

IMPACT

Full Year 2024 Results – February 20, 2025

Record full year results with accelerated execution in Q4

Life Is On

Schneider
Electric

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Disclaimer

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

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

FY 2024 Business Highlights

Olivier Blum | CEO

Making

IMPACT

as the #1 most sustainable company



2021	2022	2023	2024	2025
1 st	4 th	7 th	7 th	1 st

Accelerated execution drives strong growth in Q4

GROUP

Q4'24 revenues

€11bn

Q4 org. growth

+12.5%

BY BUSINESS

Energy Management

Q4'24 revenues

€9bn

Q4 org. growth

+15.2%

Industrial Automation

Q4'24 revenues

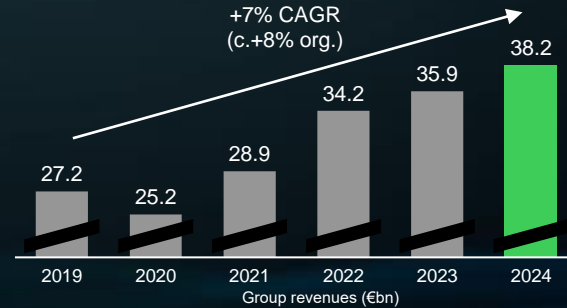
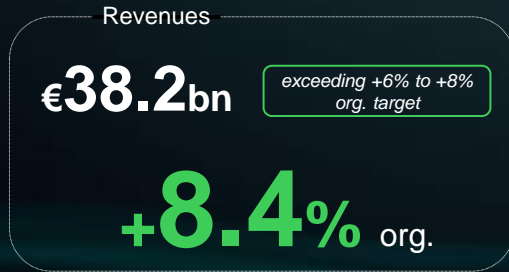
€2bn

Q4 org. growth

+1.2%

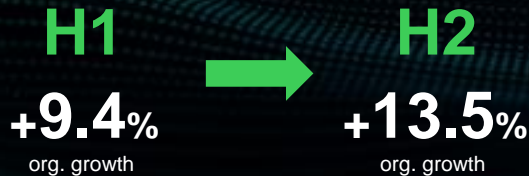
Record annual revenues driven by strong organic growth, with both businesses stronger in H2

GROUP



BY BUSINESS

Energy Management



Industrial Automation



A consistent execution story – with further opportunities ahead

GROUP

Adjusted EBITA

€7.1 bn

exceeding +9% to +13%
org. target

+14% org.

Adjusted Net Income
(Group share)

€4.7 bn

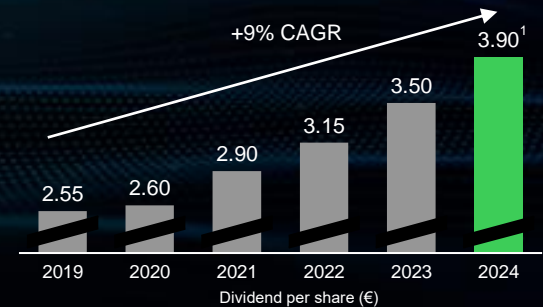
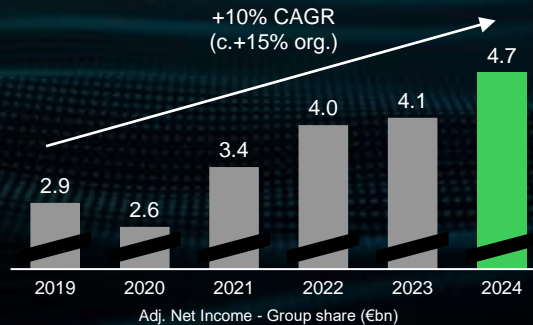
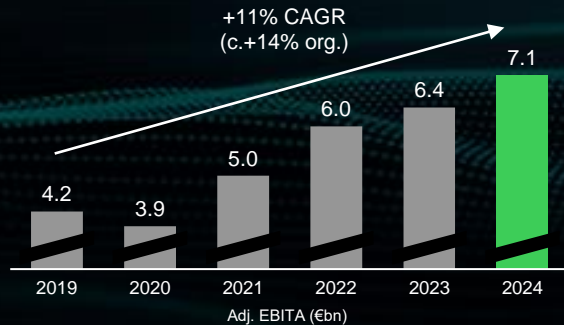
+15%

Dividend

€3.90¹

15 years of progressive dividend

+11%



1. Subject to shareholder approval on May 7, 2025

Balanced end-market exposure positions us well to capture growth

	Data Centers & Networks	Buildings	Industry	Infrastructure
End-market exposure ¹ :	24%	30%	33%	13%

Market Positioning

#1 #1 in electrical distribution
Most complete portfolio

#1 #1 in electrical distribution
Present within 1 out of 4 buildings

Complementary EM and IA offers

#1 in electrical distribution
#1 industrial data and safety

#1 in electrical distribution
#1 in industrial data
#1 in Grid

Market CAGR 2023-27²

>10%

+4% to +5%

+5% to +6%

+5% to +7%

Key Drivers

Artificial Intelligence

Decarbonization

Reshoring & mega-projects

Big government funding

Current market dynamic:



Potential Addressable Market Estimates
+6% to +7%
CAGR, 2023-2027²

Group organic growth target
+7% to +10%
CAGR, 2023-2027²

1. Based on 2024 orders
2. 4-year CAGR

Data Centers end-market continues to have added levers to support existing growth



Double-Digit

Sales CAGR in data centers, 2017-2024

>10%

Expected market CAGR 2023-2027¹
for Data Centers & Networks

Growth in Sales and Demand mainly driven by **Cloud data centers** – expected to continue

Ready to capture **purpose-built AI** data center opportunity

Agile M&A that reinforces our unique portfolio positioning in growth markets

1. 4-year CAGR



Pursuing a **differentiated strategy** for the benefit of all **stakeholders**

**Technology
leader**


**Customer
centric**

**Impact
company**

**People
company**

From EcoStruxure to Connect

A complete digital architecture for the benefit of customers

Technology leader 



IoT & Data | Software for complete Digital Twin

 Design  Build  Operate & Maintain



Buildings | Data Centers | Industry | Infrastructure

An integrated architecture for enhanced value for our customers across end-markets

