified customer base, places it at the intersection of hyperscaler AI buildouts and enterprise digitalization. While Street worries about upfront costs, we see its 20% efficiency advantage and faster deployments cementing Schneider as the default partner in AI-era infrastructure.

The integrative takeaway is that Schneider is no longer just an "industrial with data center exposure", but it is a secular growth platform for global digital infrastructure,

Source: S&P Capital IQ, Company Filings, Bloomberg, Seeking Alpha

Figure 15: Estimated Global SF6-Free Switchgear Market Size

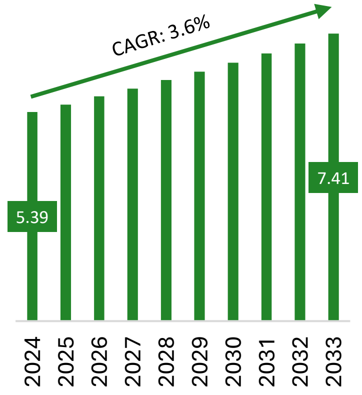


Figure 16: Forces Driving SF6-Free Adoption

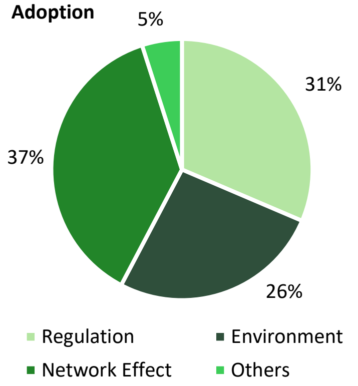


Figure 17: Willingness to Pay for SF6 Free Switchgear Attributes

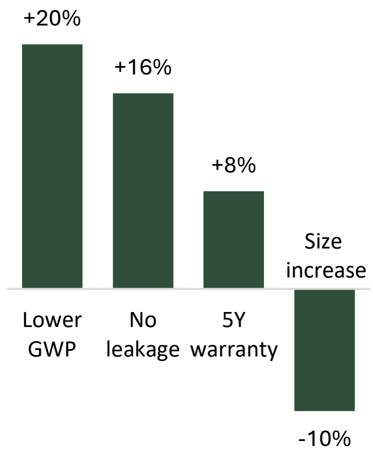
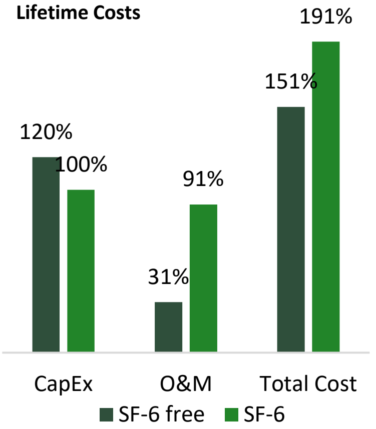


Figure 18: SF6-Free Delivers Lower Lifetime Costs



capturing the AI buildout while compounding through enterprise and export diversification. That's why we expect consensus to revise upward as Schneider continues to defy cyclical narratives and prove itself a structural winner.

2) Decarbonization Leadership with SF$_6$-Free Technology Creates Tailwinds

Street's View: Regulatory headwind with limited near-term upside

The Street broadly acknowledges Schneider's sustainability edge but often frames the EU's 2026 SF$_6$ ban as a regulatory overhang rather than an opportunity. Analysts tend to emphasize the near-term compliance costs and operational complexity for utilities, assuming adoption will be gradual and shared among peers like Siemens, ABB, and Eaton. Schneider's AirSeT is often discounted as an early-mover niche solution that may not significantly shift its €45B revenue base.

Our View: A Hard Regulatory Catalyst Creates Immediate, Non-Discretionary

We believe the Street profoundly underestimate the scale, timing, and stickiness of the SF6-free transition. The EU's 2026 SF6 ban is not aspirational ESG policy but a regulatory guillotine - forcing utilities into an unprecedented, non-discretionary replacement cycle. Unlike optional "green capex", this is a legally, mandated, multi-billion-euro demand wave with no deferrals allowed.

The numbers tell the story: the SF6-free switchgear market is set to expand from %5.39B in 2024 to $7.41B by 2033, creating a structurally growing opportunity. Adoption is driven primarily network effect (37%) as early movers set industry standards as well as regulation (31%) (**Fig.15**). This is not soft policy rhetoric as it is a binding compliance requirement that reshapes utility procurement behavior **(Fig.16)**.

Schneider's First-Mover Advantage Locks in Market Share and Expands Margin

Schneider, with 15+ years of R&D, a fully commercialized AirSeT portfolio, and manufacturing capacity, is not merely prepared for the transition - it is defining it. The long-term framework with E.ON, Europe's largest utility, secures recurring demand and creates a reference effect: when the biggest utility standardizes on AirSeT, others inevitably follow, shortening sales cycles and embedding high switching costs for competitors.

Customers are ready to pay a +20% premium for low-Global Warming Potential (GWP) solutions, +16% for no leakage, and +8% for longer warranty **(Fig.17)**. This ensures the transition is margin-accretive, not margin-dilutive. At the same time Schneider's AirSeT delivers a lower lifetime cost of ownership despite higher upfront CapEx, its cheaper Operating and Maintenance results in a 191% lifetime cost for SF6 vs 151% for SF-6 free. In other words, AirSeT is both more profitable for Schneider and cheaper over the lifecycle for utilities **(Fig.18)**.

Competitors Face Structural Headwinds While Schneider Dictates Standards

While Siemens, ABB, GE Vernova, and Eaton are scaling their offerings, most rely on low-GWP fluorinated gases. These carry PFAS regulatory risk and face supply chain disruption post-3M's PFAS exit. Schneider's pure-air approach is future-proof, offering utilities long-term certainty without chemical exposure. By the time rivals fully commercialize alternatives, Schneider will have entrenched relationships, cost advantages for scale, and the credibility halo of being the industry standard-setter.

We recognize adoption may not be instantaneous - utilities are inherently cautious. But the non-negotiable 2026 EU deadline forces action, and Schneider captures disproportionate share of the early waves. Early-mover capture compounds such that more reference clients lead to higher credibility and therefore greater share of tenders and much more network effects in training, spares and installed base.

This is not a modest step-up by makings of structural leadership. Schneider is positioned to dictate global standards, embed itself in the recurring, regulated grid capex cycle, and expand beyond Europe as other regions follow with their own SF6 phase-downs. The outcome is margin-accretive growth, outsized market share, and compounding credibility as the global decarbonization champion in grid infrastructure.

Source: S&P Capital IQ, Company Filings, Schneider Electric "SF-6 Free Report", Verified Market Reports - Gas Insulated Switchgear SF6 Free Market Size, EATON - Medium Voltage Switchgear

Figure 19: India Power Demand (GW)

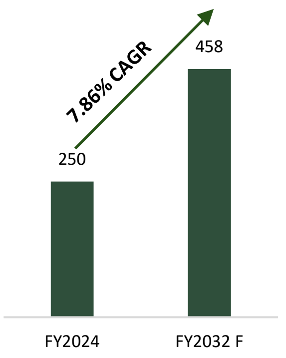


Figure 20: APAC Revenue as % of Group

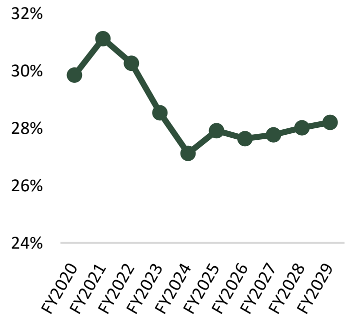


Figure 21: Profitability Metrics (%)

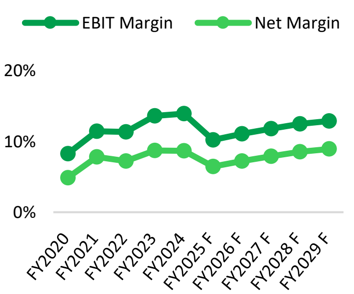


Figure 22: Profitability Ratios (x)

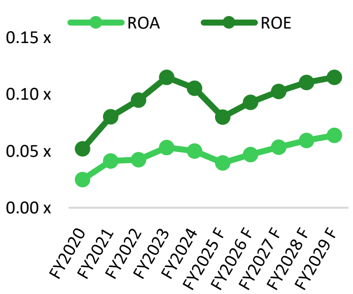
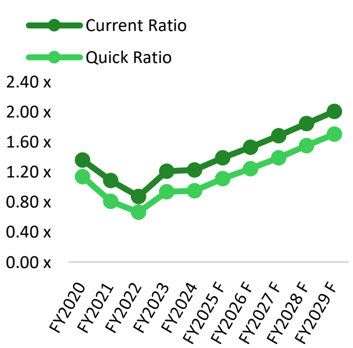


Figure 23: Liquidity Ratios (x)



3) India Capacity Expansion Unlocks Structural Growth and Export Leverage

Street's View: Demand-Led Growth Only

The street acknowledges India as a growing energy market, but expectations remain anchored to demand-side growth only. Consensus sees Schneider's India exposure of 7% of Group sales as incremental, assuming revenue growth is able to track India's rising power demand trajectory(7-8% CAGR)(**Fig.19**). Most investors underappreciate Schneider's ability to translate this into margin expansion or structural export leverage, hence treating India as a domestic story rather than a global profit driver.

Our View: A Dual Domestic and Export Catalyst

We believe the Street materially underestimates Schneider's positioning in India. With national power demand projected to nearly double to 458 GW by FY2032 and the government committing 3.4% of GDP to infrastructure CAPEX, Schneider is positioned not just for local growth but as a manufacturing and export hub. Management's commitment to 2.5-3x capacity expansion, reinforced by its recent full acquisition of India operations from Temasek, enables both higher localization benefits and export-driven growth into APAC markets. By 2030, we see India-linked revenues tripling with higher margins from scale and mix improvement (**Fig.20**).

Strategic Lens: Export Leverage and Global Integration

Beyond domestic demand, Schneider's India platform is emerging as a global growth engine. With the ability to export two-thirds of India's production into faster-growing Asia-Pacific markets, Schneider gains a structural cost advantage through economies of scale, labor efficiency, and localization. India's role is evolving from a regional contributor to a key hub in Schneider's global supply chain, integrating R&D, software development, and advanced manufacturing. This strategic convergence transforms India into both a growth catalyst and a margin accretive driver in Schneider's long-term roadmap.

FINANCIAL ANALYSIS

Growth Margins

Our analysis shows a steady upward trend of over Schneider's margins from FY2020-FY2024 fueled by its ongoing shift toward high-margin solutions (**Fig.21**). We anticipate a sustained acceleration in Schneider Electric's growth trajectory after its FY2025 frontloaded expansion expense, driven by structural megatrends across data centers, electrification, and emerging markets. With 22% global share in data center power and cooling, it is well placed to benefit from AI-driven demand, supported by Motivair-acquired liquid cooling that cuts deployment time and costs. The EU's 2026 SF_6 ban further unlocks a multi-billion-euro opportunity, where Schneider's fully commercialized AirSeT portfolio offers a clear first-mover advantage. India adds another growth pillar, contributing €2.5bn in FY24 and set for 2.5-3× capacity expansion to serve both domestic and export demand. Collectively, these drivers tilt Schneider's mix toward higher-growth, higher-margin verticals, sustaining above-market organic growth and cementing its leadership in green infrastructure.

Profitability

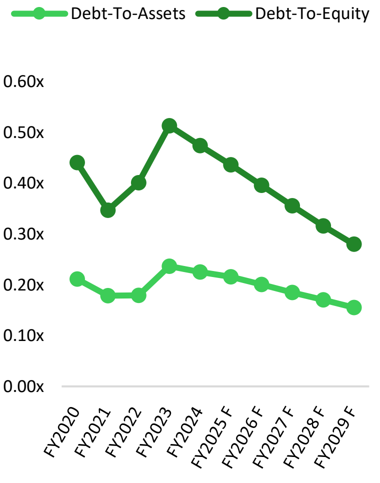
Schneider's profitability has improved markedly in recent years, with ROA rising from 2.5% in FY20 to 5% in FY24 and ROE strengthening from 5.2% to 10.5%, reflecting improved asset efficiency and earnings growth (**Fig.22**). We expect this trend to accelerate as the company leverages its India hub for exports and R&D. ROA is projected to rise to 6.4% by FY29, supported by higher asset utilization in modular manufacturing and digital infrastructure. Meanwhile, ROE is forecast to expand to 11.5%, driven by margin uplift, capital efficiency, and accretive impact from the €5.5bn India stake acquisition.

Liquidity

Schneider's liquidity position is expected to remain solid, with its current ratio stable and upward trend from 1.3x ~ 2.0x and quick ratio trending upward toward from 1.1x to 1.7x as free cash flow generation strengthens (**Fig.23**). Despite the €5.5bn Temasek buyout in India, Schneider's balance sheet remains conservatively structured.

Source: S&P Capital IQ, Company Filings, Bloomberg, IBEF

Figure 24: Solvency Ratios (x)



Solvency

On solvency, Schneider has historically maintained low medium leverage, with Debt-to-Equity from 0.44x in FY20 to near 0.47x in FY24 (**Fig.24**). We expect Debt-to-Equity to remain conservative at 0.30-0.44x, while Debt-to-Assets stays below 0.3x. Schneider's disciplined capital allocation ensures its aggressive investments in India and data center infrastructure are well-funded without compromising long-term solvency.

VALUATION

Discounted Cash Flow Valuation

Our DCF analysis indicates an intrinsic value range of €303.7 to €320.4 per share, representing a 39-47% upside from Schneider's current share price of €218.3 (as of 19 August 2025). Using both the Gordon Growth Method (4.0%) and an EV/EBITDA exit multiple (17.6x), our model implies an enterprise value of €181.61 - €191.1 billion and an equity value of €172.8 - 182.3 billion.

In terms of Cost of Equity and Weighted Average Cost of Capital (WACC), we estimate Schneider's cost of equity at 9.5%, derived from a French risk-free rate of 3.3%, an equity risk premium of 5.1% and a levered beta of 1.2 based on a target debt-to-equity ratio of 0.4. We also incorporate a 25% corporate tax rate. Schneider's pretax cost of debt is estimated at 4.5%, with an after-tax cost of 3.4%, reflecting its "A" credit rating and low default spread. Weighing equity (69.4%) and debt (30.6%), we calculate a WACC of 7.7%, which we apply in our DCF (**Fig.25**).

