



INTEGRATED
REPORT

Ambition

INTO

Impact

2025

OUR GOAL IS TO TURN

Innovation

INTO

Connection

S U M M A R Y

About Schneider Electric	6
Advancing Energy Technology	8
Our business model	10
The end-markets we serve	12
A message from the Chairman of the Board of Directors	16
A message from the CEO	17
An interview with Chief Financial Officer	18
Financial performance highlights	19
Outlook and targets	25
Key achievements of 2025	26
Governance	28
Powering sustainability for all	34
Sharing sustainable value with our stakeholders	40

INTRODUCTION

Planet. People. Business
All matter. All thrive on Energy

Energy powers our lives. Energy is essential to progress. Energy Technology advances industry, drives innovation, and connects communities.

We are your Energy Technology Partner.

OUR PERFORMANCE

2025 was a milestone year, with record revenues, expansion of adjusted EBITA margin despite volatility, and generation of our highest-ever free cash flow. These results reflect strong execution across the Group, particularly in H2, while also delivering a strong Schneider Sustainability Impact score.

[READ MORE P.19 →](#)



Strategy Overview

Driving more electrification, automation, and digitalization across our four end-markets, through our three strategic pillars: Technology Leadership, Customer Differentiation, and Operational Excellence, and supported by our two foundations: people and sustainability.

[Read more on page 49 of the 2025 Universal Registration Document](#)



Mega-trends

Three major mega-trends are reshaping the global landscape: the new energy landscape, digitalization and the rapid rise of artificial intelligence, and the emergence of a more decentralized, multi-polar world.

[Read more on page 51 of the 2025 Universal Registration Document](#)

FINANCIAL KPIS

Revenues

€40.2B

+8.9% organic

Adjusted EBITA margin

18.7%

+50bps organic

Net Income (Group share)

€4.2B

-2%

Free Cash Flow

€4.6B

111% conversion rate⁽¹⁾

Adjusted Earnings Per Share

€8.59

+3%

Proposed Dividend per Share⁽²⁾

€4.20

+8%

(1) Conversion of FCF / Net Income (Group share).
(2) Subject to shareholder approval on May 7, 2026.
(3) More details on the SSI performance on **page 36** of the 2025 Universal Registration Document.

OUR IMPACT

Impact revenues

75%

+1% vs. 2024

People with access to green electricity

61.7M

since 2009

Tonnes of CO₂ emissions saved and avoided

862M

to our customers since 2018

CO₂ emissions reduced by

56%

from top 1,000 suppliers' operations

Schneider Sustainability Impact score⁽³⁾

8.86/10

vs. 7.55/10 in 2024

People trained in energy management

1M+

since 2009



About Schneider Electric

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

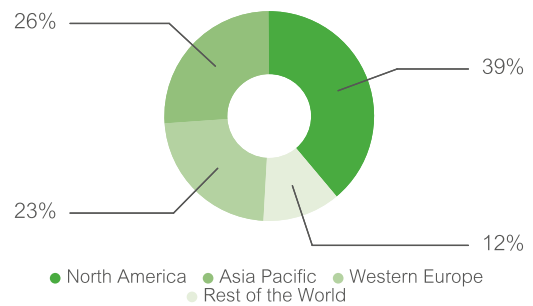


Our business

Revenue

€40.2bn

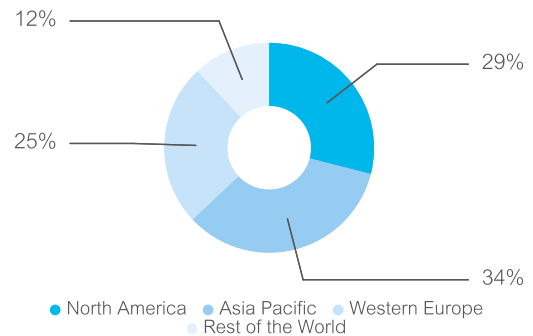
Revenue by geography in 2025



Employees

163k

Total employees by geography in 2025⁽¹⁾



(1) The average headcount has been restated to exclude non-employee interim workers, who were previously included in the Group's total headcount, and to include certain missing headcount figures resulting from a scope adjustment. Based on this methodology, 2024 would have been 159k employees.

What differentiates Schneider Electric

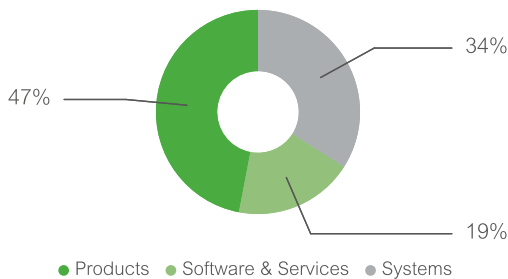
Across our global organization and extensive market coverage, we operate as One Schneider, delivering integrated solutions from our comprehensive portfolio and a strong digital customer experience, supported by a strong foundation based on people and sustainability.



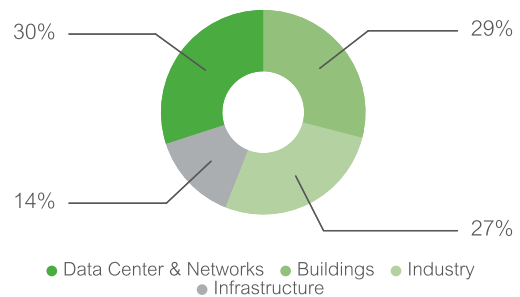
Balanced Exposure

Over the years, we have built a balanced exposure across business models, end markets, geographies, and our global employee footprint, driving resilience across the cycle. Our multi-hub approach is set up to impact at both global and local levels.

Business models⁽¹⁾



End markets⁽²⁾



Portfolio and Innovation

Complete offer portfolio across the lifecycle, combining complementary technologies of Energy Management and Industrial Automation. Across Products, Systems, Software and Services, we are Advancing Energy Tech to the next level of intelligence.



One Schneider

Creating more value for all stakeholders: customers, employees, shareholders. To enhance the customer experience through local proximity, we have unified our sales force, created a unique digital experience alongside human interaction, established a global services organization, and built an integrated global supply chain.



Market Coverage

Extensive geographical coverage through a comprehensive partner network and addressing our end-users installed base. We have built a unique global ecosystem by connecting panel builders, integrators, distributors and partners who are assembling and distributing all our technologies.



People and Sustainability

Committed to People and Sustainability, driving stronger engagement and impact. What sets Schneider Electric apart is our deep focus on developing people and building diverse teams worldwide, fostering innovation and strength. We believe responsibility and sustainability go hand in hand, creating long-term value for both society and investors.

(1) FY 2025 Group revenues %.

(2) FY 2025 Group orders %.

Advancing Energy Technology

The global shift toward electrification, automation and digitalization is reshaping every segment in which we operate. By advancing Energy Tech to the next level of Intelligence, we drive innovation that enables smarter, more efficient, and more resilient systems. Focused on technology leadership, customer differentiation and operational excellence, we are positioned to deliver sustainable growth and long-term value.

Three mega-trends impacting our market

Three major mega-trends are reshaping the global landscape: the accelerating shift toward electrification and digitalization; the rapid rise of artificial intelligence across personal and industrial domains; and the emergence of a more decentralized, multipolar world. Electrification is expanding across sectors and driving more efficient, flexible, and distributed energy architectures, while Digitalization & AI is creating unprecedented compute needs. At the same time, geopolitical fragmentation is prompting re-shoring, localized investments, and greater focus on technological and cloud sovereignty, bringing both new opportunities and added complexity.

1. New Energy Landscape

2. Digitalization & AI

3. Multi-Polar World

⊕ See Chapter 1 on page 51 of the 2025 Universal Registration Document to find out more.

Energy Tech as a catalyst to drive market growth opportunities

The end markets we serve remain in an accelerated growth phase as a function of the three mega-trends. Our addressable market is set to grow at a compound annual growth rate (CAGR) of between +6% and +7% between 2025 and 2030, to reach in excess of around EUR 600 billion by 2030.

- 1. New Energy Landscape
- 2. Digitalization & AI
- 3. Multi-Polar World

Driving more

**Electrification,
Automation
& Digitalization**

Across our four end markets

Data Center & Networks | Buildings | Industry | Infrastructure

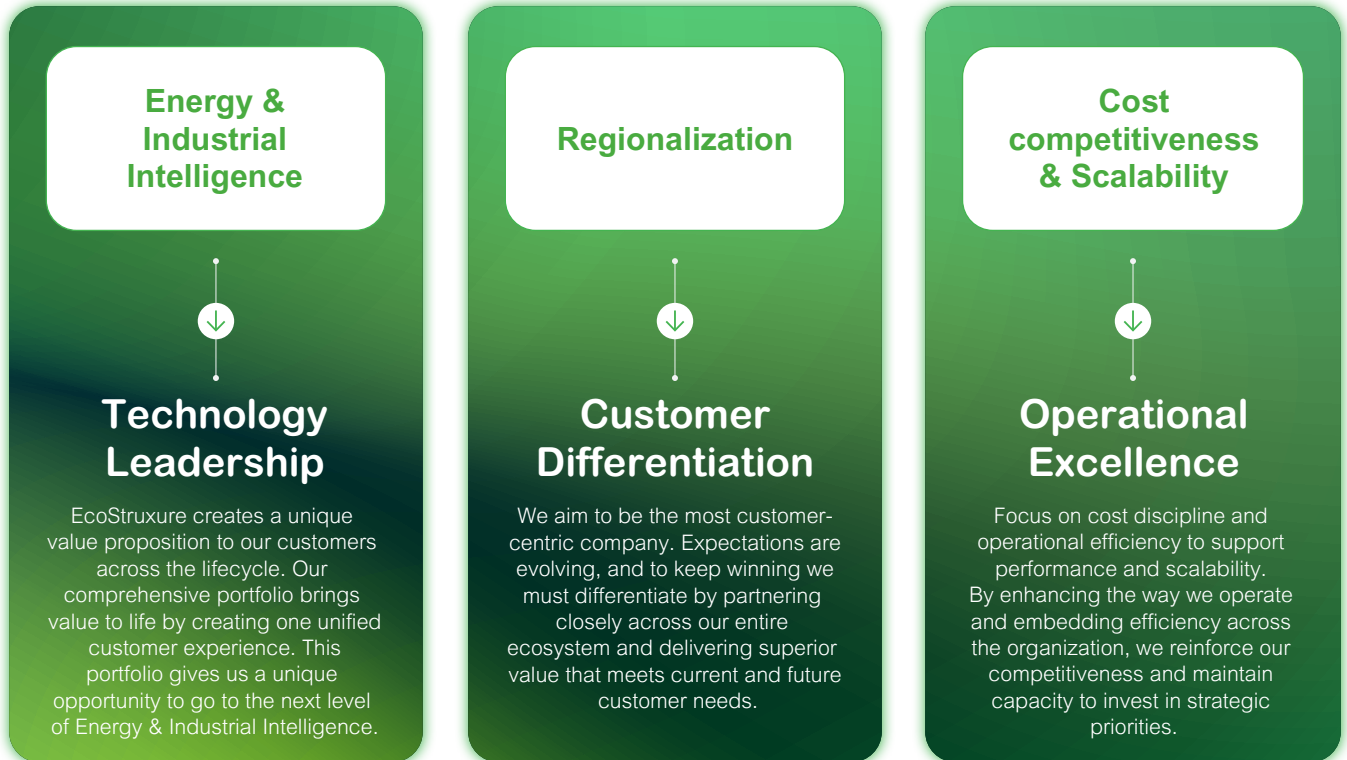
Potential addressable
market estimate
€600bn+
by 2030

CAGR
+6% to +7%

Advancing Energy Tech to the Next Level of Intelligence

Built on a resilient model, balanced exposure, and strong market leadership, the Group is focusing its strategy on three pillars: technology leadership, customer differentiation, and operational excellence, all powered by the two foundations of people and sustainability. This framework strengthens competitiveness, improves efficiency and drives long-term value.

Three strategic pillars:



See Chapter 1 on [page 57 of the 2025 Universal Registration Document](#) to find out more.

Powered by two foundations:

People-Centric by design

The Group's performance relies on the strength of its diverse and highly engaged teams. Supported by the One Schneider model, employees benefit from global mobility, shared processes and an integrated culture that fosters commitment across all regions. To support the next strategic cycle, the Group is evolving its ways of working toward more mission-based and performance-driven management, enabling faster execution and greater organizational agility.

Sustainability in action

Sustainability has been embedded in the Group's strategy for more than two decades, consistently combining financial performance with positive environmental and social impact within a robust governance framework. The Group continues to integrate responsibility across all dimensions of its operations, working to reduce emissions across its ecosystem while supporting the global transition toward more electrified, efficient and digitalized energy systems.

Driving impact. Transforming our ecosystem.

2030 Sustainability ambition

We electrify the world
towards decarbonization

We reinvent our industry
towards innovation

We unlock human potential
towards equal opportunities

We empower local communities
towards action and care

Our business model

We have curated a unique portfolio; by combining strong resources, deep expertise, and a unified technology platform, we create sustained value for our customers, partners, and shareholders.

Our advantages and resources

We are advocates of open standards and partnership ecosystems that are passionate about our shared values enabling positive impact.

People
163k
 employees worldwide, in 100+ countries⁽¹⁾

Innovation
5.9%
 R&D cost ratio on Group revenues 2025 (cash basic)

Our expertise

Our integrated approach allows us to provide our customers with a complete plug and play integrated solution.

ELECTRIFICATION

- End-to-end energy technology from grid-to-plug and chip-to-chiller
- Leader in software defined innovation and AI-powered energy intelligence
- Unparalleled global network of partners

AUTOMATION

- Industrial Intelligence leadership across process and discrete domains
- AI-enabled operational excellence and industry-leading open, software-defined automation
- Process safety, cybersecurity and compliance excellence

DIGITALIZATION

- Cross-domain unified AI platforms
- Agentic AI workflows driving autonomous energy management and industrial optimization
- Full lifecycle digital twins with AVEVA and ETAP ecosystems



DATA CENTER & NETWORKS



BUILDINGS



INDUSTRY



INFRASTRUCTURE

Energy Technology Partner

For our customers
+9%
 Group revenues FY25 organic growth

Partners and suppliers
56%
 performance of the Zero Carbon Project

(1) The average headcount has been restated to exclude non-employee interim workers, who were previously included in the Group's total headcount, and to include certain missing headcount figures resulting from a scope adjustment. Based on this methodology, 2024 would have been 159k employees.

