

IMPACT

First Quarter 2025 Revenues – April 28, 2025

Strong growth amid uncertain macroeconomic backdrop;
Full Year target reaffirmed

Disclaimer

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

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

Focused execution drives strong growth in Q1

GROUP

Q1'25 revenues

€9bn

Q1 org. growth

+7%

BY BUSINESS

Energy Management

Q1'25 revenues

€7bn

Q1 org. growth

+10%

Industrial Automation

Q1'25 revenues

€2bn

Q1 org. growth

-1%

Growth in Q1 led by execution on Systems

PRODUCTS

50% of Q1 revenues

+1%

Q1 organic growth

- **Energy Management** up low-single digit with good growth in many end-markets and segments, partly offset by softness in Resi
- **Industrial Automation** down slightly with growth in certain offers (e.g. contactors, signaling) while offers primarily linked to OEM channel yet to return to growth
- **Working day headwind** in Q1, equivalent to c.-1pt of growth at Group level, primarily impacting Products sales.

SYSTEMS

31% of Q1 revenues

+21%

Q1 organic growth

- **Energy Management** grew strong double-digit with contribution across many end-markets and segments, notably Data Center
- **Industrial Automation** was down low-single digit, with sales into Process & Hybrid markets around flat while sales into Discrete markets not yet back to growth

SOFTWARE & SERVICES

19% of Q1 revenues

+5%

Q1 organic growth

- **Agnostic software**
 - **AVEVA:** strong growth in ARR, up +14% with strong uptake for SaaS offers and upsell to existing customers, notably for PI System
 - **EM Software:** Up double-digit, led by on-prem subscription growth at ETAP, while RIB Software grew strongly vs. a low base
- **Services**
 - **Digital Services:** Up double-digit driven by EcoStruxure Advisors, Grid digitalization offers and Cybersecurity
 - **Field Services:** Up high-single digit led by strong growth in Energy Management, primarily linked with Data Centers

Strong Q1 performance of our sustainability program

2021-2025
SCHNEIDER
SUSTAINABILITY
IMPACT



CLIMATE

42%

SSI #3 - Reduce CO₂ emissions from top 1,000 suppliers' operations

Schneider's initiatives to reduce CO₂ emissions from the top 1,000 suppliers' operations achieved a 42% reduction driven by a 12-point improvement in Q1 in North America, thanks to the deployment of energy efficiency and renewable solutions completed by new training sessions across regions.

EQUAL

56M

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

To date, 56 million people have gained access to energy through clean energy initiatives for education, healthcare, agriculture, and small businesses. By signing the Rise Ahead Pledge, Schneider is furthering its commitment to expanding essential services and promoting socio-economic development, focusing on energy poverty and impact investing in underserved markets.

GENERATIONS

928K+

¹

SSI #11 – Train 1 million people in energy management

Schneider Electric's Youth & Entrepreneurship program empowers people with essential professional skills. In Vietnam, the Center of Excellence at Ly Tu Trong College, supported by our Foundation and ASSIST NGO, will equip 200 lecturers with expertise in smart manufacturing, buildings, and renewable energy. This center is part of a network training 45,000 students.



Our IntenCity site in France has achieved LEED Platinum certification, becoming **one of the world's most sustainable buildings** thanks to our innovative solutions and complete energy autonomy



14 years of unwavering commitment to business integrity, recognized by Ethisphere

1. Cumulated since 2009

Selected Q1 Customer Wins in Infrastructure and Data Center

Schiphol

Transportation
Netherlands

Supported **energy transition** with **real-time control** of the facility's electricity network, delivering **advanced energy management** to ensure **grid reliability** and **renewable energy** integration

EcoStruxure Grid Operation
Remote Terminal Unit Delivery
End-to-end solution including ADMS+RTU

Looking to **manage** and **monitor** the **full spectrum** of grid network from 20kV to 400V resulting in **operational efficiency** and **energy cost savings**