Figure 25: Weighted Average Cost of Capital (WACC)

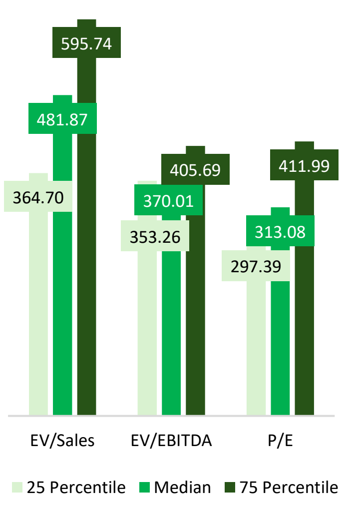
Weighted Average Cost of Capital (WACC)	
Cost of Debt	
Interest Coverage Ratio - FY24	12.2x
Implied Credit Ratings - FY24	A
Credit Default Spread	0.4%
Country Risk Premium	0.8%
Risk Free Rate	3.3%
Cost of Debt	**4.5%**
Cost of Equity	
Risk Free Rate	3.3%
Country	France
Equity Risk Premium	5.1%
Unlevered Beta	0.9
Target Debt to Equity Ratio	0.4
Tax Rate	25.0%
Levered Beta	1.2
Cost of Equity	**9.5%**
WACC	
Cost of Equity	9.5%
% of Equity	69.4%
Cost of Debt	4.5%
After Tax Cost of Debt	3.4%
% of Debt	30.6%
Weighted Average Cost of Capital	**7.7%**

Comparable Valuation

To derive Schneider Electric's intrinsic value, we conducted a comparable companies analysis using EV/Sales, EV/EBITDA, and P/E multiples. We benchmarked Schneider against peers in the electrical equipment industry, including ABB, Siemens and Eaton, chosen for their global scale and similar business model exposure to electrification, automation, and energy management solutions. From our analysis, Schneider currently trades at 17.0x NTM EBITDA, 3.5x NTM Sales, and 22.9x NTM P/E, broadly in line with peer averages but at a premium to certain metrics.

Applying peer group valuation EV/EBITDA, EV/Sales, P/E multiples yields a target share price range of €353.26 - €405.69, €364.70 - €595.74, €297.39 - €411.99 (**Fig.26**). We have blended median valuation of €388.30 with an upside of 77.9%.

Figure 26: Comparable Target Price (€)



ENVIRONMENTAL, SOCIAL, GOVERNANCE

Schneider Electric has established itself as a global leader in sustainability, consistently ranking among the top ESG performers worldwide. The company integrates sustainability into its core strategy through the Schneider Sustainability Impact (SSI) program, which tracks progress across climate, resources, trust, equity, generations, and local impact. In 2024, Schneider achieved a 99.5 ESG percentile score on Bloomberg and holds an AAA MSCI ESG rating, placing it ahead of peers like Siemens Energy and GE Vernova (**Fig.27**).

Environment:

Schneider Electric has a strong focus on decarbonization and circularity, with three key priorities of reducing its own emissions, enabling clients' carbon reduction, and advancing sustainable products.

Decarbonization of Operations: Schneider targets net-zero operations by 2030. By 2024, it achieved a 37% reduction in CO_2 emissions compared to its 2017 baseline and reached 94% renewable electricity use across its sites, on track for its RE100 commitment. Energy efficiency programs across factories and offices continue to deliver double-digit reductions in energy intensity (**Fig.28**).

Source: S&P Capital IQ, Company Filings, Sustainability Report

Figure 27: ESG Scorecard

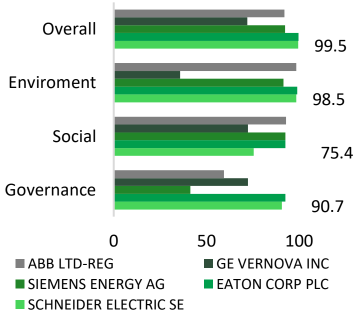


Figure 28: Carbon Emission Comparison

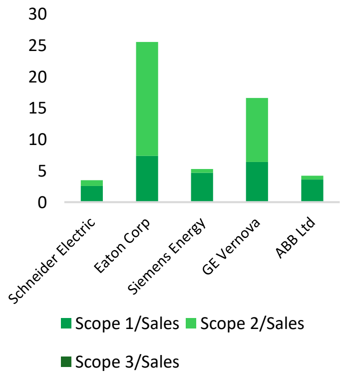


Figure 29: Customer CO_2 Emissions Avoided (in mil tones)

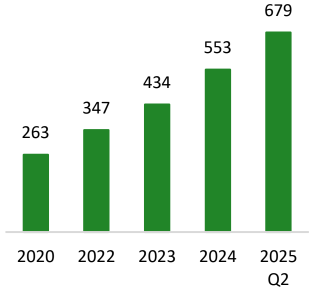


Figure 30: New Hires by Gender

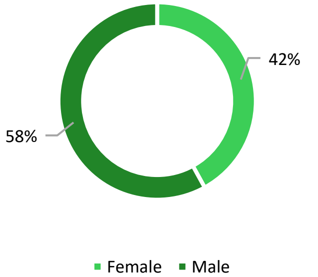


Figure 31: Employee Review on Glassdoor

Company	Overall Rating	CEO Approval	Will recommend
SCHNEIDER	4.3	94%	88%
EATON	3.9	89%	74%
SIEMENS	4.1	91%	83%
GE VERNOVA	3.9	81%	77%
ABB	4	91%	80%

Sustainable Products & Circularity: In 2024, 63% of revenues came from Green Premium products, which embed environmental transparency, recyclable content, and energy efficiency. Schneider is also scaling circularity by increasing the use of secondary raw materials and expanding take-back and recycling services for end-of-life equipment. In parallel, the company reduced supplier CO_2 emissions by 48% versus its 2021 baseline, strengthening its value chain impact, while reducing customer's emissions (**Fig.29**).

Social:

Schneider Electric emphasizes inclusivity and energy access, with three main pillars of diversity, workforce well-being, and community engagement.

Diversity & Inclusion: In 2024, women accounted for 42% of new hires and 29% of leadership roles. Schneider remains on track to achieve its 2025 targets of 50% women hires, 40% women in frontline management, and 30% in leadership(App I). Progress is supported by global initiatives in mentorship, equitable pay, and leadership development (**Fig.30**).

Employee Well-being: The company prioritizes holistic well-being through health benefits, employee assistance, and flexible work policies. By mid-2025, 72% of eligible roles were covered by hybrid work options, reinforcing work-life balance and boosting retention. Employee engagement and review scores also remained above industry averages, reflecting the impact of these policies (**Fig.31**).

Access to Energy & Communities: Through its Access to Energy program, Schneider has trained 7.6 million people since 2009, already surpassing its 2025 target of 7 million. The company continues to scale affordable solar-powered solutions in underserved regions, directly addressing energy poverty while enabling local economic growth. In Q2 2025, over 500,000 individuals gained access to reliable clean energy, underscoring Schneider's role in bridging the global energy gap.

Governance

Schneider Electric demonstrates strong governance practices with a clear structure that embeds sustainability oversight at the highest levels of the organization. The company's governance framework is designed to ensure accountability, ethical business conduct, and alignment between long-term sustainability goals and corporate strategy.

Board Oversight: The Board of Directors, supported by the Governance, Nominations & Sustainability Committee, oversees Schneider's climate commitments and the Schneider Sustainability Impact (SSI) program. As of 2024, the Board had 17 members, with 48.6% women and over 50% independent directors, reflecting best-in-class diversity and balanced decision-making. Members bring expertise in environment, finance, HR, digital, and governance, ensuring ESG issues are fully integrated into strategy discussions (**Fig.32**).

Executive Pay & Accountability: Schneider embeds sustainability directly into leadership accountability by linking compensation to ESG performance. In 2024, 20% of long-term executive incentives were tied to targets on decarbonization, gender diversity, and progress on the Schneider Sustainability Impact program. This alignment ensures that management's financial rewards are contingent on delivering measurable sustainability outcomes, reinforcing a culture of accountability at the highest levels. By integrating ESG into pay structures, Schneider demonstrates to stakeholders that sustainability is not only a strategic priority but also a driver of long-term value creation (**Fig.33**).

Transparency & Supply Chain Governance: Schneider reinforces governance through transparent reporting and supply chain oversight. It publishes externally audited SSI results each quarter, with Q2 2025 tracking at 6.13/10 toward a 2025 target of 10. Beyond its own operations, Schneider actively monitors supplier compliance on human rights, labor standards, and environmental practices. By early 2025, 76% of its strategic suppliers met sustainable procurement standards, extending governance accountability across the value chain.

Source: Sustainability Report, Bloomberg Intelligence, Glassdoor

Figure 32: Percentage of woman on Board

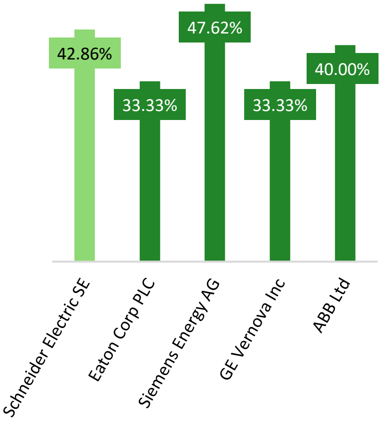


Figure 33: Executive Pay Breakdown

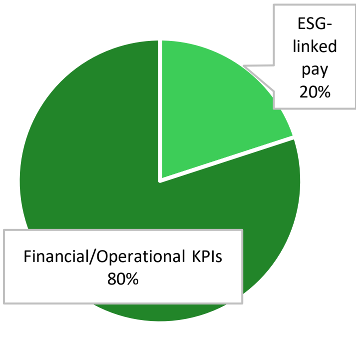


Figure 34: China Construction Output (Trillion Yuan)

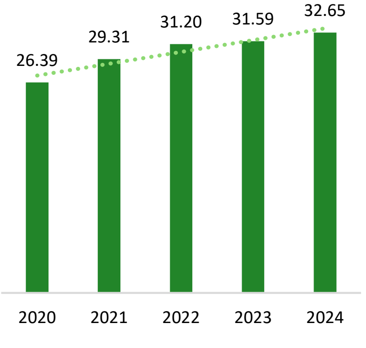
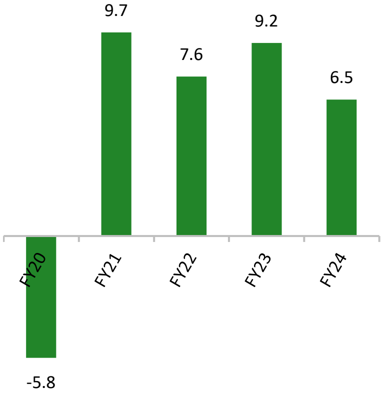


Figure 35: India GDP Growth (%)



INVESTMENT RISKS

[M1]Market Risk: China Market Slowdown

China represents approximately 12% of Schneider Electric's revenues in FY24, making it one of the company's most important geographies. However, the country has faced persistent weakness in property and construction activity, with consensus citing double-digit declines in property investment and sluggish industrial demand (**Fig.34**). In Q1, Schneider management acknowledged "soft demand in China," particularly in residential and construction markets, which remain significant drags despite strength in India. Prolonged weakness in China's real estate sector could weigh on Schneider's top-line growth and margins, given its heavy exposure to building and infrastructure end-markets in the country.

Mitigation: Schneider is countering these risks by deepening its presence in high-growth markets such as India, where demand for electrification and automation solutions is accelerating. India's industrial capital expenditure and government-led infrastructure investments provide a structural growth runway that can help offset cyclical downturns in China. Additionally, Schneider's technology-driven differentiation and solutions-based approach allow it to maintain pricing power, even in a more challenging competitive environment

[M2]Market Risk: Cyclical Demand and Macro Uncertainty in India

India is positioned as a structural growth hub for Schneider Electric, with management targeting a 2.5-3× increase in manufacturing capacity and embedding the country as a core pillar of its multi-hub strategy. In FY24, India delivered €2.5bn in revenues (6-7% of group) and has been growing at a double-digit pace in 2025, far outpacing mature markets such as Western Europe. However, the market remains exposed to cyclical volatility in investment and industrial activity. In the most recent India earnings call, management highlighted that industrial production (IIP), gross fixed capital formation (GFCF), and GDP growth are "stabilising but not accelerating," pointing to softer momentum in capital expenditure and infrastructure investment (**Fig.35**). A slowdown in India's investment cycle could delay the ramp-up of Schneider's capacity expansion, limiting near-term revenue capture and export leverage even as long-term electrification drivers remain intact.

Mitigation: Schneider's exposure is mitigated by its diversified end-market portfolio and the long-term secular demand drivers underpinning India's electrification and automation push. The company's full acquisition of its India joint venture in July 2025 for €5.5bn provides strategic flexibility, allowing Schneider to consolidate earnings and reallocate resources efficiently. Furthermore, India's role as an export and R&D hub ensures that even if domestic cycles slow, Schneider can leverage India's capacity expansion to serve global markets, balancing cyclical headwinds with structural tailwinds.

[F1]Firm Risk: Margin Compression from increased competition

Schneider Electric faces the risk of margin compression as structural cost pressures coincide with ongoing expansion and competitive dynamics. In FY24, the company delivered an adjusted EBITA margin of 18.2%, with management guiding for 18.7-19.0% in FY25. However, rising input costs across raw materials, logistics, and labor inflation are expected to weigh on profitability, with management noting 40-60 basis points of headwinds from cost inflation in recent quarters. At the same time, Schneider continues to expand globally in high-growth markets such as data centers, grid infrastructure, and distributed IT, while also maintaining capacity investments to meet structural demand. These initiatives position the company for long-term growth but entail upfront capex and integration spending that may limit near-term operating leverage. On the Q1 FY26 investor call, management acknowledged that such expansion, including in India, can create temporary margin pressure as integration and cost absorption precede scale benefits.