Environment

195

Number of zero-CO₂ sites

Partner network

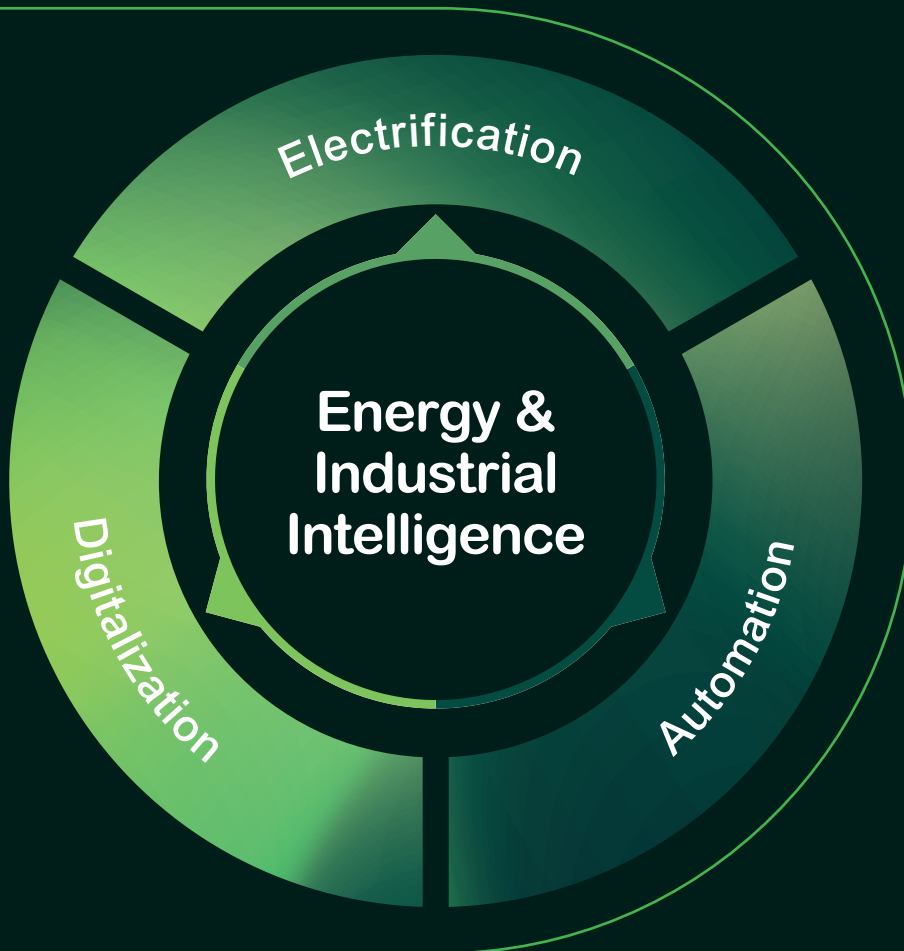
>1.4M

Contractors and electricians

Financial strength

A/A-1 and A2

strong investment grade credit rating



The planet and local communities

61.7M

people provided access to green electricity since 2009

For our employees

63%

of eligible employees benefiting from 2025 share plan

For our shareholders

+89%

3-year Total Shareholder Return⁽¹⁾

(1) From January 1, 2023 to December 31, 2025.

Data Center & Networks end market

Digitalization and AI mega-trends are driving unprecedented changes and opportunities to the Data Center & Networks end market with increased needs for both Energy Management and software offers. Strong future growth is expected, with critical needs for electrical content and cooling boosted by this turning point in technology. Through our best-in-class electrification and liquid cooling portfolio, reinforced by the acquisition of Motivair, we help data centers design, build, operate, and maintain highly efficient and resilient AI-ready infrastructure across the entire lifecycle.

End market exposure

30%

of 2025 orders

Market position

#1

in electrical distribution

#1

Most complete portfolio including liquid cooling

Market CAGR 2025–2030

>10%


Key Drivers

Artificial Intelligence

Key trends

- Surge in computing power demand
- 800V DC
- Power & Liquid cooling efficiency
- Convergence White/Grey space

Customer example – Vantage Data Centers



Goal

Vantage Data Centers aimed to continue scaling globally and deliver hyperscale and AI-ready data centers quickly while maintaining operational excellence.

Challenge

Power grid development timelines were much longer than data center build schedules, creating delays. Rapid technology evolution and diverse regional regulations added complexity, while supply chain coordination was critical to meet hyperscalers' demands.

Solution

Vantage developed standardized platform designs and supply-chain partnerships to accelerate deployment. To enable this, Vantage works with strategic technology partners such as Schneider Electric, who plays a critical role in supporting the execution of Vantage's platform strategy. Schneider collaborated with Vantage on engineering development, provided insight into emerging technologies, and supported supply-chain planning and capacity reservation to ensure predictable delivery. Schneider also enabled consistent execution across regions by aligning with Vantage's modular, pre-engineered platform designs through both direct and indirect procurement models.

Result

Vantage now has 41 campuses that are operational or under development across five continents with nearly 9 GW of capacity. This partnership - from design and innovation to supply chain certainty and deployment flexibility - has enabled Vantage to differentiate through speed and operational excellence and positioned them as a leader in AI infrastructure with a clear roadmap for future innovation.

Buildings end market

Strong mega-trends are driving growth for the Buildings end market. On one hand, the growing population and increasing urbanization in emerging economies is driving the need for construction with a rise in first time demand together with increased digitalization. On the other hand, there is a need for existing infrastructure refresh, particularly in mature economies where radical acceleration with retrofit is required in order to meet decarbonization commitments, supported by government investment.

End market exposure

29%

of 2025 orders

Market position

#1

in electrical distribution

1/4

Present within 1 out of 4 buildings

Market CAGR 2025–2030

+4% to +5%

Key Drivers

Efficiency & Smart buildings

Key trends

- Increase of Electrification
- Need for more Energy Efficiency
- Convergence of Power & Building management

Customer example – Sidara:



Goal

Sidara wanted its new London headquarters at 150 Holborn to unite over 20 brands under one roof, create an innovative and collaborative environment, and showcase sustainability and technology leadership.

Challenge

Smart building concepts were unclear in 2016, and Sidara needed a future-proof solution to integrate multiple systems, collect and normalize data, and minimize facility management overhead. COVID-19 added complexity, requiring flexibility for safe return-to-office.

Solution

Sidara partnered with Schneider Electric to deliver an open, integrated architecture that could evolve with technology. Schneider's EcoStruxure platform enabled seamless integration of building systems and provided the foundation for advanced meeting room automation, energy optimization, and data collection. Schneider also deployed Building Advisor for predictive maintenance and fault detection, and its sensors contributed to occupant comfort and well-being. The partnership ensured future-proofing through open architecture and normalized data via the Building Data Platform (BDP), which now feeds Sidara's own digital tools - including its award-winning digital twin and building analytics platform PARA OS - for asset and navigation intelligence.

Result

The flagship building, opened in 2023, has delivered outstanding outcomes. Office attendance is up 35% compared to initial expectations, energy use in meeting rooms has been reduced by 22%, and facility management efficiency has significantly improved thanks to Schneider's Building Advisor. The building has hosted over 18,000 visitors and generated new business opportunities. It has achieved top certifications, including BREEAM Outstanding and SmartScore Platinum, with 58% of the criteria met through Schneider technology. Schneider's contribution was pivotal in making 150 Holborn a benchmark for smart, sustainable buildings, and positioning Sidara as an industry innovator.

Industry end market

Within the Industry end market we target electro-intensive industrial companies in multiple segments including Energies & Chemicals, Consumer Packaged Goods, and OEMs. We bring our complementary Energy Management and Industrial Automation offers together to fulfill the needs for energy efficiency, increased automation, and sustainability. The Industry end market is driven by the acceleration of digitalization and process electrification coupled with trends of reshoring and supply chain resilience.

End market exposure

27%

of 2025 orders

Market position

#1

in electrical distribution

#1

in industrial data and safety

Market CAGR 2025–2030

+4% to +5%


Key Drivers

Reshoring & Supply Chain Resilience

Key trends

- Process electrification
- Industrial data
- Advanced monitoring and optimization

Customer example – Evonik:



Goal

Evonik aims to digitalize thermoplastic processing at its pilot plant in Essen to further improve the generation of reliable, well-documented insights on the performance of its additives. A special focus is on recycling applications and to accelerate innovation, improve the quality and consistency of recyclates, and support circularity across the plastics value chain.

Challenge

Variability in feedstock, diverse processing technologies, and partially stand-alone machinery make it difficult to achieve stable and repeatable results in thermoplastic recycling. Limited digital visibility slows down analysis and reduces the customer's ability to use additives at optimized conditions.

Solution

Evonik partnered with Schneider Electric to digitalize its pilot plant through an open, software-defined automation approach, leveraging AVEVA, Foxboro, Triconex, ETAP, and microgrid optimization. By connecting all machines, sensors, and devices to a unified digital platform, the solution reduces manual effort, improves data quality, and strengthens operational resilience. Real-time control of critical parameters optimizes energy use and process performance, accelerating time-to-value. The collaboration combines Evonik's chemical expertise with Schneider Electric's digital capabilities to modernize the workflows and scale advanced additive solutions efficiently.

Result

The digitalized environment improves the quality and repeatability of recyclates and shortens innovation cycles. The pilot plant delivers more consistent results and supports customers with deeper process insights. The project demonstrates how chemistry and digitalization work together to transform recycling processes and highlights the role of open automation in more sustainable manufacturing.

Infrastructure end market

Within the infrastructure end market we primarily address the needs from grid, transportation and water and wastewater segments. The grid is going through a structural transformation as it represents a bottleneck to the energy transition. Increased power requirement, resiliency, and safety needs are driving investments around grid modernization, grid extension for extended power reach, and grid digitalization for increased efficiency and sustainability.

End market exposure

14%

of 2025 orders

Market position

#1	#1	#1
in electrical distribution	in industrial data	in grid

Market CAGR 2025–2030

+5% to +7%


Key Drivers

Modernization & Resilience

Key trends

- Power generation supporting electrification
- Integration of renewables & flexibility
- Safeguarding critical infrastructure
- Digitalize for efficiency

Customer example – ElektroDistribucija Srbije:

 **ЕЛЕКТРОДИСТРИБУЦИЈА СРБИЈЕ**

Goal

The goal of the collaboration between ElektroDistribucija Srbije and Schneider Electric is to modernize Serbia's medium-voltage distribution network to support the country's renewable energy ambitions. The partnership aims to enhance grid reliability for 3.8 million customers while enabling large-scale integration of renewable energy sources across the national grid.

Challenge

The key challenges include integrating increasing volumes of variable renewable energy while maintaining grid stability, shifting from reactive to proactive network management, and improving operational efficiency. In parallel, ElektroDistribucija Srbije is striving to reduce network losses and CO₂ emissions, and deliver greater energy savings and cost efficiency across its distribution system.

Solution

To address these challenges, ElektroDistribucija Srbije partnered with Schneider Electric to deploy a modernized distribution architecture. This includes the reconstruction and development of substations, the rollout of advanced software platforms for real-time operational and technical process integration, and the adoption of flexible, future-ready grid management tools. Together, these solutions support renewable energy integration, strengthen system resilience, and improve network performance across all five regional subsidiaries.

Result

As a result, the project enables faster responses to energy interruptions, improve efficiency, and reduce network disruptions across the country. Real-time data analysis will support renewable prosumers and optimize energy use, while greater grid flexibility will help lower CO₂ emissions and attract new investments. The modernization should also deliver 10–15% loss reduction and provides a solid foundation for Serbia's 2030 energy transition goals, including the target of 45% clean energy generation.

“Looking ahead, I am confident that Schneider Electric is entering this next phase with strong positioning, a robust organization, and a leadership team well equipped to address a fast-growing market and multiple opportunities.”

Jean-Pascal Tricoire
Chairman



Dear Shareholders,

2025 marked a new inflection point for both our industry and Schneider Electric. Artificial intelligence has moved to the forefront of the global agenda. AI needs energy, and energy increasingly needs AI – not only in data centers, but wherever energy is generated, distributed, and consumed. AI is becoming a key driver of efficiency, reliability, security, and sustainability. As it advances energy technologies, it reinforces a defining reality of our time: every new technology is powered by electricity and enabled by digitalization. Attention is therefore increasingly focused on the systems that underpin this transformation and on those that connect the digital and physical worlds safely and efficiently. In this context, AI represents a major accelerator of electrification and digitalization, the two pillars of our company.

Operating at the intersection of physical infrastructure and digital intelligence, Schneider Electric has built its capabilities over more than two decades to serve this environment. Through sustained innovation and long-term investment, the Company has developed deep expertise across electrification, automation, and digital technologies – from products to solutions to services – at global scale. Schneider Electric relies on its extensive ecosystem of trusted partners to deploy these capabilities locally, with strong application expertise, in support of customers' innovation and performance objectives.

During the year, I engaged with a wide range of stakeholders, including investors, customers, technology partners, policymakers, industry peers, and our teams across regions. Expectations are consistent and clear: resilient infrastructure capable of meeting rapidly growing energy needs; reliable, secure, and transparent digital technologies deployed at scale in real world and real time environments; and companies demonstrating strategic clarity, disciplined execution, and robust long-term governance. Schneider Electric's portfolio and global footprint are well aligned with these expectations.

In 2025, the Board of Directors remained focused on supporting the Executive team in defining and deploying the Company's strategy for the next cycle. This work was supported by regular and constructive interactions between the Board, the Chief Executive Officer, and the Executive Committee. Discussions addressed performance, strategic direction, and long-term priorities, informed by regional perspectives and external insights. As in previous years, this work culminated in a multi-day strategy deep dive, which supported the preparation and launch of the new Company program developed and now deployed by Olivier Blum and his team.

The Board also continued to strengthen its composition and competencies, particularly in digital, software and technology, while maintaining high standards of independence, diversity and international representation. As of January 2026, the Board comprised directors of 11 nationalities, with a strong majority of independent members and balanced gender representation.

Looking ahead, I am confident that Schneider Electric is entering this next phase with strong positioning, a robust organization, and a leadership team well equipped to address a fast-growing market and multiple opportunities. The Company benefits from a clear strategic direction, differentiated capabilities across electrification, automation, and digital systems, and a governance framework designed to support performance, resilience, and responsibility over time. Its multi-hub operating model further strengthens its ability to operate effectively in an increasingly complex environment over the long term.

On behalf of the Board of Directors, I thank our customers for their trust and partnership, our employees for their professionalism and engagement, our shareholders for their investment and continued support, and our broader ecosystem for the strength and multiplicity of our collaborations.

In a rapidly changing world, Schneider Electric is committed to advancing energy technologies to support progress and sustainability for all.

Jean-Pascal Tricoire
Chairman

 See more about our governance on [page 405](#) of the [2025 Universal Registration Document](#).

“We are our customers’ trusted energy technology partner, electrifying, automating, and digitalizing industries, businesses, and homes to drive efficiency and sustainability for all.”

Olivier Blum
CEO



Dear Shareholders,

Despite a volatile macroeconomic environment, 2025 was a milestone year for Schneider Electric. The Company delivered record revenue exceeding EUR 40 billion, generated its highest free cash flow to date, and achieved solid margin progression. This performance reflects the resilience of our operating model, the performance of our portfolio and our overall balanced market and geographic exposure.

The year also marked profound shifts across the global industrial landscape. Energy systems are becoming more digital, data driven, and interconnected. Electrification and digitalization continue to accelerate, while artificial intelligence is rapidly becoming a defining force creating immense opportunities to deliver more intelligence to our customers.

As the operating environment becomes more complex and more fragmented, success will require greater agility, speed, and execution rigor.

To this end, we worked relentlessly throughout 2025 to define where Schneider Electric should be positioned for 2026 and beyond. We closed the year with a clear mission: to Advance Energy Tech. We are our customers’ trusted energy technology partner, electrifying, automating, and digitalizing industries, businesses, and homes to drive efficiency and sustainability for all.

To deliver on this mission, we launched a company-wide program built on three pillars, which inform our 2026 priorities:

1. Technology leadership: We are sharpening our roadmap to advance energy and industrial intelligence by scaling software defined, AI enabled platforms across our portfolio. At the core of this strategy is our Data Cube – a unified data foundation integrating device, operational, and ecosystem data across domains and across the full lifecycle, from design and build through operation and maintenance. This enables foundational energy and industrial models that combine physical and digital intelligence, delivering predictive and actionable insights, creating a unified customer experience, and improving both CapEx and OpEx performance.

2. Customer differentiation: We are taking regionalization to the next level – across commercial execution, supply chain, and R&D – while remaining anchored on strong global strategic principles. By moving closer to our customers and strengthening local partner

ecosystems, we are able to give more to them: more relevant innovation, faster execution, and solutions better aligned with local needs. This proximity reduces complexity and delivers greater value across the full customer journey.