Grid
Italy

Powering Italy's Alpine region with **next-generation grid management** and delivering **advanced capabilities** for a rapidly evolving energy landscape

EcoStruxure ADMS
LV network management
EcoCare for ADMS Advanced

Reduction in average duration of outages
Minimising operational costs on the back of **open** and **flexible** database



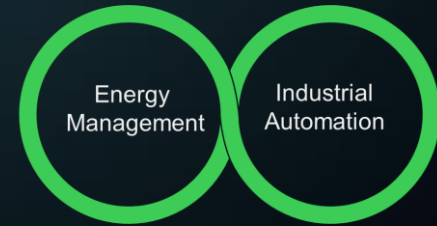
Data Center
China

Fulfilling **stringent** requirements for key **equipment** and **services** in self-built data center. Our **multi-product line** positioned Schneider Electric as one of customer's **core suppliers**

Pix MV switchgear
Customized SPC-PDU
ETAP Software Services

Obtain **accurate electrical data** through Schneider's **digital** and **calculation** capabilities
Unified brand of our electric products creates **consistency** in **equipment operation** and **maintenance**

Broad segment exposure provides resilience: Data Center remains strong; improving trends in Discrete automation



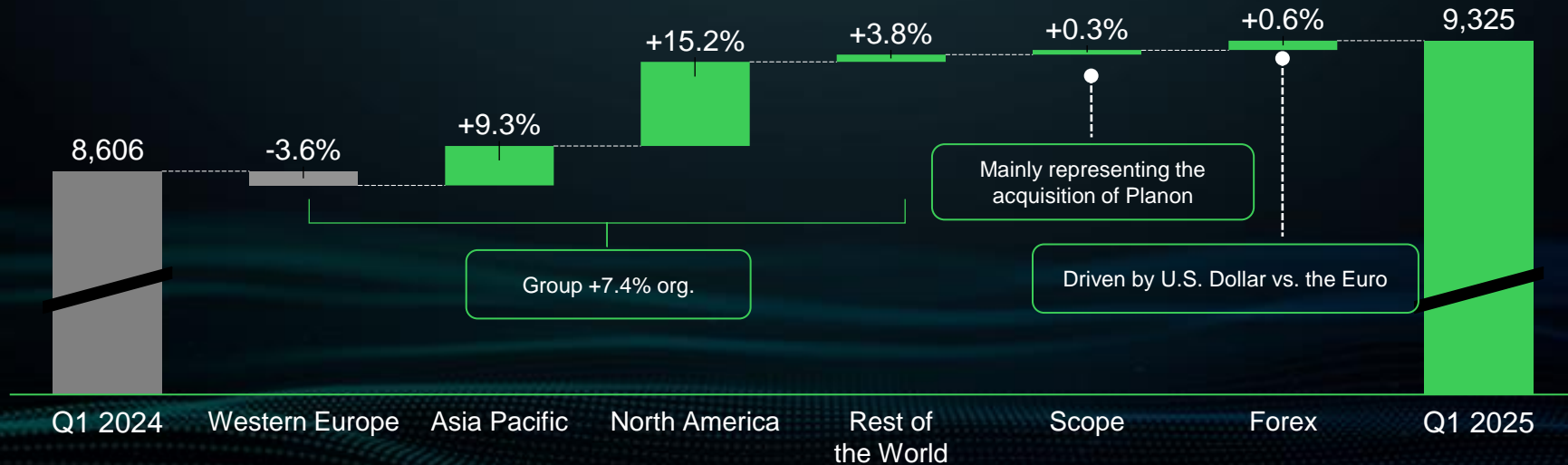
	Q1 2025 vs Q1 2024 ¹	Q1 2025 vs Q4 2024 ¹
Data Center	++	++
Residential Buildings	-	--
Non-Residential Buildings	-	+
Industrial Manufacturing	+	++
Machinery	+	++
MMM	--	--
Energies & Chemicals	--	--
Power & Grid	-	++

- **Data Center & Networks** up strong double-digit in demand, led by North America and East Asia.
- **Residential buildings** down slightly in demand, though varied by geography, with macro uncertainty and high interest rates weighing on consumer confidence towards end of the quarter. **Non-residential buildings** demand relatively stronger than Residential.
- **Machinery** and **Industrial Manufacturing** saw demand improvement. Continued benefit from **selling unique combination of Energy Management and Industrial Automation** offers into the Industry end-market.
- **Transportation** saw continued demand supported by some large airport projects; **Water & Wastewater** saw strong demand.