Source: Sustainability Report, Statista, World Bank

Figure 36: Risk and Catalyst Matrix

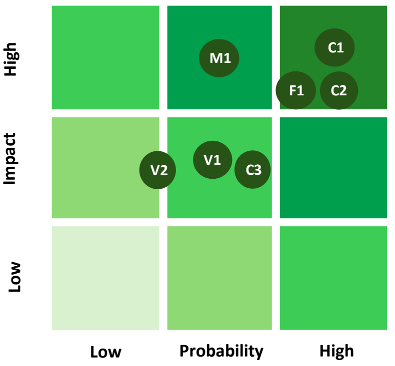


Figure 37: EBITA Margin Expansion

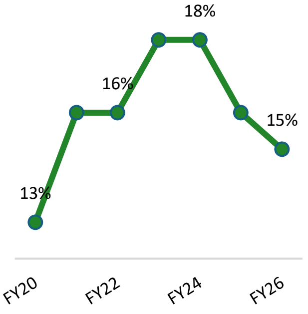


Figure 38: Beta Regression

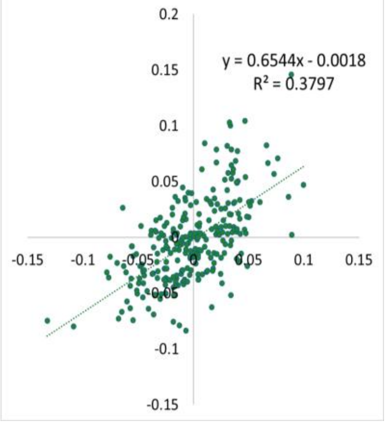
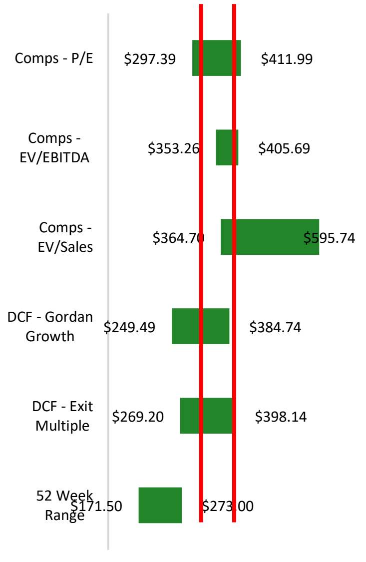


Figure 39: Football Field Analysis



Mitigation: Schneider is partially insulated by its high-margin software and services portfolio, providing recurring revenue resilience. Management has also consistently delivered EBITA margin expansion over the past decade through pricing discipline, cost productivity, and portfolio mix improvement (**Fig.37**). Over the medium term, capacity expansions, including India, Schneider are expected to enhance scale efficiency, with management targeting €1.2 billion in annual cost savings by 2027, supporting margin stabilisation despite near-term pressures.

[V1]Valuation Risk: Premium Multiple Compression

Schneider trades at a premium valuation (P/E 24x, EV/EBITDA 16x). This multiple could come under pressure if data center growth moderates, upfront project costs weigh on margins, or competition from peers like Vertiv, ABB, and Legrand intensifies.

Mitigation: Schneider's diversified exposure across healthcare, finance, and services reduces cyclicality, while structural growth drivers such as AI-driven liquid cooling (30% CAGR) and mandatory SF6-free adoption provide durable tailwinds that justify its premium valuation.

[V2]Valuation Risk: Execution & Regulatory Adoption Risk

A significant part of Schneider's thesis rests on scaling SF6-free switchgear and executing India's capacity expansion. Delays in regulatory enforcement, slower customer adoption of sustainable solutions, or execution challenge in India could derail growth expectations.

Mitigation: With 15+ years of R&D and a fully commercialized SF6-free AirSeT portfolio, Schneider has established customer customer stickiness and pricing power. In India, strong government infrastructure commitments and the Temasek-based integration of local operations provide both localization benefits and export leverage, ensuring structural margin expansion by 2030.

CATALYSTS

[C1]Catalyst: 2025 Earnings and 2026 Guidance

Schneider Electric's FY25 earnings release and 2026 guidance will serve as a critical catalyst for share performance, providing clarity on the durability of demand trends amid a mixed macro backdrop. While recent commentary has pointed to "stabilising but not accelerating" global industrial cycles, Schneider's diversified portfolio and structural tailwinds in electrification and digitalisation create the potential for outperformance. Consensus currently expects FY25 revenues of €40.2bn and an EBITA margin of 21.6t%. A strong beat, driven by double-digit organic growth in India and sustained momentum in digital energy and industrial automation, could materially shift investor sentiment.

[C2]Catalyst: Capital Markets Day Disclosure Reset (Q4 2025)

If Schneider uses its late-2025 CMD to break out Data Centre, Software and Services with distinct mid-term targets (growth, margin, FCF conversion), it reframes the company from a "hardware industrial" to a higher quality platform. Cleaner disclosure plus new KPIs would tighten models, surface mix quality, and support a multiple re-rating as investors compare the software or services slice to higher-valued comps, which is an immediate stock catalyst if target exceeds current implicit Street assumptions.

[C3]Catalyst: India Capacity Commissioning and & Export Certification (Q2 2026)

Completion and ramp of Schneider's expanded India manufacturing lines (MV/LV switchgear, thermal management, prefab DC modules) plus IEC/UL export certifications is a clear catalyst for Schneider. As these plants move from mechanical completion to qualification and volume runs, Schneider can shorten lead times, localize more content and begin exporting higher-margin SKUs into APAC and EMEA. Expect management to pair certification and ramp milestones with guidance on backlog conversion, inventory unwind, and 50-100 bps mix-led margin tailwind through 2H26.

Source: S&P Capital IQ, Company Filings, Bloomberg Intelligence

Appendix A: Strong Management Team

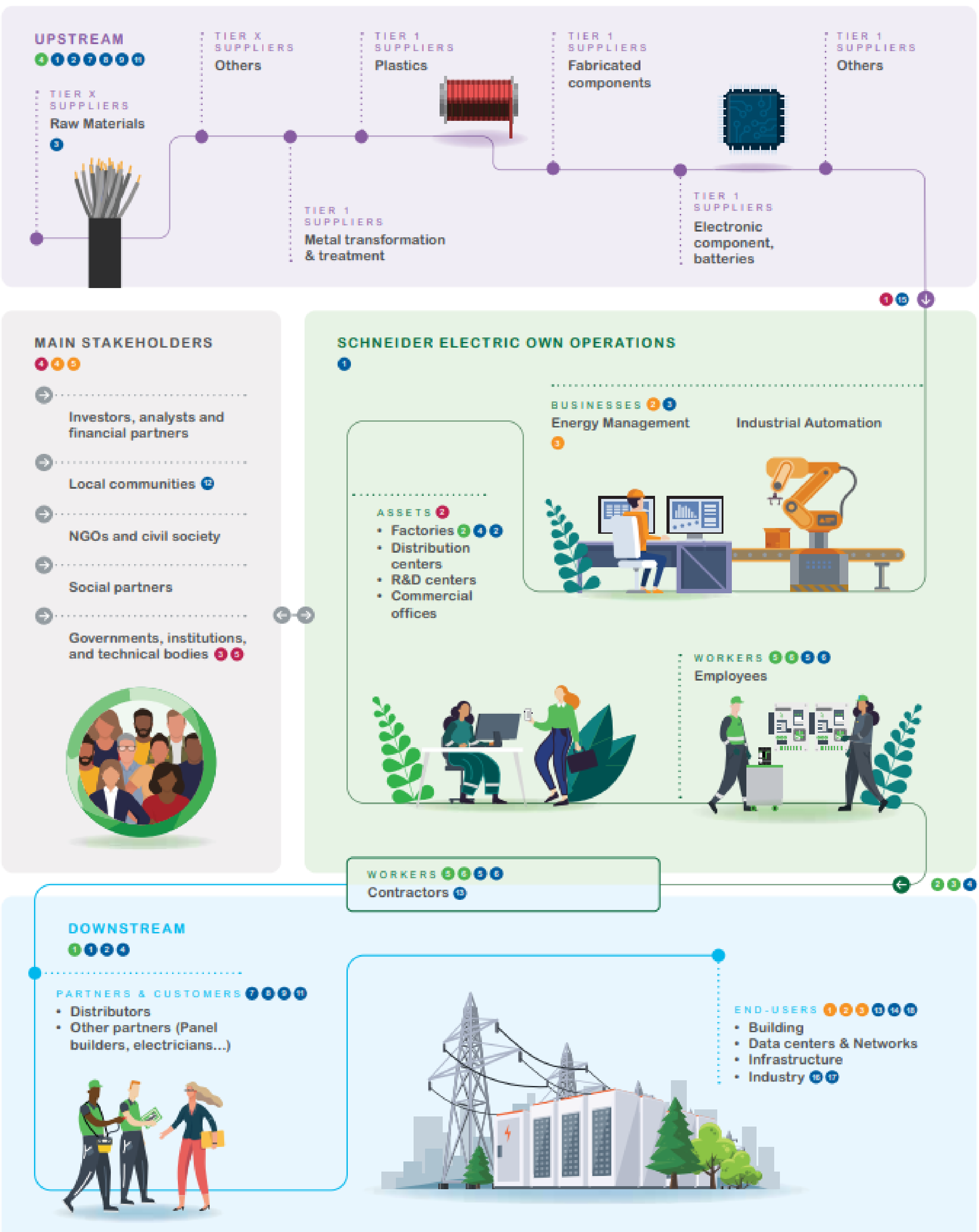
Olivier Blum
Chief Executive Officer
30+ years of experience
Led integration of sustainability into core business strategy

Hilary Maxson
Chief Financial Officer
20+ years of experience
Joined Schneider in 2017 and Group CFO since April 2020

Charise Le
Chief HR Officer
25+ years of experience
Joined Schneider in 2005, led APAC HR strategy

Esther Finidori
Chief Sustainability Officer
20+ years of experience
Led sustainability integration since 2021