3. Operational excellence: We are strengthening cost competitiveness and scalability by simplifying the organization, streamlining decision making, and improving productivity across product design, sourcing, and operations.

Over the past decade, we have built a strong foundation through differentiated technology, expanded software, digital, and services capabilities, and increased portfolio resilience. We enter 2026 from a position of strength, ready to scale the next phase of energy and industrial intelligence at speed.

We do not forget our foundation: people, sustainability, and trust. We continue to invest in skills for our people – particularly in digital and AI – and to evolve our operating model and leadership practices to move faster and work in a more mission-based way. Our people make the difference every day and we are committed to offer equal opportunities for all, whatever their background, nationality or gender.

In 2025, we closed our 2021-25 Schneider Sustainability Impact program having enabled in particular our customers to save and avoid 862 million tonnes of CO₂, supported a 56% reduction in operational emissions across our top 1,000 suppliers, and expanded access to green electricity to more than 60 million people worldwide. Building on this progress, we are launching a new sustainability program to 2030, reinforcing our conviction that performance and positive impact go hand in hand.

This journey is enabled by trust – earned through uncompromising standards in ethics, safety, cybersecurity, quality, and compliance – as we operate critical infrastructure, deploy AI responsibly, and build long term strategic partnerships.

I am excited to enter this new era of energy and intelligence, and to share our continued success with you. At Schneider, we are committed to Advance Energy Tech to power progress for all!

Olivier Blum
CEO, Schneider Electric

 See more about our strategy on **page 49** of the **2025 Universal Registration Document**.

“2025 was a year of record performance. We are entering the next cycle with strong momentum in both businesses.”

Hilary Maxson
Chief Financial Officer



2025 was a record year with all-time high revenues and free cash flow. How would you characterize the company's overall performance and the key drivers behind it?

2025 was a milestone year, with revenues up +9% organic, crossing EUR 40 billion for the first time. Energy Management grew its revenues double-digit for the 5th year in a row, up +10% organic, while Industrial Automation returned to growth up +3% organic. We saw accelerating demand across our end-markets throughout the year, led by Data Center & Networks, and we closed the year with record-high level of backlog at EUR 25 billion. This backlog not only supports our growth commitments for 2026 and beyond, it also gives us unprecedented visibility as key customers shift to treating Schneider as a trusted partner to support their future ambitions in digitalization and AI.

Profitability expanded for the 5th year in a row, with adjusted EBITA reaching EUR 7.5 billion, up +12% organic, driven by volume, improved operating leverage and continued cost discipline. Gross margin evolution remained slightly negative organically, as expected, with a pickup in pricing and industrial productivity in the second half of the year.

Free cash flow reached EUR 4.6 billion, our highest ever, supported by operational improvements, strong EBITDA growth, and improved working capital management.

How did the expansion of Schneider Electric's digital portfolio alongside targeted portfolio moves and the progress on organizational simplification shape 2025?

Our digital portfolio scaled significantly. The Digital Flywheel grew +15% organically, to reach 62% of full year 2025 Group revenues. Recurring revenue as a percentage of total revenue reached 79% in our agnostic software⁽¹⁾ businesses as we move into the final stages of the transition to subscription particularly at AVEVA.

In terms of portfolio, we further enhanced our technology leadership with Motivair, an acquisition in liquid cooling to advance our offering for AI datacenters, and we took majority ownership at Planon, expanding our smart-building software offering. In 2026 we also acquired the remaining 35% stake of Schneider Electric India

Private Limited (“SEIPL”) from Temasek. This strategic investment supports our focus on India as both an attractive domestic growth market and unlocks further flexibility as one of the four hubs in our multi-hub strategy.

We also made progress in organizational simplification, reducing Support Function Costs (SG&A) as a percentage of revenue. These efficiencies enabled continued investment in technology, R&D, and commercial capabilities, including targeted deployment of AI tools. R&D remained close to 6% of revenues and we expect to further progress R&D spending towards 7% of revenues to support our key pillar of technology leadership.

You hosted Schneider Electric's Capital Markets Day on December 11, 2025 at the McLaren Technology Centre. What were the key messages you shared with investors and analysts?

At our Capital Markets Day, we showcased our strategy of Advancing Energy Tech to the next level of intelligence through three pillars of technology leadership, customer differentiation, and operational excellence. We are uniquely positioned in structurally growing markets and expect to deliver differentiated growth and margin expansion through this strategy.

We presented our medium term ambitions from 2026 to 2030, including +7 to +10% organic revenue growth CAGR, +250 bps of adjusted EBITA margin organic expansion and a sustained free cash flow conversion ratio of around 100%.

Finally, we outlined our disciplined capital allocation priorities: maintaining strong A-category credit ratings, delivering a progressive dividend annually to our shareholders, driving value through active portfolio management and strategic partnerships, and undertaking a systematic share buyback.

We believe our strategy of Advancing Energy Tech, the three clear pillars we have defined through which to execute that strategy, our medium-term financial commitments and disciplined capital allocation priorities will deliver strong returns to our shareholders over the short, medium and long-term.

(1) Agnostic Software comprises AVEVA, ETAP and RIB software.

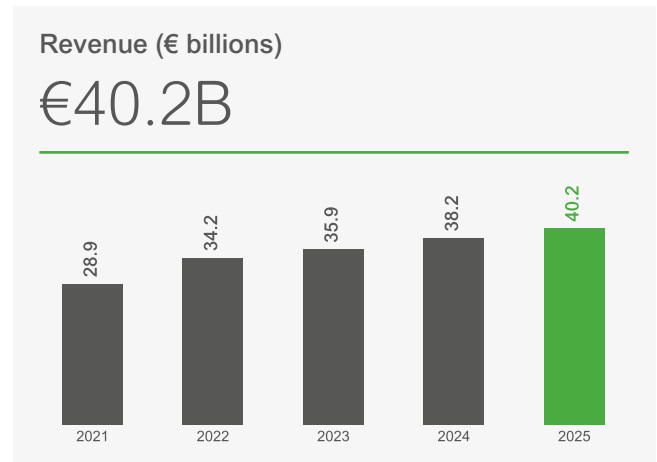
Financial performance highlights

2025 was a milestone year, with record revenues, expansion of adjusted EBITA margin despite volatility, and generation of our highest-ever free cash flow. These results reflect strong execution across the Group, particularly in H2.

Revenue Performance

Consolidated revenue totaled EUR 40,152 million for the year ended December 31, 2025, up +8.9% organic and up +5.2% on a reported basis. Organic growth was led by strong sales of the Group's Systems offers, notably in the Data Center and Infrastructure end-markets. The Group also saw strong growth in Services linked to digital offers and trends of renovation and modernization. The Group's agnostic software assets continued their transition to a subscription revenue model, mechanically impacting organic growth as expected, while displaying good underlying evolution. There was positive contribution to sales growth from Products, with growth in sales of electrical distribution products across many end-markets and segments, while sales into the Residential market declined. The expected progressive demand recovery in Discrete automation continued to play out, reflected in sales growth in the second half of the year. Product sales growth was supported by both volume and price with pricing led by North America in response to tariffs and supported by Rest of the World in response to inflation, partly offset by deflation in China.

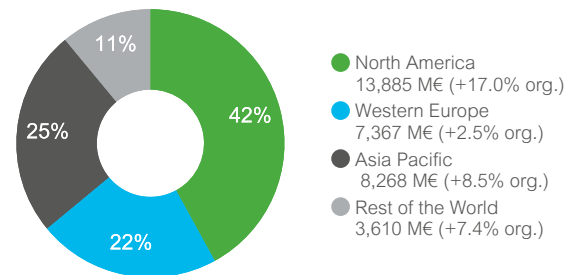
FX impacts were -4.1% mainly driven by the weakening of the U.S. Dollar, Indian Rupee, and Chinese Yuan vs. the Euro. There was a net positive impact of +0.8% from acquisitions and disposals, primarily representing the acquisitions of Planon and Motivair partly offset by some small disposals.



Energy Management

Energy Management generated revenues of EUR 33,130 million, equivalent to 83% of the Group's revenues and was up +10.3% organic. The Group benefitted from continued market demand, particularly for Systems offers in the Data Center and Infrastructure end-markets, and despite continued softness in the Residential buildings market. North America grew +17% organic led by strong Systems and Services growth primarily in the Data Center end-market while Products growth was muted with declines in the Residential buildings market. Western Europe grew +2.5% organic with mixed performance across the five major economies of the region. France delivered good growth, with Spain up mid-single digit, while Italy grew slightly and Germany and the U.K. both declined. Across the region, the sales performance was impacted by bottlenecks such as power availability on Data Center projects and some softness in Residential buildings. Asia Pacific grew +8.5% organic, led by double-digit growth in India reflecting the strength of the Group across end-markets and the continuing success of its multi-brand strategy in the country.

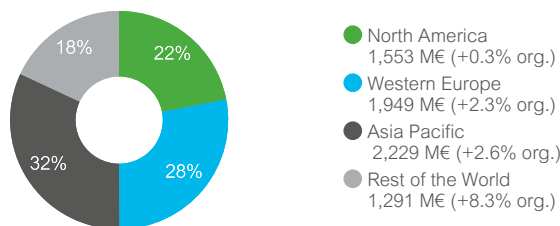
China was up low-single digit with growth led by the Data Center end-market, while the Buildings end-market was weak. Australia was up double-digit, led by project execution in the Data Center end-market. Rest of the World was up +7.4% organic, led by double-digit growth in the Middle East & Africa driven by execution on Systems and supported by mid-single digit growth in South America.



Industrial Automation

Industrial Automation generated revenues of EUR 7,022 million, equivalent to 17% of the Group's revenues and was up +3.0% organic. The Group's agnostic industrial software offers from AVEVA delivered good growth in Annualized Recurring Revenue (ARR), up +12% as of December 31, 2025, with the ongoing transition to a subscription revenue model remaining on-track. The expected progressive demand recovery in Discrete automation continued to play out, reflected in sales growth in the second half of the year and resulting in low-single digit sales growth on a full-year basis. Sales into Process & Hybrid markets were slightly down, impacted by an environment of increased uncertainty and volatile commodity prices leading to delayed investment decisions at customers. North America was up +0.3% organic with growth in sales for Industrial Software at AVEVA and Discrete automation offset by declines in Process & Hybrid markets. Western Europe was up +2.3% organic, with Italy and Spain up mid-single digit while the U.K. and Germany were around flat benefitting respectively from Software and Discrete automation, while Process & Hybrid markets were weak. France declined overall due to weakness both in Discrete automation and Software.

Asia Pacific was up +2.6% organic with China up low-single digit, delivering positive sales growth into Discrete automation markets, but offset by weakness in Process & Hybrid. India was up mid-single digit with both Discrete automation and Process & Hybrid markets growing. The rest of the region was up low-single digit in aggregate. Rest of the World was up +8.3% organic, led by strong growth in the Process & Hybrid markets in the Middle East and South America, and for industrial Software at AVEVA, with sales growth into Discrete automation markets up in aggregate across the region.

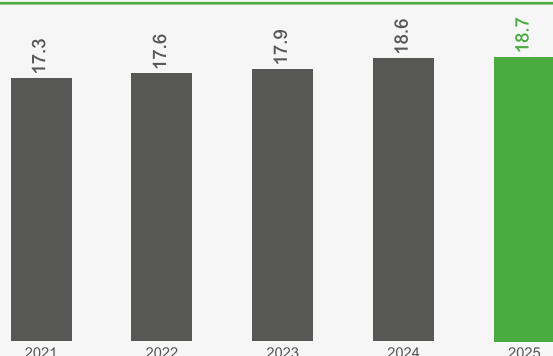


Summarized financial results

€ million	2024 FY	2025 FY	Reported change	Organic change
Revenues	38,153	40,152	+5.2%	+8.9%
Gross Profit	16,268	16,895	+3.9%	+7.6%
Gross profit margin	42.6%	42.1%	-50bps	-40bps
Support Function Costs	(9,185)	(9,375)	+2.1%	+4.2%
SFC ratio (% of revenues)	-24.1%	-23.3%	+80bps	+90bps
Adjusted EBITA	7,083	7,520	+6.2%	+12.3%
Adjusted EBITA margin	18.6%	18.7%	+10bps	+50bps
Restructuring costs	(141)	(287)		
Other operating income & expenses	(87)	(77)		
EBITA	6,855	7,156	+4%	
Amortization & impairment of purchase accounting intangibles	(406)	(457)		
Net financial income/(loss)	(409)	(519)		
Income tax expense	(1,398)	(1,455)		
Profit/(loss) of associates and non-controlling interests	(153)	(174)		
Impairment of investments in associates	(220)	(388)		
Net Income (Group share)	4,269	4,163	-2%	
Adjusted Net Income (Group share)	4,664	4,829	+4%	+13.9%
Adjusted EPS (€)	8.32	8.59	+3%	+13.6%
Free Cash Flow	4,216	4,635	+10%	

Adjusted EBITA margin

18.7% +50 bps org. in 2025



Adjusted EBITA margin at 18.7%, up +50 bps organic, impacted by lower Gross Margin offset by a reduction in SFC/ Sales ratio

Gross profit was up +7.6% organic with Gross margin down -40bps organic, to be at 42.1% in FY25. The Group delivered strong levels of industrial productivity and saw an acceleration in product pricing in Q4, however this was insufficient to fully offset the Gross margin headwinds from Mix, reflective of continued strong growth in Systems, and raw material cost inflation inclusive of tariffs.

2025 Adjusted EBITA reached **€7,520 million**, increasing organically by **+12.3%** and the Adjusted EBITA margin improved by **+50bps** organic to **18.7%** as a consequence of good control over the Group's discretionary costs despite the negative Gross

Margin evolution. SFC costs decreased as a percentage of revenues by +80bps to 23.3%, with a positive organic evolution of +90bps partly offset by FX headwinds.

The key drivers contributing to the earnings change were the following:

€ million	Adj. EBITA	YoY change	Comments
Adj. EBITA FY 2024	7,083		
Volume impact		+1,355	Positive impact from higher sales volumes.
Industrial productivity		+596	The Group's industrial productivity was +€596m in FY25 showing a strong sequential improvement in H2 against a low base of comparison due to investment in the Group's supply chain, primarily in North America and India in H2'24, combined with focused execution and improved volumes in H2'25.
Net price⁽¹⁾		-179	The net price impact was negative at -€179m in FY25. Gross pricing on products was positive at +€76m having seen an acceleration in Q4, while in total, RMI was a headwind at -€255m, including raw material cost inflation and a tariff impact of c.-€160m. As previously communicated, the Group maintains an ambition of flat to positive net pricing over the cycle (offsetting tariffs and inflation).
Gross pricing on products		+76	
Raw Material Impact		-255	
Cost of Goods Sold inflation		-89	Cost of Goods Sold inflation was -€89m in FY25, of which the production labor cost and other cost inflation was -€102m, and the decrease in R&D in Cost of Goods Sold was +€13m. The overall investment in R&D, including in support function costs remained at 5.6% of FY25 revenue (vs. 5.6% in FY24).
Production labor cost and other cost inflation		-102	
R&D in Cost of Goods Sold		+13	
Support function costs		-376	Support Function Costs increased organically by -€376m, or +4.2% org. in FY25. The Group was impacted by inflation for -€310m and continued to focus on its strategic priorities with investments of -€438m mainly linked to R&D, services commercial footprint, digital tools and systems, and AI to drive efficiency. The Group delivered +€349m of cost savings, mainly linked to headcount simplification initiatives. Other cost decreases were +€23m.
Mix		-243	FY25 performance resulted in an adverse mix effect of -€243m due to the relatively faster growth of Systems revenues compared to Products and Software.
Foreign currency impact⁽²⁾		-482	The impact of foreign currency decreased the adjusted EBITA by -€482m, or around -50bps of adj. EBITA margin in FY25.
Scope and Others		-145	The impact from scope & others was -€145m in FY25, with net Scope impacts representing a +10bps adj. EBITA margin tailwind. Others consists of miscellaneous small items.
Adj. EBITA FY 2025	7,520		

Energy Management

21.8%

Adjusted EBITA margin, around flat organically.