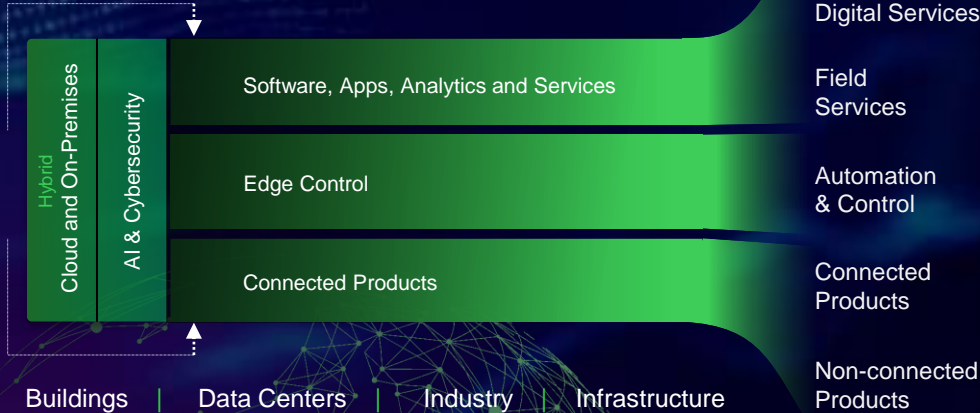
Technology leader 1



IoT & Data | Software for complete Digital Twin

— Design — Build — Operate & Maintain —

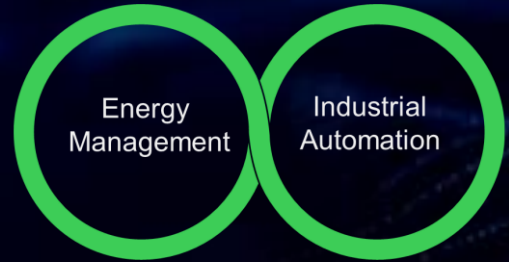
Multiple customer entry points



CONNECT 1

Data
Intelligent Twin
Experience
Empowered Ecosystem

Eaton System
 AVEVA
 Wonderware
 etap
 RIB
 Schneider Electric
...



Delivering on our promise for increased efficiency with Software and Services

Technology leader 1

+15% ARR

growth as of Dec. 31, 2024
at AVEVA

Key recent
customer wins:



Invenergy

SE Advisory Services

Advisory
verticals

Industrial Digital
Transformation

Electrification

Sustainability

Practices

- Operational excellence
- Asset performance
- Industrial site efficiency
- Change management
- Data management & AI
- Cybersecurity

- Process electrification
- Electrical asset management

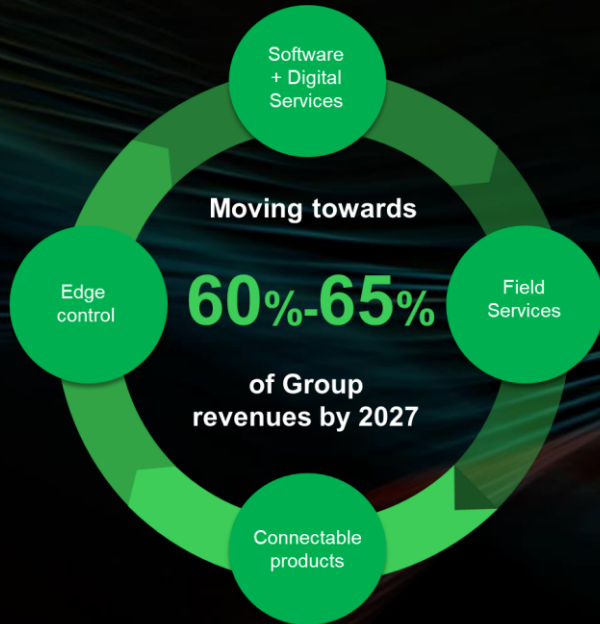
- Sustainability consulting
- Climate risk and adaptation planning
- Global energy portfolio and data management
- Energy procurement
- Energy efficiency services
- Sustainability compliance & reporting
- Supplychain sustainability
- Environmental commodities

Double-Digit

organic growth in Services
(comprising Digital and Field
Services offers) in 2024


The **Digital Flywheel** enhances recurring revenue and provides a compelling value proposition to customers

Technology leader **1**



- 1** All business models contributing to Digital Flywheel expansion
- 2** Recurring revenue in Agnostic Software to increase to c.80% by 2027
- 3** Recurring revenue in Services to keep increasing

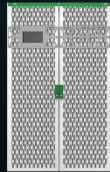
R&D bringing strong innovation to market with our 2025 Hero Offers

Technology leader 

Selected launches across both businesses



EcoStruxure Building Activate



Galaxy VXL + EcoCare for 3 Phase UPS*



EcoCare



Easy9 Pro



TeSys Deca Advanced



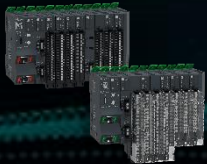
RM AirSeT



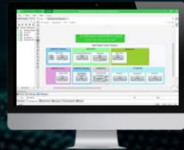
SM AirSeT + EcoCare for Electrical Distribution*



EcoCare



EcoStruxure Edge I/O



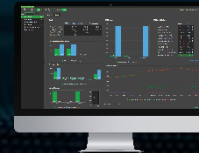
EcoStruxure Automation Expert*



Altivar Process ATV6100



Industrial Digital Transformation Services*



EcoStruxure DERMS*

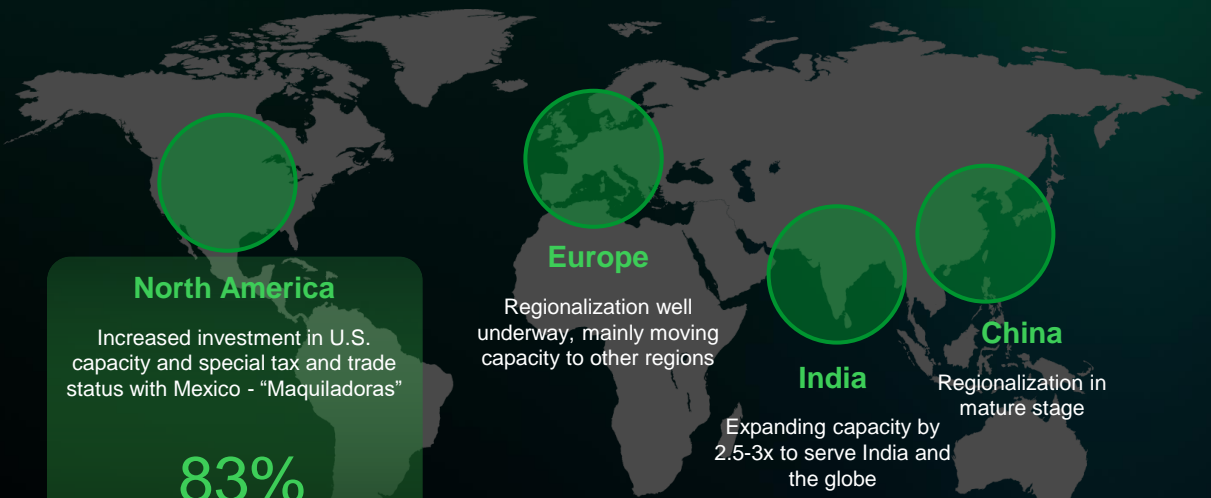


Schneider Home (Europe)