Appendix B: Schneider Electric's Business Model and Value Chain



Appendix C: Revenue Build

All values are in EUR million unless otherwise stated											
	# of Days	366.00	365.00	365.00	365.00	366.00	365.00	365.00	365.00	366.00	365.00
	Start Date	1/1/2020	1/1/2021	1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029
	End Date	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029
Revenue Build	Units	FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F
Revenue by Product											
Energy Management		19,344.0	22,179.0	26,442.0	28,241.0	31,131.0	35,183.1	41,270.2	47,567.7	54,435.9	62,413.6
% YoY			*14.7%*	*19.2%*	*6.8%*	*10.2%*	*13.0%*	*17.3%*	*15.3%*	*14.4%*	*14.7%*
% of Revenue		*76.9%*	*76.7%*	*77.4%*	*78.7%*	*81.6%*	*83.6%*	*85.8%*	*87.8%*	*89.5%*	*91.3%*
Industrial Automation		5,815.0	6,726.0	7,734.0	7,661.0	7,022.0	6,918.4	6,822.7	6,603.8	6,356.6	5,937.0
% YoY			*15.7%*	*15.0%*	*-0.9%*	*-8.3%*	*-1.5%*	*-1.4%*	*-3.2%*	*-3.7%*	*-6.6%*
% of Revenue		*23.1%*	*23.3%*	*22.6%*	*21.3%*	*18.4%*	*16.4%*	*14.2%*	*12.2%*	*10.5%*	*8.7%*
Total Revenue		**25,159.0**	**28,905.0**	**34,176.0**	**35,902.0**	**38,153.0**	**42,101.5**	**48,093.0**	**54,171.5**	**60,792.5**	**68,350.6**
							10.3%	*14.2%*	*12.6%*	*12.2%*	*12.4%*
Revenue by Geographical Region											
North America		7,241.0	8,267.0	10,986.0	12,211.0	13,850.0	16,006.5	18,723.1	21,865.0	25,201.0	29,029.2
% YoY			*14.2%*	*32.9%*	*11.2%*	*13.4%*	*15.6%*	*17.0%*	*16.8%*	*15.3%*	*15.2%*
% of Revenue		*28.8%*	*28.6%*	*32.1%*	*34.0%*	*36.3%*	*38.0%*	*38.9%*	*40.4%*	*41.5%*	*42.5%*
Western Europe		6,636.0	7,382.0	8,304.0	8,912.0	8,993.0	9,472.7	11,283.3	12,690.6	14,200.7	15,807.0
% YoY			*11.2%*	*12.5%*	*7.3%*	*0.9%*	*5.3%*	*19.1%*	*12.5%*	*11.9%*	*11.3%*
% of Revenue		*26.4%*	*25.5%*	*24.3%*	*24.8%*	*23.6%*	*22.5%*	*23.5%*	*23.4%*	*23.4%*	*23.1%*
Asia Pacific		7,509.0	8,995.0	10,341.0	10,247.0	10,347.0	11,750.0	13,293.1	15,042.5	17,026.8	19,278.0
% YoY			*19.8%*	*15.0%*	*-0.9%*	*1.0%*	*13.6%*	*13.1%*	*13.2%*	*13.2%*	*13.2%*
% of Revenue		*29.8%*	*31.1%*	*30.3%*	*28.5%*	*27.1%*	*27.9%*	*27.6%*	*27.8%*	*28.0%*	*28.2%*
Rest of the World		3,773.0	4,261.0	4,545.0	4,532.0	4,963.0	4,872.2	4,793.5	4,573.4	4,364.1	4,236.4
% YoY			*12.9%*	*6.7%*	*-0.3%*	*9.5%*	*-1.8%*	*-1.6%*	*-4.6%*	*-4.6%*	*-2.9%*
% of Revenue		*15.0%*	*14.7%*	*13.3%*	*12.6%*	*13.0%*	*11.6%*	*10.0%*	*8.4%*	*7.2%*	*6.2%*
Total Revenue		**25,159.0**	**28,905.0**	**34,176.0**	**35,902.0**	**38,153.0**	**42,101.5**	**48,093.0**	**54,171.5**	**60,792.5**	**68,350.6**
Revenue by Product & Geographical Region											
Energy Management											
North America		6,127.0	6,725.0	8,994.0	10,449.0	12,225.0	14,490.4	17,353.3	20,685.3	24,262.5	28,391.2
% YoY			*9.8%*	*33.7%*	*16.2%*	*17.0%*	*18.5%*	*19.8%*	*19.2%*	*17.3%*	*17.0%*
% of Revenue		*24.4%*	*23.3%*	*26.3%*	*29.1%*	*32.0%*	*34.4%*	*36.1%*	*38.2%*	*39.9%*	*41.5%*
Western Europe		4,880.0	5,506.0	6,223.0	6,658.0	7,081.0	7,653.7	9,567.5	11,101.3	12,764.0	14,552.2
% YoY			*12.8%*	*13.0%*	*7.0%*	*6.4%*	*8.1%*	*25.0%*	*16.0%*	*15.0%*	*14.0%*
% of Revenue		*19.4%*	*19.0%*	*18.2%*	*18.5%*	*18.6%*	*18.2%*	*19.9%*	*20.5%*	*21.0%*	*21.3%*
Asia Pacific		5,522.0	6,715.0	7,773.0	7,803.0	8,124.0	9,463.4	10,966.0	[illegible]	[illegible]	17,055.7
% YoY			*21.6%*	*15.8%*	*0.4%*	*4.1%*	*16.5%*	*15.9%*	[illegible]	[illegible]	*15.9%*
% of Revenue		*21.9%*	*23.2%*	*22.7%*	*21.7%*	*21.3%*	*22.5%*	*22.8%*	[illegible]	[illegible]	*25.0%*
Rest of the World		2,815.0	3,233.0	3,452.0	3,331.0	3,701.0	3,575.6	3,383.5	3,074.9	2,687.7	2,414.5
% YoY			*14.8%*	*6.8%*	*-3.5%*	*11.1%*	*-3.4%*	*-5.4%*	*-9.1%*	*-12.6%*	*-10.2%*
% of Revenue		*11.2%*	*11.2%*	*10.1%*	*9.3%*	*9.7%*	*8.5%*	*7.0%*	*5.7%*	*4.4%*	*3.5%*
Industrial Automation											
North America		1,114.0	1,542.0	1,992.0	1,762.0	1,625.0	1,516.2	1,369.9	1,179.7	938.5	638.0
% YoY			*38.4%*	*29.2%*	*-11.5%*	*-7.8%*	*-6.7%*	*-9.6%*	*-13.9%*	*-20.4%*	*-32.0%*
% of Revenue		*4.4%*	*5.3%*	*5.8%*	*4.9%*	*4.3%*	*3.6%*	*2.8%*	*2.2%*	*1.5%*	*0.9%*
Western Europe		1,756.0	1,876.0	2,081.0	2,254.0	1,912.0	1,819.0	1,715.8	1,589.3	1,436.7	1,254.8
% YoY			*6.8%*	*10.9%*	*8.3%*	*-15.2%*	*-4.9%*	*-5.7%*	*-7.4%*	*-9.6%*	*-12.7%*
% of Revenue		*7.0%*	*6.5%*	*6.1%*	*6.3%*	*5.0%*	*4.3%*	*3.6%*	*2.9%*	*2.4%*	*1.8%*
Asia Pacific		1,987.0	2,280.0	2,568.0	2,444.0	2,223.0	2,286.6	2,327.0	2,336.3	2,305.0	2,222.3
% YoY			*14.7%*	*12.6%*	*-4.8%*	*-9.0%*	*2.9%*	*1.8%*	*0.4%*	*-1.3%*	*-3.6%*
% of Revenue		*7.9%*	*7.9%*	*7.5%*	*6.8%*	*5.8%*	*5.4%*	*4.8%*	*4.3%*	*3.8%*	*3.3%*
Rest of the World		958.0	1,028.0	1,093.0	1,201.0	1,262.0	1,296.6	1,410.0	1,498.5	1,676.4	1,821.9
% YoY			*7.3%*	*6.3%*	*9.9%*	*5.1%*	*2.7%*	*8.7%*	*6.3%*	*11.9%*	*8.7%*
% of Revenue		*3.8%*	*3.6%*	*3.2%*	*3.3%*	*3.3%*	*3.1%*	*2.9%*	*2.8%*	*2.8%*	*2.7%*
Total Revenue		**25,159.0**	**28,905.0**	**34,176.0**	**35,902.0**	**38,153.0**	**42,101.5**	**48,093.0**	**54,171.5**	**60,792.5**	**68,350.6**

Series 1 Point "Comps - P/E"
Value: $297.39

Total Addressable Market										
Energy Management										
Global	31,423.1	35,759.4	40,765.8	46,636.1	53,258.4	60,608.0	68,790.1	77,880.4	87,993.6	99,256.7
% of Market Share	*61.6%*	*62.0%*	*64.9%*	*60.6%*	*58.5%*	*58.1%*	*60.0%*	*61.1%*	*61.9%*	*62.9%*
North America	12,236.3	13,655.7	15,239.8	17,707.6	18,980.5	21,182.2	23,639.4	26,381.5	29,441.8	32,857.1
% of Market Share	*50.1%*	*49.2%*	*59.0%*	*59.0%*	*64.4%*	*68.4%*	*73.4%*	*78.4%*	*82.4%*	*86.4%*
Western Europe	8,187.0	9,185.8	10,306.4	11,563.8	12,974.6	14,557.5	16,333.5	18,326.2	20,562.0	23,071.0
% of Market Share	*59.6%*	*59.9%*	*60.4%*	*57.6%*	*54.6%*	*52.6%*	*58.6%*	*60.6%*	*62.1%*	*63.1%*
Asia Pacific	8,045.8	9,244.6	10,622.1	12,204.8	14,023.3	16,112.8	18,513.6	21,272.1	24,441.7	28,083.4
% of Market Share	*68.6%*	*72.6%*	*73.2%*	*63.9%*	*57.9%*	*58.7%*	*59.2%*	*59.7%*	*60.2%*	*60.7%*
Rest of the World	2,954.0	3,673.3	4,597.5	5,159.9	7,280.0	8,755.5	10,303.6	11,900.6	13,548.1	15,245.2
% of Market Share	*95.3%*	*88.0%*	*75.1%*	*64.6%*	*50.8%*	*40.8%*	*32.8%*	*25.8%*	*19.8%*	*15.8%*
Industrial Automation										
Global	124,768.0	134,836.8	146,419.3	160,065.6	175,383.8	192,746.8	212,787.7	235,504.9	261,269.1	290,296.1
% of Market Share	*4.7%*	*5.0%*	*5.3%*	*4.8%*	*4.0%*	*3.6%*	*3.2%*	*2.8%*	*2.4%*	*2.0%*
North America	33,646.2	36,977.2	40,637.9	44,661.1	49,082.5	53,941.7	59,281.9	65,150.8	71,600.7	78,689.2
% of Market Share	*3.3%*	*4.2%*	*4.9%*	*3.9%*	*3.3%*	*2.8%*	*2.3%*	*1.8%*	*1.3%*	*0.8%*
Western Europe	25,000.0	26,125.0	27,300.6	28,530.1	31,907.9	33,951.2	36,327.8	38,870.7	41,591.6	44,502.0
% of Market Share	*7.0%*	*7.2%*	*7.6%*	*7.9%*	*6.0%*	*5.4%*	*4.7%*	*4.1%*	*3.5%*	*2.8%*
Asia Pacific	46,900.0	51,600.0	57,000.0	63,000.0	69,964.0	79,470.3	90,288.4	102,586.6	116,572.3	132,491.3
% of Market Share	*4.2%*	*4.4%*	*4.5%*	*3.9%*	*3.2%*	*2.9%*	*2.6%*	*2.3%*	*2.0%*	*1.7%*
Rest of the World	41,721.8	20,134.6	21,480.8	23,874.4	24,429.4	25,383.6	26,889.6	28,896.8	31,504.5	34,613.6
% of Market Share	*2.3%*	*5.1%*	*5.1%*	*5.0%*	*5.2%*	*5.1%*	*5.2%*	*5.2%*	*5.3%*	*5.3%*

Assumptions									
Energy Management									
North America - Change in Market Share (%)	-0.8%	9.8%	0.0%	5.4%	4.0%	5.0%	5.0%	4.0%	4.0%
Bear					*3.8%*	*4.8%*	*4.8%*	*3.8%*	*3.8%*
Base					*4.0%*	*5.0%*	*5.0%*	*4.0%*	*4.0%*
Bull					*4.3%*	*5.3%*	*5.3%*	*4.3%*	*4.3%*
Western Europe - Change in Market Share (%)	0.3%	0.4%	-2.8%	-3.0%	-2.0%	6.0%	2.0%	1.5%	1.0%
Bear					*-3.0%*	*4.0%*	*1.0%*	*1.0%*	*0.5%*
Base					*-2.0%*	*6.0%*	*2.0%*	*1.5%*	*1.0%*
Bull					*-1.0%*	*7.5%*	*2.5%*	*2.0%*	*1.5%*
Asia Pacific - Change in Market Share (%)	4.0%	0.5%	-9.2%	-6.0%	0.8%	0.5%	0.5%	0.5%	0.5%
Bear					*0.5%*	*0.3%*	*0.3%*	*0.3%*	*0.3%*
Base					*0.8%*	*0.5%*	*0.5%*	*0.5%*	*0.5%*
Bull					*1.0%*	*0.8%*	*0.8%*	*0.8%*	*0.8%*
Rest of the World - Change in Market Share (%)	-7.3%	-12.9%	-10.5%	-13.7%	-10.0%	-8.0%	-7.0%	-6.0%	-4.0%
Bear					*-12.5%*	*-10.0%*	*-9.0%*	*-4.0%*	*-2.0%*
Base					*-10.0%*	*-8.0%*	*-7.0%*	*-6.0%*	*-4.0%*
Bull					*-7.5%*	*-5.5%*	*-5.0%*	*-3.5%*	*-1.5%*
Industrial Automation									
North America - Change in Market Share (%)	0.3%	0.3%	-0.5%	-0.8%	-0.5%	-0.5%	-0.5%	-0.5%	-0.5%
Bear					*-0.6%*	*-0.6%*	*-0.6%*	*-0.6%*	*-0.6%*
Base					*-0.5%*	*-0.5%*	*-0.5%*	*-0.5%*	*-0.5%*
Bull					*-0.3%*	*-0.3%*	*-0.3%*	*-0.3%*	*-0.3%*
Western Europe - Change in Market Share (%)	0.9%	0.7%	-1.0%	-0.6%	-0.6%	-0.6%	-0.6%	-0.6%	-0.6%
Bear					*-0.7%*	*-0.7%*	*-0.7%*	*-0.7%*	*-0.7%*
Base					*-0.6%*	*-0.6%*	*-0.6%*	*-0.6%*	*-0.6%*
Bull					*-0.3%*	*-0.3%*	*-0.3%*	*-0.3%*	*-0.3%*
Asia Pacific - Change in Market Share (%)	0.2%	0.1%	-0.6%	-0.7%	-0.3%	-0.3%	-0.3%	-0.3%	-0.3%
Bear					*-0.5%*	*-0.5%*	*-0.5%*	*-0.5%*	*-0.5%*
Base					*-0.3%*	*-0.3%*	*-0.3%*	*-0.3%*	*-0.3%*
Bull					*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
Rest of the World - Change in Market Share (%)	2.8%	0.0%	-0.1%	0.1%	-0.1%	0.1%	-0.1%	0.1%	-0.1%
Bear					*-0.3%*	*-0.3%*	*-0.3%*	*-0.3%*	*-0.3%*
Base					*-0.1%*	*0.1%*	*-0.1%*	*0.1%*	*-0.1%*
Bull					*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*

Appendix D: Cost Build

		FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F	
	# of Days	366.00	365.00	365.00	365.00	366.00	365.00	365.00	365.00	366.00	365.00	
	Start Date	1/1/2020	1/1/2021	1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029	
All values are in EUR million unless otherwise stated	End Date	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029	
Cost Build	Units	FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F	Comments
Revenue		25,159.0	28,905.0	34,176.0	35,902.0	38,153.0	42,101.5	48,093.0	54,171.5	60,792.5	68,350.6	
% YoY			14.9%	18.2%	5.1%	6.3%	10.3%	14.2%	12.6%	12.2%	12.4%	
Cost of Sales		(15,003.0)	(17,062.0)	(20,300.0)	(20,890.0)	(21,885.0)	(24,839.9)	(28,230.6)	(31,690.3)	(35,442.0)	(39,780.1)	
% YoY			13.7%	19.0%	2.9%	4.8%	13.5%	13.7%	12.3%	11.8%	12.2%	
As % of Revenue		59.6%	59.0%	59.4%	58.2%	57.4%	59.0%	58.7%	58.5%	58.3%	58.2%	
SG&A exclud. D&A		(5,512.0)	(6,001.0)	(6,819.0)	(7,432.0)	(7,877.0)	(8,651.9)	(9,883.1)	(11,105.2)	(12,401.7)	(13,943.5)	
% YoY			8.9%	13.6%	9.0%	6.0%	9.8%	14.2%	12.4%	11.7%	12.4%	
As % of Revenue		21.9%	20.8%	20.0%	20.7%	20.6%	20.6%	20.6%	20.5%	20.4%	20.4%	
Research & Development		(718.0)	(855.0)	(1,040.0)	(1,168.0)	(1,308.0)	(1,684.1)	(1,923.7)	(2,166.9)	(2,431.7)	(2,734.0)	
% YoY			19.1%	21.6%	12.3%	12.0%	28.8%	14.2%	12.6%	12.2%	12.4%	
As % of Revenue		2.9%	3.0%	3.0%	3.3%	3.4%	4.0%	4.0%	4.0%	4.0%	4.0%	*Figures too small, ignore*
Other Operating Income & Expenses		(210.0)	(21.0)	(433.0)	98.0	(87.0)	(126.3)	(144.3)	(162.5)	(182.4)	(205.1)	
% YoY			-90.0%	1961.9%	-122.6%	-188.8%	45.2%	14.2%	12.6%	12.2%	12.4%	
As % of Revenue		0.8%	0.1%	1.3%	-0.3%	0.2%	0.3%	0.3%	0.3%	0.3%	0.3%	
Restructuring Costs		(421.0)	(225.0)	(227.0)	(147.0)	(141.0)	(210.5)	(240.5)	(270.9)	(304.0)	(341.8)	
% YoY			-46.6%	0.9%	-35.2%	-4.1%	49.3%	14.2%	12.6%	12.2%	12.4%	
As % of Revenue		1.7%	0.8%	0.7%	0.4%	0.4%	0.5%	0.5%	0.5%	0.5%	0.5%	
Assumptions												
Cost of Sales - As % of Revenue		59.6%	59.0%	59.4%	58.2%	57.4%	59.0%	58.7%	58.5%	58.3%	58.2%	
Bear							60.0%	59.7%	59.5%	59.3%	59.1%	
Base							59.0%	58.7%	58.5%	58.3%	58.2%	
Bull							57.5%	57.7%	57.5%	57.3%	57.2%	
SG&A exclud. D&A - As % of Revenue		21.9%	20.8%	20.0%	20.7%	20.6%	20.6%	20.6%	20.5%	20.4%	20.4%	
Bear							21.0%	21.0%	21.0%	21.0%	21.0%	
Base							20.6%	20.6%	20.5%	20.4%	20.4%	
Bull							20.0%	20.0%	19.5%	19.5%	19.5%	