Industrial Automation

14.2%

Adjusted EBITA margin, up c.+10 bps organic.

(1) Price on products and raw material impact.

(2) For those currencies meeting the criteria to be considered hyperinflationary under IAS 29, such as Argentina and Türkiye, an IFRS technical adjustment for hyperinflation impact is reflected as FX and therefore excluded from the organic growth calculation. The effect of operational actions taken in these countries such as increased pricing to mitigate the inflationary impact is reflected as part of the organic growth.

Integrated Report

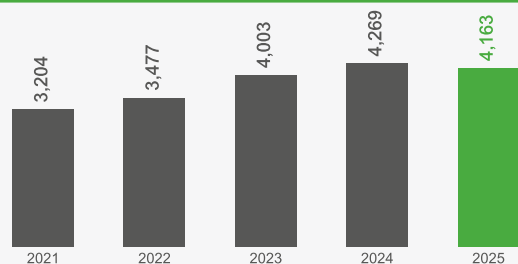
Financial performance highlights

Net income down -2%

€ million	2024 FY	2025 FY	Comments
Adj. EBITA	7,083	7,520	
Other operating income and expenses	(87)	(77)	Other operating income and expenses were -€77m in FY25, consisting mainly of M&A and integration costs and some legal provisions. FY24 included items of a similar nature.
Restructuring costs	(141)	(287)	Restructuring costs were -€287m in FY25, €146m higher than FY24 aligned with the expectation set out in the Group's 2025 CMD, to drive operational excellence.
Amortization and impairment of purchase accounting intangibles	(406)	(457)	Amortization and impairment of intangibles linked to acquisitions was -€457m, €51m higher than the previous year, primarily due to amortization of intangible assets associated with the Planon and Motivair acquisitions and the eStar joint venture.
Net financial income/(loss)	(409)	(519)	Net financial expenses were -€519m, €110m higher than the previous year. The increase primarily relates to higher interest expense on bonds following refinancing and some adverse FX differences.
Income tax expense	(1,398)	(1,455)	Income tax amounted to -€1,455m, higher than last year by €57m. The Effective Tax Rate was 23.5%, in line with the expected range of 23-25% for FY25, and 0.4pts higher than the FY24 ETR of 23.1%.
Profit/(loss) of associates and non-controlling interests	(153)	(174)	Share of profit on associates was +€14m, down -€3m compared to 2024. Amounts attributable to non-controlling interests increased to -€188m compared to -€170m in 2024, mainly due to the strong performance of Schneider Electric India Private Limited in which Schneider completed the purchase of the minority shares in Dec 2025.
Impairment of investments in associates	(220)	(388)	Impairment of investment in associates was -€388m in FY25, primarily relating to an impairment of the Group's equity investment in Uplight and associated convertible loan notes.
Net Income (Group share)	4,269	4,163	Net Income (Group share) was €4,163m in FY25, down -2% vs. last year.
Adjusted Net Income (Group share)	4,664	4,829	Adjusted Net Income was €4,829m in FY25, up +4% vs. FY24 impacted by FX headwinds; up +14% at constant currency.

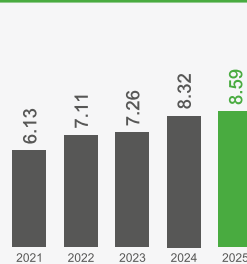
Net income (Group share)
(€ millions)

€4,163M



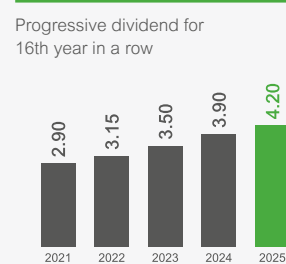
Adjusted Earnings
Per Share (€)

€8.59



Proposed Dividend
Per Share (€)⁽¹⁾

€4.20



(1) Subject to shareholder approval on May 7, 2026.

Free cash flow of €4.6 Billion

The Group delivered Free Cash Flow of **€4,635 million** in FY25.

Operating cash flow was strong at €6,748 million, up +€440 million vs. FY24 primarily due to the strong growth in EBITDA in FY25. The operating cash flow included R&D cash costs of €2,380 million, which remained stable at 5.9% of 2025 revenue.

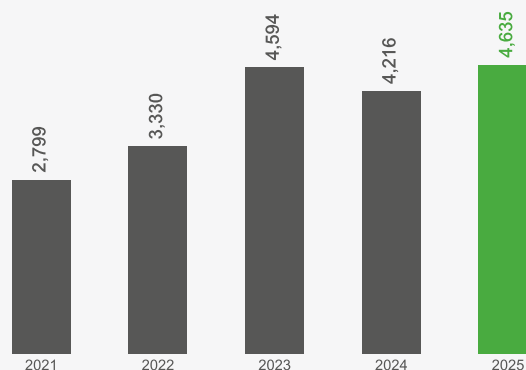
Net capital expenditure increased to -€1,496 million (€132 million higher than in FY24) representing around 3.7% of revenues, with 2.5% relating to net tangible capex and 1.2% to intangible capex (mainly capitalized development costs), as the Group continues to invest in its global supply chain and focus on innovation.

Trade working capital buildup impacted the free cash flow in 2025 by -€360 million (compared to -€594 million in FY24). DSO improved by 2 days compared to December 2024 due to strong cash collection, while DPO improved by 1 day. DIN improved by 3 days vs. December 2024 supported by structured actions to reduce closing inventories to an appropriate level as part of the Group's focus on rigorous working capital management.

Non-trade working capital impacted the free cash flow in 2025 by -€257 million (compared to -€134 million in FY24) with the year-on-year variance primarily due to a fine of -€207 million paid in 2025 in relation to a previously disclosed legal case in France, partly offset by lower bonus accruals.

Free Cash Flow (€ millions)

€4,635M



Balance Sheet Remains Strong

€ million	Dec. 31, 2024	Dec. 31, 2025
Total current and non-current financial liabilities	14,831	17,880
– of which Bonds	12,650	15,752
Cash and cash equivalents	(6,887)	(4,634)
Net financial debt excluding purchase commitments over non-controlling interests	7,944	13,246
Non-current purchase commitments over non-controlling interests	19	278
Current purchase commitments over non-controlling interests	184	197
Net financial debt including purchase commitments over non-controlling interests	8,147	13,721

Schneider Electric SE issued bonds totaling €5,000 million during 2025.

Schneider Electric's net debt at December 31, 2025 amounted to **€13,721 million** (up from €8,147 million at December 31, 2024) after payment of -€2.3 billion to fulfill the 2024 dividend, a net impact from acquisitions and disposals of -€1.2 billion, transactions

with non-controlling interests for -€5.8 billion (of which -€5.5 billion relating to the purchase of the remaining minority interests in SEIPL) and payment of -€0.3 billion in relation to share buyback, offset by the strong Free Cash Flow performance of +€4.6 billion.

The Group remains committed to retaining its A-grade credit ratings.

Financial Strength

A/A-1

Standard & Poor's

S&P Global
Ratings

A2

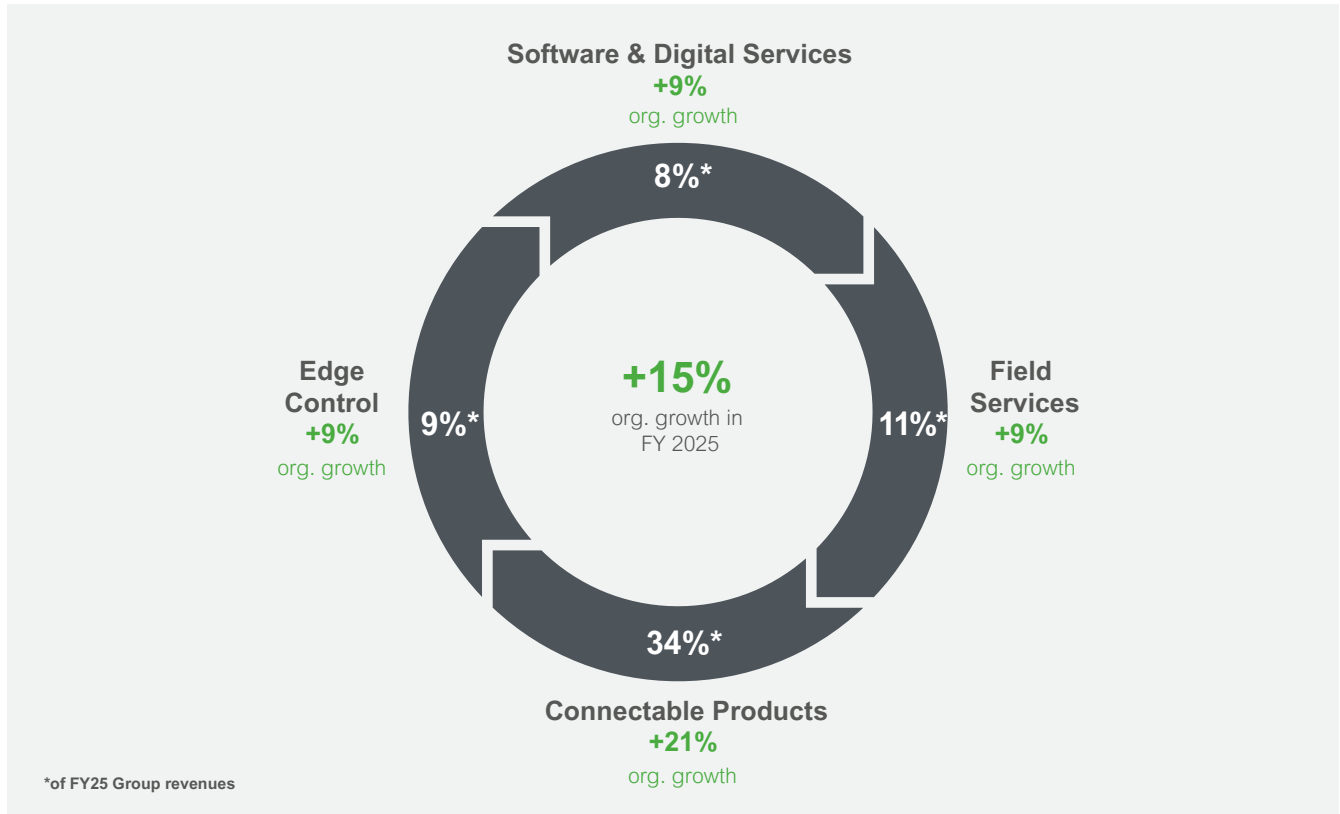
Moody's

MOODY'S
RATINGS

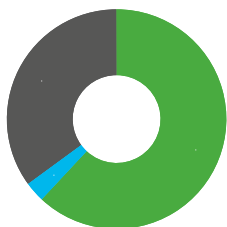
Digital update

In 2025, the Digital Flywheel represented 62% of Group revenues (vs. 57% in 2024), showing strong progress towards a target of >70% by 2030, growing at +15% in 2025. All four elements of the Digital Flywheel made a strong contribution to the growth, led by Connectable Products as the Group continues to generate value for customers through the digitalization of its product offering, as a foundation for Advancing Energy Tech. Overall, Software & Services represented 19% of Group revenues in 2025, with an ambition for this representation to reach c.25% by 2030. Digital Services grew strongly, while the Group's agnostic software offers also made a strong contribution despite their ongoing transition to a subscription model. Recurring revenues within agnostic software increased to 79% (vs. 77% in 2024), led by AVEVA, which achieved close to 85% as outlined in the Group's 2025 Capital Markets Day. The Group aims to double the weightage of total recurring revenues by 2030.

Digital flywheel progresses to 62% of FY Group revenues



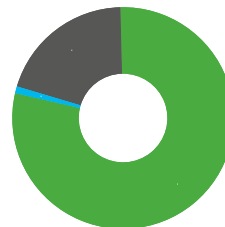
Moving towards 60% to 65% of Group revenues by 2027



FY 2025 revenues
62%

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

Recurring revenue in Agnostic Software⁽¹⁾ to increase to c.80% by 2027



FY 2025 revenues
79%

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

Key achievements of 2025:

- Innovation driving strong double-digit growth in **Connectable Products**
- Growth in **Edge control** driven by Energy Management offers and recovery on Discrete automation market
- **AVEVA** ARR growth at +12%
- +2pt YoY increase in recurring revenues in **agnostic Software** ⁽¹⁾ reaching **79%**
- Strong growth in **Field Services** supported by increasing installed-base, notably from Data Center

(1) Agnostic Software comprises AVEVA, ETAP and RIB Software.

Outlook and targets

Expected Trends In 2026

- Strong market demand to drive growth, with positive contribution from all four end-markets
- Data Center & Networks to lead growth based on strong demand in 2025; Industry and Infrastructure to accelerate; Buildings to improve contribution, aligned with macroeconomic trends
- Systems to lead growth; Products to show improved contribution with continued recovery in Discrete
- Strong growth in Software and Services, with key focus on driving more recurring revenues
- All four regions to contribute to growth (North America, Europe, China & East Asia, South Asia & International), led by U.S. and India
- The Group expects to be Net Price positive in value (price to offset raw material impact and tariffs), ramping up throughout the year
- The Group expects the other drivers of adj. EBITA margin expansion to be aligned with those set out in its recent Capital Markets Day

2026 Target

The Group sets its 2026 financial target as follows:

2026 Adjusted EBITA growth of between +10% and +15% organic.

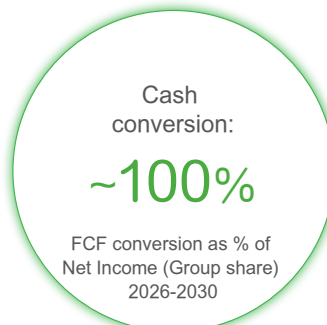
The target would be achieved through a combination of organic revenue growth and margin improvement, currently expected to be:

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

This implies Adjusted EBITA margin of around **19.1% to 19.4%** (including scope based on transactions completed to-date and FX based on current estimation).

2026–2030 Financial targets as announced in 2025 Capital Markets Day

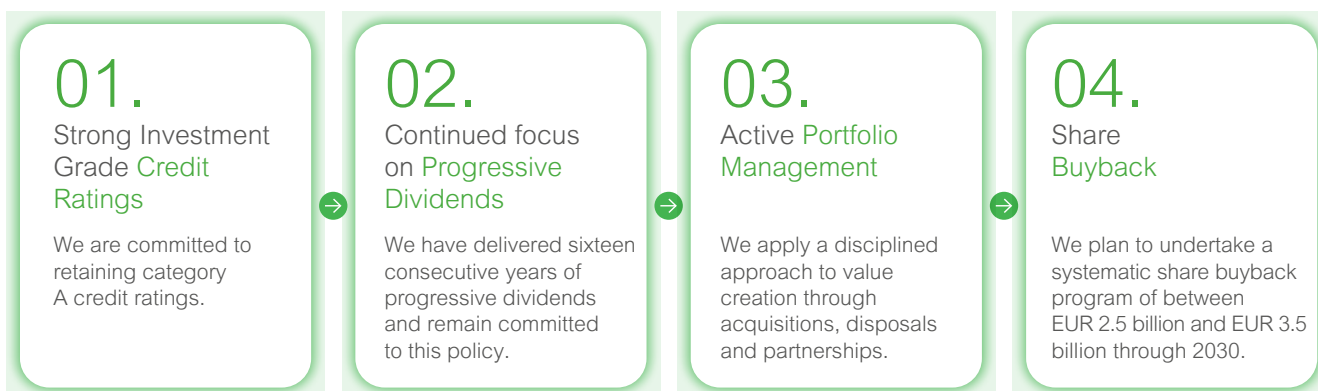
Based on its current view and assuming no major changes to the macroeconomic and geopolitical environment, Schneider Electric announced its medium-term financial targets as follows:



(1) 5-year CAGR.