6% R&D cash spend as % of sales in FY24

*AI capabilities integrated

Accelerated multi-hub approach enables agility to react to macro and geopolitical developments



North America

Increased investment in U.S. capacity and special tax and trade status with Mexico - "Maquiladoras"

83%

Region-for-Region within North America¹

No single country contributes material imports individually into North America

Europe
Regionalization well underway, mainly moving capacity to other regions

India

Expanding capacity by 2.5-3x to serve India and the globe

China

Regionalization in mature stage

Moving towards ~90% sourcing and manufacturing within regional hubs

Mitigation actions:

Agility

Teams in place and ready to take actions if necessary

Resilience

Through "power of 2"

Pricing power

Agile commercial actions to counter impact of fast-evolving geopolitical developments

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

We continue to make responsible investments to support growth

c.€2bn

Incremental capacity capex plan announced at CMD for 2024-2027 against a 2023 baseline of c.€0.9bn

>2.5%

 of Group revenues

Total FY25 tangible capex expected to be >2.5% of Group revenues due to timing of deployment

2024 new capacity¹:



We will remain **agile** in our approach to responsible capacity investments dependent on **market evolution**

Key geographies

Investment focus in the U.S., India and Middle East & Africa

Several of our technologies can be applied across all our end-markets

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

An Impact company driving Efficiency and Decarbonization

Customer centric 2



Data Center
U.K.

End to end supply of power and cooling to a critical IT load, reducing risk of integration faults and increasing the speed of deployment

Chillers
CRAH units
LV & MV switchgear
UPS

Customized chiller helps reduce power consumption of heat rejection by up to 50% when compared with other compressor technologies



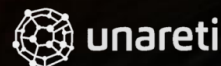
Buildings
U.S.

Optimizing space and ensuring efficient operations and fan experience in the brand new stadium

EcoStruxure for Buildings
EcoStruxure Power
MetalClad switchgear
Power Monitoring Expert

Aim to achieve a 20% reduction in energy consumption through smart BMS

Targeting a c.30% reduction in downtime



Infrastructure
Italy

Improves grid resiliency in Milan; ensures service continuity during extreme climate event & optimizes urban space

AirSet Technology
EcoStruxure ADMS
RTU Easergy T300

Co-design and develop 70 waterproof, underground, connected and compact MV/LV substations in 7 years

Reduce by 50% exploitation of urban space compared with existing solutions



Industry
China

Design of new facilities with enhanced resiliency and reduced interruptions

EcoStruxure Asset Advisor
Drives System
MV and LV solutions

Power distribution system stability: +95% improvement

Operational efficiency: 40% improvement

EcoStruxure™ for Buildings

Capgemini Campuses India

Achieve global ESG goals

- Report on energy consumption and CO2 emissions
- Generate energy efficiency
- Full operational control

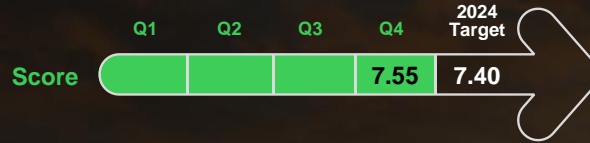
Our solution

- EcoStruxure™ Energy Command Centre for integrated monitoring and control
- Full implementation of Schneider Electric hardware and software
- + EcoCare Service Plan

30% reduction in energy usage across 23 campuses

Our Sustainability program exceeds target in 2024

2021-2025
SCHNEIDER
SUSTAINABILITY
IMPACT



CLIMATE

679M¹

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

Schneider Electric's solutions and services helped customers save and avoid more than 127 million tonnes of CO₂ emissions in 2024 alone.

RESOURCES

78%

SSI #5 - 100% of our primary and secondary packaging is free from single-use plastic and uses recycled cardboard

In 2024, our sustainable packaging program made significant progress, achieving a 15% increase from 2023, and now using 93% of recycled cardboard.

GENERATIONS

824K+²

SSI #11 – Train 1 million people in energy management

Schneider Electric, recognized by the World Economic Forum as a DEI Lighthouse for its commitment to empowering young people, is dedicated to equipping them with essential skills through initiatives like the DESFERS program, which promotes Technical and Vocational Education in energy and supports women in rural areas of West Africa.



Climate champion for the 14th consecutive year



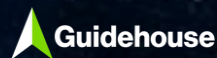
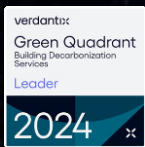
A platinum medal for the 5th consecutive year

1. Cumulated since 2018 2. Cumulated since 2009

External recognition of our

IMPACT

Impact company 3



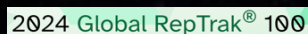
Wuxi

factory recognized as
Sustainability Lighthouse

4 out of 25
Global WEF
Sustainability Lighthouses
are Schneider Electric's



Wuxi, China
Sustainability Lighthouse



Strong leadership and multi-hub strategy in action

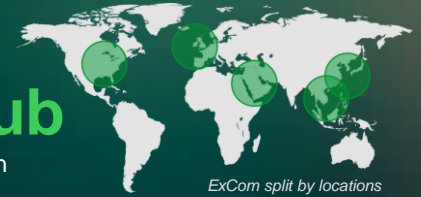


Olivier Blum
Chief Executive Officer

7
nationalities

41%
women

Multi-Hub
strategy in action



ExCom split by locations

Business



Frédéric Godemel
Energy Management



Barbara Frei
Industrial Automation



Caspar Herzberg
One Software
Chief Executive Officer AVEVA

Operations



Amir Paul
North America



Gwenaëlle Avice-Huet
Europe



Laurent Bataille
France



Manish Pant
International



Zheng Yin
China & East Asia

Global Functions



Hilary Maxson
Chief Financial Officer



Charise Le
Chief Human Resources Officer



Chris Leong
Chief Sustainability Officer



Hervé Coureil
Chief Governance Officer
& Secretary General



Mourad Tamoud
EVP Global Supply Chain



Nadège Petit
Chief Innovation Officer




Peter Weckesser
Chief Digital Officer



Jing Ren
EVP Strategy, Brand
and Communications

Committed to our people development driving engagement

People company 

A culture led & skills
first organization enabling

IMPACT

Training & development

100%

employees have access to
online training platform
in 2025

97%

of employees trained on
Cybersecurity and Ethics

77%

of employees received
Digital upskilling

~70%

leaders participated in the
Upward Feedback campaign

Engagement

73%

2024 Employee
Engagement

88%

Annual engagement
campaign participation rate

Shareholding

Top 5

employee's shareholding within
top holding of shares register

61%

of employees participating in
Shareholding plan in 47 countries

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

Driving strong and consistent
shareholder value

FY 2024 Financial Performance Highlights

Hilary Maxson | CFO

Financial highlights – Strong performance in FY 2024

A strong start towards the 'Next Frontier'

Revenues

€38.2bn, +8% org.