¹ Demand trends based on orders across our end-markets and in selected segments

Q1 2025 up +7% organic

Analysis of Change in Group Revenues (in €m)



Based on current rates, the FX impact on FY 2025 revenues is estimated to be between -€1.15 billion to -€1.25 billion

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

Energy Management +10% Q1 org. growth

Split of Q1 2025
revenue by geography:



North America +17%

- ▶ U.S. up double-digit
- ▶ Strong growth in **Systems** led by **Data Center** end-market and supported by project execution in **transportation**
- ▶ **Products** growth challenged, particularly in **Residential** where sales declined due to macro uncertainty and higher interest rates
- ▶ **Services** up double-digit, led by **Data Center**
- ▶ **Canada** up double-digit, **Mexico** up high-single digit

Rest of the World +3%

- ▶ Growing against a strong double-digit **base of comparison**
- ▶ **South America** up strong double-digit, with growth in **Chile** led by MMM and Buildings, **Brazil** up double-digit led by Data Center and Buildings
- ▶ **Middle East & Africa** flat against strong double-digit base, primarily in Saudi Arabia. Project execution drove growth in **UAE, Qatar** and across **Africa**
- ▶ **Central & Eastern Europe** down on similar trends to Western Europe

Western Europe -3%

- ▶ **Products** growth subdued across the region, notably in Residential, while **Systems** impacted by high base of comparison and delays in customer investment decisions. Good growth in **Services**
- ▶ **France** and **Spain** grew, led by Infrastructure and Data Center markets, respectively
- ▶ **Italy** declined against a double-digit base of comparison
- ▶ **Germany** and **U.K.** saw more substantial declines, in part due to Data Center project execution in the prior year

Asia Pacific +13%

- ▶ **India** up strong double-digit, growing across offers and end-markets, notably Data Center and Buildings
- ▶ **China** up low-single digit, driven by Data Center while also growing in power generation and renewables. Continued weakness in construction markets
- ▶ **Australia** up strong double-digit due to Data Center project execution
- ▶ Double-digit growth across **rest of the region**, led by Data Center projects in many countries, supported by Transportation in Indonesia and Non-resi in Singapore

Industrial Automation -1% Q1 org. growth

Split of Q1 2025
revenue by geography:

W. Europe

N. America

Asia Pac.

Rest of the World

27%

22%

34%

17%

North America

0%

- ▶ Strong growth at **AVEVA** in the U.S.
- ▶ **U.S.** up low-single digit with growth in Process & Hybrid and Software, offset by continued weakness in Discrete
- ▶ **Canada** declined, facing a high base in Process & Hybrid, while delivering growth in Discrete

Rest of the World

+5%

- ▶ Strong growth in **South America** led by project execution in **Brazil** and **Colombia** in Process & Hybrid, while Discrete automation and AVEVA also grew
- ▶ Good growth in **Middle East & Africa**, with double-digit growth in Process & Hybrid in **UAE, Qatar** and **Saudi Arabia**, while sales in Discrete were down
- ▶ **Central & Eastern Europe** down slightly due to timing on software renewals, while Discrete automation was up slightly

Western Europe

-5%

- ▶ Low double-digit decline at **AVEVA**, facing high base of comparison in France and Nordics
- ▶ **Discrete automation** sales down slightly across the region with sequential improvement on last quarter
- ▶ **Germany** around flat in Discrete, while **France** and **Italy** remained down
- ▶ Sales in **Process & Hybrid** down in **Germany** due to weakness in Chemicals segment, while rest of the region up in aggregate