Driving strong shareholder value with consistent capital allocation for the next cycle

Our capital allocation strategy remains disciplined, maintaining a strong A-category credit rating, delivering progressive dividends, driving value through active portfolio management and strategic partnerships, and undertaking a systematic share buyback.



Key achievements of 2025

January

World Economic Forum recognizes Schneider Electric's Wuxi, China factory as a Sustainability Lighthouse

Designated an Advanced Lighthouse in 2021, this latest recognition for Wuxi specifically acknowledges the factory's advanced solutions to reduce its environmental impact. Schneider Electric now has the highest number of Sustainability Lighthouses of any company with four of the 25 globally including Hyderabad, India, Lexington, Kentucky, and Le Vaudreuil, France.

Learn more about this story on se.com



March

ETAP and Schneider Electric Unveil World's First Digital Twin to Simulate AI Factory Power Requirements from Grid-to-Chip Level Using NVIDIA Omniverse

The collaboration is set to transform AI Factory design and operations by providing enhanced insight and control over the electrical systems and power requirements, presenting an opportunity for significant efficiency, reliability and sustainability gains.

Learn more about this story on se.com



May

The rating agency Moody's has upgraded the credit rating assigned to Schneider Electric from A3 with Positive Outlook to A2 with Stable Outlook

This follows the upgrade by S&P to A/A1 with a stable outlook in April 2024.

Learn more about this story on se.com

MOODY'S RATINGS

February

Schneider Electric completes transaction to acquire Motivair Corporation

Schneider Electric has completed the previously announced transaction to acquire a controlling interest in Motivair Corporation, a company specialized in liquid cooling and advanced thermal management solutions for high performance computing systems. Under the terms of the transaction, Schneider Electric has acquired an initial 75% controlling interest.

Learn more about this story on se.com

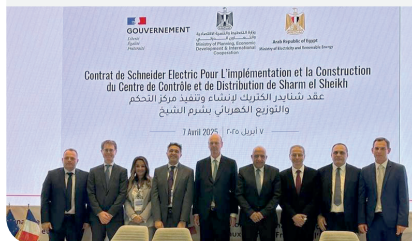


April

Schneider Electric Signs a New Contract with the Ministry of Electricity and Egyptian Electricity Holding Company to Digitally Transform Sharm El-Sheikh Control Center

The agreement aims to digitally transform the Sharm El-Sheikh Control Center as part of the project's second phase, which also includes two distribution control centers in Minya, serving Upper Egypt, and additional centers serving the South Delta region.

Learn more about this story on se.com



June

Schneider Electric Named the World's Most Sustainable Company by TIME Magazine and Statista

This is Schneider Electric's second consecutive year atop the list, which ranks 500 of the World's Most Sustainable Companies.

This follows the Corporate Knights Global 100 recognition, as Schneider Electric named The World's Most Sustainable Corporation for a second time, in January 2025.

Learn more about this story on se.com



July

Schneider Electric reinforces its India hub strategy with the acquisition of remaining 35% stake in existing JV

Schneider Electric announced that it has signed an agreement to acquire the remaining 35% stake of Schneider Electric India Private Limited ("SEIPL") from Temasek to reach full ownership.

Learn more about this story on se.com



September

Schneider Electric Ranks #1 In the Gartner® Top 25 Supply Chain for the Third Consecutive Year

Schneider Electric has placed first in the 2025 Gartner Top 25 Supply Chain for the third consecutive year.

The Gartner Supply Chain Top 25 ranking comprises two main components: business performance and community opinion.

Learn more about this story on se.com

Global Supply Chain Top 25

01
Schneider
Electric



November

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

The World Economic Forum recognizes AirSeT as a benchmark in sustainable innovation for medium-voltage switchgear, eliminating SF₆ gas and reducing Scope 3 emissions.

Learn more about this story on se.com



August

Schneider Electric received WiredScore SmartScore Platinum Certification for Dubai HQ 'The NEST'

Schneider Electric has received the coveted WiredScore SmartScore Platinum certification for 'The NEST', the first rollout of its Impact Buildings Program. Achieving a perfect score of 100, the accreditation from WiredScore, the global certification body for smart buildings, validates the sustainable office space that hosts and supports over 1,000 employees across 10,000 square meters.

Learn more about this story on se.com



October

Introducing SE Advisory Services

Schneider Electric announced the launch of SE Advisory Services, its flagship global consulting brand.

SE Advisory Services provides a broad range of solutions tailored to help organizations and individuals solve complex challenges in energy efficiency, sustainability, and technology through electrification, automation, and digitalization.

Learn more about this story on se.com

SE ADVISORY SERVICES

December

Schneider Electric hosted a Capital Markets Day for investors and financial analysts from the McLaren Technology Centre in Woking

Schneider Electric showcased how the Group is Advancing Energy Tech to the Next Level of Intelligence, its strategic positioning, its differentiated value proposition and its plans for the next cycle.

The Group also announced the first Energy & Industrial foundational model that utilizes the Data Cube and its Data Ecosystem.

Learn more about this story on se.com



Governance

The governance structure



Jean-Pascal Tricoire
Chairman of the Board of Directors
62 years, French

- Organizes and directs work of Board, presides over Annual General Meetings.
- Supports the Company in its high-level relations with select stakeholders (notably in Asia), in coordination with the Chief Executive Officer.
- Promotes the Company's values and culture, in particular in relation to environmental, social and governance (ESG).
- Advises CEO, notably on strategic, human capital, and leadership development matters.



Fred Kindle
Vice-Chairman & Lead Independent Director
67 years, Swiss

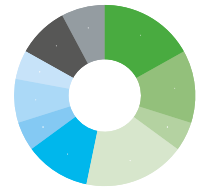
- Consulted by the Chairman on agenda and sequence of events for Board meetings.
- Has the ability to require that the Chairman convene a Board meeting.
- Deals with any possible conflicts of interest.
- Carries out annual assessments of the Board.



Olivier Blum
Chief Executive Officer
55 years, French

- Has sole authority to bind the Company with third parties.
- Defines and proposes the strategy.
- Manages the Company.
- Runs the business.
- Develops human capital and leadership.

Board expertise



- Public company management (13)
- Corporate finance (10)
- Accounting, audit & risk (4)
- International markets (14)
- Industry knowledge (9)
- Employee perspective & knowledge of the Group (4)
- Digital & software (6)
- Environment/Climate (4)
- Social (7)
- Governance, law, ethics & compliance (6)

Our Board of Directors

As of March 27, 2026, the Board of Directors consisted of 15 Directors. Mrs. Elynn Shook was appointed as an Observer by the Board of Directors on July 30, 2025, in effect from October 15, 2025, with the intent to propose her appointment as a Director to the Annual Shareholders' Meeting to be held on May 7, 2026.



Jean-Pascal Tricoire
Chairman of the Board of Directors



Fred Kindle
Vice-Chairman & Lead Independent Director



Nive Bhagat
Independent Director



Giulia Chierchia
Independent Director



Clotilde Delbos
Independent Director



Laura Ding
Employee Shareholder Director



Rita Félix
Employee Director



Philippe Knoche
Independent Director



Linda Knoll
Independent Director



Jill Lee
Independent Director



Anna Ohlsson-Leijon
Independent Director



Abhay Parasnis
Independent Director



Anders Runevad
Independent Director



Lip-Bu Tan
Independent Director



Bruno Turchet
Employee Director



Elynn Shook
Observer

- 3 Employee Directors
- 92% Independent Directors*
- 54% women Directors**
- 80% non-French Directors
- 11 nationalities from 3 continents

Board committees

- Audit & Risks Committee**
7 meetings***
4 members
100% independent
96% average attendance
- Governance, Nominations & Sustainability Committee**
8 meetings***
6 members
83% independent
98% average attendance
- Human Capital & Remunerations Committee**
4 meetings***
6 members
100% independent*
100% average attendance
- Investment Committee**
5 meetings
6 members
80% independent*
100% average attendance
- Digital Committee**
7 meetings***
5 members
75% independent*
91% average attendance
- C Committee Chair**

* Excluding the Director representing the employee shareholders and Directors representing the employees unlike the ratio disclosed in Chapter 2 of the 2025 Universal Registration Document.

** Excluding the Directors representing the employees unlike the ratio disclosed in Chapter 2 of the 2025 Universal Registration Document.

***Including joint meetings with other committees.

Skills within the Board of Directors

	Jean-Pascal Tricoire	Fred Kindle	Nive Bhagat	Giulia Chierchia	Cloilde Delbos	Laura Ding	Rita Félix	Philippe Knoche	Linda Knoll	Jill Lee	Anna Ohlsson-Leijon	Abhay Parasnis	Anders Runevad	Lip-Bu Tan	Bruno Turchet	Elynn Shook	Total
Public company management	●	●	●	●	●			●	●	●	●	●	●	●		●	13
Corporate finance	●	●	●	●	●			●		●	●		●	●			10
Accounting, audit & risk			●		●					●	●						4
International markets	●	●	●	●	●	●		●	●	●	●	●	●	●		●	14
Industry knowledge	●	●		●		●		●		●			●	●	●		9
Employee perspective & knowledge of the Group	●					●	●								●		4
Digital & software	●		●			●		●				●		●			6
Environment/Climate	●			●	●								●				4
Social	●	●						●	●				●	●		●	7
Governance, law, ethics & compliance	●	●		●	●			●			●						6

Activities of the Board in 2025

There were seven meetings (including a Strategy session of four days) with 100% average attendance.

Business and financial results

Ongoing business, financial statements and information delivered to the market, and ESG strategy.

Strategy and investment

Review of strategic priorities, including during the Strategy session, and authorization of significant acquisitions and disposals (over EUR 250 million).

Sustainability, risks and compliance

Sustainability (CSRD) reporting, risk mapping, business continuity plan, and ethics and compliance framework.

Corporate governance

Succession plan for Corporate Officers, composition of the Board and its committees, compensation of Corporate Officers, long-term incentive plan, preparation of the Annual General Meeting.

Our Executive Committee

As of March 27, 2026, the Executive Committee was chaired by the Chief Executive Officer and meets monthly. Its mission is to conduct Schneider Electric business in line with the strategy defined by the Board of Directors.



Olivier Blum
Chief Executive Officer
55 years, French



Hervé Coureil
Chief Governance Officer & Secretary General
55 years, French



Esther Finidori
Chief Sustainability Officer,
40 years, French



Charise Le
Chief Human Resources Officer, 53 years, Chinese



Hilary Maxson
Chief Financial Officer
48 years, American



Jing Ren
Executive Vice-President Strategy, Innovation & Communications
45 years, Chinese



Mourad Tamoud
Executive Vice-President Global Supply Chain,
54 years, French



Peter Weckesser
Chief Digital Officer
57 years, German



Laurent Bataille
Executive Vice-President Europe Operations
47 years, French



Manish Pant
Executive Vice-President International Operations
56 years, Indian



Aamir Paul
Executive Vice-President North America Operations
48 years, American



Zheng Yin
Executive Vice-President China & East Asia Operations
54 years, Chinese



Gwenaëlle Avice-Huet
Executive Vice-President Industrial Automation
46 years, French

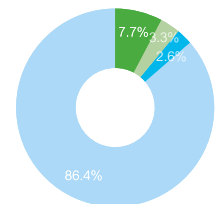


Frédéric Godemel
Executive Vice-President Energy Management
62 years, French



Caspar Herzberg
Executive Vice-President Chief Executive Officer – AVEVA
53 years, German

Our shareholders



- Public (86.4%)
- Treasury shares (2.6%)
- Employees (3.3%)
- BlackRock, Inc. (7.7%)

- 33% women
- 53% non-French members
- 5 different nationalities from 3 different continents

- Key**
- Global functions
 - Operations
 - Business

Our Executive compensation

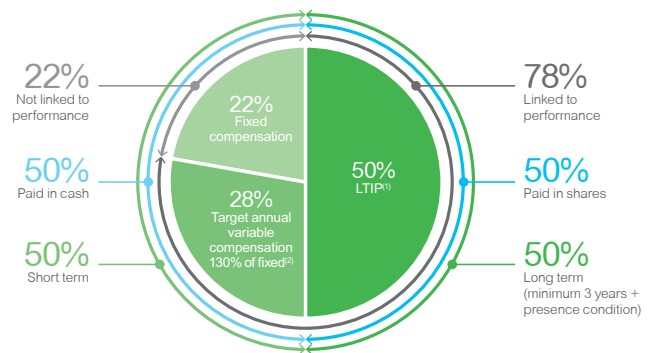
The general principles underlying the compensation policy for Corporate Officers and the analysis of their contribution to the Group's performance are reviewed and approved by the Board of Directors based on the recommendation of the Human Capital & Remunerations Committee. Executive compensation set by the Board of Directors is aligned with the Group's global strategy and is based on **three pillars** divided into **seven principles**:

Pay for Performance	Alignment with shareholders' interest	Competitiveness
<ul style="list-style-type: none"> Principle 1: Prevalence of variable components: <i>circa</i> 80% for the Chief Executive Officer (at target). Principle 2: Performance is evaluated <i>via</i> economic and measurable criteria. Principle 3: Financial and sustainability objectives are fairly balanced and distributed between short-term (annual variable compensation) and medium-term (long-term incentive) components. 	<ul style="list-style-type: none"> Principle 4: Significant proportion of the total compensation delivered in shares. Principle 5: Performance conditions support Schneider Electric's strategic priorities and are aligned with shareholders' expectations. 	<ul style="list-style-type: none"> Principle 6: To benchmark the Corporate Officers' compensation package "at target" in the median range of the Company's updated peer group. Principle 7: To reference the CAC 40 third quartile and the STOXX Europe 50 median.

Aligned with those principles, the compensation of the Chief Executive Officer is made of the following components: for the variable component of the compensation, the Board upon recommendation of the Human Capital & Remunerations Committee, chooses the performance conditions directly linked to the Group's priorities. The Schneider Sustainability Impact (SSI) which includes a climate target is used as a criterion in the annual variable compensation of the Chief Executive Officer and that of the 80,000 employees benefiting from such compensation. In the same way, the Carbon reduction targets criterion will be used for the long-term incentive plan granted to more than 4,700 employees including the Corporate Officer.

⊕ For more information, see **Chapter 2 of the 2025 Universal Registration Document**

Balance between compensation elements



(1) Estimated value, in accordance with IFRS standards, of the LTIP to be granted during 2026 fiscal year.
 (2) Between 0% and 200%.

Group's strategic priorities

How the strategy links to the Corporate Officers' variable compensation

<p>Organic growth</p> <p>Value for customers</p> <p>Sustainability</p> <p>Continuous efficiency</p> <p>Value & returns to shareholders</p>	Annual incentive plan				
	Delivering strong execution and creating value for customers and shareholders every year to contribute to Schneider Electric's long-term success				
	Group organic sales growth	Group Adjusted EBITA margin improvement (organic)	Group cash conversion rate	Net Satisfaction Score	Schneider Sustainability Impact
	35%	25%	10%	10%	20%
	Long-term incentive plan				
	Building an integrated and leading company with strong sustainability focus and attractive returns to shareholders				
	Adjusted Earnings per Share	Relative Total Shareholder Return	Carbon emissions reduction targets		
	40%	35%	25%		

Our Enterprise Risk Management

Schneider Electric places a significant importance on resilience within the values and principles which guide its actions, as a key element for sustainable growth which is part of the Group's Sustainability value.