Appendix E: Working Capital

		FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F
	# of Days	366.00	365.00	365.00	365.00	366.00	365.00	365.00	365.00	366.00	365.00
	Start Date	1/1/2020	1/1/2021	1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029
All values are in EUR million unless otherwise stated	End Date	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029
Working Capital Schedule	Units	FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F
Revenue		25,159.0	28,905.0	34,176.0	35,902.0	38,153.0	42,101.5	48,093.0	54,171.5	60,792.5	68,350.6
% YoY			14.9%	18.2%	5.1%	6.3%	10.3%	14.2%	12.6%	12.2%	12.4%
Cost of Goods Sold		15,003.0	17,062.0	20,300.0	20,890.0	21,885.0	24,839.9	28,230.6	31,690.3	35,442.0	39,780.1
% YoY			13.7%	19.0%	2.9%	4.8%	13.5%	13.7%	12.3%	11.8%	12.2%
Trade Receivables		4,482.0	5,141.0	5,675.0	6,330.0	7,024.0	7,654.8	8,588.0	9,587.9	10,572.6	11,784.6
Inventories		2,883.0	3,971.0	4,346.0	4,519.0	5,411.0	5,520.0	6,137.1	6,815.1	7,461.5	8,287.5
Trade Payables		4,664.0	5,715.0	6,254.0	7,596.0	8,893.0	8,280.0	9,106.6	10,060.4	10,905.2	12,054.6
Trade Receivables Turnover		5.6x	5.6x	6.0x	5.7x	5.4x	5.5x	5.6x	5.7x	5.8x	5.8x
Inventories Turnover		5.2x	4.3x	4.7x	4.6x	4.0x	4.5x	4.6x	4.7x	4.8x	4.8x
Trade Payables Turnover		3.2x	3.0x	3.2x	2.8x	2.5x	3.0x	3.1x	3.2x	3.3x	3.3x
Trade Receivables Days		65.2 days	64.9 days	60.6 days	64.4 days	67.4 days	66.4 days	65.2 days	64.6 days	63.7 days	62.9 days
Inventories Days		70.3 days	84.9 days	78.1 days	79.0 days	90.5 days	81.1 days	79.3 days	78.5 days	77.1 days	76.0 days
Trade Payables Days		113.8 days	122.3 days	112.4 days	132.7 days	148.7 days	121.7 days	117.7 days	115.9 days	112.6 days	110.6 days
Other Current Assets & Other Current Liabilities											
Other Operating Receivables		1,144.0	1,688.0	1,839.0	2,058.0	2,340.0	2,526.1	2,885.6	3,250.3	3,647.6	4,101.0
As % of Revenue		4.5%	5.8%	5.4%	5.7%	6.1%	6.0%	6.0%	6.0%	6.0%	6.0%
Other Receivables		1,937.0	1,825.0	1,852.0	1,970.0	1,945.0	2,246.0	2,552.1	2,708.6	3,039.6	3,417.5
As % of Revenue		7.7%	6.3%	5.4%	5.5%	5.1%	5.3%	5.3%	5.0%	5.0%	5.0%
Prepaid Expenses		157.0	173.0	304.0	320.0	385.0	391.5	453.7	520.5	574.3	649.1
As % of Revenue		0.6%	0.6%	0.9%	0.9%	1.0%	0.9%	0.9%	1.0%	0.9%	0.9%
Accured taxes and payroll costs		3,413.0	3,694.0	3,787.0	4,013.0	4,015.0	4,631.2	5,290.2	5,958.9	6,687.2	7,518.6
As % of Revenue		13.6%	12.8%	11.1%	11.2%	10.5%	11.0%	11.0%	11.0%	11.0%	11.0%
Other current liabilities		1,558.0	1,685.0	1,887.0	1,379.0	1,504.0	1,684.1	1,923.7	2,166.9	2,431.7	2,734.0
As % of Revenue		6.2%	5.8%	5.5%	3.8%	3.9%	4.0%	4.0%	4.0%	4.0%	4.0%
Net Working Capital											
Decrease/(increase) in accounts receivables			(659.0)	(534.0)	(655.0)	(694.0)	(630.8)	(933.2)	(999.8)	(984.7)	(1,212.0)
Decrease/(increase) in inventories and work in progress			(1,088.0)	(375.0)	(173.0)	(892.0)	(109.0)	(617.1)	(678.0)	(646.4)	(826.0)
(Decrease)/increase in accounts payable			1,051.0	539.0	1,342.0	1,297.0	(613.0)	826.7	953.8	844.8	1,149.3
Other current assets		3,238.0	3,686.0	3,995.0	4,348.0	4,670.0	5,163.6	5,891.4	6,479.4	7,261.5	8,167.7
Other current liabilities		4,971.0	5,379.0	5,674.0	5,392.0	5,519.0	6,315.2	7,213.9	8,125.7	9,118.9	10,252.6
Changes in net working capital		(1,733.0)	(1,693.0)	(1,679.0)	(1,044.0)	(849.0)	(1,151.6)	(1,322.5)	(1,646.4)	(1,857.4)	(2,084.9)
Decrease/(increase) in other current assets and liabilities			(40.0)	(14.0)	(635.0)	(195.0)	302.6	170.9	323.8	211.0	227.5

Appendix F: Depreciation

	# of Days	366.00	365.00	365.00	365.00	366.00	365.00	365.00	365.00	366.00	365.00	
	Start Date	1/1/2020	1/1/2021	1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029	
All values are in EUR million unless otherwise stated	End Date	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029	
PPE Schedule	Units	FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F	Comments
Revenue		25,159.0	28,905.0	34,176.0	35,902.0	38,153.0	42,101.5	48,093.0	54,171.5	60,792.5	68,350.6	
% YoY			*14.9%*	*18.2%*	*5.1%*	*6.3%*	*10.3%*	*14.2%*	*12.6%*	*12.2%*	*12.4%*	
Gross Value												
Beginning PPE		9,210.0	9,533.0	10,259.0	10,652.0	11,152.0	12,284.0	13,547.0	15,134.1	16,650.9	18,140.3	
CapEx		795.0	885.0	1,077.0	1,215.0	1,529.0	1,263.0	1,587.1	1,516.8	1,489.4	1,469.5	
Disposals		(336.0)	(504.0)	(469.0)	(518.0)	(513.0)						Might affect balancing
Translation adjustments		(409.0)	354.0	135.0	(172.0)	190.0						
Reclassification		(5.0)	(32.0)	(9.0)	24.0	(65.0)						
Changes in scope of consolidation and other		278.0	23.0	(341.0)	(49.0)	(9.0)						
Total Gross Value		**9,533.0**	**10,259.0**	**10,652.0**	**11,152.0**	**12,284.0**	**13,547.0**	**15,134.1**	**16,650.9**	**18,140.3**	**19,609.9**	
Depreciation and Impairment												
Accumulated Depreciation		(5,530.0)	(5,914.0)	(6,433.0)	(6,717.0)	(6,943.0)	(7,400.0)	(8,326.3)	(9,375.6)	(10,474.6)	(11,619.0)	
Depreciation and impairment		(704.0)	(744.0)	(755.0)	(760.0)	(831.0)	(926.3)	(1,049.4)	(1,099.0)	(1,144.4)	(1,182.5)	
Reversal		217.0	341.0	340.0	446.0	418.0						
Translation adjustments		197.0	(198.0)	(81.0)	99.0	(121.0)						
Reclassification		8.0	27.0	143.0	(17.0)	61.0						
Changes in scope of consolidation and other		(102.0)	55.0	69.0	6.0	16.0						
Total Amortization and Impairment		**(5,914.0)**	**(6,433.0)**	**(6,717.0)**	**(6,943.0)**	**(7,400.0)**	**(8,326.3)**	**(9,375.6)**	**(10,474.6)**	**(11,619.0)**	**(12,801.6)**	
Ending PPE		**3,619.0**	**3,826.0**	**3,935.0**	**4,209.0**	**4,884.0**	**5,220.8**	**5,758.5**	**6,176.3**	**6,521.3**	**6,808.3**	
CapEx as % of Revenue		3.2%	3.1%	3.2%	3.4%	4.0%	*3.0%*	*3.3%*	*2.8%*	*2.5%*	*2.2%*	2%-2.5%

Series 1 Point "Comps - P/E"
Value: $297.39

New Assets

Useful Life	*10.0 years*
First Year Amount	*50.0%*

Year	Life	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F
FY25 F	10.0	50%	100%	100%	100%	100%
FY26 F	10.0	–	50%	100%	100%	100%
FY27 F	10.0		–	50%	100%	100%
FY28 F	10.0			–	50%	100%
FY29 F	10.0				–	50%

Year	CapEx	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F
FY25 F	1,263.0	631.5	1,263.0	1,263.0	1,263.0	1,263.0
FY26 F	1,587.1		793.5	1,587.1	1,587.1	1,587.1
FY27 F	1,516.8			758.4	1,516.8	1,516.8
FY28 F	1,489.4				744.7	1,489.4
FY29 F	1,469.5					734.8

Exisiting Assets

Useful Life	*8.0 years*
PP&E - FY24	4,884.0
Percentage of Full Year	*100%*

Total Asset Depreciation

	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F
Exisiting Assets	610.5	652.6	719.8	772.0	815.2
New Assets	315.8	396.8	379.2	372.4	367.4
Total Depreciation	**926.3**	**1,049.4**	**1,099.0**	**1,144.4**	**1,182.5**

Intangible Asset	FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F
Gross Value										
Beginning Intangible Asset	9,716.0	10,395.0	12,727.0	13,304.0	13,061.0	14,359.0	14,864.2	15,441.3	16,091.4	16,820.9
Acquisition	332.0	333.0	386.0	451.0	469.0	505.2	577.1	650.1	729.5	820.2
Translaton adjustments	(568.0)	596.0	297.0	(290.0)	441.0					
Reclassifications	0.0	(27.0)	(90.0)	(335.0)	(57.0)					
Reclassificatoins to assets held for sale	0.0	0.0	(63.0)	(30.0)	0.0					
Changes in scope of consolidation and other	915.0	1,430.0	47.0	(39.0)	445.0					
Total Gross Value	**10,395.0**	**12,727.0**	**13,304.0**	**13,061.0**	**14,359.0**	**14,864.2**	**15,441.3**	**16,091.4**	**16,820.9**	**17,641.1**
Amortization and impairment										
Accumulated Amortiziation	(5,069.0)	(5,362.0)	(6,241.0)	(6,931.0)	(7,224.0)	(8,079.0)	(9,436.0)	(10,738.1)	(12,025.3)	(13,330.9)
Amortization	(512.0)	(688.0)	(732.0)	(717.0)	(716.0)	(1,357.0)	(1,302.1)	(1,287.1)	(1,305.6)	(1,354.4)
Impairment	(17.0)	(23.0)	(39.0)	(50.0)	(19.0)					
Translation adjustments	242.0	(212.0)	(88.0)	128.0	(191.0)					
Reclassifcations	0.0	27.0	90.0	335.0	68.0					
Reclassifications to asset held for sale	0.0	0.0	37.0	4.0	0.0					
Changes in scope of consolidation and other	(6.0)	17.0	42.0	7.0	3.0					
Total Amortization	**(5,362.0)**	**(6,241.0)**	**(6,931.0)**	**(7,224.0)**	**(8,079.0)**	**(9,436.0)**	**(10,738.1)**	**(12,025.3)**	**(13,330.9)**	**(14,685.3)**
Ending Intangible Asset	**5,033.0**	**6,486.0**	**6,373.0**	**5,837.0**	**6,280.0**	**5,428.2**	**4,703.2**	**4,066.1**	**3,490.0**	**2,955.8**
Acquisition as % of Revenue	1.3%	1.2%	1.1%	1.3%	1.2%	*1.2%*	*1.2%*	*1.2%*	*1.2%*	*1.2%*

Useful Life

Intangible Asset	*5.0 years*

Amortization Waterfall (Straight Line Depreciation)

	CapEx	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F
Exisiting PPE		1,256.0	1,085.6	940.6	813.2	698.0
FY25F Acquisition	505.2	101.0	101.0	101.0	101.0	101.0
FY26F Acquisition	577.1		115.4	115.4	115.4	115.4
FY27F Acquisition	650.1			130.0	130.0	130.0
FY28F Acquisition	729.5				145.9	145.9
FY29F Acquisition	820.2					164.0
Total Amortization		**1,357.0**	**1,302.1**	**1,287.1**	**1,305.6**	**1,354.4**