Record revenues in FY24 driven by strong growth in Systems and Services business models

Gross Margin

42.6%, +80bps org.

Strong gross margin driven by industrial productivity and pricing in Systems

Adj. EBITA Margin

18.6%, +90bps org.

Improved SFC leverage as % of sales organically, while investing to support future growth

Net Income (Group share)

€4.3bn, +7%

Strong underlying growth delivers adj. Net Income of **€4.7bn**, up **+15%**; Net Income includes impairment of investment in an associate

Free Cash Flow

€4.2bn, 99% conversion¹

Strong FCF in excess of €4bn for a 2nd consecutive year, conversion benefits from non-cash impairment

ROCE

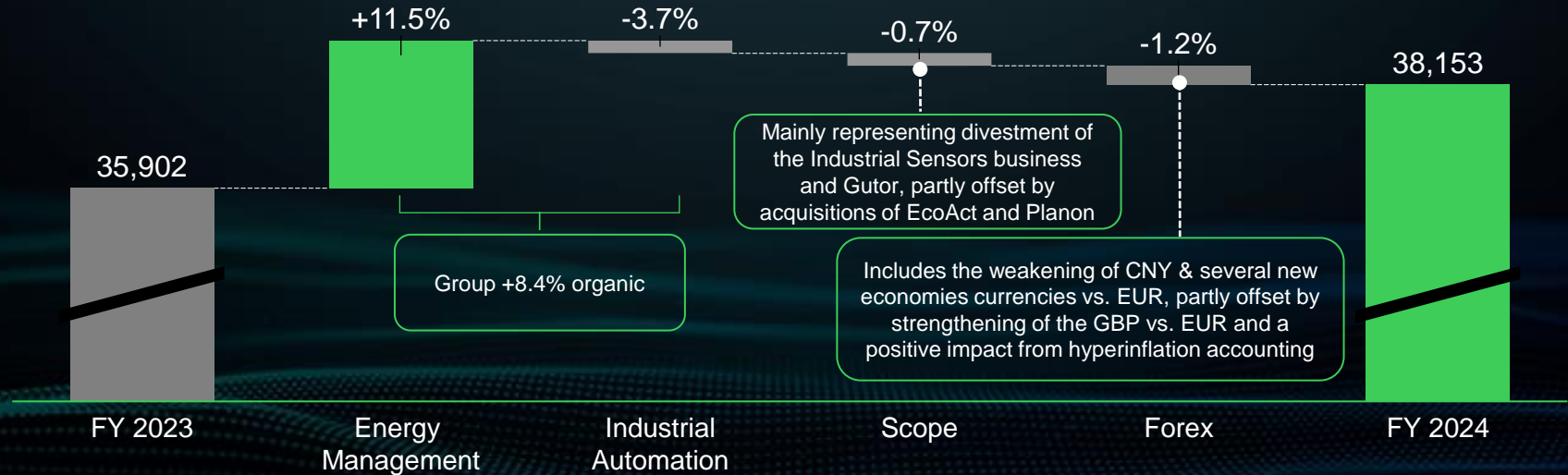
14.8%, +130bps

Improved profitability supported by volume, productivity and mix, combined with lower net debt

1. Conversion of FCF / Net Income (Group share)

Strong growth in FY 2024 up +8% organic

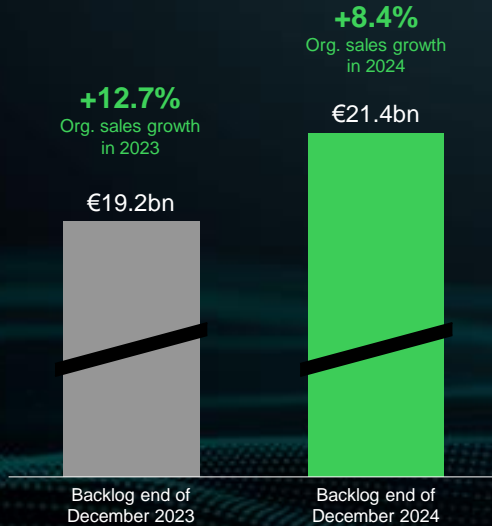
Analysis of Change in Group Revenues (in €m)



Based on current rates, the FX impact on FY 2025 revenues is estimated to be between +€600 million to +€700 million

The FX impact at current rates on adjusted EBITA margin for FY 2025 could be around +10bps.

Record high level of backlog at year-end



GROWING BACKLOG IN 2024

+€2.2bn

vs. 2023 closing backlog

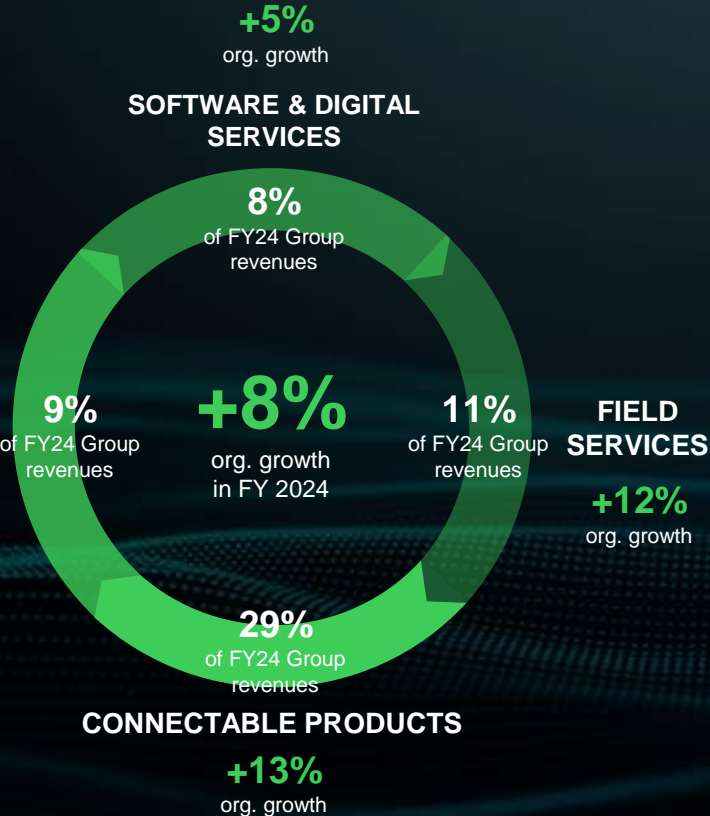
- Highest ever year-end backlog
- Backlog in **Products** at normalized levels while elevated in **Systems** and **Services**
- Growth driven by **Energy Management**

~5 months
of sales on avg
(2019 to 2022)

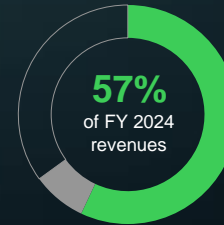
~6 months
of sales in 2023
closing backlog