An Enterprise Risk Management based on the three lines of defense model

Schneider Electric uses a hybrid risk management model with central functions and experts in charge of setting risk management mechanisms, establishing policies, and other activities, while the ownership of the risks belongs to the Business Units, Operating Divisions, or Global Functions who are responsible for deploying the central framework to manage their risks.



Key Risks

The key risks selected and presented in the adjacent table are the risks considered by the Group as specific to its business and identified as having the potential to affect its activity, its image, its financial situation, its results, or the achievement of its objectives.

However, the Group may be exposed to other non-specific risks, or risks of which it may not be aware, or risks of which it may be underestimating the potential consequences, or other risks that may not have been considered by the Group as being likely to have a material adverse impact on the Group, its business, financial condition, reputation, or outlook.

In each category, risks are assessed in terms of potential impact for the Group according to three levels (red, orange, and green), with red being the most likely to affect the Group.

Categories and Risks		Potential net impact
1	Event triggered risks	
1.1	Cybersecurity on Schneider Electric infrastructure and its digital ecosystem (including connected products used as a gateway to attack Group's customers and partners)	High impact
1.2	Export controls	High impact
1.3	Safety, quality and reliability of Offers	Medium impact
1.4	Competition laws	Medium impact
1.5	Corruption linked to B2B and project business	Medium impact
1.6	Human rights and safety issues through the value chain	Medium impact
1.7	Counterparty risk	Low impact
1.8	Currency exchange risk	Low impact
2	Trend driven risks	
2.1	Technology evolutions (Generative AI)	High impact
2.2	Operational disruption due to global political and economical disruptions	High impact
2.3	New competitive landscape and business models in energy	Medium impact
2.4	Supply chain resilience	Medium impact
2.5	Group offer evolution and innovation	Medium impact
2.6	Attracting and developing talent with a focus on critical skills	Medium impact
2.7	Failure to achieve our long-term sustainability commitments and comply with regulatory requirements	Medium impact
2.8	Business disruption due to environment-related risks	Medium impact
3	Management practice risks	
3.1	Inappropriate Data Management	High impact
3.2	IT systems management	Medium impact
3.3	M&A and integration	Medium impact
3.4	Projects acceptance and outcomes	Medium impact
3.5	Procurement and Supplier relations	Medium impact

Key to symbols ● High impact ● Medium impact ● Low impact

Schneider Electric's vigilance plan

Schneider Electric started in 2017 the implementation of a vigilance plan covering its business activities as well as those of its suppliers and subcontractors in order to prevent negative impacts on people or the planet within its value chain. Since then, this vigilance plan has been continuously reinforced, aiming to expand further towards communities.

An end-to-end, risk-based mitigation plan

The Group's vigilance plan complies with the provisions of the 2017 French law on corporate duty of vigilance and includes:

- A risk analysis specific to risks that Schneider Electric poses or may pose on its ecosystem and environment;
- A review of the key actions implemented to remediate or mitigate these risks;
- An alert system (Trust Line); and
- Governance specific to vigilance.

In this Universal Registration document, Schneider Electric presents the results of the risk assessment, and the subsequent mitigation actions. A synthesis of key risks and actions is presented below.

The plan is governed by the Duty of Vigilance Committee, set up in 2017. The committee meets twice a year, and has met 19 times since its inception.

Risk areas	Main risk identified	Main mitigation actions	Risk level
Schneider Electric sites	<ul style="list-style-type: none"> • Cybersecurity: only high risk for the Group's sites, as Schneider Electric is a supplier of connected and digital solutions, thus a potential target for cyberattacks aimed at its customers' systems. 	Training sessions Cybersecurity Leaders Incentive for plant managers Annual review of policies Cyber Badges (+) Read more on cybersecurity p.258 of the 2025 Universal Registration Document	●
Suppliers	<ul style="list-style-type: none"> • Human rights: most frequent issues concern decent working hours, paid leave, and proper resting time. • CO₂ emissions: notably coming from the transformation and transportation of raw materials. • Pollution: for some categories of substances purchased, such as solvents. 	Supplier Code of Conduct Supplier Vigilance Plan (SSE #17) ISO 26000 assessments The Zero Carbon Project (SSI #3) Green materials (SSI #4) Decent Work program (SSI #6) Sustainable Packaging (SSI #5) (+) Read more on suppliers' programs p.223 of the 2025 Universal Registration Document	●
Contractors	<ul style="list-style-type: none"> • Health and safety: physical injuries that can happen during construction, or when doing services and maintenance operations. • Business ethics: mostly related to potential corruption, conflict of interest, and integrity due to the contractual nature of this activity. 	On-site audits Training on anti-corruption and Business Agent Policies Project follow-up Selection process adapted to our Vigilance Plan (+) Read more on contractors p.227 of the 2025 Universal Registration Document	●
Local communities	<ul style="list-style-type: none"> • Communities living around Schneider Electric's sites (factories, offices, etc.) have a limited risk exposure because operations are usually located in large, well-structured urban areas. • A large majority of Schneider Electric's customers' projects are having limited impact on local communities, and only a minority of projects involve significant on-site civil engineering works, that could affect the local environment or local communities. 	Vigilance risks assessments Project reviewed according to involvement and mitigation capabilities (+) Read more on communities p.234 of the 2025 Universal Registration Document	●

Risk level: Low to Medium ● Medium to High ● High ●

(+) [Read more about Schneider's Vigilance Plan on page 394 of the 2025 Universal Registration Document.](#)

2025 achievements

Top 25%

in external ratings for Cybersecurity performance

400,000+

employees of our suppliers with better working conditions thanks to the 'Vigilance Program' for suppliers since 2017

4,348

suppliers assessed under our Vigilance Plan since 2018

Proud to be one of the most ethical companies

Present in over 100 countries with diverse standards, values, and practices, Schneider Electric is committed to behaving responsibly in relation to all its stakeholders. Convinced that its responsibility extends beyond regulatory compliance, the Group is committed to doing business ethically and sustainably, running all its business actions and decisions on trust.

Trust Charter, Schneider Electric’s Code of Conduct

Schneider Electric Trust Charter demonstrates its commitment to ethics, safety, sustainability, quality, and cybersecurity. Schneider Electric believes that trust is a foundational value. It is earned. It serves as a compass, showing the true north in an ever more complex world and the Group considers it to be core to its environment, sustainability, and governance commitments.

Trust powers all Schneider Electric’s interactions with stakeholders and all relationships with customers, shareholders, employees, and the communities they serve, in a meaningful, inclusive, and positive way. It is implemented via the Ethics & Compliance program with responsibilities at Board, executive, corporate, and operational levels.



⊕ Read our Trust Charter on [se.com](https://www.se.com) and on page 106 of the 2025 Universal Registration Document

🖥️ Access our Trust Line on www.se.com

Our Speak Up Mindset

Schneider Electric employees must feel free and psychologically safe to share their ideas, opinions, and concerns, without fear of retaliation – this is the basis of our Speak Up mindset. All stakeholders may report concerns either by contacting an appropriate person internally or by using the Trust Line, our whistleblowing system, which is available online globally, at all times, and protects the anonymity of the whistleblower.

To ensure the effectiveness of that Speak Up mindset and related whistleblowing system, the Group created two specific committees: the Group Operational Compliance Committee (GOCC), which detects and manages cases of non-compliance and reviews monthly the effectiveness of the system, and the Group Disciplinary Committee, which levies sanctions and remediation actions on serious non-compliance cases to guarantee a fair and transparent disciplinary policy.

All employees are invited to express whether they are comfortable to “report an instance of unethical conduct without fear” each year. In 2025, 85% of employee answered “yes”, a 2 point progress versus 2024.

Training and empowering all employees

A global annual campaign of mandatory trainings, available in 18 languages, is run for all employees. In 2025, the trainings focused on Trust, Cybersecurity, and AI, along with additional courses based on employees function or location. Other trainings are provided to specific businesses or service teams according to their roles and positions, such as anti-corruption. The course dedicated to Trust was completed at 99%, and the course on Anti-Corruption at 98%.

In 2025, a global internal communications initiative called Trust Moments was deployed. The campaign included several global live webinars, articles, and videos, alongside additional local events, showcasing the Group’s pillars of integrity, transparency, and resilience. The events drew thousands of employees across the globe.

2025 achievements

40+

languages in which the Trust Charter is available

99%

of all employees completed the Schneider Essentials training on Trust

85%

of employees are confident to report unethical conduct



Recognized one of the World’s Most Ethical Companies by Ethisphere Institute for the 15th year in 2025

Powering sustainability for all

For over 20 years, sustainability has been at the core of Schneider Electric's transformation journey. The Group is recognized as a world corporate leader in sustainability and a critical partner for its customers, suppliers, investors, NGOs, and other stakeholders using its services and products to accelerate their own energy efficiency and sustainability transition. Committed to People and Sustainability, Schneider Electric drives stronger engagement and impact to bridge progress and sustainability for all.




At Schneider Electric, we pride ourselves on being an Impact Company, because sustainability does not only inform what we do, it drives corporate decision making. This entails a responsibility to share learnings and keep raising the bar.

We are convinced that to do good, we need to do well, and vice-versa. To deliver sustainability impact, the Group must combine solid profitability with leading practice on all environmental, social, and governance (ESG) dimensions. At the same time, this positive impact supports the long-term resilience of the Company as it attracts new customers, investors, and talents.



Schneider Electric's sustainability and business impacts converge to act for a climate positive and socially equitable world, while delivering solutions to its customers for sustainability and efficiency.

The Company brings everyone along in its ecosystem, from employees to supply chain partners, customers, as well as local communities and institutions. Building on a foundation of trust, its unique operating model with a multi-hub approach is set up to impact at both global and local levels. Its culture builds on strong people and leadership values empowering all Schneider Electric's people to make a great company.

1. Do well to do good and vice versa

-  **Performance**
The foundation for doing good
-  **Business**
Part of the solution
-  **All ESG**
Dimensions

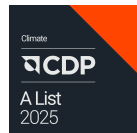
2. Bring everyone along

-  **Model & culture**
Set up for global and local impact
-  **All stakeholders**
in the ecosystem

An approach recognized in external ratings



Schneider Electric ranked 1st in the TIME magazine and Statista's World's Most Sustainable Companies, for the second consecutive year



The only company in its sector listed as A List 15 years in a row



Ranked 1st in Corporate Knights' Europe 50 Most Sustainable Corporations



In top 1% performance among 100,000+ companies, obtaining a Platinum medal for the sixth consecutive year



Recognized as an Industry Top-Rated ESG Performer, ranking 1st in its industry group, confirming its inclusion in key ESG indices.

 See our recognitions on the Awards page at www.se.com

Our 2025 sustainability commitments

With less than 5 years left to reach the 17 United Nations Sustainable Development Goals (SDGs), Schneider Electric has accelerated its impact and is making new, bold commitments to drive meaningful impact within the framework of its business activity. Schneider Electric's 6 long-term commitments are to:

Act for a **climate-positive world**



by continuously investing in and developing innovative solutions that deliver immediate and lasting decarbonization in line with our Net-Zero Commitment.

Be efficient with **resources**



by behaving responsibly and making the most of digital technology to preserve our planet.

Live up to our principles of **trust**



by upholding ourselves and all around us to high social, governance, and ethical standards.

Create **equal opportunities**



by ensuring all employees are uniquely valued in an inclusive environment to develop and contribute their best.

Harness the power of all **generations**



by fostering learning, upskilling, and development for each generation, paving the way for the next.

Empower **local communities**



by promoting local initiatives and enabling individuals and partners to make sustainability a reality for all.

Our unique transformation tool

Since 2005, Schneider Electric measures and demonstrates progress against its sustainability goals with a unique transformation dashboard today called Schneider Sustainability Impact (SSI).

The SSI is the translation of the Group six long-term commitments into 11 highly transformative and innovative programs, executing the 2021 – 2025 sustainability strategy. It has been designed to focus on the most material issues, leveraging internal and external stakeholders' feedback.

Every quarter, the SSI provides, on a scoring scale of 10, an overall measure of all the programs' progress, which is shared with all our stakeholders together with financial results.

At the end of the year, 80,000 employees of the Group are rewarded for the progress achieved as the SSI constitutes 20% of their short-term incentive plans' collective share (STIP).

To ensure robustness, the SSI performance and monitoring systems are audited annually by an independent third party and obtain a limited assurance, in accordance with (revised) ISAE 3000 assurance standard (except for SSI #+1).

2021 – 2025 SCHNEIDER SUSTAINABILITY IMPACT

- 1. Focused**
on material issues
- 2. Disrupting**
the *status quo*
- 3. Transparent**
quarterly disclosure
- 4. Robust**
assured by an independent third party
- 5. Rewarding**
employees for performance

⊕ Read more about Schneider Sustainability Impact and Schneider Sustainability Essentials in chapter 2, on **pages 79 to 88 of the 2025 Universal Registration Document.**

⊕ Read more about our contributions the United Nations Sustainable Development Goals on **page 80 of the 2025 Universal Registration Document.**

2021–2025 sustainability achievements

5 years ago, Schneider committed to take concrete actions to co-create a brighter future aligned with the United Nations SDGs, and to measure its impact with transparency. The Schneider Sustainability Impact (SSI) 2025 results demonstrates that rapid and disruptive changes for a more sustainable world are possible across diverse, complex topics.

In 2025, the SSI 2021–2025 ended on a score of 8.86/10. This result represents the average progress of 11 SSI programs (excluding SSI #+1). The Group has exceeded several of its 2025 ambitions, both those aimed at supporting the decarbonization of its customers and suppliers, and those related to the development of people and access to energy around the world.

**SCHNEIDER
SUSTAINABILITY
IMPACT**

8.86/10

vs. an annual target⁽¹⁾ of 8.88/10, and a 7.55/10 score in 2024

Schneider Sustainability Impact 2021–2025				
6 Long-term Commitments aligned to UN SDGs	11+1 Programs	Baseline ⁽²⁾	2025 Progress ⁽³⁾	2025 Ambition
Climate 	1. Grow Schneider Impact revenues ⁽⁴⁾	2019: 70% 0%	75%	80%
	2. Help our customers save and avoid millions of tonnes of CO ₂ emissions	2020: 263M 0	862M	800M
	3. Reduce CO ₂ emissions from top 1,000 suppliers' operations	2020: 0% 0%	56%	50%
Resources 	4. Increase green material content in our products	2020: 7% 0%	48%	50%
	5. Primary and secondary packaging free from single-use plastic, using recycled cardboard	2020: 13% 0%	85%	100%
	6. Strategic suppliers who provide decent work to their employees	2022: 1% 0%	98%	100%
Trust 	7. Level of confidence of our employees to report unethical conduct	2021: 81% 0%	85%	91%
	8. Increase gender diversity ⁽¹⁾ in: hiring (50%), front-line management (40%), and leadership teams (30%)	2020 : 41% 0% 2020 : 23% 0% 2020 : 24% 0%	37% 32% 32%	50% 40% 30%
	9. Provide access to green electricity to 50M people	2020: 30M 0	61.7M	50M
Generations 	10. Double hiring opportunities for interns, apprentices and fresh graduates	2019: 4,939 x1	X1.75	x2
	11. Train people in energy management	2020: 281,737 0	1,090,569	1M
	Local	+1 Country and Zone Presidents with local commitments that impact their communities	2020: 0% 0%	100%

(1) From 2025 onwards, diversity targets are excluded from SSI score calculation for all employees, as it shall not impact incentives in countries or entities prohibiting the establishment of such targets. The global SSI target has been restated accordingly. The gender balance metric is a global strategic ambition. It does not apply to territories that prohibit such ambition. The Schneider Electric policy is to always select the best candidate for any position based on skills, experience and potential (irrespective of their gender, age, origin, disability, appearance, etc...).