Appendix G: Income Statement

	# of Days	366.00	365.00	365.00	365.00	366.00	365.00	365.00	365.00	366.00	365.00
	Start Date	1/1/2020	1/1/2021	1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029
All values are in EUR million unless otherwise stated	End Date	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029
Income Statement	Units	FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F	Comments
Revenue		25,159.0	28,905.0	34,176.0	35,902.0	38,153.0	42,101.5	48,093.0	54,171.5	60,792.5	68,350.6
Cost of Sales		(15,003.0)	(17,062.0)	(20,300.0)	(20,890.0)	(21,885.0)	(24,839.9)	(28,230.6)	(31,690.3)	(35,442.0)	(39,780.1)
Gross Profit		10,156.0	11,843.0	13,876.0	15,012.0	16,268.0	17,261.6	19,862.4	22,481.2	25,350.5	28,570.6
Operating Expenses											
Research and development		(718.0)	(855.0)	(1,040.0)	(1,168.0)	(1,308.0)	(1,684.1)	(1,923.7)	(2,166.9)	(2,431.7)	(2,734.0)
Selling, general & administrative expenses		(5,512.0)	(6,001.0)	(6,819.0)	(7,432.0)	(7,877.0)	(8,651.9)	(9,883.1)	(11,105.2)	(12,401.7)	(13,943.5)
Other operating income and expenses		(210.0)	(21.0)	(433.0)	98.0	(87.0)	(126.3)	(144.3)	(162.5)	(182.4)	(205.1)
Restructuring costs		(421.0)	(225.0)	(227.0)	(147.0)	(141.0)	(210.5)	(240.5)	(270.9)	(304.0)	(341.8)
EBITDA		3,295.0	4,741.0	5,357.0	6,363.0	6,855.0	6,588.9	7,670.8	8,775.8	10,030.8	11,346.2
Depreciation		(704.0)	(744.0)	(755.0)	(760.0)	(831.0)	(926.3)	(1,049.4)	(1,099.0)	(1,144.4)	(1,182.5)
Amortization		(512.0)	(688.0)	(732.0)	(717.0)	(716.0)	(1,357.0)	(1,302.1)	(1,287.1)	(1,305.6)	(1,354.4)
Operating Income		2,079.0	3,309.0	3,870.0	4,886.0	5,308.0	4,305.6	5,319.4	6,389.7	7,580.8	8,809.2
Interest income		14.0	4.0	24.0	79.0	174.0	174.0	174.0	174.0	174.0	174.0
Interest expenses		(126.0)	(99.0)	(130.0)	(387.0)	(435.0)	(435.0)	(435.0)	(435.0)	(435.0)	(435.0)
Other financial income and expenses		(166.0)	(81.0)	(109.0)	(222.0)	(148.0)	(148.0)	(148.0)	(148.0)	(148.0)	(148.0)
Profit from continuing operations before income tax		1,801.0	3,133.0	3,655.0	4,356.0	4,899.0	3,896.6	4,910.4	5,980.7	7,171.8	8,400.2
	Tax Rate										
Income tax expenses	25.0%	(638.0)	(966.0)	(1,211.0)	(1,285.0)	(1,398.0)	(974.1)	(1,227.6)	(1,495.2)	(1,792.9)	(2,100.1)
Impairment of investments in associates		66.0	84.0	29	Series 1 Point "Comps - P/E"	(203.0)	(203.0)	(203.0)	(203.0)	(203.0)	(203.0)
Net Income		1,229.0	2,251.0	2,473	Value: $297.39	3,298.0	2,719.4	3,479.8	4,282.5	5,175.8	6,097.2
# of basic outstanding shares	#	553.8	556.4	558.1	559.8	560.7	560.7	560.7	560.7	560.7	560.7
# of diluted outstanding shares	#	557.6	564.7	565.2	566.6	569.1	569.1	569.1	569.1	569.1	569.1
Basic EPS	EUR	2.22	4.05	4.43	5.58	5.88	4.85	6.21	7.64	9.23	10.87
Diluted EPS	EUR	2.20	3.99	4.38	5.51	5.80	4.78	6.11	7.53	9.09	10.71

Appendix H: Balance Sheet

	# of Days	366.00	365.00	365.00	365.00	366.00	365.00	365.00	365.00	366.00	365.00
	Start Date	1/1/2020	1/1/2021	1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029
All values are in EUR million unless otherwise stated	End Date	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029
Balance Sheet	Units	FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F	Comments
Non-Current Assets											
Goodwill		19,956.0	24,723.0	25,136.0	24,664.0	26,281.0	26,281.0	26,281.0	26,281.0	26,281.0	26,281.0
Intangible assets		5,033.0	6,486.0	6,373.0	5,837.0	6,280.0	5,428.2	4,703.2	4,066.1	3,490.0	2,955.8
Property, plant and equipment		3,619.0	3,826.0	3,935.0	4,209.0	4,884.0	5,220.8	5,758.5	6,176.3	6,521.3	6,808.3
Investments in associates and joint ventures		598.0	1,234.0	1,241.0	1,206.0	1,111.0	1,111.0	1,111.0	1,111.0	1,111.0	1,111.0
Non-current financial assets		776.0	1,034.0	1,125.0	1,245.0	1,601.0	1,601.0	1,601.0	1,601.0	1,601.0	1,601.0
Deferred tax assets		1,984.0	1,820.0	1,616.0	1,636.0	1,794.0	1,794.0	1,794.0	1,794.0	1,794.0	1,794.0
Total Non-Current Assets		31,966.0	39,123.0	39,426.0	38,797.0	41,951.0	41,436.0	41,248.7	41,029.4	40,798.3	40,551.1
Current Assets											
Inventories and work in progress		2,883.0	3,971.0	4,346.0	4,519.0	5,411.0	5,520.0	6,137.1	6,815.1	7,461.5	8,287.5
Trade receivables		4,482.0	5,141.0	5,675.0	6,330.0	7,024.0	7,654.8	8,588.0	9,587.9	10,572.6	11,784.6
Other operating receivables		1,144.0	1,688.0	1,839.0	2,058.0	2,340.0	2,526.1	2,885.6	3,250.3	3,647.6	4,101.0
Other receivables		1,937.0	1,825.0	1,852.0	1,970.0	1,945.0	2,246.0	2,552.1	2,708.6	3,039.6	3,417.5
Prepaid expenses		157.0	173.0	304.0	320.0	385.0	391.5	453.7	520.5	574.3	649.1
Current financial assets		151.0	163.0	123.0	41.0	74.0	74.0	74.0	74.0	74.0	74.0
Cash & cash equivalents		6,762.0	2,463.0	3,863.0	4,655.0	6,812.0	8,996.3	12,110.6	16,212.1	21,043.7	26,727.0
Total Current Assets		17,516.0	15,424.0	18,002.0	19,893.0	23,991.0	27,408.7	32,801.1	39,168.4	46,413.3	55,040.7
Asset held for sale		0.0	0.0	940.0	209.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Assets		49,482.0	54,547.0	58,368.0	58,899.0	65,942.0	68,844.6	74,049.8	80,197.8	87,211.6	95,591.9
Shareholders' Equity											
Share capital		2,268.0	2,276.0	2,284.0	2,291.0	2,303.0	2,303.0	2,303.0	2,303.0	2,303.0	2,303.0
Additional paid in capital		2,248.0	2,456.0	2,660.0	2,937.0	3,354.0	3,354.0	3,354.0	3,354.0	3,354.0	3,354.0
Retained earnings		17,648.0	19,694.0	19,812.0	21,528.0	23,677.0	26,396.4	29,876.2	34,158.7	39,334.5	45,431.7
Translation reserve		(1,541.0)	14.0	683.0	(294.0)	1,155.0	1,155.0	1,155.0	1,155.0	1,155.0	1,155.0
Non-controlling interests		3,104.0	3,669.0	655.0	706.0	791.0	791.0	791.0	791.0	791.0	791.0
Total Equity		23,727.0	28,109.0	26,094.0	27,168.0	31,280.0	33,999.4	37,479.2	41,761.7	46,937.5	53,034.7
Non-Current Liabilties											
Pensions and other post-employment benefit obligations		1,708.0	1,395.0	1,186.0	1,069.0	1,097.0	1,097.0	1,097.0	1,097.0	1,097.0	1,097.0
Other non-current provisions		930.0	1,091.0	994.0	959.0	1,251.0	1,251.0	1,251.0	1,251.0	1,251.0	1,251.0
Non-current financial liabilities		8,196.0	7,554.0	7,330.0	11,592.0	10,910.0	10,910.0	10,910.0	10,910.0	10,910.0	10,910.0
Non-current purchase commitments over non-controlling interest		0.0	0.0	194.0	50.0	19.0	19.0	19.0	19.0	19.0	19.0
Deferred tax liabilities		917.0	997.0	885.0	703.0	810.0	810.0	810.0	810.0	810.0	810.0
Other non-current liabilities		1,109.0	1,179.0	865.0	848.0	1,006.0	1,006.0	1,006.0	1,006.0	1,006.0	1,006.0
Total Non-Current Liabilities		12,860.0	12,216.0	11,454.0	15,221.0	15,093.0	15,093.0	15,093.0	15,093.0	15,093.0	15,093.0
Current Liabilities											
Trade payables		4,664.0	5,715.0	6,254.0	7,596.0	8,893.0	8,280.0	9,106.6	10,060.4	10,905.2	12,054.6
Accrued taxes and payroll costs		3,413.0	3,694.0	3,787.0	4,013.0	4,015.0	4,631.2	5,290.2	5,958.9	6,687.2	7,518.6
Current provisions		1,000.0	933.0	1,036.0	1,061.0	1,052.0	1,052.0	1,052.0	1,052.0	1,052.0	1,052.0
Other current liabilities		1,558.0	1,685.0	1,887.0	1,379.0	1,504.0	1,684.1	1,923.7	2,166.9	2,431.7	2,734.0
Current financial liabilities		0.0	0.0	3,133.0	2,341.0	3,921.0	3,921.0	3,921.0	3,921.0	3,921.0	3,921.0
Current purchase commitments over non-controlling interest		0.0	0.0	4,554.0	80.0	184.0	184.0	184.0	184.0	184.0	184.0
Current debt		2,260.0	2,195.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Current Liabilities		12,895.0	14,222.0	20,651.0	16,470.0	19,569.0	19,752.2	21,477.6	23,343.1	25,181.1	27,464.2
Liabilities held for sale		0.0	0.0	169.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Shareholders' Equity and Liabilities		49,482.0	54,547.0	58,368.0	58,899.0	65,942.0	68,844.6	74,049.8	80,197.8	87,211.6	95,591.9
Balance Sheet Balanced?		*Yes*	*Yes*	*Yes*	*Yes*	*Yes*	*Yes*	*Yes*	*Yes*	*Yes*	*Yes*

Appendix I: Cash Flow Statement

All values are in EUR million unless otherwise stated												
	# of Days	366.00	365.00	365.00	365.00	366.00	365.00	365.00	365.00	366.00	365.00	
	Start Date	1/1/2020	1/1/2021	1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029	
	End Date	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029	
Cash Flow Statement	Units	FY20	FY21	FY22	FY23	FY24	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F	Comments
Cash flows from / (used in) operating activities												
Net Income		1,229.0	2,251.0	2,473.0	3,122.0	3,298.0	2,719.4	3,479.8	4,282.5	5,175.8	6,097.2	
Share of (profit) / losses of associates		(66.0)	(84.0)	(29.0)	(51.0)	(17.0)						
Depreciation of property, plant and equipment		704.0	744.0	755.0	760.0	831.0	926.3	1,049.4	1,099.0	1,144.4	1,182.5	
Amortization of intangible assets other than goodwill		512.0	688.0	732.0	717.0	716.0	1,357.0	1,302.1	1,287.1	1,305.6	1,354.4	
Impairment losses on non-current assets		54.0	34.0	61.0	60.0	251.0						
Increase / (decrease) in provisions		266.0	(54.0)	32.0	87.0	93.0						
Losses / (gains) on disposals of business and assets		(10.0)	(184.0)	70.0	(252.0)	(115.0)						
Difference between tax paid and tax expenses		(137.0)	(38.0)	139.0	(164.0)	(81.0)						
Other non-cash adjustments		90.0	(27.0)	(558.0)	702.0	(53.0)						
Change in restricted cash		1,009.0	1,022.0	1,063.0	1,047.0	1,140.0						
Net cash provided by operating activities		**3,651.0**	**4,352.0**	**4,738.0**	**6,028.0**	**6,063.0**	**5,002.7**	**5,831.2**	**6,668.6**	**7,625.8**	**8,634.1**	
Changes in accounts receivable		326.0	(659.0)	(534.0)	(655.0)	(694.0)	(630.8)	(933.2)	(999.8)	(984.7)	(1,212.0)	
Changes in inventories and work in progress		(153.0)	(1,088.0)	(375.0)	(173.0)	(892.0)	(109.0)	(617.1)	(678.0)	(646.4)	(826.0)	
Changes in accounts payable		344.0	1,051.0	539.0	1,342.0	1,297.0	(613.0)	826.7	953.8	844.8	1,149.3	
Changes in other current assets and liabilities		267.0	(40.0)	(14.0)	(635.0)	(195.0)	302.6	170.9	323.8	211.0	227.5	
Change in working capital requirement		**784.0**	**(736.0)**	**(384.0)**	**(121.0)**	**(484.0)**	**(1,050.2)**	**(552.7)**	**(400.3)**	**(575.3)**	**(661.1)**	
Total cash flows form / (used in) operating activities		**4,435.0**	**3,616.0**	**4,354.0**	**5,907.0**	**5,579.0**	**3,952.5**	**5,278.5**	**6,268.3**	**7,050.5**	**7,973.0**	
Cash flows from / (used in) investing activities												
Purchase of property, plant and equipment		(795.0)	(885.0)	(1,077.0)	(1,215.0)	(1,529.0)	(1,263.0)	(1,587.1)	(1,516.8)	(1,489.4)	(1,469.5)	
Proceeds from disposals of property, plant and equipment		336.0	504.0	469.0	518.0	513.0	0.0	0.0	0.0	0.0	0.0	
Purchass of intangible assets		(332.0)	(333.0)	(386.0)	(451.0)	(469.0)	(505.2)	(577.1)	(650.1)	(729.5)	(820.2)	
Net cash used by investment in operating assets		**(791.0)**	**(714.0)**	**(994.0)**	**(1,148.0)**	**(1,485.0)**	**(1,768.3)**	**(2,164.2)**	**(2,166.9)**	**(2,218.9)**	**(2,289.7)**	
Acquisitions and disposals of businesses, net of cash acquired and dispose		(2,364.0)	(4,231.0)	(297.0)	446.0	(452.0)						
Other long-term investments		11.0	16.0	40.0	(89.0)	30.0						
Increase in long-term pension assets		(106.0)	(239.0)	(160.0)	(257.0)	(80.0)						
Sub-total		**(2,459.0)**	**(4,454.0)**	**(417.0)**	**100.0**	**(502.0)**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	
Total cash flows from / (used in) investing activities		**(3,250.0)**	**(5,168.0)**	**(1,411.0)**	**(1,048.0)**	**(1,987.0)**	**(1,768.3)**	**(2,164.2)**	**(2,166.9)**	**(2,218.9)**	**(2,289.7)**	
Cash flows from / (used in) financing activites												
Issuance of bonds		2,444.0	0.0	1,092.0	3,509.0	3,466.0						
Repayment of bonds		(500.0)	(600.0)	(829.0)	(1,299.0)	(1,384.0)						
Sale/(Purchase) of treasury shares		(50.0)	(262.0)	(219.0)	(703.0)	(322.0)						
Increase/(decrease) in other financial debt		1,032.0	(444.0)	143.0	939.0	(1,338.0)						
OCEANEs issuance and repayment (equity component)		0.0	0.0	0.0	0.0	(66.0)						
Increase/(decreaes) of share capital		43.0	216.0	208.0	284.0	252.0						
Transaction with non-controlling interests		1,141.0	(418.0)	(73.0)	(4,702.0)	(183.0)						
Dividends paid to Schneider Electric's shareholders		(1,413.0)	(1,447.0)	(1,618.0)	(1,767.0)	(1,963.0)						
Dividends paid to non-controlling interests		(112.0)	(138.0)	(157.0)	(84.0)	(86.0)						
Total cash flows from / (used in) financing activities		**2,585.0**	**(3,093.0)**	**(1,453.0)**	**(3,823.0)**	**(1,624.0)**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	
Net foreign exchange difference		(403.0)	346.0	(70.0)	(240.0)	189.0						
Impact of reclassification of items held for sale		0.0	0.0	(20.0)	(4.0)	0.0						
Increase / (Decrease) in net cash and cash equivalents		**3,367.0**	**(4,299.0)**	**1,400.0**	**792.0**	**2,157.0**	**2,184.3**	**3,114.3**	**4,101.5**	**4,831.6**	**5,683.3**	
Net cash and cash equivalents, beginning of the year		3,395.0	6,762.0	2,463.0	3,863.0	4,655.0	6,812.0	8,996.3	12,110.6	16,212.1	21,043.7	
Increase / (Decrease) in cash and cash equivalents		3,367.0	(4,299.0)	1,400.0	792.0	2,157.0	2,184.3	3,114.3	4,101.5	4,831.6	5,683.3	
Net cash and cash equivalents, end of the year		6,762.0	2,463.0	3,863.0	4,655.0	6,812.0	8,996.3	12,110.6	16,212.1	21,043.7	26,727.0	