Asia Pacific

-1%

- ▶ **China** up low-single digit, with good growth in Discrete automation while timing impacted sales in Process & Hybrid
- ▶ **India** down low-single digit with Discrete automation around flat and Process & Hybrid down due to timing and against a high base
- ▶ **Australia, Japan** and **South Korea** all down due to timing at AVEVA, though partly offset in Australia by growth in Discrete automation

Completion of Motivair acquisition and JV with StarCharge in Q1, in line with Group's capital allocation priorities

1

Strong Investment Grade
Credit Ratings

2

Continued focus on
Progressive Dividends

3

Funding
Organic Growth

4

Portfolio evolution
/Share Buyback



motivairTM

Transaction completed February
28th, 2025

Motivair to be consolidated
within Energy Management
business

Schneider eStar

Schneider eStar: JV with
StarCharge to address European
prosumer market

Creation of JV with StarCharge,
effective April 1st, 2025

Results to be fully consolidated
within Energy Management
business (Schneider is majority
shareholder in the JV)

Expected trends in 2025

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

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

2025 Target reaffirmed

The Group reaffirms its 2025 financial target as follows:

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

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

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

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

Further notes on 2025 FX & Scope available on slide 17

Q&A

Investor Relations ready to engage

28 April	Q1 2025 Revenues
7 May	Shareholders' Meeting (Paris)
5 June	BNP Paribas Exane CEO conference (Paris)
11 June	JP Morgan European Industrials conference (London)
31 July	H1 2025 Results

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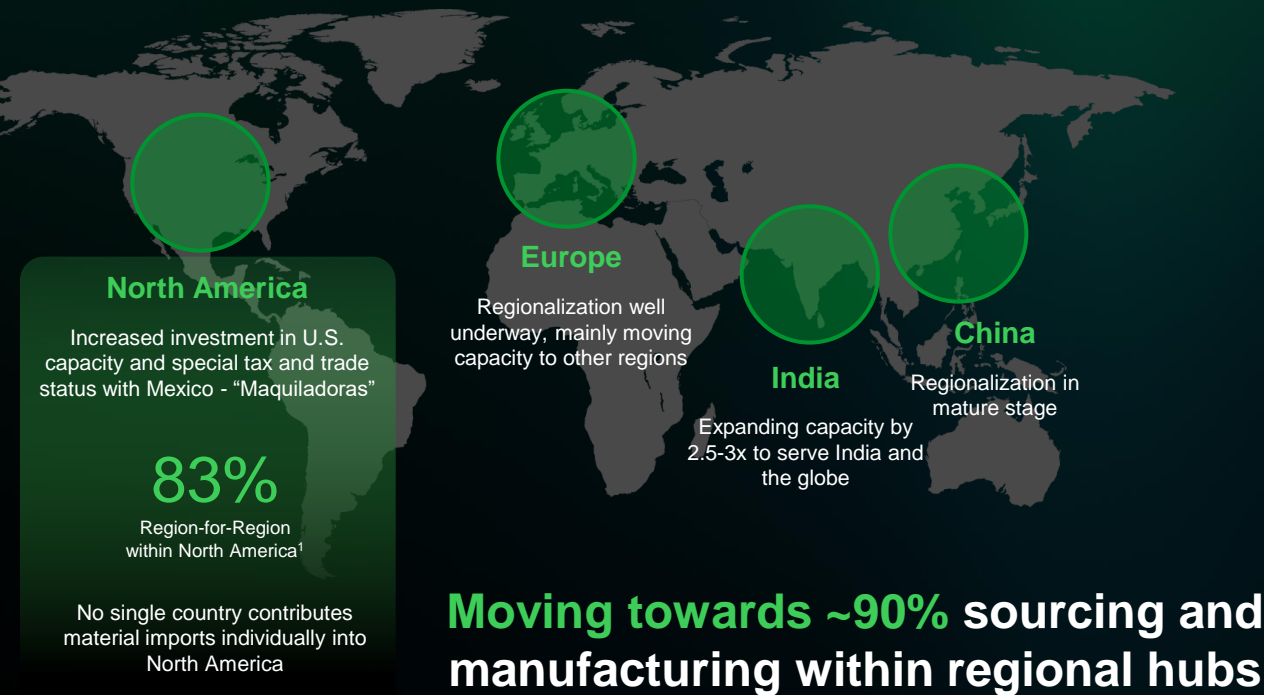
Appendix