(2) The baseline year is indicated in front of each SSI baseline performance.

(3) Each year, one of Schneider Electric's statutory auditors performs a "limited" assurance engagement on all SSI and SSE indicators (except SSI #+1 in 2025), in accordance with (revised) ISAE 3000 assurance standard (see the assurance report on page 336 of the 2025 Universal Registration Document). Please refer to page 314 of the 2025 Universal Registration Document for the methodological presentation of each indicator.

(4) Per Schneider Electric definition and methodology. Note that for the reporting requirements under the European Taxonomy Regulation, please refer to pages 177 to 187 of the 2025 Universal Registration Document.

Climate

Scaling up supply chain decarbonization

Schneider Electric reinforces collective action through updated tools, expanded suite of educational resources, and new multi-buyer consortia to procure renewable energy, helping over 2,700 suppliers cut their Scope 1 and 2 emissions since the launch of the programs.



Resources

Unlocking environmental data for sustainable designs

Schneider Electric has shared the Product Environmental Profiles for over 50,000 of its electrical products with "One Click LCA" platform, facilitating project life cycle assessments in the architecture, engineering and construction industry.



Trust

Forming a coalition for smarter energy demand

Schneider Electric and Bloomberg New Economy have launched the Energy Technology Coalition to accelerate the adoption of demand-side technologies, such as AI-enabled grid management and digital twins, to make energy use more efficient, resilient, and responsive.



Equal

Boosting rural energy resilience

In 2025, Schneider Electric continued scaling up its Climate Smart Village initiative in rural Jharkhand (India), in partnership with NGO PRADAN, leveraging solar energy and smart power management to improve local livelihoods.



Generations

Promoting excellence in sustainability for youth

Schneider Electric, together with its Foundation and Asia Society for Social Improvement and Sustainable Transformation, inaugurated a new Center of Excellence in Vietnam to equip students and educators with advanced skills in smart manufacturing, smart buildings, and renewable energy.



Local

Inspiring young innovators in the U.K.

Schneider Electric and the Tottenham Hotspur Foundation launched a program in Science, Technology, Engineering, and Mathematics (STEM) for 12 local primary schools to spark curiosity and build essential skills in areas like robotics, sustainable energy and e-mobility, supported by digital learning tools, mentoring, and practical sessions.



Sustainability Impact 2030

Advancing Energy Tech to power progress for all

We electrify the world

towards decarbonization

By continuously investing in breakthrough solutions, we lead the energy tech transition through electrification and digitalization. Starting with ourselves, scaling for all.



EFFICIENCY FORWARD

80%

Schneider Impact Revenues

1.5bn

MWh energy saved or electrified with our solutions, 2026-2030

100%

of applicable SE software deliver advanced energy and carbon insights for customers



TOWARDS NET-ZERO

-90%

reduction of Scopes 1 and 2 CO₂ emissions, absolute vs. 2017

-25%

reduction of Scope 3 CO₂ emissions, absolute vs. 2021

1.5Gt

CO₂ saved and avoided by customers with SE solutions, 2018-2030

SCHOOL OF ENERGY TECH

Electrical experts trained to bridge the energy tech skill gap (in progress)

We reinvent our industry

towards innovation

By rethinking how we design, source and promote, we engage and elevate our entire value chain – reshaping our ecosystem and setting new standards in our industry.



FUTURE-DESIGNED

100%

of major offers in design demonstrate circular and environmental excellence

INDUSTRY CATALYZER

1,500

suppliers on a Zero Carbon Pathway to decarbonize the supply chain

100%

of strategic suppliers are engaged to implement advanced Decent Work practices

50%

of materials selected to provide superior environmental and social value

LONGER, BETTER

x2

growth of circular services for longer and better usage

We unlock human potential

towards equal opportunities

By securing energy access for all and investing in people opportunities, we open the way to progress and shared prosperity.



INCLUSION FOR ALL

100%

of senior talents engaged in their own development or the development of others

40%

of women in leadership*

POWER PROGRESS

100M

people with access to sustainable electricity to power progress

3M

people upskilled through educational programs, including those from vulnerable communities

We empower local communities

towards action and care

By investing in local ecosystems and amplifying grassroots voices, we turn every site – from offices to factories – into a community anchor and an agent of change.



IMPACT STARTS WITH US

>30%

of employees volunteering to be change agents, in their communities and homes

100

sites designed to care for people, nature and communities

* The gender balance metric is a global strategic ambition. It does not apply to territories that prohibit such ambition. The Schneider Electric policy is to always select the best candidate for any position based on skills, experience and potential (irrespective of their gender, age, origin, disability, appearance, etc.).

Sharing sustainable value with our stakeholders

Schneider Electric is committed to open and continuous communication with its ecosystem and uses the feedback to analyze its market and define areas of progress. The Company aims to enhance its positive impact on the planet and society at large by promoting responsible growth that is shared with all its stakeholders.

Stakeholders in our ecosystem

By building long-term partnerships with a wide range of global and local players, Schneider works directly with many types of suppliers, contractors, and end-customers, and has developed the industry’s largest network of distributors. The Group is continually strengthening its local connections in all regions to deliver the best customer experience and co-develop sustainable effective solutions. Alongside business partners, the Group is involved in various local and international organizations that promote sustainability alongside key stakeholders from its ecosystem.



Stakeholders’ top expectations

The four following main concerns of Schneider Electric’s stakeholders were used by the Group to build its 2021 – 2025 sustainability objectives. Their inputs are being used in the same manner to develop the next cycle of sustainability programs, starting in 2026.

1. Schneider Electric’s leading climate action in its ecosystem with the Group’s partners.
2. Pioneering circular economy and being efficient with resources.
3. Ensuring a fair transition and guaranteeing high ethical, social and environmental standards along the Group’s value chains.
4. Leveraging digital in cybersecurity solutions to boost positive impact.

Committed with our partners



Schneider Electric is an active member of the World Business Council for Sustainable Development (WBCSD), participating in its 3 main Imperatives: People, Climate and Nature. The Group is highly engaged with the Business Commission to Tackle Inequality (BCTI) and is actively involved in WBCSD's initiatives on supply chain decarbonization with The Climate Drive, Scope 3 and Climate Transparency with the Partnership for Carbon Transparency (PACT), and avoided emissions. Amongst WBCSD members, only 20% of companies fulfill the 5 membership criteria, including Schneider.



Schneider Electric joined the UN Global Compact (UNGC) in 2002, and its Chairman was a Board Member from 2018 to 2024. The Group aligns its sustainability strategy with the UN's 10 principles on human rights, labor, environment and anti-corruption. As a signatory, Schneider Electric upholds its responsibility to act and aims to contribute to all 17 UN Sustainable Development Goals. The Group is a sponsor of the UNGC Labour and Decent Work and Climate initiatives.



Since 2017, Schneider Electric is a Strategic Partner of the World Economic Forum, where the Group's CEO is a member of the International Business Council and of the Alliance of CEO Climate Leaders, and the Group's Chairman is a member of the Community of Chairpersons since 2023. Schneider Electric engages with a wide range of partners to progress on common world challenges, by joining public-private dialogues and peer-to-peer workgroups, sharing insights and use-cases, leading to new frameworks and toolboxes.

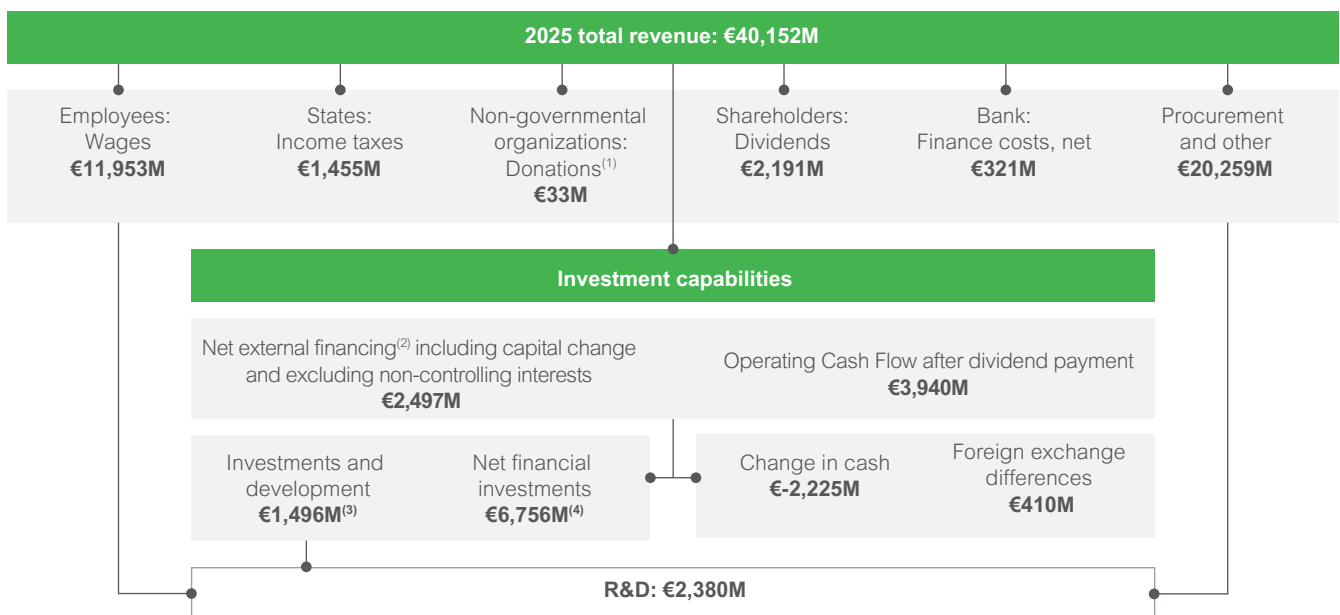


The Schneider Electric Foundation renewed its commitment to the Solar Impulse Foundation in 2025. The foundation selects more than 1,000 clean and profitable solutions that contribute to the achievement of at least five SDGs. These solutions are then promoted to corporate and political leaders worldwide, and are selected based on their technical feasibility, environmental benefits, and economic viability. In 2025, the Schneider Electric Foundation published a report with the Solar Impulse Foundation (SIF) on SMEs' competitiveness, was also a jury member of the SIF Pioneers Forum and jointly participated in panels at COP30.

[+](#) Read more on Schneider Electric's dialogue with stakeholders on **page 113 of the 2025 Universal Registration Document.**

Revenue breakdown by stakeholder

Every year for the last 20 years, Schneider Electric has published a diagram showing its revenue distribution and financial flow for its various stakeholders.



(1) Unaudited declarative amount.

(2) Borrowings, capital increases, treasury stock disposals and buybacks.

(3) Of which €367 million in R&D.

(4) Of which €54 million for long-term pension assets and €5,535 million of transactions with non-controlling interests.

Impact starts with us

The world is transforming at an unprecedented speed and there is a greater need for us at Schneider Electric to play to the emerging opportunities. “Impact starts with us” is a promise the company makes to each of its employees, and it is also an invitation for outside talent to join the Company and make an impact on the world we share.

Our Culture

2025 was a pivotal year for Schneider Electric as the Group advanced its strategic program and accelerated cultural transformation. Its ambition is clear: to build a culture anchored in performance, simplicity, and speed, always with people at the center of everything that is undertaken. This cultural evolution strengthens Schneider's ability to deliver on its evolving company's purpose – to be the Energy Technology Partner for customers, electrifying, automating and digitalizing every industry, business and home, and driving efficiency and sustainability for all.

Culture is the foundation of how Schneider operates and succeeds. It defines how the Group leads, collaborates, and innovates. At Schneider Electric, every aspect of its work – from how it interacts with customers to how it makes decisions – is shaped by its shared IMPACT Values and Leader Code commitments.

IMPACT Values

Values anchor the way collaborators work at Schneider Electric and help bring its growth culture and Employee Value Proposition promise to life. Schneider's six IMPACT Values are derived from its ambitions, People Strategy, and the voice of its employees and customers:

- **Inclusion:** We embrace diverse perspectives, co-creating a place where everyone belongs and thrives.
- **Mastery:** We count on our expertise and know-how to deliver the highest quality innovations.
- **Purpose:** We aspire to build a sustainable future for our people, customers, communities, and planet.
- **Action:** We get things done with accountability, speed and integrity, always with the customer in mind.
- **Curiosity:** We love to think deeply and differently, challenging the status quo and learning every day.
- **Teamwork:** We achieve together with our teams, collaborating with trust and openness.

Leadership

Schneider Electric's leaders play a critical role, as they are the architects of the Group's business and culture. They drive this transformation through the IMPACT Leader Code, which emphasizes inventing the future, delivering the mission together, and building great teams. By living these commitments, Schneider accelerates decisions, fosters collaboration, and delivers better and faster outcomes for its customers and stakeholders.

 Read more about our people programs on [page 188 of the 2025 Universal Registration Document.](#)



2025 achievements

81%

of employees feel they have the flexibility to modify their work arrangements as needed (stable since 2022)

x1.75

hiring opportunities for interns, apprentices, and fresh graduates

81%

employees' received digital upskilling thanks to the Digital citizenship program

63%

subscription in our yearly Worldwide Employee Share Ownership Plan (WESOP)

Sustainable relations with suppliers

With a network of more than 50,000 suppliers around the world, Schneider Electric is committed to developing lasting relationships, while supporting its partners to progress and embrace more sustainable social and environmental practices.

Supply chain and procurement vision

Our world-class supply chain is driven by the following principles and objectives:

- Customer satisfaction and quality are our number one priority. Our supply chain is market driven and tailored to the customer.
- Sustainability is at the core of procurement actions with focus on the impact that the operations of our suppliers generate on the environment and society.
- Competitive landed costs and optimized cash, driving a high level of productivity and Schneider Electric's top-line growth and margin.
- An agile and secure supply chain, that is a competitive advantage in the market, throughout the product lifecycle.
- World-class competencies and talents with values of accountability, collaboration, and simplification.



 Read more about our sustainable relationships with suppliers on [page 223 of the 2025 Universal Registration Document](#).

Building a sustainable procurement strategy

Schneider Electric aims to collaborate with its global supplier network for an inclusive and decarbonized world, where ecosystems and resources are preserved, and people get access to economic opportunities and decent lives. To achieve this, the Group:

- Provides a Supplier Code of Conduct with fundamental requirements that all suppliers delivering goods or services to Schneider Electric are expected to adhere to.
- Integrates sustainability criteria in day-to-day operational procurement actions. The qualification process focuses on people, social responsibility, and environmental management. Sustainability criteria accounts for a significant part of the evaluation. These criteria were revised and enhanced in 2023, in line with the latest and most demanding internal requirements.
- Has set ambitious targets for the suppliers as part of a five year engagement plan, based on their progress in each of the following areas:
 - Climate action, addressed by The Zero Carbon Project (SSI #3), aiming to reduce operational emissions from top 1,000 suppliers;
 - Enhancement of circular supply chain by increasing the use of green materials (SSI #4) and sustainable packaging (SSI #5)
 - Upholding of social commitment related to conflict minerals and extended minerals (cobalt and mica);
 - Upholding of human rights and inclusive workplaces by implementing best-in-class practices through the Decent Work program (SSI #6).