Appendix J: Financial Analysis

All values are in EUR million unless otherwise stated												
	# of Days	366.00	365.00	365.00	365.00	366.00	365.00	365.00	365.00	366.00	365.00	
	Start Date	1/1/2020	1/1/2021	1/1/2022	1/1/2023	1/1/2024	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029	
	End Date	31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029	
Ratios		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 F	FY2026 F	FY2027 F	FY2028 F	FY2029 F	Comments
Growth												
Gross Margin	%	40.4%	41.0%	40.6%	41.8%	42.6%	41.0%	41.3%	41.5%	41.7%	41.8%	
EBIT Margin	%	8.3%	11.4%	11.3%	13.6%	13.9%	10.2%	11.1%	11.8%	12.5%	12.9%	
EBITDA Margin	%	13.1%	16.4%	15.7%	17.7%	18.0%	15.7%	16.0%	16.2%	16.5%	16.6%	
Net Margin	%	4.9%	7.8%	7.2%	8.7%	8.6%	6.5%	7.2%	7.9%	8.5%	8.9%	
Liquidity Ratio												
Current Ratio	x	1.4 x	1.1 x	0.9 x	1.2 x	1.2 x	1.4 x	1.5 x	1.7 x	1.8 x	2.0 x	
Quick Ratio	x	1.1 x	0.8 x	0.7 x	0.9 x	0.9 x	1.1 x	1.2 x	1.4 x	1.5 x	1.7 x	
Profitability Ratio												
ROA	%	2.5%	4.1%	4.2%	5.3%	5.0%	4.0%	4.7%	5.3%	5.9%	6.4%	
ROE	%	5.2%	8.0%	9.5%	11.5%	10.5%	8.0%	9.3%	10.3%	11.0%	11.5%	
Solvency Ratio												
Debt-To-Assets	x	0.2x	0.2x	0.2x	0.2x	0.2x	0.2x	0.2x	0.2x	0.2x	0.2x	
Debt-To-Equity	x	0.4x	0.3x	0.4x	0.5x	0.5x	0.4x	0.4x	0.4x	0.3x	0.3x	
Debt-To-Capital	x	0.4x	0.3x	0.4x	0.5x	0.5x	0.4x	0.4x	0.4x	0.3x	0.3x	
Interest Coverage	x	16.5x	33.4x	29.8x	12.6x	12.2x	9.9x	12.2x	14.7x	17.4x	20.3x	
Debt -To-EBITDA	x	0.7x	0.5x	2.0x	2.2x	2.2x	2.3x	1.9x	1.7x	1.5x	1.3x	

All values are in EUR million unless otherwise stated

Discounted Cash Flow		Units	FY25 F	FY26 F	FY27 F	FY28 F	FY29 F	Comments
		# of Days	365.00	365.00	365.00	366.00	365.00	
		Start Date	1/1/2025	1/1/2026	1/1/2027	1/1/2028	1/1/2029	
		End Date	31/12/2025	31/12/2026	31/12/2027	31/12/2028	31/12/2029	
EBIT			4,305.6	5,319.4	6,389.7	7,580.8	8,809.2	Target
Tax Rate	25.0%		(1,076.4)	(1,329.8)	(1,597.4)	(1,895.2)	(2,202.3)	31/12/2025
NOPAT			**3,229.2**	**3,989.5**	**4,792.2**	**5,685.6**	**6,606.9**	
+ Depreciation			926.3	1,049.4	1,099.0	1,144.4	1,182.5	
+ Amortization			1,357.0	1,302.1	1,287.1	1,305.6	1,354.4	
- CapEx			1,768.3	2,164.2	2,166.9	2,218.9	2,289.7	
- Increase / (Decrease) in Net Working Capital			302.6	170.9	323.8	211.0	227.5	
Unlevered Free Cash Flow			**3,441.6**	**4,005.9**	**4,687.7**	**5,705.6**	**6,626.6**	
Days to Valuation				365.0	730.0	1,096.0	1,461.0	
Standard Discount Period				1.0	2.0	3.0	4.0	
Mid-Year Discount Period				0.5	1.0	1.5	2.0	
Discount Factor				0.964	0.929	0.895	0.863	
PV of FCF				**3,860.8**	**4,354.3**	**5,108.9**	**5,717.0**	

Weighted Average Cost of Capital (WACC)		
Cost of Debt		
Interest Coverage Ratio - FY24	x	12.2x
Implied Credit Ratings - FY24		A
Credit Default Spread	%	0.4%
Country Risk Premium	%	0.8%
Risk Free Rate	%	3.3%
Cost of Debt		**4.5%**
Cost of Equity		
Risk Free Rate	%	3.3%
Country		France
Equity Risk Premium	%	5.1%
Unlevered Beta		0.9
Target Debt to Equity Ratio	x	0.4
Tax Rate	%	25.0%
Levered Beta		1.2
Cost of Equity		**9.5%**
WACC		
Cost of Equity	%	9.5%
% of Equity	%	69.4%
Cost of Debt	%	4.5%
After Tax Cost of Debt	%	3.4%
% of Debt	%	30.6%
Weighted Average Cost of Capital		**7.7%**

Discounted Cash Flow Valuation		Perpetual Growth	EV/EBITDA Exit
		4.00%	17.6x
Terminal Value in FY29 F		188,472.1	199,466.3
Present Value of Terminal Value		162,600.5	172,085.5
Sum of PV FCFs		19,041.0	19,041.0
Enterprise Value		**181,641.5**	**191,126.5**
+ Cash		6,812.0	6,812.0
- Debt		(14,831.0)	(14,831.0)
- Non Controlling Interest		(791.0)	(791.0)
- Preferred Shares		0.0	0.0
Implied Equity Value		**172,831.5**	**182,316.5**
# of shares outstanding	#	569.1	569.1
Implied Share Price	**EUR**	**303.7**	**320.4**
Current Share Price | 19th August 2025	EUR	218.3	218.3
Upside / (Downside)	%	**39.1%**	**46.8%**

Blended Valuation		
Perpetual Growth	EUR	303.7
EV/EBITDA Exit	EUR	320.4
Blended Target Price	**EUR**	**312.0**
Current Share Price	EUR	218.3
Upside / (Downside)	%	**43.0%**
Annualized Return	%	7.4%
Dividend Yield	%	1.8%
IRR	**%**	**9.2%**

Appendix L: Comparable Trading Analysis

Source: S&P Capital IQ 15-Aug

Industry	Company	Ticker	Share Price	Market Cap	Implied EV	Net Debt	LTM Revenue	LTM EBITDA	LTM EPS	TEV / NTM EBITDA	TEV / NTM Revenue	NTM P/E	BETA Equity Value	BETA Debt/Equity Ratio	BETA Tax Rate	BETA Levered Beta	BETA Unlevered Beta
Electric Equipment	ABB Ltd	SWX:ABBN	57.48	104,782	109,219	8,377	30,891	6,181	2.09	15.9x	3.8x	24.5x	17,922	0.47 x	24%	0.8x	0.6x
	Eaton Corporation plc	NYSE:ETN	304.78	118,652	128,171	9,906	23,911	5,409	9.15	21.2x	5.7x	27.4x	23,692	0.42 x	17%	1.2x	0.9x
	Siemens Energy AG	XTRA:ENR	97.82	77,297	72,885	3,700	38,390	2,411	1.08	17.6x	1.9x	45.9x	15,098	0.25 x	15%	1.9x	1.6x
	75 Percentile									19.4x	4.8x	36.6x					1.2x
	Mean									18.2x	3.8x	32.6x					1.0x
	Median									17.6x	3.8x	27.4x					0.7x
	25 Percentile									16.7x	2.9x	25.9x					0.7x
	Schneider Electric S.E.	ENXTPA:SU	222.00	125,036	138,916	17,065	39,316	7,758	7.59	17.0x	3.5x	22.9x	40,302	0.42x	24%	1.0x	0.7x

EV/Revenue Comparable Valuation	25 Percentile	Median	75 Percentile
Revenue	68,350.6	68,350.6	68,350.6
Forward EV/Revenue Multiple	2.9x	3.8x	4.8x
Implied Enterprise Value	**196,446.0**	**263,125.6**	**327,932.4**
(+) Cash	26,727.0	26,727.0	26,727.0
(-) Debt	(14,831.0)	(14,831.0)	(14,831.0)
(-) Non Controlling Interest	(791.0)	(791.0)	(791.0)
Implied Equity Value	**207,550.9**	**274,230.6**	**339,037.3**
Total Shares Outstanding	569.1	569.1	569.1
Target Share Price	**364.7**	**481.9**	**595.7**
Current Share Price | 19th August 2025	218.3	218.3	218.3
Upside / (Downside)	67.1%	120.8%	173.0%

Return Analysis	25 Percentile	Median	75 Percentile
Target Share Price	364.7	481.9	595.7
Current Share Price | 19th August 2025	218.3	218.3	218.3
5Y - Upside / (Downside)	67.1%	120.8%	173.0%
Annualized Return	10.8%	17.2%	22.2%
Dividend Yield	1.8%	1.8%	1.8%
IRR	**12.6%**	**18.9%**	**24.0%**

EV/EBITDA Comparable Valuation	25 Percentile	Median	75 Percentile
EBITDA	11,346.2	11,346.2	11,346.2
Forward EV/EBITDA Multiple	16.7x	17.6x	19.4x
Implied Enterprise Value	**189,935.4**	**199,466.3**	**219,776.0**
(+) Cash	26,727.0	26,727.0	26,727.0
(-) Debt	(14,831.0)	(14,831.0)	(14,831.0)
(-) Non Controlling Interest	(791.0)	(791.0)	(791.0)
Implied Equity Value	**201,040.4**	**210,571.2**	**230,880.9**
Total Shares Outstanding	569.1	569.1	569.1
Target Share Price	**353.3**	**370.0**	**405.7**
Current Share Price | 19th August 2025	218.3	218.3	218.3
Upside / (Downside)	61.9%	69.5%	85.9%

Return Analysis	25 Percentile	Median	75 Percentile
Target Share Price	353.3	370.0	405.7
Current Share Price | 19th August 2025	218.3	218.3	218.3
5Y - Upside / (Downside)	61.9%	69.5%	85.9%
Annualized Return	10.1%	11.1%	13.2%
Dividend Yield	1.8%	1.8%	1.8%
IRR	**11.9%**	**12.9%**	**15.0%**

P/E Comparable Valuation	25 Percentile	Median	75 Percentile
Net Income	6,097.2	6,097.2	6,097.2
Forward P/E Multiple	25.9x	27.4x	36.6x
Implied Enterprise Value	**158,138.9**	**167,070.9**	**223,357.6**
(+) Cash	26,727.0	26,727.0	26,727.0
(-) Debt	(14,831.0)	(14,831.0)	(14,831.0)
(-) Non Controlling Interest	(791.0)	(791.0)	(791.0)
Implied Equity Value	**169,243.9**	**178,175.8**	**234,462.5**
Total Shares Outstanding	569.1	569.1	569.1
Target Share Price	**297.4**	**313.1**	**412.0**
Current Share Price | 19th August 2025	218.3	218.3	218.3
Upside / (Downside)	36.3%	43.5%	88.8%