2025 additional notes

- ▶ **Foreign Exchange impact:** Based on current rates¹, the FX impact on FY 2025 revenues is estimated to be **between -€1.15 billion to -€1.25 billion**. The FX impact at current rates on adjusted EBITA margin for FY 2025 could be **around -40bps**
- ▶ **Scope impact:** Around **+€250 million** on 2025 revenues and **around flat** on 2025 adjusted EBITA margin, based on transactions completed to-date
- ▶ **Tax rate:** The ETR is expected to be in a **23-25%** range in 2025
- ▶ **Free Cashflow:** Free Cashflow generation **approaching 100% conversion** of Net Income (Group share), to be **weighted towards H2** as in past years, accentuated due to payment in H1 of the fine relating to the French Competition Authority finding of October 29, 2024
- ▶ **Update on India investor event:** The Group had disclosed 2023 India revenues at its Dec. 2024 India Investor Event. In 2024, **sales in India were €2.5 billion** across subsidiaries, while its 65% owned JV entity Schneider Electric India Private Limited had statutory revenues of €1.8 billion (including export sales)

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

Well positioned to react with agility to continuously evolving tariff environment



Well positioned with **regionalized supply chain** as part of multi-hub setup

USMCA qualified imports limits exposure to U.S. – Mexico tariffs

Tariff picture continually evolving: **commercial actions** being deployed in response

1. Non-import proportion of 2023 Cost Of Goods Sold

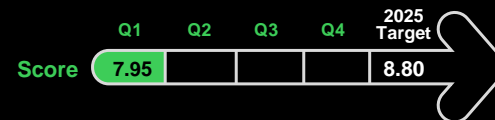
External recognition of our **IMPACT** in Q1 2025



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



Q1 2025 Results



6 long-term commitments

Score	Program Baseline ¹	Q1 2025	2025 Target	Program Ambition
3/10		7.95/10	8.80/10	10/10
CLIMATE				
	1. Grow Schneider Impact revenues ²	70% 0%	74%	75% 80%
	2. Help our customers save and avoid millions of tonnes of CO ₂ emissions ³	263M 0	697M	800M 800M
	3. Reduce CO ₂ emissions from top 1,000 suppliers' operations	0% 0%	42%	49% 50%
RESOURCES				
	4. Increase green material content in our products	7% 0%	40%	50% 50%
	5. Primary and secondary packaging free from single-use plastic, using recycled cardboard	13% 0%	80%	90% 100%
TRUST				
	6. Strategic suppliers who provide decent work to their employees ⁴	1% 0%	66%	96% 100%
	7. Level of confidence of our employees to report unethical conduct ⁵	81% 0%	83%	84% 91%
EQUAL				
	8. Increase gender diversity in ⁶ : hiring (50%), front-line management (40%), and leadership teams (30%)	41% 0%	41%	45% 50%
		23% 0%	31%	35% 40%
		24% 0%	32%	30% 30%
	9. Provide access to green electricity to 50M people ⁷	30M 0	56M	60M 50M
GENERATIONS				
	10. Double hiring opportunities for interns, apprentices and fresh graduates ⁸	4,939 x1	x1.87	x1.8 x2
	11. Train people in energy management ⁷	281,737 0	928,444	1M 1M
LOCAL				
	+1. Country and Zone Presidents with local commitments that impact their communities	0% 0%	100%	100% 100%

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

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

⁷ cumulated since 2009 ⁸ 2019 baseline



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