~7 months
of sales in 2024
closing backlog

Digital flywheel progresses to 57% of FY Group revenues

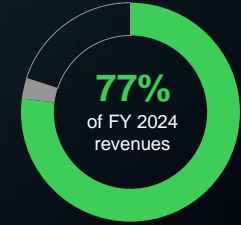


Moving towards 60% to 65% of Group revenues by 2027



■ % of Group revenues
■ 60% to 65% by 2027 ambition

Recurring revenue in Agnostic Software¹ to increase to c.80% by 2027



■ % of agnostic software revenues
■ c.80% by 2027 ambition

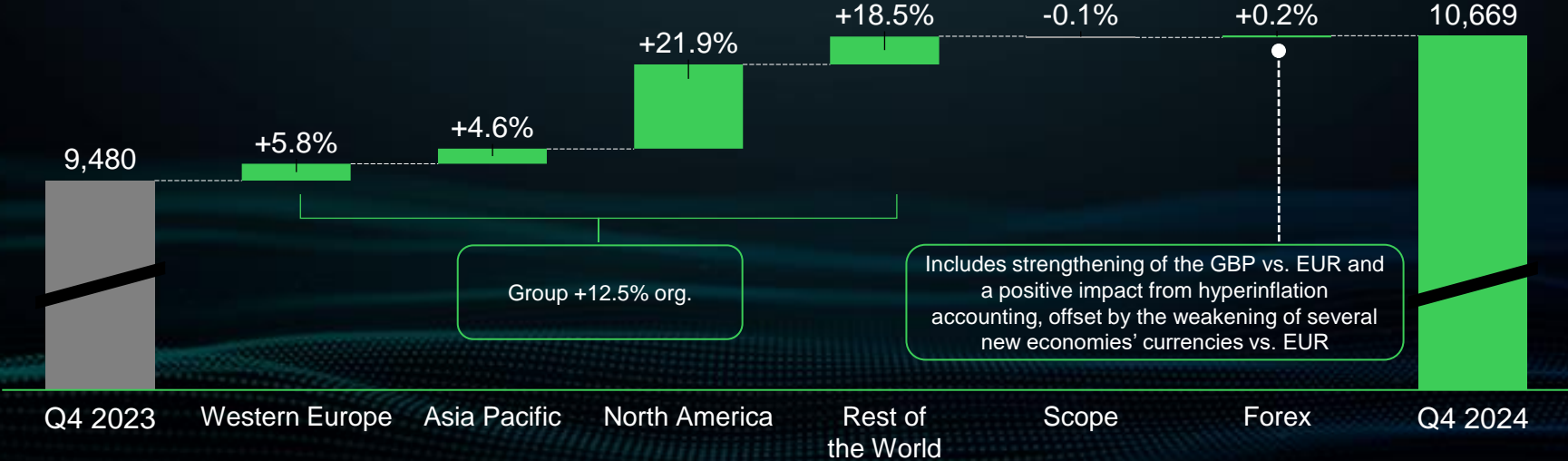
Key achievements of 2024:

- Innovation driving double-digit growth in **Connectable Products**
- **Edge control** impacted by weakness of OEM and Discrete automation market, while Energy Management offers grew strongly
- +7pt YoY increase in recurring revenues in **agnostic Software¹**
- Double-digit growth in **Field Services** supported by increasing installed-based

1. Agnostic Software comprises AVEVA, ETAP and RIB Software

Q4 2024 up +12% organic

Analysis of Change in Group Revenues (in €m)



Strong growth in Q4 led by Systems, Software & Services

PRODUCTS

50% of FY 2024 revenues

+4%

Q4 organic growth

- **Energy Management** up mid-single digit with good growth in many segments and end-markets
- **Industrial Automation** down mid-single digit with Discrete automation not yet returned to growth overall, despite positive evolution in specific offers

SYSTEMS

31% of FY 2024 revenues

+27%

Q4 organic growth

- **Energy Management** delivers strong growth with continued dynamism in Data Center and Infrastructure markets
- **Industrial Automation** down low-single digit with delays in customer investment decisions impacting growth in Process & Hybrid markets, while growth in Discrete automation remained slightly negative

SOFTWARE & SERVICES

19% of FY 2024 revenues

+11%

Q4 organic growth

- **Agnostic software**
- **AVEVA:** Strong growth in ARR, up +15% with strong upsell to existing customers, including uptake for SaaS offers, while perpetual license sales declined as planned
- **EM Software:** Strong growth in recurring revenues, though small decline in organic growth with perpetual licenses down due to subscription transition
- **Digital Services:** Up double-digit led by growth in EcoStruxure advisors and PPA advisory services in Sustainability
- **Field Services:** Up +12%, with double-digit growth in Energy Management, while Industrial Automation up mid-single digit

Energy Management +15% Q4 org. growth

Split of Q4 2024
revenue by geography:



North America +25%

- ▶ U.S. up strong double-digit, led by **Systems** and continued improvement on supply chain execution
- ▶ Growth led by sales in **Data Center**
- ▶ Double-digit growth in **Products** with demand across end-markets and segments; strong growth in Distributed-IT, Resi stable
- ▶ **Services** up double-digit
- ▶ Continued execution on **capacity investment** to support demand
- ▶ **Canada** up strong double-digit, **Mexico** up double-digit

Rest of the World +18%

- ▶ Growth led by **South America**, up strong double-digit
- ▶ Strong performance in **Chile** due to projects in **MMM** and **Data Center**; **Brazil** up double-digit with strength in **Buildings** and **Data Center**
- ▶ Strong growth in **Middle East & Africa**, with project execution across all four end-markets
- ▶ Growth led by countries in the **Gulf** region and across **Africa**. **Saudi Arabia** up low-single digit against a high base of comparison
- ▶ **Central & Eastern Europe** up double-digit with project execution in Infrastructure

Western Europe +7%

- ▶ Led by double-digit growth in **Spain** and **Italy**, while **France & U.K.** were up high-single digit
- ▶ **Germany** down in a challenging market environment
- ▶ **Good growth** across rest of the region
- ▶ Double-digit growth in **Systems** with project execution in **Data Center**, **Infrastructure** and **Non-residential buildings**
- ▶ **Residential** stable across the region, though varied by country
- ▶ **Field services** up double-digit on trends of modernization and renovation

Asia Pacific +8%

- ▶ **India** up double-digit with strength in **Data Center** and **Non-resi buildings**, with good performance across **2 brand strategy**
- ▶ **China** down low-single digit on continued macroeconomic weakness, though delivering good growth in **Data Center** and **power generation**
- ▶ **Australia** up double-digit on Data Center project execution, while Residential buildings was flat
- ▶ Rest of the region up **double-digit** in aggregate driven by Data Center projects in **Malaysia** and **Singapore**