Return Analysis	25 Percentile	Median	75 Percentile
Target Share Price	297.4	313.1	412.0
Current Share Price | 19th August 2025	218.3	218.3	218.3
5Y - Upside / (Downside)	36.3%	43.5%	88.8%
Annualized Return	6.4%	7.5%	13.5%
Dividend Yield	1.8%	1.8%	1.8%
IRR	**8.1%**	**9.2%**	**15.3%**

Blended Valuation	25 Percentile	Median	75 Percentile
EV/Revenue	364.7	481.9	595.7
EV/EBITDA	353.3	370.0	405.7
P/E	297.4	313.1	412.0
Blended Price Target	**338.4**	**388.3**	**471.1**
Current Share Price | 19th August 2025	218.3	218.3	218.3
Upside / (Downside)	55.1%	77.9%	115.9%
Annualized Return	9.2%	12.2%	16.6%
Dividend Yield	1.8%	1.8%	1.8%
IRR	**10.9%**	**14.0%**	**18.4%**

Series 1 Point "Comps - P/E"
Value: $297.39

Appendix M: Football Field Analysis

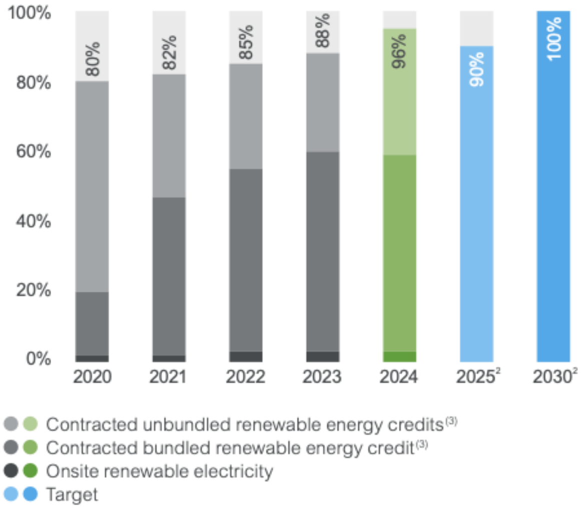
Football Field Analysis Inputs

	Low	Diff	High
52 Week Range	$ 171.50	101.50	$ 273.00
DCF - Exit Multiple	$ 269.20	128.95	$ 398.14
DCF - Gordan Growth	$ 249.49	135.26	$ 384.74
Comps - EV/Sales	$ 364.70	231.04	$ 595.74
Comps - EV/EBITDA	$ 353.26	52.43	$ 405.69
Comps - P/E	$ 297.39	114.60	$ 411.99

Football Field Analysis Inputs

Appendix N: Energy Intensity per Net Revenue

Energy intensity per net revenue	2024
Total energy consumption from activities in high climate impact sectors per net revenue from activities in high climate impact sectors (MWh/millions of euros)[1]	39.87



The underlying net revenue for the above calculation cannot directly be cross referenced to a line item in the financial statement because:

- Schneider Electric does not differentiate HCIS and nHCIS within the financial statements.
- Schneider Electric is excluding specific entities from its sustainability statement even though these entities are part of the financial statements (please refer to 2.1.3 “Basis for preparation” for further details).

For a quantitative reconciliation please refer to the below table:

	in millions of euros
Net revenue from activities in high climate impact sectors used to calculate energy intensity	35,799
Net revenue (other)	2,354
Total net revenue (in financial statements)	38,153

Appendix O: Carbon Emission Breakdown by Scopes

2.2.1.5 Gross Scopes 1, 2 and 3 and Total GHG emissions

Suppliers Scope 3 upstream — **14%**

Purchased goods and services	6.6 $MtCO_2e$
Freight	0.8 $MtCO_2e$
Other (e.g., business travels, commuting, upstream emissions from the energy sector)	0.6 $MtCO_2e$

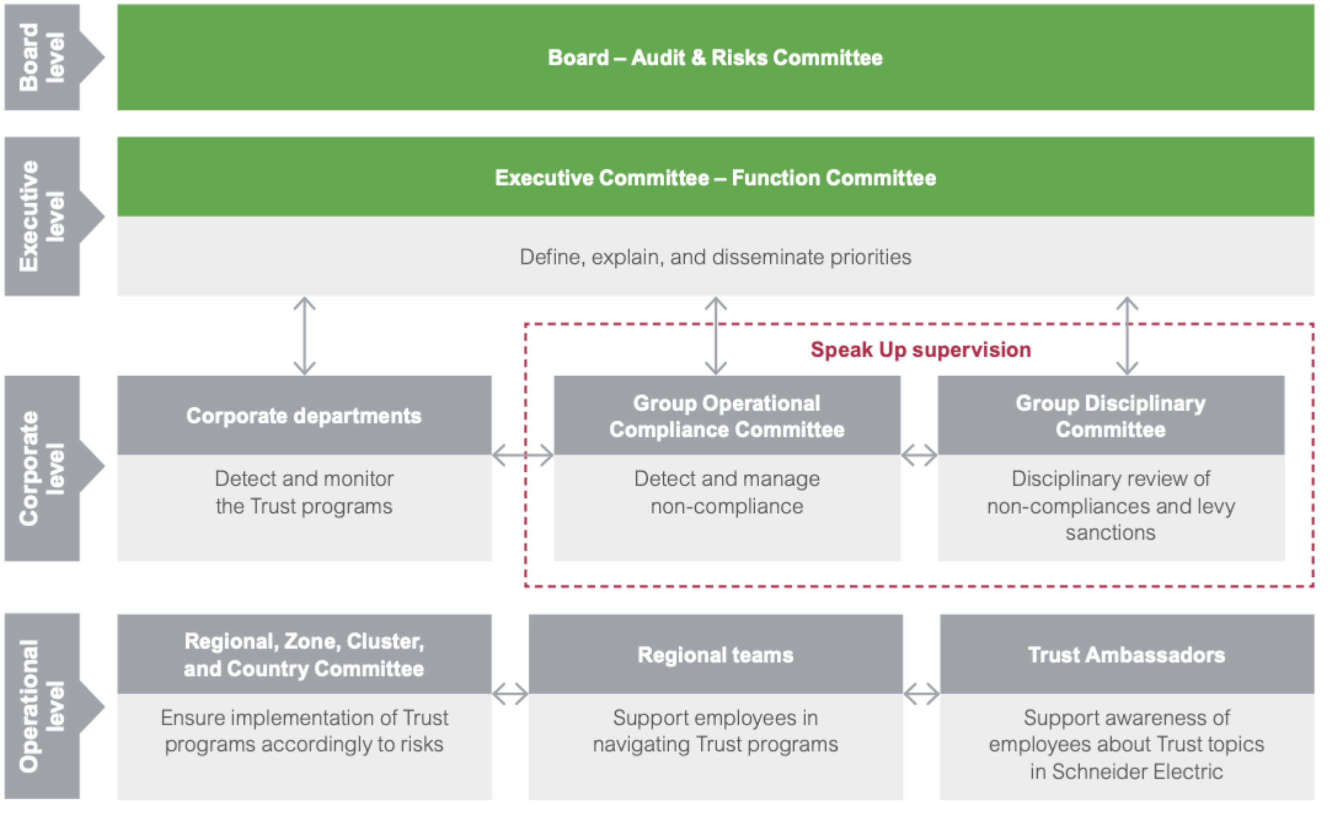
Schneider’s Operations Scopes 1 and 2 — **<1%**

Energy consumption at sites (market-based approach for electricity)	0.08 $MtCO_2e$
Company cars	0.06 $MtCO_2e$
SF_6 leakage	<0.01 $MtCO_2e$

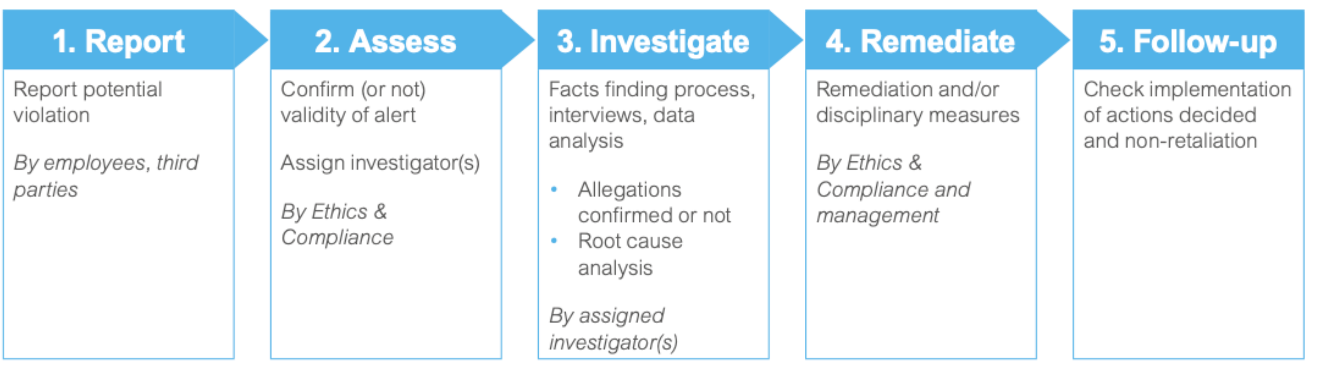
Customers Scope 3 downstream — **85%**

Use of sold products	42.6 $MtCO_2e$
End-of-life (mostly SF_6)	4.5 $MtCO_2e$
Freight	0.6 $MtCO_2e$

Appendix P: Whistleblowing Structure



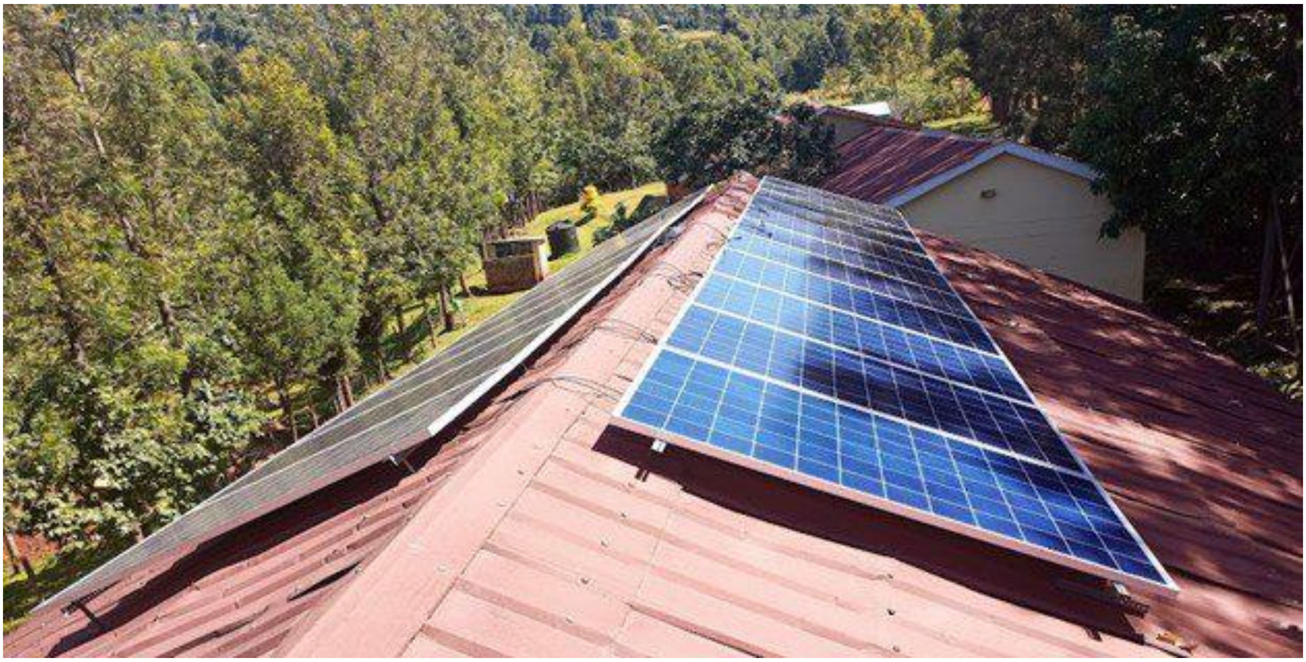
Appendix Q: Whistleblowing Case Management Process



Appendix R: Employee Headcounts By Employment Type and GendeR

Employment Type	Female	Male	Other	Not Reported	Total
No. of employees	54,680	104,291	13	18	159,002
No. of permanent employees	49,242	96,377	13	17	145,649
No. of temporary employees	5,390	7,863	0	1	13,254
No, of non-guaranteed hours employees	48	51	0	0	99

Appendix S: Access to Energy Program: Solar system installation at a maternity clinic in Kenya



Appendix T: Risk and Catalyst Matrix Rationale

Code	Risk	Rationale
M1	Market Risk: China Market Slowdown	China exposure is meaningful; diversification helps but macro drag persists.
M2	Market Risk: Cyclical Demand and Macro Uncertainty in India	Domestic pauses possible; export leverage and backlog offer cushion.
F1	Firm Risk: Margin Compression from increased competition	Eaton/ABB/Vertiv pricing pressure in DC/thermal; mix and services attach offset.
V1	Valuation Risk: Premium Multiple Compression	Rates/sector rotation can compress quality premiums even with solid prints.
V2	Valuation Risk: Rates/sector rotation can compress quality premiums even with solid prints.	EU SF_6 timeline reduces adoption risk; execution hiccups still possible.
C1	Catalyst: 2025 Earnings and 2026 Guidance	Near-term print + outlook usually moves the stock; mix/FCF commentary is key
C2	Catalyst: Capital Markets Day Disclosure Reset (Q4 2025)	Cleaner ARR/services/DC disclosure can drive re-rating if targets beat Street.
C3	Catalyst: India Capacity Commisioning & Export Certification (Q2 2026)	Operational ramp shortens lead times, boosts exports, and is margin-accretive.