Holistic monitoring approach

To complete the Group's commitment to environmental and social topics, it established a transversal governance mechanism to proactively screen, identify, and mitigate sustainability risk from suppliers and embed preventive controls into the procurement processes and integrate these controls in day-to-day operations.

Strategic suppliers are subject to the Group's ambition to promote continuous improvement based on the ISO 26000 standard evaluation, and our Vigilance program which enabled the audit of 4,348 high-risk suppliers in 2025.

On their side, suppliers can report any misconduct from the Group through Schneider Electric's alert system, the Trust Line, which will be thoroughly and confidentially investigated.

2025 achievements

56%

operational CO₂ emission reduction in the Zero Carbon Project (vs. 40% in 2024)

+2.5pts

increase of suppliers' ISO 26000 score vs. 2024 (+12.1pts since 2019)

98%

strategic suppliers conform to Schneider's Decent Work requirements (vs. 63% in 2024)

85%

primary and secondary packaging is free from single-use plastic and uses recycled cardboard

Sustainability for Customers

As the digital partner of its customers for Sustainability and Efficiency, Schneider Electric delivers products and services, empowering customers to make the most of their energy and resources. To do so, the Group relies on the highest standards of product quality and safety, as well as digital trust and security.

Strive for environmental transparency

In 2024, Schneider Electric launched the Environmental Data Program, its product environmental transparency framework designed to measure, categorize, and compare the environmental attributes and footprint of our products.

The Environmental Data Program has been built on the foundation of Schneider Electric's former Green Premium™ label and is the testimony of 15 years of experience in product environmental data management, connecting innovation by design and environmental transparency. The Environmental Data Program is available online on se.com for all Schneider Electric products and in a digital format using our Partner API.

In 2025, Schneider Electric strengthened the Program through active engagement with partners and international standard-setting bodies to advance alignment, with a focus on product carbon footprint and lifecycle assessment.

This Program is Schneider Electric's commitment to be the most transparent company in the industry and empower customers to make better-informed decisions.

Strive for premium quality

Schneider Electric's priority is to delight customers with an outstanding end-to-end experience. Its ambition is to earn the reputation as the safest supplier in its industry. This vision is built on trust; the Group is committed to ensuring the safest experiences for its customers and believes this is the personal responsibility of every employee. Safety is at the heart of innovation at Schneider. Industry standards are not the goal – they are the baseline.

Schneider innovates beyond standards and believes that technology helps people work safer. Safety demands active engagement of all, without exception. The Group rises to new challenges. Moreover, to better fulfill customers' needs and improve their satisfaction, Schneider Electric relies increasingly on data analytics and digital interlocks to secure a zero-defect mindset at the core of our processes from design, to execution and services. The Group's commitment to quality and customer satisfaction is illustrated in its focus to maintain very low level of safety recalls: Schneider moved from 24 recalls in 2022 to only 3 in 2025.

From 2022, Schneider has introduced a Customer First performance criteria in the incentive goals for Group executives, measured with its Net Satisfaction Score (NSS) through real-time digital customer surveys covering six critical touchpoints as part of its customer operational interactions. In 2025, the NSS once again reached a record-level of 63, confirmed by a continuous improvement performance in most of critical touchpoints, showcasing a +4.3 growth vs. 2024 in Net Satisfaction Score for our customers. All results are available in the Customer Feedback Management Platform where all employees are engaged to act on the customer experience.

Strive for resiliency

Resiliency is the capacity to quickly recover from difficulty. Schneider uses a risk centric framework to reduce our exposure to technological, environmental, process, geopolitical, and health risks that might disrupt its business. Schneider Electric has standardized issue-escalation processes in place, as well as risk assessment and business impact analysis, and is prepared to manage any crisis with disaster recovery and business continuity plans, if needed. The Group's local leaders are empowered to assess risks, increase their preparedness, and handle all types of crises with a rapid and effective response, thanks to processes and tools in place to support them.

Strive for trust in cybersecurity, data privacy and protection

Schneider Electric's cybersecurity strategy encompasses people, processes, and technology across the operational lifecycle. By following globally recognized standards and complying with certified "secure by design" development processes, the Group safeguards the digital ecosystem and delivers secure offers, systems, solutions, and services.

The right to privacy and protection of personal information is a fundamental human right. Schneider considers fairness, transparency, data integrity, quality, security, and trust as core principles of how it handles data and uses it in the products, systems, and services they deliver. In 2025, the Group was awarded a Platinum Medal in CyberVadis' assessment, underlining its commitment to cybersecurity. By leveraging digital technologies based on human centered design with a "do no harm" oversight, Schneider's solutions benefit customers' sustainable future.

2025 achievements

862M

tonnes of CO₂ saved and avoided for customers since 2018 (+183M vs. 2024)



rated Platinum by CyberVadis as part of 2025 assessment

100%

of Schneider Electric products included in the Environmental Data Program

3

safety recalls (vs. 5 in 2024)

Acting for a decarbonized world and preserving resources

Climate change and nature loss are two of the greatest global challenges of the 21st century. They are inextricably linked and require joint efforts and solutions to tackle them. Schneider Electric’s climate and resources strategies converge to minimize its environmental footprint and to maximize the environmental benefits its offers bring.

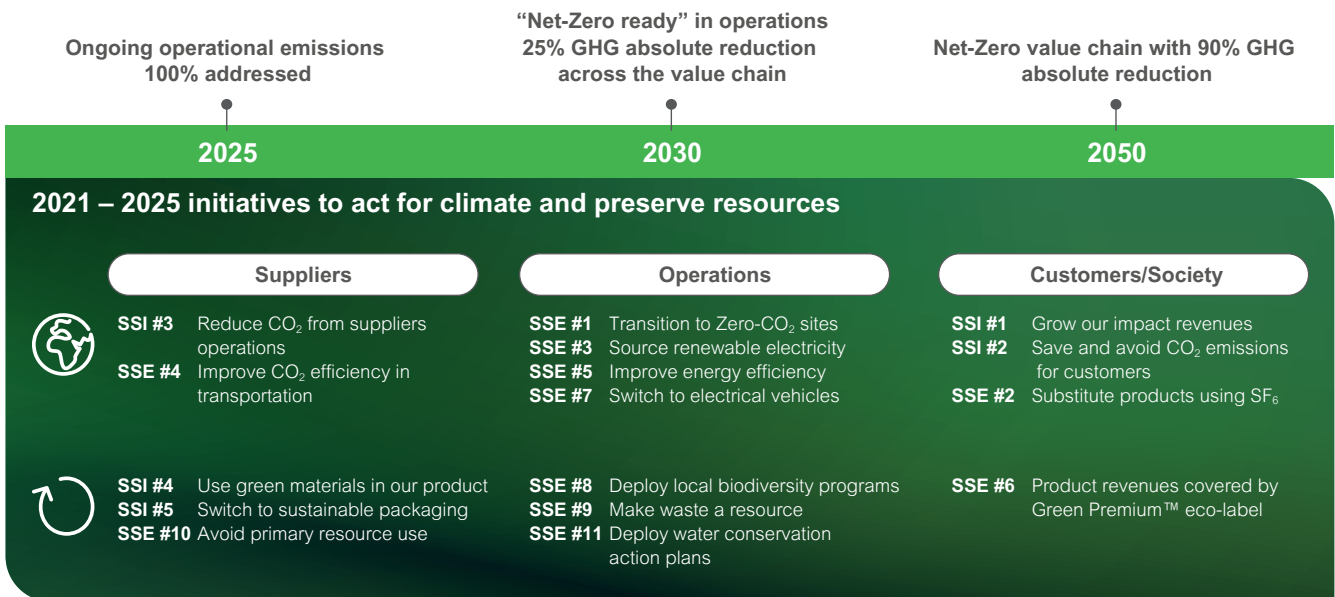
Climate and resources strategy

Urgent action and a system-wide transformation are needed to deliver the enormous emission cuts necessary to limit greenhouse gas (GHG) emissions. With its climate programs, the Group aims to limit its carbon emissions by implementing its own Energy Management and Industrial Automation solutions by developing offers that help its customers do the same.

Schneider Electric was one of the first companies to have its Net-Zero targets validated by the Science Based Target initiative (SBTi), in alignment with its “Corporate Net-Zero Standard”. The Group is committed to be “Net-Zero Ready” in its operations and to reduce its Scope 3 emissions by 25% by 2030, and to be Net-Zero across its full value chain by 2050. In addition, as of 2025 the Group is addressing all ongoing operational emissions (Scope 1 and 2) on its journey to “Net-Zero ready”, by financing and contributing to projects that avoid or remove carbon.

With its resource programs, the Group aims to minimize the volume of resources it needs and optimize the use of these resources. The existing systems and infrastructure are not adequate to maintain, collect, and redistribute materials effectively for a global circular economy. As a result, waste, including plastics and e-waste, pollutes our land, and the world continues to deplete the limited natural resources. Schneider Electric embraces circular economy principles all along the lifecycle of products and offers.

A keystone of Schneider’s circularity approach is to apply ecodesign to the development of new products. It enables the right trade-offs between the environmental impact along the lifecycle of products, allowing to co-ordinate the efforts over the whole value chain.



2025 achievements

75%
of Schneider Electric’s revenues are impact revenues (vs. 74% in 2024)

85%
of primary and secondary packaging are free from single-use plastic and use recycled cardboard (vs. 78% in 2024)

Climate A
part of CDP Climate A List for the 15th year in a row

195
Zero-CO₂ sites helping decarbonize Schneider’s operations (vs. 154 in 2024)

Delivering social impact for a fair transition

Around the world, Schneider Electric gives people access to energy and education through initiatives that combine training, technological innovation, social innovation, and entrepreneurship. This means thinking about the world of tomorrow by empowering everyone, regardless of origin, gender, or socio-economic level, to build a fair future for individuals and families worldwide.

Improving lives through access to green electricity

Today, around one and half billion people have little or no access to electricity, representing one in four of the world’s population. For Schneider Electric, access to energy is both a fundamental right and a means for social and economic development. Specifically, access to green electricity offers a chance to live a better life, as it can have a positive multiplier effect on all socio-economic dimensions of the individual or community, including livelihood, health, education, security, and empowerment of women, while fighting against climate change by replacing fossil solutions.

At Schneider this is called “Electricity for Life” and “Electricity for Livelihood”:

- “Electricity for Life” means delivering access to green electricity as a fundamental right, answering to essential needs (such as lighting, social connection, or education) for off-grid households, small businesses, and the humanitarian sector.
- “Electricity for Livelihood” means delivering access to green electricity as a driver of economic development and poverty reduction for households connected to an unreliable grid, and for productive businesses. In fact, many farms, schools, and health centers in rural areas currently depend on an intermittent grid and are in need of quality energy with back-up solutions based on solar energy.

Between 2009 and 2025, Schneider’s Access to Energy solutions benefited more than 60 million people, exceeding the Group’s 2025 ambition.



Empowering youth through education and entrepreneurship

For over 20 years, training and entrepreneurship have been the historical mission of the Schneider Electric Foundation, under the aegis of Fondation de France. In 2025, the Group’s exceeded its ambition to train one million people in energy management. The Youth Education & Entrepreneurship program aims to give all young people the means to build solutions for a better life, contribute to a fairer, low carbon society, and transform the world.

By providing funding, its expertise, volunteering its time, and collaborating with its partners on the ground, Schneider is empowering younger generations and the broader community to achieve a better future through sustainable development.

Its work is divided into three main areas:

1. Support access to qualitative jobs through vocational and entrepreneurship training in the energy field.
2. Learn new skills for the future, technical and soft, giving younger generations the boost they need to succeed and build the world of tomorrow.
3. Create the right ecosystem to spread entrepreneurial spirit and encourage innovation, enhancing younger generations to define their future and take part in social and environmental challenges.

To do this, the Schneider Electric Foundation draws on a network of around 80 delegates across 100 countries, that was renewed in 2023. Its role is to select local partners in the fields of vocational training in the energy sector, to support entrepreneurship and sustainability awareness. The Foundation also leverages its “VolunteerIn” digital platform to empower employees to be local actors and ambassadors of the Group’s societal commitments through volunteering initiatives, particularly around social mentorship.

 Read more about our social impact on [page 286 of the 2025 Universal Registration Document](#).

2025 achievements

93,000+

volunteering days since 2017 (+18,000 days vs. 2024)

1M+

young people trained in energy related professions since 2009 (+175,600 vs. 2024)

60M+

people connected to green electricity since 2009 (+6.6M vs. 2024)

€95.8 M

engaged by Schneider Electric in Impact Investing Funds since 2009

Local sustainability commitments

As part of the 2021–2025 Schneider Sustainability Impact, Schneider promotes local initiatives and enables individuals and its partners to make sustainability a reality for everyone, everywhere.

100% of Schneider Electric’s Country and Zone Presidents have defined local commitments that impact their communities in line with the Group’s sustainability transformation, leading to the deployment of over 500 local programs since 2021. Here are a few examples of initiatives being implemented to drive impactful changes at the local level.



Canada
Schneider Electric and Habitat for Humanity have partnered to provide construction kits for sustainable and energy-resilient homes in Canada. In 2025, 18 kits were shipped to help reduce household operating expenses and lower CO₂ emissions in homes.



Denmark
Schneider Electric’s employees are contributing to preserve nature around their sites by volunteering in environmental clean-up initiatives. Biodiversity plans have been launched in Ringsted, Ballerup, and Kolding, resulting in 102 kg of trash collected in 2025.



Spain
In 2025, Schneider Electric in Spain donated 24,053 surplus units to schools and non-profits for training purpose through their local market place “CircularPlace”, of which 20,000 went to schools and installer associations in response to the Valencia floods.



Chile, Peru and Bolivia
Schneider Electric empowers women in Chile, Peru, and Bolivia with training in energy management and electrical installation. In 2025, over 190 women have been trained to promote inclusion and diversity in the energy sector.



North East Africa and Levant
In 2025, Schneider Electric and local partners implemented projects to address food, energy, and water challenges across Jordan, Lebanon, and Egypt, reaching over 110,000 people through initiatives focused on water pumping, desalination, and agricultural water recycling.



Philippines
In the Philippines, Schneider Electric’s employees reached over 431 youths across schools nationwide, through mentorship and equipment donations, while promoting sustainability and ESG awareness through dedicated events.



Check our local commitments on www.se.com

Financial Calendar

Investor Relations

May 7, 2026 Annual Shareholders' Meeting

Financial Releases

February 26, 2026 2025 Annual Results

April 30, 2026 Q1 2026 Revenues

July 30, 2026 2026 Half Year Results

October 29, 2026 Q3 2026 Revenues



YouTube

SchneiderCorporate



X

@SchneiderElec



Instagram

schneiderelectric



LinkedIn

linkedin.com/company/schneider-electric



Facebook

SchneiderElectric

Investor Relations

Nathan Fast

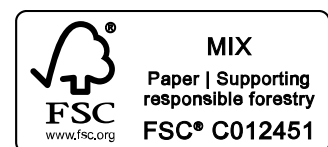
SEInvestorRelations@se.com

Corporate Communications

Anthime Caprioli

corporate.communications@se.com

se.com





Schneider Electric SE

Headquarters:

35, rue Joseph Monier – CS 30323
F-92506 Rueil-Malmaison Cedex (France)
Tel.: +33 (0) 4 76 57 60 60

European Company,
governed by a Board of directors with a
share capital of EUR 2,308,490,048
Registered in Nanterre, R.C.S. 542 048 574
Siret no.; 542 048 574 01791

se.com