Industrial Automation +1% Q4 org. growth

Split of Q4 2024
revenue by geography:



North America 0%

- ▶ Strong Software growth across the region at **AVEVA**, offset by weakness in traditional automation
- ▶ **U.S.** up low-single digit, with declines in **Discrete** due to ongoing customer stock normalization, and lower execution in **Process**
- ▶ **Canada** down mid-single digit and **Mexico** down low-single digit, both impacted by weakness in Discrete automation

Western Europe +1%

- ▶ Strong growth at **AVEVA**, notably in France and Italy
- ▶ Sales in **Discrete** down low-single digit across the region, **improving sequentially** vs. Q3.
- ▶ **Germany** remains heavily impacted in Discrete, with other major economies faring better
- ▶ Sales into **Process & Hybrid** markets around flat, with project delays in **E&C** segment and softening market demand

Rest of the World +20%

- ▶ **Middle East & Africa** up strong double-digit with contributions across Process & Hybrid, Discrete and Software
- ▶ **U.A.E** had strong growth in Discrete and at AVEVA, while there was strong growth in **Morocco, South Africa, Qatar and Iraq**
- ▶ Good growth in **South America** was led by Chile and Colombia in the **MMM** and **E&C** segments, while Peru had strong growth in **Discrete**
- ▶ **Central & Eastern Europe** was around flat

Asia Pacific -8%

- ▶ **China** down low double-digit, with market softness in **Discrete** and delayed project execution in **Process & Hybrid**
- ▶ Good growth in **India** against double-digit base, with growth in Discrete and at AVEVA
- ▶ **Japan** and **Korea** both around flat in Discrete automation, with Korea down overall against a high base in Software
- ▶ **Australia** down against a double-digit base of comparison

Adj. EBITA: Margin at 18.6%, +90bps organic

In €m	FY 2023	FY 2024	Reported change	Organic change
Revenues	35,902	38,153	+6.3%	+8.4%
Gross Profit	15,012	16,268	+8.4%	+10.5%
Gross Margin (%)	41.8%	42.6%	+80bps	+80bps
SFC ¹	(8,600)	(9,185)	+6.8%	+7.8%
SFC ¹ Ratio (% Revenues)	-24.0%	-24.1%	-10bps	+10bps
Adjusted EBITA	6,412	7,083	+10.5%	+14.2%
Margin %	17.9%	18.6%	+70bps	+90bps
R&D/Sales ratio	5.4%	5.6%	+20bps	+10bps

Energy Management

Industrial Automation

22.1%
c.+110bps
org.

14.8%
c.-150bps
org.

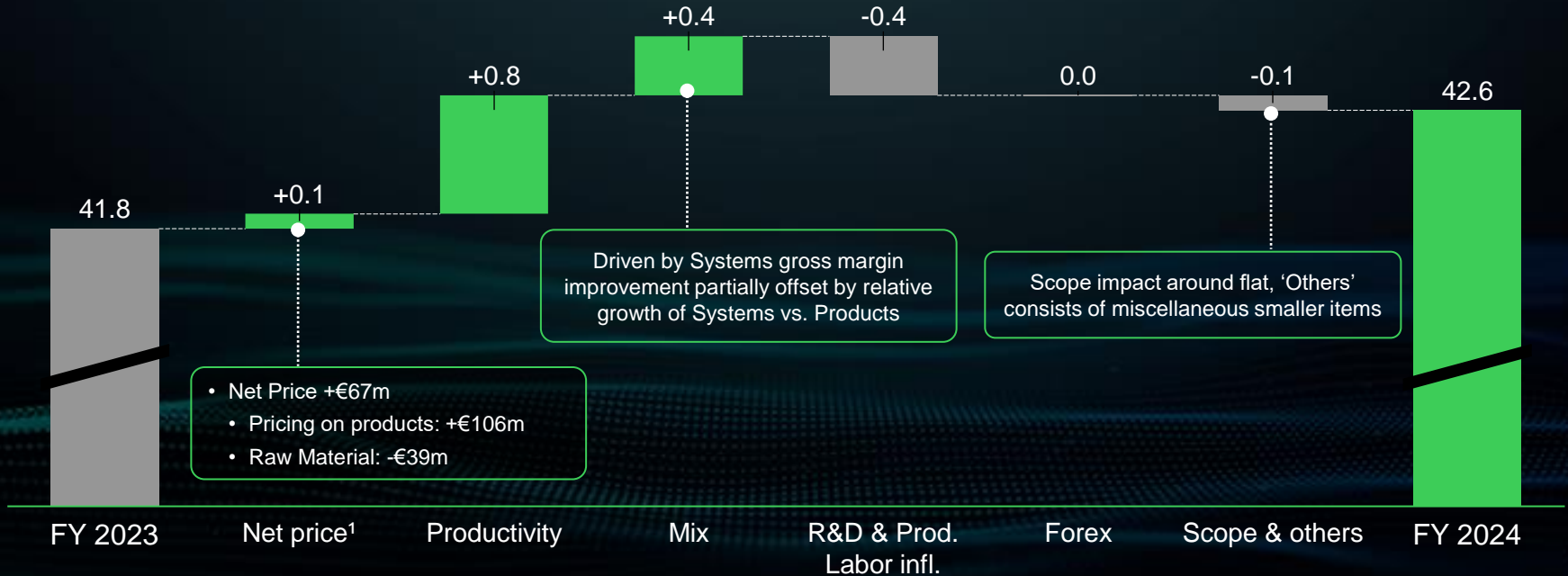
- SFC higher by +7.8% organic mainly explained by Group's investments in strategic priorities and inflation, partly offset by cost savings.
- SFC/Sales ratio at 24.1% improving by +10bps organic despite investment in strategic priorities, offset by a negative FX impact.

- R&D costs in P&L up +11% organic.
- R&D/Sales ratio increases to 5.6% of sales.
- On a cash basis, R&D spend increased to 5.9% of sales, up from 5.6% last year

1. Support Function Costs

GM improvement of +80bps organic

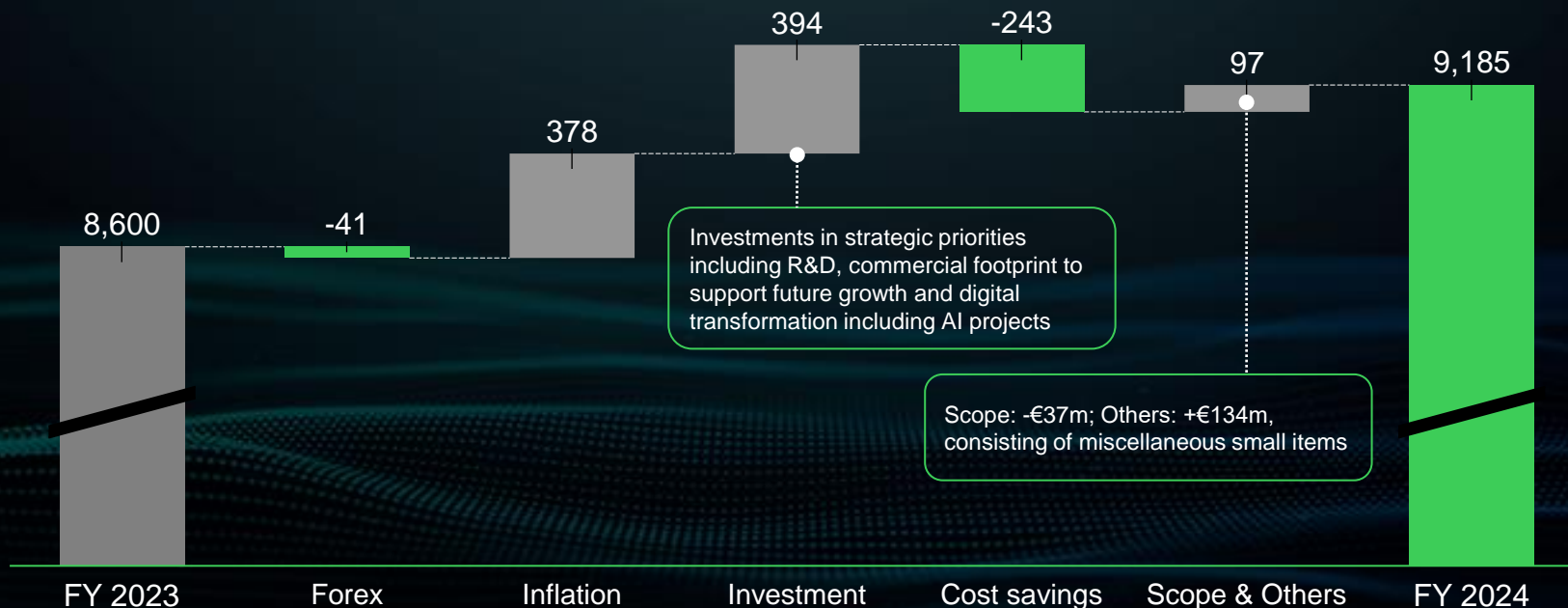
Gross Margin: Analysis of Change (%)



1. Price on products and raw material impact

SFC: Delivering further structural savings and investing for future

Analysis of Change of SFC (in €m)



Adjusted Net Income of €4.7bn up +15%

In €m	FY 2023	FY 2024	Reported change	Organic change
Adjusted EBITA	6,412	7,083	+10%	+14.2%
Other operating income and expenses	98	(87)		
Restructuring costs	(147)	(141)		
Amortization & imp. of purchase accounting intangibles	(430)	(406)		
EBIT	5,933	6,449	+9%	
Net financial income/(loss)	(530)	(409)		
Income tax	(1,285)	(1,398)		
Profit/(loss) of associates and non-controlling interests	(115)	(153)		
Impairment of investment in associates	-	(220)		
Net income (Group share)	4,003	4,269	+7%	
Adjusted Net income (Group share)¹	4,066	4,664	+15%	+18.4%
Adjusted Earnings per share¹	7.26	8.32	+15%	+18.2%

Mainly consisting of M&A and integration costs and a provision in respect of the French Competition Authority investigation, partly offset by a gain recognized on the carrying value of the initial investment in Planon.

Lower than last year due to an impairment recognized in 2023.

Lower than last year due to interest income on deposits and favorable FX differences

Effective Tax Rate of 23.1%, in line with the expected range of 22-24% for FY2024

The Group recorded a non-cash impairment charge of -€220 million against the carrying value of its investment in Uplight, with slower adoption at customers than was envisaged in the business plan impacting near-term growth, in part due to regulatory challenges

1. Adjusted net income and EPS calculation in appendix

Free cash flow at €4.2bn – with strong progress in H2

Analysis of net debt change in €m	FY 2023	FY 2024
Net debt at opening Dec. 31	(11,225)	(9,367)
Operating cash flow	5,529	6,308
Capital expenditure – net	(1,313)	(1,364)
Operating Cash Flow net of capex	4,216	4,944
Change in trade working capital	173	(594)
Change in non-trade working capital	205	(134)
Free cash flow	4,594	4,216
Dividends	(1,851)	(2,049)
Acquisitions – net	611	(452)
Net capital increase / (decrease)	(484)	(70)
Purchase commitments on non-controlling interests	(55)	(70)
FX & other	(957)	(355)
(Increase) / Decrease in net debt	1,858	1,220
Net debt at Dec. 31	(9,367)	(8,147)

Record operating cash flow of €6.3bn, up +14% due to strong profitability of the year

DIN up +7 days vs. Dec. 2023 with Inventory build to support focus on supply chain execution and capacity additions. DSO improves -6 days vs. Dec 2023 due to improved terms on systems, while DPO slightly worsened.

Variance to 2023 primarily relates to level of bonus accruals/payments

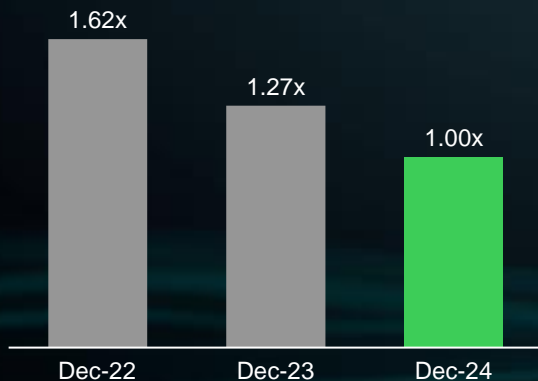
FCF of €4.2bn. Cash conversion ratio of 99% benefitting from non-cash impairment of associate, 94% adjusted for this item

Mainly in relation to increasing the Group's ownership of Planon to 80% (previously 25% ownership)

Including share buyback for €322 million

Balance sheet remains strong with further progress on ROCE

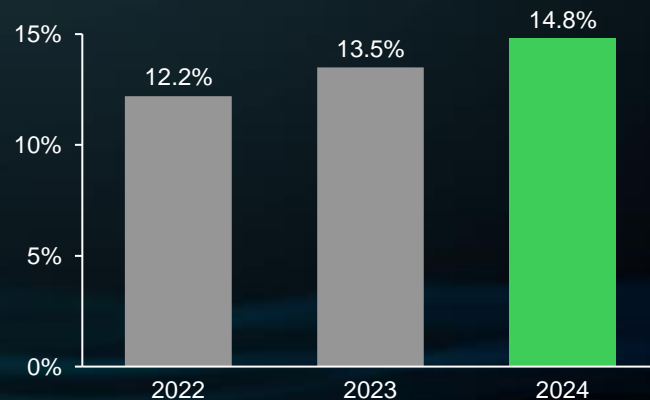
Net Debt / Adj. EBITDA¹



Main impacts in 2024:

- Strong free cash flow generation of €4.2bn
- Payment of the 2023 dividend for €2.0bn
- Payment of €0.5bn to increase ownership of Planon to 80%
- Payment of €0.3bn in relation to share-buyback program

ROCE



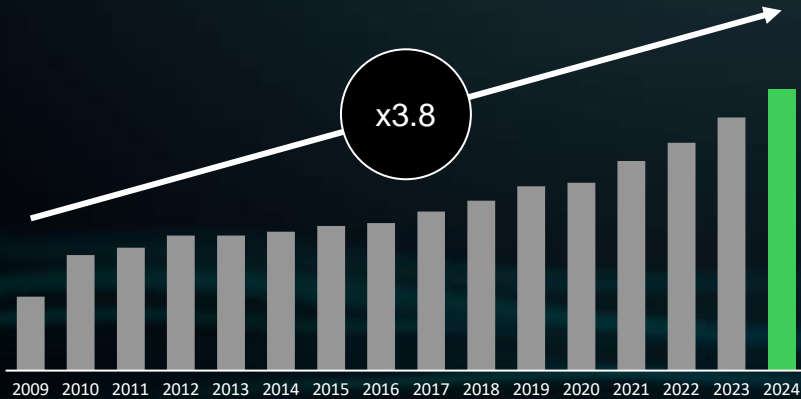
Main impacts in 2024:

+130bps improvement in 2024 driven by profitability, with good volume growth, industrial productivity and pricing in Systems, combined with a reduction in net debt

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

Proposing progressive dividend of €3.90¹

Progressive Dividend¹ for 15th year in a row



1. Subject to Shareholder approval on May 7, 2025

2. 11 peers as considered for long-term incentive plan (base 100: Jan. 1, 2022)

3. From January 1, 2024 to December 31, 2024

4. From January 1, 2022 to December 31, 2024



Expected Trends & Financial Target

Olivier Blum | CEO

Expected trends in 2025

- Strong and dynamic market demand to drive growth, with contribution from all four end-markets
- Continued strong demand for Systems offers, led by the Energy Management business
- A demand recovery in Discrete automation, with sales growth weighted towards H2
- Further progress on subscription transition in Software; strong growth in Services
- All four regions to contribute to growth, led by U.S., India, Middle East & Africa
- Execute on previously communicated capacity investments to support growth
- Preparing for agile commercial actions to counter the impact of fast-evolving geopolitical developments and associated fiscal costs

2025 Target

The Group sets 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 19.2% to 19.5%** (including scope based on transactions completed to-date and FX based on current estimation).

Further notes on 2025 FX & Scope available in slide 46

Q&A

Appendix

2025 additional notes

- ▶ **Foreign Exchange impact:** Based on current rates¹, the FX impact on FY 2025 revenues is estimated to be **between +€600 million to +€700 million**. The FX impact at current rates on adjusted EBITA margin for FY 2025 could be **around +10bps**
- ▶ **Scope impact:** Around **+€100 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
- ▶ **Restructuring:** The Group expects restructuring costs to decrease towards target of around **€100 million** per year

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

Adj. EBITA +14% org. due to strong gross margin performance and SFC leverage

Analysis of Change of Adjusted EBITA (in €m)



1. Price on products and raw material impact

Adjusted Net Income calculation

In €m	FY 2023	FY 2024
Adjusted EBITA	6,412	7,083
Amortization of purchase accounting intangibles	(396)	(406)
Net financial income/(loss)	(530)	(409)
Income tax with impact from adjusted items	(1,305)	(1,451)
Profit/(loss) of associates and non-controlling interests	(115)	(153)
Adjusted Net Income (Group share)	4,066	4,664
Adjusted EPS (€)	7.26	8.32

Recap of medium-term targets as announced at CMD

The Next Frontier

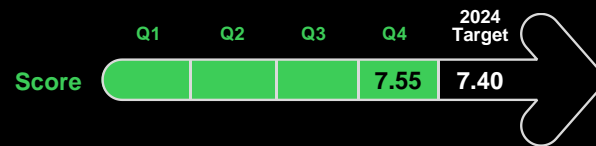
Financial targets	The Next Frontier of organic growth	Well positioned on structurally growing markets and will outperform market growth	+7% to +10% CAGR organic growth, 2023-2027 ¹
	Agile operating model and strong Gross Margin drive further profitability	Ambition to grow adj. EBITA margin	c.+50bps CAGR organic expansion, 2023-2027 ¹
Across-cycle ambitions	Organic Sales growth of 5%+ on average	Consistently be a Company of 25 ²	Cash conversion ratio ³ expected to be around 100% on average

¹ 4-year CAGR

² Across the economic cycle, sum of organic revenue growth % and adj. EBITA margin %

³ Free cash flow as a proportion of Net Income – Group share

Q4 2024 Results



6 long-term commitments

CLIMATE



1. Grow Schneider Impact revenues²
2. Help our customers save and avoid millions of tonnes of CO₂ emissions³
3. Reduce CO₂ emissions from top 1,000 suppliers' operations

Baseline ¹	Q4 2024	2025 Ambition
70%	74%	80%
263M	679M	800M
0%	40%	50%

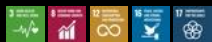
RESOURCES



4. Increase green material content in our products
5. Primary and secondary packaging free from single-use plastic, using recycled cardboard

Baseline ¹	Q4 2024	2025 Ambition
7%	38%	50%
13%	78%	100%

TRUST



6. Strategic suppliers who provide decent work to their employees⁴
7. Level of confidence of our employees to report unethical conduct⁵

Baseline ¹	Q4 2024	2025 Ambition
1%	63%	100%
81%	83%	91%

EQUAL



8. Increase gender diversity in⁶: hiring (50%), front-line management (40%), and leadership teams (30%)

Baseline ¹	Q4 2024	2025 Ambition
41%	42%	50%
23%	30%	40%
24%	31%	30%

9. Provide access to green electricity to 50M people⁷

Baseline ¹	Q4 2024	2025 Ambition
30M	53.4M	50M

GENERATIONS



10. Double hiring opportunities for interns, apprentices and fresh graduates⁸
11. Train people in energy management⁷

Baseline ¹	Q4 2024	2025 Ambition
4,939	x1.59	x2
281,737	824,404	1M

LOCAL



- +1. Country and Zone Presidents with local commitments that impact their communities

Baseline ¹	Q4 2024	2025 Ambition
0%	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 Diversity targets shall not apply to countries or entities that prohibit the establishment of such targets

⁷ cumulated since 2009 ⁸ 2019 baseline

Investor Relations ready to engage

20 February	2024 Full Year Results
29 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)

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